


PRP  
510  
L

# Group Work and Recreation Study

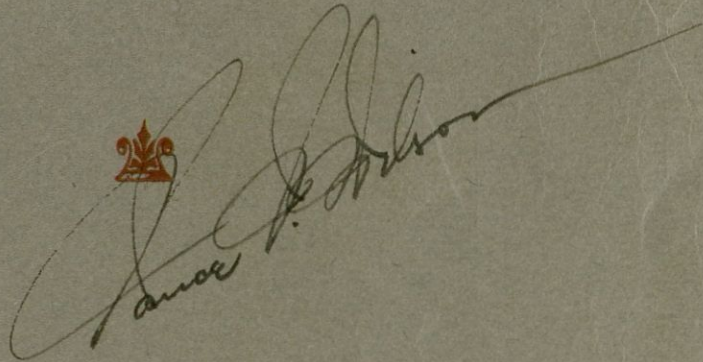
*Dade County, Florida*

921.073  
~~510~~ CIT  
1953

|   |                     |
|---|---------------------|
|  | CITY OF MIAMI       |
|   | Planning Department |
|   | LIBRARY             |
| Catalog No.   | 510                 |
| Publication No.   | 7                   |

5 Summary of Reports

by the staff

  
Lancelotti

4 Submitted To The Citizens Study Committee

July 15, 1953

073  
7  
53



05009



CITIZENS STUDY COMMITTEE  
ON  
GROUP WORK AND RECREATION  
IN DADE COUNTY, FLORIDA

Room 302, 127 N. W. Second Street  
MIAMI 36, FLORIDA  
Telephone 3-7704

JOHN E. SHUEY, Chairman

STEERING COMMITTEE

Grace F. Cordes  
James I. Keller, Jr.  
Charles Stanley Milledge  
Winley C. Myers  
H. Franklin Williams

July 15, 1953

STAFF

Sydney B. Markey,  
Director  
Kenneth W. Kindelsperger,  
Associate, Voluntary Agencies  
Weaver Pangburn,  
Associate, Public Agencies

Mr. John E. Shuey, Chairman  
Citizens Study Committee on Group Work  
and Recreation in Dade County  
Miami, Florida

Dear Mr. Shuey:

The Summary of Reports which follows, has been prepared by the Staff for the Citizens Study Committee.

The Summary gives the highlights of findings and recommendations which the Citizens Study Committee will find in the detailed reports being prepared.

The Staff wishes to commend the citizen leaders of Dade County, who, in organizing the Study project indicate readiness to move forward in meeting the group work and recreation needs of the total community.

Very truly yours,

*Sydney B. Markey*  
Sydney B. Markey  
Director



MEMBERSHIP OF CITIZENS STUDY COMMITTEE  
ON  
GROUP WORK AND RECREATION  
Dade County, Florida-1953

|                       |                         |                            |
|-----------------------|-------------------------|----------------------------|
| Leonard Abess         | Tom Johnston .          | R. J. Roberts .            |
| A. D. Barnes .        | James Keller            | Mrs. Chas. O. Rogers       |
| Mrs. Harold Berney    | Mrs. Henry King         | Mrs. M. A. Russell         |
| Ted Bleier .          | James Knight            | Paul Scott                 |
| Mrs. Paul Brinson     | James LeGate            | Ernie Seiler .             |
| Joseph Brock          | Will Lindsley .         | Rabbi Max Shapiro          |
| Rev. J. N. Byrd       | Mrs. George Maret       | Mrs. Henry Shaw            |
| Edgar Chambers        | Darrell Marple          | John E. Shuey              |
| H. F. Cordes .        | Mrs. Finlay L. Matheson | Wm. D. Singer .            |
| Charles Crandon .     | W. W. McBride           | McGregor Smith             |
| Dr. I. P. Davis       | Sam McCormick           | Tim Sullivan               |
| Knox Eldredge .       | Mrs. Stanley Milledge   | Edw. Swenson               |
| E. A. Evans .         | John Mobley             | W. R. Thomas               |
| Ralph Fossey .        | Stanley Myers           | John B. Turner             |
| Byron Freeland .      | Burt Nuckols            | Rev. Edw. W. Ullrich       |
| Emil Gould .          | Joe Orr .               | Dr. E. A. Ward             |
| Wm. Grogan            | Hugh Purvis             | Willard Ware .             |
| Art Gucker            | Mrs. Fred Ravlin        | M. A. Whitney              |
| Fred Hartnett         | Lucien Renuart .        | Dr. H. Franklin Williams . |
| Rev. Harman           | Claude Renshaw          | John Willmott              |
| Mrs. Marion Wood Huey | Hollis Rinehart         | Jesse Yarborough .         |



## TABLE OF CONTENTS

|  | <u>Page</u> |
|--|-------------|
| LETTER OF TRANSMITTAL . . . . .  | i           |
| MEMBERSHIP OF CITIZENS STUDY COMMITTEE . . . . .   | ii          |
| THE CITIZENS STUDY COMMITTEE ON GROUP WORK AND RECREATION . .                                  | 1           |
| How It Came To Be . . . . .  | 1           |
| Purposes and Objectives of the Study Committee. . . . .  | 2           |
| Where the Study Project is Today . . . . .   | 2           |
| STUDY STAFF PROGRAM . . . . .  | 3           |
| Principles Guiding Staff Study . . . . .   | 3           |
| Method of Study . . . . .  | 4           |
| THE PEOPLE OF DADE COUNTY . . . . .  | 5           |
| Population Changes Since 1930 . . . . .  | 5           |
| Map 1 - Location of Voluntary Agencies and Areas Used<br>in Recreation Resource Index. . . . . | 7           |
| Findings. . . . .  | 8           |
| The Economy of the Community. . . . .  | 8           |
| Recommendations for Establishing a Planning Body. . . . .                                      | 9           |
| Map 2 - Median Incomes for Total Families and<br>Unrelated Individuals, 1949 . . . . .         | 10          |
| Map 3 - Percentage Change in Population, 1950 over 1940.                                       | 11          |
| Map 4 - Percentage Change in Population, 1965 (Estimated)<br>over 1950 . . . . .               | 12          |
| Basis of Recommendation . . . . .  | 13          |
| VOLUNTARY AGENCIES. . . . .  | 15          |
| Functions . . . . .  | 15          |
| Findings. . . . .  | 15          |
| General Appraisal . . . . .  | 16          |
| Recommendations . . . . .  | 17          |
| Boy Scouts . . . . .   | 17          |
| Boys Club . . . . .  | 17          |
| Girl Scouts. . . . .   | 18          |
| Jewish Community Center. . . . .   | 18          |
| James E. Scott Community Center. . . . .   | 18          |
| Junior Museum. . . . .   | 19          |
| Salvation Army . . . . .   | 19          |
| Latin Center . . . . .   | 19          |
| Y.M.C.A. . . . .   | 19          |
| Y.W.C.A. . . . .   | 20          |
| Parochial Schools . . . . .  | 21          |



## TABLE OF CONTENTS (CONTINUED)

|   | <u>Page</u> |
|---|-------------|
| PUBLIC RECREATION AGENCIES . . . . .                | 22          |
| Functions . . . . .                                 | 22          |
| How It Differs from Other Public Functions. . . . . | 23          |
| General Appraisal . . . . .                         | 23          |
| Recommendations . . . . .                           | 24          |
| Dade County Park Department. . . . .                | 24          |
| Dade County School System . . . . .                 | 24          |
| City of Miami. . . . .                              | 25          |
| Miami Beach. . . . .                                | 26          |
| Coral Gables . . . . .                              | 26          |
| Hialeah. . . . .                                    | 27          |
| Miami Springs. . . . .                              | 27          |
| Opa Locka. . . . .                                  | 27          |
| El Portal. . . . .                                  | 28          |
| Miami Shores . . . . .                              | 28          |
| North Miami. . . . .                                | 28          |
| North Miami Beach. . . . .                          | 28          |
| Surfside . . . . .                                  | 28          |
| Homestead . . . . .                                 | 28          |
| Florida City . . . . .                              | 29          |
| City of South Miami. . . . .                        | 29          |
| West Miami . . . . .                                | 29          |
| Home Demonstration and 4H Clubs. . . . .            | 29          |
| CONCLUSIONS . . . . .                               | 30          |



THE CITIZENS STUDY COMMITTEE ON GROUP WORK AND RECREATION

1. How It Came To Be

In a memorandum dated February 2, 1953,<sup>1/</sup> Merrill F. Krughoff of Community Chests and Councils of America, recommended the formation of the Citizens Study Committee on Group Work and Recreation (hereafter referred to as Citizens Committee) in order to answer a problem for which advice of the national organization was sought.

In brief, the problem before the Joint Committee on Agency Reserve Plans of the Community Chest and the Welfare Planning Council came from proposals for capital fund campaigns by the Y.M.C.A. and the Y.W.C.A.. Also known, was the interest of other voluntary agencies in capital fund campaigns within a few years.

It was Mr. Krughoff's recommendation that a study of group work (voluntary agencies) and recreational services (governmental agencies) in Dade County, could provide "the documentation of need and a long range plan", essential to decide the questions before the Joint Committee. He also pointed out that the fundamental policy questions requiring answering must be faced by the Dade County community through representative spokesmen from all walks of life. The answers they would arrive at could have the "full community acceptance and support" essential in the carrying out of any program.

The "they" are the Citizens Committee. Appointed by the presidents of the Welfare Planning Council and the Community Chest, the sixty-three member Citizens Committee convened on March 12, 1953 and approved a statement of Purpose and Objectives for the Study.

<sup>1/</sup> Memorandum to Welfare Planning Council and Community Chest from Merrill F. Krughoff, Community Chests & Councils of America; Re: Survey of Group Work and Recreational Services, Feb. 2, 1953; 4 pages (mimeo)



## 2. Purposes and Objectives of the Study Committee

The statement adopted on March 12, 1953, gives as the general objectives of the Study the following:

".... To prepare a long-range plan for the orderly development of needed buildings and grounds and the staff and program requirements ... in Dade County." <sup>1/</sup>

Five major questions are posed in the statement. These are:

- I. What physical properties and program organization do we believe Dade County should have both now and ten years from now?
- II. Who will provide the physical facilities and program organizations necessary to meet our needs?
- III. How do we secure the needed facilities and organizations to accomplish the work agreed as needed?
- IV. When to accomplish each step or phase of each approved project?
- V. What organization is necessary to implement carrying out of the plan?

## 3. Where the Study Project Is Today

The Citizens Committee moved rapidly following March 12. Through Community Chests and Councils of America a Staff was secured to undertake the Study. The Staff and the Committee have worked together on three occasions since then. The first was on April 8, to review the plan of procedure; the second on May 18 to team Committee members with Staff on assignments; and the third on June 3, to receive a progress report. With the fourth meeting on July 15, the Staff will complete its work turning over to the Citizens Committee two reports.

<sup>1/</sup> Purpose & Objectives, Citizens Study Committee on Group Work and Recreation: March 12, 1953; 2 pages (mimeo).



One is this Summary, giving highlights of findings and recommendations. The second will be a Detailed Report containing the same findings and recommendations with supporting detailed data. It then becomes the responsibility of the Citizens Committee to utilize these Reports in going forward to answer the group work and recreation service needs of the boys, girls, men and women of Dade County.

### STUDY STAFF PROGRAM

#### 1. Principles Guiding Staff Study

In carrying out the assignment, the Staff was guided by four basic principles. These are stated since they are the source of the philosophy behind the findings and recommendation.

First, programs should exist for the leisure hours of all persons in the community. This includes a range from a place for the single boy to fish, a planned group experience for boys and girls clubs or gangs, swimming facilities for all members of the family, a park area for relaxation or with a facility like shuffleboard for the aging, as well as a host of program opportunities too numerous to mention. The modern urban community meets a basic requirement of its citizenry when it provides for the wholesome use of free hours through group work and recreational services.

Second, these programs should be available to all ages and be planned to meet the needs of particular age groups. It means programs not only for children but for older adolescents, the young adults, the family and the aging. It almost goes as a corollary that the opportunities should be equally available to both sexes.

Third, programs of group work and recreation should be as fully available to the minority groups as to the majority. Learning



to know people as individuals and to both appreciate and respect differences, is advanced through the positive experiences of play activity.

Fourth, these services cut across economic and geographic lines and should be equally available throughout Dade County. Whether in a rural area programmed by 4-H activities, an economically privileged community served by a high-calibre public recreation program, or a so-called slum district having as its major resource a neighborhood house, the purpose of all is fundamentally the same -- wholesome use of free hours so that the individual has the fullest opportunity to grow to the maximum within him, or her, to achieve.

## 2. Method of Study

Before discussing the methods used to answer the four major questions stated by the Citizens Committee, it is significant to note that this group as well as the Joint Committee were dissatisfied with maintaining the status quo and were seeking a blueprint with which to move ahead.

Such impetus has meaning, yet the Staff approached the assignment with a desire to know Dade County, its group work and recreation services and to use its findings for totally independent judgments with which to answer the questions posed.

The inquiry was directed at finding out -

- a. Who are the people of Dade County? What has happened to population both in numbers, age and racial groups and the economy supporting the people.
- b. What are the services of group work (voluntary) and recreational (governmental) agencies? While no inclusive study of the program of any one agency was part of the assignment, sufficient knowledge of purpose, program, leadership and policy direction was secured to evaluate each.



- c. How well do the group work and recreational organizations do their job -- individually and collectively? Standards, as stated in the purposes of the organization, or as established by experiences elsewhere, were applied where practical to do so.
- d. What then, on the basis of the above findings, should be recommended?

Answers to these questions were sought through questionnaires, conferences with agency leaders both professional and lay and through study of many reports and documents. Staff members spent approximately three weeks each in carrying out the assignment.

### THE PEOPLE OF DADE COUNTY

#### 1. Population Changes Since 1930

Dade County has experienced growth in population since 1930 which has great significance to the Study. Everybody accepts the fact population has increased markedly, as shown by the Census, and accepts the forecasts predicting continued influx of people through 1965.<sup>1/</sup>

The Study developed four maps illustrating the meaning of population increases to group work and recreational services. These are:

Map 1, showing the location of voluntary agencies in relationship to the Recreation Resource Index Areas,<sup>2/</sup> and is especially significant since it illustrates what has happened to population in those areas in the short span of two years. When reviewed against the 1950 actual population, the meaning of increased population in a short

<sup>1/</sup> The following reports have been consulted:

- a. 1950 U. S. Census of Population Bulletin, P-D 31; U. S. Department of Commerce, Bureau of the Census, August 1952.
- b. Miami Economic Research, vol. V No. 4, October 1952, Bureau of Business and Economic Research, The University of Miami, Coral Gables, Florida.
- c. A Series of Economic Studies, Miami and Dade County, Florida, prepared by the First Research Corporation, 101 E. Flagler Street, Numbers 1 through 8, 1953.

<sup>2/</sup> Recreation Resource Index Areas are groupings of neighborhoods or municipalities, arranged in eleven groups by census tracts within Dade County, for purposes of facilitating planning by the Welfare Planning Council.



period of time becomes crystal clear. Dade County continues to grow at an accelerated pace.

Map 2, showing income levels throughout the County, is pertinent in its graphic illustration of where persons who can and cannot "buy" group work and recreation services, are living. It has further meaning in that areas of low income are usually those with a multiplicity of factors contributing to family breakdown and may subsequently be areas rating a priority in any supplementation of group work and recreation services.

Map 3, showing percentage of population changes by census tract for 1950 against 1940, and

Map 4, giving the forecasted increases for 1965 against 1950, are regarded as completing the evidence of major increases in population. For twenty-two years more and more people have become permanent residents of Dade County; for the next ten years, additional people will come to live in Dade County.

The reason why both the Joint Committee and the Citizens' Committee want to move ahead with more adequate services, becomes evident. The Staff concurs with their conclusion. Dade County has lagged in providing the basic group work and recreational service which the increased population warrants. The readiness of the community's leaders to face up to these needs is to be applauded.

One other statistical reference is noteworthy. In its comment on changes in population characteristics in the decade 1940 to 1950, the First Research Corporation study notes:

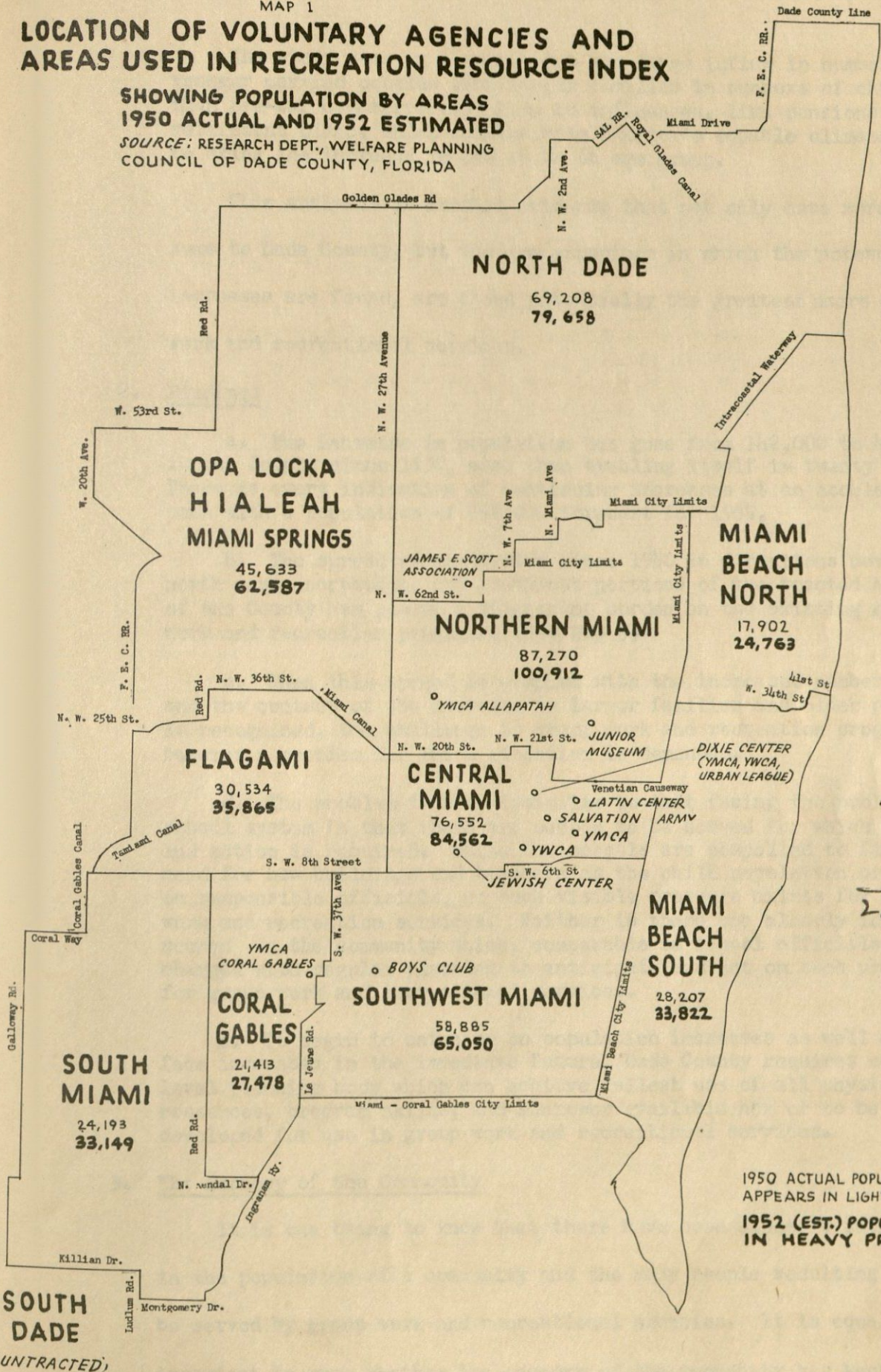
"Two things have characterized the past decade's changes; the first is the percentage increase in numbers of persons over 45 years; the second is in the large increase, many times the national average, in the number of persons under nine years of age." <sup>1/</sup>

<sup>1/</sup> Study No. 2, January 1953; First Research Corp., op.cit.



# LOCATION OF VOLUNTARY AGENCIES AND AREAS USED IN RECREATION RESOURCE INDEX

SHOWING POPULATION BY AREAS  
1950 ACTUAL AND 1952 ESTIMATED  
SOURCE: RESEARCH DEPT., WELFARE PLANNING  
COUNCIL OF DADE COUNTY, FLORIDA



100,912  
35,865  
84,562  
65,050  

---

286,389

1950 ACTUAL POPULATION  
APPEARS IN LIGHT PRINT  
1952 (EST.) POPULATION  
IN HEAVY PRINT

SOUTH DADE  
(UNTRACTED)



The study goes on to point out the large influx in numbers of younger married couples with larger families in numbers of children, than pre-war counterparts. Also to influences, like pensions and retirement plans, which coupled with Florida's equable climate, helps to bring the increase in the 45 to 64 age group.

This analysis is further evidence that not only have more people come to Dade County, but the age groupings in which the noteworthy increases are found, are those potentially the greatest users of group work and recreational services.

## 2. Findings

a. The increase in population has gone from 142,000 to 461,830 in the County since 1930, more than trebling itself in twenty years. There is every indication of continuing increases at an accelerated pace with a population of 858,000 forecast for 1965.

b. The spread of population since 1940 in directions north, north east, northwest, and southwest portions of the tracted areas of the County has placed a staggering burden on the existing group work and recreation programs. (See Map 3)

c. When this spread is coupled with the increased numbers, and the content of the increase in larger families and older persons is recognized, the challenge to group work and recreation programs becomes a problem for which attention is demanded.

d. The problem is not dissimilar to that facing the public school system in that there are people to be served for which planning and action is required. While the schools are compelled to face the need for new buildings and teachers as the child population presses on responsible officials, no such visible pressure exists for group work and recreation services. Neither is there one clearly identified source in the community which, comparable to school officials, is charged with regular planning to anticipate and act on such pressures for group work and recreational services.

e. To begin to catch up on population increases as well as to face increases in the immediate future, Dade County requires one top-level planning body which can achieve fullest use of all physical resources, program skills, and manpower available now or to be developed for use in group work and recreational services.

## 3. The Economy of the Community

It is one thing to know that there have been sizeable increases in the population of a community and the many people resulting should be served by group work and recreational agencies. It is equally important to know whether the economy of the community has kept pace



with the increase of population and is in position to support enlarged services.

Dade County's economy has kept pace with the increased population. First Research Corporation, in its review of "the best indicators of growth" concludes that "for sheer growth in many directions, Miami and Dade County are national phenomena. These statistical proofs of an expanding and maturing urban area may be startling, but they are indicators of a dynamic area." 1/

In its subsequent studies of employment, manufacturing, business and market potential, the First Research Corporation concludes its series by stating that Miami "... has the matchless advantage of being old enough to worry over problems of the future but young enough to make plans to meet them." 2/

This judgment is accepted for purpose of the Study, to indicate that the economy necessary to meet the challenge of increased group work and recreational services, does exist. It is being utilized in planning for public education needs.

#### 4. Recommendations for Establishing a Planning Body

The review of population changes and trends results in the following recommendations:

- a. The Citizens Committee assign priority to the creation of a planning body for group work and recreational programs.
- b. The planning body should be made up of lay and professional workers interested in group work and recreation services, and should have official representation from governmental and voluntary agencies in the field.

1/ Study No. 3, February 1953 First Research Corporation; op cit.  
The statistical proofs referred to are: (figures rounded)

|  | 1940                | 1952               |
|--|---------------------|--------------------|
| 1. Assessed Valuation                      | - \$432 mil.        | \$1 bil., 384 mil. |
| 2. Building permits awarded                | - \$ 43 mil.        | \$172 mil.         |
| 3. Bank deposits and debits                | - \$1 bil., 96 mil. | \$6 bil., 315 mil. |
| 4. Air transport (freight cargo)-          | 53 mil. lbs.        | 104 mil. lbs.      |
| 5. Public utilities (electric consumers) - | 75 thousand         | 194 thousand       |

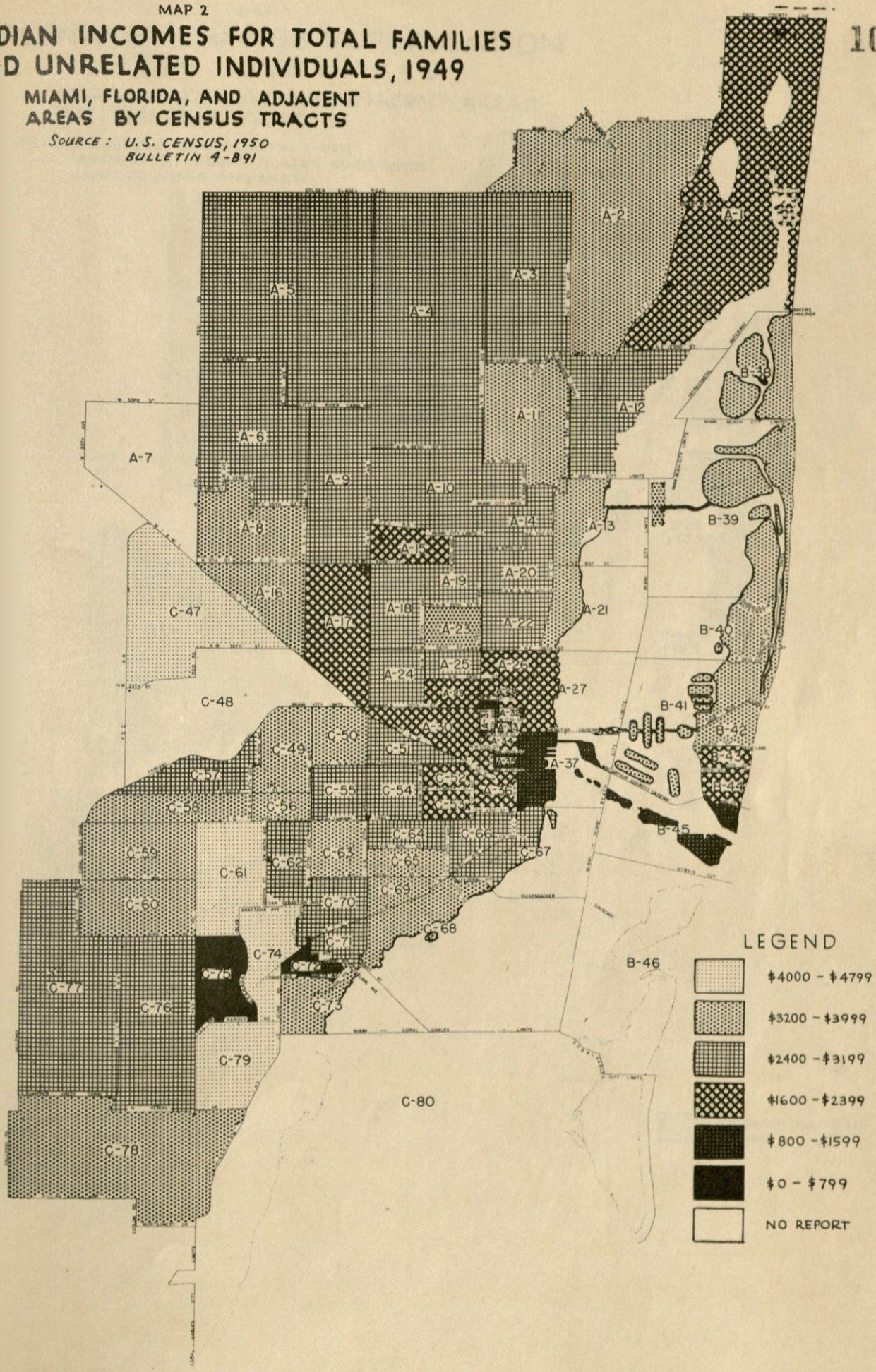
2/ Studies No. 4, 5, 6, 7, 8, March-April 1953, First Research Corp.: op.cit.



# MEDIAN INCOMES FOR TOTAL FAMILIES AND UNRELATED INDIVIDUALS, 1949

MIAMI, FLORIDA, AND ADJACENT AREAS BY CENSUS TRACTS

SOURCE: U.S. CENSUS, 1950  
BULLETIN 4-B91

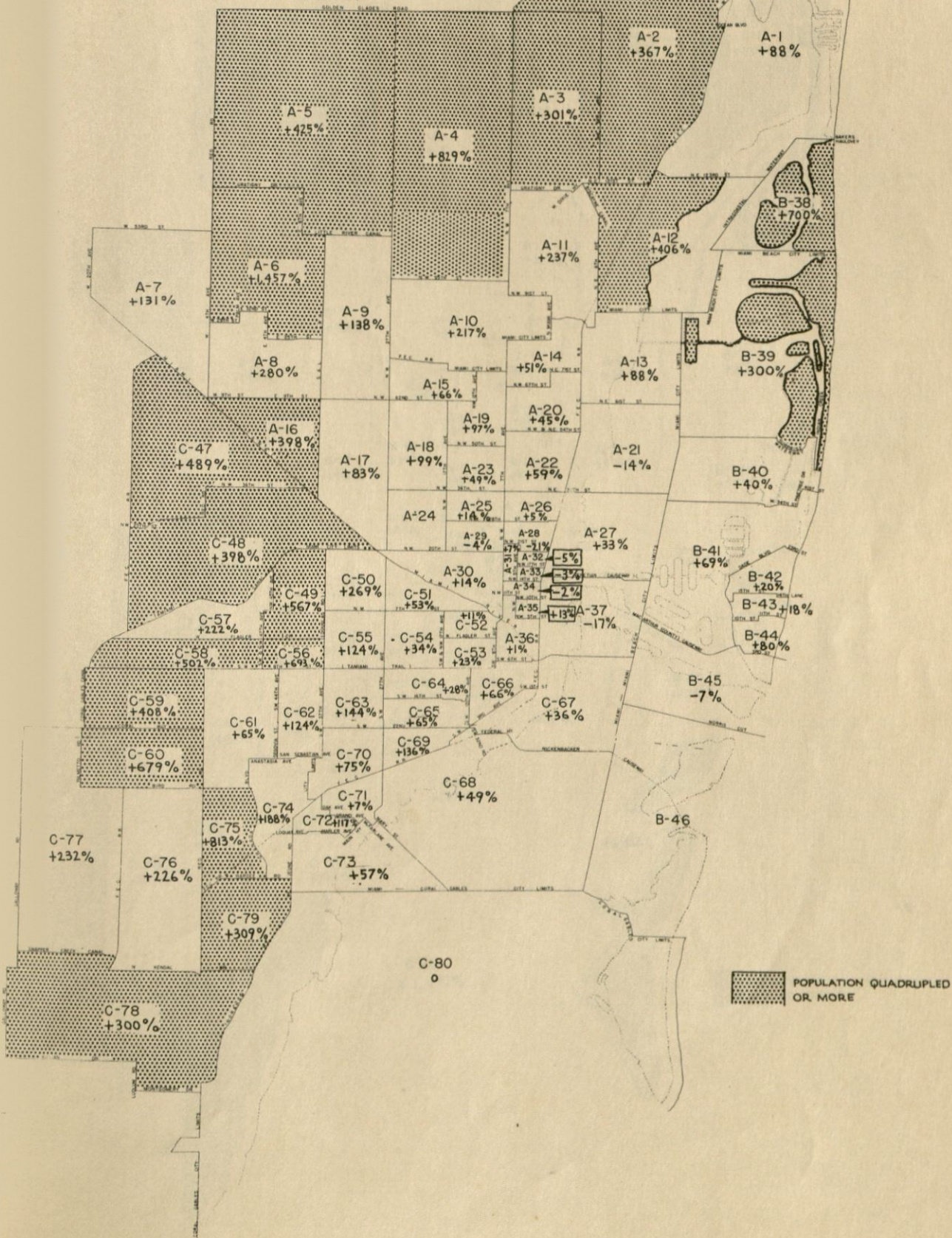




# PERCENTAGE CHANGE IN POPULATION 1950 OVER 1940

## MIAMI, FLORIDA, AND ADJACENT AREAS BY CENSUS TRACTS

SOURCES: U.S. CENSUS, 1950, BULLETIN P-D31;  
UNIVERSITY OF MIAMI, BUREAU OF BUSINESS  
AND ECONOMIC RESEARCH

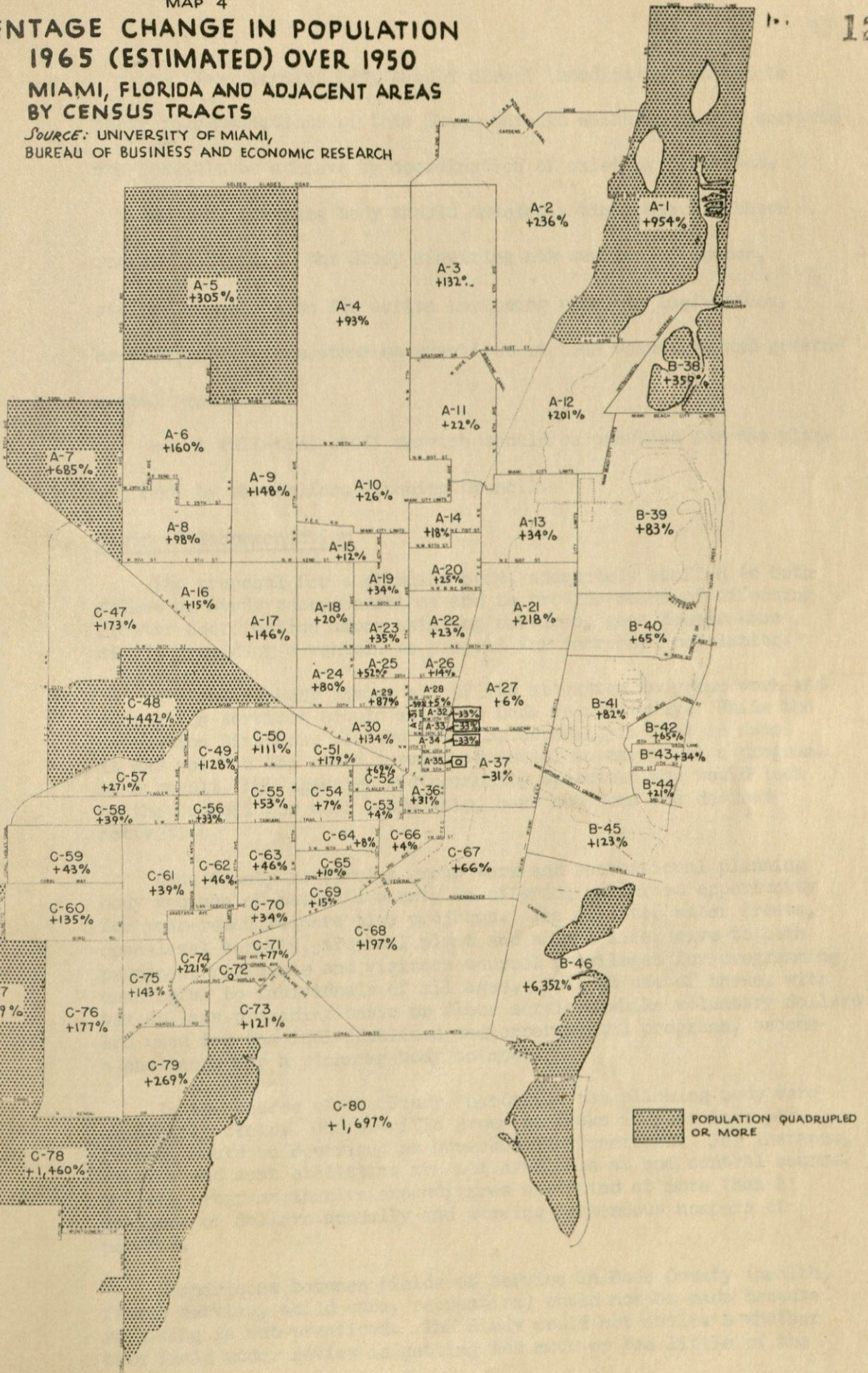




# PERCENTAGE CHANGE IN POPULATION 1965 (ESTIMATED) OVER 1950

## MIAMI, FLORIDA AND ADJACENT AREAS BY CENSUS TRACTS

SOURCE: UNIVERSITY OF MIAMI,  
BUREAU OF BUSINESS AND ECONOMIC RESEARCH





c. The planning body should direct immediate attention to those recommendations of this Study through which increased services are possible to achieve by coordination of existing resources.

d. The planning body should develop a timetable for those recommendations of the Study requiring new sources of income, citizen organization for action including possible legislation, or changes in administrative practices of both voluntary and governmental agencies.

e. A full-time staff service should be provided for the planning body by the Welfare Planning Council.

##### 5. Basis of Recommendation

The proposal for a planning body, adequately staffed to both follow up Study recommendations and to provide means of effecting greater coordination among existing services, goes deeper than simply providing a vehicle to program for increased population.

A planning body giving all of its attention to group work and recreation services should exist in Dade County today. While the Recreation Division, Welfare Planning Council, is that in name, it has not had the staff service essential to carry out a program. As a result, the agencies and community spokesmen who would look to the Council for such leadership, have not seen the desired activities.

Dade County requires a group work and recreational planning body because of nature's bounty in offering unlimited opportunity for year-round leisure time programs. The climate, water fronts, open-level terrain, tropical plant and animal life, give to both permanent residents and visitors unusual privileges for programming meaningful to individuals of all ages. Fullest use of these, with tax dollars providing basic or floor services while voluntary dollars are used for the individualized and experimental programs, become a challenge for a planning body to meet.

In the course of the Study, needs for the planning body were abundantly clear. One specific group of tasks it must have performed, could be described as housekeeping functions. For instance, service and cost statistics are not available at one central source. Yet the programs involve expenditures estimated at more than 4 millions of dollars annually and serving tremendous numbers of persons.

Comparisons between fields of service in Dade County (health, family service, child care, recreation) could not be made because reporting is not practiced. The Study could not evaluate whether this field under review is getting too much or too little of the



total tax and voluntary dollar in Dade County; nor could similar comparisons be made to communities elsewhere in the country.

Service statistics and expenditures analyses should be a regular discipline sought by all agencies in order to measure what they are providing and to be a means of accounting to "John Q. Public," who is both the taxpayer and contributor supporting their programs.

A planning body is of greatest importance in bringing together both the professional and the lay persons concerned. There are times when staff workers of voluntary agencies may need to confer separately, and the same is true for workers of governmental agencies, or the total professional group may need to work on some technical problem not of immediate concern to the lay members of the planning body. However, the overall goal of mixing the common sense point of view of the laymen with the know-how of the professional is the important achievement to be kept uppermost.

Such a planning group will develop conviction regarding group work and recreational services which will result in action.

The conference table which a planning body provides, is the means of facing problems such as recruitment, training, and practices for personnel, standards applicable to governmental services and those differentiating the voluntary agencies, coordination achieving fullest use of building resources and many other problems stated in the body of the Study.

A highly competent group work and recreation planning body is a must for Dade County. The community will be on the road to knowing and answering the many problems in this field once it provides the machinery whereby the parties concerned can plan and act in concert. Planning must be worked at, day in and day out. Dade County suffers by the absence of the tool for such work.



## VOLUNTARY AGENCIES

### 1. Functions

Voluntary agencies have a distinct role in the total program of recreation services of a community. Their greatest contribution should be in relation to a specific group -- an age group, a sex group, a single neighborhood or cultural group.

By nature, the voluntary agency has the right to determine its own membership and to limit its programs to its members. This implies therefore, a more intensive responsibility for the use of the small group method in its program than in the public agency work.

It is the responsibility of voluntary agencies to take leadership in the development of new or experimental programs for individuals or groups. They should emphasize expenditures for leadership which provide personalized continuous free associations which enrich the individual's experience. Since it is generally recognized that public agencies work with larger numbers and utilize mass methods, voluntary agencies should avoid duplicating programs that might be provided by governmental departments.

### 2. Findings

- a. A study of agency constituency, involving taking the name, address, age, sex and color of every other person in the registered membership files of the eight voluntary agencies with such records, showed 35,018 different individuals. This is six per cent of the estimated November 1952 population of Dade County.
- b. The intensity of service was greatest in areas of highest average income. (See Map 2) Thus concentrations of service are noted for Flagami, Southwest Miami, Coral Gables and North Miami index areas.
- c. The distribution of sex shows males with fifty-six per cent and females forty-four per cent. This pattern is in general the same as that found nationwide, with men and boys dominating the membership of private agencies.



- d. The distribution by ages shows concentration in the 5-9 and 10-14 age groups. A relatively insignificant number of the older men and women (60 and over) in the population are being reached by existing agencies.
- e. Duplication among membership is not a factor in Dade County agency services. In a sample of 1,800 cards, a duplication of thirty-four names were found. Even these were not true instances of duplication as they represented more complementation of service (i.e. Boy Scouts and YMCA serving the same boy but in quite different activities).
- f. In a study of organized groups, 1,638 were listed. There appeared to be a good balance among the various types of groups. The Y.W.C.A. showed an outstanding portion (40) of the 51 inter-racial groups reported.
- g. There are very few individuals practicing in the agencies with a graduate Master's Degree in social group work. While a graduate degree is not the only standard, it is important to have certain key supervisory positions filled by persons with adequate professional training.
- h. Work loads in national agency programs where standards exist are in need of examination. This is true of the Boy Scouts and Girl Scouts where assignments are more than double the recommended standards.

### 3. General Appraisal

- a. The voluntary agencies need to keep in close contact with the population growth in areas of Miami and Dade County. There is a tendency, at present, to concentrate voluntary agency services in the more favored economic areas. Particular attention should be focused on the North Dade section in the distribution of voluntary agency services.
- b. Work with girls and women should be kept apace with boys and men. There is a tendency to favor services to the male population.
- c. At present, the voluntary agencies are doing relatively little for the older men and women of Dade County. Since this age group will constantly increase, the voluntary agencies should direct attention to the program needs for this group.
- d. Once general center building facilities have been completed, voluntary agencies must plan the Branch operations without involving extensive building programs. A great deal of flexibility and creativeness will be needed in the next 5-10 years with the constantly expanding population. Such a flexible program will depend on close cooperation with the schools, churches and use of these and other community facilities.



- e. Constant attention must be given to the training of adequate personnel to lead the programs of the voluntary agencies. This is the strongest single factor in the contribution of voluntary agencies. There needs to be more emphasis on educational standards in in-service training and salaries and working conditions. A plan for educational leave should be provided wherever possible.

Adequate professional staff makes possible greater utilization of volunteers by assuring good supervision. The addition of a greater number of volunteers in turn enriches the general program content and strength of the agency.

- f. The voluntary agencies must constantly seek out new areas of need. This involves close cooperation with community case work and health agencies such as Family Service and Veterans Administration. Group work services have a unique function to perform for individuals who have difficulty in social adjustments. Practically nothing has been done in Miami as yet in these specialized areas by the voluntary group work agencies.
- g. Most of the voluntary agencies are over-burdened with the pressures of an expanding community. There will be need for additional staff and facilities as Dade County continues to grow.

#### 4. Recommendations

##### BOY SCOUTS

- a. There will undoubtedly be need for an additional staff member in the immediate future to carry the administrative load of an expanding number of groups.
- b. As plans evolve for the development of the camping program, there will be need for one field executive to devote full time to year-round camping.
- c. The educational standards of the Boy Scouts of America should be carefully observed in the employment of new staff.
- d. Serious study should be made of the redistricting of the existing South Florida Council with a goal of creating a Council covering Dade County only.
- e. Plans for the development of Snapper Creek and Rocky Pine Camp sites should be carried through. The funds for this should be carefully planned and should be raised over the developmental period without resorting to general community solicitation. The method of solicitation should be cleared with the Community Chest.



BOYS CLUB

- a. The Boys Club of Miami should be considered the central responsible agency for the development of boys club programs in Dade County.
- b. In the hiring of additional staff, priority should be given to broadening the present program, particularly in the area of club groups and guidance.
- c. The capital program for the development of the present site should be reviewed and approved by the Community Chest and Welfare Planning Council.

GIRL SCOUTS

- a. The camp site for Negroes at Richmond Heights should be given priority in development since this appears to be the only organized camping especially for Negro girls in all of Dade County.
- b. The total capital needs for the development of the Richmond Heights camp and Camp Mahachee should be explored and established. A workable plan for the realization of these funds should be developed with advice from the Community Chest.
- c. With the continued increase in memberships, there will be immediate need for an additional staff member on the professional level.

JEWISH COMMUNITY CENTER

- a. This agency appears to have sound lay and professional leadership and the Study has no recommendations to make.
- b. By continued cooperation through the Welfare Planning Council, a goal of integration of the Jewish Center program into the total community can be most advantageously pursued.

JAMES E. SCOTT COMMUNITY CENTER

- a. The agency should continue its program development as a neighborhood settlement primarily in relation to the Liberty Square housing area.
- b. The standards for staff members should be gradually raised with the help of such policies as educational leave.
- c. The Board of the agency should begin a study of capital needs in relation to a minimum Center for the efficient operation of its program. The Study sees no need for large-scale facilities such as gymnasiums and swimming pools. The emphasis of the Center should be focused on a social work program within its existing framework.



JUNIOR MUSEUM

- a. The Museum should be encouraged to participate in the Welfare Planning Council and social agencies be encouraged to utilize the special group services the Museum can provide.
- b. The various groups interested in providing programs commonly found in a public museum join together to such a coordinated solution, so that eventually Dade County, or the City of Miami, assumes responsibility for a public museum representative of all interested groups.

SALVATION ARMY

- a. The agency's program is largely geared to a special group in the community that tends to have a religious affiliation with the Salvation Army programs. Within this group, it should continue its emphasis on group activities. The leaders of the Army indicate a sincere interest in values of organized groups in character building activities.
- b. The question should be raised as to why the Salvation Army in Miami is providing no services to Negroes.
- c. Coordination with the Community Chest and Welfare Planning Council should be a goal constantly in sight. Such coordination should include clearance of the Salvation Army's capital fund plans with the Community Chest.

LATIN CENTER

- a. The planning of this agency for its future organization seems sound and should be encouraged.
- b. The Center should continue to expand its contacts with other social agencies and continue its participation in the Welfare Planning Council.

Y. M. C. A.

- a. A detailed plan for the capital development of a downtown residence and program facility should be developed in collaboration with the National Building and Furnishing Services of the YMCA. This facility should include up to 250 rooms and be governed by the principles recommended in the detailed agency report.
- b. The extent of the additional building facilities required will be partly determined by the determination of the building site. If the Brickell Avenue site is utilized, serious question is raised regarding the addition of the business men's and health club facilities. The final determination of this point, however, should take into account the recommendations of the National Building Services of the YMCA.



- c. Simultaneously with the development of the plans for the downtown building should come the planning for a facility in the central Negro section. It would be desirable to have a representative of the Carver Branch appointed to the Board of Directors to facilitate this planning. This building should include modest community program facilities. The need for a residence in relation to this should be carefully studied. At the present time, insufficient facts have been presented to warrant such a recommendation.
- d. A modest neighborhood Branch building in the Coral Gables section is recommended as a third priority. This study does not recommend a residence as part of this Branch.
- e. The camp at Lake Placid should be developed to its maximum usage in relation to the present plan of development. A specific period of camping at the Lake Placid facility for Negro boys is strongly recommended.
- f. The Allapattah Branch appears to be in a favorable condition with its present facilities. With the exception of minor adjustments, there appears to be no great need for any major capital expenditures in the near future.
- g. In the newly developed areas of the County, it is recommended the the YM continue to develop its club program. The pattern of the Coral Gables community program seems to be an excellent one for any long-range development in other areas.
- h. The capital fund program as developed should be in consultation with the Welfare Planning Council and Community Chest.

Y. W. C. A.

- a. Immediate steps should be taken to develop plans for the construction of a new downtown facility with a residence up to 200 beds. The present site of the YWCA building seems to be the most desirable location for such a residence.
- b. The additional facilities needed for the YWCA program could be more economically developed if the same site were utilized. The extent of these additional facilities should be determined in consultation with the Building Service of the YWCA National Office.
- c. Plans for the building of the Murrell Branch should proceed simultaneously with the downtown program. This branch, the site for which has already been acquired, should provide residence facilities of at least 100 beds. The additional facilities of this building should include the modest requirements needed for the YWCA program.
- d. Extension of the YWCA program to outlying areas should be developed through club programs of the YWCA utilizing



schools, churches, etc.. There is no foreseeable need for any future Branch buildings.

- e. Since the YWCA is committed nationally to working with the junior high school girls and older, it is questionable for the YWCA to provide an organized camping program for younger girls.
- f. Because of the nature of the population, it would seem more desirable for the YW to expand its work with older women.
- g. The capital fund program as developed should be in consultation with the Welfare Planning Council and the Community Chest.

#### PAROCHIAL SCHOOLS

- a. There are several thousands of students enrolled in schools conducted by the Roman Catholic Church. In addition, one parochial school is operated by the Greek Catholic Church at St. Sophia's. It enrolls forty children.
- b. The Roman Catholic parochial schools are expanding in numbers, both as to students and buildings. As a voluntarily financed resource, they, as well as any other parochial schools, are significant to this Study. Many of them conduct a wide variety of recreation and group work activities.
- c. In general, representatives of parochial schools should be partners from the beginning in the planning for recreation and group work services recommended for voluntary and governmental agencies. These services are truly "everybody's business" and planning for them transcends secular boundaries.



PUBLIC RECREATION AGENCIES1. Function

It is the business of public recreation to provide at least a broad base of recreational opportunity for the residents of the community. This broad base is found in reservations, large, medium and small parks, historic or other special centers, athletic fields, playfields, playgrounds, beaches, golf courses, swimming pools, picnic centers, gymnasiums, auditoriums, general recreation buildings, indoor centers and other areas and facilities for general public use.

It is also a well-established function of governments to staff, maintain and operate the above and similar properties.

Further, governments have demonstrated their ability to organize groups of all ages whose interests center principally in a special activity such as athletics, swimming, social recreation, arts and crafts, music and dramatics. They conduct city-wide activities such as athletic leagues, festivals and holiday celebrations.

Much of the need for the above facilities and services and many of the methods of developing and operating them were demonstrated by voluntary agencies. The evolution of public recreation has in this respect been identical with the growth of public education, public health and other governmental functions. Such is the historic trend in social services in America. When a service is demonstrated as applicable to the general public and practical as a public function, government tends to take it over, leaving the voluntary agency to serve intensively in varied ways and to pioneer in new fields.

This is not to say that public recreation is committed to mass activities only, that it cannot raise its broad plan of service or even that it cannot experiment. For example, the Department



of Recreation of Washington, D. C., has long operated a large system of authentic, nature-centered day camps in the District of Columbia Parks, in addition to the more common functions of municipal recreation.

## 2. How It Differs from Other Public Functions

While similar to other governmental functions in several respects, recreation also is quite unlike them. For one thing, it differs from education in that participation is voluntary. Sheer interest dictates whether a person attends or plays. This puts a premium on skill in leadership and administration. Again, recreation differs from a health, welfare or hospital service in that demand for its service does not rest on acute physical need, although the need of recreation is a profound and basic human urge. Financially, recreation does not enjoy the subsidies received from State and Federal sources by hospitals and health, welfare and educational departments. Indirectly in only a very few states are small sums applied from state sources to city or county recreation.

An important deduction from these differences is that an informed and alert public opinion is a fundamental requisite to a healthy and adequate public recreation development.

Further distinctions should be made as to the nature of public recreation. In relation to public education, it may be said that the task of the schools is to instruct students in the skills of leisure and inculcate good attitudes and high standards in recreation, while public recreation provides the opportunities to apply such skills and attitudes. Recreation and park planning is an integral part of city planning just as much as are street design and zoning. It is interdependent with many phases of city planning. Unless general planning and zoning are well carried out, recreation expenditures may be partly wasted or neglected. On the other hand, recreation is a phase of social planning because the department has the task of organizing the community for recreation and must cooperate with social and civic agencies.

## 3. General Appraisal

- a. Stimulation of organized citizen interest in public recreation, at both the neighborhood and the community level, is needed.
- b. Systematic cooperative planning of all physical facilities and coordination of program services between the county school system and the respective public recreation agencies and governments should be developed.
- c. The formation of a council for cooperative discussion and action among the public recreation executives and major supervisors throughout the county is suggested. This council should include city managers and appropriate commissioners or councilmen from communities where there



are no recreation departments and also representatives of the county school system.

- d. Through the Welfare Planning Council, closer relations between the voluntary youth-serving agencies and the public recreation agencies should be developed.
- e. The establishment at the University of Miami and the University of Florida of recreation major courses is needed.
- f. Within the structure of the municipal, town and village governments, the establishment of either policy-making boards for recreation and parks or of strong advisory boards with well-defined significant functions is urged.

A cooperative attack shared in by the County Park Department and the Welfare Planning Council on needs in the organized unincorporated parts of the county, deserves early attention.

- g. A similar cooperative effort is urged, in which should be involved the municipalities concerned with strengthening public recreation service to Negroes.
- h. There should be greater relative attention among all the public agencies to the various forms of social recreation, crafts, nature interests, and the advancement of home and family recreation, including the needs of the aging.
- i. A definite attempt should be made to reduce the exaggerated emphasis on highly competitive sports, especially for children of elementary school age.

#### 4. Recommendations

##### DADE COUNTY PARK DEPARTMENT

The Department should give positive leadership in encouraging groups of citizens in unincorporated areas to take advantage of the law implementing special assessments for the purpose of financing recreation service. If such efforts fail, steps should be taken to cooperate with citizen groups ready to advance limited funds and provide volunteer service in meeting recreation needs.

##### DADE COUNTY SCHOOL SYSTEM

- a. The restrictions on the community use of schools on at least two out of the three nights now reserved solely for school-connected organizations should be removed.
- b. There should be a downward adjustment of fees for the use of school auditoriums.
- c. There should be an upward adjustment in nominal payments for the curricular use of municipal swimming pools.



- d. A policy to concentrate summer recreation services in the unincorporated communities and in the municipalities, the municipal recreation departments of which are having a difficult financial struggle, is urged.
- e. As a long-range policy, leaving the summer community recreation program and its financing entirely to municipalities and the county park system, will result in the appropriate school personnel being available for such programs as having the greatest need for school recreation leadership.
- f. In cooperation with the principal planning and public recreation agencies of the county, all new schools should be planned as units of school-recreation-park centers, this concept to include site selection and the design of both the structure and the area.
- g. To implement the above recommendations, formation of a planning committee and a program committee in cooperation with the other agencies concerned is proposed.

#### CITY OF MIAMI

- a. Change of the name, Welfare Department, to Recreation and Parks Department is urged.
- b. Activation of a strong advisory board on recreation and parks with well defined and significant functions is likewise urged.
- c. Formation of strong ties between the Department and neighborhood improvement and other civic organizations is recommended.
- d. The Department should assume all public recreation functions in the city beyond the curriculum-related community activities of the schools.
- e. In the city-owned area between 47th and 37th Avenues under consideration for a golf course, up to twenty-five acres should be earmarked as a district park.
- f. Greater community cooperation in stimulating maximum use of the Dixie Park swimming pool should be secured.
- g. On the withdrawal of the Y.M.C.A. and the Y.W.C.A. maximum use of the recreation center at Dixie Park for a broad program is the Department's responsibility.
- h. The appointment to the year-round staff of highly qualified supervisors of arts and crafts and nature recreation should have priority.
- i. There should be curtailment of highly competitive sports, especially among children of elementary school age.



- j. Square dancing should be stimulated.
- k. Systematized use of registration statistics at neighborhood centers is urged.
- l. Strong continuance of emphasis in providing adequate recreation acreage and service in the individual neighborhoods and districts of the city is recommended.

#### MIAMI BEACH

- a. When conditions are appropriate, the appointment of a strong advisory recreation and park board should be undertaken.
- b. Development of a section of five acres at the eastern end of Normandy Isle golf course for neighborhood recreation is recommended.
- c. The construction of equitably distributed swimming pools should be considered.
- d. At neighborhood centers, in sections where it is impractical to use public schools or build additions to them for the purpose, the construction of small recreation buildings with not only game and social activity space but also two or more club rooms for the use of small groups is recommended.
- e. There should be upward adjustment of salary scales for year-round personnel.
- f. An emphasis in the program toward more intensive interest groups set up as day or play camps with the appropriate organization and personnel is recommended.

#### CORAL GABLES

- a. There should be an extension of the scope of interest of the advisory committee to the swimming, tennis and golf programs as well as to general community recreation.
- b. The eventual consolidation of all of the above functions in one recreation department is recommended.
- c. Early steps should be taken to acquire needed neighborhood parks and playgrounds.
- d. Acquisition of the Biltmore golf course from the Federal Government at nominal cost is recommended.
- e. The development of fifteen to twenty acres of the course as a neighborhood playfield is essential.
- f. Utilization of Salvadore Park for an organized summer and year-round neighborhood recreation program is recommended.



- g. For services requiring special supervision or instruction, the requirement of reasonable fees over and above the small membership fee in the Youth Center would be a desired practice.
- h. Continued cultivation of the civic interest that has inspired so many excellent voluntary services and contributions to the success of the Youth Center is to be encouraged.

#### HIALEAH

- a. Segregated budget and cost records for organized recreation in distinction from the maintenance of parks and other facilities is recommended.
- b. A new bath house for the pool at Babcock Park should be constructed.
- c. Because of local financial need, continuance of supplementary personnel supplied by the county schools until municipal appropriations are more adequate should be sought.
- d. For a temporary period, the payment of moderate rentals by voluntary and civic organizations using the auditorium and other facilities at Babcock Park is recommended.

#### MIAMI SPRINGS

- a. As soon as practical, a separate policy-making board and a separate centrally located building for the public library should be achieved.
- b. There should be joint planning for the increased recreational use of the twenty-five-acre county school property.
- c. A municipal swimming pool is needed.
- d. Direct appropriations from general funds to the recreation department to provide necessary supplement to the yield of the millage tax for operations is recommended.
- e. Continuance of the successful basic organization under a policy-making board is recommended.

#### OPA LOCKA

- a. At city hall park and playground, a community center building with space for games and two club rooms is recommended.
- b. A municipal swimming pool is needed.
- c. The positions of director and supervisor of girls' and women's activities should be placed on a full-time year-round basis with appropriate salaries.



EL PORTAL

Continuance of civic interest in recreation through a strong citizens committee is recommended.

MIAMI SHORES

- a. Work toward the coordination of swimming, tennis, and the general program centering in the community center and the two recreation areas under one recreation superintendent is recommended.
- b. The season of use of the swimming pool should be extended so that it may be used for physical education classes of the schools as well as by the community generally.
- c. A policy calling for a highly qualified and extensively experienced recreation superintendent should be adopted.
- d. More intensive and distinctive types of program services, including authentic day camping, hobby clubs and educational trips, should be developed.
- e. Cooperation with the schools in a program of tennis instruction at the playground courts and at the school grounds beginning with the elementary grades is urged.

NORTH MIAMI

Appointment of a highly qualified citizens' committee to make recommendations on policies, personnel and long - range planning is recommended.

NORTH MIAMI BEACH

A policy-making recreation board is recommended.

SURFSIDE

- a. A citizens' committee to continue to work for minimum facilities at least, is necessary.
- b. Representation in the Welfare Planning Council and in the proposed Council of County Park and Recreation Executives is urged.

HOMESTEAD

- a. A policy-making recreation board to include representation from the county schools and park systems, the majority being citizens, is urged.
- b. Joint planning and use of the large school property is recommended.



FLORIDA CITY

There should be continuance of the active citizens' committee and of volunteer service.

CITY OF SOUTH MIAMI

Pending larger population growth, continuance of responsibility for public recreation by civic forces is in order.

WEST MIAMI

The preparation of a long-range plan for both the development of recreation property and of program services is recommended to the mayor and council.

Meanwhile, there should be strong support of the work of the citizens' committee.

HOME DEMONSTRATION AND 4H CLUBS

The establishment of cooperative relations with these clubs through the State Extension Service in order to fully inform them of facilities and services available and to secure from them both adult and youth leadership in neighborhood recreation activities is recommended.



## CONCLUSIONS

The Staff's recommendations in answer to specific questions raised by the Citizens Committee in its statement of purposes and objectives of the study follow.

QUESTION: What physical properties and program organization do we believe Dade County should have both now and 10 years from now?

1. Recommendation re: Facilities needed

For Voluntary Agencies:

- a. A new central YMCA, including residence up to 250 rooms, is recommended.
- b. A new downtown facility for the YWCA is recommended. It should include residence facilities up to 200 beds.
- c. There is need for a Negro branch of the YWCA. This branch should include residence facilities.
- d. A YMCA facility in the Negro community is also recommended. Sufficient evidence was not furnished to warrant recommending a residence in addition to a program building.
- e. The possibility of a single facility, including residence and jointly serving the YMCA and YWCA in the Negro community is worth further exploration. Because data for need for a residence for colored men was absent and because such joint operations elsewhere have been of limited success, it has not been recommended.
- f. Coral Gables YMCA requires better housing. A residence as part of this Branch is not recommended.
- g. Both the YMCA and YWCA should extend their work into newly populated areas with staff able to utilize existing school, church and public building resources.
- h. James E. Scott Community Center should be housed in adequate but modest facilities in which to carry on the Center's present program.
- i. The Boys' Club capital program should be reviewed and limited as recommended.
- j. The two camp projects requiring capital funds (Boy Scouts and Girl Scouts) should be scheduled so as to tie in with the several previously listed programs. While public



solicitation is not contemplated by either scouting organization, the plans for securing the required funds should be cleared with the Community Chest.

#### For Public Agencies

- a. Additional acreage for park and recreation purposes is recommended for the several local governments. Existing nationally recommended standards for acreage required, should serve as guides.
- b. There should be an increased number of district municipal swimming pools throughout the County.
- c. Particular attention is recommended to securing neighborhood recreation facilities in the urbanized unincorporated parts of the County.

The thirteen recommendations given are directed to the specific of physical properties. Obviously all cannot be achieved at once. Likewise, it is obvious that the staff cannot give a hard-fast list of priorities except as the order of listing points out relative importance for both voluntary and public agencies.

Since the question of capital fund requests of the YMCA and the YWCA were in a large measure the reason for the Study project, they have been given major attention. The recommended programs will require sizeable sums of capital funds within a relatively short period.

The importance of acquiring acreage for public park and recreation purposes has similar urgency today. Necessary land should be secured before increased population forces values upward. A short-sighted policy in the past contributes to the difficulty of securing needed acreage today. On the other hand, a far-sighted policy of the past has led to such meaningful facilities as Crandon and Haulover Parks.

#### 2. Recommendations re: Program Organization

Most of the voluntary and governmental agencies in the field of group work and recreational services are cognizant of their



responsibilities to meet the existing and future program challenges. Basically what is lacking is citizen conviction of the importance of these needs which can be translated into the fullest use of existing resources and additional funds to move forward with personnel equipped to do a total job.

The proposed planning body involving top-level lay and professional leaders, can provide the avenue of making the present programs serve more fully. For example, local leaders alone must determine how to affect the plans for construction of a public resource so that it can be used fully and in the most practical manner by both the group responsible for ownership and others having legitimate use for the facility. It is unfortunate that at Dixie Park, four organizations, each of which could fully utilize the limited building, have not found the present arrangement practical.

The guiding principle of public agencies providing the floor of services with voluntary agencies working with individual group and experimental programs, establishes a division of responsibility which results in the greatest use of the total dollar. It will serve to answer the problem of when public recreation could best enlarge overnight camping programs, thereby allowing voluntary agencies to diminish their mass camping efforts. At present, the limited camping programs of public agencies appears to put almost the total responsibility on the private agencies.

From experiences such as dealing with problems like the above ones will come the conviction and leadership needed to face a division of program responsibilities.

### 3. Recommendation re: 1953 and 1963 Requirements

As a result of absence of significant planning during the past twenty years, the 1953 requirement for group work and recreation services present a sizeable problem. A tackling of today's needs with vigor and statesmanship will lead to a realistic community program by 1963.

QUESTION: Who will provide the physical facilities and program organizations necessary to meet our needs?

The answer to this question depends in a large measure on the will of the voluntary and public agencies, through their staffs, officials and board members, to plan to meet needs in an orderly and forward-moving fashion.



Specifically, all of the organizations must answer the many questions raised in the Study, such as:

1. Can greater use of school facilities by responsible groups be achieved so that capital expenditures by municipal and voluntary agencies in the field of group work and recreation are kept at a minimum?
2. Will future land acquisition programs of the schools safeguard space requirements of both the school systems and the park and recreation systems?
3. Is the Dade County Commission ready to plan both a long-range program designating lands for park and recreational use and an immediate program to serve the urbanized unincorporated areas without neighborhood recreational resources?
4. Are the voluntary agencies prepared to accept responsibility in accordance with generally acknowledged limitations and will the governmental agencies provide the necessary floors of services?
5. Will the policy-making and finance-providing bodies for both voluntary and governmental agencies support professional competence in the performance of group work and recreational services?
6. Will public recreation facilities be constructed so as to have rooms adequate for use by club groups of voluntary agencies?
7. Should a program of residence camping be developed under public auspices so as to share responsibilities with voluntary agencies in the growing demand for this service?

When such questions are answered, agreement will exist as to which agency does what program. Where answered affirmatively the community will benefit by the greatest use of both voluntary and public resources.

QUESTION: How do we secure the needed facilities and organizations to accomplish the work agreed as needed?

Staff recommendations as to needed facilities indicate its judgment on urgency and priorities. Any estimate as to costs are contingent on further study of a detailed nature but even more significantly on agreements reached on policy matters.

For example, if schools are made available to responsible agencies, it will bear heavily on the time-tabling and need for additional resources by the several group work and recreation agencies.



Should the public programs of swimming pools and day camping be accelerated, it may eliminate the need for such facilities under voluntary auspices.

If the principle of governmental responsibility for floors of recreational services and voluntary agencies' responsibility for the personalized and experimental services is accepted and practiced, then an equitable distribution of costs between the tax and voluntary dollar will be achieved.

QUESTION: When to accomplish each step or phase of each approved project?

QUESTION: What organization is necessary to implement carrying out of the plan?

The complete details in answer to the two questions must be filled in by the leaders of Dade County. It has been recommended that they seek to do so through the medium of a planning body for group work and recreational services. The make-up of the planning body should include:

1. Representation from each voluntary and governmental agency in the field.
2. Representation from civic and service organizations having specified group work and recreational activities.
3. Citizens-at-large known to be interested in the field.
4. Representatives of Community Chest, municipal, county, and school bodies, responsible for capital and operating fund policies.
5. A delegate body representative of the four categories included above, to meet several times during the year and determine policies.
6. An executive committee, representative of the delegate body and including persons from the four categories of membership, to direct affairs of the group through regularly-scheduled monthly meetings.
7. Sectional committees within the delegate body through which workers can discuss and act on specific problems -- i.e. recruitment of personnel, services to newly-populated areas, camping - day and residence programs, etc.
8. Full-time professional staff and secretarial service to administer the program of the planning body. In financing the required staff, the Welfare Planning Council should take leadership, inviting program-operating agencies not in the Chest to contribute to the costs on a mutually-agreed-upon basis.



A planning body constituted along the lines indicated above will give the community the answers it seeks. By its make-up and as a result of active participation from all the participants, it can use the authority of common consent to achieve results.

The challenge to the leaders of Dade County is clear. They must see to the successful raising of capital funds necessary for whatever building program of voluntary agencies is agreed upon. Simultaneously, they must see to the success in the raising of the operating funds which the Community Chest provides for all of its member agencies. Their responsibilities extend also to the successful execution of plans for building and operations of tax-supported services.

Utilizing the planning body recommended to give order and logic to the needs in the field of group work and recreation will provide the community with the knowledge required to approach the many tasks ahead with confidence.

#####