SCHEDULE FOR THE APPRAISAL
of COMMUNITY RECREATION

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By the

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SCHEDULE FOR THE APPRAISAL OF COMMUNITY RECREATION

The growing importance of recreation as a municipal function has made apparent the need for standards for municipal recreation facilities, activities, and services. In response to the demands for a rating schedule the National Recreation Association issued one in 1932. It represented the opinion of national and local recreation workers and it was worked out in meetings at the National Recreation Congress, at district conferences, and after experimental ratings in a considerable number of cities. In view of the rapid advances in local recreation service during the past decade and consequent changes in conceptions as to standards of service, it has seemed desirable to revise the earlier schedule.

The schedule offers a means of measuring the degree to which cities are furnishing their people with well-rounded recreation opportunities. In a real sense, it affords a measuring rod of public recreation service. It enables recreation authorities to check their facilities, personnel, program, and services against a standard, and thereby to determine the weaknesses and deficiencies that call for consideration and action. It likewise furnishes a means whereby the work of recreation authorities may be fairly appraised by others. Recreation executives have found it helpful to discuss with their boards, city authorities, staff, and public groups the evaluation of their city's recreation service, and an annual appraisal has been suggested as a desirable project for the recreation department. The chief value in this appraisal form lies in its usefulness to cities as a self-rating device, and not as a means of comparing one city's score with that of other cities.

Types of Service Included

Many local agencies include some form of recreation in their programs but the use of this schedule is restricted to those local services in which the fur-
nishing of recreation is the primary objective. Furthermore, it is limited to governmental units such as park, recreation, or school departments and to those agencies supported by private funds the objectives and programs of which are such that they might well be taken over in their entirety by the local government, inasmuch as their programs are in no way limited by age, sex, religion, or membership qualifications.

The contribution of libraries and museums to the leisure time of the people is universally recognized. Nevertheless, since both have their own national movement which can advise as to standards covering their special services, libraries and museums are not included in this schedule. Likewise, it has been necessary to omit the services which the public schools are rendering through the training of children in the various skills essential to participation and enjoyment in recreation activities. It would be exceedingly difficult in a schedule of this kind to differentiate between the formal activities of the various school departments and those curricular and extracurricular activities which contribute to leisure-time training. On the other hand, where services offered by school departments provide opportunity for general public participation without reference to school registration, such as at summer playgrounds or evening recreation centers, such recreation services of the schools should be credited under the appropriate headings in this schedule.

Many communities have two or more agencies furnishing community recreation service. For example, park and school boards or park boards and recreation commissions provide facilities and activities included in this schedule. Even though the major recreation service in a city is furnished by a single department, supplementary special services are often included by another. In scoring a community it is important that the sum total of the provisions that are being made in the field of recreation for the community as a whole should be recorded.
Standards

A sound rating system is possible only if there are acceptable standards by which a local recreation program can be appraised. There is considerable agreement as to standards in the case of a number of major recreation items in this schedule. Some of the standards used as a basis for appraisal have been adopted by committees of recreation executives and have been largely accepted by the profession. Others represent the opinion of groups of individuals based upon a study of experience in various communities. Certain important items are not readily susceptible to standardization or to absolute ratings, but essential procedures or other general criteria relating to them have been indicated. The possible harm that may result from the use of outmoded, inadequate standards makes it necessary that a rating system be based upon the latest and best standards relating to community recreation service.

There are few, if any, standards in this schedule that are not now achieved in at least a few communities and in some cases they are already met in many cities. On the whole, they represent standards that are possible of achievement by a majority of cities. On the other hand, there is probably no city which has so far attained all of them.

This schedule is designed for use by small communities as well as by the larger cities. Some of the items can be more easily achieved by the larger cities than by the small ones, whereas in other instances the reverse is true. On the whole, since the standards are largely related to population units the schedule is equally applicable to cities of all sizes.

The Schedule

Theoretically, any system designed to measure accurately the recreation services of a city should lay major emphasis upon the contribution which these services make to its abundant life, to the develop-
ment of individual and community happiness, and to satisfactory and wholesome use of leisure time by the people in the city. However, since no accurate basis has yet been devised for recording these factors, the schedule is based upon other items which lend themselves to fairly accurate measurement. The schedule has seven general divisions representing major items which contribute directly or indirectly to the adequacy of recreation service in a city. To facilitate scoring, 100 points have been allotted to each of these items, but since they are not all of equal importance, a suggested value is indicated for each to enable any city to arrive at a percentage rating on the basis of the whole schedule. The weightings given not only to the major items but also to the subdivisions of each are more or less arbitrary. In general, they represent what are believed to be the relative importance of the respective items, but in a few instances the availability of accurate or even carefully estimated figures has influenced the weighting. For example, whereas "Participation and Use" is perhaps more important than the other six items as indicating the volume and appreciation of the city's recreation service, nevertheless the lack of accurate statistical information as to participation and use in most cities makes it inadvisable to score this item heavily.

The following are the seven major divisions in the schedule and the weighting suggested for each:

I. Land and Water Areas .................................... 6
II. Buildings and Indoor Facilities ...................... 3
III. Leadership Personnel .................................. 6
IV. Program Service ........................................ 8
V. Participation and Use ................................... 2
VI. Current Expenditures ................................... 4
VII. Administration .......................................... 3

Total ......................................................... 32
How to Use the Schedule

Instructions for rating each division are given in the following pages and in each instance the number of points is indicated which should be credited to a city meeting the standard suggested. Unless otherwise specifically indicated, a city that does not fully meet the standard indicated for a given item should be credited with a lesser number of points than the full score, the number being proportional to the extent to which the city meets the standard provision. Thus, if the standard calls for one acre of total recreation space for each 100 people, and if 30 points are given for meeting this standard, a city with only one acre for each 200 people should be given half of the total points or a score of 15 for the item. In order to determine a general percentage for a city based upon the entire schedule, multiply the number of points scored under each of the seven major items by the weighting suggested for each and divide the total number of points by 32.

Example: Suppose that a city scores 76 points under Land and Water Areas, 58 under Buildings and Indoor Facilities, 82 under Leadership Personnel, 64 under Program Service, 91 under Participation and Use, 74 under Current Expenditures, and 86 under Administration. The score is determined as follows:

<table>
<thead>
<tr>
<th>Points x weight</th>
<th>total score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land and Water Areas</td>
<td>76 x 6 = 456</td>
</tr>
<tr>
<td>Buildings and Indoor Facilities</td>
<td>58 x 3 = 174</td>
</tr>
<tr>
<td>Leadership Personnel</td>
<td>82 x 6 = 492</td>
</tr>
<tr>
<td>Program Service</td>
<td>64 x 8 = 512</td>
</tr>
<tr>
<td>Participation and Use</td>
<td>91 x 2 = 182</td>
</tr>
<tr>
<td>Current Expenditures</td>
<td>74 x 4 = 296</td>
</tr>
<tr>
<td>Administration</td>
<td>86 x 3 = 258</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2370</strong></td>
</tr>
</tbody>
</table>

Dividing by 32 we have 74% or the city's score.
It may be difficult to rate some items accurately either because satisfactory records are not available or because of local differences in definition and interpretation. In the case of a few items accurate objective ratings are not possible, but most sections can be scored with little difficulty. The schedule is not all-inclusive nor is it possible to devise a scientifically accurate rating system that would be of practical use at the present time in local communities. It is believed, however, that the schedule, more than any other existing medium, affords a reasonable basis for appraising a community's recreation service and a guide to local recreation authorities in extending and improving the work of their departments. Undoubtedly further revisions will need to be made in the schedule from time to time in order to keep pace with changing conceptions of desirable standards for public recreation service in a city.

To facilitate the computing of a city's score a set of score sheets has been prepared on which may be entered the points credited under each item in this schedule. A copy of the scoring sheet accompanies this bulletin.

SCHEDULE FOR THE APPRAISAL OF COMMUNITY RECREATION

<table>
<thead>
<tr>
<th>Summary</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Land and Water Areas (100 points)</td>
<td>6</td>
</tr>
<tr>
<td>A. Total Acreage (30 points)</td>
<td></td>
</tr>
<tr>
<td>B. Playgrounds and Playfields (30 points)</td>
<td></td>
</tr>
<tr>
<td>C. Special Recreation Areas and Facilities (25 points)</td>
<td></td>
</tr>
<tr>
<td>D. Design, Construction, and Maintenance (15 points)</td>
<td></td>
</tr>
<tr>
<td>II Buildings and Indoor Facilities (100 points)</td>
<td>3</td>
</tr>
<tr>
<td>A. Recreation Buildings and Indoor Centers (50 points)</td>
<td></td>
</tr>
<tr>
<td>B. Indoor Recreation Facilities (50 points)</td>
<td></td>
</tr>
</tbody>
</table>
III Leadership Personnel (100 points)
   A. Number of Leaders (43 points)
   B. Training and Qualifications (42 points)
   C. Personnel and In-Service Training Methods (15 points)

IV Recreation Programs (100 points)
   A. Program Criteria (18 points)
   B. Programs Under Leadership (42 points)
   C. Recreation Activities (40 points)

V Participation and Use (100 points)
   A. Registration (25 points)
   B. Attendance and Use (75 points)

VI Current Expenditures (100 points)
   A. Leadership (30 points)
   B. Facilities and Programs Under Leadership (30 points)
   C. Total Recreation Expenditures (40 points)

VII Administration (100 points)
   A. Form of Organization (20 points)
   B. Procedures and Policies (20 points)
   C. Interpretation and Publicity (18 points)
   D. Records and Reports (28 points)
   E. Community Relationships (14 points)

I. LAND AND WATER AREAS - 100 points

In determining the total park and recreation acreage include all publicly-owned park and recreation areas within or immediately adjoining the corporate limits of the municipality. Include only acreage that is available for full and regular community use and that is either permanently dedicated to the local government or is held in perpetuity under private auspices for unrestricted public park or recreation uses. Include school recreation areas that are regularly and freely made available for community use.

Do not include municipally-owned reservations
outside and some distance from the city, or boulevards, airports, and other park properties not serving a recreation purpose. Also do not include school areas that are restricted largely to use by school children for regular or extracurricular school activities, areas owned by the Y.M.C.A., Scouts, and similar organizations, or by welfare agencies intended for the use of special groups.

A. Total Acreage (30 points)

Determine total acreage of all properties in accordance with preceding instructions. Credit 30 points for at least one acre to each 100 of the total population. For lesser provision credit proportionately.

B. Playgrounds and Playfields (30 points)

1. Neighborhood Playgrounds (15 points)

The neighborhood playground is an area which affords a diversified play program for children from 6 to 14 and limited facilities for the use of young people and adults. In general, a playground should be from 4 to 6 acres in area although smaller playgrounds affording a diversified play program for children should be counted. Do not include areas restricted to the play of pre-school children or areas affording only limited play programs. Include school playgrounds if they are used for after-school and vacation play under leadership with attendance not compulsory and not restricted to children enrolled in the schools. Include not only separate playgrounds but sections of playfields, large parks, or other areas developed as neighborhood playgrounds. Count only the acreage devoted to this specific use.

Credit 15 points for a total provision of at least one acre of neighborhood playground space to each 800 population. For lesser provision, credit proportionately.
2. **Playfields (15 points)**

The playfield is an area developed for diversified recreation use primarily by young people and adults, although it commonly includes a playground for children. Count not only separate playfields but also sections of larger areas developed as playfields. Include also school "athletic fields" made available for general community use if they afford a variety of facilities and are not developed only for highly specialized sports such as baseball and track.

In case a part of a playfield is developed as a playground, this part should have been counted as a playground and its acreage included under section 1. If this has been done, this acreage should be deducted from the total playfield area in totalling the acreage of playfields. In case a playfield is part of a larger area, count only the acreage used for this purpose.

Credit 15 points for at least one acre of playfield space to each 800 population. For lesser provision, credit proportionately.

C. **Special Recreation Areas and Facilities (25 points)**

Under this section include all areas and facilities of the types listed below that are provided in the properties included under section A. Under each of the following sub-headings, if the city does not have the full number of facilities suggested, credit proportionately for lesser provision.

1. **Outdoor Swimming Pools and Bathing Beaches (4 points)**

Credit four points if city's facilities can serve 3% of the total population at one time. (In determining capacity of pools and beaches estimate 15 square feet of water area per individual, using only wading area in the case of beaches.)
2. **Baseball and Softball Diamonds** (3 points)

The standard for baseball diamonds is one for each 6,000 of the population, and for softball diamonds, one for each 3,000. In scoring count only areas laid out as diamonds - not spaces merely used informally for these games. Count each baseball diamond as one and each softball diamond as one-half. Credit 3 points if the total number of diamonds in a city equals one diamond to each 3,000 population.

3. **Golf Courses** (1 point)

Credit one point if city provides one hole for each 3,000 population.

4. **Tennis Courts** (2 points)

Credit 2 points if city provides one tennis court for each 2,000 population.

5. **Other Game Courts and Fields** (5 points)

In this section record total number of different facilities of the types listed and relate this number to the standard suggested. A field that can be used for only one major activity at one time and which is used at different times for soccer, football, field hockey, etc., should be counted only once. On the other hand, if a field provides separate areas for football, soccer, hockey, etc., each of these different areas may be counted. A "hard-surfaced multiple use area" is a section of a playground, playfield, or other area with a bituminous or concrete surface that is used for a variety of games and play activities. If parts of the area are used for tennis, handball, or shuffleboard these courts may be counted separately but the rest of the area may be counted as a separate facility only if it is at least 2500 square feet in extent.
Credit 5 points if the total number of the following facilities equals or exceeds one for each 1,500 population:

a. archery ranges  
b. bocce courts  
c. bowling greens  
d. fields for soccer, football, field hockey, etc.  
e. handball courts  
f. hard-surfaced multiple-use areas  
g. roque courts  
h. shuffleboard courts  
i. shooting ranges  
j. golf driving ranges

6. Other Facilities (5 points)

Record as under section 5. Credit 5 points if the total number of the following facilities equals one for each 2,500 population:

a. bicycle trails  
b. bridle trails  
c. boating facilities  
d. casting pools  
e. ice skating areas  
f. model yacht basins  
g. picnic centers  
h. recreation piers  
i. ski jumps  
j. toboggan slides  
k. tracks running, skating, or bicycling  
l. wading pools  
m. yacht harbors

7. Special Features (5 points)

Record as under sections 5 and 6. Credit 5 points if the total number of the following facilities equals one for each 10,000 population:

a. bandshells  
b. botanical gardens  
c. camps
d. community gardens
e. nature trails
f. outdoor theatres
g. arboretums
h. zoos
i. stadiums*

*Count only if permanent seats for 1,000 or more are provided.

D. Design, Construction, and Maintenance (15 points)

Under this section scoring should be based primarily upon the properties intended for active recreation use and which contain the various areas and facilities listed under sections B and C of this schedule rather than upon landscaped parks or undeveloped properties.

1. Design (5 points)

In judging design, keep in mind the extent to which properties have been laid out so as to give maximum recreation use, utilize not only the total space but also topography and other natural features, facilitate circulation and supervision, and present the most attractive appearance. In the case of playgrounds, consider the extent and manner in which the design affords the various divisions considered desirable in a playground, and likewise in a playfield, the extent to which the separate sections recommended for such an area have been made possible. Consider whether landscape features are suitable and well placed, if game facilities have good orientation, if entrances have been well placed, etc.

Credit 5 points if all areas have been designed most effectively; otherwise credit points proportionately.

2. Construction (5 points)

In this section consider the actual development of areas and nature and type of construction, paying special attention to materials used, nature of surfacing, drainage, grading, fencing, workmanship, etc; also the types of materials used in structures and facilities, the construction of game courts, children's play areas, and sports fields.
Credit 5 points if all recreation areas and facilities have been constructed in the most satisfactory manner; otherwise credit points proportionately.

3. **Maintenance (5 points)**

In scoring maintenance, keep in mind general appearance of properties, condition of playing surfaces, marking of game areas, care of plant materials, sanitation and safe condition of swimming, wading, picnic and play facilities, and cleanliness and up-keep of grounds and structures. Pay special attention to condition as to dust.

Credit 5 points if all recreation areas and facilities are continuously maintained in excellent condition, otherwise credit points proportionately.

**II. BUILDINGS AND INDOOR FACILITIES - 100 points**

A. **Recreation Buildings and Indoor Centers (50 points)**

Include here all general and special recreation buildings, community houses, park field houses, school buildings, clubhouses, and playground shelters regularly made available for community recreation use. Include not only municipally-owned buildings, but those that are privately owned but held by trustees for general recreation use by the people of the community. Include school buildings only if they are generally and regularly open for recreation use by community groups whether under the direction of the schools, a recreation department, or some other agency.

1. **General Recreation Buildings and Centers (30 points)**

Include here only those buildings and indoor centers that make possible, and are used for, a diversified recreation program. In order to qualify under this heading, a building should afford minimum facilities consisting of (1) an auditorium or assembly hall with removable seats or a gymnasium; (2) lounge for informal reading and quiet games; (3) room for a specialized activity such as an arts and crafts work-
shop or game room; (4) two rooms for clubs, hobby groups or other multiple use. Credit 30 points if a city provides one such building to each 20,000 population.

2. Shelter and Field Houses (20 points)

Playground shelters and field houses, for scoring purposes under this section, are considered primarily as service buildings. The essential features of the playground shelter are toilets for boys and girls, director's office, and storage space. Frequently the shelter has a porch or a room for small group activities. In some cases the facilities are furnished in a school building adjoining the playground.

The field house on the playfield or athletic field provides lockers, shower and toilet facilities for persons using the field, office, and storage space. Some field houses also contain elaborate facilities for indoor recreation in which case the buildings should have been included under Section I. They may also be counted under this section. In case a playfield adjoins a school building which provides the usual field house facilities and if these facilities are regularly made available for the use of community groups served by the field, the school building may be counted as a field house. Likewise, if a stadium or grandstand at a field furnishes the essential service facilities, it may be counted as a field house.

a. Shelter Houses (10 points)

Count all shelter houses on playgrounds, buildings serving playgrounds in playfields, and school buildings adjoining playgrounds, if service facilities are available for use whenever playgrounds are open under leadership.

Credit 10 points if a city provides a building for each 4,000 population.
b. **Field Houses** (10 points)

Count all playfield buildings as indicated above. If a field house on a playfield serves a playground on the field and also affords essential playfield service facilities, count it both as a playground shelter and as a field house.

Credit 10 points if a city provides a house for each 15,000 population.

B. **Indoor Recreation Facilities** (50 points)

In this section include various types of rooms and indoor recreation facilities provided in the buildings recorded under Section A and that are generally and regularly available for community recreation use. In scoring, a combined gymnasium-auditorium may be counted under the type representing its most frequent community use, or the points may be divided under the "gymnasium" and "auditorium" headings. Do not give any single room full credit under more than one classification. A large gymnasium that at times is divided by a partition to make two rooms, each usable as a gymnasium, may be counted as two. Likewise, a social room that can be transformed by a partition into two club rooms may be counted either as a social room or as two club rooms, but not as both types.

1. **Gymnasiums** (10 points)

Credit 10 points if a city provides a gymnasium for each 10,000 population.

2. **Auditoriums or Assembly Halls** (5 points)

Credit 5 points if a city provides an auditorium for each 15,000 population.

3. **Social Rooms or Play Rooms** (5 points)

Credit 5 points if a city provides such a room for each 10,000 population.
4. Lounges for Informal Reading and Quiet Games (5 points)

Credit 5 points if a city provides a room for visiting, informal reading and quiet games for each 10,000 population.

5. Game Rooms (5 points)

Credit 5 points if a city provides a room equipped for such games as table tennis, billiards, darts, and other games for each 10,000 population.

6. Club and Multiple-Use Rooms (5 points)

Credit 5 points if a city provides one such room for each 5,000 population.

7. Arts and Crafts Workshop (5 points)

Credit 5 points if a city provides a workshop equipped for various arts and crafts activities for each 10,000 population.

8. Other Special Rooms (5 points)

Count all other rooms developed for specialized recreation use such as a music room, rifle range, or nature museum. Credit 5 points if a city provides one such room for each 50,000 population.

9. Indoor Swimming Pools (5 points)

Credit five points if a city provides a pool for each 50,000 population.

III. LEADERSHIP PERSONNEL - 100 points

This section relates only to persons employed by recreation agencies and serving in a leadership capacity whether it involves city-wide planning, direct or indirect leadership of activities, the organization or instruction of groups, or the supervision of recreation facilities. It does not deal with workers employed for the maintenance of properties, clerical work, construction, financial record-keeping, and other non-
leadership, routine services. In scoring a city in which two or more public agencies provide recreation programs, care should be taken to include all their paid leadership personnel.

A. Number of Leaders (43 points)

Persons employed as superintendents of recreation are counted only if they are employed the year round either on a full-time or part-time basis, and no points are to be credited for this position unless a year-round worker is employed. In the case of all other leadership positions part-time or seasonal service is counted, however, and the full-time, part-time, and seasonal employment of all workers in each type of position is totalled in scoring the city under each type. A total of 2,000 work hours, or the equivalent of fifty 40-hour weeks, may be used as the unit for full-time year-round service. A person who serves part-time in one type of position and part-time in another should be credited under each heading according to the proportionate amount of time served in each position.

1. Superintendent of Recreation (6 points)

Credit 6 points if a superintendent of recreation is employed full time the year round, or if two or more agencies employ part-time year-round superintendents totalling full-time year-round service. If employed only part time the year round, credit time proportionately. Give no points except for year-round service in this position.

2. Other Executive Leadership (6 points)

Credit here time devoted to the planning for or the administration of community recreation service by the executives of departments furnishing recreation, such as the superintendent of parks, director of public works, superintendent of schools, or other officials employed on a year-round basis. For example, count that part of a park superintendent's time devoted to duties related to the acquisition, improvement, and
operation of areas designed for recreation use and included under Sections A and B of this schedule. Do not count the time spent on duties relating to boulevards, street trees, airports, nurseries, etc.

Credit 6 points if the total amount of executive leadership in addition to that furnished by the superintendent of recreation equals or exceeds the equivalent of the full-time year-round service of one worker. Credit lesser time proportionately (not more than 6 points can be scored under this item).

3. Assistant Superintendent of Recreation or General Supervisor (4 points)

Include under this heading workers serving as assistant superintendent of recreation, as supervisors of playgrounds and indoor centers, or as general supervisors responsible for the total recreation service in a district of the city.

Credit 4 points if a city employs one such full-time year-round worker for each 200,000 population. In a city of less than 200,000 credit 4 points if the percentage of the time of such workers equals or exceeds the percentage the population of the city bears to 200,000. For example, if a city of 50,000 employs such a worker the equivalent of one-fourth time the year round, it is entitled to 4 points. In case a worker serves part time as a district supervisor and half-time as a supervisor of special activities, allot credit for one-half time service under both types of positions.

4. Supervisors of Special Activities (6 points)

Include under this heading persons in charge of special phases of program development, usually on a city-wide basis, such as athletics, music, drama, arts and crafts, nature activities, girls' and women's activities, or industrial recreation. In this section the standard for the number of special supervisors does not vary directly with the size of the city. Consequently, uniform credit is not given for
each supervisor employed, but specific standards are listed for cities of different population.

a. Cities under 50,000, credit 6 points if a city has the equivalent of at least one full-time year-round supervisor.

b. Cities of 50,000 - 100,000, credit 6 points if a city has the equivalent of two full-time year-round supervisors. If it has only one, credit 2 points.

c. Cities of 100,000 - 250,000, credit 6 points if it has the equivalent of three full-time year-round supervisors. If it has only one, credit 1 point; two, 3 points.

d. Cities 250,000 - 500,000, credit 6 points if it has the equivalent of four full-time year-round supervisors. If it has only one, credit 1 point; two, 2 points; three, 4 points.

e. Cities of 500,000 and over, credit 6 points if it has the equivalent of six full-time year-round supervisors. If less than six, credit 1 point for each. Do not credit work done by the park or recreation superintendent.

5. Directors of Centers (10 points)

Include here directors of playgrounds, playfields, recreation buildings, and other indoor centers. Credit 10 points for the equivalent of full-time year-round service of a director for each 10,000 population.

6. Assistant Directors, Recreation Leaders Assistants (8 points)

Include individuals employed as assistant directors of centers, or to help in conducting activities, in organizing groups, or in supervising parts of the program. Credit 8 points if a city has the equivalent in full-time year-round service of one such worker for each 6,000 population.
7. **Specialists or Special Teachers** (1 point)

Include individuals employed to organize and teach some specific form of activity such as tennis, folk dancing, archery, or a special craft. Such workers usually serve a group of centers. Credit 1 point for the equivalent in full-time year-round service of one specialist for each 50,000 population.

8. **Managers of Special Facilities** (2 points)

Include individuals employed to administer such areas or facilities as a bathing beach, golf course, camp, or swimming pool. Do not include individuals in charge of a facility if they perform merely routine or maintenance functions. Credit 2 points if a city has the equivalent in full-time year-round service of one manager for each 50,000 people.

**B. Training and Qualifications** (42 points)

The standards used in this section are based primarily upon the recommendations in a publication "Personnel Standards in Recreation Leadership."* It is suggested that the detailed descriptions of recreation positions and the qualifications of each as outlined in this report be studied before attempting to rate the leadership personnel in a city.

1. **Superintendent of Recreation** (8 points)

Credit points on the basis of 1 for age, 3 for education, and 4 for experience, as indicated below. Credit no points for age, if worker is under the age indicated. Under education, allow 1 point for college education alone and 2 points for special training in the subjects listed. Under experience, credit the number of years' experience in proportion to the number in the standard.

*Issued by the National Recreation Association; available at 50 cents per copy.
Minimum Age - Cities under 15,000 23 years
Cities 15,000 to 30,000 24 years
Cities 30,000 to 50,000 25 years
Cities 50,000 to 100,000 27 years
Cities 100,000 to 500,000 30 years
Cities 500,000 to 1,000,000 32 years
Cities over 1,000,000 35 years

Education - College education or equivalent plus special training in two of the following: Recreation administration; community organization; personnel management; public administration and finance; public education; city planning; educational administration; social welfare.

Experience - Previous experience in an executive recreation position.
Cities under 15,000 1 year
Cities 15,000 to 30,000 1 ½ years
Cities 30,000 to 50,000 2 years
Cities 50,000 to 100,000 3 years
Cities 100,000 to 500,000 4 years
Cities 500,000 to 1,000,000 5 years
Cities over 1,000,000 6 years

Example - A city of 300,000 has a superintendent of recreation 32 years old with college education, training in educational administration, and 2 years' experience in an executive recreation position. He receives 1 point for age, 2 points for education, and 2 points for experience, or a total of 5.

2. Assistant Superintendent or General Supervisor (5 points)

Points should be credited on the basis of 1 point for age, 1 point for education, and 3 points for experience. Credit the full number of points if the city employs the number of such workers indicated under Section 3, page 18 and if all of them meet the standard qualifications. Allow partial credit if qualifications are not fully met as in preceding section relating to superintendent of recreation.
(Qualifications for specific positions under this heading differ somewhat, as indicated in "Personnel Standards in Recreation Leadership."* The following are average qualifications for this group of positions.)

Minimum Age -
- Cities under 50,000 23 years
- Cities 50,000 to 100,000 25 years
- Cities 100,000 to 500,000 26 years
- Cities over 500,000 28 years

Education - In general, the same as for Superintendent.

Experience - Previous experience in executive or supervisory recreation positions.
- Cities under 50,000 2 years
- Cities 50,000 to 100,000 3 years
- Cities 100,000 to 500,000 4 years
- Cities over 500,000 5 years

3. Supervisor of Special Activities (5 points)

Points should be credited on the basis of 1 point for age, 1 for education and 3 for experience.

Minimum Age -
- Cities under 50,000 22 years
- Cities 50,000 to 100,000 23 years
- Cities 100,000 to 500,000 25 years
- Cities over 500,000 27 years

Education - Equivalent of graduation from college or special school with major or special training in the particular field such as music, arts and crafts, athletics, etc.

Experience - As a director, teacher or organizer of the particular activity, part of it in a recreation system.

*Issued by the National Recreation Association; available at 50 cents per copy.
Cities under 50,000 1 year
Cities 50,000 to 100,000 2 years
Cities 100,000 to 500,000 3 years
Cities over 500,000 5 years

Note: Exceptions in this standard should be made in the case of the supervisor of girls' and women's activities, are as follows:

Minimum age - Cities under 50,000 23 years
Cities 50,000 to 100,000 25 years
Cities 100,000 to 500,000 27 years
Cities over 500,000 30 years

Experience - Cities under 50,000 2 years
Cities 50,000 to 100,000 3 years
Cities 100,000 to 500,000 4 years
Cities over 500,000 5 years

In scoring this section keep in mind that cities of different size should have the following number of full-time year-round special supervisors:

<table>
<thead>
<tr>
<th>Population</th>
<th>Number of Supervisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cities under 50,000</td>
<td>1</td>
</tr>
<tr>
<td>Cities 50,000 to 100,000</td>
<td>2</td>
</tr>
<tr>
<td>Cities 100,000 to 250,000</td>
<td>3</td>
</tr>
<tr>
<td>Cities 250,000 to 500,000</td>
<td>4</td>
</tr>
<tr>
<td>Cities 500,000 and over</td>
<td>6</td>
</tr>
</tbody>
</table>

Credit full number of points if a city employs the number of special supervisors indicated and if all of them meet the standard qualifications. If a city employs more than the number indicated and if the number mentioned in the standard fully meet the qualifications, credit the city with 5 points even though some of the additional supervisors do not meet all qualifications.

4. Directors of Recreation Centers (6 points)

Credit 6 points if all persons employed as directors of recreation buildings and indoor recreation centers meet all the requirements for age, education and experience. Credit points on the basis of
1 point for age, 2 for education, and 3 for experience, as follows:

Minimum Age - 23 years

Education - Equivalent of four-year college courses

Experience - At least two full years' experience as assistant director, recreation leader, teacher, or worker in a closely related field, at least one year of which must be related to a building or indoor center.

5. Recreation Center Workers (6 points)

Credit 4 points if all persons employed as assistants and community leaders in buildings or centers meet all of the requirements for age, education and experience. Points should be credited on the basis of 1 point for age, 2 for education and 3 for experience as follows:

Minimum Age - (Assistant Director: 22 years
(Recreation Leaders: for work with adults, 21 years
for work with children, 18 years

Education - (Assistant Director: College graduation or equivalent
(Recreation Leader: Equivalent of 2 years of college work

Experience - (Assistant Director: At least one year's experience in teaching or conducting activities or in group leadership.
(Recreation Leader: No specific paid experience is required.

6. Playground and Playfield Directors (6 points)

Credit 6 points if all persons employed as playfield and playground directors meet all of the requirements for age, education, and experience. Points should be credited on the basis of 1 point for age, 2 points for education, and 3 points for experience as follows:

Minimum Age - (Playfield Director: 23 years
(Playground Director: 21 years
Education - College graduation or its equivalent.

Experience - For the playfield director, at least two years in a subordinate or related position in recreation or a closely allied field; for the playground director, at least one year. In either case, at least one half of the time must have been spent at an outdoor recreation area.

7. Recreation Leaders and Assistants (3 points)

Credit 3 points if all persons employed as leaders or assistants meet the following qualifications. One point should be credited for age and two for education.

Minimum Age - 18 years

Education - High school graduation or equivalent.

8. Specialists or Special Teachers (1 point)

No specific qualifications as to education or experience are indicated but 21 years is the minimum age. In general, college education or its equivalent is recommended except in special cases; likewise, experience as a leader or instructor. Credit 1 point if all specialists meet these qualifications.

9. Managers of Special Facilities (2 points)

Credit 2 points if all persons employed as managers meet all the requirements as to age, education, and experience. Points should be credited on the basis of $\frac{1}{2}$ point for age, $\frac{1}{2}$ point for education, and 1 point for experience as follows:

Minimum Age - 24 years; for camp director, 25 years

Education - College education or equivalent.
Experience - For camp manager, at least 3 seasons in camp and at least 2 years in recreation as a teacher, or in a closely related field; for swimming pool or beach manager, at least 1 full year as lifeguard or swimming instructor; for golf course manager, some business experience.

C. Personnel and In-Service Training Methods (15 points)

1. Selecting Workers (6 points)

a. Credit 2 points if workers are selected according to a genuine merit system whether under civil service or some other method.

b. Credit 2 points if positions are properly classified, if vacancies are widely announced, and residence requirements waived where necessary to secure best qualified workers.

c. Credit 2 points if examinations are intelligently prepared and well administered.

2. Personnel Practices (5 points)

a. Credit 2 points if salaries correspond to those recommended in "Recreation Leadership Standards." Credit 1 point if salaries fail to meet these standards but compare favorably with those paid for comparable positions in locality.

b. Credit 1 point if workers are rated regularly on sound basis and if promotions are on merit.

c. Credit 1 point if there is reasonable security of tenure and if, at the same time, removal of a worker from a position for a good cause is facilitated.

d. Credit 1 point if there is a sound and fairly administered plan governing hours of work, sick leave, vacations, and retirement.
3. **In-Service Training** (4 points)

   a. Credit 1 point if monthly staff meetings are regularly held throughout the year.

   b. Credit 1 point for weekly meetings of the playground staff during the summer season.

   c. Credit 1 point for at least one training institute for workers and/or others each year.

   d. Credit 1 point if there is a plan of directed reading, an association of workers, or if the authorities share in meeting the cost of workers' attendance at the National Recreation Congress or district conference.

**IV. RECREATION PROGRAMS - 100 points**

**A. Program Criteria (13 points)**

Credit 18 points if the total public recreation service program fully meets all of the criteria listed below. Credit 1 point for each criteria fully met by the city and give lesser credit for each item on which the city merits a partial rating.

The program should:

1. **Afford equal opportunity in the way of facilities and activities to all parts of the city (no neighborhood should be neglected).**

2. **Afford activities well distributed throughout the entire year (program should not be restricted largely to the summer months or to a brief winter season).**

3. **Serve all age groups including the old folks.**

4. **Provide a reasonable balance between the indoor and outdoor activities. (The proportion between the two will vary from city to city.)**

5. **Provide equal opportunities for both sexes.**
6. Provide for varying levels of skill and ability.

7. Have a definite relationship to the school program of teaching leisure-time skills and of developing recreation interests.

8. Definitely encourage individuals and groups to initiate and carry on their own activities.

9. Give participants a share in the planning and conduct of activities.

10. Afford opportunities for cooperative activity as well as competition.

11. Be definitely related to the recreation programs furnished by non-public agencies.

12. Be sensitive to changing conditions, interests, and needs of the people as evidenced by program changes from year to year.

13. Encourage informal individual activity as well as highly organized group projects.

14. Sponsor home play and activities which individuals can carry on at home.

15. Include community-wide features as well as activities conducted at individual playgrounds and centers.

16. Provide special service to racial groups, industrial and commercial organizations, churches, and other institutions.

17. Afford recreation workers a definite opportunity to submit each year or season specific suggestions regarding the program.

18. Provide definite means for people to indicate their recreation desires and preferences and to submit suggestions regarding the program.
B. Programs Under Leadership (42 points)

Under this heading record the sessions devoted to recreation programs at playgrounds, playfields, general recreation buildings, and indoor centers during periods in which they are open under leadership. A session is defined as a morning, afternoon, or evening period during which a diversified program is provided under leadership at the area or building. Before scoring this section refer to definitions of playgrounds, playfields, and general recreation buildings and centers on pages 8 and 9.

1. Playground Program (14 points)

Credit 14 points for one playground session under leadership for each 12 population and credit fewer points proportionately. For example, a city of 84,000 people ought to have 7,000 playground sessions. If a city of this size has only 5,000 sessions, or 5/7 of the standard, credit only 10 points.

2. Neighborhood Playfield Program (10 points)

Credit 10 points for one playfield session under leadership for each 40 population. Count as a session only periods when there is at the playfield someone who is conducting activities, organizing sports, promoting tournaments, or instructing groups. Do not count periods when only regulatory or maintenance personnel are on duty. If leaders on a playfield devote their entire attention to a section developed as a playground, such periods should be counted only as playground sessions under Section 1.

3. General Recreation Buildings and Indoor Centers (18 points)

Credit 18 points for one session for each 30 population. In recording sessions, include only those at general recreation buildings and centers as defined on page 13.
C. Recreation Activities (40 points)

In this section credit the periods devoted to various types of activities sponsored, conducted, or provided by public recreation agencies. A period is a definite portion of time during which an activity under direct or indirect leadership is scheduled and carried on. Several "periods" of activity may be recorded during a single playground, playfield, or building "session." Thus, at a playground at which during a single afternoon a baseball game between playground teams, a tennis tournament, a drama club meeting, and a handcraft period are scheduled, each of these activities may be counted as a "period." Indoor and outdoor periods are not counted separately because the ratio between them varies according to climatic and other local conditions. Likewise, definite requirements are not set up for specific types of activities because uniformity in local recreation programs is not desirable and the program content should reflect local differences in recreation interests.

Because of the wide ramifications of the recreation program, it is exceedingly difficult in some cities to record all units of service afforded by public recreation agencies. To simplify the scoring of this section, suggestions are offered as to the types of activities that should be scored and the basis of counting other units of service. In counting periods, include not only those conducted on recreation property and for groups sponsored by the department, but also "extension" activities such as periods during which department workers conduct programs for industrial, church, or other groups in their own centers.

1. Active Games and Sports (10 points)

Credit 10 points for one period of active games and sports for each 10 population. Count as a period each time a diamond, field, or gymnasium is reserved or used for a game or for scheduled practice; each
period during which group games or athletic activities are conducted under leadership, in which instruction is provided, or in which an athletic contest, meet, or tournament is carried on. Count as a period each morning, afternoon, or evening in which a golf course, bathing beach, or swimming pool is operated under supervision. Do not count periods during which game courts such as tennis, horseshoe, handball, etc., are in use except where instruction is provided or a tournament is in progress.

Follow the same procedure in counting indoor periods as is suggested above for periods on the playgrounds. For example, if in a recreation building a woman's gymnasium class is held in the morning, a boy's basketball group in the afternoon, and a boxing class and badminton group in the evening, count four periods of active games and sports for the day. If four groups use a gymnasium between 5 and 11 P.M., each for a one and one-half hour period, count as four periods.

2. Arts and Crafts, Drama, and Music (8 points)

Credit 8 points for one period of arts and crafts, drama, or music for each 30 population. Count each period at a playground or indoor center during which a group takes part in one of these activities under either paid or volunteer leadership. Count also each listening period such as a band or orchestral concert, storytelling periods on the playground, and periods devoted to rehearsals or to the study of arts and crafts, drama, or music. Do not count periods in which one of these activities is introduced incidentally such as the use of music for folk dancing or between the acts of a play.

3. Nature, Gardening, Camp and Outing Activities (8 points)

Credit 8 points for each period of activities of this type for each 100 population. Count each period in which a group engages in some form of nature activity, including gardening, under paid or volunteer leadership; also hikes and trips to points
of interest. Count as a period each morning, afternoon, or evening session during which an organized camp is in operation, or in which a nature guiding service is furnished at a nature trail or museum. Count as one period each day in which a picnic center is supervised and maintained for public use.

4. Social Recreation and Dancing (5 points)

Credit 5 points for one period of such activity for each 40 population. Count each period devoted primarily to social recreation activities such as parties, play nights, dances, suppers, table games, etc. Count also periods of dance instruction.

5. General Club and Other Activities (9 points)

Credit 9 points for one period of general club activity or of other types of organized or group activity for each 100 population. Under general club activities include meetings of groups formed primarily because of the general interests of the group rather than to engage in a specific form of activity, and also of Scouts, Camp Fire, and similar organizations. Include also meetings of hobby groups not previously counted, discussion groups, lectures, and forums and periods of service such as sewing for the Red Cross, meetings of recreation councils and committees, and other program activities.

V. PARTICIPATION AND USE - 100 points

This section is intended to record the use made of various areas and facilities and the amount of participation in public recreation programs. In order to measure adequately the extent to which a community takes advantage of its recreation services it is necessary to record (1) the number of different individuals served, which indicates the percentage of the total population reached and (2) the total attendance at facilities and programs which indicates the volume of service rendered. In this section are recorded both types of figures. In filling out the schedule use the latest available figures covering a one-year period.
Complete figures covering all of the items listed are doubtless recorded accurately in relatively few cities but careful estimates should be made in cases where records are not available. This section is given relatively low rating in the appraisal because of the divergence in local reporting methods and also the lack of complete attendance records in many cities.

As in other parts of the schedule, only those activities organized and made generally available to community groups should be recorded. Do not include participants or spectators at interscholastic or intramural games and activities under school department auspices.

A. Registration (25 points)

Under this section record those who use the facilities of the department with more or less regularity, who enroll or register at playgrounds and centers, or who are members of organized groups sponsored or conducted by the department. Do not include persons only incidentally or occasionally served. The totals recorded under the five subdivisions are nonexclusive. For example, if an individual registered at a playground is a member of an athletic team, and also belongs to a municipal orchestra, he may be counted under divisions 1, 3, and 4, as well as 5.

1. Playgrounds (5 points)

Credit 5 points if the total of different individuals registered at the playgrounds represents at least one to each 10 population. Count all playgrounds regardless of the time of year they are conducted under leadership but do not count any individual boy or girl more than once.

2. Buildings and Indoor Centers (5 points)

Credit 5 points if total number of individuals registered at all recreation buildings and indoor centers equals one to each 20 population. Count individuals regularly served at all indoor facilities whether in general or special recreation buildings or in indoor centers in schools, churches, or elsewhere.
3. Athletic Games and Sports (5 points)

Credit 5 points if the number of individuals registered in all athletic teams or groups sponsored by the department, whether indoor or outdoor, or regularly using its sports facilities equals one to each 20 population. Include individuals of both sexes and of all ages who are members of teams sponsored by the department or who participate in athletic contests under its auspices. Include also individuals holding season tickets or permits for, or regularly using, golf courses, tennis courts, archery ranges, and other sports facilities.

4. Other Group Activities (5 points)

Credit 5 points if the number of different individuals registered, enrolled, or holding membership in non-athletic groups or programs represents one for each 20 population. Include members of all clubs, classes, and organizations sponsored or conducted by the department in music, drama, dancing, nature, hobby, and all non-athletic activities.

5. Total Number Served (5 points)

Credit 5 points if the total number of different individuals registered with or regularly served by the recreation departments through their activities program or facilities equals one for each four population.

B. Attendance and Use (75 points)

Credit in this section the units of service or use afforded by the recreation program and facilities. In determining attendance count each unit of service. In the case of a playground or swimming pool each time that a person enters the playground or takes a swim is considered one unit of service. In recording attendance in athletics or other activities, count as a unit of service each time an individual takes part in a scheduled activity. For instance, if there are 15 members of a softball team which plays 20 games,
300 units of service are counted for the team. In recording club attendance count the actual number present at each meeting or activity conducted by the club. In some of the subdivisions, participants and spectators are scored separately.

1. Neighborhood Playgrounds (25 points)

a. Participants (24 points)

Credit 24 points if the total yearly attendance of participants at all neighborhood playgrounds for all seasons equals 8 times the total population of the city. Count attendance only during periods when a playground is open under leadership. Include attendance of young people and adults as well as children.

This standard presupposes the use of attendance taking method recommended by the committee of recreation executives for summer playgrounds as follows: Take a careful count at the peak of attendance each morning, afternoon, and evening that the playground is open under leadership to determine the actual attendance (units of service). Multiply the morning count by 2, the afternoon count by 2.5, and the evening count by 1.5. The sum of these attendances represents the total for the day. No specific method is recommended for use during other seasons but in all probability on most afterschool playgrounds a peak count will record a large percentage of the total attendance. The most satisfactory method for use in a locality during other seasons can be determined by the use of experimental counts.

b. Spectators (1 point)

Credit 1 point if the total attendance of spectators at all children's playgrounds during periods in which they are open under leadership equals one-half the total population of the city.
2. Recreation Buildings and Indoor Centers (25 points)
   a. Participants (22 points)

Credit 22 points if the total yearly attendance of participants at all general and special recreation buildings and indoor recreation centers equals three times the total population of the city. Include only attendances during periods when the buildings and centers, whether publicly owned or under private auspices, are under leadership furnished by the public recreation agencies.

b. Spectators (3 points)

Credit 3 points if the total yearly attendance of spectators at all recreation buildings or indoor centers during periods when open under leadership of the public recreation agencies equals the total population of the city.

3. Pools and Beaches, Picnic Areas and Winter Sports Facilities (5 points)

Credit 5 points if the total attendance at all pools and beaches, picnic areas, and winter sports areas and facilities equals 5 times the total population of the city. Count only participants. Do not include attendance at wading pools.

4. Athletic Games and Other Sports (10 points)
   a. Participants (8 points)

Credit 8 points if the total attendance of participants in organized games and sports other than bathing and winter sports equals 5 times the total population. Include all units of service afforded teams in all athletic games and sports (see page 27) sponsored or conducted by the public recreation agencies for all age groups. Count practice periods which are regularly scheduled or for which facilities are definitely assigned to teams. Also count participation in athletic meets, tournaments, and other
athletic program features. Count each nine holes of
golf as one unit of participation and also one in-
dividual period of use at tennis courts or other game
facilities assigned on a reservation basis.

b. Spectators (2 points)

Credit 2 points if total number of spectators
at organized athletic games and sports programs and
facilities equals three times the total population.
In counting spectators include individuals watching
water and winter sports events.

5. Other Outdoor Scheduled Activities and
Programs (10 points)

a. Participants (8 points)

Credit 8 points if the total attendances or
units of service at non-athletic activities and pro-
grams scheduled by the public recreation agencies
equals the total population. Include persons taking
part in outdoor dances, nature hikes, city-wide
pageants and community celebrations and "extension"
services such as programs for shut-ins, programs
for institutions, etc.

b. Spectators (2 points)

Credit two points if the total attendance of
persons watching or listening to non-athletic out-
door activities sponsored or conducted by the depart-
ments equals twice the population of the city. For
example, count attendance at band concerts, pageants,
community celebrations, and outdoor entertainments
not conducted on children's playgrounds and pre-
viously reported under division 1.

VI. CURRENT EXPENDITURES - 100 points

In this section count all expenditures for
current operation and maintenance of recreation
areas, facilities, and services by all the public
agencies during the last complete fiscal year
regardless of the source of the funds. Do not include expenditures for the acquisition and development of new areas, interest on indebtedness, or other capital items. In case areas and facilities are used only part of the time for community recreation, as for example a high school athletic field, a municipal auditorium, or school building facilities, count only those operation or maintenance costs which are chargeable directly to the use of the facilities for community recreation purposes. In case there are no accurate records of such expense, estimate them as closely as possible.

A. **Leadership** (30 points)

Credit 30 points if the total amount spent for leadership personnel equals $1.50 per capita of the total population. Include the entire amount paid in salaries and wages to persons employed in a leadership capacity. (See Section III.) Do not include clerical, maintenance, and other types of workers.

B. **Facilities and Programs Under Leadership** (30 points)

Credit 30 points if the total amount spent for organized recreation programs, for the operation and maintenance of areas and facilities used for community recreation, and for the furnishing of community-wide services under leadership equals $3.00 per capita of the total population. Include salaries paid to recreation leaders, supplies and materials used in connection with playground and center programs, the total amount spent for operating and maintaining golf courses, bathing beaches, picnic centers, and other active recreation areas, for the maintenance of playgrounds and indoor centers, and clerical service in connection with the recreation program.

C. **Total Recreation Expenditures** (40 points)

Credit 40 points if the total expenditures for all types of recreation by all public recreation agencies equals $6.00 per capita for the entire popu-

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lation. Include not only the expenditures for organized recreation included under Section B, but also the total expenditures of park departments for the maintenance of general park areas not used for active or organized recreation, the operation of zoological and botanical gardens, care of street trees, the provision of special activities such as band concerts and community celebrations, and all other related services. Do not include expenditures for the operation and maintenance of airports on park property.

VII. ADMINISTRATION - 100 points

Unlike the preceding sections of the appraisal form in which the total facilities, services, personnel, attendances, and expenditures have been recorded, the rating given this section must represent an average of the administrative procedures of the public agencies furnishing recreation service in cities where there is more than one such agency. Each agency should be scored separately under this section. To determine the city's score the rating of the individual agencies should be weighted in proportion to its share of the expenditures for organized recreation services and programs. (See item B, page 34.) For example, suppose that in a city where the park department spends $100,000 for organized recreation and the school department, $50,000, the park department scores 80 points on this section and the school department, 65 points. To determine the city's score double the park department's rating (80 plus 80), add the school rating of 65, giving a total of 225 points which, divided by 3, gives the city a score of 75 points for this section.

A. Form of Organization (20 points)

1. Credit 20 points for a separate recreation department the sole function of which is to furnish recreation service, provided such department is administered by a board or commission of citizens with full authority to determine policies and administer the department.
2. Credit 15 points for a separate recreation department as above but which is in charge of a recreation board or commission with advisory powers only.

3. Credit 10 points for a separate recreation department directly responsible to a city official but with no board or commission.

4. Credit 10 points if recreation is administered by a school, park or other board or commission which has designated a special committee to direct its recreation service.

5. Credit 5 points if the recreation service is furnished by a park, school or other board or commission which is primarily responsible for some other function than organized recreation.

B. Procedures and Policies (20 points)

Credit full 20 points if the recreation agencies meet all of the following requirements. Credit 2 points for each and allow partial credit if requirements are not fully met.

1. The board or commission holds regular meetings at least monthly, and it or the other recreation authority group is formally organized to carry on its work, and adopts rules, regulations, and policies governing its functions.

2. The work and staff of the department are organized by divisions so as to render the most efficient service and facilitate supervision and cooperation between divisions.

3. The division or divisions responsible for the recreation program and facilities are organized so as to facilitate the planning, supervision, and conduct of recreation activities and services.

4. All workers receive written instructions as to their duties and the policies under which they are to operate, and the relationships between workers are facilitated by clearly defined lines of responsi-
bility and authority.

5. Rules and regulations governing the use of areas and facilities by the public assure maximum convenience, equality of opportunity, and maximum enjoyment and use.

6. Long range plans for the extension and improvement of areas and facilities have been adopted. Credit an additional 2 points if these plans are carefully studied and appraised annually.

7. Long range plans for the extension of recreation programs and services have been adopted. Credit an additional 2 points if these plans are carefully studied and appraised annually.

8. Definite provisions are made each year for conducting studies or other research projects with a view to evaluating some part of the service of the department or of determining ways by which its work may be made more effective.

C. Interpretation and Publicity (18 points)

Credit 18 points if the recreation agencies in their interpretation and publicity meet all of the following requirements. For each requirement fully met credit the number of points indicated and credit lesser points for requirements partially met.

1. There is a definite plan of public education based on specific objectives. (4 points)

2. A directory of recreation areas and facilities or leaflets announcing seasonal recreation programs are issued and distributed widely. (2 points)

3. Close cooperation is maintained with newspapers which are utilized not merely for accounts of activities but for educational features. (2 points)

4. A definite program of speaking before community organizations is arranged by the superintendent and supervisors. (2 points)
5. Occasions are arranged throughout the year for organized visits or inspection tours of areas, facilities, and centers. (2 points)

6. The work of the department is brought before the public each year in the form of exhibits of materials, demonstrations of activities, or reviews of recreation programs. (1 point)

7. Discussion groups, meetings, hearings, and conferences for the consideration of recreation problems are arranged and held. (1 point)

8. An annual report in attractive form designed for the general public is issued and circulated widely. (1 point)

9. Moving pictures or stereopticon slides illustrating the work of the department are loaned to or shown before local groups. (1 point)

10. A regular program involving the use of radio broadcasts is carried on. (1 point)

11. Effective use is made of posters in stores, industries, and buildings throughout the city as well as of leaflets and folders featuring special department programs and services. (1 point)

D. Records and Reports (28 points)

Credit 28 points if each recreation agency meets fully all of the following requirements; credit fewer points for requirements partially met.

1. Business and Financial Records (18 points)

   a. Credit 5 points if recreation agencies operate on an effective budget system and adhere closely to sound budgetary practice.

   b. Credit 5 points for careful system of bookkeeping assuring complete record of receipts and expenditures with provisions for checking receipts from revenue-producing features and with proper auditing of accounts.
c. Credit 2 additional points if the budget and bookkeeping system not only provides for cost records according to an objective classification, but also enables costs to be determined for the major functions of the department.

d. Credit 2 additional points if the budget and bookkeeping system affords costs not only according to objects of classification and major functions but also by units of work such as individual playgrounds, centers, pools, etc.

e. Credit 2 points for detailed records of all board meetings, actions, and policies.

f. Credit 1 point for keeping complete records of facilities, equipment and materials, inventories, contracts, concessions, insurance policies, etc.

g. Credit 1 point for complete personnel service records of all employees covering employment contracts, time reports, service ratings, vacations, sick leaves, etc.

2. **Service Records** (10 points)

Credit 10 points if all of the following requirements are met. Credit 2 points for each requirement fully met and allow lesser points for requirements partially met.

a. Regular reports at least monthly are submitted by directors or managers of all centers such as playgrounds, indoor centers, camps, golf courses, etc. provided such reports give an adequate picture of the service rendered.

b. Regular reports are submitted at least monthly covering the service of general and special supervisors and for all special activities and city-wide services rendered by the departments.
c. Regular reports are submitted at least monthly by the recreation executive to the board or other responsible authority and the work of the department is adequately presented in an annual report.

d. Complete lists are kept of the individuals enrolled in leagues and teams sponsored by the department and in all organizations, clubs, groups, and classes conducted or sponsored by it.

e. Lists of individuals serving the department as volunteers in various capacities are kept together with a statement as to their qualifications and services rendered.

E. **Community Relationships** (14 points)

Credit 14 points if all of the following requirements are met. Allow 2 points for each requirement fully met and lesser points for those partially met.

a. There is a city-wide recreation council representing various organizations and interests, which is concerned with problems relating to the community recreation program.

b. The recreation executive belongs to a city-wide leisure-time group such as a committee of the Council of Social Agencies or some other medium for facilitating cooperation between community agencies interested in recreation.

c. Neighborhood committees or parents' groups are formed at the various playgrounds.

d. Neighborhood recreation councils or committees are formed around the recreation buildings or indoor centers to foster neighborhood interest and participation in the center program.

e. A definite part of the time of playground and center workers is designated for neighborhood visitation and neighborhood or community relationships.
f. The recreation executive or members of the staff regularly maintain a definite cooperative relationship with other municipal authorities such as schools, parks, police, library, city planning, etc.

g. The recreation executive or staff workers regularly maintain a definite cooperative relationship with other semi-public or private agencies interested in recreation such as the Y.M.C.A., Y.W.C.A., Scouts, American Legion, Parent–Teacher Association, etc.
1. Sampling of individuals and populations must be done with a precision as to their conditions and their requirements.

2. Community relationships

Community is defined to all as the sum of the interactions of a man with all other people. All our thoughts and attitudes are determined by this community.

3. There is a non-west idea that personal representation has value in the society as it is associated with positions that are capable of influencing

4. The reservation system has been abolished, but the reservations in the institutions and their effects have not. This has led to the reservation of places in institutions.