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Organization

Leadership

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RECREATION AND PARK APPRAISAL

FOR SAVANNAH RECREATION COMMISSION

November, 1969

"An appraisal is but a beginning . . . not an end in itself. It fufills its functions only if it provides a guide for future action. The next important and difficult step is the development of a comprehensive recreation and park program."



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GEORGIA RECREATION COMMISSION

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C O M M I S S I O N

This document was prepared by
the Professional Staff of the
Georgia Recreation Commission.
The Commission is an Advisory
Agency of State Government
created to serve the recognized
recreation needs in Georgia

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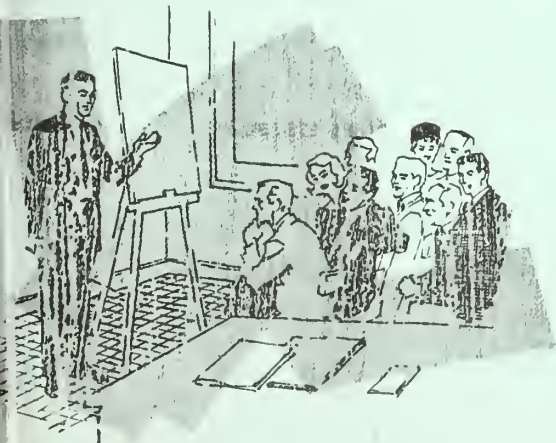
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F O R E W O R D

THE PURPOSE OF THIS REPORT IS TO OUTLINE MAJOR CONSIDERATIONS FOR UPGRADING AND IMPROVING THE SAVANNAH RECREATION COMMISSION, ITS PERSONNEL AND PROGRAMS FOR THE CITY AND SHOULD NOT BE CONFUSED WITH A MASTER PLAN FOR RECREATION. IT SHOULD BE UNDERSTOOD THAT A MASTER PLAN WOULD REQUIRE THE SERVICES OF A PROFESSIONAL RECREATION PLANNER AND WOULD REQUIRE EXTENSIVE RESEARCH AND DETAILED INFORMATION: WHEREAS, THIS REPORT IS OF A GENERAL NATURE. IT DOES, HOWEVER, POINT OUT THE NEED FOR RECREATION AND ALSO OFFERS SPECIFIC RECOMMENDATIONS ON STEPS TO BE TAKEN IN IMPROVING THE QUALITY OF LEADERSHIP AND RECREATION PROGRAMMING FOR THE CITY OF SAVANNAH.

Chapter 1

Definition of Recreation and Park Responsibilities



RECREATION'S ROLE IN COMMUNITY LIFE

The community is the focal point of organized recreation. It furnishes the framework and environment in which recreation lives and grows.

Every emphasis today in community organization indicates a purposeful movement to create cooperative efforts for maximum results. No matter what the field of interest - education, welfare, health, work, religion, or recreation, the supreme test at this time is the extent to which all community forces blend capacities and potentials for social well-being.

To produce quality performance for quantity practice each field must specialize to render its best technique in understanding and knowledge to build the best patterns of action.

Community planning is essential for best results. Legal managing authorities, planning councils, councils of social agencies and planning boards accept recreation as a primary factor in community responsibilities and demand attention, guidance and sponsorship of adequate recreation programs.

Every community, regardless of its size, should have a responsible Recreation Department, agency or organization. Where possible, a legally established full-time department of local government is the best design. If recreation receives legal recognition and full department status in local government, its chances for success are far brighter. Every effort should be made by local political and civic leaders to assure legal recognition.

There is urgent need for each community to have a survey made of its resources, human and natural, for recreation. This gives the community definite knowledge of what steps are necessary in order to develop an adequate program.

Another factor of primary importance in the organized community set-up is to have trained leadership - professional and volunteer. Nothing can take the place of a professional leader. As in other fields, a recreation program can be evaluated according to its leadership. Constant in-service training brings good results. Refresher courses, leadership programs, and effective experience add greatly to the opportunity for quality performance.

A great deal of thought should be given to areas and facilities. The use of natural resources, the indoor and outdoor facilities, good equipment, proper maintenance of all facilities, and both an immediate and long-range plan for acquisition of areas and development of facilities are important forces in a progressive recreation program.

One of the key foundations of a well-rounded program is balance. By balance we mean recreation on a year-round basis for both sexes, all ages, for all economic and social status, and a well-balanced program of activity including sports and games, arts and crafts, music, drama, reading and storytelling, nature and outing, social events and others.

A sound financial structure is another basic factor to a good program. Recreation costs money - it should not be sold cheaply. A community with adequate finances, obtained regularly, securing progress and giving the entire community

an opportunity to share in support is greatly to be sought. Here is a good example of coordination. Tax resources, funds from drives and campaigns, community chest possibilities, gifts, concessions, fees and charges, along with other possibilities working together can assure adequate financial support.

LEVELS OF RECREATION

Community recreation functions on three levels: public, private, and commercial. At this time, there is need for all three working at top speed in order to satisfy demands. This calls for sound correlation so the sum total of the three can assure the community adequate, abundant, and wholesome recreation activities. The integration of all the forces within a community interested in recreation, working together, understanding each other's approach, correlating activities and cooperating for maximum results, is the sound approach of community organization for recreation today. Failure upon the part of any of the community recreation functions; public, private, or commercial; to cooperate fully for the good of the community and its citizens cannot successfully justify its existence.

There are also opportunities from municipal sources, county possibilities, state resources, national agencies, and federal sources to assist the local community. If we can strengthen these forces throughout the nation, the local programs will be enriched. Every effort should be made to strive for more abundant services on the municipal, county, state, national, and federal levels.

A general philosophy might be expressed to the effect that practically every

community can have organized recreation and can accomplish most of the desires expressed when the spirit of action and earnestness to achieve a purpose is evident.

THE NEED FOR COMMUNITY RECREATION

As is indicated by many specialists in the field of labor and industrial management, the work week for the average working man is on a steady decline. In 1880, the average work week was 84 hours, in 1909 it had reduced to 72 hours, and today the work week is less than 40 hours. Predictions are that within a century it will be less than 10 hours.

It should be emphasized that as people have more and more leisure on their hands, they will naturally seek ways to utilize this time. If the people or local government fail to provide wholesome and self-satisfying leisure experiences, people will turn to other pursuits which might very well rank low on the social scale.

There are those who would question the expenditure of public funds for recreation. They would claim that recreation is a personal problem. This is true but when the misuse of leisure results in social ills such as school drop-outs, poor mental health, poor physical conditions, and delinquency it then becomes a problem for the community. Herein lies a real challenge.

Along with this decline in the work week is earlier retirement, longer life expectancy, and increased unemployment, all of which are responsible for the continued increase in the leisure of the American people.

WHY GOVERNMENT SPONSORED RECREATION

Many times the question has been raised as to why government should sponsor recreation. These reasons merit consideration:

1. Public (government sponsored) recreation affords a large percentage of the people their only opportunity for forms of wholesome recreation.
2. Experience has shown that only through government can adequate lands be acquired and at a reasonable cost.
3. Public recreation is democratic and inclusive.
4. Public recreation is comparatively inexpensive.
5. Government gives permanency to recreation.
6. The job is too large for a private agency
7. Recreation plays an important role in the local economy.
8. The people demand it and are usually willing to be taxed for it.

Government is now not simply a police power but a social servant of its citizens. In all of these processes, recreation assumes a significant role. Because of citizens' interest and recreation's contribution to the welfare of people, it is a primary responsibility of government.

Chapter 11

Objectives of Appraisal



OBJECTIVES OF APPRAISAL

The APPRAISAL was prepared from existing information or from data which could be obtained from available sources in the Savannah Community. Due to limited time, it was not possible to obtain the quantity or quality of data desired to treat in depth all the elements of the Recreation Appraisal. A Comprehensive Master Plan for Recreation and Parks will require extensive research and detailed information, reflecting refinements of data in many areas of this report. The Master Plan, as stated above, will require the services of a professionally qualified Recreation and Park Planner.

Briefly, the Appraisal objectives are:

- (1) To analyze and evaluate those social and economic changes which have an impact on the demand for Recreation and Park services and to make preliminary estimates of present and projected demand for recreation activities.
- (2) To determine the present supply of Recreation and Park resources.
- (3) To make preliminary estimate of present and projected needs for Recreation and Park facilities.
- (4) To outline a recommended program of Recreation and Park activities to meet the present and projected needs of the community.

The basic objective of the APPRAISAL is to assist the government leaders of the community in planning for wholesome year-round recreation and park activities for its citizens, now and in the future. Ultimately, the total Recreation and Park program should provide a sufficient range of activities and programs to

allow a relatively free choice of recreation pursuits by each citizen. Although the basic objective is to provide wholesome year-round Recreation and Park pursuits for the citizens of the community, the Georgia Recreation Commission staff is cognizant of the potential impact of the recreation and park program on the local economies. Other specific objectives are (1) further development of the Park and Recreation facilities which will attract and service out-of-county users, i.e., golf courses, camping areas, hunting preserves, fishing lakes and others, and (2) to increase the economic benefits of recreation to the county and its citizens.

Chapter III

Legal Authority



GENERAL DESCRIPTION OF THE GEORGIA RECREATION ENABLING LAW

The Georgia Recreation Enabling Law approved February 1, 1966, and amended in 1953, 1963, and 1964, is permissive legislation enacted to serve as an instrument whereby communities, at their descretion, may meet their recreational needs.

This Act simply sets forth several steps which a governmental subdivision may take in beginning a recreation system. Before implementing any of the following, it is suggested that the Enabling Law be studied carefully and legal advice be obtained.

This Law permits:

1. That the governing body of a city or county may establish an organized recreation department under qualified leadership.
2. That by their resolution or ordinance, the governing body may designate a group which will be responsible for the conduct and maintenance of the recreation program and facilities.
3. That the authorized group, usually a Recreation Commission or Board, may accept gifts, money, or property, to be used in the conduct of the recreation program.
4. That the governing authority of any municipality or county may, upon its own motion, appropriate public funds for and provide for the establishment, maintenance, and conduct of an organized Recreation Department.

5. That they may, upon their own motion, extend to the voters an opportunity to approve a special "recreation tax" to be used for the operation and maintenance of a recreation program.
6. That a petition signed by at least 10 percent of the qualified and registered voters in a city or county can cause the question of a special "recreation tax" to be submitted to the voters through a referendum.
7. That the governing body of any municipality or county may provide that bonds be issued for the purpose of acquiring lands or buildings for recreation purposes.
8. That any two (2) cities and counties may jointly establish and maintain a Recreation Department.
9. That trained and qualified recreation personnel may be employed for the purpose of administering the recreation program.

Numerous municipalities and counties throughout Georgia have utilized the Enabling Law to good advantage in offering recreation opportunities for their citizens. As increasing leisure presents a greater challenge, municipalities and counties will use the law more extensively.

Chapter IV

Administration



ADMINISTRATION

The administration of municipal recreation departments in Georgia and throughout the United States differs from community to community depending upon the local feeling and conditions and the arrangement by which it would be the most productive.

The basic administrative structures found in Georgia departments and which are permitted by the State Recreation Enabling Law are:

(A) City Manager

In cities which operate with the city manager form of government, the city recreation department falls under his jurisdiction as a chief administrative officer of the city. In this instance, the recreation department is a "line" department and the director is a department head responsible to the manager.

(B) Advisory Board

The Recreation Enabling Law of Georgia permits the mayor of a city to appoint an advisory recreation board to advise the elected officials on problems and recommendations for the citizens of the community with an advisory recreation board. The recreation director may be responsible to a city manager, the mayor or a recreation committee of the city council. An advisory recreation board functions strictly in an advisory capacity and is not permitted under the state law to handle public funds or employ personnel.

(C) Legal Recreation Board or Commission

The Georgia Recreation Enabling Law permits the mayor with approval of the Council to appoint a legal recreation board or commission. The legal body is composed of five (5) lay citizens of higher caliber and who have a strong dedication to providing a sound comprehensive recreation program to all the citizens of a community. The members serve without pay and for staggered terms.

In the case of a legal board, the board is charged with the explicit point of administering the total recreation program. The board is permitted to handle tax funds, establish department procedures, and the administration and employment of recreation personnel.

The board must depend upon the elected officials for appropriations for operating unless set by a millage referendum approved by the voters of the city.

(D) In a few departments, the administration of a department may be invested in a committee of the City Council.

Additionally, the State Recreation Enabling Act permits school boards to administer recreation programs but this type of organization is not followed in Georgia.

ADMINISTRATION OF THE SAVANNAH RECREATION DEPARTMENT

The administration of the Savannah Recreation Commission is set forth in the Savannah City Code, Section 1-1303, page 155, 156; chapter 3-10, pages 284-285. The Code as set forth established a legal recreation commission to administer the department. The established title as listed by the code is the Savannah Recreation Commission. The code officially

established: (1) Title; (2) Composition of Commission; (3) Appointment and term of members; (4) Qualifications of members; (5) Eligibility of members for reappointment; (6) Chairman; (7) Supervision of playgrounds and recreation policy; (8) Rules and regulations; (9) Cooperation with other agencies. This document gives the Savannah Recreation Commission authority to conduct and administer the affairs of the Commission.

BY-LAWS GOVERNING THE SAVANNAH RECREATION COMMISSION

ARTICLE 1:

- a. Regular meetings of the Recreation Commission shall be held at 3:30 P.M. on the last Wednesday of each month and shall be held in the office of the Recreation Commission at Daffin Park or at some other designated place.
- b. Special meetings may be called by the Chairman or the Recreation Superintendent as they may deem advisable or by written request of three members of the Commission. Regular monthly meetings shall be limited to no more than one hour whenever possible.
- c. A majority of the voting members of the Recreation Commission shall constitute a quorum.
- d. The order of business at regular meetings of the Recreation Commission shall be as follows:

Reading of minutes of previous meetings
Communications
Report of Special Committees
Unfinished Business
New Business
Adjournment

ARTICLE 2:

- a. It shall be the duty of the Chairman of the Recreation Commission to preside at all meetings of the Commission, to sign official papers for the Commission and to appoint all special committees for the Commission.
- b. The Vice-Chairman shall be elected for one year at the first meeting following the regular appointment of the Chairman.
- c. The Vice-Chairman shall perform the duties of the Chairman in his absence.

ARTICLE 3:

- a. The Superintendent shall serve as secretary of the Recreation Commission. It shall be the duty of the Superintendent to notify Commission members of meetings, to keep a permanent record of the proceedings of all meetings, and to have a copy of the proceedings of each meeting sent to each member of the Commission before the next regular meeting and to maintain permanent records of all official business of the Recreation Commission.

ARTICLE 4:

- a. The Recreation Commission shall advise with the Superintendent concerning the administration of the affairs of recreation.. The Superintendent shall be the agent of the Recreation Commission and to that end shall supervise the operation of all of the Commission's official activities pertaining to public recreation, including public playgrounds, public recreation buildings, and other public properties under the jurisdiction of the Commission.

- b. It shall be the duty of the Superintendent to formulate rules and regulations which are to be approved by the Commission, under which a general program of activities shall operate.
- c. The Superintendent shall select all employees necessary for the carrying out of the activities and programs, subject to the requirements of the Civil Service Act.
- d. The Superintendent shall attend all meetings of the Recreation Commission.
- e. The Superintendent shall submit an annual report in January of each year.

ARTICLE 5:

It shall be the duty of the Superintendent to deposit with the City Treasurer all funds derived from the Recreation program, except those of the custodian nature.

ARTICLE 6:

The Chairman and Superintendent shall be ex-officio members of all committees and, as such, notified of all committee meetings.

ARTICLE 7:

The organic law of the Commission will consist of policies in the form of resolutions adopted by the Commission and included in the minutes together with any specific approval which may be required. These resolutions should be numbered and the ayes and nays recorded.

ARTICLE 8:

All amendments to these rules must be proposed in writing in one meeting and acted upon at the next regular meeting of the Recreation Commission.

RECREATION FINANCES

To operate a recreation department in Savannah, it should be realized from the outset that it is going to take a substantial budget. Any expenditure, however, is an investment in the future of the area that will be spent locally and returned to the economy.

Recreation is like other services in the eyes of the people - they want a top-notch program with adequate facilities, yet they resist additional taxes needed to provide them. However, more and more, as the people are educated to the values of a wholesome recreation program and what it can mean to their community, they are willing, and many times, encourage the raising of taxes.

Actually, the revenue needed for public recreation can be derived from several sources. It should be added here that all these sources are provided for in the State Enabling Act No. 622.

1. Funds may be appropriated from the general funds of the city and/or county in any amount at the discretion of the governing authorities. If the county wishes to conduct a recreation program, several factors prevail as far as general fund appropriations are concerned.

- (a) If a municipality within that county is already conducting a tax-supported recreation program and wishes to remain separate; and if the county appropriates funds from the general funds, a proportionate amount should be turned over to the municipality. If this is not done, the city dwellers will have been taxed twice for recreation - once for the city and once for the county.

(b) If a municipality does not maintain a separate recreation program, the county program initiated should be made available to all county residents.

2. A special recreation millage tax is another course of finance for the annual operating budget of a recreation department. This method of finance can be initiated in two ways. First, the governing officials may, upon their own motion, cause the question to be raised before the voters in the form of a referendum. The other way to initiate the "special recreation tax" is that ten percent of the qualified and registered voters through petition can cause the question to be raised in referendums. Here again, important factors prevail:

(a) If a municipality within the county is conducting a tax-supported recreation program and wishes to remain separate from the county, the county cannot then hold a referendum for a millage tax on a portion of the county for recreation.

(b) If no municipality within the county is conducting a tax-supported program, then a county-wide referendum may be conducted for millage tax to support a county-wide recreation program.

3. Another source of revenue for the Recreation Commission is the fact that they may "accept any grant or devise of real estate or any gift or bequest of money or other personal property or any gift or donation to the applied principal or income, for either temporary or permanent use for playgrounds, or recreation purposes". Many existing recreation departments receive annually a considerable amount of money in this manner for use in the conduct of their program. However, it is very difficult to operate a program if all the funds must be solicited. As a matter of fact, in operation of a public recreation system, donations or contributions should always be considered as supplemental.

Many cities in Georgia are financing well-rounded, wholesome recreation programs for their citizenry. The elected officials have seen the need for this service and are making funds available for the year-round operation.

FINANCING OF THE SAVANNAH RECREATION PROGRAM

Director's Office

3010-100

Personal Services	100	27,320.00
Contracted Services	200	3,840.00
Commodities	300	1,830.00
Revolving Fund	400	1,493.00
Capital Outlay	500	940.00
		<u>35,423.00</u>

Sports

3020

Personal Services	100	17,730.00
Contracted Services	200	19,860.00
Commodities	300	14,310.00
Revolving Fund	400	<u>1,884.00</u>
		53,784.00

Playgrounds

3030

Personal Services	100	105,340.00
Contracted Services	200	7,090.00
Commodities	300	17,680.00
Revolving Fund	400	<u>3,854.00</u>
		133,964.00

Golden Age

3040

Personal Services	100	39,830.00
Contracted Services	200	2,740.00
Commodities	300	8,480.00
Revolving Fund	400	<u>2,218.00</u>
		53,268.00

Swimming Pools

3050

Personal Services	100	15,530.00
Contracted Services	200	3,240.00
Commodities	300	2,250.00
Revolving Fund	400	1,097.00
Capital Outlay	500	<u>770.00</u>
		22,887.00

Building & Ground Maint.

3070

Personal Services	100	73,950.00
Contracted Services	200	860.00
Commodities	300	2,740.00
Revolving Fund	400	15,156.00
Capital Outlay	500	<u>960.00</u>
		93,666.00

TOTAL EXPENDITURES UNDER APPROPRIATIONS

Personal Services	100	279,700.00
Contracted Services	200	37,630.00
Commodities	300	47,290.00
Revolving Fund	400	25,702.00
Capital Outlay	500	<u>2,670.00</u>
		392,992.00

THE FOLLOWING LIST SHOWS REQUESTS FOR CAPITAL IMPROVEMENT PROJECTS DURING THE YEAR 1969.

1. Paint Daffin Park Swimming Pool	
2. Paint Tompkins Swimming Pool	
3. Grayson Park - Playground Development	2,934.00
4. Thomas Park - Playground Development	2,934.00
5. May Street Ball Diamonds	700.00
6. Building new Softball Field	600.00
7. May Street Project - Playground	<u>1,300.00</u>
	8,468.00

PERSONNEL

Whenever there is organized effort on the part of a group of people, it must be initiated and directed, which involves leadership. Leadership always comes about through individual initiative or through group action. The person who suggests a picnic, who takes the lead in discussing it with those concerned and seeing that the necessary arrangements are made, acts as a recreation leader. The man whose interest in nature and desire to share this interest cause him to work with others in forming a nature study club is exercising recreation leadership. The proper leadership is the most essential item in the development of a good recreation program.

Not enough emphasis could be placed on the qualifications of the Director of Recreation. The Director should have a thorough knowledge of the philosophy of recreation; appreciation of the activities which make up the community recreation program; ability to administer efficiently the areas and facilities comprising a recreation system; capacity for cooperating with and interpreting recreation to county officials, civic clubs, private agencies, and the public; understanding of the programs of the county in respect to recreation; ability to enlist the best efforts of a staff of employees; other qualities which characterize the promoter, organizer, and executive.

The Director of Recreation has, as his prime responsibility, the carrying out of the policies of the Recreation Commission or the elected official whichever the case may be. The Director serves as a technical advisor to the Commission and promotes the establishment of richly satisfying recreation opportunities for all people of the area. Other responsibilities include: selection, supervision, and training of staff; preparation of budgets, supervision and accurate accounting of funds; determine and interpret recreation needs to the county; maintain adequate reports and records.

The Recreation Director will not only serve as the administrator of the Recreation and Parks program but will assume a place of leadership in the community. His services will be available to many organizations and groups desiring assistance and guidance. He will be a strong public relations link between the elected officials and the people.

Again, it should be pointed out that leadership is important for the program to grow to its greatest potential.

SALARIES FOR RECREATION PERSONNEL

In determining salaries and setting job compensation it is always desirable to establish a salary range rather than a flat salary or wage rate. This permits the employing authority to be somewhat flexible in securing and maintaining competent personnel for the recreation department. It better enables the employing authority to compete with other governmental units for the services of a capable recreation employee.

Not only salaries are important but fringe benefits are a necessity. Vacation, sick leave, employment security (merit system), provision of car allowance, expenses to professional conferences, professional dues, professional magazines and books, retirement benefits, insurance and others are termed as "fringe benefits". These are in most cases considered a part of the actual compensation. It is important, therefore, that the employing authority develop a set of personnel policies, job description and salary ranges for the department prior to employment of any full time personnel.

Employing authorities should likewise make every attempt to upgrade present salaries of competent recreation personnel if the department is to maintain top morale and efficiency in its operation.

Again, it must be pointed out that leadership is important for the program to grow to its greatest potential. It is also safe to assume that qualified leadership will be a significant portion of the department budget.

BUDGETED PERSONNEL SALARIES

Savannah Recreation Commission - 1969

Director's Office	25,656
Sports Activity	15,941
Playgrounds	99,177
Golden Age	37,312
Swimming Pools	14,739
Building & Grounds Maint.	<u>67,114</u>
	\$259,939.00

Director's Office

Administrative Assistant	6,328.00
Clerk Steno I	4,123.00
Clerk Steno II	4,951.00
Recreation Director	<u>10,254.00</u>
	\$25,656.00

Sports Activity

Recreation Leader I	1,769.00
Recreation Leader II	4,305.00
Recreation Supervisor	6,328.00
Laborer	<u>3,539.00</u>
	\$15,941.00

Playground Activity

Sub Recreation Leaders (8 each)	2,480.00 - 310.00 ea.
Recreation Leader I (48 each)	75,672.00 - 1,576.00 ea.
Recreation Leader II (4 each)	4,366.00 - 1,091.50 ea.
Recreation Supervisors (2 each)	12,966.00 - 6,483.00 ea.
Custodial Worker I (1 each)	<u>3,693.00</u>
	99,177.00

Golden Age Activity

Recreation Leader I (6)	13,387.00 - 2,231.00 ea.
Recreation Leader II (2)	10,364.00 - 5,182.00 ea.
Recreation Supervisor	6,638.00
Custodial Worker I (2)	<u>6,923.00</u> - 3,461.50 ea.
	37,312.00

Swimming Pools

Life Guards	9,044.00 - 753.59 ea.
Recreation Aide (12)	4,669.00 - 1,167.50 ea.
Laborer	<u>1,026.00</u>
	14,739.00

Buildings and Grounds Maint.

Recreation Supervisor	6,328.00
Laborers (8)	19,749.00 - 2,468.00 ea.
Utilityman (4)	16,358.00 - 4,089.50 ea.
Recreation Maint. Foreman II	6,322.00
Recreation Maint. Foreman I	4,951.00
Equipment Operator I	3,944.00
Equipment Operator II	<u>9,462.00</u> - 4,731.00 ea.
	67,114.00

CURRENT SALARIES OF DEPARTMENT HEADS

CITY OF SAVANNAH

SALARY RANGE

Police Chief	\$ 967 - 1,297 monthly
Fire Chief	967 - 1,297 "
Personnel Director	967 - 1,297 "
Public Service Director	1,120 - 1,501 "
Park and Tree Director	795 - 1,067 "
Recreation Director	758 - 1,016 "

CURRENT SALARY

Police Chief	1,234 per month
Fire Chief	1,067 per month
Personnel Director	1,234 per month
Public Service Director	1,429 per month
Park and Tree Director	967 per month
Recreation Director	921 per month

Chapter V

Local Characteristics



LOCAL CHARACTERISTICS

Savannah, the first planned city in America, and Georgia, was founded by General James Edward Oglethorpe in 1733.

The "plan" is an orderly system of Squares originally intended for Central Areas of Water fortification and protection for the Colonists. The Squares have been the scenes of many political rallies, neighborhood gatherings and in 1861, brought the news of Secession.

Many important chapters of American history were written in Savannah. Some of history's greatest names have either lived or visited Savannah. The city is considered the "colonial capitol" of Georgia.

Savannah, just a few miles from the Ocean, with its semi-tropical climate, resort-type motels and hotels, golf courses, beach and history, is a year-round vacation-land. Plan now to include Savannah on your next vacation! It's easy to reach, too!

CAR: U. S. 17 and U. S. 80 (soon I-16 and I-95)

BUS: Greyhound Lines and National Bus Service

RAIL: Atlantic Coast Line, Seaboard Air Line and Central of Georgia

AIR: Delta Airlines and National Airlines

BOAT: Marinas on the Intra-Coastal Waterway

-
1. Credit Savannah Area Chamber of Commerce.

CHATHAM COUNTY POPULATION PROJECTIONS

AGE GROUP	1950	1960	1970	1975	1980	1985	1990
<u>WHITE MALE</u>							
0 - 4	5,578	7,959	6,589	7,549	9,023	8,906	9,334
5 - 9	4,346	6,652	7,463	6,334	11,060	8,756	13,392
10 - 14	3,210	5,785	7,348	7,707	5,978	10,649	8,410
15 - 19	2,737	4,305	5,911	7,787	6,711	6,270	10,258
20 - 24	3,608	4,597	7,179	7,613	9,106	8,581	7,417
25 - 29	4,260	4,546	6,545	8,129	8,828	10,332	9,965
30 - 34	4,339	4,513	5,340	6,156	8,661	8,420	11,140
35 - 39	3,840	4,589	4,387	5,328	6,354	8,464	8,600
40 - 44	3,224	4,134	4,011	4,072	4,746	6,045	7,697
45 - 49	2,557	3,624	3,799	3,453	3,596	4,172	5,576
50 - 54	2,101	2,852	3,396	3,513	3,278	3,321	3,981
55 - 59	1,756	2,214	3,127	3,019	3,284	2,913	3,102
60 - 64	1,402	1,652	2,258	2,791	2,696	2,932	2,601
65 - 69	974	1,372	1,749	1,889	2,462	2,255	2,586
70 - 74	676	936	1,148	1,371	1,523	1,927	1,817
75 - 79	422	533	777	764	988	1,040	1,388
80 - 84	125	243	336	513	401	650	547
85 +	78	134	193	233	273	309	345
TOTAL	45,233	60,640	71,556	78,221	88,968	95,942	108,156

<u>NONWHITE MALE</u>							
0 - 4	3,603	4,201	3,610	4,134	4,827	5,095	5,073
5 - 9	2,802	3,813	4,396	3,557	5,780	4,761	7,122
10 - 14	2,391	3,444	4,101	3,939	3,522	5,506	4,714
15 - 19	1,974	2,577	3,544	3,621	4,070	3,124	5,320
20 - 24	2,032	1,909	2,689	3,364	3,160	3,845	2,745
25 - 29	2,228	1,661	2,165	2,388	2,966	2,821	3,402
30 - 34	2,022	1,622	1,525	1,989	2,179	2,725	2,575
35 - 39	2,233	1,755	1,373	1,420	1,795	2,039	2,466
40 - 44	1,943	1,764	1,398	1,216	1,311	1,597	1,894
45 - 49	1,727	1,719	1,374	1,245	1,067	1,167	1,407
50 - 54	1,424	1,519	1,383	1,189	1,087	918	1,017
55 - 59	964	1,304	1,298	1,152	1,034	906	799
60 - 64	643	912	1,002	1,190	912	947	717
65 - 69	689	821	1,097	894	1,092	814	870
70 - 74	331	501	401	765	776	761	706
75 - 79	191	272	330	443	439	487	437
80 - 84	55	83	123	228	172	305	189
85 +	42	72	99	114	129	152	174
TOTAL	27,294	29,949	31,908	32,848	36,318	37,970	41,627

CHATHAM COUNTY POPULATION PROJECTIONS, CONT'D.

AGE GROUP	1950	1960	1970	1975	1980	1985	1990
<u>WHITE FEMALE</u>							
0 - 4	5,383	7,626	6,412	7,361	8,808	8,693	9,112
5 - 9	4,126	6,633	7,077	6,371	10,427	8,814	12,598
10 - 14	3,179	5,723	7,247	7,063	5,985	10,682	8,476
15 - 19	3,168	4,603	6,690	8,533	7,205	6,943	11,093
20 - 24	4,121	4,553	7,731	7,225	9,999	7,792	8,121
25 - 29	4,753	4,445	6,032	8,410	8,545	10,678	9,165
30 - 34	4,218	4,669	4,976	5,480	8,155	7,847	10,424
35 - 39	3,816	4,762	4,017	5,016	5,419	8,050	7,639
40 - 44	3,177	4,173	4,211	3,681	4,490	5,080	7,379
45 - 49	2,682	3,582	3,971	3,762	3,229	4,040	4,625
50 - 54	2,281	2,990	3,647	3,872	3,685	3,135	3,963
55 - 59	1,997	2,592	3,421	3,480	3,804	3,517	3,073
60 - 64	1,586	2,122	2,736	3,340	3,346	3,715	3,381
65 - 69	1,304	1,913	2,492	2,538	3,285	3,099	3,651
70 - 74	929	1,395	1,831	2,129	2,346	2,796	2,858
75 - 79	557	926	1,344	1,388	1,738	1,773	2,278
80 - 84	284	478	701	997	917	1,306	1,172
85 +	140	291	456	565	674	786	897
TOTAL	47,701	63,476	74,992	81,211	92,057	98,746	109,905

NONWHITE FEMALE

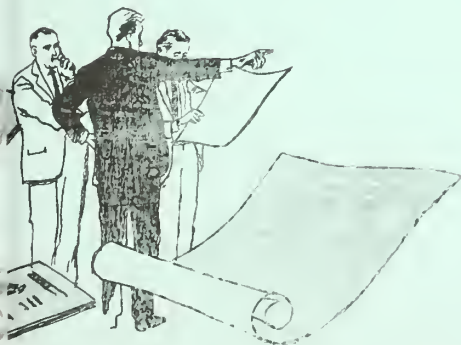
0 - 4	3,461	4,384	3,761	4,319	5,035	5,316	5,309
5 - 9	2,973	3,906	4,365	3,822	5,738	5,119	7,070
10 - 14	2,472	3,509	4,522	4,191	3,876	5,512	5,197
15 - 19	2,441	2,752	3,658	4,386	4,082	3,752	5,352
20 - 24	2,707	2,271	3,234	3,395	4,153	3,789	3,567
25 - 29	2,769	2,017	2,329	2,891	3,105	3,720	3,468
30 - 34	2,576	2,094	1,790	2,140	2,564	2,857	3,303
35 - 39	2,811	2,284	1,720	1,690	1,985	2,413	2,644
40 - 44	2,257	2,196	1,818	1,499	1,555	1,732	2,226
45 - 49	1,968	2,078	1,704	1,627	1,278	1,390	1,478
50 - 54	1,408	1,784	1,757	1,514	1,453	1,136	1,241
55 - 59	963	1,500	1,608	1,552	1,318	1,283	988
60 - 64	680	1,096	1,382	1,660	1,361	1,362	1,127
65 - 69	923	1,008	1,588	1,341	1,702	1,320	1,396
70 - 74	437	649	1,131	1,143	1,300	1,225	1,280
75 - 79	254	410	447	722	698	909	747
80 - 84	77	173	252	347	400	623	505
85 +	76	123	203	232	260	411	561
TOTAL	31,253	34,234	37,269	38,453	41,863	43,869	47,459

GRAND TOTAL	151,481	188,299	215,725	230,733	259,206	276,527	307,147
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SOURCE: Chatham County-Savannah Metropolitan Planning Commission, Sept. 1969

Chapter VI

Standards for Recreation and Parks



DEVELOPING STANDARDS FOR RECREATION AREAS AND FACILITIES

In evaluating the facilities inventoried to determine whether or not they are adequately meeting the needs of the community, it is necessary to develop and adopt a system of criteria upon which to form judgement.

In order to establish this criteria it is necessary to analyze certain facts pertinent to the community. Among these are: (1) population and trends (2) age composition (3) sex composition (4) existing land use patterns (5) financial resources (6) housing types and density (7) transportation patterns (8) physiographic factors (9) school services (10) private and commercial recreation facilities available in the community (11) economic and social background of the city. Each factor must be considered carefully prior to attempting to establish standards for the community.

It must be pointed out that the development and application of standards for recreation is only a rough and general means of analyzing the local recreation needs.

If the people of Savannah are "typical" Americans, they will look for areas that will provide wholesome recreation opportunities for the entire family. Those under 24 years of age will, for the most part, seek "active" participation opportunities; the family group, ages 25-64, family oriented programs and facilities; the senior citizens, ages 65 and over, quiet, natural areas and indoor programs to challenge their interest.

In this report, recommendations have been based on the following facility standards utilizing the above criteria.

UNIT STANDARDS

Total recreation acreage	1 acre per every 90 persons
Softball diamonds	1 per 2000 persons or less
Little League diamonds	1 per 3000 persons or less
Regulation baseball diamonds	1 per 6000 persons or less
Tennis Courts	1 per 1500 persons or less
Community Recreation Centers	1 per 8000 - 10000 persons or less
Swimming Pools	3% population at one time (27 square feet per person)
Public Golf Course	18 holes per 20,000 persons

AREA STANDARDS

<u>TYPE AREA</u>	<u>MINIMUM ACREAGE</u>	<u>SERVICE RADIUS</u>
Tot Lot	2,000 - 5,000 Sq. Ft.	1 block of residential area serviced
Neighborhood Park	15 acres	$\frac{1}{2}$ to 1 mile
Community Park	30 acres	2 to 3 miles
Regional or District Park	100 acres	5 to 15 miles

Description of Park Areas

Neighborhood Park: A park located within $\frac{1}{2}$ mile of population served and should consist of one acre per 1000 persons. Development should be designed

to meet the needs of children (ages 12 and under) and consist of softball, volleyball, arts and crafts, drama, wide range of unorganized games, paddle tennis, horseshoes, basketball and others. The park should contain a simple variety of outdoor activities and facilities.

Community Park: A large park consisting of 25 - 30 acres and designed to serve the needs of youth and adults. It should be designed to provide the widest range of activities for the entire family. Its location should be a maximum of twenty minutes travel from the population served. Development should include sports fields for youths and adults, simple playground areas, multiple-use areas for basketball, volleyball, handball, paddle tennis, shuffleboard, and social activities, lawn areas for archery, specialized activities as picnic areas, band shell, standard recreation building including swimming pool and parking, accessible by public transportation where applicable.

Tot Lot: A small developed area usually consisting of 2,000 - 5,000 square feet. Development includes a variety of play apparatus, open space for informal play, a shelter with benches and usually a wading or spray pool. It is designed for children five years of age and under. To be effective the tot lot must be within a block of a heavily developed residential section. Children should be able to walk to the tot lot without having to cross any traffic hazards.

Playground: A playground is developed similar to the tot lot but is larger in size. In addition to the play apparatus, it contains open play areas, paved

courts, benches, picnic tables and a passive area for older people. It is designed for all age groups but primarily for those 5 to 15 years of age. Travel distance should not be more than $\frac{1}{4}$ to $\frac{1}{2}$ mile for the population served. Ideal size for a playground is 3 to 7 acres.

Regional or District Park: The regional or district park is a large park composed of 100 acres or more and developed along the community park concept except a large portion of the park is maintained in its natural environment. Such areas should provide for hiking, nature study and enjoyment of the natural landscape.

Sports Centers: There should be large sports centers for both participant and spectator oriented activities in large metropolitan areas. They should usually be located just outside the urban area on important thoroughfares so as to be easily accessible to all the people. Such areas should be approximately 250 acres in size which should count as a large park. Among the facilities that may be provided are: golf, football field with running track and stadium, baseball stadium, indoor-outdoor swimming pools, a bathing area, ski centers and tennis centers. Additional facilities may be desired by the public concerned.

FINANCING OF THE PROGRAM

An annual budget of \$7.00 per capita is essential for the financing of the recreation leadership and administration of a park and recreation program.

Chapter VII

Recreation and Park Resources



A LIST AND DESCRIPTION OF ALL FACILITIES UNDER THE DIRECT SUPERVISION OF
THE RECREATION COMMISSION, SAVANNAH, GEORGIA

PLAYGROUNDS

Thirty-five playground areas; of this number, twenty-six are playgrounds with part-time supervision, and seven of these twenty-six are areas on Savannah Housing Authority property, and three are on school grounds belonging to the Savannah Chatham Board of Education. Seventeen are operated on City property. Some are designated as parks and some are not. Nine areas are without supervision. The twenty-six areas with supervision have a combined total of 50.8 acres. The unsupervised areas have a combined total of 18.9 acreage, this giving a total of 69.7 acres. Of this grand total, 15.2 acres represent housing playground areas and six acres represent playgrounds on school property. All of the twenty-six supervised playgrounds have most of the usual playground equipment, such as, swings, both large and small, slides, merry-go-rounds, climbing bars, horse shoes, picnic tables, concrete slabs (which are also used as spray pools). In addition, all playgrounds under part-time leadership have equipment boxes or other storage areas in which they keep their game supplies, such as, basketballs, softballs, footballs, soccerballs, volley balls, nets, tetherballs, box hockey, horseshoes, checkers, craft materials, reports, first-aid equipment, etc. Most of the playgrounds which are not supervised do not have playground equipment, although, in some cases, a set of swings or one or two other pieces of equipment may have been provided by citizen's groups. All areas are equipped with trash

receptacles and drinking fountains. Nineteen of these areas have ball diamonds (softball and football) but some of these, when being used, must be modified due to the lack of sufficient space. At this time, the playgrounds are under leadership from 3:00 p.m. to 6:30 p.m. each day, except Saturdays, Sundays, and holidays. However, some of the areas operating under part-time supervision during the winter months are operated seven hours per day with the help of E. O. A. personnel during the summer. Maintenance for all areas listed is performed by the Commission workers as follows: grass is cut each ten days during the growing season; each area is raked once every ten days regularly; a traveling maintenance crew of three men and one truck visit each area to repair equipment and replace old equipment, and paint equipment to keep it in attractive condition.

ATHLETIC FIELDS - SAVANNAH RECREATION COMMISSION

There are fifteen athletic fields with a total acreage of 137.6. Of the fifteen areas, five are school property, two are privately owned, one is the property of the Housing Authority, and seven are owned by the City. These areas are equipped with baseball, softball, and football facilities, and are used for other athletic events, such as, field meets, soccer, etc. Bleachers or seating are provided for most areas. The West Gwinnett Street area and Intermediate Road area have lights for night play, with one diamond for softball or youth baseball, and football. One private area, which is Coke Field, has two lighted softball fields, a football field, and the two softball fields serve

as midget baseball. All of these areas are maintained by the Commission, in so far as, cutting the grass, working the ball diamonds, and lining off the fields for various athletic activities.

MAJOR FACILITIES

Ambuc Stadium - located in Daffin Park. With the influence of the Recreation Director this stadium was constructed and given to the City of Savannah Recreation Commission for youth baseball. It seats approximately 1,500 persons, has a press box, public address system score board, rest rooms, and concession. It is heavily used for baseball and softball during the summer months, and miscellaneous activity during the off season. It has a lighting system adequate for this age group. It covers approximately 2.3 acres and is maintained by the personnel of the Recreation Commission. It is valued at \$20,000.00. Most of the maintenance, such as, carpenter work and major repairs for the other facilities, is handled by the Central Services Department of by private contractor.

GENERAL RECREATION AREAS - SAVANNAH RECREATION COMMISSION

Archery Range - located in Bacon Park. Consisting of one woods range and one field range, equipped with the necessary targets, markings and backstops. The entire range consists of 4.8 acres.

Municipal Campground - located at 7216 Skidaway Road in Bacon Park. It has twenty tent camp sites including four sites with electricity, water, and sewage connections. A Comfort Station with toilet

facilities and hot and cold water showers. Each site has picnic tables and water available. All maintenance on the campgrounds is handled by the Commission employees, except the electrical work.

Daffin Park Fishing Lake - consists of 4.8 acres, and has been stocked with bass and brim, and set aside for fishing for those under 14 years of age and over 60 years of age. The lake is equipped with a fleet of ten boats for boat safety training. The lake and its surrounding area is inhabited by approximately seventy ducks. The Recreation Commission employees maintain the lake (fertilizing, applying algaecide, cutting weeds, and policing) and looking after the ducks' welfare.

Picnic grounds - Herty Park - 3.2 acres; the Daffin Park Mall with 4.7 acres. Herty Park is equipped with twenty picnic tables, eight out-door ovens, and lights for night use, and water hydrants. The Daffin Park Mall is equipped with only picnic tables.

Daffin Park Tennis Courts - nine tennis courts, of these three are laykold, six are Championship rubico fast-drying courts. These courts are equipped with proper backstops, for spectators, equipment house for tools and supplies and soft drinks. These courts are maintained by the Commission employees. The acreage is 1.3.

Recreation Center - located at 1326 Rogers Street, N.W. section of the City. Old barracks building converted to provide a center approximately 70 ft. by 40 ft., equipped with adequate lights, rest rooms, kitchen, pool tables, musical amplifiers, portable stage, and other miscellaneous

items for programming. Outside of building is located a softball field, clay basketball court, and miscellaneous playground equipment.

SWIMMING POOLS

Daffin Park Swimming Pool - is L-shaped, 50 ft. by 155 ft., with an L 30 X 30 ft. The pool is equipped with eight racing lanes, one meter diving board, underwater lighting, overhead deck lighting. Life guard's chairs and other life-saving equipment. Spectator area with seats and bath house to serve 300 people. Life Guard room and other storage areas, showers, and rest room facilities, as well as, lockers for protection of the swimmers' valuables. The central dressing rooms are equipped with heat, and the building is utilized for football teams and for in-service training programs for the Recreation Commission Personnel at other times than in the summer periods. The pool grounds and parking area cover approximately 3.6 acres.

Sunshine Pool - is located at the Daffin Park adjacent to the large pool. It is 30 ft. by 15 ft., the deepest depth is 5 ft. This was constructed specifically for handicapped children and adults. It was given as a gift to the City. It was one of the first pools built and used exclusively for retarded and handicapped persons in Georgia and probably the Southeast. It is equipped with filtering system and chlorinator, dressing rooms, hydraulic lift bar for those children who cannot walk. It is also equipped with lights for night use. It is also equipped with chairs and tables and adequately landscaped. It covers 1.8 acres.

Tompkins Swimming Pool - located at 39th and Ogeechee Road; is fan-shaped, 40 ft. at one end and 55 ft. at the other end and 125 ft. long. Equipped with one-meter and three-meter diving boards; has underwater lights, overhead lights, adequate filters and chlorinators, dressing rooms, rest rooms, and showers which are also heated to serve as dressing rooms for the adjacent recreation center. All pools are equipped with a standard resuscitator. All maintenance of the swimming pools is handled by the Commission employees, except the electrical work.

Tompkins Gym - located at 34th and Ogeechee Road; consists of a gym floor approximately 105 ft. by 70 ft.; six basketball goals, four of which are adjustable in height for youth games, two offices for building director and assistant, snack bar, rest rooms, and dressing rooms. Floor inserts make the gym floor usable for volleyball, tennis, and badminton. It is equipped with 100 chairs, ping-pong tables, bleacher seating space, and a gas blower heater and exhaust fans for summer use.

GOLDEN AGE CENTERS

Cunningham Golden Age Center and Annex - Cunningham Golden Age Center located at 121 East 36th Street. The Recreation Director worked closely with Miss Cunningham in securing this property which Miss Cunningham donated to the Golden Age program through the Recreation Commission. The building has eight rooms with one being a large area in which approximately 100 persons can be seated. Four rest rooms, and one well-equipped kitchen. It is equipped with

office furniture, chairs, tables, pool room, cabinets, and other equipment pertaining to program operation, such as phonograph, equipment for public address system and television, etc.

Cunningham Cleveland Annex was also donated by Miss Cunningham's family in order to provide additional space for the large numbers of elderly citizens participating in the center's program. The annex is joined to the Cunningham Center by a closed walk way and the center consists of eight rooms. The Recreation Commission holds its board meetings in this building and it is equipped with necessary chairs and tables, etc., to carry on recreation activities. It also has two rest rooms, a kitchen, which is not presently used. Both buildings are equipped with individual air-conditioning units, as well as various gas heaters. There is sufficient space in the rear for shuffle board, horse shoes, cook-outs, etc.

West Side Center - located at 121 West 37th Street, was purchased by the City of Savannah to serve elderly citizens on the west side of the City. This building has approximately eight large rooms, plus various small rooms used for storage, a well-equipped kitchen, four rest rooms, and a porch on two sides. It is equipped with individual heaters and room air-conditioning units.

OTHER RECREATION PROPERTIES

Recreation Commission Office Building - Daffin Park - included in eight offices, two work rooms, storage rooms for athletic equipment and

two rooms devoted to a ceramics program, one large room utilized for board meetings, organization meetings, and other meetings necessary for the function of the program. The building is one-story frame construction with central heating and individual room air-conditioners. It has the usual office equipment, furniture, desk, etc. It houses the Recreation Director's office and the offices of five supervisors, as well as two clerical workers.

Maintenance Shop and Storage Area - located in Daffin Park. Most of the shops and storage area housed under the west stands of Grayson Stadium and in addition a small building approximately 40 ft. by 15 ft. is used for wood-working shop. The stadium houses the maintenance foreman's office and supply room, the automotice equipment, small mowers, and other necessary tools to perform general maintenance, and is also used for storage of chairs, tables, and other recreation equipment needed in the general recreation program.

RECREATION AND PARK FACILITIES
UNDER DIRECTION OF OTHER CITY DEPARTMENTS

SPORTS CENTER
MEMORIAL STADIUM
GRAYSON STADIUM
MUNICIPAL AUDITORIUM

PRIVATE AND COMMERCIAL FACILITIES

There exist within the City Limits of Savannah numerous private and commercial recreation facilities. They are too numerous to attempt listing in this study. The readers of this report should remember, however, that in most cases these require a membership fee or admission fee for participation.

SAVANNAH RECREATION DEPARTMENT
SUPERVISED PLAYGROUNDS

NO.	NAME	ADDRESS	LEADER
1.	AVONDALE	TEXAS & OHIO AVENUES	JANE SINOPOLI
2.	DAVANT	LINCOLN STREET & PERRY LANE	FREDERICA OLIVER
3.	FAIRWAY OAKS	BACON PARK DR. & CASEY CANAL	VACANT
4.	FORREST HILLS	SKIDWAY & BERKSHIRE ROAD	BARBARA GOODWIN
5.	FRED MESSELS	OGLETHORPE & EAST BROAD	LOUISE GRIMSLEY
6.	GARDEN HOMES	BEE ROAD & HENRY STREET	LUCILLE LIMERICK
7.	HITCH PLAYGROUND	56th & BOYD STREET	LOREE QUARTERMAN
8.	SAVANNAH GARDENS	EAST JONES & PENNSYLVANIA	IRENE SKELTON
9.	VICTORY HEIGHTS	42nd & RASKIN AVENUE	EVELYN TOMASINO
10.	HULL PLAYGROUND	54th & ATLANTIC AVENUE	TERRY RONEY
11.	DAFFIN PARK	SOUTHWEST CORNER DAFFIN PARK	VACANT
12.	LIVE OAK	PARK AVE. & LIVE OAK	BRENDA HARVEY
13.	CANN PARK	46th & BULLOCK STREETS	ALICE DUNCAN
14.	CARVER VILLAGE	BOWDEN & WINNBURN STS.	VESTI JACKSON
15.	CLOVERDALE	CLOVERDALE DRIVE & DELAND ST.	DELLA McGEE
16.	CRAWFORD SQUARE	HULL & HOUSTON STREETS	ALVERTIA MINCEY
17.	FELLWOOD HOMES	FERRELL & RICHARDS STS.	ROSEMARIE MCKENZIE
18.	FORSYTH PARK	DRAYTON & HULL STREETS	VIVIAN BROWN
19.	HITCH VILLAGE	OGLETHORPE & RANDOLPH STS.	LUCILLE STAFFORD
20.	PAULSEN PLAYGROUND	PAULSEN & JOE STREETS	CHARLES ETTA RANSON
21.	KAYTON HOMES	W. GWINNETT & W. BOUNDRY STS.	GLADYS MATHEWS
22.	SPRINGFIELD TERRACE	CORNWALL & HASTINGS STS.	JEWEL MATHEWS
23.	WELLS PARK	38th & MONTGOMERY STS.	MILDRED HAWKINS
24.	YAMACRAW VILLAGE	BAY & BOUNDRY STREETS	BRENDA JENKINS
25.	STALEY HEIGHTS	ROWLAND & SHERMAN AVENUE	ESTELLA HINES
		<u>CENTERS</u>	
	WESTSIDE CENTER	1326 ROGERS STREET	PAULINE MANER
	CUNNINGHAM GOLDEN AGE	121 E. 36th ST.	LONNIE McGEE
	WESTSIDE GOLDEN AGE	121 W. 37th ST.	ELIZABETH REID

Chapter VIII

Programming

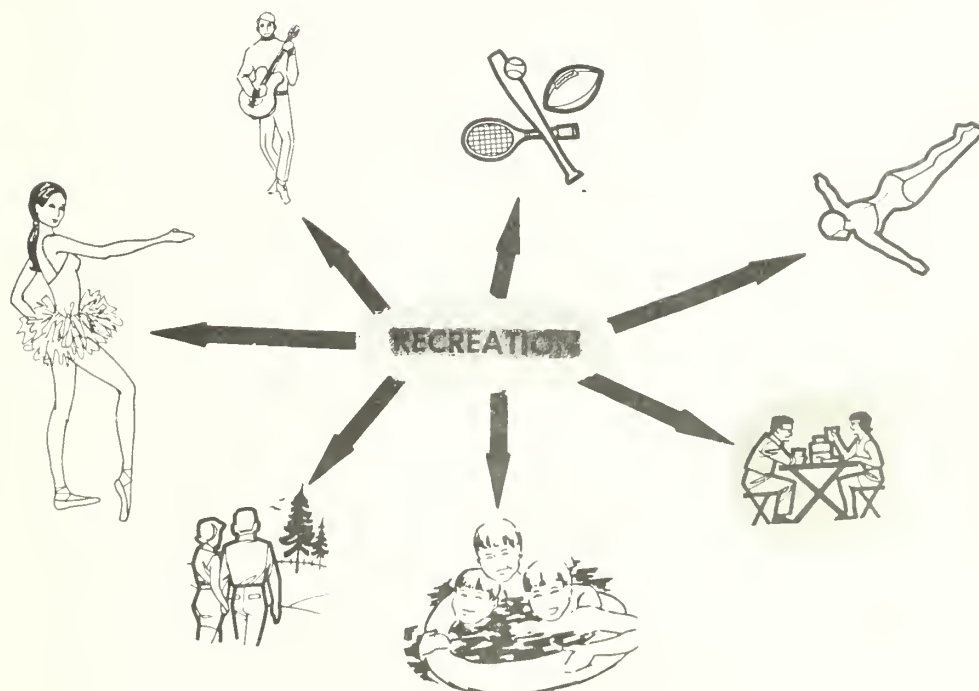


PROGRAMMING

The recreation program is built upon activities which cover the complete field of human interests. The forms of recreation in which people engage vary widely, as do the interests of a single individual throughout his lifetime.

To successfully meet the interests of every citizen in the county, a well-rounded recreation program should be implemented. A well-rounded recreation program is one which has activities for men and women, as well as boys and girls, and such a variety of activities that each citizen might have a program which he or she would likely participate in. A program of this nature must be conducted not only in the summer, but throughout each season of the year.

The following chart illustrates what a well-rounded program of recreation activities includes:



A complete craft shop could be established and a craft program worked out under the direction of a full-time specialist. It may be that from time to time, a skilled craft consultant could be brought in for a week to give concentrated courses to volunteer craft and recreation leaders.

There is available in any county a supply of crafts material at a minimum cost; in many cases, without cost. Other materials could be purchased in large quantities and made available to groups and individuals on a very economical basis. To be successful, the program must be stimulated and prompted by a person with knowledge in the field. There are, in the county, quite a number of professional craftsmen who could, no doubt, give instruction as volunteer or as a paid staff member on a part-time basis. A complete craft center should be established. This "center" might very well be a part of a community center building.

MUSIC AND RHYTHMS

These activities would be considered music appreciation, popular music, concerts, bands, baton twirling, glee club, etc.

DRAMA

This activity provides outlets for creative expression which may run the gamut from spontaneous forms of drama, such as playing with dolls to a Little Theatre group putting on a big play production. This may be an activity where only a small group is involved, but it plays a very important role in the well-rounded program.

DANCE

Dancing classes for square dances, ballroom dancing and ballet and tap are programs that are popular and can easily be organized. These classes can be financially self-sustaining. Social, square, and round dance clubs are also good activities.

NATURE

Nature study programs with trail-side museums, nature talks and lectures, and nature crafts constitute a feature that could easily receive attention. Practically all people are interested in the out-of-doors and nature. This is especially true of youth. Nature study is so often confused with biology and botany classes in school, and its failure in many cases has been due to the use of classroom methods of teaching. Nature study, to be successful, must be conducted as a recreation activity on a voluntary basis and in a very attractive manner. Such a program requires a highly qualified individual with personality and ability to sell the program and keep it alive. It must be done in a very interesting manner, and when carried out in this way, can be a highly successful program.

DAY CAMPING

Day camps are distinguished from playground programs by the emphasis placed on outdoor activities. The program is the same as for overnight and one and two week camps except usually the camper is in camp only from 9 A.M. until 4 P.M. A day camping program includes: nature lore, hiking, outdoor cooking, camp craft

programs, and of course, swimming when available.

Camp sites should be so selected that swimming facilities are located nearby. The day camp satisfies the needs of the children who do not attend one week and two week camps. It must be understood that day camps are by no means operated strictly for the benefit of those of the lower income groups. A day camp may serve as a transition period for younger children or those too shy to attend camp for longer periods.

SPECIAL EVENTS

This can be used throughout the year and will involve persons who normally would not be participating in any other activity. Special events embrace such activities as: fishing rodeos, Halloween carnivals, water shows, bicycle rodeos, kite contests, doll shows, Easter egg hunts, and many others. If properly promoted and planned, these events will attract thousands of people annually.

CLUBS

Clubs are organized to cover a great variety of activities and interests. Among them are social clubs, folk dance groups, chess and checker clubs, players' guilds and little theatre groups, glee clubs, garden clubs, bridge clubs, bird clubs, craft groups, camera clubs, teen clubs, and senior citizens' clubs, and a host of others.

Two clubs that are very beneficial to the welfare of the participants as well as the community are the latter two mentioned above - teen clubs and

senior citizens' clubs. Some details pertaining to these are as follows:

TEEN CLUBS: The teen club or teen center is fast becoming one of the finest programs offered to young people today. It is a known fact that teenagers are constantly searching for a place which they can "call their own". The teen center or teen club meets this basic need if properly planned and supervised.

A program of this type offers to youth the opportunity to find a release from the pressures of everyday life. A good teen club will offer youth the opportunity to participate in a well-planned program of recreation, as well as provide an atmosphere for good, wholesome fun and fellowship and create a greater interest in the worthy use of leisure time. Teenagers who belong to such clubs benefit greatly from the ideals set forth by the counseling and guidance of qualified leadership in administering a program for clean living, clean speech and good sportsmanship.

The basic foundation for any good recreation program is for the recreation personnel and the youth of the community to realize and firmly believe that they have a great responsibility to their community. In many communities where full-time programs are conducted, responsibility lies only on the community's shoulders. Many teen clubs seemingly stand ready to receive anything and everything from the community without giving anything in return. In a community such as this, the club fails to serve its purpose. However, in a community where responsibility is shared, the results are that everyone benefits. The teen club leaders should, of course, set an example of good citizenship and morals for all the teenagers in the community to follow. The teen club should take pride in doing things to benefit

not only themselves but the entire community. They should take an active part in such things as charity drives, clean-up drives, get-out-and-vote campaigns, and any other activity that might make their community a better place in which to live.

If the teen club realizes and respects other people's feelings, and the leaders are the right type, they can mean as much or more than churches and schools.

SENIOR CITIZENS' CLUB: According to a survey made recently under the direction of Dr. Harold D. Meyer, Professor of Sociology and Chairman of the Recreation Leadership Curriculum at the University of North Carolina, there are more than 15 million people in the United States who are 65 years of age and over. Conclusions based on facts indicate this number will be increased year after year.

In formulating a recreation program, interests for older adults should be given special emphasis. Coupled with a parallel increase in longevity, the drop in work opportunities for older workers has made a longer span of years in retirement. For the average person, old age is no longer just a matter of a few declining years. It is a period as long and sometimes longer than all the years spent in grade and high school. Fortunately, retirement from a job need not mean retirement from life. Many communities have demonstrated this convincingly by setting up programs for the older citizens. When youth and small children are in school and younger adults are busy, recreation facilities are often idle and would be available for programs for the older persons. These programs demonstrate that the persons are eager to continue their associations with friends and to make new friends.

Shy as first, even scared, they soon delight in taking even a small part in group affairs. For many members, the centers are a substitute for not only the working day but for families that have moved away, died, or grown neglectful. Encouragement is important and with a little leadership, this group can have a sense of belonging, of fellowship and friendship, and a real participation in the activities of the community.

There are, of course, many of the older group who are physically and mentally alert, economically secure, busy with their social and cultural activities and happy with their hobbies. But there are many who are lonely, restless, feel they are "in the way", "not wanted", and have "nothing to do".

These people do not know how to relax and time is heavy on their minds and hands. Programs and activities designed especially for their needs would put new life into them and give them new and satisfying interests.

Because recreation is of and for all the people, it should be so administered as to multiply opportunities for happiness, regardless of age, sex, creed, or condition in life. The important thing to remember is that recreation is an attitude or spirit which finds expression in varied forms of activity and which brings a way of rich and joyful living to children, youth and adults.

At a conference on "Recreation of Older Folks" in Chicago sponsored by the Chicago Recreation Commission, the following summary was listed on program hints:

Factors involved include: fellowship, friendship, a sense of belonging, variety in programs, sharing of responsibilities among members, interest in the

individuals, assistance from trained leaders, and publicity for the program.

ARTS AND CRAFTS: Whittling, ship carving, game boards, leathercraft, scroll saw work, basketry, knitting and weaving, crocheting fancy needle work, painting, ceramics, jewelry and shell work, and other handicrafts suitable for the older worker.

MUSIC: The use of rhythm instruments will be of value in helping people appreciate the various musical tempos, and a song fest will offer opportunities for participation. Recorded music will be enjoyed by those who prefer just to listen.

Some of the more important points on organization of clubs for older people are:

To have a meeting centrally located in the area in which a majority of the persons live. This meeting place should be convenient to parking and to transportation; a ground level location; an atmosphere which is attractive, warm, and friendly; cooking and rest-room facilities on the same floor as meeting room if possible; good lighting in room and corridors; piano, folding tables, radio and television.

The sponsoring agency or committee should provide the facilities; give financial backing; secure experienced leaders; help group in deciding size of club to be organized, eligibility of members, age and sex; time and day of meeting. The facilities and a leader should be provided without cost to the members of the club. Simple refreshments should be supplied.

SPORTS AND GAMES

In organizing a well-rounded program of activities, the community should first start with sports and games. Sports and games form a most important part of the recreation program, but also keep in mind that they do not constitute the entire recreation program, only a part of it.

Many different types of sport leagues should be organized to fit the needs of all ages and both sexes throughout the year. Examples of leagues that should be organized are: adult and girls' softball, youth football, youth baseball officials' organizations, adult touch football, youth and adult basketball and youth track.

Once the sports program is gaining momentum, the community should start adding other activities which make up the well-rounded program. The next type of activity organized should be the one which meets the greatest evident need.

ARTS AND CRAFTS

One of the most popular crafts programs for women and children is ceramics. This program can be initiated with a minimum of costs and the proceeds can pay for the program. Art classes are also in demand.

CRAFT SHOP : A crafts program interests all ages, from the small child who likes to create things, to the older people who have time on their hands which can be pleasantly spent in creative work.

SUMMER PLAYGROUND PROGRAM

This program does not fall under any specific one of the areas of the well-rounded program because the summer playground program encompasses almost every area of programming.

The summer playground program is one which can afford a wide range of enjoyable and desirable activities for children of elementary school age and limited activities for pre-school children, youth, adults, and families. A program throughout the county could be organized by utilizing the school playgrounds and buildings during the summer months.

The well-developed playground is a place where children have a chance to enjoy themselves completely, where they may take part in many activities which appeal to them and which, for the most part, cannot be carried on elsewhere. It affords not only fun but safety education, an important factor in modern urban life. On the playground, children build up healthy bodies and physical vigor by spending hours in the out-of-doors engaging in varied forms of active play; older people find opportunities for informal recreation and relaxation, and families can play together.

When conducted under competent leadership, the playground yields additional values. Good habits and attitudes are developed, skills are acquired, leadership capacities are fostered, sportsmanship and cooperation are put into practice, and opportunities for service are provided. Well-equipped and properly located

playgrounds, under competent leadership, encourage wholesome, constructive activity and thereby tend to reduce juvenile delinquency.

Many playgrounds contribute little in fun, safety, health, and character development because they fail to meet certain conditions essential for definite and lasting satisfaction. A few of the characteristics of an ideal playground are:

1. It is large enough to afford opportunities for all the children in the neighborhood.
2. It is attractive and well designed and affords a pleasant setting for play.
3. Boys and girls can let off steam there and play without repression.
4. Children of every age and girls as well as boys are given equal consideration.
5. A variety of skills is developed, and children with all degrees of ability have a chance to play.
6. Varied interests are considered - music, dramatics, crafts, nature, and athletics.
7. It gives an opportunity for making new acquaintances.
8. There are always interesting things for all to do.
9. Fair play is the rule; all have equal opportunity.
10. Safety and healthful participation are assured.
11. Children are given opportunities for service and training in leadership.

12. Family play and neighborhood gatherings are encouraged.
13. Older adults can enjoy limited forms of recreation without interference.

LIST OF RECREATION ACTIVITIES THAT MAY BE INCLUDED IN A COMMUNITY RECREATION PROGRAM

SPORTS

Archery	Handball	Skeet Shooting
Badminton	Horseshoes	Soccer
Baseball	Paddle Tennis	Softball
Bicycling	Ping Pong	Swimming
Boxing	Pistol	Tennis
Croquet	Quoits	Track
Golf	Rifle	Wrestling
Golf, miniature	Roller Skating	Volleyball
	Shuffleboard	

CRAFTS & HOBBIES

Archery Equipment	Finger Painting	Painting
Basketry	Games & Puzzles	Plaster Casting
Bead Work	Hobby Clubs	Poster Making
Bird Houses & Accessories	Home Decorating	Printing
Block Printing	Leather Work	Soap Carving
Braiding & Knot Tying	Marionettes	Stamp Collecting
Candle Dipping	Metal Crafts	Weaving
Carpentry	Model Making	Whittling
Cord Tying	Needle Work	Wood Carving
Drawing	Photography	Wood Lore Articles
		Wood Work

SOCIAL

Banquets	Concerts	Father & Son Dinners
Barn Dances	Dances	Folk Dancing
Bingo Parties	Dance Classes	Picnicking
Card Parties	Family Nights	

* This is by no means an exhaustive list,
but should be considered as a guide.

OUTDOOR AND NATURE ACTIVITIES

Bait Casting	Flower & Vegetable	Skish
Bird Study	Garden Contests	Star Study
Campfires	Fly Casting	Straw Rides
Day-camping	Over-night Camps	Train Clubs
Fishing	Picnics	Treasure Hunts
	Nature Study Trips	Tree Study

MUSIC

Band	Creative Song	Glee Clubs
Bugle, Fife & Drum Corps	Writing	Orchestra
Chorus of Choir	Singing in Operetta	Movies
Folk Songs	Playing in Band or Orchestra	Music Appreciat

DRAMATICS

Acting	Minstrel Shows	Stage Lighting
Charades	Producing and Directing	Stunt Night Per
Puppet Shows	Plays	Theatrical
Making Scenery	Reading Plays	Writing Plays
Marionettes	Shadow Puppets	

LITERARY

Book Club	Debating	Information Plea
Current Events Club	Discussions & Forums	Liberty Clubs
		Quiz Programs

TABLE GAMES

Backgammon	Whist	Checkers
Bingo	Pinochle	Chess
Bridge	Hearts	Dominoes
Canasta	Rook	Paper - pencil g

SPECIAL EVENTS

Barbecues	Forums	Picnics
Checker Tournaments	Grade School:	Playground:
Christmas Party	Basketball	Community Nigh
Community-wide League	Relay Carnival	Game Tournamen
Doll Shows	Softball Tournament	Lantern Parade
Excursions	Halloween Parties	Rodeo Roundup
Fall & Spring Play Days	Handicraft Exhibits	Tennis Routnament
Festivals	Marble Tournament	Folk Dance
		Water Carnivals

INSTRUCTION

Baseball Clinics
Cooking Clinics

Home Decorating Courses
Sewing Classes

Tennis Clinics

BRIEF DESCRIPTION OF PRESENT PROGRAMS

SAVANNAH RECREATION COMMISSION

GOLDEN AGE PROGRAM

This program is for the purpose of serving those individuals over sixty years of age in a community. Membership in 1966 - 3,100. Membership in 1969 - 3,450. There are two all-day centers operated for this membership. One center was secured with the help of the Director and the Supervisor as a donation. The other center was purchased by the City in 1966. There are nine city clubs and eight county clubs which operate in addition to the two centers. These clubs meet in churches, buildings and other facilities which are donated. All are provided paid leadership by the Savannah Recreation Commission. In the two all-day centers there are numerous craft programs, art programs, and ceramic programs. Hot lunches are served each day at noon for a fee sufficient to cover the actual costs. In addition there are daily table games, pool, bingo, musical programs, and television programs. Many covered dish lunches and suppers as well as birthday parties are given. Special events are included. The membership has organized a Golden Age Council to help guide in reference to their program. Founder's Day is observed four times a year and most holidays are observed by a special luncheon, dances, etc. Guest speakers are invited to lecture on health and retirement, nutrition, and other topics of interest. Films are shown on home safety and other interesting subjects. Diabetic tests and TB tests are made locally and at out-of-town locations which are paid for by the members or sponsors who have been secured by the leadership. Tournaments, camping, dances, theatre parties and fishing are other special activities. Tournaments are also conducted in bowling,

golf, horse shoes, and soon to be shuffle board. The program began in 1957 with 300 members. The present membership is 3,450, plus the acquisition and operation of two all day centers and a number of additional clubs. At the present, the members are provided other services, such as, drug discounts, free movies, consultation on private problems, and referral services pertaining to agencies which might provide the required needs.

CITY-WIDE SPORTS PROGRAM

The sports program provides organized sports for citizens who wish to participate and includes both youth and adult, male and female. Although Savannah has always enjoyed a strong adult softball and baseball program, it was not until twelve years ago that the youth baseball, basketball, and football program were organized. There is now a total of 242 teams participating in the city athletic program, and an additional 78 teams participating in the playground sports program. The playground teams will be discussed under the section on playgrounds. There has been a steady growth in the youth baseball program during the past twelve years. At the time of organization, there were twelve midget baseball teams. There are now in the youth division, nineteen softball teams. The facilities for this youth program have also increased. In 1955 there were only two midget ball diamonds available. There are now 25 diamonds for the midget and junior baseball program. In addition, three lighted fields are utilized and Ambuc Stadium is utilized for the junior group. The Ambuc Stadium was a donation to the City

through the efforts of the Recreation Director. The youth sports program has continued a steady growth through the years. At present the Director is negotiating with several civic clubs in an effort to secure additional facilities to serve the segment of the program.

The Recreation Commission provides volunteer coaches for all of the youth teams, and paid game officials for 80% of all contests. Baseball, bats, and trophies, are provided by the City. But all other game equipment for 50% of the youth baseball program is provided by sponsors through the Recreation Director. All other sports equipment needed for the youth program is provided from City funds. Insurance carried on the youth sports teams is paid for by the individuals participating and is secured through the Recreation Commission.

The Savannah Athletic Association was organized by the Director and it is composed of those individuals who actually work as managers and coaches in the youth athletic program. The athletic Association assist the Director and Commission in the overall operation of the sports program.

Most of the youth basketball program is played in the Tompkins Gym or in rented school gyms. This program has grown considerably in the last few years to a total of 47 teams. Paid officials are provided by the City, but no equipment is provided other than the game balls, except where team sponsors have been secured. The youth football program is now composed of 12 midget teams under 12 years

of age. This program has not expanded very much in the last few years, due to the lack of dressing facilities near the players' residences. All program equipment is provided by the City except for teams sponsored by civic clubs and business firms.

The youth softball program is composed of seven teams. Most of the softball in this age group is played on the playgrounds. Softball and basketball are the major adult sports, with 14 adult basketball teams. All of the adult teams provide their own equipment and supplies with the Recreation Commission providing the game officials, facilities, and the leadership.

In addition to the major sports listed above, the program also involves tennis tournaments, and clinics, archery, both field and target, track and field events, and others.

PLAYGROUNDS

There are 23 playgrounds operated under supervision in the afternoons during the school year, and some are operated seven hours a day during the summer months. There areas are equipped with the usual playground apparatus, plus concrete slabs, and storage areas. The program consists of the usual free play on the apparatus, softball, football, basketball, and kick ball, most of their contests being played on the playground location. The Commission operates a bus which provides transportation for the younger groups in visiting playgrounds for competition. The bus was secured by the playground for this purpose. The original bus purchased was traded in and the

City purchased a newer one. The playground program also consists of various low organized games, lead-up games, and special events which involve bean-bag throwing contests, horseshoes tournaments, pet shows, fishing derbys, doll shows, kite contests, bike races, playground parties, national dress day, box hockey, etc. Special city-wide events conducted are pet shows, festival of games, bike races, clown contests, track and field and many others. During the summer arts and crafts programs are conducted on all playgrounds with thousands of items made by the children which are carried home as souvenirs. In September there is usually an exhibit held on all playgrounds to display the articles made by the children. In addition, the children are carried to the swimming pools on field trips, to the bowling alleys, and points of historical interest in and around Savannah by bus.

AQUATIC PROGRAM

Three swimming pools are operated during the summer months by the Commission, one located on the east side of town and one on the west. These two pools are provided by the City with a third pool for handicapped and retarded children being a gift from one of our women's sororities. The Commission conducts the regular learn-to-swim campaign each year with the Red Cross providing volunteer instructors and the Recreation Commission setting up the program in the manner in which it will operate. About 5,000 children participate in this program annually.

CERAMICS PROGRAM

It has long been a desire of the Director and staff of the Recreation Commission to provide a ceramics program in the recreation activities of the commission. Recently, a section of the central office in Daffin Park was renovated by the Recreation Commission's maintenance crew and a ceramics program was organized. This was in June 1967. Since then 140 individuals have registered and there has been a total attendance of 462. 381 ceramic items have been completed. Already the program is in serious need of expanding to larger quarters. Now the present facility will accommodate not more than fifteen persons at any one session.

MISCELLANEOUS RECREATION ACTIVITY

A boat safety program is conducted on our Daffin Park Lake teaching youth under fourteen years of age safe boating, how to operate out-board motors. Swimming meets are held regularly in the Daffin Park pool, which is the only 50 meter pool in the south. This pool is the home base for the Savannah Swim Club, which is sponsored by a civic organization for competitive swimming with other cities. In addition to the above, various demonstrations are conducted in drown proofing, junior life saving, senior life saving, and swimming instructions.

The Daffin Park fishing lake provides ample opportunity for youth and older citizens to fish each day. It is estimated that more than 10,000 individuals fish in the Daffin Lake each year.

We also have picnics in the park area by many thousands each year. Horseback riding is permitted in the fringes of Daffin Park for horse lovers and for those operating riding academies. In addition, two riding clubs operate in Bacon Park where the City has provided two arenas for them to hold their contests and local rodeos.

Savannah has nine modern tennis courts located in Daffin Park which are open to the public for a small fee of thirty cents per hour. In addition, free clinics are provided those under 16 years of age during the summer months. Summer tournaments are promoted and conducted throughout the year. Recently, the City has financed the employment of a tennis pro who is under the supervision of the Savannah Tennis Association. The pro provides lessons for a fee and manages the tennis facility and program. However, to date no appreciable improvements have been made in the tennis program through this arrangement. The Savannah Recreation Commission operates the maintenance of the courts.

The Savannah Recreation Commission operates two recreation buildings, the Tompkins Center, and the Westside Center. There programs consist of table games, cooking, sewing classes, teen-age dances, pre-school recreation groups during the school year, arts, crafts, and music.

A municipal camp ground is operated by the Recreation Commission also. It has twenty camp sites or trailer sites. All sites are equipped with running water and picnic tables. Three sites are

equipped with electricity, water and toilet hook-ups, for trailers. The area also has dumping stations for self-contained trailers. Each year the Commission co-sponsors with the Chatham County Campers Association, a Camp-O-Rama in the Memorial Stadium area which attracts campers from five or six states. The campground is equipped with modern rest rooms with hot and cold showers.

OPERATIONAL MAINTENANCE

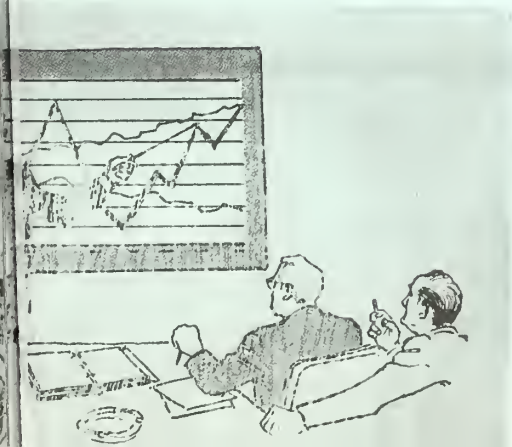
The Savannah Recreation Commission provides the maintenance and operational work on all the recreation areas and program or major alterations and improvements. The Commission has its own work crew and equipment. This work program covers all our needs which might arise in maintaining areas and buildings in suitable condition for use as well as marking and setting up game areas and game equipment for program use. As an example, marking game areas, conditioning athletic areas, etc.

CONCESSION OPERATIONS

The Savannah Recreation Commission has built the various concessions in different locations from an income of \$1,500 in 1959 to \$17,000 at the present. These concession involve Memorial Stadium, Grayson Stadium Sports Center, Ambuc Stadium, two swimming pools and the lighted ball diamonds at Intermediate Road in Bacon Park. Recently the Mayor and Aldermen determined that they would lease the concessions out to a private operator on the basis that the leasor would guarantee the City \$17,000 or a percentage, whichever was greater.

Chapter IX

Observations and Recommendations



GENERAL OBSERVATIONS

The Georgia Recreation Commission after a lengthy study and deliberation of its findings is pleased to submit the "Recreation Appraisal" as requested by the Savannah Recreation Commission and W. Carl Hager, Director of Recreation for the City of Savannah.

The Commission, in the belief that any report is "useless" unless a candid professional opinion is rendered, has therefore, attempted to render straightforward and objective observations. The Commission has placed the need of wholesome recreation and park opportunities for the citizens of Savannah as the first consideration and has made its recommendations based upon this concept. The Commission is aware that some will not agree with the findings and recommendations made in the study. The State Commission wishes to re-emphasize again that the Observations and Recommendations contained in this report are based upon years of professional training in the field of recreation and parks, both from an academic and practical experience standpoint. It is not our intention to offend any individual or agency. It is simply to present the situation as it now exists and hopefully make recommendations that will improve and extend recreation and park opportunities for the citizenry.

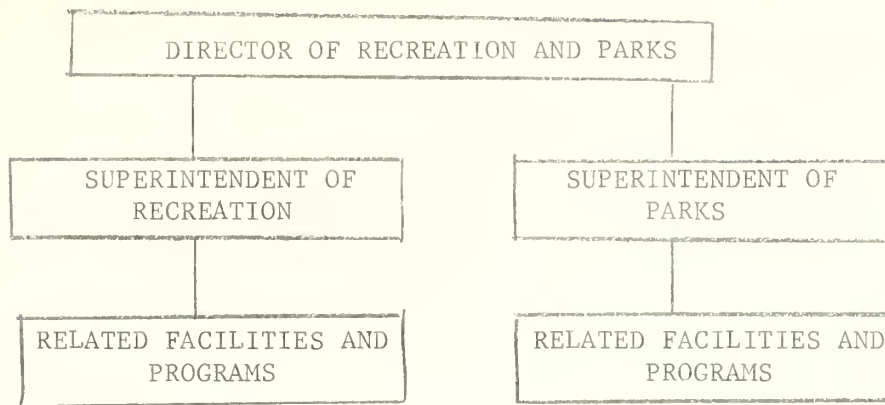
While specific recommendations are contained in this report, the State Commission wishes to discuss briefly points that should be considered by the elected and appointed officials of the City of Savannah prior to any proposed changes in the operation of the Savannah Recreation Commission.

I. It appears that there is some duplication in the organizational structure of the City of Savannah as it concerns recreation and park

services. Presently two departments, the Park and Tree Commission and the Savannah Recreation Commission operate under separate legal Commissions. Additionally, the City has created a Department of Leisure Time Facilities. While the specific operational functions and responsibilities of the departments differ, they nevertheless are related.

One of the major recreation concerns in government today is the question pertaining to the use of a policy-making recreation commission or not. There seems to be some concern about this in Savannah. Some people advocate that the recreation department, as a line agency, is a far better arrangement when a strong city manager form of government exists. Others, on the other hand, maintain that a legally constituted policy-making commission is desirable because it places recreation closer to the people and tends to remove it from many adverse elements of "politics". While both points of view have merit, it is incumbent upon local officials to analyze the situation and conditions carefully, and to determine what alternatives can best serve in the best interests of the citizens of Savannah.

It is evident, however, that should the city government do any re-organization now or in the future, the functions of the several services should be consolidated. The State Commission recommends that the elected officials consider the following operational chart for the recreation and park functions of city government.



This arrangement would give direct control of the recreation, parks and leisure time facilities to one administrator. Quite possibly, this would provide better service, more economically to the tax payers of Savannah. It would provide direct coordination and supervision of all facilities, personnel and programs from one central point of administration.

The attitude prevalent in some quarters that some of the functions of city government have been in existence a long time is not in itself a valid reason for continuing methods of operation which are seen to be unsatisfactory. Today's society requires that public administrators use the knowledge and "expertise" available in specific areas in order to provide the best service possible to its citizens. Local government has no other choice.

In the event that the city officials do not choose to consolidate the departments according to the above outline, the Commission believes it to be in the best interest of the citizens if the functions of the various departments now providing some type of recreation and park services be re-defined. Therefore, the recommendation is made as follows:

(a) Savannah Recreation Commission

The Savannah Recreation Commission and its personnel are

equipped professionally and from experience to provide year-round recreation programming for all the citizens of Savannah. The department should have control of all leisure time facilities for administration and operation. Maintenance personnel should be retained by the department to maintain buildings, senior citizens' facilities and other indoor facilities. All outside maintenance should be delegated to the Park and Tree Commission.

(b) Parks and Tree Commission

The Savannah Parks and Tree Commission should be given the responsibility for maintenance of all parkways, parks, squares and other areas utilized by the City of Savannah for recreation and park purposes. This would include the proper maintenance of all ball fields, playgrounds and similar facilities. This would necessitate additional maintenance personnel to do the proper job.

II. (a) The City of Savannah and the Recreation Commission must realize that the cost for professional leadership will represent a high percentage of any department's total operating budget. Present salary range for the Director of Recreation is low compared to the requirements for the position. Recommendations have been made in the Section on Personnel for the proper salary range. This recommendation is based upon the present status of Recreation Executives Salaries as of June, 1969.

(b) After considerable study, it is apparent that the Savannah Recreation Commission needs additional professional and clerical personnel.

(1) Professional Staff

Additional professional personnel are needed by the department to permit more specialization and efficiency in the operation of the department. Two positions which rate high priorities are: Assistant

Director and Administrative Assistant. The Assistant Director of Recreation would assist the Director in performing the many complex duties and responsibilities required of this position. The Administrative Assistant would be assigned responsibilities in the headquarters of the department to handle the operation of the office operations. The administrative assistant should be responsible under the direction of the Director for preparing required reports for City Hall, gathering data for budget preparation, and day-to-day office operation.

(2) Clerical Staff

The shortage of trained clerical personnel for the department has created some of the problems now faced by the department. This is particularly true in that two clerical personnel are expected to maintain current office procedure while preparing numerous reports for City Hall and handling the typing duties of five supervisors. The large turnover in personnel may be attributed in some degree to this situation. It is impossible for the Savannah Recreation Commission's office to function properly with only two clerical personnel. The State Commission recommends a minimum of two (2) additional clerical personnel be employed by the department. This need should rate a very high priority.

III. The State Commission must voice some concern of the Community Relations Program of the Savannah Police Department. The basic intent and purpose of the program is excellent, however, the question in the Commission's mind arises when members of the unit assume recreation as one of their prime responsibilities. There are too many other areas whereby "ghetto" residents need assistance, which this unit can help fulfill. The responsibility for recreation is assigned to the Savannah

Recreation Commission by resolution of the Mayor and Aldermen. If this particular unit of local government is not fulfilling this responsibility, the City Manager and Recreation Commission should determine reasons for this failure. Should administrative officials decide to place police officers in a recreation responsibility with the Community Relations Unit, the officers should work under the direction of the Director of Recreation and the Savannah Recreation Commission.

In a similar nature, all funds designated for recreation purposes by Economic Opportunity Authority should be handled through the Savannah Recreation Commission. Here again, if this department is not equipped from a personnel, program or facility standpoint, then some serious questions are raised as to its effectiveness in providing recreation for all the residents of Savannah.

IV. The State Recreation Commission personnel were continually reminded of the heavy paper work required by City Officials. Much of this material was examined to help determine the validity of the complaint. In the opinion of the Deputy Director of the State Commission the paper work load is heavy but not to the extent where it should impair efficiency of the department. The reporting procedure is apparently required by City Hall to assist in justifying various expenditures of city government and a means of projecting future financial needs. While it is not always possible to determine in advance the exact number of participants in a given program or activity or the cost of a specific program, some effort should be made to furnish the required cost estimate. Likewise, City Hall officials should realize that some variation may exist below or above the estimates given.

The Recreation Administrator must require sufficient documentation of the recreation programming under his direction. He must rely upon staff and office personnel to assist in this administrative function. The staff personnel should be able to do all the preliminary work required for submitting the reports. Delegation of this duty however does not mean the delegation of the responsibility. It does however relieve the administrator of the many minute details required to complete the reports. The filling of the position of administrative assistant should help solve this problem.

City officials must be cognizant that there are times when excessive paper work will impair efficiency of the department instead of increasing efficiency. It is incumbent upon administrative city officials to review the required forms continually and see they serve a useful purpose in the operation. If they do not, then the required forms should be discontinued.

It should also be remembered that to do a satisfactory job in any type of activity requires proper equipment and working conditions. This is not the case in the Savannah situation. The department is in need of additional electric typewriters and proper space for the clerical personnel. These two items, if corrected, would add tremendously to the efficiency of the department.

RECOMMENDATIONS

The Georgia Recreation Commission recommends:

ADMINISTRATION

1. That the Savannah Recreation Commission very carefully analyze the current organizational structure and determine if it can best serve the overall recreation needs of the city. If they decide that recreation could fare better under another structure, they should encourage the needed modification. If, on the other hand, they are convinced that a legally constituted recreation commission composed of lay leadership is best equipped to provide quality recreation services, every effort should be exerted to strengthen the position of the existing commission.

During the course of the study it was apparent that the legality of the commission is not only questioned in some quarters, but that the existence of the commission is sometimes ignored in policy decisions and budgetary determinations. While the Georgia Recreation Commission is not generally partial to any particular organization (whether it be legal commission or Mayor and Council based), it is recognized that when misunderstandings of this type exist recreation does not profit. No determination was reached as to why this occurs from time to time. It is concluded that the reasons could be found among the following:

- (A) Elected city officials might be making policy decisions pertaining to recreation without consulting the Recreation Commission.

- (B) In doing what is described in "A" the city officials might recognize the Recreation Commission as an advisory body only, with no legal power.
- (C) The Administrator might not provide the needed communication between the city officials and the recreation commission. It is recognized that when a body such as this is advisory (or acts as advisory, or is relegated to advisory), that the administrator finds it difficult to make work meaningful to them. Under these conditions it is not uncommon for such bodies to become quite immobile and ineffective.
- (D) There might not be dialogue about problem areas of this nature between city officials and the recreation commission.
- (E) The recreation commission itself might be one which does not assert itself in assuming the recreation leadership.
- (F) Perhaps the recreation commission is not fully cognizant of their duties and responsibilities.
- (G) Perhaps the Mayor and Council are not fully cognizant of what the duties and responsibilities of the recreation commission are.

A special meeting of the two groups (city officials and recreation commission) should be considered for the purposes of resolving this question.

Someone has said that man cannot serve two masters. By parallel, the recreation administrator cannot productively serve the dictates of two groups. The Georgia Recreation Commission recognizes

this as a problem of paramount concern and one which addresses itself to Savannah's leadership immediately.

2. That the department proceed with all haste to develop an administrative manual for the department and present it for official adoption by the managing authority. The manual should set forth written guidelines between the recreation administration and the elected officials and the recreation administrator and his staff. Although the City codes of Savannah may cover some points in question concerning the Savannah operation, it is felt that an administrative manual would help prevent misunderstanding between the administrator and the managing authority and staff personnel. The development of this document must be done in concert with the City Manager and Council to avoid conflicts and misunderstanding.
3. There is a decided need for a sound public relations program in order to adequately interpret the recreation program to the public and to public officials. The following alternates should be considered:
 - (A) Employing a new staff member to devote full time service to the entire gamut of public relations.
 - (B) If funds are not available, recreation supervisors should write up their particular program highlights for publication with one definite staff member being responsible for editing and forwarding to the news media.
4. Required reports should be completed and forwarded to the City Manager as requested. It is apparent that the keeping of records

has presented a problem to the Savannah Recreation Commission. Nevertheless it is a necessity in proper administration of city affairs and reports are necessary for the successful initiation and completion of recreation projects. If necessary, forms should be standardized to permit greater assistance by staff personnel. Office staff should be qualified to prepare necessary reports for the administrator without requiring large portions of his time. An administrative assistant, properly qualified, could complete reports and consult with the Director prior to submission to City Hall.

5. A central issuing point for all equipment should be established by the Recreation Commission. The central issuing station should be equipped and so located to issue all equipment and supplies for the department. Accurate records should be maintained in reference to the quantity and location of equipment issued. A definite schedule should be established.
6. An effort should be made to encourage the City Manager to establish a definite program to increase a better understanding among various city departments. Each department head should be permitted sufficient time at a staff meeting to explain his department's function and how other departments of city government may be of valuable assistance to his department. The Director of Recreation must be considered as a department head and included in all meetings and decisions made in this respect.
7. The department should consider establishing a "Savannah Recreation Council" composed of the Administrator of all recreation, park,

and youth serving agencies in the city. The council should meet monthly with a planned agenda. Stress should be placed upon mutual understanding and cooperation among all the agencies. Such a movement would help insure better recreation opportunities for everyone.

8. The present administrative offices of the Savannah Recreation Commission are inadequate. Because of the inadequacy of desirable quarters, the result has been, among other things, poor employee morale and inefficiency. Positive steps should be initiated to remedy this situation. (See recommendation under Facilities Construction Plan.)

9. City officials should meet with the Board of Education to work out a mutually satisfactory agreement on joint use of school facilities. The State Recreation Commission recommends that a written agreement be entered into by the Board of Education and the Savannah Recreation Commission. The agreement should contain all pertinent facts regarding conditions permitting joint use of school facilities.

It must be stressed at this point that the school facilities represent a tremendous expenditure of funds, nevertheless, the facilities are public and paid for by the tax funds of the community. Therefore, with the assumption that a community must utilize all resources available to meet the needs of its people, the full use of school facilities is highly recommended.

10. The Recreation Commission should work with the city officials in establishing definite zoning ordinances whereby sub-division deve-

lopers would donate to the city desirable acreage for park and recreation purposes. It would then be the responsibility of the city to develop the acreage as they deem necessary and as funds become available. This plan would permit the department to make available small neighborhood parks to many residents of the city who would not otherwise have access to park areas.

11. There should be established a working relationship for cooperative community planning. The recreation administrator should initiate and keep alive active cooperative recreation planning among governmental departments, public, private and citizens' groups. A positive liason should be established with the Metro Planning Commission, the Georgia Southern Area Planning and Development Commission, state and federal agencies. The services of all agencies available should be fully utilized to help meet the recreation needs of the Savannah citizens.
12. The Savannah Recreation Commission and the Chatham County Recreation Department should plan jointly on areas, facilities and programs where it proves in the best interest of all citizens. Duplication and overlapping should be avoided. This is not to say however that one department should do all the programming in one activity. It is simply to point out that mutual cooperation by the two agencies will serve the maximum good of all citizens. In many instances, it will add quantity and quality to the recreation activities.
13. A full and complete annual report of the Savannah Recreation Commission operation should be submitted by the recreation administrator to the Mayor, Aldermanic Board, Recreation Commission, City

Manager, and news media.

14. The department should establish a CHECK IN and CHECK OUT procedure for all supervisors housed in the administrative headquarters. This is needed to keep office personnel informed of the staff's movement within the City, thus permitting them to properly advise the general public when seeking information.
15. All supervisors should be assigned to private offices that permit greater flexibility and efficiency in their work program. Staff supervisors should not be assigned space with clerical personnel as quite possibly this will detract from their work program.

PERSONNEL

The Georgia Recreation Commission studied in depth the personnel situation with the Savannah Recreation Commission. The recommendations on personnel are based upon this observation, study and personal interviews of department personnel.

1. There is a need for the department to conduct a weekly staff meeting of all supervisors and division heads. The meeting should be scheduled on a regular basis, preferably during working hours, with a planned agenda. All supervisors should be required to attend this meeting. This will provide the principal leadership of the department an opportunity to share ideas and explore problem areas; thus preventing misunderstanding and poor coordination which might otherwise exist.
2. Excessive bookkeeping duties and other unusually heavy clerical work assigned to two secretaries is not conducive to efficiency where secretarial personnel are concerned. In addition to the normal office routine, the two secretaries must do the necessary typing and clerical work for all supervisors, and the administrator. This does not contribute to good morale in the office and it was apparent that it has been a major cause for loss of personnel.
3. It is estimated that 10 - 15% of the supervisors' time is spent on completing reports requested by the city manager. Standardization of forms should assist in speeding this process.
4. It is recommended that the department supervisors be brought into the program and budget planning. This is necessary if the administrator is to prepare accurate and valid budget and programs requested.

Each supervisor should submit his budget request to the recreation administrator and be given ample opportunity to define and defend the items if necessary. The fact that those who operate programs are far more responsive when they assist in the planning process is a valid statement and a concept which could contribute to a better over-all operation.

5. At the present time it is fair to assume that the playground leaders plan most of their own programs. Direction from qualified leadership in supervisory positions is essential if creative and imaginative programs are to result. There is a decided need for in-service training programs for the playground leaders, but not limited to this portion of the staff. Such training should be developed for the entire staff, utilizing local, volunteer, state, federal and university personnel for resource people.
6. Police personnel assigned to the Community Relations Unit of the Savannah Police Department should work closely with the Savannah Recreation Commission. Caution is urged in sponsoring police Athletic Leagues without consultation and support of the Savannah Recreation Commission.
7. The salaries of all the professional employees of the Savannah Recreation Commission should be up-graded. The recommended salary scale is as follows:

<u>TITLE</u>	<u>RECOMMENDED SALARY RANGES</u>
Director of Recreation	\$14,000 - 17,500
Assistant Director of Recreation	12,000 - 14,500
Administrative Assistant	8,000 - 11,000
Recreation Supervisor	7,500 - 9,500
Facilities Custodian	5,400 - 7,200
Clerk - Steno II	5,000 - 6,500

TITLERECOMMENDED SALARY RANGES

Clerk - Steno I	4,500 - 6,000
Recreation Leader I	1.75 - 2.25
Recreation Leader II	2.00 - 2.50
Sub Recreation Leader	1.50 - 1.84

8. The State Recreation Commission strongly recommends that the position of Administrative Assistant and Assistant Director of Recreation be created. The Administrative Assistant should be technically trained in office procedure and record-keeping while the Assistant Director of Recreation would be a professionally trained individual to assist the administrator in administering a comprehensive recreation program.
9. A review of all job descriptions is recommended. Where warranted positions should be upgraded.
10. Employment procedures for staff personnel should be altered to permit the department the final acceptance or rejection of a prospective employee. Applications, testing, and a preliminary interview should be held by the City Personnel Department. The final employment interview should be the prerogative of the Recreation Administrator.
11. The Staff members of the State Recreation Commission heard a number of suggestions from the department staff in reference to the need for better communications within the Department. A well-constructed staff meeting, in-service training programs, and careful delegation of responsibility and authority should improve this condition.
12. It is strongly recommended that the Savannah Recreation Commission request permission from the city officials to employ qualified indi-

viduals to fill the following new positions for the department.

- (a) Two full time clerical staff.
- (b) An administrative assistant.
- (c) Assistant Director of Recreation.

These are critical positions for the department at this time.

Additional appropriation from the Mayor and Aldermen should be requested to fill these positions.

- 13. The department should utilize heavily the recreation intern program of Georgia Southern College and the University of Georgia. These programs of the respective recreation curricula would equally serve as a training program for future recreation personnel. The operation of the Savannah department would provide a well rounded exposure to the many facets of recreation.
- 14. The Savannah Recreation Commission should require all professional personnel of the department to be certified by the State Board of Recreation Examiners.
- 15. The department should have a written selection process for choosing volunteers. It is unwise to advertise for volunteers publicly due to the fact that many will respond who are not qualified. Volunteers selected by the department should be given in-service training by the department personnel. This should be a requirement of the Savannah Recreation Commission.
- 16. The department should employ Roving Recreation Leaders, properly qualified by training and experience to work in "ghetto" areas of the city. Where possible it would be to the advantage of the program to utilize people in such jobs who live in the neighborhoods they

service. While standards should be upheld, it is essential that the problems of the inner city be recognized as "unique" and that the solutions must be of a "unique" makeup.

FINANCE

Recreation service is no different from other municipal services. It requires adequate funds to provide a comprehensive year round recreation program. The Georgia Recreation Commission is also cognizant of the heavy pressure being placed upon municipal governments of Georgia. Many of these areas are relatively new to city government operation. Recreation and Park Services may be classified as one of these in some Georgia cities but not in Savannah. Savannah has provided this service to its citizens for many years.

It is important, however, at this point to give an indication of the present financial status of public recreation in order that a comparison can be made with the present recreation expenditures in Savannah.

The recommended national per capita expenditure for recreation and parks is \$7.00. In 1968, the Georgia expenditure for this service was \$3.85 per capita. Savannah would require a budget of \$980.00 to meet national recommendations. A budget of \$539.00 would be required to meet the Georgia average.

The 1968 Savannah Recreation Commission budget indicates a total of \$339,479.00 appropriated.

1. (A) The Georgia Recreation Commission has discussed with the recreation administrator the present policy of the Savannah Recreation Commission maintaining separate bank accounts for various activities. Separate bank accounts are maintained as follows:
 - (1) Westside Recreation Teen-Age Fund.
 - (2) Cunningham Golden Age Center Lunch Account.
 - (3) Westside Golden Age Lunch Account.

- (4) Savannah Recreation Commission Golden Age Club Account.
- (5) Savannah Recreation Commission Custodian Fund.
- (6) Savannah Recreation Commission Sales Account.

The Recreation administrator has stated that the above bank accounts have been found necessary for the smooth operation of the Recreation Commission's responsibilities. These have been a part of the policy of the City of Savannah and Recreation Commission for many years.

- (B) The State Recreation Commission agrees with the administrator's views on the need for the stated bank accounts. The checks written on the accounts are at the present time being co-signed by responsible employees of the department. The State Commission, however, makes the following recommendations regarding separate bank accounts maintained by the department:

- (1) The department should examine carefully the present accounts and policies by which they were established. It may be possible to combine the Golden Age Club accounts into one bank account, maintaining separate line items in bookkeeping.
- (2) The department should always endeavor to acquire prior approval of city officials and the Savannah Recreation Commission when establishing a new account. This would prevent any misunderstanding about separate accounts.
- (3) Strict bookkeeping procedures should be adhered to by all personnel handling funds.
- (4) All deposits should be made by the administrative assistant or director of the department.

- (5) All personnel handling funds should be bonded by the city or the department.
- (6) Each account should be audited by the city during its regular audit. This audit report should be made a part of the regular city auditing report.
- (7) A monthly statement of the balance and checks issued on each bank account should be made to the Savannah Recreation Commission and the city manager.

- 2. Definite consideration should be given to the establishment of a capital improvements program for acquisition and development of recreation areas and construction of needed facilities. Definite priorities should be established for an improvements program. It is important that long range planning begin now to formulate a workable and realistic capital improvements program. The program should be planned cooperatively with the Savannah Metropolitan Planning Commission.
- 3. It is recommended that all income to the Savannah Recreation Commission from crafts, pool admission, and concessions be credited to the commission's budget for expenditure in the program.
- 4. While the Georgia Recreation Commission is not to be considered as "fiscal" experts, it is quite evident to the Commission that the present city budgeting procedure is not very satisfactory for the department operation. The Commission questions the validity of requiring the administrator to project the number of athletic games which will be played in a given sport, the number of umpires needed, the number of scorekeepers and similar statistical projections required. Participation in a city wide recreation

program is based upon voluntary participation of the individual. Therefore many times participation will far exceed funds budgeted for a specific activity.

The Commission recommends that the fiscal experts of the city re-examine the budget requests as now outlined for the recreation department. That perhaps more flexibility can be provided within the total department budget. This would in the opinion of the Commission improve efficiency of the department rather than cause inefficiency.

This recommendation is made with special emphasis that all modifications be made with in sound fiscal planning.

GENERAL RECOMMENDATIONS ON AREAS
AND FACILITIES NEEDED FOR THE CITY OF SAVANNAH

The City of Savannah is fortunate because of its location to have access to an abundance and variety of recreational facilities. Recreation facilities have been termed "plentiful" in some publications about Savannah. This statement may be accurate when one considers the multitude of recreation facilities ranging from the Atlantic Ocean to the many private and commercial facilities available. This factor, however, does not relieve the local government of the responsibility of providing adequate community-wide recreation and park facilities. In this light, the Commission has found some very definite needs.

Therefore, the Georgia Recreation Commission makes the following broad recommendations regarding recreation and park facilities for the City of Savannah. This report will not attempt to pinpoint the location of specific facilities except in a broad sense.

- (1) (A). A very high priority should be given to the construction of an adequate recreation building in Daffin Park. It appears that this particular park serves as the "hub" of the department due to its location and administrative offices being there. A facility as recommended would include:
- (a) Adequate administrative offices for the department.
 - (b) Gymnasium-social hall, with suitable seating space.
 - (c) Arts and Crafts rooms.
 - (d) Game rooms.
 - (e) Exercise rooms.
 - (f) Lobby.

- (g) Canteen Area.
- (h) Public rest rooms.
- (i) Dressing rooms.
- (j) Small auditorium-meeting rooms.
- (k) Storage Areas.
- (l) Kitchen.

A modern, air-conditioned facility as described would permit the department to better coordinate and expand its programs.

The building presently used for the department administrative offices is not only inadequate, but is not in keeping with the otherwise aesthetic beauty of the park.

The inclusion of a gymnasium in the proposed center might be questioned since one already exists in the Sports Center. However, the Sports Center as it now operates, is not programmed to meet the everyday recreation needs of the general public. Again this points to the desirability of an organization which can coordinate recreation programs and facilities in the best interest of the entire community.

A gymnasium located in the recommended facility in Daffin Park would permit the department to utilize it for a multitude of uses in addition to its basketball programs. It should definitely be included in the construction of a recreation facility.

- (B). Daffin Park should not be over-developed. It is increasingly becoming more important to maintain parks in urban areas in a natural setting. This is most desirable in providing citizens

with a quiet retreat within the confines of an otherwise over-populated, highly developed, and noisy city.

- (C). Additional attention needs to be given to this park in developing attractive landscape features. The Park and Tree Commission should be directed by the City officials to assist in the construction of such areas.

- (2) (A). Many areas of the city have no recreation facilities or, in some cases, where they do exist they are inadequate. It would be impossible for the City of Savannah or almost any city to provide in total the amount of needed recreation facilities. Therefore, a close examination must be made of existing parks, playgrounds, and recreation centers to determine where the greatest needs exist. One of the major problems now is not so much that recreation facilities are not equally distributed throughout the city, but, the present facilities are not well located and are below acceptable standards. In other words, the main planning factor to consider is locating the facilities where the people live; maintaining adequate facility standards. Quality is the key to the development of any recreation and park facility. This point is very evident in the "Model Cities Area.

It is further recommended that:

- (a) All facilities and areas be re-evaluated to determine their need in keeping with the above criteria.
- (b) That in cooperation with the Metropolitan Planning Commission, the Savannah Recreation Commission develop

an orderly development plan for upgrading the present parks and playgrounds under their jurisdiction. Plans should examine in detail the expressed need of additional lighting of areas and facilities for night activities.

The plan should include specific priorities for acquisition and development of tot lots neighborhood and regional parks. This would help insure that all residents of Savannah have access to needed recreation areas and facilities.

- (3) A high priority should be placed on construction of neighborhood Recreation Centers. Neighborhood Recreation Centers would usually contain 12-14,000 square feet and serve a multi-purpose function.

A center should contain:

Office

Gym-social hall

Kitchen

Meeting rooms

Game rooms

Rest rooms

Arts and crafts rooms

Storage

The Center as described would serve as the "center" of a particular community or section of the city. Citizens would be permitted to utilize the center for functions that would improve the conditions of its residents. The City of Savannah owns at the present time park areas on which such facilities could be constructed.

Additional study should be made as to the need of outdoor swimming pools adjacent to recommended neighborhood recreation

centers. Many cities in Georgia have found that such an arrangement provides an economical method of providing several needed recreation facilities in one complex.

- (4) In some areas of the city, neighborhood residents have united together to purchase desired playground equipment and other facilities. This is a sound policy of providing involvement of residents in the program provided that the Director of Recreation is permitted to approve the type of equipment and its location in the particular park. Otherwise, a city park could become one great mass of disorder. The final approval of the project must rest with the top professional in the department.
- (5) It is recommended that adequate and aesthetically pleasing signs identifying the particular facilities be placed in the parks which are under the jurisdiction of the Savannah Recreation Commission. This identifies the park for the visitors and helps provide community pride with the local residents.
- (6) An attractive brochure should be printed by the Savannah Recreation Commission pin-pointing the location of its facilities and describing the activities and facilities contained in the particular park.
- (7) It is recommended that the Recreation Commission purchase, lease, or construct a facility to be used as a "Teen Club" facility. A facility as recommended would be totally under the operation and supervision of the Savannah Recreation Department. The teenagers of the city should be permitted to assist in the planning of the facility and its interior design. Upon completion the facility could be used on a year-round basis for junior and senior teen programs. In principle, the teen program could operate very similarly to the Golden Age Program.

The Teen Club Facility should include the following facilities:

Office and Lobby areas

Canteen-snack bar area

T. V. Room and Lounge

Library Room - study area

Meeting Rooms

Open area for social activities, dancing, prom, etc.

Small Kitchen

Rest Rooms

- (8) The joint use and development of school facilities can be beneficial to the local school system and the City of Savannah. The two agencies should determine a formal agreement as to:

- (a) Type of development
- (b) Degree of percentage of cost-sharing
- (c) Maintenance of the facilities
- (d) Replacement cost of worn and damaged equipment
- (e) Supervision and control

For such an arrangement to be beneficial to either group, there must exist a need for the facility.

In the case of present existing school facilities and properties, the Board of Education and Recreation Commission should permit joint use of facilities when used under proper supervision. Recreation and school facilities represent a significant investment of tax funds, therefore, should be used to their maximum potential. Additionally, it is to the decided advantage of the citizenry for the Board of Education and the City officials to jointly plan and construct school facilities that will be con-

ductive to multiple use.

- (9) The Savannah Recreation Commission should develop a five (5) and ten (10) year capital improvement program with consideration being given to establishing priorities for facilities to be constructed under the program.

The program once approved by the Recreation Commission should be submitted to the City officials for study and adoption. Plans should be up-dated each year.

- (10) The State Commission strongly recommends that the Department and City of Savannah under no condition lease recreational areas and facilities to private groups. It is felt that such a policy is not sound since it oftentimes precludes other individuals and groups from utilizing the same facility. The concept to guide the City in this respect is that all areas and facilities must always be operated in such a manner as to serve the best interests of everyone in the City.

- (11) Joint cooperation with the Chatham County Recreation Department is a must! This is particularly true in the area of planning new areas and facilities. The recommended planning procedure with the Metropolitan Planning Commission will prevent duplication of areas and facilities serving basically the same residents of a given area.

- (12) The new Savannah Civic Center is scheduled for completion in 1970. The facility will permit added features to the city's recreational and cultural pursuits. Facilities should be made available to the department for all functions justifying use of such a facility.

- (13) The need for additional park and open space property is acute now. The need will increase. Therefore, the City should establish a land acquisition program to acquire property as rapidly as possible for park purposes. The department should work closely with the Metropolitan Planning Commission in establishing an acquisition program.
- (14) Because open space is at a premium in many areas of the city, particularly in the low income areas, the department must resort to full utilization of mobile or portable recreation facilities. These facilities should include mobile entertainment units, portable swimming pools and portable play apparatus. The department personnel should emphasize to neighborhood residents that use of such facilities is a "stop gap" procedure and should not be considered permanent. The department should then move with reasonable haste to construct permanent recreation and park facilities in the low income areas. Upgrading and joint use of school facilities will help eliminate the critical situation temporarily.
- (15) The financial requirement of the Board of Education for use of school areas and facilities by the department is not conclusive to the concept of good government. While it is understandable that the Board of Education may require some remuneration for janitorial and utilities cost, the present requirement of \$35 - 40 per night is considered somewhat high. Both organizations are public agencies created to serve the needs of the citizens of Savannah.

The Savannah Recreation Commission should request the Chatham County Board of Education to re-examine this requirement with the possibility of establishing less fees for use of school facilities under supervision of the recreation department.

RECOMMENDATIONS ON PROGRAMMING

The community recreation program is regarded as the sum total of all recreation programs available in the community whether they be sponsored by the public recreation and park department, the Y.M.C.A., church, industry, school, commercial, or special interest groups. The basic purpose of each program should be to enrich the life and contribute to the personal growth of each individual member of the community.

There is no established formula which can be used with validity to prescribe a total community recreation program. However, certain elements have been found to be important through experience. They include the following considerations:

- (a) There should be wide and varied recreation opportunities, including indoor and outdoor activities, sports, athletics, games, art, crafts, drama, music, nature lore, lectures, and special events of historical tradition, religious or seasonal significance.
- (b) Recreation opportunities should be available to the unskilled as well as the skilled and opportunity to learn new skills and to improve skills should be readily available.
- (c) Recreation opportunities should be designed to serve different age groups, from the very old to the very young and those in between these extremes.

FACTORS IN PLANNING A RECREATION PROGRAM

There are several essential factors necessary to plan an adequate recreation program for Savannah. Even though several of these factors are discussed previously in the "Appraisal", it is well to mention them

again.

(A) The People to be Served

The program is created for the benefit of all the people.

The primary objective is to make available more and better recreation opportunities for satisfaction and enjoyment.

(B) Leadership

The real key to success of the department and its program is professionally qualified leadership. It should be thoroughly understood that full benefits of a recreation program cannot be realized with absence of trained, qualified leadership.

(C) Areas and Facilities

Every kind of activity requires some type of indoor and outdoor space for use by the participant. Requirements will vary with the activity but the important point to remember is that adequate areas and facilities are a must.

(D) Finance

Recreation activities and programs do not come cheaply. If we place a small price tag on the activity or program, many times this is exactly what we receive in return. Adequate funds are necessary for a successful recreation program.

THE SAVANNAH PROGRAM

It is difficult to view a program briefly in a city the size of Savannah and to make constructive recommendations. The Georgia Recreation Commission has visited some programs while in progress, discussed activities with supervisory staff, listened to comments by participants,

and discussed the total program with the Director.

The Savannah Recreation Department operates one of the better Golden Age programs in Georgia. The professional leadership in the two Golden Age Centers are to be commended for their enthusiasm and dedication to their task. It is recommended that this program be continued and necessary funds appropriated for expansion of the program. The Savannah Recreation Commission should begin planning now to acquire an additional facility for use as a Golden Age facility.

Presently the strong feature of the city's recreation program is in the area of sports and games. The department provides team sports for youth and adult participation. Major team sports sponsored by the department include softball, baseball, basketball, and football. It appears that most of the athletic teams have sufficient facilities for their activities except the basketball program. There is a need at this time for additional gymnasiums to house these activities. Tompkins Gym and rented school gyms are carrying the load of this activity at the present time.

The department sponsors a number of minor athletic events for citizens of the city. These include tennis tournaments, archery, track and field events and a number of others.

It is recommended that the Savannah Athletic Association operate under the direction of the Director and the Savannah Recreation Department. The Association's purpose is to assist in the program but more coordination is needed between the Association and the Recreation Department if this effort is to be successful.

The department operates a considerable number of supervised, playgrounds throughout the year. Many of the playgrounds are poorly equipped for a variety of recreation opportunities. After careful study the State Commission makes the following basic recommendations regarding the playground program of the City:

- (a) Careful study should be made regarding each supervised playground now in operation. The director should determine if participation on the areas during the school year justifies the supervisory personnel. It may be that fewer supervised playgrounds are needed during the school year.
- (b) A better system of issuing supplies and maintaining an inventory should be established.
- (c) Some type of identifiable dress should be prescribed for the playground leader. It is difficult at times to properly identify the playground leader. A specific type of dress may increase the morale of the playground staff.
- (d) All playground leaders should be given an intensive in-service training program. The in-service training program should include all facets of leadership, programming and departmental policy.
- (e) Better departmental supervision is needed for playground leaders. The playground supervisor should keep a constant check on all employees to insure their satisfactory performance.
- (f) The department should budget for several mobile entertainment units to travel from playground to playground. This piece of moving equipment would present special programs to the playgrounds following a prescribed schedule.

Savannah has a dire need for additional swimming pools in the city. The two pools now operated by the city are not sufficient to serve the needs. The department does sponsor learn-to-swim programs, and competitive programs but this segment of the program cannot be increased until additional pools are constructed. This factor substantiates the recommendation on areas and facilities recommending construction of neighborhood swimming pools.

The arts and crafts and cultural programs of the Savannah department should be enhanced. An effort has been made to initiate some crafts programs at Daffin Park but facilities are limited. The playground programs include limited arts and crafts activities during the summer months, while the Golden Age Centers do the same.

There appear to be very few, if any, cultural or teen programs in the department's total program.

The department should consider the initiation of various cultural programs as a co-sponsor or in conjunction with the existing cultural organizations of the city. The department is not in a position from the standpoint of finances, staff, or facilities to initiate a full program of cultural activities. Nevertheless, the cultural activities may be started on a limited basis and expand as conditions permit.

TEEN PROGRAM

There is a great need in Savannah for some type of teen program, including pre-teens. Present facilities of the department do not enhance the possibility of beginning a program of this type. Therefore, the director may want to consider the following recommendations.

- (a) To recommend purchase, lease or gift of a building (similar to the Golden Age Center) for utilization as a "Teen Club". The facility would be the property of the department and operated under the direction of the Recreation Director and Recreation Commission.
- (b) That additional staff with necessary qualifications to fill these positions be employed at the earliest possible time.

Needless to say, there are a multiplicity of programs that could be initiated into the total program. It does require competent staff leadership and particular specialization in the cultural projects.

The important factor to remember is that the department must utilize all resources available in the county to provide the type of programs desired by the citizens of Savannah.

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Mr. Picot Floyd, City Manager

Members of the City Personnel Department

Members of the Metropolitan Planning Commission

The Savannah Recreation Commission

The Savannah Chamber of Commerce,

AND

Mr. Carl Hager, Director of Recreation,

AND

The Department Staff for supplying informative data for the study.

The Georgia Recreation Commission

(The States Recreation Advisory Agency)

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THE GEORGIA RECREATION COMMISSION'S

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