

AN ORGANIZATIONAL REPORT

of the

MONTGOMERY, ALABAMA PARK AND RECREATION DEPARTMENT

Requested by

SUPERINTENDENT OF PARKS AND RECREATION

Prepared by

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August, 1971

Montgomery, Alabama

This report has been prepared at the request of the Superintendent of Parks and Recreation for the City of Montgomery, Alabama. Recognizing the need for reorganization to better perform the duties and responsibilities of the department, the Superintendent requested the Southeastern Regional Director of the National Recreation and Park Association review the department's organization and operation, and make suggestions based on these observations.

In order to provide some type of continuity, the report is developed under five categories. These five categories are:

- I Administration
- II Recreation Program and Leadership
- III Park Maintenance and Development
- IV Special Facilities
- V Summary of Recommendations

The discussion of these areas will be undertaken only to the extent that they relate to the organization and administration of the overall departmental program.

Although the major purpose of this report is to develop an organization within the department which will establish better lines of communication and efficiency of operation, there are several other recommendations that

will naturally come about which may be considered secondary to the overall purpose. These recommendations will be found embodied in the first four categories and will be summarized in the final section of the report.

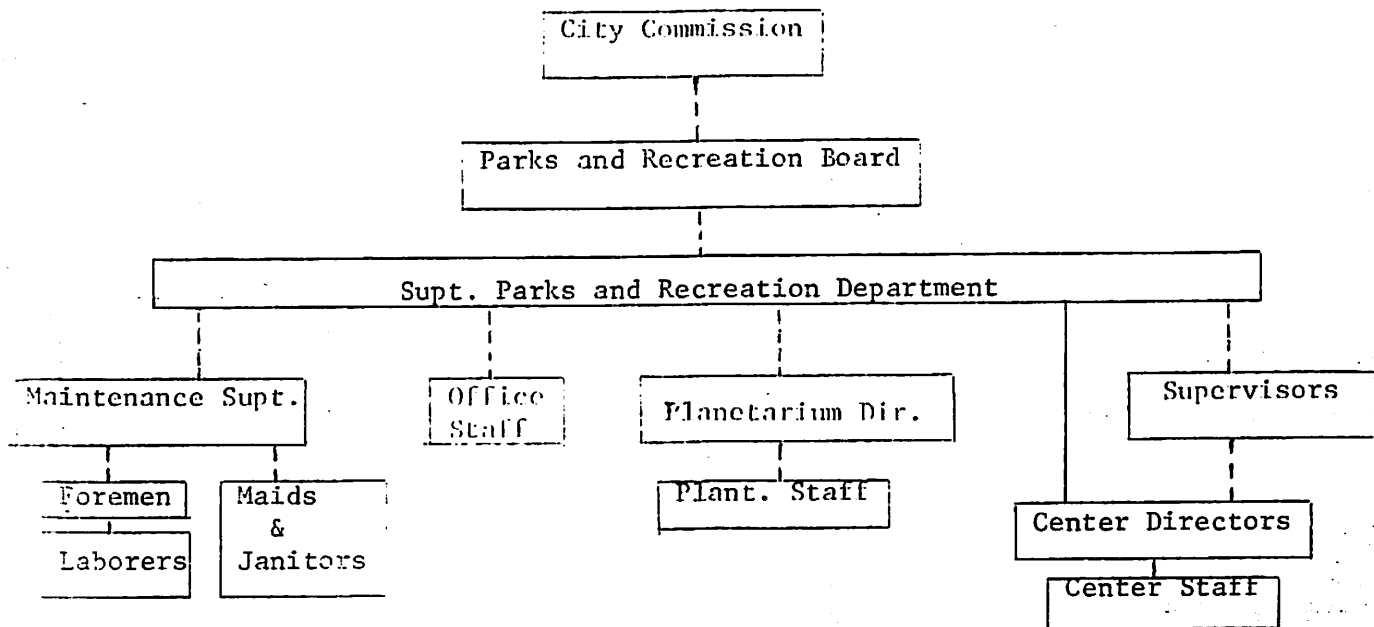
I Administration.

The City of Montgomery Park and Recreation Department has only one administrator at the present time, and his span of control is too large for effective supervision. The present organization, Chart I, shows that seven supervisors, the director of the planetarium, all office staff, maintenance superintendent, and fifteen center directors, report directly to the Superintendent of the department. It is impossible for one man to effectively supervise this large number of people and still be able to carry out an ever expanding number of duties.

The department operates under the direct supervision of the Mayor. A Park and Recreation Advisory Board, presently consisting of five members but expected to be expanded to seven members, serves as a liaison between the people of the community and the department. It also acts as an advisory body to the City Commission and to the Superintendent of Parks and Recreation. Since the Board is [?]advisory ^{only} only, its location on the existing organization chart is improper. See Chart I. ??

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Two more are to be completed by 1975. These centers are staffed with two full-time positions and five part-time positions. The department also operates four small centers that are on park property and not located adjacent to schools. An addition of two small centers is also planned. These small centers are staffed by two full-time positions and one or two part-time people. In some cases, the third person is also full-time. A discussion of the major center program as well as the small center program will be made under Section II of this report.

Supervisors in the department are primarily supervisors of activities rather than personnel. *How can activities be supervised without Sup. Person?*
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In this capacity, they are working across the board with people in all centers and programs of the department but take none of the supervisory load off the superintendent. This will also be discussed in Section II.

The superintendent of maintenance, reporting also to the Superintendent, has considerable responsibility for personnel and equipment. In addition to the superintendent of the maintenance division, there are 98 persons employed in this department. This is broken down into 8 crews, plus the group which works at Oak Park, and the machinery operator, who is for the supervision of the maintenance superintendent. A full discussion of this department's operations will be made in Section III of this report.

The department is fortunate to have a planetarium as part of its program. The planetarium director is under the direct supervision of the superintendent. This program, as well as the two other special

facilities that are now coming into operation in the department - the tennis center and the children's zoo area - will be discussed in Section IV.

For some time now, the department has operated without the services of an assistant director. The present organizational chart does not even show this position although the department has had an assistant director in previous years. See Chart I.

Recommendations

To provide better organization within the administrative section of the department, the following recommendations are made:

- 1) The position of assistant director of parks and recreation should be reinstated within the department. The assistant director should be an experienced, qualified park and recreation professional who would be responsible for the three major divisions that will be recommended for the department. The three major divisions recommended are the Division of Parks, Division of Recreation and Special Facilities. The assistant director would have the direct responsibility of the supervision of the three special facilities which at the present time comprise the tennis center, the plantetarium and the zoo. In addition, he would also have under his supervision the park division and the recreation division. The chain of command would be from the head of any of the three special facilities, the recreation or park divisions, directly to the assistant director. Any decisions that cannot be satisfactorily made at this

level would then go to the director of the department. Those decisions which require the director's approval should be kept to a minimum since the assistant director would have the overall responsibility and authority to administer the three divisions under his supervision.

2) There should be created a position of office manager who would have the responsibility of overseeing all office operations. Logically, this person would serve as the secretary to the director of the department and in addition, be the person responsible for supervising all other clerks and secretaries of the department. This person would report directly to the director of the department.

3) The positions of guards, particularly at Oak Park, should be eliminated. There are presently five guards assigned to Oak Park. There are two guards assigned to Lagoon Park. Further study may need be required on the Lagoon Park requirements.

As far as Oak Park is concerned, there is no need for guards. Presently there are three policemen which provide 24-hour patrol for five days a week. The money spent for guards cannot be justified and even should a few thefts occur during the year, the small amount of money that would be obtained from the Oak Park office would be considerably less than that paid to the guards during the year. The guards may have been needed at one time, but their use is primarily the result of political patronage which the department has been saddled with at a considerable cost to the citizens of Montgomery. In lieu of these guards at Oak Park, it is

suggested that at least two additional clerk typist be employed which will enable the department to carry out it's operations more efficiently.

4) In the expansion of the five member Recreation and Park ~~Advisory~~ Board to seven members, it is recommended that the two new members be black. At the present time there is not any black representation on the Board. *For what reason is there for having black on the Board, (not advisory board.)* ?

5) The major purpose of the Recreation and Park Board is to serve as liaison between the citizens of the community and the department. *not true.* The Board is advisory only *not true* and has no policy-making powers; *not true* however, it can provide a very important service for the city. All contact with the department by the Board members should be with the director only. It is recognized that a Board as a unit or individually, may become overly involved in the affairs of the department to the extent that it begins to get into administrative functions. Board members should be aware of this tendency and always seek to avoid getting into administrative functions. The point should also be made that the director of the department has the full responsibility of employment and dismissal of all personnel *not true.* The selection of individuals to be employed by the department, even with a policy-making Board, rest fully with the director.

6) To better facilitate the administrative functions of the department, it is recommended that some remodeling be made to the present office structure. Possible considerations were discussed with the director.

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It is not anticipated that the alterations would be financially prohibitive. The suggestions will not be stated here due to the difficulty of describing these changes without the benefit of the facility itself.

7) There is much to be said for the employment of a qualified park and recreation planner to develop a Master Plan for recreation and parks for the City of Montgomery. This report deals primarily with organization and should not be considered a Master Plan.

8) The suggested organization of the department is based on functions and is shown as Chart II.

II Recreation Program and Leadership

The present recreation program is handled primarily through the nine recreation centers adjacent to the junior high schools and the four small centers located on city parks. As a result of the court order, four additional centers will be completed by 1975. Organized athletics comprise a major portion of the program.

The recreation centers that are adjacent to the junior high schools are staffed as follows:

*Center director, working 20 hours a week during the school year and 40 hours per week during the summer months.

*Assistant director who is full-time, year-round.

*How can we justify arts & Crafts in some centers
and not in others.*

- 9 -

*Arts and craft director, who is full-time, year-round.

*Two men's athletic directors and one women's athletic director that are part-time, working 20 hours per week during the school year and 40 hours per week during the summer.

*Recreation aide, working 20 hours per week during the school year and 40 hours per week during the summer.

This kind of staffing pattern is not in the best interest of the citizens of Montgomery. There are several recommendations which will be discussed in connection with the staffing pattern of the proposed recreation division.

Recommendations

1) The director of the center should be on a full-time basis. There is no justification for employing a director of a major center on a part-time basis. A person that is on a part-time basis simply cannot have the operation of this program as his major emphasis. His major emphasis is going to be on his full-time job. In addition, full-time personnel have part-time supervision. A full-time, professionally qualified park and recreation person at each of these centers as it's director, would provide a tremendous boost to the park and recreation program of Montgomery.

2) The current arrangement which the City of Montgomery Park and Recreation Department has with the school system is unparalleled as far as can be determined. The employment of the physical education teachers at the junior high schools to serve as coaches of the varsity and junior

varsity teams in the major sports of football, basketball and baseball, is not in the best interest of the recreation program for Montgomery. The athletic program at these junior high schools should be a part of the junior high school program and not a part of the park and recreation department program. The cost of this program to the citizens of Montgomery is tremendous. The department during the 1970-71 fiscal year, paid in salaries to the two men's physical education teachers and the women's physical education teacher at the junior high schools, \$57,752.50. Although these physical education teachers did provide other services, the services rendered were minor compared to the amount of time spent in coaching the athletic teams. In addition, this program also brings on extra expenses to the department in other ways. Since competition is through the junior high school system, all the regulations pertaining to the operation of the athletic program must be governed by the association in Alabama which establishes the regulations for junior high school play. According to department records, \$5,749 was paid to officials during the 1970-71 fiscal year for officiating the varsity and junior varsity games.

Other expenses also accrue to the department for this particular program. Buses are provided at each center which are used primarily to transport the teams from one school to another. If this arrangement is continued, although it is certainly not recommended, it is suggested that a pool of buses be kept at Oak Park and checked out as needed. This would save considerable money each year. Each year \$9,500 is budgeted by the

department which is given the coaches to purchase whatever they need in the way of athletic equipment, uniforms, etc. Another added cost to this particular program is the fact that the men's athletic supervisor of the department in particular, devotes considerable amount of his time and energy to this program.

3) It is recommended that the park and recreation department begin the necessary preparations to withdraw as the benefactor for the junior high school athletic program. The schools should be notified that effective with the 1972-73 school year, the department will no longer finance this program.

4) It is recommended that the staff of the recreation centers consist of one full-time center director, one full-time assistant and one full-time custodian. The responsibility of the director would be to plan and develop a comprehensive recreation program for the citizens of the community, from the youngest to the oldest, and including those who are handicapped. The responsibilities would not only include the planning of these programs, but actually the face-to-face leadership of programs when required, and the securing of volunteers or part-time personnel to assist in conducting special programs. Each center should be given a sum of money to be used for the employment of part-time personnel with special skills to conduct classes in various programs which the center director or the assistant may not be qualified. Center directors should be employed at a minimum starting salary of \$7,200. Assistant directors

should be employed at a beginning salary of \$5,500. The schedule for the director and the assistant director should be altered so that complete coverage of the center could be maintained from approximately 9:00 a.m. until 10:00 at night. This would mean that the center director would work from 9:00 a.m. to 5:00 p.m. one week, and the assistant director would work from 2:00 p.m. until 10:00 p.m. The next week the schedule would be reversed.

It is suggested that the arts and crafts instructor in each center be more than just an instructor in ceramics. If this person is to be continued as a full-time individual in arts and crafts, the program should be expanded to promote other interest as well. If this is not a possibility, this position could possibly be filled by a part-time person. Another possibility is that one arts and crafts instructor could teach two centers, instructing two days each week at both centers. The fifth day could be spent alternating between the centers, thus providing three days in one center each week.

With the elimination of the junior high school athletic program, the athletic supervisor for men could handle the athletics for both men and women. This would allow the department to use the funds now being paid to a supervisor of athletics for women and girls to a better advantage. Since all activity has to be scheduled around the practices and games of the junior high school varsity teams, the women and girls are getting less opportunities.

5) The recreation supervisors are presently supervisors of activities. The arts and crafts supervisor for instance, spends two days each week collecting money from the ceramics program. In addition, she must order supplies and do other things connected with the ceramics program which is by far the larger of all the arts and craft programs for the department. Paying a person a supervisors salary to do a bookkeepers job is not good business. It is recommended that the position of supervisor of arts and crafts be eliminated, as well as the positions of supervisor of personnel, supervisor of women and girls activities, social supervisor and playground supervisor. The senior citizens supervisor role should be expanded and will be discussed later. The position of assistant to the athletic supervisor should be eliminated.

The proposed organization for the recreation division will be found in Chart III. The discussion of the organization proposal follows:

A) Heading the recreation division will be a recreation superintendent. Under this persons supervision, will come all the program elements of the department, with the exception of the special facilities. It is proposed that for better communication, supervision and programming, the city be divided into two areas, East and West. In charge of each of these areas will be an area supervisor. The area supervisor would be responsible for all of the centers and playgrounds located in that area. The area supervisors would be housed at the main recreation department office in Oak Park. However, considerable time would be spent in the field assisting the directors of the centers and playgrounds. The area supervisor would be responsible for all reports and the information flow to and from the central office for his area. The area supervisor would also be

responsible for initiating program ideas, in-service training, securing the necessary supplies, etc.

B) The supervisor of athletics would be the athletic supervisor for the entire city, working in both areas. In this capacity he would plan athletic programs in cooperation with centers, playgrounds, etc., and arrange for competition that might be of a city-wide nature. He would be responsible for athletics for boys, girls, men and women.

C) There should be established a supervisor of special events. The supervisor of special events would also work in both areas, planning and coordinating activities of a city-wide nature other than athletics. Examples of such activities might be; art shows, doll shows, musical activities, drama, holiday celebrations, etc. This person would also be housed at the main administrative office of the department. This person would assist the area supervisor and center directors in developing special programs to reach all age groups.

D) The supervisor of senior citizens should become supervisor for the ill, handicapped and aging. The department presently has a supervisor for senior citizens. It is recognized that this position should be maintained, but it is felt it could be expanded to include the ill and handicapped as well. The person in this position would not be expected to plan and conduct all programs for the senior citizens and the ill and handicapped, but the person would be expected to assist in the planning of activities and programs for these groups. The conducting of these

by the fact that there is no radio communications network established. The addition of a radio communications system is of paramount importance. The central control unit should be located in the administrative office with a radio in each of the foremen's trucks. This item should receive top priority in the next budget year.

The division operates out of the central maintenance headquarters at Oak Park. One crew is assigned to the eastern section of the city and another crew is assigned to the western section of the city. These crews are responsible for the upkeep of all athletic fields, the building and maintenance of any new fields, and the general upkeep of the gymnasiums and other facilities. Another crew is responsible for all landscape work in the city. There is a crew that is assigned to cutting the grass throughout the city while another crew is assigned to work in the nursery for the department. Three crews are assigned to general repair and maintenance.

Recommendations

1) The present maintenance division will become the Division of Parks. The director of this division is to be the superintendent of parks. It should be his full responsibility to oversee the development, upkeep, and maintenance of all parks and buildings operated by the department. It is recommended that the division divide all of its functions into two areas, East and West, just as in the recreation division. Each of the two areas, East and West, would have an area supervisor with crews and equipment to handle the routine grass cutting and maintenance operations of the department

within their area. In addition to the two area supervisors who would be under the direct supervision of the superintendent of parks, there should be a crew who would be responsible for building repairs working throughout the city. This person in charge of this crew, would be under the direct supervision of the superintendent of parks. There would also be a person assigned to the nursery who would be under the direct supervision of the superintendent of parks. See Chart IV for division organization.

2) Consideration should be given to the establishment of night work crews who would handle the general clean up at night when the centers are closed to activities. This may not be as crucial since most centers have custodians. It is a possibility that exists and it is even a greater possibility that the custodians might work at night rather than during the day. If a plan could be established to setup two night time cleaning crews in each area, it is possible that custodians would not be needed and some savings might accrue to the department with this operation. This should have been explored further to determine if it would be advisable to do this or not. It is in operation in some cities and has been successful.

It is suggested that budget allocations be separated for park maintenance and building maintenance. This should allow for better control of funds and enable the department to determine which park building areas are costing the most to maintain. Each park should be given a code number and this code number used everytime there is an expenditure on that park. This will allow the department to obtain unit cost which provides a basis for making changes on financial fact rather

than assumptions.

4) Preparation should begin toward replacing some of the outdated and outmoded equipment in this division. It is also recommended that the department establish an Equipment Depletion Fund which in effect would pay for a piece of equipment each year rather than an outright purchase in any one given year. For instance, if a tractor is purchased and it is determined that it can be used for a period of eight years without excessive maintenance cost, the department would budget each year 1/8 of the cost of that tractor. The money could be placed in a savings account, drawing interest, and would allow the department to replace the tractor at the end of eight years with no financial burden on the annual fiscal year budget.

5) It is suggested that the salaries in this division be \$10,500 for the superintendent of parks, and \$8,000 for the area supervisors. Salaries of foremen, equipment operators, carpenters, etc., should be based on a survey plan and in line with like positions in other city departments.

6) A communications system should be established as previously

7) At present time the custodians and maids are employed through the maintenance division and assigned to work in the community centers.

It is suggested that this function of employing custodians and maids be assigned to the center directors and that they be under the center director's supervision.

IV Special Facilities

The City of Montgomery's Park and Recreation Department is fortunate to have some excellent special facilities. The three special facilities that are included as part of this section are the planetarium, the tennis center and the children's zoo. Very little needs to be said in this section except to establish organizational lines.

Recommendations

- 1) The planetarium is an excellent facility and unique to park and recreation departments. It is proposed that the director of the planetarium report directly to the assistant director of the department.
- 2) The tennis center is presently in the process of being completed and is nearing operation. The director of the tennis center has been employed and this facility is also one in which the citizens of Montgomery can be proud. The supervisor of the tennis center should be under the direct supervision of the assistant director of the department.
- 3) The children's zoo is almost ready to begin operation. A director of the zoo has been employed and will report to work about October 1. The director of the zoo should also report to the assistant director of the department.

4) These three areas are special facilities of the department in that there will not be any additional areas like them constructed in the city. Personnel employed at these special facilities should be hired by the person in charge of the facility and these persons, whether they are custodians, laborers, leaders, secretaries or assistants, should be under the supervision of the supervisor of this particular facility.

5) As the department continues to grow, it may be desirable to place these functions under one supervisor and make it a part of the Recreation Division. This would function well and can be changed in the future if the need arises..

V Summary of Recommendations

The following major recommendations are made for consideration by the appropriate public officials of Montgomery. Discussion of the recommendations are found in the appropriate sections of the report.

Section I.

1) The administrative head of the department should be the Director of Parks and Recreation. The minimum salary should be \$18,000 annually.

2) The position of assistant director should be re-established at a beginning salary of \$13,000 annually.

3) A position of office manager should be created.

- 4) The guard positions at Oak Park should be eliminated and political patronage should be discontinued. Guards requirements at Lagoon Park also need to be studied.
- 5) A minimum of two members of the Advisory Board should be black.
- 6) Contact with the department by the Board should be with the director. *Why? What about members of the Bd.*
- 7) Remodeling of the administrative office is necessary for better operation.
- 8) A Master Plan for Parks and Recreation should be made by a qualified Park and Recreation Planner.
- 9) The department should be reorganized as proposed in Chart II.

Section II

- 1) A Division of Recreation should be created.
- 2) Staffing patterns of recreation centers adjacent to the junior high schools should be changed.
- 3) The varsity and junior varsity athletic program should be discontinued.

- 4) Supervisory personnel should become supervisors of areas rather than activities.
- 5) The position of assistant to the men's athletic supervisor should be eliminated.
- 6) Beginning salary recommendations for the Superintendent of Recreation is \$10,500 annually; Area Supervisor, \$9,000, and Supervisors \$8,000.

Section III

- 1) A Division of Parks should be created with a beginning salary for the superintendent of \$10,500.
- 2) Area supervisors for this division should receive a beginning salary of \$8,000.
- 3) A radio communications system should be established.
- 4) Consider establishing night work crews.
- 5) Budget allocations for park maintenance and building maintenance should be separated.
- 6) An Equipment Depletion Fund should be established.

7) Custodians and maid supervision should be transferred to the Recreation Division.

Section IV

- 1) A Special Facilities Division should be created.
- 2) The head of the three special facilities should report directly to the assistant director.
- 3) All personnel in these facilities should be employed and supervised by the head of the facility.

CHART II

PROPOSED ORGANIZATION
PARK AND RECREATION DEPARTMENT
MONTGOMERY, ALABAMA

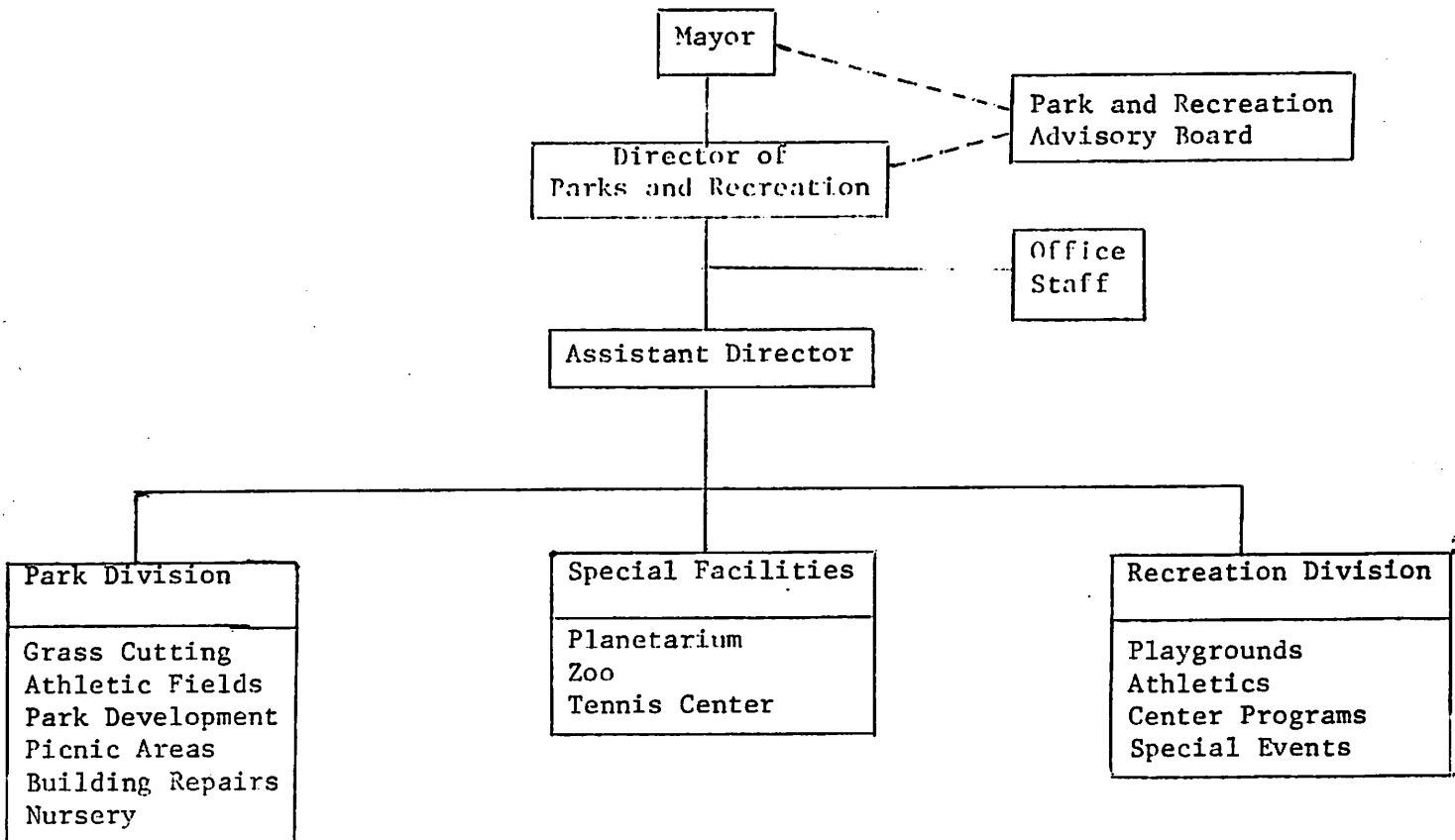


CHART III

PROPOSED ORGANIZATION
RECREATION DIVISION

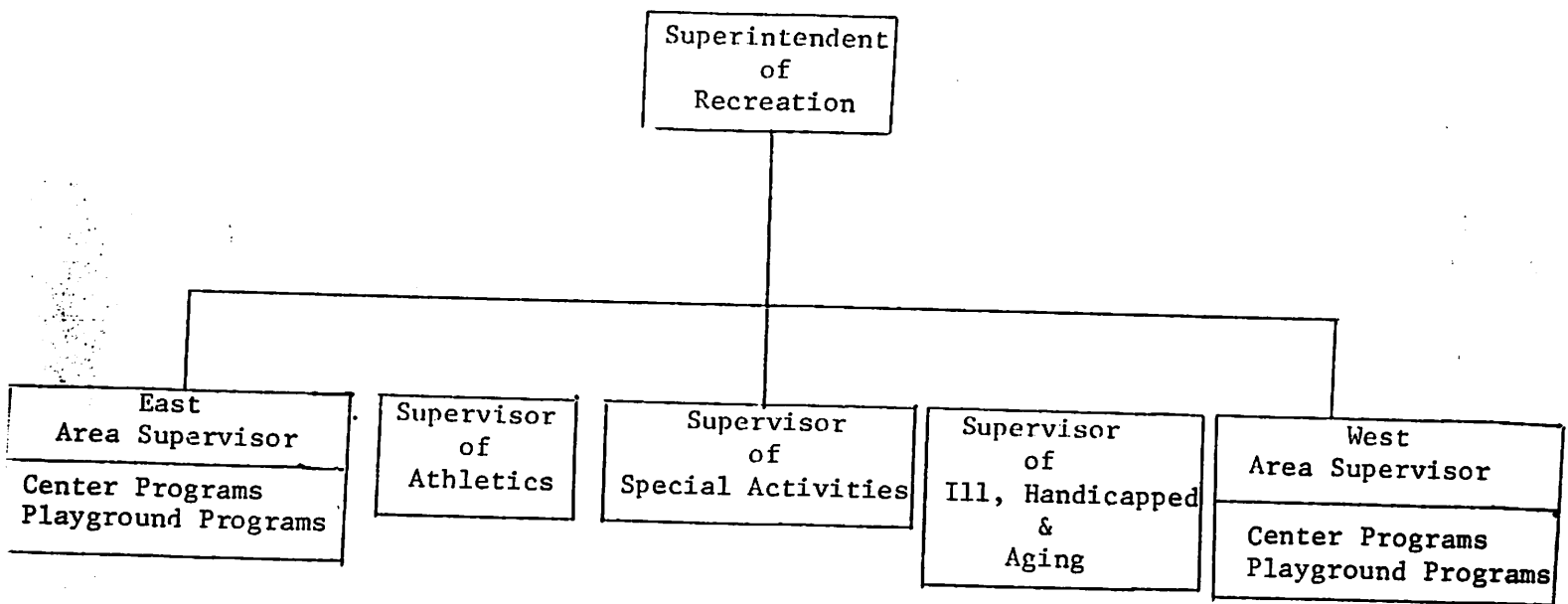
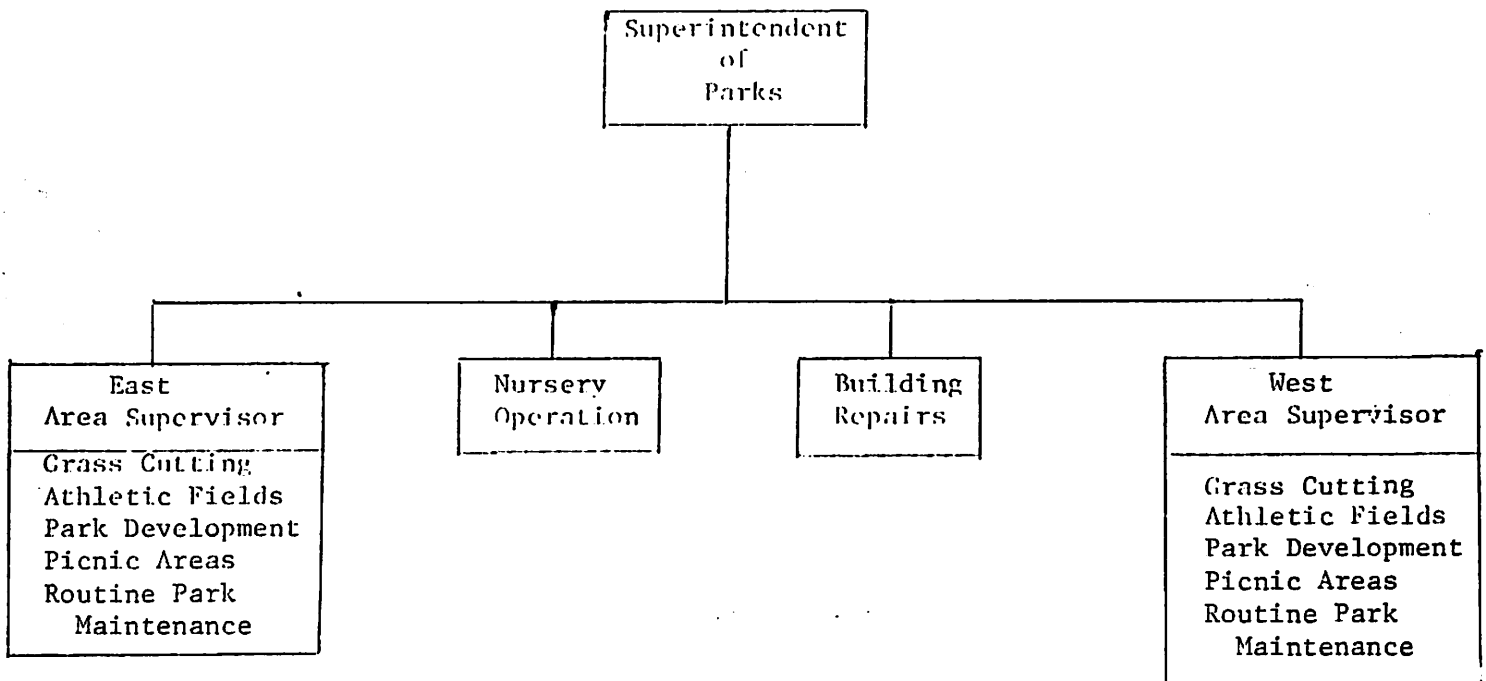


CHART IV

PROPOSED ORGANIZATION
PARK DIVISION



activities can be carried out by the center directors and the supervisor together. The supervisor would be expected to secure volunteers to assist in the conducting of these programs. As the program expands, it may be necessary to separate these two activities, but at the present time, one person could provide considerable activity in this area. It is anticipated the senior citizens centers would operate directly under this supervisor rather than the area supervisors.

E) It is recommended that the small centers be staffed with a full-time director, assistant director, and a custodian. Since there is considerable difference in the size of these centers, thus eliminating many of the programs that can be carried on at the large centers, it is suggested that there be a differential in pay for the people employed. It is suggested the salary for the center director begin at \$6,000 and \$4,800 be the beginning salary for the assistant. The small centers should be used as training grounds in some respects to fill positions in the larger centers as they may occur. This will provide opportunities for advancement within the departments. The same schedule of hours should prevail however. Salary recommendations for all other positions will be found in the summary.

III Park Maintenance and Development

Present operations of the maintenance division of the department is complicated and the responsibilities are increasing each day. The division is further hampered by being forced to operate with outmoded equipment

that should be replaced. The division is further saddled with the very high cost maintenance of areas that are extremely small. These areas probably should be eliminated from the grass cutting schedule by being planted in ground cover or being covered in concrete or asphalt, depending upon the area. There are several areas that require cutting that are less than one acre in size and are located considerable distance apart. The cost of maintaining these areas is extremely high to the city. The city must make a decision as to whether or not the maintenance of these areas, as they presently exist, is worth the added cost.

The division currently maintains approximately 600 acres of grass which has to be cut. The present schedule allows them to cut this grass once every 12 days. With the addition of more efficient and up-to-date equipment, the schedule could be shortened considerably. The division is also expected to take over the maintenance of the beautification areas of downtown Montgomery. This will add increased responsibilities and an even greater burden on the division's already heavily taxed personnel and equipment. With the addition of modern, up-to-date equipment, it is expected that the need for extra personnel will be reduced considerably.

The superintendent of maintenance currently has 8 crews for which he is responsible. In addition, he is also responsible for certain individual workers who are not placed with a crew. This makes the span of control for the maintenance superintendent extremely high and well beyond the accepted figure for good supervision. The division is further hampered

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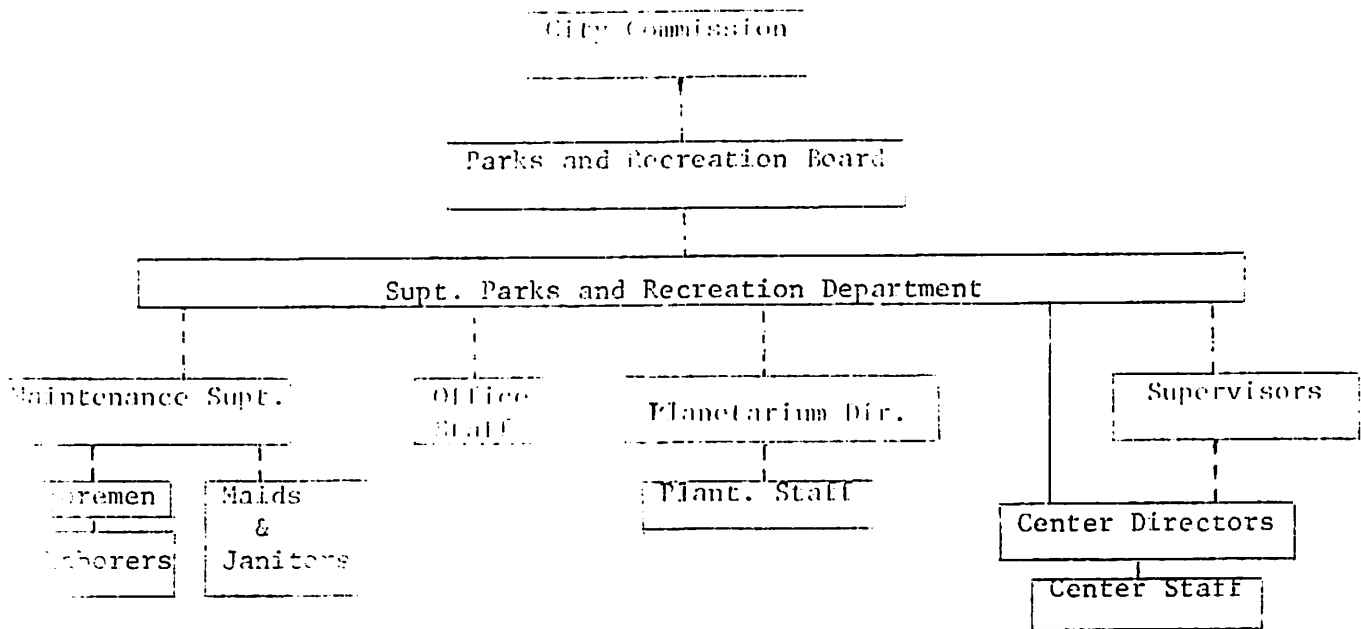
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- 1) The position of assistant director of parks and recreation should be reinstated within the department. The assistant director should be an experienced, qualified park and recreation professional who would be responsible for the three major divisions that will be recommended for the department. The three major divisions recommended are the Division of Parks, Division of Recreation and Special Facilities. The assistant director would have the direct responsibility of the supervision of the three special facilities which at the present time comprise the tennis center, the planetarium and the zoo. In addition, he would also have under his supervision the park division and the recreation division. The chain of command would be from the head of any of the three special facilities, the recreation or park divisions, directly to the assistant director. Any decisions that cannot be satisfactorily made at this

level would then go to the director of the department. Those decisions which require the director's approval should be kept to a minimum since the assistant director would have the overall responsibility and authority to administer the three divisions under his supervision.

2) There should be created a position of office manager who would have the responsibility of overseeing all office operations. Logically, this person would serve as the secretary to the director of the department and in addition, be the person responsible for supervising all other clerks and secretaries of the department. This person would report directly to the director of the department.

3) The positions of guards, particularly at Oak Park, should be eliminated. There are presently five guards assigned to Oak Park. There are two guards assigned to Lagoon Park. Further study may need be required on the Lagoon Park requirements.

As far as Oak Park is concerned, there is no need for guards. Presently there are three policemen which provide 24-hour patrol for five days a week. The money spent for guards cannot be justified and even should a few thefts occur during the year, the small amount of money that would be obtained from the Oak Park office would be considerably less than that paid to the guards during the year. The guards may have been needed at one time, but their use is primarily the result of political patronage which the department has been saddled with at a considerable cost to the citizens of Montgomery. In lieu of these guards at Oak Park, it is

It is not anticipated that the alterations would be financially prohibitive. The suggestions will not be stated here due to the difficulty of describing these changes without the benefit of the facility itself.

7) There is much to be said for the employment of a qualified park and recreation planner to develop a Master Plan for recreation and parks for the City of Montgomery. This report deals primarily with organization and should not be considered a Master Plan.

8) The suggested organization of the department is based on functions and is shown as Chart II.

II Recreation Program and Leadership

The present recreation program is handled primarily through the nine recreation centers adjacent to the junior high schools and the four small centers located on city parks. As a result of the court order, four additional centers will be completed by 1975. Organized athletics comprise a major portion of the program.

The recreation centers that are adjacent to the junior high schools are staffed as follows:

*Center director, working 20 hours a week during the school year and 40 hours per week during the summer months.

*Assistant director who is full-time, year-round.

varsity teams in the major sports of football, basketball and baseball, is not in the best interest of the recreation program for Montgomery. The athletic program at these junior high schools should be a part of the junior high school program and not a part of the park and recreation department program. The cost of this program to the citizens of Montgomery is tremendous. The department during the 1970-71 fiscal year, paid in salaries to the two men's physical education teachers and the women's physical education teacher at the junior high schools, \$57,752.50. Although these physical education teachers did provide other services, the services rendered were minor compared to the amount of time spent in coaching the athletic teams. In addition, this program also brings on extra expenses to the department in other ways. Since competition is through the junior high school system, all the regulations pertaining to the operation of the athletic program must be governed by the association in Alabama which establishes the regulations for junior high school play. According to department records, \$5,749 was paid to officials during the 1970-71 fiscal year for officiating the varsity and junior varsity games.

Other expenses also accrue to the department for this particular program. Buses are provided at each center which are used primarily to transport the teams from one school to another. If this arrangement is continued, although it is certainly not recommended, it is suggested that a pool of buses be kept at Oak Park and checked out as needed. This would save considerable money each year. Each year \$9,500 is budgeted by the

5) The recreation supervisors are presently supervisors of activities. The arts and crafts supervisor for instance, spends two days each week collecting money from the ceramics program. In addition, she must order supplies and do other things connected with the ceramics program which is by far the larger of all the arts and craft programs for the department. Paying a person a supervisors salary to do a bookkeepers job is not good business. It is recommended that the position of supervisor of arts and crafts be eliminated, as well as the positions of supervisor of personnel, supervisor of women and girls activities, social supervisor and playground supervisor. The senior citizens supervisor role should be expanded and will be discussed later. The position of assistant to the athletic supervisor should be eliminated.

The proposed organization for the recreation division will be found in Chart III. The discussion of the organization proposal follows:

A) Heading the recreation division will be a recreation superintendent. Under this persons supervision, will come all the program elements of the department, with the exception of the special facilities. It is proposed that for better communication, supervision and programming, the city be divided into two areas, East and West. In charge of each of these areas will be an area supervisor. The area supervisor would be responsible for all of the centers and playgrounds located in that area. The area supervisors would be housed at the main recreation department office in Oak Park. However, considerable time would be spent in the field assisting the directors of the centers and playgrounds. The area supervisor would be responsible for all reports and the information flow to and from the central office for his area. The area supervisor would also be

activities can be carried out by the center directors and the supervisor together. The supervisor would be expected to secure volunteers to assist in the conducting of these programs. As the program expands, it may be necessary to separate these two activities, but at the present time, one person could provide considerable activity in this area. It is anticipated the senior citizens centers would operate directly under this supervisor rather than the area supervisors.

E) It is recommended that the small centers be staffed with a full-time director, assistant director, and a custodian. Since there is considerable difference in the size of these centers, thus eliminating many of the programs that can be carried on at the large centers, it is suggested that there be a differential in pay for the people employed. It is suggested the salary for the center director begin at \$6,000 and \$4,800 be the beginning salary for the assistant. The small centers should be used as training grounds in some respects to fill positions in the larger centers as they may occur. This will provide opportunities for advancement within the departments. The same schedule of hours should prevail however.

Salary recommendations for all other positions will be found in the summary.

III Park Maintenance and Development

Present operations of the maintenance division of the department is complicated and the responsibilities are increasing each day. The division is further hampered by being forced to operate with outmoded equipment

that should be eliminated. The division is further saddled with the maintenance of areas that are extremely small. These areas should be eliminated from the grass cutting schedule by being ground cover or being covered in concrete or asphalt in the area. There are several areas that require more than one acre in size and are located throughout the city. The cost of maintaining these areas is extremely high. The city must make a decision as to whether or not these areas, as they presently exist, are necessary.

The division maintains approximately 600 acres of grass which the present schedule allows them to cut this grass once a month. The addition of more efficient and up-to-date equipment would allow the schedule to be shortened considerably. The division could take over the maintenance of the beautification areas very easily. This will add increased responsibilities and an increase in the division's already heavily taxed personnel. With the addition of modern, up-to-date equipment, it is felt that the need for extra personnel will be reduced considerably.

The superintendent of maintenance currently has 8 crews for which he is responsible. In addition, he is also responsible for certain individual workers who are not placed with a crew. This makes the span of control for the maintenance superintendent extremely high and well beyond the accepted figure for good supervision. The division is further hampered

by the fact that there is no radio communications network established. The addition of a radio communications system is of paramount importance. The central control unit should be located in the administrative office with a radio in each of the foremen's trucks. This item should receive top priority in the next budget year.

The division operates out of the central maintenance headquarters at Oak Park. One crew is assigned to the eastern section of the city and another crew is assigned to the western section of the city. These crews are responsible for the upkeep of all athletic fields, the building and maintenance of any new fields, and the general upkeep of the gymnasiums and other facilities. Another crew is responsible for all landscape work in the city. There is a crew that is assigned to cutting the grass throughout the city while another crew is assigned to work in the nursery for the department. Three crews are assigned to general repair and maintenance.

Recommendations

The present maintenance division will become the Division of Parks. The director of this division is to be the superintendent of parks. It will be his full responsibility to oversee the development, upkeep, and maintenance of all parks and buildings operated by the department. It is suggested that the division divide all of its functions into two areas, East and West, just as in the recreation division. Each of the two areas, East and West, would have an area supervisor with crews and equipment to handle the routine grass cutting and maintenance operations of the department.

than as

4) The department should begin toward replacing some of the outdated and outmoded equipment in this division. It is also recommended that the department establish an Equipment Depletion Fund which in effect would provide for the replacement of equipment each year rather than an outright purchase in any given year. For instance, if a tractor is purchased and it is estimated that it can be used for a period of eight years without major maintenance cost, the department would budget each year a portion of the cost of that tractor. The money could be placed in a separate fund earning interest, and would allow the department to replace the tractor at the end of eight years with no financial burden on the annual budget.

It is recommended that the salaries in this division be \$10,500 for the area supervisors, and \$8,000 for the area supervisors.

Equipment operators, carpenters, etc., should be paid salaries that are fair and in line with like positions in other city departments.

A communications system should be established as previously recommended.

At present time the custodians and maids are employed through the maintenance division and assigned to work in the community centers.

4) These three areas are special facilities of the department in that there will not be any additional areas like them constructed in the city. Personnel employed at these special facilities should be hired by the person in charge of the facility and these persons, whether they are custodians, laborers, loaders, secretaries or assistants, should be under the supervision of the supervisor of this particular facility.

5) As the department continues to grow, it may be desirable to place these functions under one supervisor and make it a part of the Recreation Division. This would function well and can be changed in the future if the need arises.

V Summary of Recommendations

The following major recommendations are made for consideration by the appropriate public officials of Montgomery. Discussion of the recommendations are found in the appropriate sections of the report.

Section I.

1) The administrative head of the department should be the Director of Parks and Recreation. The minimum salary should be \$18,000 annually.

2) The position of assistant director should be re-established at a beginning salary of \$13,000 annually.

3) A position of office manager should be created.

- 4) The guard positions at Oak Park should be eliminated and political patronage should be discontinued. Guards requirements at Lagoon Park also need to be studied.
- 5) A minimum of two members of the Advisory Board should be black.
- 6) Contact with the department by the Board should be with the director. *Why? I don't want 176 members of the Board.*
- 7) Remodeling of the administrative office is necessary for better operation.
- 8) A Master Plan for Parks and Recreation should be made by a qualified Park and Recreation Planner.
- 9) The department should be reorganized as proposed in Chart II.

Section II

- 1) A Division of Recreation should be created.
- 2) Staffing patterns of recreation centers adjacent to the junior high schools should be changed.
- 3) The varsity and junior varsity athletic program should be discontinued.

7) Custodians and maid supervision should be transferred to the Recreation Division.

Section IV.

- 1) A Special Facilities Division should be created.
- 2) The head of the three special facilities should report directly to the assistant director.
- 3) All personnel in these facilities should be employed and supervised by the head of the facility.

CHART IV

PROPOSED ORGANIZATION
PARK DEPARTMENT

