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REPORT
of
CHILDRENS CAMP PROJECT
SALESMANSHIP CLUB OF DALLAS

February 2 - 6, 1946

Made by
L. B. Sharp, National Camp
Life Camps, Inc.

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REPORT
of
CHILDRENS CAMP PROJECT
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L. B. Sharp
National Camp, Life Camps, Inc.
Survey made February 2-5, 1946

PREFACE

The Dallas Salesmanship Club was organized in November, 1920; the central theme of interest was to serve the needy children of Dallas. The Club was founded for the chief purpose of establishing and operating a camp for children. Since that time the efforts of the Salesmanship Club have contributed greatly to the welfare of large numbers of children from the depressed areas of the city.

For some years before the last war there was realization among members who had been active in camp work that there was a need for some basic changes and reorganization. When the nation was engulfed in war, difficulties ensued for operation of the camp. It was decided to abandon operations and turn over the camp facilities for the use of service men.

In the Spring of 1945 when interest in camping was again started, the Club entered upon a new program. The old property was sold and a new site was purchased on August 6, 1945. The new property is located on Jim Miller Road off the Seagoville Highway seven and one-half miles from Dallas, and consists of nearly 200 acres of beautifully wooded, hilly land.

An invitation was extended to National Camp, Life Camps, Inc., to make a preliminary study of the entire camp program, and also of the new property, so that the whole project could be evaluated and a new procedure outlined, with the hope that it would be an outstanding project not only for Dallas but throughout this section of the country.

Through the fine cooperation of Mr. McCann, Chairman of the Camp Board, Miss Truax, Superintendent of Schools, Mr. White, and Miss Yates, Director of the Council of Social Agencies, much valuable information was forwarded in advance, thus saving considerable time during the survey.

Program should always determine structure. Therefore there was no need to study the property until there was agreement on the following basic questions:

- a. Purpose of the camp
- b. Nature of the program
- c. Method of administering
- d. Children it desires to serve
- e. Method of selecting children

As a result of a first meeting the committee agreed generally on these basic questions so the study might proceed.

The Camp Board and Committee members met several times during the four days to discuss various aspects of the project as the survey progressed.

Sunday, February 3, the camp and country which borders the camp property was surveyed. This gave an excellent opportunity to observe highway developments, new building in near-by communities, and to get a

general orientation of the camp property.

I. REORGANIZATION OF THE SALESMANSHIP CAMP BOARD

According to the Constitution of the Club, a new president is elected each year, and he appoints all new committees. Therefore, the Camp Board each year is a new set-up. Under this system the camp project can not possibly succeed and grow as you would desire it, and as it should. There should be a permanent set-up so that continuity exists from year to year. It is recommended that there be a Board of at least nine members, three being appointed each year. The new Board should elect its own officers and appoint its own committees (there will be need for several important ones) for the operation of the Camp program and be responsible directly to the membership of the Club and not to the Director of the Club. In this way there would be continuity, steadiness, and growth.

The worthiness of the Salesmanship Club as a vital service to the community is widely recognized. A group of important and influential business men as it is, is ready to jump into any community or national need and get a job done, but the camp program is not a temporary or short-term interest. It is permanent, continuous, and a highly responsible program. The Salesmanship Club is in reality, so far as the Camp Board is concerned, a professional group work agency in the scheme of things in Dallas. The Camp Board is assuming a definite responsibility and has untold opportunities for wider service. Its importance might be illustrated by comparing it to the Board of Education of Dallas in so far as the educational quality of its work is concerned. Imagine the chaotic condition that would result in Dallas if a new Board of Education were elected each year.

II NAME OF CAMP

It is recommended that the name of the camp be changed. It is not advisable to name a camp for a person or for a particular purpose. The word "Recreation" in a camp name limits the scope of the program and is misleading. The new camp program includes far more than the field of recreation. The word "Children's" in a camp name should be avoided as it limits the age of the campers and is not psychologically advisable.

The property is made up chiefly of cedar and oak trees, therefore it could be called Cedar-Oak Camp, operated by the Dallas Salesmanship Club, or some such suitable name.

III PURPOSE OF CAMP - Small Group Procedure

Throughout the United States rapid change is being made in all kinds of camping, particularly in the community agency field, which includes camps operated by welfare organizations, Boy Scouts, Girl Scouts, schools and other youth-serving agencies.

The history of camping in the United States shows that there is a gradual change from the centralized set-up and procedure to one of decentralization. As organizations and committees evaluate results in terms of what happens to individual children and in terms of the character growth and the democratic process, camps are changing over to the decentralization plan.

Ample evidence shows that unless a camp is set up on the small group basis dealing with individual children, the greatest amount and most wholesome personality growth and development can not be accomplished, neither will the democratic process be so greatly enhanced. Unless the camp contributes something to the needs of the individual child that can not be

accomplished in the school or community, the camp will have missed its main function. At camp, emphasis should be placed upon the things that can best be done there using the natural environment.

So often it seems to be the public view that a camp is measured in terms of how many children it serves. This is an unsound basis upon which to operate. We have already far too much mass production in youth activities. Camp should be something more than numbers of children and gaining pounds. A certain camp reported at the end of the season that it took 200 more boys than it had ever taken before and brought back 2870 pounds more boy, therefore it was a wonderful season. A camp may have increased numbers and pounds, but what happened to Johnny as a human being, to his attitudes, appreciations, and character is the most important item. When the individual procedure is established, then it is of course desirable to reach more children.

Therefore, it is recommended that the camp project be based upon the desire to bring about the greatest amount of wholesome personality growth, and development for each individual child. This makes the program an individual matter and not one of mass production. It puts it on a democratic basis and not on a centralized regimented basis. This also puts the emphasis upon developing resourcefulness within each individual, developing his initiative and his ability to be responsible in so far as possible for his own comfort, welfare and happiness.

It also emphasizes the program that will utilize the environment in the most effective way. This will put the major emphasis upon increasing the child's range of experience through adventure, exploration

and discovery. In this new camp site, or in any camp site for that matter, there are untold opportunities to satisfy the adventurous, exploratory inquisitive urges of our youth. The simplest statement to define camping perhaps would be to "Teach children to love to live in the woods and open spaces." Too often in the name of camping children are taken from the city to the woods and never really see the woods.

Small Group Procedure

The de-centralization plan emphasizes the small group procedure. This means that campers should be scientifically grouped in small camp groups of from six to eight members. Each small camp would have its own home in the woods and be responsible for as much of its own living and program as possible. The degree to which they can do this will be a growing process, and dependent upon ages of the campers and qualified leadership. Instead of one central program of activities, there will be as many programs as there are small groups. Of course there will be types of experiences for all children together, but carried on to get certain values that come from larger group experiences.

In so far as possible the small camp groups should be responsible for the designing and construction of their own shelters, caring for them, and moving when they so desire, all under proper leadership and guidance. With the facilities at the new site, the gardening program should become an essential part of camp living. In our cities children grow up without having a chance to put their hands and minds in the soil, to plant, to cultivate, and to harvest some of the things that they eat. As a part of their growth and education, they, as all people, need to have direct contact with the soil, open spaces, fields, streams, woods, and hills, a part of their rightful heritage they seldom touch.

IV POLICY FOR SELECTING CHILDREN

It is a common practice to use the term "underprivileged" or "needy" children in designating those who should go to certain types of camps. It was not many years ago that the common term was "slum" children. That term has almost been removed from the scene. The term "underprivileged" should also be removed as soon as possible. There are no "slum" children really. Also there are no "underprivileged" or "privileged" children as a type. Some of the children who might be thought of as underprivileged, judged by some criteria, would be in certain respects highly privileged, and some who might be thought of as privileged are in many respects woefully underprivileged.

The word itself does not identify accurately. It is recommended that the term underprivileged be avoided as much as possible. Rather the child should be dealt with as a human being, taking into account his home environment and individual characteristics.

1. Policy for selecting children should be on the basis of:

A. Economic need. Family income would be the best guide.

The scale as used by the Community Chest and the Council of Social Agencies would be the best criterion.

B. Emotional difficulties. Many and varied circumstances -- difficulties with other children in the neighborhood, fear of rule in the home, loss of love or respect of the parents, difficulty in keeping up with their school groups, and numerous other factors which cause tension and emotional disturbances -- make the child a worthy one to assist.

C. Pre-delinquent, truant, and the school absentee. The child

who is increasing in absenteeism for any one of many reasons soon becomes truant. Truancy walks right into the door of delinquency. Therefore, if this child can be spotted soon enough, delinquency might be avoided. It is exceedingly desirable that this type of child be found and brought into the camping program.

D. Health. Many children can benefit greatly through the camping experiences from the standpoint of health, both physical and mental. Often an improvement in general health is the key to other difficulties of a child. Children with certain defects and "bad" hearts should not be taken to camp. They would require a special type of camp for convalescent cases. Conferences with the agencies particularly concerned with health of children will be helpful in selecting the children who would benefit by the camp experience. Only those children should be accepted who can participate in activities at camp.

The process of selecting children for camp is an exceedingly important and difficult task. It requires knowledge and understanding of case work as well as educational and psychological skill. Every child should be interviewed before coming to camp. The camp friendship should be established in the interview. The camp program should be explained -- what campers do, where they sleep, what they eat and what is expected of each camper. Pictures of camp will help to stimulate questions and discussions. The camp representative can size up the child and make a tentative camp group placement.

The sending agencies should prepare a full case history for each child recommended, and set forth the specific reasons why the child should go to camp.

All children should be selected with great care. There will be some children in all classifications with marked difficulties and maladjustments which would make it unwise to take them to camp -- at least not until the camp gets well organized and experienced.

V SENDING AGENCIES

To secure the children who are most in need according to the policy for selecting them requires careful case work, technique and procedure. It is best, therefore, to work through those family services and closely related agencies which are working with the families under their care. These agencies generally are endeavoring as their main purpose, to bring about the rehabilitation of the home. While the camp has specific benefits in mind for each child, yet in a larger sense the camp would be contributing to the rehabilitation program of the home in a way the sending agency can not do. The sending agency is in the best position to know the total needs of the family and should know which children need to go to camp and why.

Thus, the Camp would be placing the chief responsibility upon the agency to select scientifically the child. They are best qualified to do this. Of course, the Camp representative should interview each child and the final selection would be a cooperative decision of the sending agency, the child, and the camp. The agencies suggested to participate in this selection of the children for the camp program are:

Family Service	Jewish Federation
Juvenile Court	Children's Medical Center
Child Guidance Clinic	City Hospital System
American Red Cross	Dallas Public Schools
City-County Dept. of Public Welfare	
State Dept. of Public Welfare	
Children's Bureau	

VI BOYS AND/OR GIRLS - AGES - HOW MANY

The Camp Board, could, if it wished, decide that the Camp should be for boys or girls, or both, and decide the ages it wanted to serve. However, it has been the purpose of this study to find out what the need is in Dallas and the numbers of children involved. A meeting was held Tuesday morning with a group of agency representatives. They were asked to cooperate with the Salesmanship Club in securing the information needed. They readily agreed to do so. Miss Yates, Director of the Council of Social Agencies, offered her assistance in cooperating with these agencies to get the information. Each agency was asked to make an investigation of their records to determine the number of children in their care and the age and sex of each.

When this information is available, a reliable picture will be presented of the need in Dallas for the type of child the Camp Board wishes to serve. Specific recommendations can then be made as to ages, sex and the size of the Camp.

VII LENGTH OF CAMPERS STAY

It is recommended that the minimum length of time spent in camp for each child be one month. It may be desirable that some children should stay longer. The length of time will depend upon conditions in the home and upon the child's needs. The camp program is highly educational and therapeutic, therefore, results must be measured in terms of a child's total growth and not in terms of weeks spent in camp or by the number of children served.

VIII CAMP PLACEMENTS ON QUOTA BASIS FOR AGENCIES

The plan for accepting children from the sending agencies should be on a quota basis. The camp season would be divided into two or

three periods of a month each. The capacity of the camp would be the number of places for children at one time. For illustration, assuming that the capacity of camp would be 50 places for children; each organization would be granted a quota of places. They would have the option of filling those places as needed. If one agency were given a quota of 10 places, they may fill that with 10 different children, one month for each child, or one child may stay two months, leaving them eight places. This flexibility makes it possible for the agency to use the camp facilities in the way that would best help them in their program.

IX SHOULD CHILDREN PAY

It is right that the families should pay something for their children to go to camp whenever it is possible to do so. Even the smallest amount helps to build independent citizens. Many of the agencies work out budgets for their families and help them to live within the budget. It will be found that some of these agencies will want to develop wherever possible the attitude on the part of their families that they should pay for what they get. Children should be trained in the same line of thinking. The question of paying something to go to camp should be taken up with the sending agencies and a plan carefully worked out as to which ones can pay and how much. Scholarships can be granted to those who can not pay anything.

X NEW CAMP PROGRAM ON A YEAR-ROUND BASIS

1. It is not economically sound to have a large investment in property and structures idle nine or ten months of the year. The program should be in operation twelve months of the year.

2. Winter camping. Children should be taken to camp for as many week-ends and holiday seasons as possible throughout the year. First of all

those children who have been in camp during the summer should have an opportunity to experience camping during the winter time. These groups should be small, eight to twelve at a time. The amount of leadership available would determine how many groups could go at one time. As the program develops it may be desirable to open camp in the fall and spring for larger groups.

3. Follow-up program. The children who go to camp should not be forgotten as soon as they return to the city from camp. It is important that the values gained by each child at camp be integrated with various other activities in which he participates in the city. This means getting them together in groups occasionally, follow-up in the homes, with the schools, the churches, and in any other group in which each child participates.

XI PROFESSIONAL LEADERSHIP

To carry out the program envisioned will require adequate leadership. The management of this camp project is a full-time, year-round position requiring the highest professional and educational qualifications, and certainly a knowledge and skill in camping. The director of the program should be responsible to the Camp Board and held responsible for the complete operation of the program. This person should have the responsibility of selecting the staff. The directorate position is comparable to the principalship of an elementary or high school and the salary commensurate with that position. The camp director's position is far more exacting than the principalship of a school. The working season and hours are longer and the responsibilities are heavier. He and staff are responsible for everyone in camp for twenty-four hours a day.

Leadership Training

The most effective way to prepare for the administrative leadership needed would be to send at least two people to National Camp this summer. They should take as their specific project a thorough-going study of the camp program you propose to carry out. At National Camp they would have opportunity to visit and study various kinds of camps along with their work.

XII LOOKING AHEAD

With the camp being used week-ends and holidays, and with the individual follow-up program as outlined above, there is a larger area of service that the Club could perform through the year-round camping program. As the Camps succeed in getting the type of children indicated, and as the quality of the program increases, the work will be recognized for its sound educational value.

All of these children go to school. The school is one of the sending agencies and will want to send the pre-delinquent, some of the socially maladjusted, or the child who is having serious difficulty with the school work (the first step to absenteeism and delinquency).

If the program is on a sound educational basis, utilizing the opportunities of the camp environment to capacity, it will soon be recognized that living in camp is sound education. Your Superintendent of Schools and his staff recognize the need for new kinds of experiences and opportunities for learning and will undoubtedly recognize the educational value of your project. This will mean that the schools will want to send groups of children during the school year for longer periods of time -- a week, two weeks, or more -- because it would be better education than they could give these children in the classroom, or at least it will implement their classroom

work. Mr. Hitt, head of the Visiting Teachers Department, has already made such a statement and has said that they had groups now that should have this experience during the school year.

Therefore, there is projected here an opportunity to inaugurate in this section of the country Camping and Outdoor Education in connection with the schools that will be a distinct contribution to all the children of Dallas.

Many schools throughout the country already are using camping and outdoor education to implement the work of the school program. They are finding that the academic process is not stifled, but in many instances learning takes place better. An unusual opportunity presents itself to the Camp Board to cooperate with the Dallas public school system in operating a school camping program as an integral part of the school curriculum.

XIII THE CAMP PROPERTY

As a whole the site is a beautiful piece of property. It has a wonderful tree growth -- large oaks, some beautiful sycamores, and a very fine stand of cedars. There are many hills for climbing. The many ravines and little ditches add mystery and adventure as well as beauty to the place.

The streams may not have water during the summer but will furnish wonderful opportunities for exploring, digging, and hunting Indian relics.

The soil is sandy and in places there are good beds of gravel. In some areas there is good soil for gardening and farming. At the old farm house is a small orchard. The trees should be properly pruned and kept in shape.

Many kinds of wild life were evident: Raccoon, opossum,

squirrels, rabbits, and numerous other animals. The woods abound in vines, wild flowers, and shrubs.

A very interesting blue clay bank was found at the curve in the stream near the Log Lodge. Leaf prints and fossils can be found in the clay, giving evidence of several million years' history in the formation of the earth surface.

The 200-acre camp site is 7.7 miles from the Athletic Club to the entrance gate of the Camp. A camp should be located at least 25 to 30 miles from any city -- depending upon size of the city and the amount of settlement outside the city limits. The Camp property is fenced in with a 3 and in places 4-strand barbed wire in fairly good condition. Some may feel that a high hog-tight wire fence or its equivalent is necessary for the protection of the property. No kind of fencing will keep people out, neither would signs, no matter how threatening they are made. All day Sunday was spent on the property and there were three hunters banging away, and at times sounded rather close. There is no other large wooded area for miles around. This property is like a magnet and people will go to it in spite of anything you do or say. One can not arrest people or be too severe in ordering them away, as community goodwill wherever the camp is located is essential. The Camp Board has an increasingly difficult problem before it.

The neighborhood surrounding the camp is undergoing rapid development. With the need of housing as great as it is, the neighborhood around the camp property will soon be quite solidly built up. Out in an open field a new lumber yard already is set up for business. The new sewage disposal plant is an indication of the development.

The nearness of the property to the city will be an increased

invitation to parents for visiting at any and all hours in spite of instructions, and the increased visiting will add to the interruption of the camp program.

As the surrounding territory is build up, there will be increased disturbances and noise. At the moment the property is a quiet and beautiful place.

Sewage Disposal Plant

Bringing about the relocation of the sewage disposal plant was fortunate. In the original location of the plant, it would have ruined most of your camp property and its use. The relocation has avoided that, but it has, of course, not removed the hazard from the property. An estimate of area that would be blighted for camp use due to the sewage disposal project is indicated on the rough sketch map of the property. The location of the plant itself is on one of the most beautiful spots of the whole property.

Just what effect the plant will have upon the surrounding area can not be known for sure until it is in operation, but a much larger area will be rendered unusable than is anticipated. A cut right through the property of 50 to 75 feet will have to be made in order to get in with trucks and machinery to lay the sewage line. Even though it is well cleaned up afterwards, it will be a permanent blot on the camp property, and this line cuts right through much of the very desirable and beautiful sections of the land. Even the survey line has made a bad scar.

According to the agreement in relocating the sewage disposal plant, the camp is to have free use of it, (making its own line connections) for twenty years. How much of an advantage this will be depends upon the

layout of camp structures. The terrain is hilly and there would be many difficulties to overcome in connecting with the sewage line at many points. The soil in almost all locations on the camp property is excellent for small sewage disposal systems.

While the relocation of the plant removes the hazard and objection of having the effluence from the plant going into the creek and through the property, property owners down the stream may object as the camp did.

Proposed Highway

Even though it is the feeling of some members of the Club that this road will be diverted around the property, it could not be taken as an accomplished fact in this report, therefore, at this time, it is not possible to project the use of this area for any proposed construction or location of camp groups. The area that would be blighted for camp use due to the proposed highway is shown on the map. It will be noticed by the areas in green these are some of the most desirable locations for camping.

Structures on the Property

The log cabin at the entrance is an attractive appearing building, but not in very good condition. The logs are badly infested with powder post beetles. The building consists of two bedrooms, a bath, a small kitchen, and a large living room with fireplace. This room has a high ceiling making it difficult to heat in cold weather. It has a large porch. The building can be used temporarily to good advantage. Nearby there is a garage and one room. The garage is in only fair condition.

The old farm house on the other side of the property is a wooden frame building with three rooms, two of them 14 x 14 and one 14 x 28.

Nearby there is a fairly good shed, 12 x 16. Also a long shed open on one side, approximately 10 x 30. There is also an old chicken house, 10 x 12.

XIV USE OF THE PROPERTY FOR THE SUMMER OF 1946

It would be possible to operate a small camp of twenty-five and not exceed fifty, by using the log lodge where the caretaker now lives. The children, as many as could be comfortably quartered, could sleep on the porch. The living room could be used as a dining hall. Quarters would have to be set up for the caretaker, perhaps at the old farmhouse;

or

put the old farmhouse in condition to serve as a kitchen and dining hall and the children live in tents outside, and leave the caretaker where he is;

or

operate a day camp program. This would mean inviting various recreation and youth serving agencies to bring groups of children out from the city under their own leadership for day outings on the camp property. Competent leadership would need to be provided for this program, including a director to take charge and sufficient staff to take care of the numbers of children who would come. The staff should be prepared to conduct nature trips through the woods, direct certain types of recreation and camp crafts. Further the program would include exploring, excursions, and picnics. Some groups might want to camp out overnight, this would be a fine thing. Some additional preparation and supervision would be needed for this.

The day camp program would be concerned primarily with outdoor living experiences. It would have certain health benefits and in small measure help to develop camping skills. It would be chiefly a recreational outlet for the groups, but in a large city and in hot weather it would be a valuable program.

The day camp program is suggested only as a substitute until your camping program can get under way. It offers excellent opportunities to serve all ages of children who might want to come during the day. Undoubtedly, this would be a popular program to sponsor but it should be undertaken only as a substitute measure.

Of these possibilities, it would seem best to operate the day camp program. There is a danger of getting started on the type of camp program carried on at the old campsite, and it would be hard to change again. The new camp program should not start until qualified leadership is prepared to organize and direct it. Also it would be best to start the camping program when the new structures are available.

XV DEVELOPMENT AND CONSTRUCTION

Since program determines structure, the over-all layout and developmental plan for the area can not be drawn up in more detail until the Camp Board and Committees have had a chance to study the report and make recommendations to the Board of Directors of the Club.

Construction could not be started this spring anyway as building materials are not available.

Certain basic structures and facilities would need to be provided no matter what the general layout of buildings is to be, in order to serve as large a group as this particular piece of property could serve.

Administration Building

Garage and Work Shop

Some staff quarters

Roads and paths

Infirmary

Lake or swimming pool

Dining Hall - including kitchen and stove

Service Area - including storage space for camp equipment

General Utility Building for library, recreation and winter camping

Water Supply - Drill well with water tank

Sewage Disposal - including toilets, showers, etc.

Structures for campers will depend somewhat upon the ages of the children and how much provision should be made for winter use. Other types of shelters for summer occupancy might include covered wagons, adobe huts, tepees, tents, tree houses, lean-tos, round-tos and others.

In general, the layout should include a central set-up for administration and service purposes, adequate to serve camp groups on the entire property. Also a three to five year developmental plan should be a part of the layout.

XVI THE FINANCIAL PICTURE

In planning a program of the size contemplated for the Salesmanship Club camp project, it is important to have adequate financial backing. From the information received, it would seem that this project has good financial support and prospects for increasing it are favorable. There is a permanent fund of approximately \$116,000; the interest on this amount can not be used until the fund is large enough to finance the operations of the camp. This fund certainly provides a fine backlog for the purpose intended and also serves in case of emergency. One hundred and fifty thousand dollars was raised for the purchase and development of the new campsite. The cost of the present property was \$35,000. The old campsite was sold for \$15,000; \$4500 of it received in cash and the balance is to be paid in yearly payments of \$1500 each year until it is all paid. In 1945 a golf tournament was conducted which netted \$21,000. This is expected to be an annual affair and it would be safe to anticipate \$20,000 a year on this project. The Golden Gloves tournament, an annual affair, will net about

\$4,000 a year. The money received from the Community Chest for operation expenses of the old camp was \$8,500. It is safe to reason that at least this amount would be available on the new project. In addition there was an annual shower of food, including canned goods and also supplies used at camp. The value of this shower would equal about \$1500. In relocating the sewage plant it was necessary to pay \$6,000, but in return the camp will receive twenty years free use of the sewage disposal plant. The camp however would be responsible for making its own sewage line connection.

It would be safe to estimate that there would be thirty to thirty-five thousand dollars available for operation expenses. The amount needed would of course depend upon the size of the camp at the beginning. By adopting a three or five year developmental program, expansion could be made as income for operation was assured.

SUMMARY OF RECOMMENDATIONS AND SUGGESTIONS

From the foregoing report, certain recommendations and suggestions are summarized here. Since construction due chiefly to the shortage of materials is not possible this spring, specific recommendations as to types of structures and their placement are not made. A number of important matters must be decided before this phase of the work can be undertaken.

I. Reorganization of the Camp Board

Basic to the whole camp project and its future success and development is the reorganization of the Camp Board. It is recommended that:

- 1) there be a permanent Camp Board consisting of nine members, three appointed each year, each serving a three-year period; 2) the new Camp Board elect its own officers and appoint its own committees; 3) the Camp Board be responsible directly to the club membership and not to the Board of Directors of the Club.

II. Name of the Camp

It is recommended that the name of the camp be changed. It is not advisable to name a camp for a person or for a particular purpose. The property is made up chiefly of cedar and oak trees, therefore it could be called Cedar-Oak Camp, operated by the Dallas Salesmanship Club, or some such suitable name.

III. Purpose of the Camp -- Small Group Procedure

The reorganized camp program should aim to bring about the greatest amount of the most wholesome, total personality growth and development of each individual at camp. This places the importance upon the

quality of the work rather than on quantities of sheer numbers. To carry this out most effectively, the small group procedure is recommended. This means the children would live in small groups of from six to eight in each group, -- the structures to be on a decentralized basis so that the total educational values can be most effectively acquired. Incidentally, the structures and maintenance costs would be less on this basis.

IV. Policy for Selecting Children

It is desirable that the term "underprivileged" not be used, as it "brands" a child. From the standpoint of financial appeal, the word, "underprivileged," may have some value, but as the community becomes aware of the more important work that is done at the camp, increasing interest and support will accrue.

To reach the children who are most in need of what the new camp program of the Salesmanship Club will have to offer, cooperative working relationship should be established with those agencies whose chief concern it is to deal with families and children on the basis of

- A. Economic need
- B. Emotional difficulties
- C. The pre-delinquents and some truants and certain school absentees
- D. Health as it relates particularly to malnutrition and minor health disabilities.

V. Sending Agencies

The eleven community agencies listed in the body of the report work with the children whom you desire to serve at camp. Cooperative relationship should be established with these agencies to recommend children for camp.

VI. Boys and/or Girls - Ages - How Many

The number of children to be accommodated will depend upon the capacity of the camp and the leadership, both administrative and counselor. The capacity of the camp is determined by the money available for construction and for operation. On a decentralized plan, the number of children to be taken can increase without major construction costs as income increases. Increased leadership would naturally be in proportion to the increased number of campers taken.

The ages of the children to be taken at camp and whether or not the camp should take only boys, only girls, or girls and boys, depends upon what the need is in Dallas. Through the Council of Social Agencies steps are being undertaken to ascertain from the group of sending agencies what children, their ages, boys and girls, would be in need of the kind of camping experience provided by the Salesmanship Club camp. When this information is available, a specific proposal can be made as to how you can best serve the needs in Dallas.

VII. Length of Camper Stay

Each camper should spend a minimum of one month in camp. A longer time should be arranged according to individual needs.

VIII. Camp Placements on Quota Basis for Agencies

When the capacity of the camp is determined, a quota of places to be filled is granted to each agency. Thus one month in camp for a child would constitute one camp place. Each agency would be granted a number of places. It would be up to each agency to fill its quota of places, recommending those children who are most in need.

IX. Should the Children Pay

It is right that the families should pay something for their children to go to camp whenever it is possible to do so. Even the smallest amount helps to build for independent citizenship. The children should be trained in the same line of thinking.

X. New Camp Program on a Year-Round Basis

A large investment in property and camp buildings can not be justified for only three months use during the year.

In addition to the summer activities, the camp should also operate during the fall, winter and spring, taking small groups for week-ends and holiday trips. Every child who goes to camp in the summer should have at least one camping experience during the winter months.

Every child should be followed up during the winter months in the home, school and in other groups so that the values gained at camp can be integrated with each child's activities in the city.

XI. Professional Leadership

Without qualified professional direction, the new camp program can not succeed and grow. The type of administrative leadership for this project should be equal to that needed for the principalship of a high school, and the salary commensurate with that position. The director should have qualifications for educational administration and leadership, and in addition special ability and preparation for directing the camp program. The position should be on a full-time, year-round basis. The number of year-round staff will depend on the size of the program to be undertaken. At least two people should come to National Camp this summer to receive training and to work out the detail of the camp program.

XII. Looking Ahead

As the camp program develops and demonstrates its educational worthiness, an unusual opportunity presents itself to cooperate with the public school system of Dallas in operating a school camping and outdoor educational program.

XIII. The Camp Property

It is a beautiful piece of property well-suited for year-round camping purposes, heavily wooded with large and small trees, oaks, cedars, sycamores, and others making a fine variety. The camp is rich in animal and plant life. The land is hilly enough for good climbing, and has many secluded spots and many groups can be located without congestion. There are other assets to the property mentioned in the body of the report.

The property has some serious liabilities:

- A. Too near the city (The camp is 7.7 miles from the door of the Athletic Club). The intrusions and increasing interferences with the camp program will grow as time goes on. The camp should be at least 25 to 30 miles away from the city.
- B. The location of the sewage plant on the property renders unusable a large section of exceedingly desirable land for camping purposes. The cut through the property necessary to lay the sewage pipes will make a terribly bad scar through the woods and destroy a number of good camp sites. The sewage survey line has already made a very bad scar. The effluence from the sewage plant even in its new proposed location will likely become very objectionable to landowners further down the stream.