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**A STUDY OF THIRTY-SIX ORGANIZATIONS OF LOGAN, UTAH,
IN 1945-46 TO DETERMINE THEIR FIELDS OF ACTIVITY AND THE
AMOUNT OF DUPLICATION AND COORDINATION THAT EXISTS AMONG THEM**

by

Harold E. Capener

**A thesis submitted in partial fulfillment of
the requirements for the degree of**

MASTER OF SCIENCE

in

SOCIOLOGY

Utah State Agricultural College

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Head of Department

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Dean of Graduate School

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DIVISION I

INTRODUCTION

The city of Logan, Utah, was first settled in 1859 and derives its name from an old Indian Chief named "Logan," who had befriended the early white settlers.

Located in Cache County, this city is the metropolis of Cache Valley, lying at the mouth of picturesque Logan Canyon. Its unique location affords many advantages that arise out of its connection with this canyon, such as an excellent water supply for surrounding farm use and culinary purposes, cool canyon breezes, and canyon playgrounds and parks.

Logan is also the county seat of Cache County and as such has maintained a sense of responsibility in supplying leadership and in stimulating growth in surrounding towns. The geographic location of the city has had a definite influence on its economic and cultural growth.

The influence of the Utah State Agricultural College has also been important in the economic and cultural growth of the community. Because of the college there has been an influx of talented and highly trained people who have taken an active part in many phases of the life of this community and have made contributions in a wide variety of fields.

The Logan L.D.S. Temple, since its founding in 1877, is another institution that over the years has attracted to the community a high type of retired farmers and business men. Many of these people in their later years have chosen to make their homes in Logan in order to do temple work. These people on the whole have been financially successful; they are not only competent, but are characterized by high idealism and altruistic purposes. Such citizens exercise a wholesome and steady influence in a community.

With the achievement of the status of a small city (12,000 pop. in 1940) and paralleling the advent of some of the major institutions in the community, came the growth of different clubs and organizations stemming from a variety of purposes and objectives.

These educational and cultural influences, along with the geographic location, played a major role in contributing to the character and the personality of the City of Logan.

Cities are not molded by wholesale methods even where planning is well developed. They grow and achieve character through many diverse influences that operate on them. Important among such influences is the selective attraction which a clean, beautiful, culturally implemented community exercises. Logan is more a product of wholesome forces that operate here than of unified planned growth. Still, there has been a considerable amount of planning. In recent years, particularly, countless meetings and man hours have been dedicated by community leaders to the task of creating a better system of community organization for Logan. J. F. Steiner (7, P. 323) defines the term, "Community Organization," as follows: "Fundamentally, community organization has to do with problems of accommodation and social adjustment. More specifically, it is concerned with the interrelationships of groups within communities, their integration and coordination in the interest of efficiency and unity of action." Sanderson and Polson (6, P. 76-83) emphasize the importance of aim in organization. They say: "The aim of community organization is to develop relationships between groups and individuals that will enable them to act together in creating and maintaining facilities and agencies through which they may realize their highest values in the common welfare

of all members of the community." Sanderson and Polson further state that the above quotation embodies the general purpose of community organization but that there are some specific objectives such as: (a) To satisfy unmet needs; (b) to obtain consciousness of community identity; (c) to obtain participation as a means of socialization; (d) to obtain social control; (e) to coordinate groups and activities; (f) to preserve the community from the introduction of undesirable influences or conditions; (g) to cooperate with other communities and agencies to obtain common needs; (h) to establish a means of obtaining consensus; (i) to develop leadership under which the community can act.

The most important effort at coordination and unification of group and organizational activity preceding 1946 was the organization of the Logan Youth Council in 1943. Through this council more than forty organizations were able to work together on a number of projects with increasingly good results.

The Youth Council's functional contribution to the problem of unification was more in the field of getting diverse and strange organizations in the habit of working together on the youth segment of the life of the community, rather than contributing an over-all organization that could adequately coordinate the work of these organizations. It did move group thinking along and brought into the focus of attention the need for further unification of effort.

In Logan, a community of many organizations, a good deal of overlapping had developed over the years. Busy people were critical about too many meetings being held, too much time spent, a lot of talking done with no concrete projects resulting. They felt that some areas were receiving

too much attention while others were almost completely neglected. There was too much duplication of effort among various organizations within the community. These same people recognized that, since no one organization was big enough to plan for the needs of the whole community, no effective, long-range planning could be done.

These same community leaders have long recognized that in order to do efficient over-all planning for a community, all persons or groups affected by such planning should be represented. John Daniels, quoted by Sanderson and Polson, states the goal of community organization as "enlisting everyone in the community activities so that each individual shall register effectively," that is, shall achieve self-expression and status in community service. (6, P. 84)

The problem has been how to stimulate a larger number of individuals and groups toward solving some of the problems that are apparent in every field, and then how to direct and control efforts to solve them. Sanderson and Polson (6, P. 84) have this to say with regard to the organization and control of community organization efforts: "Community organization may result in some sort of formal organization, such as a community council to act as an integrating and directive agency, but its essence is not in any mechanism, nor can it be produced by the plans of any expert 'social engineer'. It is rather an attitude of the people and of their groups toward the supreme worth of the common welfare. It is a form of patriotism for the local community, and if it is to be effective in its social control it must come about through a gradual democratic process of achieving consensus about the common aims and objectives, and of developing willingness to act together under chosen leadership."

The more adequate approaches to programs developed by the Youth Council and the results achieved by it were sufficiently impressive even though they fell short of what had been expected to warrant further extension of this form of organization to a wider field. Said some of the leaders, "Why not extend the Youth Council Plan and make it community wide?" A series of conferences and meetings followed which culminated in a large meeting of the presidents of forty-six different organizations. This group brought into being the Logan Community Coordinating Council as a direct outgrowth of the Youth Council.

The Coordinating Council is composed of eight special interest councils whose activities cover all the major fields of community interest. These fields are recreation, health, education, welfare, safety, beautification, economic affairs, and international relations and governmental affairs. Any official organization operating in any of these fields has two members sitting on each of the special interest councils.

Each of the councils has its own chairman, vice-chairman and secretary. Its purpose is to assume the responsibility for planning and coordinating community needs in its respective field of interest.

Since the plans are formulated by representatives from all organizations interested in the activity, each organization has an equal voice and responsibility in seeing that the best interests of individuals, organizations and the community at large are served.

The actual work of carrying out projects does not rest in the council but is directed back to the local group which is best suited to put the activity over.

The Community Coordinating Council is made up of sixteen members,

or the chairman and vice-chairman of each of the eight special interest councils. This group coordinates the activities of the eight councils. The monthly reports from the councils help to build up intercouncil stimulation and activity.

This type of integration of groups within a community is according to Dwight Sanderson (5) the very heart of the process of community organization.

While it is apparent that many leaders in the community believe that the Community Coordinating Council is the answer to what is needed, there are others that reveal a natural reluctance to accept new things. They openly question whether or not there is a need for such an elaborate organization. Sanderson and Polson (6, P. 83) say in determining the extent of community organization, "One measure of community organization is the degree to which organizations and interests are willing to cooperate for the betterment of the common welfare in activities for which they are not primarily responsible and in which others will take the lead."

Purpose of Study

The purpose of this study is to make an analysis of community organization as it existed in Logan, Utah, during 1945 and the first part of 1946, just prior to the organization of the Logan Community Coordinating Council.

Scope of Study

The data in this study has been collected from thirty-six different organizations which represent a majority of the various service clubs and church organizations within the community.

The year 1945 for organizations operating on the calendar year basis and July 1, 1945, to June 30, 1946, for organizations operating on a fiscal year was chosen for the study. It represents the most recent period in which organizations have functioned on a calendar or fiscal year.

The scope of the study is limited to the following considerations:

1. To ascertain the extent of duplication among the organizations in the Logan Community with respect to:
 - a. Duplication of officer personnel in organizations
 - b. Duplication of aims of organizations
 - c. Duplication of projects of organizations during the period 1945 and the first part of 1946
2. To determine the extent of collaboration between organizations in planning and carrying out projects during the period 1945 and the first part of 1946.
3. To determine the amount of dues paid in by members of organizations, the total collection of funds of organizations and the amount of funds expended on organization projects.
4. To determine organizational activity with respect to:
 - a. Number of members organizations have
 - b. Number of regular and special meetings organizations have
 - c. Number of parties organizations have

The organizations which have been included in this study are:

- | | |
|-------------------------------|------------------------------------|
| 1. Chamber of Commerce | 8. Mt. Logan Ski Club |
| 2. Junior Chamber of Commerce | 9. Business and Professional Women |
| 3. Kiwanis Club | 10. Soreptomist Club |
| 4. Rotary Club | 11. Boy Scouts of America |
| 5. Lions Club | 12. Girl Scouts of America |
| 6. American Legion | 13. Logan Flower & Garden Club |
| 7. American Legion Auxiliary | 14. Logan Farm Bureau |

- | | |
|--|-------------------------------------|
| 15. Disabled Veterans Organization | 26. Logan Stake Y.W.M.I.A. |
| 16. Logan City Council of P.F.A. | 27. Logan Stake Y.M.M.I.A. |
| 17. Associated Clubs Library Committee | 28. Presbyterian Church |
| 18. Veterans of Foreign Wars | 29. Catholic Church |
| 19. Logan Stake | 30. Cache Stake |
| 20. Logan Stake Relief Society | 31. Cache Stake Relief Society |
| 21. Logan Stake Sunday School Board | 32. Cache Stake Sunday School Board |
| 22. Logan Stake Old Folks | 33. Cache Stake L.D.S. Girls |
| 23. Logan Stake Welfare Committee | 34. Cache Stake Primary Association |
| 24. Logan Stake Primary Association | 35. Cache Stake Y.W.M.I.A. |
| 25. Logan Stake Mission | 36. Cache Stake Y.M.M.I.A. |

Methods of Study

A schedule was used as a basis to obtain the desired information through personal interviews with representatives or secretaries of thirty-six organizations in the Logan community.

The groups studied constitute a sample only of the total number of voluntary organizations in Logan. It is believed to be, however, an adequate sample for the principal purposes of this study. The coordinating council now operating in Logan is based on 44 agencies which include several tax supported institutions not included in this study. Thus with few exceptions the major voluntary agencies in Logan have been included.

Definition of Terms

Organization--For the purpose of this study an organization is a voluntary, non-tax supported unit with officers, committees and membership that has an official recognition in the community.

Community Organization--According to Sanderson and Polson (6, P. 76) community organization is: "...the development of relationships between individuals and groups that will enable them to act together in creating and maintaining facilities and agencies through which they may realize their highest values in the common welfare of all members of the community."

Officer--Any official of an organization (as defined) who has been appointed or elected to fill an office or head a committee.

Project--A project, for the purpose of this study, is an organized group enterprise designed to improve the environment or the well being of all or a segment of the people and is limited to such enterprises as are experimental or demonstrative in character, not having yet been accepted by existing institutions with paid personnel to operate them or with regular funds to sustain them.

Aims--The aims of the organizations are those stated aims or objectives that are set down in the constitution or by-laws if written. If none are written, the implied aims of the organization were sought from officers.

Duplication--For the purpose of this study, duplication exists where there are officers who hold two or more offices, and where two or more organizations have the same aims, projects, and functions between organizations.

Collaboration--In this study collaboration exists where one or more organizations lend support in terms of planning, man hours, money expenditure, division of responsibility, joining forces, use of common equipment, pooling information, or specialization in one field.

DIVISION II

DUPLICATION

Necessity of a Common Definition of the Situation

In order to diagnose and prescribe for the ailments of a community any leader must know, as must a physician, the history, symptoms, and ailments in the case. The first step towards improvement of a community should be to gain a comprehensive knowledge of the community. Information must be gained about strengths and weaknesses. General interest must be aroused and a common definition of the weaknesses arrived at. That is to say, the individuals, groups, and institutions who tend to view the problems from different backgrounds and are influenced by different interests must arrive at a common definition of the weaknesses. Park and Burgess (3, P. 764) say: "Actually common participation in common activities implies a common 'definition of the situation'. In fact every single act, and eventually all moral life, is dependent upon the definition of the situation. A definition of the situation precedes and limits any possible action, and redefinition of the situation changes the character of action. . ."

Sanderson and Polson (6, P. 223) say: "The whole process of determining what are the community needs and which of them need action first is primarily a matter of defining the situation. Some see it from one angle and others from another, for there are conflicting interests and motives. There must be a common definition of the situation, which will be chiefly influenced by a skillful assemblage and presentation of the facts, first to the few recognized and possible leaders and then to the community as a whole."

The Logan Community Coordinating Council was founded by an assemblage of leaders who recognized a need for an organization capable of better integration. They felt that there was excessive competition between groups, conflict of dates between organizations, and lack of shared enterprises or common experiences where diverse elements cooperate in common causes. Each leader had his own definition of the situation. In accepting the new council, a redefinition of the situation in the light of all the views was obtained in order to arrive at a common plan of action.

The Community Coordinating Council at present is fully organized. It has its officers, committees, and general plans of operation. There has been no full scale attempt to acquaint the community with the organization other than through newspaper publicity. No research material is available to enable the Council to make any kind of comparisons, to aid it in elimination of undesirable practices, or to redirect its efforts in the light of past mistakes.

This division is concerned with providing data on duplication of office holding and overlapping of aims in the 36 organizations studied.

Duplication of Office Holding

In ascertaining the extent of interpenetration of office holding in the 36 organizations that were studied, computation was made of all the officers who held 2 or more offices. Table 1 presents this information.

There were a total of 55 married men who held 2 offices and a total of 25 married men who held 3. Smaller numbers as shown in the table held 4, 5, 6, and even 8 different offices. Single men do not appear in office duplication in the Logan community organizational system of 1945-46.

Table 1. Duplication of office holding, as shown by the number who hold two or more offices, by sex and by marital status, Logan, Utah, 1946.

Married or Unmarried Status	Number of Organi- zations	Number of offices held by designated number of officers							
		2	3	4	5	6	7	8	
Married men	27	55	25	2	1	1	-	1	
Single men	-	-	-	-	-	-	-	-	
Married women	22	21	4	-	-	-	-	-	
Single women	3	6	2	-	-	-	-	-	
Total men	27	55	25	2	1	1	-	1	
Total women	25	27	6	-	-	-	-	-	
Total	52	82	31	2	1	1	-	1	

Thus, among the group of men who accept more than 1 office there is evidently a strong feeling that a person can handle 2 offices most successfully. A considerable number (nearly half as many) accept 3 offices. Only a few disperse their efforts over 4, 5, 6, 7, and 8 offices.

Apparently it is the general feeling that an officer who spreads his time and talents so thin that he attempts to hold 3 or more offices is jeopardizing his best efforts to serve any group well.

Both married and single women who hold more than 1 office tend to accept 2 offices. A very few accept 3. None accepts more than 3 offices.

It may be that this more conservative attitude toward office holding on the part of women is due to their hesitancy toward entry into the larger affairs of the community. Possibly, it may be due to the importance they attach to the obligations of the home. In any case, they seem to avoid excessive office holding.

In Table 2 the 36 organizations studied have been classified into nine general fields of activities. Of these, civic affairs, religion, cultural improvement and youth welfare tend to use a predominate number of officers who are over encumbered with offices. This is particularly true with civic affairs and religion.

Table 2. Fields of activity in which office holding occurs, with officers who hold two or more offices, according to fields of activity, Logan, Utah, 1945-46.

Fields of activity	Number of organizations represented	Number of offices held within each field of activity				
		1	2	3	4	5
Civic affairs	6	12	28	7	1	-
Cultural affairs	3	4	10	1	-	1
Welfare	4	10	3	1	-	-
Economics & Commerce	1	3	2	-	-	-
Youth Welfare	2	6	10	-	-	-
Veterans affairs	3	6	2	1	-	-
Education	2	5	1	-	-	-
Recreation	5	14	18	-	-	-
Religion	10	14	18	3	-	1
Totals	36	74	82	13	1	2

The most numerously represented organizations in the fields are also religion and civic affairs. They include 10 and 6 organizations respectively. There appears to be little doubt that the fields of religion and civic affairs represent the most extensive community activities in terms of the number of organizations involved and offices held. The fields

of cultural improvement and youth welfare do not have a large number of organizations in them; still they have many over-jobbed officers. This suggests that there is an abundance of work in these fields with a limited number of officers to perform the duties.

Table 2 also indicates that the fields of recreation, welfare, veterans affairs, economic and commercial improvement, and education do not tend to use over-worked men and women to as great an extent. This does not necessarily mean that these are only moderately active fields in the community; it is more likely to be an indication that effective planning prevents the over-burdening of a few people with too many offices. Other considerations than those included in this study will have to be taken into account before the reasons for excessive office holding can be adequately given.

Aims Overlap Extensively

Sanderson and Polson (6) hold that organizations arise in response to group recognition of some common need. This recognition may be spontaneous and arise out of the nature of a local situation or it may be stimulated by someone from the outside, possibly representing a larger territorial, national, or world-wide organization. Whatever the stimulus, the objective or the aim of the organization is an important consideration. If the aim has enough popular appeal, there is likely to be a period of successful promotion, publicity, membership drive, and an election of officers. Then the organization launches its program to fulfill its aim.

A great deal depends upon the aim in determining whether the organization has a long or short, successful or unsuccessful existence. Organizations built around an aim that can be accomplished within a limited time, or one that may soon become outdated by time and changing conditions, will undoubtedly experience a crisis in which officers and members must grope for a new basis of operation, or experience a decline in membership and an eventual dissolution.

An evaluation of the aims of organizations in relation to their activities should show the fields in which efforts are being directed and whether or not the activities are compatible with the original aims.

In this study the aims of each organization were sought. An attempt was made to procure an exact copy of the aims where they were stated in the by-laws, constitution, programs, or manuals. In a few cases where the organizations had no listed aims, the implied aims were obtained from officers.

In Table 3 sixteen different fields were required to classify the recorded aims of the organizations. It was found that each organization usually had several aims, in which case record was made in each of the fields where the aim was listed.

There were six fields in which eleven or more organizations had specified aims. Character building and teaching of the gospel, two closely related fields, were listed by 17 and 16 organizations, respectively. Youth welfare, civic affairs, fellowship and service, and education have approximately 11 different organizations operating. The majority of the organizations represented in the 16 fields have been functioning over a considerable period of time. The type of aims they sustain are undoubtedly

important factors contributing to success and longevity.

Table 3. Extent of overlapping of organizational aims as shown by the number of times aims appear according to fields of activity, Logan, Utah, 1945-46.

Aims for improvement of	Number of overlapping aims						Total aims
	2-4	5-7	8-10	11-13	14-16	17-19	
Civic affairs				1			11
Cultural conditions		1					7
Condition of poor		1					5
Economic opportunities	1						3
Youth welfare				1			12
Veterans affairs	1						4
Fellowship & service				1			11
Character building						1	17
Education				1			11
Americanization		1					6
Conception of occupational dignity	1						2
Recreation			1				9
Leadership training		1					7
Teaching of gospel					1		16
Citizenship		1					5
International affairs	1						3
Total	4	5	1	4	1	1	129

While the other fields listed in the table do not have the popularity of the first six mentioned, they do nevertheless have some representation.

There is a range of from 2 to 9 organizations that list aims in these fields. There is some representation in all the fields of local, national, and world-wide affairs.

Examination of the aims of the organizations shows that duplication in many fields is heavy. Excessive competition and conflict result when a majority of the organizations operate in the same field.

Table 4. Percentage of organizational aims falling in specified fields of activity, Logan, Utah, 1945-46.

Fields of activity	Number of aims	Percentage of aims				Total Per Cent
		0-5	6-10	11-20	21-30	
Civic affairs	25			1		19.38
Religion and character building	33				1	25.58
Welfare & recreation	30				1	23.25
Economic affairs	5	1				3.87
Education	25			1		19.38
Fellowship & service	11		1			8.54
Total	129	1	1	2	2	100.00

Overloading in some fields tends to leave other important ones with little activity. Table 4 gives the percentage of organizational aims that fall into 6 specified fields. The 6 fields represent a general classification of the aims of the 36 organizations studied. Thirty-three, or 25.58 per cent of the total of 129 aims listed, were in religion and character building. Logan is predominately an L. D. S. community. Perhaps this accounts for over one-fourth of the aims existing in this field.

Welfare and recreation had 30 aims listed or a total of 23.25 per cent. Since they embody nearly one-fourth of all the aims listed, it shows an active interest by organizations in this field.

The remaining percentages are largely claimed by civic affairs and education. Both list 25 aims each, which is 19.38 per cent. Civic affairs is a characteristic aim of civic organizations and the influence of a college upon the education of a community is revealed in the number of aims centered in this field.

Less than 10 per cent (8.54) of the aims were listed in the field of fellowship and service. Many people are of the opinion that Logan is hampered in its social relationships by the prevalence of class distinctions operating within the community. This feeling of social rank tends to divide society and fosters disunity. The field of fellowship and service apparently has room for more planning and development.

Table 4 shows 5 organizations listing aims in economic affairs or 3.87 per cent. The absence of interested organizations operating in this field is no doubt related to the under development of business and manufacturing in Logan. Obviously only limited effort and planning on the part of organizations is given this field. Further evidence of duplication will be discussed in the following division dealing with projects.

DIVISION III

PROJECTS

Competability of Projects with Aims

To determine whether the activities are compatible with the aims, an evaluation of the projects and activities that each of the 36 organizations carried out would need to be made. Such aims, listed in Table 3, as character building, Americanization, fellowship and service, citizenship, leadership training, international affairs, and conception of occupational dignity, lend themselves less readily to activities that can be organized into projects. They are the kind of aims which can be worked on most easily through the medium of meetings, luncheons, programs, and similar activities.

The aims that can be carried out through concrete projects are education, recreation, economic opportunities, civic affairs, cultural conditions, teaching the gospel, condition of the poor, youth welfare, and veterans affairs. The planning and organization of the majority of these projects, like the aims they exemplify, rest on a broad foundation. They are carried on from year to year with some achievements but a stage of completion is seldom reached.

In Logan, as in large numbers of other communities where unified planning does not prevail and where overlapping is extensive, achieved results fall far short of realizing aims which better organization might be expected to achieve.

On the whole, it appears that activities and projects of organizations are compatible with the over-all aims. Consideration as to whether projects are as extensively duplicated by organizations as aims, will next be discussed.

Duplication of Projects

Table 5 presents the duplication of projects by organizations. Projects are classified, according to type of activity, into the 6 fields of education, recreation, economics and commerce, protection, health and welfare, and community planning. In classifying them weight was given to the principal purpose of the project; thus cub scouting, which has both educational and recreational aspects, was listed educational.

Table 5. Duplication of projects by organizations according to fields of activity, Logan, Utah, 1945-46.

Projects		Number of duplications by organizations				Total organizations duplicating projects
Fields of activity	Number	2	3	4	5	
Education	3	1	2	-	-	8
Recreation	3	3	-	-	-	6
Economics & Commerce	4	2	1	1	-	11
Protection	2	2	-	-	-	4
Health & Welfare	8	3	-	4	1	27
Community Planning	6	4	2	-	-	14
Total	26	15	5	5	1	70

The projects of the Cache and Logan Stakes of the L. D. S. Church were almost identical with each other throughout the period studied. These projects are not tabulated in Table 5 even though there is a duplication in the name of the project since there is no actual duplication among the people reached.

The field of health and welfare, with 8 projects, has 3 that are each duplicated by 2 organizations, 4 which are duplicated 3 times, and 1 project duplicated by 5 different organizations. There were a total of 27 different organizations that duplicated the 8 projects in the field. Thus, in terms of duplications and overlapping of functions, those groups operating in the fields related to health and welfare could well consider the merits of unified planning to save time, energy, and do a more effective over-all job.

The field of community planning, with 6 projects, has a total of 14 organizations duplicating them. Four projects were each duplicated by 2 organizations and 2 projects by 3 organizations. Apparently the 14 units interested in the improvement and welfare of the community should further coordinate their efforts since they have a common goal.

Despite the fact that there were few organizations with aims in the field of economics and commerce, 4 projects were duplicated 11 different times. This field not only lacks activity but what it does have is duplicated by several organizations. Education has 3 projects that are duplicated by 8 organizations. Recreation has 3 projects in which there is overlapping by 6 organizations.

In terms of the amount of work that could be done in these fields and the amount carried on, the duplication may not be as excessive as might appear. In terms of better planning, however, the duplication should be eliminated.

The table shows that there was no excessive duplication in the field of protective services. Only 2 projects were duplicated by 2 organizations.

Table 6 shows the amount of duplication of projects that existed when projects were classified according to whether (1) they were carried on for the community or (2) for their members. This table shows a remarkable absence of duplications where the projects were for the benefit of members. Only when the larger affairs of the community were concerned was vision blurred and planning inadequate.

Table 6. Duplication of projects by organizations (1) for community improvement and (2) for benefit of members, according to fields of activity, Logan, Utah, 1945-46.

Projects		Type of project	Number of duplications by organizations				Total projects duplicated
Fields of activity	Number		2	3	4	5	
Education	3	community members	1	2	-	-	8
Recreation	3	community members	3	-	-	-	6
Economics & Commerce	4	community members	2	1	1	-	11
Protective services	2	community members	2	-	-	-	4
Health & Welfare	8	community members	3	-	4	1	27
Community Planning	6	community members	4	2	-	-	14
Totals	76		15	5	5	1	70

The duplication among organizations with respect to projects is not as extensive as with the aims. In a total of 26 projects for all the fields there was duplication by 70 different organizations.

Duration of Projects

Dwight Sanderson (5, P. 698) lists as a principle of community organization the dictum that: ". . . projects involving least effort and cost with most immediate satisfaction and probable success should be started first, and those involving more liability of conflict and less immediate satisfactions should be attempted later. . ."

Table 7 shows the approximate duration of the projects of the 36 organizations studied. The projects have been classified into 6 general fields representing their type of activity.

Table 7. Duration of projects instituted by organizations by field of activity for Logan, Utah, 1945-46.

Projects	Number	Duration of projects									
		1 to 5 days	6 to 30 days	31 to 60 days	61 to 90 days	91 to 120 days	5 to 8 mo.	9 to 12 mo.	13 to 18 mo.	19 to 24 mo.	Over 24 mo.
Education	31	13	3	-	1	-	4	10	-	-	-
Recreation	44	29	9	-	3	-	2	1	-	-	-
Economics and Commerce	23	6	4	-	-	-	3	2	1	1	6
Protective services	4	2	-	-	-	-	-	1	1	-	-
Health & Welfare	39	20	3	-	-	1	3	9	-	2	1
Community planning	19	12	6	-	-	-	1	-	-	-	-
Total	160	82	25	-	4	1	13	23	2	3	7

Recreation has more projects than any other field. Nearly two-thirds of the 44 projects are of short duration, lasting from 1 to 5 days. The

active program of the L. D. S. Church in recreational activities, which is administered through the Mutual Improvement Association, accounts for many of these short-lived projects. The remaining one-third of the projects are spread over an operating period of from 1 month to 1 year. This field shows that some projects are operating throughout every season of the year and that there is evidence of some planning. There is little doubt that better planning and integration of the projects over a seasonal and yearly basis would enhance the program considerably.

The field of health and welfare has a total of 39 projects. Slightly over one-half of which last from 1 to 5 days. There is some distribution of the remaining projects over 1 and 4 months but the majority are on a yearly basis. Three of the projects last 18 months or over.

The figures in the fields of health and welfare and economics and commerce are similarly related. Both have projects of short duration, such as fund collecting drives and money making ventures; and both have several projects lasting from 6 months to over 2 years. These long range projects may indicate good planning, or they may indicate a type of project that is loosely handled and goes on from year to year never reaching a stage of completion.

Education appears to have the best balance of project operation. About one-half are on a short term basis and the other half are spread over a period ranging from 3 months to a year.

In the field of community planning, organizations favor short projects. Twelve of the 19 projects in the field last from 1 to 5 days. Six last from 1 week to 1 month. Only 1 project lasts over 1 month, having a duration of from 3 to 5 months. Here is a glaring example of the inability of any one organization to assume the obligation of planning

or carrying out a long range project for the whole community.

The field of protective services receives only limited attention from organizations. The brunt of the responsibilities in this field are left largely to such agencies as the fire department and police department.

In the 6 fields there was a total of 160 projects. Of these, the short projects (1 month or less) are the most popular type among organizations. Those planned to last from 5 to 12 months are the next most popular type.

Collaboration on Projects

Organizations tend to view their activities as separate entities. Having a large amount of autonomy in determining its own activities, an organized group feels that it can manage its own activities better if it does not encounter too many obstacles. With many organizations operating independently, a serious problem of conflicts and lack of coordination results.

This feeling of pride that members have in their own organizations causes them to minimize the contributions that other organizations make in collaborating on projects.

Table 8 presents data on collaboration among organizations according to fields of activity.

Three fields reveal only a limited amount of collaboration on projects among the organizations. In health and welfare there is listed no cooperation on 30 of 39 projects. In education there is no cooperation on 21 of 31 projects, and in recreation there is none on 22 of 44 projects. The activities of these three fields play a significant role

in the well being of a community. Each of them represents more project activity than any of the other fields, yet shows the least amount of cooperation. In health and welfare less than one-fourth of the projects have one or more organizations working together, in education less than one-third, and in recreation only one-half.

Table 8. Collaboration among organizations in furthering projects as shown by the number of organizations who cooperate on the same type of projects according to fields of activity, Logan, Utah, 1945-46.

Projects according to fields of activity	Number of projects	Number of organizations who cooperate					
		0	1	2	3	4	5
Education	31	21	6	1	1	1	1
Recreation	44	22	20	2	-	-	-
Protective services	4	-	2	1	1	-	-
Economics and Commerce	23	7	11	2	-	2	1
Health and Welfare	39	30	8	1	-	-	-
Community planning	19	6	7	1	1	1	3
Total	160	86	54	8	3	4	5

A more promising picture of cooperative activity is revealed in the fields of economics and commerce and community planning. In each of these there is cooperation on approximately two-thirds of the projects. In both there is no cooperation on the remaining one-third. Protective services, although only a slightly active field, shows the best record, having cooperation on all of its projects.

Table 9 differentiates the cooperation that exists on projects by fields of activity according to five types outlined by Cecil Clare North (2, P. 22).

Table 9. Collaboration among organizations in furthering projects as shown by type of cooperation according to fields of activity, Logan, Utah, 1945-46.

Projects according to fields of activity	Number of projects	Number of organizations using specified type of cooperation				
		Joining forces in a common task	Dividing fields or territory	Use of common equipment	Pooling information	Specialization in one field
Educational	10	5	3	2	-	-
Recreational	22	10	2	4	-	6
Economic & Commercial	16	6	3	1	6	-
Protection	4	1	-	-	-	3
Health & Welfare	9	2	3	-	-	4
Community planning	13	7	2	1	3	-
Total	74	31	13	8	9	13

Joining forces in a common task is the type most commonly achieved on projects. Thirty-one of the 74 projects listing cooperation specify this type. Dividing fields or territory and specialization in one field are the next types most commonly used. Each has 13 projects of this kind.

Pooling information is a collaboration that is found on 9 projects and use of common equipment is listed on 8.

In every community there is a constant struggle between the tendency of organizations to seek to build up their own prestige and the tendency

to sacrifice organizational initiative to assist other groups for the common good of all.

Tendencies to compete and to cooperate both exist in Logan, with the competitive agencies holding the upper hand. The new coordinating council may well render a valuable service in resolving this situation.

Other Information About Projects

The direction of project activity into community interests versus membership interests is shown in Table 10.

Table 10. Organizational activity as shown by the number of projects (1) for community improvement and (2) for the benefit of members, by fields of activity, Logan, Utah, 1945-46.

Type of project	Number of projects by fields of activity					
	Educa- tional	Recrea- tional	Eco- & com- merce	Protec- tive serv- ices	Health and Welfare	Com- munity plan- ning
For organization members	11	27	5	0	11	0
For community improvement	20	17	18	4	28	19
Total projects	31	44	23	4	39	19

The field with the most projects, recreation, is the one that has the greatest number designed for organization members. The L. D. S. Mutual Improvement Association and the Boy Scouts of America with their recreation programs for members are the big contributors.

Two of the fields, protective services and community planning, have no projects for members at all.

There is evidence in the table that projects with community appeal are the favored type. Perhaps the publicity and public recognition gained in putting over community projects pays bigger dividends in terms of personal satisfaction than do projects for members only.

Table 11 shows the amount of expenditures of organizations, in each of the 6 fields of activity, on projects for members and on projects for the community.

Table 11. Expenditures on (1) projects for benefit of organization members and (2) projects for community improvement by fields of activity, Logan, Utah, 1945-46.

Type of project	Amount of expenditure by fields of activity						Total
	Education	Recreation	Economics & Commerce	Protective Services	Health & Welfare	Community Planning	
For organization members	172.00	6,458.50	260.00		15.00		6,905.50
For community improvement	329.94	845.40	4,845.00	85.00	197.00	453.00	6,754.34
Total expenditures	501.94	7,303.90	5,105.00	85.00	212.00	453.00	13,660.84

The field of recreation aggregates an expenditure of \$7,303.90 on its projects. Within this field the Boy Scout organization alone expended \$5,909.50 on its basketball program, its commemoration of anniversary week, and on its two summer camps for members.

Economics and commerce has the second largest expenditure on projects. The Chamber of Commerce expended \$4,845.00 on a community improvement project to purchase a ground site on which it is hoped the Indiana Brass Company will establish a branch plant to manufacture tubing, valves, and plumbing fixtures.

Since there were no projects for members in the fields of community planning and protective services, no expenses accrued.

Projects for members totaled \$151.16 more than those for the community. The total expenditures for all projects was \$13,660.84.

DIVISION IV

INDICATIONS OF ORGANIZATIONAL ACTIVITY

Dues

A general estimate of attitude and activity can be gained through an examination of dues collected by social organizations.

Table 12 shows the scale of dues paid by members. Each of the 36 organizations was divided into one of nine general fields according to its type of activity.

Table 12. Organizational activity as shown by the scale of dues paid by members according to fields of activity, Logan, Utah, 1945-46.

Field of Activity	Number of organizations	Number of organizations having designated amount of dues															
		0	.10	.50	.50-1.00	.85	1.00	1.50	2.50-5.00	4.00	4.50	5.00	7.00	7.50	16.00	60.00	12.00-120.00
Civic affairs	6						2				1	1			1	1	
Cultural conditions	3						1	1				1					
Relief	4	1		2		1											
Economics & Commerce	1																1
Youth Welfare	2				2												
Veterans affairs	3							1	1		1						
Education	1	1															
Recreation	6	5					1										
Religion	10	6	4														
Totals	36	13	4	2	2	1	4	1	1	1	1	2	1	0	1	1	1

The fields of religion and recreation, represented by 10 and 6 organizations, draw only a small portion of their funds from regular collection of dues. Other fields not depending on dues are relief and education.

Civic improvements, with 6 organizations, draws all of its funds from dues. Other fields operating solely on dues are cultural conditions, youth welfare, economics and commerce, and veterans affairs.

Thirteen of the 36 organizations do not collect dues but have a separate source of income. The scale of collectible dues ranges from 10 cents to \$120.00 a year.

Table 13 shows the total collection of dues by fields of activity.

Table 13. Collection of dues from organizations according to fields of activity, Logan, Utah, 1945-46.

Field of activity	Number of organizations	Collection of dues								Total dues collected	
		None	10-100	101-200	201-400	401-800	801-1,200	1,201-2,000	2,001-4,000		4,001-6,000
Civic affairs	6		2		1				1	2	\$13,421.80
Cultural conditions	3			2		1					875.75
Relief	4	1		1		1				1	5,680.65
Economics & Commerce	1									1	5,342.50
Youth welfare	2			1					1		2,195.00
Veterans affairs	3			1	1			1			1,735.50
Education	1	1									—
Recreation	6		5	1							186.00
Religion	10		6		1	2		1			1,695.82
Totals	36	13	2	7	4	2	1	1	2	4	\$31,133.02

Civic affairs, representing such organizations as the community service clubs, collects a total of \$13,421.80 a year. This field has the largest volume of dues with which to operate.

In the field of relief a collection of \$5,680.65 is secured. Three other fields collect over \$1,500.00. They are youth welfare, veterans affairs, and religion.

Organizations interested in cultural conditions collect \$875.75 in dues, while the field of education does not have any income through dues.

Other Income

In addition to dues several organizations obtain funds from other sources, such as solicitations, free will offerings, interest on investments, and money-making projects.

Table 14 shows the number of organizations having other current income.

Youth welfare and recreation receive most of the financial support from sources other than dues. The Boy Scout organization solicits its \$16,500.00 from individuals, agencies, and institutions in an annual drive. The church organizations are supported principally by contributions from members.

Funds are obtained in recreation and civic affairs from contributions and money-making projects. Three fields secure only small amounts from other sources. They are relief, cultural conditions, and education.

Veterans affairs and economics and commerce list no other income in their undertakings.

A breakdown of the total income of organizations by fields of activity is presented in Table 15.

Table 14. Number of organizations having other current income by fields of activity, Logan, Utah, 1945-46.

Field of activity	Number of organizations	Number of organizations receiving other specified current income							Total other current income	
		None	5-50	51-100	101-200	201-500	501-1,000	1,001-5,000		Over 5,000
Civic affairs	6	4	1				1		\$ 995.00	
Cultural conditions	3	1	1	1					95.75	
Relief	4	3			1				135.00	
Economics & Commerce	1	1							—	
Youth Welfare	2	1						1	16,500.00	
Veterans affairs	3	3							—	
Education	1		1						12.50	
Recreation	6	1					2	3	3,720.60	
Religion	10	4	1			1	3	1	15,156.12	
Totals	36	22	4	1	1	1	3	6	2	\$36,614.97

The youth welfare field acquired the largest volume of funds through a combination of dues and solicitations. Religion came second and civic affairs third. It is of interest to note that each of these three fields operate with funds which total close to \$15,000.00.

The next ranking fields of activity, (1) relief and (2) economics and commerce, get along on a budget a little above \$5,000.00. Recreation has nearly \$4,000.00 for its programs. In education and cultural conditions

collections are very small. Thus there is a wide variation among the fields.

Table 15. Collections of organizations by types and by fields of activity, Logan, Utah, 1945-46.

Type of collections	Fields of activity								
	Civic Affairs	Cultural Conditions	Relief	Economics and Commerce	Youth Welfare	Veterans Affairs	Education	Recreation	Religion
Dues	13,421.80	875.75	5,680.65	5,342.50	2,195.00	1,735.00		186.00	1,725.82
Other current income	995.00	95.74	135.00		16,500.00		12.50	3,720.60	15,126.12
Total	14,416.80	971.50	5,815.65	5,342.50	18,695.00	1,735.00	12.50	3,906.60	16,851.94

Membership

The organized life of a community wields an important influence on a community relationships, cooperative spirit, and the volume and types of activities carried out. The degree to which the organizations are representative of the community depends largely upon whether a good cross section of the community are members.

The number of members belonging to each of the 36 organizations by fields of activity is shown in Table 16.

The over-all activities of the church organizations tend to swell memberships in the fields of religion, relief, and recreation. The high membership figure of 14,753 for religion is the total for the Catholic, the Protestant, and the Cache and Logan Stakes of the L. D. S. Church.

This figure includes total memberships; some of them are outside the confines of the Logan community.

Table 16. Organisational activity as shown by number of members by fields of activity, Logan, Utah, 1945-46.

Fields of activity	Number of organizations	Number of members in organizations													Total							
		5-10	11-20	21-30	31-50	51-80	81-100	101-200	201-300	301-400	401-600	601-800	801-1,000	1,001-2,000		2,001-3,000	3,001-4,000	4,001-5,000	5,001-6,000	6,001-7,000	7,001-8,000	
Civic affairs	6					3	1	1		1												795
Cultural conditions	3		1	1			1															131
Relief	4		1										2							1		8,521
Economics & Commerce	1		1																			15
Youth welfare	2							1							1							2,900
Veterans affairs	3						1	1	1													437
Education	1				1																	41
Recreation	6						1			1	3	1										3,735
Religion	10	1	1							1	1		1	1		1				2	1	14,753
Totals	36	1	4	1	1	3	3	4	1	2	2	3	4	1	1	1				3	1	31,328

Of the 36 organizations, youth welfare, civic affairs, and veterans affairs all enlist a relatively high number of members, while cultural conditions, education, and economics and commerce have only small memberships.

Meetings

Table 17 shows the number of regular and special meetings held according to fields of activity over a 12 month period.

Table 17. Organizational activity as shown by number of regular and special meetings held by fields of activity during 12 month period, Logan, Utah, 1945-46.

Field of activity	Number of organizations	Type of meeting	Number of meetings held by organizations											Total meetings	
			1-5	6-10	11-15	16-20	21-25	26-30	31-40	41-50	51-60	61-100	101-200		201-650
Civic affairs	6	regular	1	2						2	1				151
		special	1	1											20
Cultural conditions	3	regular	1	1	1										33
		special				1									24
Relief	4	regular		1	2				1						70
		special	1	1		1	1								54
Economics & Commerce	1	regular										1			64
		special													0
Youth welfare	2	regular				1					2				104
		special	1												33
Veterans affairs	3	regular		1	2										34
		special	2												5
Education	2	regular		1					1						7
		special	1												2
Recreation	5	regular	2					4							113
		special	1			2	2								86
Religion	10	regular			1				1	2	4		1	1	552
		special	1			1	1		5						852
Total	36		12	4	9	6	5	4	8	4	7	1	1	1	2,204

There are 4 fields, religion, recreation, youth welfare, and civic affairs, in which organizations hold over 100 regular meetings. Most meetings last from 1 to 2 hours. In terms of man hours given to organizational meetings in the community the tabulations run into tremendous figures.

Two organizations hold more than 30 regular meetings while education lists only 7 regular meetings held a year.

The very great emphasis of church organizations on meetings is revealed in this table. This emphasis far over-shadows that given to projects. Success in holding meetings that are comparatively well attended is no small accomplishment by itself. Certainly there is evidence of both morale and esprit de corps in such gatherings. If, however, meetings are emphasized to the extent that the people involved conceive of them as ends in themselves rather than means to ends, they may become a "meeting going" people who fail to influence materially the larger environmental forces which surround them. Undue emphasis on meetings is therefore not necessarily a favorable indication, since it is in projects that the "doing of the word" finds expression. Experience in the important areas of group righteousness comes through projects. The lack of projects suggests a recession from the frontiers where viril religions must center their principal efforts. Over-emphasis on meetings is often evidence of institutionalization and loss of forward movement.

Parties

Evidence of major organizational activity is revealed in Table 18 where the number of parties that are held in each of the fields is given.

A total of 39 parties were sponsored by religious organizations and 26 by civic affairs groups. The fields of youth welfare held 94, veterans

affairs 11, recreation 8, and relief 6.

Three fields list no parties at all. They are education, cultural affairs, and economics and commerce.

Table 18. Organizational activity as shown by number of parties held by fields of activity during 12 month period, Logan, Utah, 1945-46.

Fields of activity	Number of organizations	Number of parties											Total parties		
		0	1	2	3	4	5	6	7	8	9	10		OVER	
Civic affairs	6		1		2	1			1	1					26
Cultural conditions	3	3													0
Relief	4	2			2										6
Economics & Commerce	1	1													0
Youth welfare	2					1							1		14
Veterans affairs	3			1	1			1							11
Education	1	1													0
Recreation	6		2	3					1						8
Religion	10	4		2	1	2								1	39
Totals	36	11	3	6	6	4	0	1	2	1	0	1	1	98	

The data presented in this division does not include informal gatherings of some of the members at meetings and parties. Quite a few of them seem to have been held. The information found in the tables is therefore fairly adequate for the organizational picture but not for the total picture of activities in the fields covered.

SUMMARY AND CONCLUSIONS

Authorities are agreed that community organization is concerned with the integration and coordination of individuals, groups and institutions to enable them to: (1) Establish a system of long range planning; (2) organize to satisfy unmet needs quickly and effectively; (3) obtain a means of achieving consensus; (4) take the responsibility for planning for the needs in neglected areas; (5) develop leadership under which the community can act; (6) bring together for coordination representatives of groups who sponsor, pay for, and administer projects; (7) create a sense of obligation for recognizing problem areas and for seeking solutions through machinery of unified action; (8) supplant the competitive with the cooperative spirit among organizations; (9) outline substantial aims and objectives to be used as a guide in planning and giving direction to the over-all community.

In Logan during a 12 month period of 1945-46:

1. More than one-fourth of the officers of the 36 organizations held 2 or more offices. The majority of the multiple office holders have 2 jobs, some hold from 3 to 6, and some hold as many as 8. The largest fields, wherein duplication of office holding was found, were religion and civic affairs.
2. Organizational aims were mainly centered around 6 general fields. The data shows that those of religion and character building represent the aims of most organizations. The other 4 fields of welfare, recreation, civic affairs and education embody most of the other aims. It is astonishing to find this limitation of scope of aims apparent in a community the size of Logan.

3. Project duplication is heaviest in the fields of health and welfare with 8 projects duplicated by 27 organizations, community planning with 6 duplicated by 14, and economics and commerce with 4 duplicated by 11. A total of 70 projects for all fields were duplicated by 70 organizations. Although organized groups feel a responsibility to sponsor such projects, the lack of cooperative planning among them results in conflicts and a great deal of overlapping.

4. Projects lasting from 1 to 5 days were the most prevalent. Those lasting from 5 months to 1 year were next most extensive. The predominance of short projects indicates unwillingness to assume larger obligations, both financially and socially. This practice undermines any effective long range planning.

5. The bulk of project activity is centered in the three fields of recreation, health and welfare, and education, there being 114 in these 3 fields in comparison with 160 for all fields. Here lie the most uncoordinated activities in the community, with no cooperation between organizations in 73 of the 114 projects.

6. On the whole, projects designed for the benefit of the community are emphasized in preference to those designed for members.

7. Projects for the benefit of members have more money expended on them than do those for the community.

8. Total expenditures on projects in 1945-46 amounted to \$13,660.84.

9. Organizations differ greatly in their reliance on dues:

- (1) Thirteen of the 36 organizations collect no dues.
- (2) Five of the 36 organizations depend entirely on dues.
- (3) Eighteen use a combination of dues and other sources of income.

10. The chief methods of securing funds to support community organization in Logan are: (1) dues, (2) solicitations, (3) free will offerings, (4) interest on investments, and (5) money-making projects.

11. The large membership of the L. D. S. church in Logan influences memberships also in fields related to religion, such as welfare, recreation, and youth welfare. This accounts also, in part at least, for the large number of meetings that are held in these fields.

12. Civic affairs organizations held 151 regular meetings and 20 special meetings during 12 months, averaging an excess of 3 meetings a week.

13. On the whole there appears to be more emphasis on meetings than on projects in the fields of religion, recreation, civic affairs, and youth welfare.

14. In an over-all sense, this study indicates that collective, voluntary group activities in Logan, during 1945-46, were retarded chiefly through lack of coordination of unified planning on integrated thinking. This resulted in a considerable amount of overlapping of aims and activities. It also impeded effort and reduced effectiveness. Joanna C. Colcord (1, P. 11) suggests that this type of information be assembled and studied by leaders in order to have a background from which to attack the problem of supplying community lack and improving existing services.

The new Community Coordinating Council which was set up during the spring of 1946 should be in a position to go to the roots of these problems.

6. Name of Organization _____

Organization Projects

____ Completed

____ Now in Operation

Name of Project	Projects for		Date com- menced	Date com- pleted	Other Organizations Cooperating	Remarks on Nature of Cooperation -- If project not completed, why not?
	Com- munity	Mem- bers				
1.						
2.						
3.						
4.						
5.						
6.						

SCHEDULE

6. Name of Organization

Organization Projects

Completed

Now in Operation

Name of Project	Projects for		Date com- menced	Date com- pleted	Other Organizations Cooperating	Remarks on Nature of Cooperation -- If project not completed, why not?
	Com- munity	Mem- bers				
7.						
8.						
9.						
10.						
11.						
12.						

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SCHEDULE

7. Name of Organization

Organization Projects

Completed

Now in Operation

Name of Project	Brief Statement of Project Purpose	Money Expenditure on Project	Labor Expenditures on Project			
			Skilled Planning		Work on Project	
			Number Workers	Man Hours	Number Workers	Man Hours
1.			It was found impossible to secure this data.			
2.						
3.						
4.						
5.						
6.						

SCHEDULE

7. Name of Organization

Organization Projects

___ Completed

___ Now in Operation

Name of Project	Brief Statement of Project Purpose	Money Expenditure on Project	Labor Expenditures on Project			
			Skilled Planning		Work on Project	
			Number Workers	Man Hours	Number Workers	Man Hours
7.			It was found impossible to secure this data.			
8.						
9.						
10.						
11.						
12.						

SCHEDULE

8. What are the Primary Aims of Your Organization?

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

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