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# Comparison of YMCA Operations in the United States with Those in Sweden

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COMPARISON OF YMCA OPERATIONS  
IN THE UNITED STATES  
WITH THOSE IN  
SWEDEN

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## INTRODUCTION

A recent trip to Sweden by the author, as part of a group study exchange program sponsored by the International Rotary Foundation, provided the impetus, and background for this study. In order not to miss a quarter of MBA work during the trip, the author elected to develop a research option, for his program. The thrust of the research was to determine what differences, if any, there are between the American and Swedish YMCA operations. Also, taken into consideration were developing Swedish trends that could parallel the United States system. The overriding concern was to determine what can be learned from studying differences and similarities, of the two YMCA situations. From a pre-trip analysis, a research design was formulated. As a starting point, the United States "Y" history was obtained and the following trends abstracted.

## HISTORY OF THE UNITED STATES YMCA - SUMMARY

The beginnings for the YMCA were in the series of events known as the Industrial Revolution. Inventions of machines and development of large factories brought many young men and families to the cities in search of a better life. With this mass influx of people came crowded living conditions and the spread of slums. Away from home, the working conditions also became deplorable. In response to this type of setting and the need for improving the spiritual condition of young men, the Young Men's Christian Association was started by a London factory worker named George Williams in 1844. By 1851, a retired American sea captain, Thomas Sullivan, had established the YMCA in Boston. In these early stages, all work and responsibility was in the hands of members called laymen.<sup>1</sup> The newly created YMCA had no employed staff, even for conducting the business affairs of the organization. This first trend was the separation of duties between the members and laymen. Initially, members participated in both the decision-making process and program leadership. As programs and business affairs grew more complex, special committees, boards, and lay officers were elected for better control. From this time on, these groups became the "laymen".

The next major trend and separation of functions occurred between "laymen" and "employed staff", commonly called "secretaries". The first secretaries were primarily caretakers and librarians. As financial operations increased and specialized programs were added, more paid staff were employed. A third, and last of the early divisions was the development between "laymen" and "volunteers".

Laymen now have become those who serve as members of policy groups, i.e., boards, committees, and councils. Volunteers, meanwhile, are those unpaid persons providing direct services to members or participants, i.e., club leaders, instructors, and special activity leaders.

This brief overview now brings us to the present, and to recent trends in the YMCA. A study of the relationship between laymen (in policy groups) and staff shows some of these trends best. Earle Buckley has reported that there has been a decrease during the past decade in the number of volunteer group leaders and a substantial increase in the number of volunteers serving on boards and committees. Volunteer group leaders have decreased 1% at a time when the membership has increased 48%! During this same period, paid program leaders have increased 110%. The YMCA is relying more and more on paid staff to provide services. Board membership, however, during this time increased 32%.<sup>2</sup> Another trend reported by a study for the National Council shows that boards and Committees of Management are more concerned with corporate management and long-range planning than day-to-day operations.<sup>3</sup> The study has also shown movement toward boards becoming more diverse in terms of female membership, plus greater representation of youth and racial minorities.

Based on the past, one can ask an important series of questions about YMCA operations in the United States. For example, what is the importance of these trends and developments and what can we learn from them? What are the changes in representation on boards

and committees a response to and are they being experienced by YMCA's in other countries? Also, in light of increased governmental entrances into the family service market, what is the future of "not-for-profit" YMCA organizations in the United States? This last question is especially germane to this study since Sweden has a long history of substantial government regulation.

### RESEARCH DESIGN

To develop a research design, and to become as well prepared as possible prior to departure for Sweden, the author worked closely with a faculty advisor. As part of the research design development, educational program was undertaken in preparation for the trip and the research study. Two books were read<sup>4</sup> and the author attended a Seminar on Voluntarism conducted by the Task Force on Voluntarism of the YMCA of Rochester and Monroe County. Two meetings were held with the President of the YMCA of Rochester, as well as an interview with a branch Executive Director. In the next step the author submitted a rough design outline, following accepted business research methods, to the advisor. The last step before the actual trip was the drafting of the author's hypotheses and sample questionnaire (see Appendix).

During the trip, three YMCA locations in Sweden were visited. The first facility was the Eskilstuna YMCA, located in central Sweden. This operation, as are all YMCA operations in Sweden, was a combination YMCA and YWCA. Sweden is the only country in the world that combines these two service institution. Eskilstuna was a small community<sup>5</sup> of approximately 50,000 people, evenly split between industrial workers at a Volvo tractor factory, and farmers. The second location was the southern community of

Linkoping, a combination army base and farm town. The third location was the capital city of Stockholm. As the base for the study, the author compared "Y" operations in these three communities with those in the United States, as shown by the background work mentioned before. The major premise was that the same trends witnessed in the United States would be evident in the Swedish YMCA organization. In addition, since Sweden is a socialist state, a parallel could be drawn showing in what direction the United States of America "Y" organization might be heading, considering the social tendencies, and growing government involvement, evident today in the United States of America.

To determine the similarities and differences between the two countries' YMCA operations, nine hypotheses were subjectively formulated. This helped to focus the work to be done. The questionnaire was used to test the hypotheses. For the purpose of this study, all references to the United States "Y" organization, refer to the Rochester and Monroe County YMCA Association.

#### ANALYSIS OF HYPOTHESES & FINDINGS

##### HYPOTHESIS #1:

The YMCA of Sweden will be Lutheran church oriented and supported. All of the YMCA operations work out of church facilities, using church halls and have as much as 30% of their operating budget provided by the state church.

The author developed this hypothesis because it was anticipated it would be the most obvious and distinct difference between the United States of America and Sweden; therefore, the major block to similarity in trends. The hypothesis was not supported. In each of the three YMCA facilities visited, the author learned that there is no affiliation whatsoever with the state church, no membership restrictions, and none of the budgets were supplemented by the church. All three locations visited were exactly the same.

This compares well with the United States, which also does not rely on nor receive support from any church. However, use of facilities displayed a marked difference between the United States and the three Swedish YMCA's. None of the Swedish "Y's" used community facilities, i.e., schools, recreation halls or churches. The United States "Y" not only uses, but heavily depends on community schools and churches for its facilities. Doubtless, this difference is of importance and demonstrates a lack of communication and helpful working relations between the Swedish "Y" and its community needs. The implications of not meeting the needs of the community are enormous and seem to relate to the poor development of the "Y" in Sweden. The future of the American YMCA might include - loss of membership, loss of contributing support, a substantial decrease in staff and the disposal of the YMCA properties - a situation not unlike Sweden. The vast communication network operating between the American YMCA, community church organizations, volunteer groups, industry, and community leadership, has not only helped address itself to identifying needs, but also has established a rapport that is priceless.

## HYPOTHESIS #2

A socialist society, such as they have in Sweden, would provide 75% of the services now provided by the YMCA in America. For example: summer camps, programs serving adult and family needs (i.e. Slimnastics, Swimming, Yoga, Tennis Lessons, Fitness classes & Volleyball). Instead of going to the local "Y" the author hypothesized Swedish families would be attending the local state recreational facility.

In constructing this hypothesis, the author felt that regardless whether the YMCA of Sweden were church supported or state supported, the majority of family recreational services could still be expected to be provided by taxes (church or state taxes). This premise and its hypothesis was accepted.

As in hypothesis #1, the response from all three YMCA operations were the same. Sweden is a very small country of only 8.2 million people (less than the population of New York City) and as such is very homogeneous in many ways. Tremendous recreational services and facilities are offered by the state in every region and neighborhood. Consequently, the "Y" does not try to compete with State services in any aspect. The "Y" and all not-for-profit operations in Sweden are heavily supported by the state, and 80% of the operating budget is paid by the State. Additionally, the State pays 80% of each YMCA's Executive Secretary's salary. Also, the "Y" receives approximately \$18.00 for each camper and other programs are similarly subsidized.

Services in two of the YMCA's visited, Eskilstuna and Linkoping are limited to offering a camping operation and renting rooms for group meetings. The third unit Stockholm, offers only hotel-type accommodations and no services.

By contrast, in the Monroe County YMCA system, support comes from the United Community Chest (23%) and volunteer contributions (6%). No direct government support of budget is received by any American "Y".

These differences are very indicative of the type of system each of these countries have. In Sweden, a citizen lives with a 75 to 80% taxable income base and demands services for the tax money. In the United States of America the base is 50% and as such, extensive services, though often demanded, are not usually expected. From an objective view, evidence tends to indicate that the United States system is more attractive and possibly, efficient. A number of services are available, however, except for medical services, the individual does not take advantage of the full services offered. Also, it was observed that many of the people interviewed do not appreciate the services offered to them.

What potential impact does this have on the "Y" in the United States? For one thing, it is an advantage to the "Y" to have lower taxes, and as such, fewer services offered by the government. In Sweden, due to the high taxes, people look to the State to fill their free time with recreational services. Observations by the author tend to indicate that extensive services are offered; and consequently, the "Y" organizations in each locality are nothing more than meeting or sleeping facilities. It could be said that a high tax in the United States and a corresponding support of recreational facilities, both private and public, would free not-for-profit personnel from extensive and time-consuming fund raising. This, in turn, would allow "Y" people, for instance,

to devote more time to program development.

There is, however, a false hope in this premise. With higher taxes and more public services, one would logically have fewer "Y's". In effect, personnel would not only be freed from fund raising, but they would most likely also be "freed from a job". The fact of life is that with governmental growth comes private constraint, as noted in Sweden. If one pays for a service, or expects a service, from taxes, why support a not-for-profit organization?

### HYPOTHESIS #3

A belief in the need for recreation will be well accepted and in conjunction with it, the belief that recreation should be inexpensive to the people. For example, summer camps are provided free to all Swedish children. The state subsidizes transportation to facilities such as boat houses and also subsidizes the cost of running the boat house. This support may amount to as much as 25 percent of budget of the "Y" organization.

The author's reasoning here was that if services were to be supplied by the state based on taxes, low cost services would be offered to participants. The main portion of this hypothesis was supported. Services are either free or offered at a nominal charge. However, the last part of the hypothesis, dealing with the amount of support to a "Y" budget, was not entirely supported. As previously reported, 80% of the operating costs of each "Y" was provided by the State. The extent of these low cost services were most evident in the two small community "Y's" in Linkoping and Eskilstuna. These operations provided primarily, subsidized, camping and were unable to compete on any other level of service.

However, the organization in Stockholm, due to the size of the population (approximately 1 million), was most capable of offering additional services to its community. Unfortunately, the organization only offered housing in the form of low cost hotel accommodations.

In the United States operating costs are becoming more and more important in the survival of a not-for-profit organization. The Rochester community boasts many growing suburban recreational departments that are offering low cost services to the community. Competition is keen and it is impossible for a "Y" to compete with town recreational departments, on a cost for cost basis. However, the mission of the "Y" system is it's youth character development services and it's volunteer programs. These objectives are not in competition with governmental programs nor will they conceivably be in the future. However, the fact that they are in competition in other areas, will hamper effects in this particular area.

#### HYPOTHESIS #4

A branch/orbit operation serving families in Sweden will not exist.

The author felt that branch type operations could not be justified nor supported in the size of the communities that exists in Sweden, under a strongly supported State recreational system. Support for this hypothesis was conclusive. From interviews conducted, it was discovered that none of the YMCA's in Sweden operated with a branch/orbit facility. In comparison with the United States of America there are considerable differences. In the Rochester YMCA organization for example, there are 10

operating units; they are: Metro Office; Bay View; Resident Camps; Greece; Erie Canal; Southeast; Monroe; Maplewood; Midtown; and Arnett. Each of these units lends its particular strengths and character to the total Rochester YMCA success and reputation. In a socialist state, this volunteer network of service would not exist. It is also unreasonable to believe that Sweden will emulate the United States on this point, due to geography. There are few large metropolitan areas in Sweden.

#### HYPOTHESIS #5

"Y" staffs will be very small, i.e., one person working at a ratio of 1 to 200 of staff to members; as compared to our operations that work at a ratio of 3 to 7600 of staff to members. Also, the staff pay level will be well below the national average for recreational personnel.

The above hypotheses was developed due to the authors interest in YMCA pay levels, both in the United States and Sweden.

This hypothesis was only partially supported. Size of staff hypothesized was supported, however, level of pay was not supported, as hypothesized. Almost all wages in Sweden are on a national scale, and as such the salary paid the "Y" executive is the same as all other 'like' jobs in Sweden. Staff size in both Eskilstuna and Linkoping were one paid executive secretary. The Stockholm facility had approximately 12 employees, however, all but one supported the hotel operation. Staff at Rochester Branch "Y"'s generally run to at least three paid professionals and two or three paid clerical.

Average membership at each Swedish "Y" visited amounted to 2000. In Rochester, each unit serves approximately 7600.

Generally, in Sweden, programs are led by volunteers; however, there are programs led by people who receive a salary from the State. In the United States there are also some "Y" programs led by volunteers, however those that are paid program people, do not receive government compensation.

The implications of these findings are somewhat obvious. Staff size in the United States tends to increase proportionally to membership, as compared to Sweden. Pay levels in the United States are not on a national scale, and as such vast differences between branch facilities and between associations occur. Overall, evidence seems to suggest that YMCA paid professional staff are below that pay level achieved by public and industrial personnel. A trend that could develop, would be the loss of competent people to industry and the governmental sector due to the "Y"'s inability to compensate competitively. In Sweden loss of good people does not seem to occur due to money, because being on a national scale, moves tend to occur due to prestige. Working for a State recreational facility in Sweden, has much more glamour than working for a YMCA. What the YMCA of Sweden must do, is to increase prestige. One way this can be accomplished is to encourage "Y" staff to view themselves as managers and as experts in their field. Building professionalism among "Y" people could be done by manager training seminars; a public information campaign informing people of jobs well done; or, improving hiring standards to include, knowledge of physical education skills, business skills and interpersonal and group dynamic skills.

#### HYPOTHESIS #6

All Boards of Directors and Committees of Management will have more authority than just policy-making. They will be

involved in program decisions, hiring, firing and scheduling.

This hypothesis was thought to be a valid assumption by the author, in view of the size of the "Y" organizations expected to be found in Sweden. In line with a small operation, with few staff, lay people would be expected to take on additional responsibility and authority. The hypothesis was unsupported.

Lay boards at each of the locations visited, are primarily used for resources according to their expertise on advice on camp programming. They have almost no responsibility, duties; or power. Although the boards of management in Sweden have the same constitutional authority as the YMCA boards in America, in reality, they are powerless. The YMCA's must answer to the State or lose financial support, and they must observe governmental regulations that in effect strip them of their authority. For example, it is virtually impossible to fire an employee in Sweden, even in cases of theft or physically harming a supervisor. What this has done is to make it virtually impossible to get hired if one is young or middle age. The employer looks at everyone as someone he will have for the rest of that person's life. This security tends to dissuade employees from quitting, even if dissatisfied. Rather than seeking a new job, they just remain on the job with neither motivation nor incentive.

In the United States, authority of layboards is clearly identified and exercised. If the "Y" of America ever faced the governmental restrictions imposed on the Swedish "Y", ours would be as stagnant an organization as the Swedish "Y".

#### HYPOTHESIS #7

Sweden will have a larger percentage of unpaid volunteers heading up programs and activities. The Webster Branch "Y" location is presently working with approximately 500 volunteers out of 7600 members. This 6.5 percent figure will be small compared to a ratio in Sweden of 15 percent.

This hypothesis was of particular interest to the author, due to his increasing interest in voluntarism in the United States of America. The author's hypothesis was not supported. Again each of the three locations visited reported extremely small percent of volunteers to members. They had 30 volunteers, on the average, per location, to a membership average of 2000. This 1.5 percent figure is considerably below the 6.5 percent figure for the Webster Bayview YMCA branch.

No really new implications can be drawn from this finding. People in Sweden pay via taxes, for many services, and therefore, do not feel a need nor an obligation to perform volunteer service. This fortunately, is just the opposite in the United States.

#### HYPOTHESIS #8

State regulations covering scope of service programs to offer, tax status and membership availability will be just the opposite of what it is in the United States of America, i.e., no tax-free status, open to Lutheran church members only, and specific geographic restrictions on service areas.

This hypothesis was chosen to gauge the extent of restrictions, both church and state, on the "Y" organization. The hypothesis was not entirely supported. As in previous hypotheses, all "Y" facilities had the same response. Each operation was heavily regulated by the

State, in order to receive funds. For example, camp facilities and programs must be approved by the State. Not-for-profit organizations such as the YMCA do not pay taxes in Sweden, as in the United States and there were really no restrictions on services or membership. The only limit seen was their own organizational set-up and lack of facilities.

This hypothesis most closely represents any similiarity there was between the "Y" of Sweden and America. YMCA camp operations are closely regulated by the government. For example, cabin space, per camper, is required to be 40 square feet. As a result of this requirement, many camps have been forced to either enlarge cabins or close them. Two problems soon to be faced; minimum wage for counselors and helmets for horse riding.

#### HYPOTHESIS #9

Trends in the YMCA of Sweden will show an increase in governmental regulation and an increase in minority representation on lay boards and committees.

Trends in both of these above mentioned areas are evident in the United States and the author was interested in seeing if these same trends are being experienced in Sweden. This hypothesis was not supported.

Due to a large part of their homogenous nature, all three "Y"'s expressed surprise to the author's question concerning minority representation on lay boards. In each case, all committees were made up of only Swedish nationals. It is very rare to find a minority person in Sweden and therefore, none was expected to be placed on a committee. As far as governmental regulation, it had always been extensive, and almost all encompassing.

No increase, over this large control had been experienced by any of the "Y"'s. After continued questioning by the author, each facility stated that not only were there no trends noticed, but also not expected.

Implication of this finding, to the United States "Y" organization are not evident. Trends, as expressed in the history section (page 2), in the United States are a reality and they tend to reflect a healthy development in the YMCA. That development is, that the YMCA, in its increase in minority representation, is more closely representing the people it serves. This is also evident in the Rochester YMCA branch locations which increasingly are attracting, family members and community parent-child program participants, into lay committees and boards. In so doing, the movement appears to be away from the recruitment of community leaders and successful businessmen onto these same branch boards and committees.

#### SUMMARY

The findings of each hypothesis reflected a national situation. In Sweden, there was no affiliation with the State Lutheran Church, and all not-for-profit organization are heavily subsidized by the State. Following each hypothesis, all three "Y"'s visited responded alike because Sweden is a very small and homogenous country. Community programs were almost non-existent and none of the operations visited even considered expanding services, due to an inability to compete with the State recreational departments. Lay-staff relationships were generally very close, and the pay was on a national scale. Also, contrary to

any hypothesis, no trends were seen, nor, increase in minority representation experienced.

One interpretation of the findings concerning community services, could be that the staff and lay people viewed themselves as just another overburdened taxpayer. As such, they did not feel additional services, at a cost to participants, was needed.

### LIMITATIONS

This study must be viewed in light of the following limitations. Time, and the shortage of it, was one of the first problems faced by the author during this research. A total of six weeks was spent in Sweden and each of those weeks were heavily scheduled with activities. Actual time permitted for individual interests amounted to less than one day a week. The author feels that more time could have been spent observing the different "Y" operations in their day to day routine. Additional time could also have allowed the author the opportunity to visit other "Y" locations than the three visited.

Location was in itself another limitation to this study. All three facilities were located within 100 miles of Stockholm. Also, the group study program was restricted to the limits of the Rotary district. The author feels that the homogenous nature of the people added yet another limitation. Each location experienced the same problems, served the same type of people, and consisted committee-wise, of the same type of members.

The most serious limitation that must be viewed in this study was the lack of data. That is, data for background, prior to the trip, and data for current study that should have been in Swedish libraries. There was almost nothing available in libraries

in the United States, prior to the trip, and nothing in libraries in Sweden. Due to this lack of data, which could have provided the author with a better awareness of the state of the Swedish "Y", the author feels an important void was left unfilled.

## GENERAL OBSERVATIONS

Relevant, but general impressions from the author's trip may be helpful in rounding out this study.

Homogeneity has been mentioned several times by the author, and an explanation of the term is called for. Webster defines homogeneous as "being of the same or similar kind or nature, of uniform structure or composition throughout".<sup>5</sup> All Swedes do not fit the blond-hair, blue-eyed stereotype, however, almost without exception the Swedes the author encountered were white, and wealthy enough to support an existence comparable to life among the United States' upper middle class.

Homogeneity in Sweden has arisen partly out of the country's lack of attraction as a port of immigration. The climate is harsh, with long hours of darkness during winter. While the individual has rights which do not exist in Eastern countries, the tax rates and restricted employment opportunities have discouraged immigration. Emigrants from Eastern Europe are discouraged because of Sweden's close proximity to the Soviet Union (ten minutes by military aircraft between the Soviet coast and the Swedish island of Gotland). Immigration from the United States, significant only during the Vietnam War, did little to change homogeneity since most of the immigrants were white, with similar tastes and lifestyles.

In earlier centuries, Sweden was able to develop with limited foreign encroachment. Trade routes only skirted her southern coastline. Colonialistic suitors were not attracted to Sweden for several reasons. Sweden was not a rich farmland. Natural resources existed, but required transportation over great

distances to be of value to empire-builders in other parts of the world. The reputation of Swedish Vikings as fierce fighters discouraged invasion. And Sweden was of questionable strategic importance (with the exception of the Island of Gotland and the Southern Coast). What intermingling of cultures did occur took place between people of the same race.

Several of the author's interviewees noted that Sweden is considered the most Americanized country in Europe. Many United States consumer goods companies market products in Sweden since incomes and tastes are similar and trade barriers are minimal. Marketing gimmicks, such as "Donald Duck" orange juice, are easily transplanted from United States markets to Swedish markets. Consumer level of education is about the same as in the United States's better market areas. Thus a strong commercial impact of the United States on Sweden develops, a one-direction effect due to the relative size of the Swedish market for American products versus the American market for Swedish products.

English is the second language of the country. School children begin English classes at about 12 years old. By graduation, most are fluent. Wherever travelled, one can be understood in English. Families were particularly eager to practice English, just in case they had the long-awaited opportunity to visit the United States. Many families send children to Great Britain or the United States just to perfect their English.

Swedes apply the democratic concept of equality for all citizens more strictly than do Americans. Personal assets are taxed to achieve a more equal distribution of national wealth. School children of different learning abilities must, by law,

be intermingled in classes rather than segregated by ability. Athletic activities in schools exclude competition, as competition demonstrates inequality among participants. Development of skills is emphasized instead. Current talk among political progressives promotes implementation of an "Idiocy Premium," a transfer payment to those who do not have the ability to achieve financial rewards equal to those who are more shrewd.

Trade unions control 85% to 95% of all white-collar and blue-collar labor in Swedish industry, and have strong political affiliation with the Social Democratic Party, the majority party in the Riksdag for 40 years prior to their upset in the last national election. Through this arrangement, the trade unions have been able to legislate workers' rights laws that place more requirements on Swedish employees than exist in any other Western country. Workers cannot be terminated except for the most serious crimes against the employer. Labor unions negotiate all pay and privilege disputes for workers, historically winning longer paid vacations, high pay increases, and expensive benefits (such as showers, saunas, and elaborate break rooms) which must be supplied by the employer. Liberal sick pay and vacation plans won by trade unions create an average 30% absentee problem in some companies. When demand for manufactured products falls, displaced workers must be offered retraining programs at employer's expense.

Social welfare programs passed by the Social Democrat Party have created a tax rate so high that incremental pay workers would receive for overtime work is much smaller in utility than the free time away from the job. Management cannot effectively schedule overtime. Recent legislation, passed just before

Social Democrats left office, requires labor representation through unions in all business decision, including production scheduling, make versus buy decisions, material sourcing decisions, and even product design and market strategy decisions.

One key management variable is the market. Expensive labor, caused by workers' benefits and high wages, and expensive materials, caused by heavy inventory carrying costs, means that Sweden produces an expensive product which can only be sold in wealthy markets. Because Sweden has only eight million people, large Swedish manufacturing companies must compete with each other for export sales in other wealthy countries, such as Great Britain, Canada, and the United States. Sweden's reaction to this internal competition is consolidation of all members of one industry into a single overseas marketing company. Witness recent consolidation of Sweden's ironworks, Sweden's shipbuilders, and Sweden's auto manufacturers.

What seems to be evolving is an economy where government manages large industry through broad policy decisions, and where principles and rewards of free enterprise belong only to certain professionals who own their plants and employ only family or a very small labor force. The major implication and one that the author does not see the United States even emulating, is that corporate managers could eventually assume responsibilities of government consultants as more and more management decisions are made at a macro level by the Swedish parliament, the Riksdag.

## FOOTNOTES AND BIBLIOGRAPHY

<sup>1</sup>The term "laymen" means volunteers, but at later stages it refers to special groups of volunteers.

<sup>2</sup>Earle R. Buckley, "YMCA Yearbook 1974", National Council of YMCA's, 1974, pages 36-37; 141-142.

<sup>3</sup>G. Bottomley & R. Batchelder, "YMCA Boards & Committees of Management in 1973." Research and Development Unit, National Council of YMCA's 1974.

<sup>4</sup>Stenzel, Anne K. & Feeney, Helen M.; Volunteer Training and Development, New York, The Seabury Press, 1968.

Naylor, Harriet H.; Volunteers Today, Finding, Training and Working with Them. New York, Association Press, 1967.

<sup>5</sup>In Sweden, there are only "Communities", all other descriptive titles, i.e., town, city, vilege, have been abolished.

<sup>6</sup>Webster's New Collegiate Dictionary, G. & C. Merriam Company, Springfield, Massachusettes, 1976.

## APPENDIX

### QUESTIONNAIRE

1. Do you have any affiliation with the state church? If so, to what extent, that is, are there membership restrictions tied into church participation?
2. Is your budget supplimented by the church? If so, what percent? In what particular areas of service?
3. What type of facilities are utilized for community programs?
4. What is the extent of services provided by you to your community? Do you have a program brochure? (I will attempt to get program booklets at each stop. Also, I will be bringing literature on our operations with me to hand out).
5. What type of recreational services and programs are offered by the State? Do you feel that your greatest competition for members comes from state-run facilities? If not, what other organization offers the services you do? Of these private recreational operations, do you know if the state supports them; and if so, to what percent of their budget? Is the YMCA supported to any degree by the state, and if so; to what percent of budget?
6. Are there any branch or orbit type operations affiliated with this 'Y' operation?
7. What are the total number of paid professional staff associated with this operation? Number of members served? What is the percent of volunteers to members you have? Who leads your programs, paid or volunteer? What percent of each?
8. For the average 'Y' member would you say the average salary would be above or below that paid to recreational members in other types of agencies?
9. What are the responsibilities of your lay governing board? How broad are their duties, i.e., do they get involved in programs and program scheduling, hire and fire?
10. How would you define your lay-staff relationship?

QUESTIONNAIRE (continued)

11. Are you regulated at all by the state? If so, how? Do you pay taxes? Are there any restrictions on services offered or areas covered? Are there any membership restrictions?
  
12. Do you notice any particular trends in your 'Y' organizations in particular, as regards governmental regulations, and minority making up your boards and committees?