

Activities And Services For Children In FPHA Projects

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TO: Assistant Regional Directors for Management
Regional Project Services Advisers
Regional Planning Officers
Regional Office Service Heads
Central Office Management Standards and Management Review
Divisions

SUBJECT: Bulletin No. 37, "Activities and Services for Children
in FPFA Projects"

1. Bulletin No. 37. The Central Office is preparing a Bulletin on activities and services for children. The material now ready for distribution includes:
 - a. The introduction.
 - b. Part I, Minimum Professional Standards for the Operation of Programs for the Care of Children of Employed Mothers.
2. Regional Supply. Fifty copies of the Bulletin will be furnished by the Central Office to each regional office.
3. Reproduction and Distribution by the Regional Office. Such additional copies of the Bulletin as may be required should be reproduced in the regional office.

As prescribed in Sections 3654:3, 4654:3 and 5654:3 of the Manual, the standards set forth in Part I of this Bulletin shall be required by local management of all agencies operating such children's programs within the housing project.

It is important, therefore, (1) that present managers have an adequate supply of the Bulletin at their disposal in order to make copies available to the agency or agencies operating these particular programs, and (2) that sufficient copies be held in reserve by the regional office for later use when additional projects are completed and children's programs are scheduled for operation.


Assistant Commissioner
for Project Management

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INTRODUCTION

This bulletin has been prepared as a guide to local housing authorities and housing managers in planning activities and services for children.

The bulletin will be released in parts, which will discuss the different types of programs and services for young children and their parents.

MINIMUM PROFESSIONAL STANDARDS FOR THE OPERATION
OF PROGRAMS FOR THE CARE OF CHILDREN OF EMPLOYED MOTHERS

Foreword

The following are the FPHA minimum professional standards required in the operation of programs for the care of children of employed mothers. They have been developed in collaboration with the U. S. Office of Education, the Office of Civilian War Services, and the Children's Bureau of the U. S. Department of Labor, and in accordance with currently accepted professional standards for such programs.

As stated in Chapters 3654, 4654 and 5654 of the Manual of Policy and Procedure, these standards shall be observed by all agencies operating such programs in project facilities or in tenant-occupied dwellings. Local housing authorities and project managers shall acquaint operating agencies with these standards and shall make copies of this bulletin available to them.

The standards are divided into three sections as follows: Section 1, Group Care of Children from 2 years to school age; Section 2, Group Care of Children of School Age; and Section 3, Foster-Family Day Care.

Section 1. Group Care of Children from 2 Years to School Age.

1. Scope of Program. The group care program for children from 2 years to school age provides suitable activities and services under trained supervision and leadership to meet the physical, intellectual, social, and emotional needs of children in this age group.
2. Staff requirements. A staff of adults shall be provided in sufficient numbers, and with the training, experience and understanding to insure the operation of programs in accordance with the requirements set forth in par. 6 of this section. The number and type of personnel required for this purpose follows.
 - a. Director or Head Teacher. There shall be a director or head teacher in each child care center who shall be responsible for the organization, operation, and supervision of the program.
 - (1) Functions. The major functions of the director or head teacher shall be as follows:
 - (a) Provide a daily program of routines and activities based on the different age levels within the group, and one that considers the individual needs and varying home backgrounds of the children.
 - (b) Provide a health program, as outlined under par. 6b.
 - (c) Provide for nutritional needs. This includes menu planning, purchase of food and supervision of food preparation, as outlined under par. 6d.
 - (d) Maintain a close working relationship with parents, as outlined under par. 6f.
 - (e) Advise parents on local admission policies and enrollment of children.
 - (f) Supervise and evaluate the work of the staff. This includes cooperative development of the program with staff members, assignment of duties, conduct of staff meetings, and constructive evaluation of all staff personnel, both paid and volunteer workers. In the assignment of duties, provision should be made for appropriate

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staff members to participate in general community planning for child care and for individual and group consultations with parents.

- (g) Provide for training and use of volunteers, including tenants.
 - (h) Provide for the safe and sanitary maintenance of facilities and equipment.
 - (i) Work closely with local agencies in promoting the welfare of parents and children. This involves a thorough understanding of community resources and services.
 - (j) Advise the operating agency and local management on the preparation of budgets and the fees to be charged.
 - (k) Maintain an accurate and effective system of recording and reporting.
- (2) Qualifications. The director or head teacher shall be thoroughly qualified to discharge the above responsibilities and functions.
- (a) Professional Training. She shall have had professional training in the field of nursery-kindergarten education, child psychology, nutrition, health, parent education, and use of community resources.
 - (b) Professional Experience. She shall have had professional experience in working with groups of young children. This experience shall have been recent, shall include a record of sound relationships with other people, and shall show progressively responsible full-time paid work in the supervision of groups of young children.
 - (c) Personal Qualities. Personal qualities should include adaptability and resourcefulness, tact, firmness, a sense of fair play, patience and self-control, clear unhurried speech, modulated voice, steady nerves, and attractive appearance. It is preferable that she be under 45 years of age.

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(d) Health Requirements. She shall furnish a health certificate based upon a physical examination of current date.

b. Staff Assistants. There shall be a paid staff of trained adults to assist the director or head teacher in carrying out the functions outlined above and to assist in carrying out the program requirements outlined under par.6.

(1) Staff Assistants for the general care and guidance of children shall be sufficient so that children are never left without adult supervision and appropriate guidance, and so that any emergency situation will be handled adequately. In order to insure such care there shall be at least 1 trained adult for every 10 children, with a minimum of 2 adults for any group.

Such staff assistants shall have professional training and professional experience in child care. In addition, personal qualities shall approximate those outlined above for the director and a pre-employment physical examination shall be required.

(2) Staff Assistants for health services shall be provided on a full-time or part-time basis to perform the services outlined under par. 6b.

A physician preferably a pediatrician shall be an advisory member of the staff and should be available regularly for service and consultation.

A nurse should be provided whenever possible. If a nurse is not available, some other staff member shall be trained to inspect the children each morning and to provide first aid treatment.

(3) Staff Assistants for housekeeping and maintenance shall be provided so that meals are prepared and served properly; the plant is maintained in safe and sanitary condition; and equipment is kept in good repair and appropriately placed each day.

Such staff assistants will vary with the extent of the program but ordinarily a cook and a janitor will be required, either full or part-time. A cook's helper may be required if there are more than 30 children.

Section 1 (Cont'd.)

- (4) Staff Assistants for clerical detail may be provided on a full-time or part-time basis. In some situations it may be advisable to divide the work among the staff. If the director or head teacher has to perform detailed administrative duties she should have sufficient trained teachers so that neither the children nor the parents are neglected.
- (5) Volunteers, including adults, high school and college students, are being trained for child care programs and should be used to supplement the regular staff. Within the housing project, tenants may be a valuable source of volunteer help and should be trained according to their abilities and the needs of the program. They may assist in the care of the children, clerical work, housekeeping, etc.
3. Professional Services for Family Counselling. These services may be performed in a variety of ways. Counselling services ordinarily will be available as part of the general day care program. In other cases, a social agency or public school visiting teacher may furnish such service.
4. Salaries. Salaries will vary according to local conditions and the amount of time and responsibility necessary to carry on a constructive program. Salaries, however, shall be high enough to secure and maintain well-qualified personnel.
5. Fees. Fees, in an amount sufficient to defray at least part of the program costs, shall be established by the operating agency and collected from the parents. Such fees ordinarily cover all of the food costs or 50% or more of the total operating costs. Information gathered from various parts of the country indicate that parents are paying fees ranging from 25 cents to \$1.00 per day. In determining individual fees, the wage scale and living costs of parents, as well as the expected actual cost of care at the center, should be considered. In all cases, however, fees shall be established on a fair and equitable basis.

To insure basic operating costs, children should ordinarily be accepted on a monthly basis and fees paid on a monthly or weekly basis.
6. Program Requirements. A minimum of daily routines shall be well established so that children and adults will feel secure in knowing the schedule. Within the framework of this schedule, there shall be program flexibility which allows

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long continuous periods for free play. As the needs, interests, and abilities of children 2 years to school age vary, it is advisable to provide a program which includes a separation of the younger from the older children. In general, the routines and activities for the 2 and 3 year olds should be planned separately from those for 4 and 5 year olds; and whenever possible, entirely separate provisions for the oldest children should be made for at least part of the day.

- a. The daily schedule for the children shall include the following:
- (1) Regular daily provision for morning inspection, play, eating, sleeping, toileting, washing, etc.
 - (2) Opportunities for creative experiences with music, stories, nature, etc., and with materials such as blocks, clay, paints, etc.
 - (3) Opportunities for ample outdoor activities, the amount depending on the weather. (Except in inclement weather, practically all physical activities of 2, 3, and 4 year old children should be carried on out-of-doors.)
 - (4) Opportunities for indoor and outdoor activities with equipment that fosters muscular development and manipulative control.
 - (5) Opportunities for children to take responsibility for their own care, insofar as they are able, and to learn useful skills and wholesome attitudes through wise adult guidance.
 - (6) Opportunities for children to play alone or with other children and to work out good social relationships on their own level.
- b. Provision for health care shall include the following measures for the prevention of communicable disease and accidents, and the correction of remediable difficulties.
- (1) Physical examination by a physician, with at least one parent present. This should be done before admission or within a few days thereafter. At this time, provision should be made for the correction of

Section 1 (Cont'd.)

defects and for medical care of children either through the family physician or through some health agency and/or guidance clinic.

- (2) Immunization against smallpox and diphtheria and against other diseases, as indicated by the local health officer or physician.
 - (3) Daily health inspection by the nurse or other qualified person before any child enters the group.
 - (4) First aid treatment.
 - (5) Prompt isolation of any child showing signs of an infectious disease until arrangements can be made to send him home.
 - (6) Semi-annual physical examinations of staff members. (This measure is an essential precaution in protecting the health of the children.)
- c. Provision for Fire and Safety Protection. Periodic fire and air raid drills shall be held as necessary.
- d. Provision for Proper Nutrition.
- (1) Adequate servings so that the daily food consumption of the child conforms with the recommended daily allowances as set up by the Committee on Food and Nutrition of the National Research Council. ^{1/}
 - (2) Careful preparation and care of food and appropriate planning of menus.
 - (3) Spacing of mealtimes, so that there are no unduly long periods without food.
- e. Provision for Daily Rest.
- (1) A daytime nap or rest period of 1 to 2 hours on individual cots under conditions conducive to sleep.
 - (2) Additional short rest periods in accordance with the individual child's needs.
- f. Provision for Cooperative Relationship Between Parents and Staff

- (1) Initial and continuing staff consultations with

^{1/} "Recommended Dietary Allowances," Circular No. 115, National Research Council, 2101 Constitution Avenue, N.W., Washington, D. C.

Section I (Cont'd.)

parents concerning the needs of individual children and families, and the extent to which these needs can be met at home, in the group, or through other sources. This may be done through individual or group conferences.

- (2) Planning with parents so that they may become familiar with the group program, through observation and/or active participation in program activities.
- g. Provision for Reports and Records. Reports and records to be kept by the operating agency shall be for the purpose of maintaining an effective program. They shall include:
- (1) Periodic Reports to Housing Management. A report on the operation of the program shall be made in duplicate to housing management by the operating agency at least every 3 months. Items to be included should be attendance reports, relationships with other agencies, financial records, progress reports on group activities, tenant and community participation and any other information that will aid in coordinating this program with other aspects of tenant and community programs.
 - (2) Daily Reports to Parents. A daily report should be given to parents on the child's eating, sleeping, elimination and any unusual behavior. (Charts, notes, or verbal reports may serve this purpose.)
 - (3) Record of Each Family. Records should be kept of full names of both parents, work and home addresses, telephone numbers, name and birth date of each child in the family, and any other information concerning the family which is appropriate for the type of care provided.
 - (4) Record of Attendance. Accurate records should be maintained of children's daily attendance, including reason for absences, as well as records of parent's attendance at meetings, conferences, and volunteer participation in the operation of the program.
 - (5) Record of Health. A developmental and physical history of each child should be kept including height and weight charts, a recording of defects, remedial action recommended and dates on which action was taken.
 - (6) Record of Individual Child Development. Records to be kept of each child's development should include intellectual, emotional and social characteristics and behavior. Entries should be made approximately every 6 weeks.
 - (7) Financial Records and Bookkeeping. Accurate records should be maintained for efficient budget operation and for justifying the expenditure of funds.

Section 2. Group Care of School Age Children.

1. Scope of Program. Programs for group care of school age children should provide adequate supervision and necessary recreation activities during the hours before and after school and during holidays and vacation periods.
2. Staff Requirements. A staff of adults shall be provided in sufficient number, and with such training, experience and understanding as to insure the operation of programs in accordance with the requirements set forth in par. 6 of this section.
 - a. Director or Supervisor. There shall be a director or supervisor in charge of each group care program, who shall be responsible for its organization, operation and supervision.
 - (1) Functions: The functions of the director or supervisor shall be as follows:
 - (a) Provide a program offering opportunities for constructive activities, based on the individual and groups needs of the varying age levels.
 - (b) Provide for the nutritional, rest and health care needs of the children, to supplement those provisions made at home and at school.
 - (c) Assist parents in meeting family needs and participating in the group care program.
 - (d) Advise parents on admission policies and enrollment of children.
 - (e) Supervise and evaluate the work of the staff, both paid and volunteer workers.

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- (f) Provide for the training and use of volunteers, including tenants.
 - (g) Provide for the safe and sanitary maintenance of facilities and equipment.
 - (h) Work closely with community agencies in promoting the welfare of children and their parents. This involves a thorough understanding of community resources and services, together with a coordination of the out-of-school program with the home, school, housing project, and community-wide programs.
 - (i) Advise the operating agency and local management on the program budget and the fees to be charged.
 - (j) Maintain an accurate and effective system of reporting and recording.
- (2) Qualifications. The director or supervisor shall be qualified to discharge the above responsibilities and functions.
- (a) Professional Training. (S)he shall have had professional training in the fields of recreation or group work, or in elementary education when combined with paid professional experience in recreation or group work. In addition (s)he shall have had instruction in first aid, parent education and use of community resources, as warranted for effective program operation.
 - (b) Professional Experience. (S)he shall have had recent paid professional experience in working with groups of school age children, which includes a good record of sound relationships with other people.
 - (c) Personal Qualities: Personal qualities should include adaptability and resourcefulness, tact, firmness, a sense of fair play, patience and self-control. Excellent physical and mental health are essential.



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b. Staff Assistants. There shall be a staff of trained adults to assist the director or supervisor, in carrying out the functions listed above and to assist in carrying out the program requirements outlined below under par. 6.

(1) Staff Assistants for the general care and guidance of the children shall be sufficient so that appropriate leadership will be provided for activities, and so that any emergency situation will be handled adequately. The number of personnel will depend on the number of children, age groupings, hours of the program, type of activities and facilities used.

Staff assistants shall have had professional training in recreation and first aid and some actual experience in working with children of 6 to 14 years. Personnel qualities shall approximate those outlined above for the director.

(2) Staff Assistants for housekeeping, maintenance and clerical work, shall be provided according to program needs.

(3) Volunteers, within tenant and other groups (including high school and college students) may provide a valuable source of supplementary help in the program operations. Volunteers should be trained according to their abilities and according to the specific program needs.

3. Professional Services for Family Counselling. These services may be provided in a variety of ways. In some cases community-wide counselling services will be available as part of the general day-care program. In other cases counselling personnel may be assigned to an individual child service center as part of an overall and continuous social services to families. In still others some social service agency or public school visiting teacher may furnish such services.

4. Salaries. Salaries will vary according to local conditions, and the amount of time and responsibility necessary to carry on a constructive program. Volunteers and part-time paid personnel may assist in providing an expanded program within a limited budget.



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5. Fees. The operating agency may collect fees from parents when children are served food, when they are provided with materials for special activities such as arts and crafts, or when additional expense is involved in special excursions, camping trips, etc. In all cases, fees shall be established on a fair and equitable basis considering family needs and resources as well as program costs.

6. Program Requirements. The program schedule shall be sufficiently flexible to allow for the establishment of routines such as resting, eating, etc., for maintaining a balance between active and quiet play, and for a variety of activities. There should be both long-term and short-term planning of activities. Long-term planning concerns activities which may be carried for a period of 6 months or more; short-term planning concerns daily and weekly activities based upon the immediate interests and needs of the children. It is important to allow children to help plan and select their activities, and to assume responsibilities appropriate to their ages. As the needs, interests, and abilities of school age children are different, it is advisable to provide a program which includes a separation of the younger from the older groups. These groupings will vary according to the number, age levels and maturity of the children, and with the availability of facilities, materials, and leadership. The following are suggestive age groupings: 6, 7 and 8 year olds; 9, 10, and 11 year olds; 12, 13 and 14 year olds.
 - a. Provision for Outdoor and Indoor Activities. Outdoor and indoor activities should be provided in accordance with the needs and interests of the different age levels. There should be opportunities for active and quiet games, hobby, and interest groups, arts, crafts, music, dramatics, nature, discussion, civic and self-government activities. A maximum of outdoor activities should be included, especially when the children have to spend most of the day in school.

Participation in civic war services should receive special emphasis in program, planning. With due consideration of the children's abilities and capacities for assuming responsibility, the program should offer opportunities organized activities to assist as volunteer leaders and to perform numerous other important wartime tasks such as taking younger children to and from child service centers, cutting lawns, helping with victory gardens, helping with shopping, collecting scrap, and distributing bulletins, leaflets, announcements, etc.

 - c. Provision for Health Care. Health care of children should

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include measures for the prevention of communicable disease and accidents. A first-aid kit shall always be readily available.

- d. Provision for Fire and Safety Protection. Periodic fire and air-raid drills shall be held, as necessary.
- e. Provisions for Nutrition and Rest. Meals and rest as required to supplement those provided by the home and school shall be part of the program.
- f. Provision for Parent Participation. Parent participation shall include opportunities for volunteer training, social meetings, individual consultations, group discussions with staff members, and other professional persons.
- g. Provision for Reports and Records. Records shall be kept for planning and evaluating the program, for providing parents with necessary information and to assist in coordinating the program with the school and other community programs. A written report shall be made in duplicate to the housing manager by the operating agency at least every 3 months. Items to be included should be attendance reports, agency contracts, financial records, progress reports on individual children and group activities, tenant and community participation and any other information that will aid in coordinating this program with tenant and community needs.

Section 3: Foster-Family Day Care

1. Scope of Program. Foster-family day care provides appropriate day care for a child in a certified home, for part of the 24-hour day. This type of care is especially adapted to meet the needs of children for whom group care is unsuitable, such as children under 2 years of age, or older children who have certain physical, emotional or mental disabilities and need individualized attention, or for whom group care is not readily available. Foster-family day care programs should allow for participation in the benefits of group care programs whenever possible.
2. Program Requirements for Care of Children
 - a. Each child shall have a physical examination before placement and evidence presented that he is free from any communicable disease. He should be under continuous health supervision and should receive medical and dental care as required.
 - b. An appropriate amount of daily food, rest and play shall be provided.
 - c. The children shall never be left without competent adult supervision.
 - d. An adequate supply of safe play materials and equipment suitable to the ages of the children shall be available for indoor and outdoor activities.
 - e. Sufficient clothing for a child's day care needs should be provided by the parents.
3. Dwelling and Equipment Requirements
 - a. The dwelling shall conform to state and local fire and sanitary regulations.
 - b. No room used for the care of children shall be located so that the floor is below the street level. All rooms used for children shall have an adequate amount of sunlight.
 - c. Special attention should be given to heating, ventilating, and lighting facilities.
 - d. There shall be an adequate supply of safe water.

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- e. The dwelling shall be effectively screened against flies and other insects.
 - f. The premises and the equipment shall be kept clean, sanitary, and in good repair.
 - g. There shall be proper refrigeration for the care of perishable food, especially milk.
 - h. Individual beds or cots shall be provided for the children. The bedding shall be adequate and suitable to the season.
 - i. If care is being provided for more than one child, arrangements shall be such as to permit temporary isolation in case of possible infectious disease.
 - j. A safe and sanitary outdoor play space shall be provided, free from conditions that may be dangerous to the life or health of the children. If such play space is not on the premises, it shall be easily accessible.
4. Foster-Family Day Care Mother and Her Household. The day care mother and her household shall be required to meet the following qualifications:
- a. The day care mother shall be in good health and have no disqualifying mental, physical or emotional handicaps. She shall have had a physical examination within the last 6 months (including blood tests for syphilis and chest X-rays.) She shall be of suitable age and temperament, with a genuine liking for children and an understanding of children's needs. She should be capable of meeting emergencies promptly and intelligently.
 - b. Other members in the foster-family household shall be in good physical and mental health and the relationship among them shall be such as to assure a wholesome atmosphere for the child.
5. Administering Agency. The administering agency shall maintain an adequate staff and adhere to good standards of social case work in order to perform the following functions:
- a. Select homes which are located as near as possible to the child's own home and which are adaptable to meeting the needs of individual children.
 - b. Provide adequate supervision and counseling services.

Section 3 (Cont'd.)

- (1) Give the parents and day care mother continuing help in understanding and meeting the developmental needs of individual children.
 - (2) Advise parents and the day care mother on community resources for health, education, recreation and welfare.
 - (3) Have facilities for professional observation and study of children.
 - (4) Maintain a cooperative relationship between the child's own parents and the day care mother. The success of foster-family day care depends largely on the cooperation between the parents and the day care mother. It is important that they exchange information about the child and plan together so that there may be continuity and consistency in the care and management of the child.
- c. Provide resources for emergency medical care and for continuing health care. In projects where there are several foster-family programs, it may be advisable to provide an additional foster-family home to be used solely for emergency care of an ill child. This home could be used also for other emergencies requiring temporary child care. In some projects, a foster-mother with nurse's training may be available to accept such cases. It is to be understood, however, that all of the requirements pertaining to the operation of foster-family programs shall be applicable.
- d. Determine fees for foster-family day care services on a professional basis.
- e. Determine the appropriate number of children to be cared for in any one foster day care home. This will depend upon the facilities and space in the foster home, the skill of the day care mother in dealing with children of different ages, the amount of time that she and other adults can give to the children, and the community resources available for part-time supplementary care.
- f. Keep appropriate records. The agency supervising the home should keep complete case work records. Also sufficient records, (names, addresses, etc.) should be kept in the foster day care home to identify the children and to enable the day care mother to communicate with the parents, either in their home or their place of employment, and in an emergency with a physician. If a license is required, a copy should be kept in the day care home.
- g. Report to Housing Management. Periodic and/or special written reports on the foster day care services shall be made by the operating agency to the housing management.

BIBLIOGRAPHY

1. Plant and Equipment Materials.

- a. For permanent project facilities, refer to FPFA Bulletin No. 3 "Standards for War Housing Excluding Temporary Housing", dated August, 1942.
- b. For temporary project facilities, refer to FPFA Bulletin No. 2 Appendix 3, "Standards for Project Facilities for Administration, Tenant Activities, Outdoor Recreation, Child Service, Health, Cafeteria and Other Project Services", dated February, 1943.
- c. For trailer project facilities, refer to memorandum to all FPFA regional directors, dated 3-18-43. The requirements therein are being incorporated in a revision of FPFA Bulletin No. 4, "Standards for War Trailer Projects", issued January, 1943.
- d. Standard Plans
 - (1) Project Facilities, Family Dwelling Projects - TDU Plans Nos. 112 and 114; and Child Service Centers Nos. 132-134.
 - (2) Equipment Layout Drawings for Child Service Facilities, TDU Plans Nos. 112, 114, 132, 133 and 134.
- e. "Furniture and Equipment Specifications for Tenant Activity Buildings on Family Dwelling Projects", FPFA Bulletin No. 31.
- f. "Equipment Specifications for Child Service Facilities for Family Dwelling Projects", FPFA Bulletin No. 6.
- g. Playground and Athletic Equipment Specifications and Layout Plans. 1/
- h. Court dimensions and suggested construction plans involving non-critical materials for outdoor recreation, equipment and apparatus. 2/

1/ To be issued at a later date.

2/ Issued in a book memorandum addressed to all regional directors, dated May, 1943.

Bibliography (Cont'd.)

2. Program Materials

- a. Children's Centers issued by the National Commission for Young Children, and published by William Morrow Company, New York, N. Y. "A helpful and authoritative guide for the establishment and operation of war-time nursery schools."
- b. Standards for Day Care of Children of Working Mothers. Bulletin No. 284 Published by the Children's Bureau, U. S. Department of Labor, Washington, D. C. "These standards include health supervision, educational opportunity and social services for group care of children 2 to 16, foster-family day care and homemaker service".
- c. Child Care Programs. A report of the child care committee of the State Defense Council, Connecticut State Department of Education, State Office Building, Hartford, Connecticut. "This bulletin describes in detail the development of community child care and protection programs and sets up standards for such programs".
- d. School Children and War Series. Leaflets No. 1, 2, and 3. Published by the U. S. Office of Education, Washington, D. C. "These three leaflets describe the why, what, how, where, and when of programs for children 2 to 14 years old."
- e. Guides for Establishing Nursery Schools and Child Care and Development Centers. Bulletin No. 11, Education for Civilian Defense. Issued jointly by the New York State War Council and the New York State Department of Education, New York, N. Y. "A helpful guide for the establishment of child care and protection programs, including suggestions on physical facilities, program activities and schedules, staff, equipment, food, records and budgets."

