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ADVANTAGES OF THE CITY
MANAGER PLAN

An address recently delivered at Auburn, New York, by City Manager Waite of Dayton, Ohio, gives an outline of the City Manager plan as carried out in that city and will no doubt be of interest to readers of the Advance at this time. The address follows:

"There has been a general awakening all over the country to the fact that a change in our municipal form of government is necessary, and various forms of organization have been recommended and adopted in different parts of the country, but all are trending toward a more centralized power. The organization below the executive, varies in various communities in accordance with the ideas and the conditions existing, and as to whether or not the people themselves are ready for radical changes. The form of the Dayton organization is interesting because the president of the charter commission was Mr. Patterson, president of the National Cash Register Company.

"Each of the five departments under the executive in Dayton is headed by a director and each of these directors is appointed by the city manager, being: Director of safety, which covers police, fire weights and measures; director of service, who has charge of the water works, engineering, the construction, repairing and cleaning of streets and sewers, the collection of garbage and ashes, and the general supervision of all public utilities. The director of finance has under him the treasurer, the accountant, and the purchasing agent. The director of welfare has all correctional institutions, hospitals, charities, parks playgrounds, recreations, relief and social betterment and all community and social features. The director of law is the city attorney.

The appointment of these directors is the first step in the application of business methods to run municipal government. Our director of law is one of the leading attorneys of Dayton. He was on the original charter commission and had more to do than any one else with the drafting of the charter. He accepted the position at a sacrifice to his own business.

"The director of welfare was a minister. He is an executive. He was at the head of a very large parish, and is a man who was doing a wonderful work outside of his church. He has made studies of social conditions and social betterment; had traveled abroad and studied conditions in foreign cities, as well as the cities in this country and his greatest work was being done outside of the church. He accepted the position of director of welfare and resigned from his church.

"The director of finance is a man from Dayton who had occupied in the various industries of Dayton the positions of accountant, purchasing agent and treasurer. When he was appointed he was a member of a firm of public accountants.

"The director of service is a man from out of Dayton. When it came to the appointment of the various directors, the commission and myself got together and they furnished me lists of the men whom they thought had the characteristics and experience to fill the various positions. On the position of the director of service, however, they thought it advisable to bring from out of town, and so I selected a man who had had large construction experience

had been on the new aqueduct in New York; a man who had studied municipal work, and who had been my principal assistant engineer in Cincinnati.

"The directorship of safety has never been filled as we were not able to find the right man and the city manager is now filling that position.

"These directors with the city manager, form the staff and they meet every day for an hour and go over the important questions in each department, the same as would be done in a corporation. If there is a division of ideas in these staff meetings, a vote is taken and while this particular function is not called for in the charter it centralizes the entire organization.

"Each director is responsible for his own department. Each director makes his own appointments, subject to the approval of the city manager, and the question of appointment is taken up at these staff meetings.

The commissioners, together with the city manager and the director of finance as secretary, form the sinking fund trustees. This brings all of the finances of the government inside of the central organizations.

"I think everyone will agree that there has been an awakening all over the country to the inefficiency of the old form of municipal government and we ourselves, the voters, make the conditions what they are. We may be satisfied at what is being accomplished, but as a matter of fact we are responsible. We have allowed innumerable laws, and statutes to be passed which surround municipal work with a net work of red tape making progress and efficiency impossible. We, to protect our communities and ourselves (as we thought) allowed these laws to be passed, and there we ended our interest in municipal affairs. We drew people to a cess and then a heap of them. It is combined that I have thought, as I have been in municipal work that it was possible to combine these things in the open, where we could handle it as our big business are handled, most remarkable showings could be made. Unfortunately, however, it is impossible, due to the network and the attitude of the people, to get efficiency rapidly.

"The municipal governments of American cities may be divided today into three classes: Federal, commission and commission manager. Take any city organization under the old federal form and analyze it. Could any man operate his own private business with the organizations which we have allowed in our municipal affairs? We have here all kinds and conditions of individuality—some departments run by boards and commissions, and some are appointed, and some are elected. In a number of our cities, the governor may appoint some of the boards or commissioners. Could any man operate any business with an organization which we have handed over to him to operate? It is absolutely impossible to get efficiency.

Let us make a comparison of our present federal form of government with an organization like the Pennsylvania railroad. Suppose the stockholders took it into their mind to elect an auditor, an attorney, a treasurer, another board to look after stations grounds and buildings, and

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The doctor was called in and his treatment relieved me for a while, but I was soon confined to my bed again. After that, nothing seemed to do me any good. I had gotten so weak I could not stand, and I gave up in despair.

At last my husband got me a bottle of Cardui, the woman's tonic, and I commenced taking it. From the very first dose, I could tell it was helping me.

I can now walk two miles without its tiring me, and am doing all my work."

If you are all run down from womanly trouble, don't give up in despair. Try Cardui, the woman's tonic. It has helped more than a million women, in its fifty years of continuous success, and should surely help you, too. Your druggist has sold Cardui for years. He knows what it will do. Ask him. He will recommend it. Begin taking Cardui today.

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