

# Civic Affairs at Dayton, Ohio, Under a Town Manager

Interesting Article From the Pen of Mr. Harold Howland--  
Dayton Has Efficient, Business Like, Non Partizan Municipal Government--Has Been in Vogue for Two and Half Years and has Delivered the Goods--Voters are the Stock-Holders in the Corporation.

Mr. Harold Howland contributes to the Metropolitan Magazine an article entitled "The Little Boss and the Big Manager." It has to do with the city of Dayton, Ohio, and the town manager system, which has been given a trial in that city with wonderful success.

At the outset Mr. Howland gives an interview with "The Little Boss," who of course is much opposed to the town manager system. He quotes the boss as saying that the union of the legislative and the administrative in one bunch of men is all wrong and against the fundamental principles of the American nation. "But," continues the boss, "from a political point of view it's great. You have only to elect three men and you've got the whole works." The principal objection of the boss was recorded in these words:

"They're all the time going outside the city and outside the state, too, to get fellers to do things for 'em. Efficiency experts, they call 'em. There are fellows right here in Dayton who can do the job all right. And then you need a party to hold responsible for things. There ain't nobody you can hold responsible now."

## The Example of Dayton.

There was the case against Dayton's city manager government in a nutshell. I had never hoped to get all the stock arguments against efficient, businesslike, non partisan municipal government handed out in such a neat parcel with such unblushing frankness. These were the criticisms, look you, of an eminently "practical" man--and they were all based on theoretic grounds. The arguments in favor of Dayton's plan, I soon discovered, were not theoretic; they were coldly practical. For in the two and a half years since Dayton adopted the plan, city manager government has "delivered the goods." What better test, in these pragmatic days, of a city government do you want than that?

The city manager plan, let me remind you, provides for a commission of five men, elected at large--without regard to ward lines--on a purely non-partisan ballot; and a city manager, appointed by the commission at a generous salary. The commission corresponds to the board of directors of a corporation--the voters, of course, are the stockholders; the city manager corresponds to the corporation's general manager. The commission determines general policy and appropriates money. The city manager appoints all the subordinate officials and hires all the workers, spends the money and administers the city's affairs.

Let us see what "goods" this system has delivered in Dayton.

It has eliminated politics from the city government. The city manager has said it so often to his friends and associates and to the public that that it has come to be a kind of humorous slogan, "I don't know the politics of a single one of my subordinates and appointees." But Manager Waite needs to say it to you only once to

make you believe it implicitly. For, as I have said, he is a real man, and not the kind that needs or wants to juggle with the truth. Besides, if it were not true, catch the Little Boss not making the most of it.

## A Scientific Budget.

It has given the people their money's worth--than which there is no harder problem in city government. For the average citizen wants the city to do all kinds of things for him, and at the same time to keep his taxes down. The first thing Dayton's new government has done is to have a scientific financial budget. A budget is a fearfully unpicturesque unhuman thing; but the man who said that it "may be made one of the most potent instruments of democracy" knew what he was talking about. Having the right kind of a budget means cutting your coat according to your cloth. It means living within your income, spending your money intelligently, seeing to it that you get what you want for what you have to spend.

An absolutely essential accompaniment to a scientific budget is a proper accounting system. This keeps you up to the mark. It tells you when you are in danger of getting off the track you have marked out for yourself.

Dayton has what a representative of the Federal government sent to make an official report on the matter described as the most scientific and up to date system he had ever seen.

The manager can tell every night what the exact balance is in every department of the government. The accounts of the city are subject to a continuous audit by public accountants, who drop down upon the books at all sorts of unexpected moments just as Federal bank examiners do on National banks. "But," says Waite, with his frank grin, "we have so organized our financial and accounting system that we don't care when they come."

## Saving of Money.

What is the result? The first year the city had \$38,000 more money to spend than the year before, and gave \$139,000 worth of increased service. The new government found \$125,000 worth of notes outstanding, and paid off two-fifths of them from current income. The city lived absolutely within its income. Last August the Budget Commission, which is a county body, entrusted with the apportionment of taxes between the county and the city, decreed that this year the city should have a hundred and sixty thousand dollars less income than last.

That meant a loss of one-tenth of the city's revenue. The manager promptly set to and saved \$48,000 before the first of January came around; and with the use of some interest money that had been laid aside for a rainy day proposed to get through 1916 without either curtailing the municipal activities or borrowing money. This in spite of the diminished income foisted upon

the city by the county authorities.

This is the kind of thing that a scientific budget, strict financial control and centralized administrative authority are able to accomplish.

It does not sound much like the usual experience of the typical American city, does it?

## The Death Rate Reduced.

The new government saves life. Not only was the general death rate of the city reduced in two years from 15.7 per thousand to 13 per thousand, but the rate of infant mortality was more sharply lowered. In the whole United States, out of every thousand babies under one year old, 124 die each year. In Dayton three years ago the rate was 139 out of every thousand; last year it was 88.8. This splendid record is largely the result of the work of the Welfare Department, which has established a system of visiting nursing--in which the city and several private agencies co-operate in perfect harmony and with admirable efficiency--free milk stations and baby clinics, and by supervision has greatly improved the city's milk supply.

## How Money is Saved.

The new government saves money for the city by applying business foresight and good common sense to the management of its affairs. Everybody knows how scandalously the price of gasoline is soaring in this year of grace--and war. Does this disturb the city of Dayton? It does not. That fortunate municipality will go on paying nine cents a gallon for its "gas," until 1917, instead of 24 or 28, or whatever perilous height it may reach in the open market--just because its city manager was sensible enough to make a contract last August to cover the present year.

## Business Methods

Here's another case. The city, which is bisected by a river, needed some new bridges. The Manager took notice of the fact that there was war in Europe, suspected that it might have some influence on the price of steel, and bought the material for his bridges "on the jump." Months later, when the construction contracts were to be let, the city found that it had saved \$15,000 by his forehandness. In the same way \$5,300 has been saved on cement and \$1,000 on sewer pipe.

Many cities--most, would probably be nearer the truth--look upon garbage as nothing but waste, and go right on spending good money to get rid of it. Dayton, for instance, had been burying its garbage. But garbage, properly considered, is not waste, but value. You might as well take money out and bury it. The manager knew this important fact and went and built a reduction plant six miles out of the city. That plant turns the garbage into grease, which has a good market value, and tankage, which is always in demand for the manufacture of fertilizer.

There is nothing left but the smell, and when I visited the plant in full operation there was surprisingly little of that.

Now that plant cost \$59,000 to build. The sale of the grease and tankage will pay for the operation of the plant, the interest on the investment and the depreciation and will leave a substantial profit.

## A Tidy City.

It pays even a city to "manage." The new government has made Dayton tidy. Look around your own town and see the unsightly vacant lots with their rank weeds, their tin cans, broken bottles and other goat fodder.

Look around Dayton and you will be astounded to find nothing of the sort. Instead you will see neat, flourishing vegetable gardens, each with a row of flowers next the sidewalk. Dayton has plenty of vacant lots, but hardly a single eyesore. Now Dayton had a particularly difficult problem here, for after the great flood the vacant lots

## HOW TO CURE STOMACH TROUBLE

The Common Cause is Lack of Blood

—Therefore You Must Build

Up the Blood.

There is the most intimate relation between the condition of the blood and the activity of the stomach. The blood depends upon the stomach for a large part of its nourishment; while every act of digestion, from the time the food enters the stomach and is assimilated by the blood needs plenty of pure well-oxygenated blood. The muscles, glands and nerves of the stomach work only according to the quality of the blood.

The most common cause of indigestion is lack of rich, red blood. Not only does impure blood weaken the muscles of the stomach, but it lessens the product of the glands of the intestines and stomach, which furnish the digestive fluids. Nothing will more promptly cure indigestion than plenty of pure blood. Dr. Williams' Pink Pills are the safest and most certain blood-builder. A thorough trial of these pills gives a hearty appetite, perfect digestion, strength and health. Here is proof of the value of these pills in cases of indigestion. Mr. Daniel Dexter, Liverpool, N. S., says: "For several years I was a great sufferer from indigestion. I was greatly troubled with gas on the stomach which caused disagreeable sensations. I was also frequently troubled with nausea and vomiting, which were very distressing. As a result of my trouble my appetite almost completely failed, and what I did eat caused me constant pain. I was continually doctoring, but did not get any benefit, and had about made up my mind that I would suffer for life. One day a friend asked me why I did not try Dr. Williams' Pink Pills, and while I had not much hope of a cure, I decided to do so. I had only taken a few boxes, however, when I found they were helping me. Very gladly then I continued the use of the pills, and in less than three months I was as well as ever I had been, able to eat a hearty meal, and to feel that life was again worth living. I had also been troubled from time to time with attacks of rheumatism, and the use of the pills cured this as well as the indigestion. It is now over a year since I took the pills, and in that time I have had no return of the trouble."

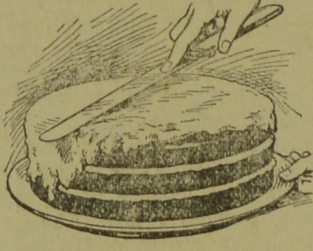
Dr. Williams' Pink Pills are sold by all dealers in medicine or may be had by mail at 50 cents a box or six boxes for \$2.50, from The Dr. Williams' Medicine Co., Brockville, Ont.

## FRENCH STEAMSHIP WAS TORPEDOED

New York, Jan. 26.—Rumors that the French steamship *Cocca*, last reported as leaving Cardiff on August 16 for a United States port, had been lost, were confirmed here today by Captain Y. Beridam, master of the French line steamer *Ohio*, from Cardiff, who said the *Socca* was torpedoed by a German submarine in the Mediterranean on August 25, 1916.

Capt. Beridam was master of the *Socca* when she was sunk.

The torpedoing of the *Socca*, he added, was his second experience of losing a ship in this manner. The first time was when the French collier *Antoine* was torpedoed in the same waters on Oct. 3, 1915. The *Socca* was a vessel of 2570 tons, built in 1913.



## Icing Sugar

For frosting cakes, making bonbons and other confections without cooking. Ask for it by name at your grocers.

1-lb Cartons only

## Lantic Sugar

is packed at the factory in dust-tight cartons. Yours is the first hand to touch it.

2 and 5-lb Cartons  
10 and 20-lb Bags

"The All-Purpose Sugar"

Send us a red ball trade-mark for a FREE Cook Book

Atlantic Sugar Refineries Ltd.  
Power Bldg. Montreal 90

**S.O.S. FURS**

**Safety First**

Nothing is more important to the Fur Shipper than doing business with an Honest—Reliable—Responsible—Safe Fur House.

**"Ship to Shubert"**

the largest house in the World dealing exclusively in American Raw Furs, where you will always receive an Accurate and Liberal Assortment, the Highest Market Prices and the usual "Shubert" Efficient, Speedy, Courteous service.

Write for the latest edition of "The Shubert Shipper" containing valuable Market information you must have.

**A. B. SHUBERT, Inc.** 25-27 WEST AUSTIN AVE. Dept. C231, CHICAGO, U.S.A.

## WE STILL HOLD THE DAY

You can save yourself from 35 to 50 per cent on the dollar by having your old silver and gold Replated and Repaired by GUILLES GRONDINES, Gold and Silver Smith, St. John.

See our Local Agent and get Prices and see our Samples, at

57 Westmorland St. Corner Queen

**S. TITUS Mgr.**

Store open afternoons and evenings.

## IMPERIAL CATARRH BALM

Valuable for the treatment of Catarrh, Hay Fever, Cold in the head, Catarrhal Deafness, and other Nasal Affections.

Price 25c. Mailed to any address on receipt of price.

**C. Fred. Chestnut** The Quality Drug Store  
572 QUEEN STREET.

## Wholesale Dry Goods and Woollens

## Golden Grove YARNS

WE CONTROL THE SALE of this justly celebrated Yarn, which has given such satisfaction to all those who are knitting socks for our soldiers.

We have stock of LIGHT GREY, 2-ply, for socks, and WHITE, 3-ply, for fishermen's mitts.

Spun only from PURE WOOL and ALL WOOL.

ORDER NOW while you think of it.

**Vassie & Company, Ltd.**

WHOLESALE DRY GOODS and WOOLLENS  
ST. JOHN, N. B.

Our Motto: Promptness, Accuracy, Courtesy, Care.

## WALKER BROS. MERCHANT TAILOR

QUEEN STREET, WEST END.

We have on hand a full range of Winter Overcoatings and Suitings in all the latest patterns. With 25 years' experience in tailoring we are in a position to guarantee entire satisfaction

SUITS - - - - from \$18.00 to \$33.00

OVERCOATS - - - " \$20.00 to \$35.00

## "BEST FOR BREAD"

A Good Resolution for the New Year--  
To Make Your Bread

With

**MOTHER'S FAVORITE  
FLOUR**

Sold Wholesale by

**G. W. HODGE**

Clean bright faucets.  
No grease and grit  
in the cracks or  
joints--when you use

**Old Dutch**



(Continued on page three.)