

BUSINESS MEN AND MANAGER FORM

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humblest or highest walks of life and regardless of race or party, are selected for their fitness and qualifications — men who have the public spirit and desire to accomplish all that is true and best for the community—such men when placed in office sink personal ambition, forget the honor conferred and earnestly strive to see that every act tends towards creating better conditions.

A few such men either as selectmen, or as a commission, broad of experience and practical in their views are necessary to map out the policy to be pursued, and when selected, should enjoy the utmost confidence of the community, for if any body of men are capable, surely such should be able to select as a general manager, one whom they could rely upon to conduct the work of the city or town honestly, capably and fearlessly.

Such a body, once organized, should have the earnest and hearty cooperation of every citizen and each one should endeavor to create a public spirit, that will cause them to stand behind their organization and work heart and soul for everything that is best in a community.

Without this public spirit and the fine sense of duty, owed to the organization by every citizen the management cannot accomplish nearly as much as though the people in a body were strongly behind them, as what results are obtained depend very largely upon the character of the citizens themselves.

By having a manager whom they can hold responsible for the work of the city, proper development of roads, sewers, water supply, public building light, heat and power, and see to it that the best and most substantial work is obtained, at a minimum of cost, with no favoritism, and everything on a businesslike and economical basis, much more can be obtained for the money than if left to others who are not held responsible.

Service is the one word which the City Manager aims for and which the community expects of him and to give *the best of service* for the least money which will provide that service, should be his aim.

Just as a town employs one man to superintend its schools, to obtain the greatest efficiency, so will the Town Manager, if capable, secure the greatest economy and efficiency in the conduct of his work.

In conducting his office, which means the expenditure of a large part of the money paid into

the treasury by citizens for the service which they have the right to demand, a budget once a year is desirable in order that the amounts to be expended, may be definitely planned for, and only such work should be carried out during the year as is covered by the budget, unless in emergency, something additional arises requiring attention.

Most up-to-date offices employ a system of double entry bookkeeping, by which the cost of each department is recorded from year to year and the management can easily compare and explain the reason for any unusually large expenditures in one or another department, those accounts being audited annually by expert accountants to discover errors or to suggest improved methods which the auditor is frequently able to do.

Through the efforts of the Massachusetts State Board of Trade in conjunction with Director Gettemy of the Massachusetts Bureau of Statistics, many cities and towns have adopted a uniform system of accounting and have found it very beneficial, and it is hoped that those cities and towns which have not adopted it will soon put it in practical operation.

By such measures as these, just as the business man is proud of his business, so the citizens gradually become proud of their town — they talk about its growth and prosperity and of the splendid men who are giving of their time and of themselves for helping to build it up.

Its success is heralded over the country. Manufacturers are attracted to it because of the higher class of citizenship prevailing and the more efficient help to be obtained.

A public spirit develops which becomes so pronounced that it is instantly recognized by people who travel from the poorly conducted town to one which is up-to-date and progressive.

It seems to me that Massachusetts may well feel proud of Springfield as the best conducted City, and Norwood as the best managed Town in the United States.

Much of the development of Norwood is undoubtedly owing to the splendid work of its Civic Association and its wonderful method of training the youth of the town to model citizenship.

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