

Municipal Government - Administration

**Municipal Government—
Administration**

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SELECTED BY THE STAFF OF THE
MUNICIPAL TECHNICAL ADVISORY SERVICE
EDITED BY GERRY ELLISON

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Selected List

I D E A S F O R A B E T T E R C I T Y

Selected by the Staff of the
Municipal Technical Advisory Service

Edited by Gerry Ellison

MUNICIPAL TECHNICAL ADVISORY SERVICE

DIVISION OF UNIVERSITY EXTENSION

THE UNIVERSITY OF TENNESSEE

in cooperation with the
TENNESSEE MUNICIPAL LEAGUE

January 1969

\$2.00

F O R E W O R D

MTAS receives virtually all periodicals in the field of municipal government and also obtains many other publications in this field. In the aggregate these contain a "mass of information" (when trying to sift, classify and assimilate, we sometimes wish it were much less in quantity!). These materials are routed to staff members for their examination; in this process they mark any items that appear to be noteworthy, and Mrs. Ellison writes the summaries for this publication.

These items are not necessarily "new" ideas, for the term "new" assumes a relative meaning. There is little, if anything, in the field that is really new. What is new to one may be old to another. Nevertheless, we hope that this "catalog of municipal ideas" will be useful to the officials of cities and towns in Tennessee and elsewhere.

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Police and Fire



P O L I C E A N D F I R E

"Moonlighting" policemen are being employed in San Francisco banks, with the blessing of the police department. The department favors this kind of supplemental employment because it is a form of law enforcement that should discourage bank holdups. Furthermore, the officers are acquiring knowledge of bank procedures which will help them to develop greater human relations skills. (Mayor and Manager, December 1967)

Radio-equipped taxicabs and buses are keeping a watch on crime in Memphis. When a cab or bus driver spots a crime in progress, he notifies the police department on his two-way radio. Awards are given to the drivers for "getting involved" in the fight to halt the increase in crime. (Memphis Commercial Appeal, Jan. 12, 1968)

A portable flashing red light can be installed on the lead car in a funeral procession to reduce or eliminate the need for a police escort. An ordinance can be enacted to require funeral directors to furnish this additional service.

Identification cards, bearing the owner's name, address, and telephone number, are being placed on the doors of businesses in Harriman to minimize delays in contacting the owner in case of emergency. A duplicate card will also be kept at the city hall as a double safety precaution. (Harriman Record, Feb. 1, 1968)

The 17-member volunteer fire department of Oliver Springs, Tenn., is partially manned by eight high school boys. Besides helping to provide a vital municipal service, the boys have developed a constructive civic interest, not to mention the spending money they have earned.

Hundreds of pairs of eyes are being used to locate stolen cars in a western city. Each day the newspaper prints the year, make, model, and license number of the cars reported stolen the previous day, making it possible for every citizen to help track the thieves. A word of caution accompanies the newspaper notice: "If you see a license number which appears on this list, notify the nearest officer. But DO NOT--repeat, DO NOT--try to apprehend the driver yourself. Just alert the nearest officer." (FBI Law Enforcement Bulletin, June 1968)

"Officer friendlys" are known to more than 300,000 youngsters in Chicago. During the school year certain police officers make three visits to about 25 schools where they talk with kindergarteners, and first, second, and third graders. Children see the policeman as someone to emulate, and to respect. (Public Management, March 1968)

A "buddy system," through which volunteer civilians join lone patrolmen assigned to long beats, is being used in Fort Worth, Tex. The civilian force helps make the best use of one-man patrol cars and at the same time involves citizens in police work. One hundred twenty-five "buddies" are participating. (Texas Town & City, February 1968)

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A hospital policy book, giving specific instructions on what to report to police, and how, is an invaluable guide. The attending physician can examine the emergency patient and determine if the case should be reported. Prior to the publication of the policy, many cases that the police department wanted reported were not, or were reported late. (Western City Magazine, February 1968)

"Public Education on Progressive Law Enforcement" (PEOPLE) is a new forum-type program presented by the Los Angeles County Sheriff's office in an effort to swing public opinion and support behind law enforcement. The program, suitable for five weekly presentations, has a three-fold purpose: (1) to establish a closer relationship between law enforcement and the community; (2) to create a better understanding within the community of problems facing law enforcement; and (3) to provide the layman a keener insight into police work. The program includes a presentation about the laws and ordinances designed to protect the community, as well as in-depth discussions of various fields of specialization, such as juveniles, robbery, vice, etc. All adult members of the community are encouraged to participate in the project. (FBI Law Enforcement Bulletin, December, 1967)

The six-pointed traditional blue uniform caps are being traded by Philadelphia policemen for new white-topped hats as one step in a program to improve their "good guy" image. (U.S. Municipal News, Sept. 16, 1967)

Life-size cartoon characters to remind the public of fire hazards have been created by the Hobart, Ind., Fire Department. According to the fire chief, the department has used the characters as roadside signs for seven years and they are as popular with adults as with children. One reads: "Larry Says Bed Smoker, Dead Joker." Another: "Cris Says Bare Wires Cause Fires." New characters are added each year, and the old ones are painted and placed in new spots throughout the city.

Policemen are urged to go to college in Phoenix, Ariz. Officers who take police-related college courses are allowed to substitute college credits for service time and the police department pays 80 per cent of the tuition fees. Last fall 163 Phoenix policemen enrolled in college courses. (Personnel News, January 1968)

Sign making has been added to the list of achievements of the fire-fighters in Lake Wales, Fla. Firemen work on street and highway signs during regular duty hours, making it possible for the city to have professional looking signs at a fraction of the former cost. The signs are made from pre-cut aluminum. (The American City, January, 1968)

Lost or mislaid keys no longer create a big emergency in Saginaw, Mich. The police department has equipped two patrol cars with the necessary tools for opening locked car doors. The service which is provided free, has won the city much good will. (United States Municipal News, Feb. 15, 1968)

Night raids on parking meters ceased in one city after local police took special measures to halt the crooks. Flares were inserted behind the coin drop of some of the meters. When the coinbox was removed, the flare emitted a large flame. When a thief selected a meter containing a flare, the raids ceased. (FBI Law Enforcement Bulletin, December 1967)

A permanent record of the names, addresses, and relationship of all visitors is kept in each prisoner's file during his confinement in an Ohio county jail. When inmates escape, information in this file is instrumental in locating them. The records also are useful in locating former inmates being sought on new warrants for other violations. (FBI Law Enforcement Bulletin, December 1967)

Authorization for meter maids to confiscate keys left inside cars parked on city streets has been requested by the Memphis police chief. The city had a record 2,247 stolen car reports in 1967, and city officials feel that something drastic must be done to cut the number. (Chattanooga Times, Jan. 9, 1968)

Various public services are detailed in a manual written by a Knoxville policeman. The manual is designed to save the officers' time in referring people who request information to the responsible city department.

Fire trucks are being painted yellow in Buena Park, Calif., to provide better visibility at night. (United States Municipal News, June 1, 1968)

Police officers are cleaning streets and emptying trash barrels in Covina, Calif., as part of a new program to help them see the city as employees of other departments see it. It is also hoped that police will get to know the workers and encourage them to report unusual circumstances to the police. The program will eventually include other city departments such as park and recreation, fire, building, and water. Actually, it is hoped that the program will work two ways; that is, by familiarizing themselves with the work of other departments, police will be able to serve as watchmen and inspectors for a variety of city services. For example, police can alert the fire department when they spot dangerous flammable objects; they can notify the water department of broken mains; or, they can advise the street department of unsafe street conditions. (Public Management, July 1968)

Tri-car motorcycles are replacing motor scooters for police patrols in St. Louis, Mo. The bigger and sturdier vehicles offer more protection to the rider, especially in traffic. (Nation's Cities, June 1968)

A fire hydrant with a "new look" has been designed in Fremont, Calif. It is covered with a precast concrete shroud in two parts. The original hydrants were not altered in any way, but the city officials decided hydrants could be attractive as well as functional. (The American City, February 1968)

"Operation Town Watch" book covers were distributed to 25,000 school children asking them to be "eyes and ears" of the police force in Philadelphia, Pa. A headquarters telephone number is listed on the cover. (United States Municipal News, Apr. 1, 1968)

"Cruiser tours" are taken each month by high school students in St. Louis. Riding in unmarked police cars, they observe officers performing their duties without being noticed. The students usually write an article about their experiences for their school newspaper. (FBI Law Enforcement Bulletin, March 1968)

A special fire emergency number is used by Altamont, Tenn. Anyone wishing to report a fire must dial the first three numbers, which are the same for all numbers in the city, and then instead of dialing four additional numbers, he dials the letters f-i-r-e.

Police-community projects help to improve law enforcement in St. Louis. Each month four committees--law enforcement, juvenile, sanitation, and businessmen--meet separately to plan special activities to increase cooperation and understanding between citizens and police. (Nation's Cities, April 1968)

A standard cartridge size has been adopted by the police department in West Covina, Calif. If two police officers are working together and one runs out of ammunition, the second officer can supply him since they will be using the same type and size gun. (The Maine Townsman, June 1968)

Sticky tar applied around the perimeters of park shelter roofs in Aurora, Colo., make the price of forced entry through the skylights higher than most vandals are willing to pay. It successfully protects several combination shelters which contain fireplaces and storage rooms. (The American City, May 1968)

A "reassurance program" has been initiated in Miami Beach. Each day the police department contacts elderly persons (over 65) who live alone to ascertain their safety and well-being. The service has won the city many friends as well as saved some lives. (The Knoxville Journal, June 14, 1968)

A police station on wheels handles problems for citizens of Fort Lauderdale, Fla. The station is housed in a specially-painted bus carrying a sign: "Policeman Inside--Come In and Talk." The purpose of the station-on-wheels is to hear complaints and act on them. One policeman said officers were getting gripes--and solving problems--on things not directly related to crime--junk cars, sanitation, and poor housing. The mobile station is also used to haul slum youths to ball games, day camps, and summer recreation programs. (Public Management, October 1968)

A helicopter is scooping up river water to dump on fires in Vancouver. The "scoop" is a 900-gallon bucket attached to the helicopter. Recently 4,500 gallons of water were dumped on a waterfront fire within six minutes. (United States Municipal News, June 15, 1968)

An "aerial patrol car" has ushered in a new dimension in law enforcement in Lakewood, Calif. Three helicopters, owned by the city, are used in the program. Only one ship is in the air at a time, with the other two available for use if necessary. Patrols are flown two eight-hour shifts per day, from 11 a.m. to 3 a.m. Actual flight time averages between four and five hours per shift. Maintenance is performed under private contract. The maintenance charge is \$23.50 per flying hour and includes gas, oil, and all component parts. The results have been gratifying. During the first full year of helicopter patrol activity, Lakewood's over-all crime rate decreased 11 per cent, as compared with an increase of eight per cent in total Los Angeles County area for the same period. (Public Management, October 1968)

Public Works



PUBLIC WORKS

A super-sensitive gas main analyzer is being used in Union City, Tenn. The equipment uses a recently developed principle known as flame ionization analysis and prepares a continuous chart record as the van is driven along city streets. The analyzer is extremely sensitive and can detect the existence of gas very sparsely diffused in the atmosphere. It is especially suited for city streets, sidewalks, or other paved areas. It does not require drilling or breaking of pavement. (Union City Messenger, Sept. 7, 1967)

Worn manhole covers are no longer discarded in Baltimore since a way has been found to restore them to new usefulness. When manhole covers are worn to the point of rocking, a bead is welded around the outside and then machined on a heavy duty brake drum lathe to almost new condition. Since the lathe is also used to machine new manhole covers, a substantial savings is realized by the city. (Western City, November 1967)

Protecting concrete pipe from the corrosive action of hydrogen sulfide-sulfuric acid, industrial and mine wastes, and abrasion has long been a problem. One company, a subsidiary of U. S. Steel, has developed a pipe with an inner-wall surface of coal tar-epoxy resin that appears to have solved the problem. Coal tar-epoxies have a proven 12-year record of resistance to corrosive and marine environments.

Water and Sewage



A special insecticide dust, activated with an electrostatic charge for better coverage, can rid sewers of cockroaches. The sewer crew attacks the roaches with a blower, shooting the insecticide dust through the lines at 80 m.p.h. They also use an oscillator to make the dust particles repel each other so they will not accumulate and drop out before reaching the end of the line. As the dust leaves the blower spout, it receives a 36,000-volt charge which increases the coating action of the compound and helps to keep the dust particles in suspension. (The American City, August 1968)

Water meters are being read on a part-time basis, usually by women, in Park Forest and Elmhurst, Ill. Readers are paid on a per meter basis, with a reduced rate applying if a post card must be left for the customer to read his own meter. This practice greatly reduces meter reading costs, and also frees water department personnel for such important tasks as meter maintenance, repairing leaks, etc.

Long range selection of possible landfill sites makes it possible for Ohio residents to purchase property with the knowledge that such land use has already been specified. When the landfill is opened at some future date, residents can have no complaint since the designation of the landfill site had already been made at the time they purchased their property and they had been advised accordingly. (The American City, April 1968)

An ultraviolet water purifier that destroys all forms of bacteria in water is on the market. The unit is connected to the main water supply, which flows through a quartz jacket containing a high intensity ultraviolet lamp designed to destroy all forms of live bacteria. According to the manufacturer, approval of the unit has been granted by the U. S. Public Health Service. (American Engineer, January 1968)

Water meters will be read every other month in Johnson City, Tenn., and the water bills estimated on off months and readjusted when readings are made. This new procedure makes it possible to do more work with the same manpower and permits designated personnel to devote their time to meter replacement and cutoffs. (Johnson City Press-Chronicle, Dec. 12, 1967)

Polymers speed the flow of wastewater through sewers by more than 50 per cent, according to the superintendent of Bureau of Industrial Wastes in Cleveland, Ohio. The experiments to date with small sewer pipes have demonstrated that small amounts of polymers increase the velocity of water going through sewers, make pumping easier, and eliminate bottlenecks. These actions, plus the ability of the polymers to absorb solids, aid in keeping pipes clean, thus reducing maintenance costs. (Water and Wastes Engineering, October 1968)

New products and materials speed water service installations in Wyoming, Mich. The new technique employs an earth-piercing tool (Schramm Pneuma-Gopher), and polybutylene water service tubing. Approximately 5,000 feet of cold florable polybutylene is being used on more than 1,300 installations in the city. The lightweight, high-strength tubing, nominally one inch with a working pressure of 160 psi, is coupled directly to the PneumaGopher. This streamlined, missile-shaped tool is propelled underground by an air-powered internal hammer that drives it through the earth at speeds ranging from 60 to 240 feet per minute. A typical installation starts at the water main where a back-hoe excavates a terminal trench. The earth piercing tool is attached to a coil of polybutylene tubing and brought into the home to which water service is to be supplied. The tubing then is connected to a mobile compressor at curb-side which supplies the air pressure. The tool is leveled, and aimed at the terminal trench, pressure is applied and approximately 20 minutes later, in the case of a 50-foot installation, the tubing has been run underground to the water main. A three-man team completes a minimum of four installations per day. (Public Works, October 1968)

Parks and Recreation



P A R K S A N D R E C R E A T I O N

A network of bike paths has been routed through Menlo Park, Calif., to encourage youth and adults to take the bicycle instead of the car for errands and for work. (Western City Magazine, February 1968)

A portable stage is used for performing-arts programs in Dearborn, Mich. The 32-foot "showmobile" folds to an eight-foot width for traveling and expands quickly to 16 feet. Programs produced on the rolling stage include dance, choral, string and band concerts; dramas; comedies; musical comedies; opera; children's plays; puppet shows; variety shows; and even hootenannies. (The American City, August 1968)

Wood shavings are helping to eliminate serious injuries on playgrounds in Memphis. When a child falls from a piece of playground equipment, the soft shavings cushion the fall. (Commercial Appeal, July 20, 1968)

A teenage "coffee house" has been opened in Cuyahoga Falls, Ohio. It offers a unique and challenging program. Located in a previously vacant store in the downtown urban renewal area, the coffee house is teen planned, teen oriented, and teen operated. The teenagers know that the success or failure of the enterprise is their responsibility. (Ohio Cities and Villages, May 1968)

Existing parks in the urban renewal area of Baltimore, Md., are being converted into housing sites for low- and moderate-income families. The park land is later replaced with land cleared for redevelopment. Twenty-nine "mini" parks are being built, each one different. The new parks contain more acreage than the old ones and are more convenient for residents. (HUD News Feature, Mar. 23-24, 1968)

Recreation areas under interstate highways are being developed in Wilmington, Del. Most of the elevated structures are screened and softened with trees and shrubs that blend into a consistent street-tree system. The interstate, which once threatened to be little more than an ugly gash splitting the city, has become an attractive as well as functional asset. (The American City, January 1968)

Refuse



REFUSE

Garbage disposal through a pneumatic tube may be in the future. The tube vacuums disposables--anything from paper plates to metal coat hangers--into a pipe underground, and then to a neighborhood grinder. The resulting pulp, mixed with water, can be pumped to a combined sewage and solid-waste treatment plant. (Newsweek, Mar. 18, 1968)

Drivers seeking new or renewed licenses in Dearborn, Mich., find this question on the license test: "What is the fine for littering in Dearborn?" The answer is \$100. Citizens should know this, for it has been painted on police cars and printed on signs throughout the town. Dearborn also has an 18-member volunteer litter patrol armed with pencils, paper, and handfuls of warning posters to send to offenders traced through their license numbers. (Michigan Municipal Review, December 1967)

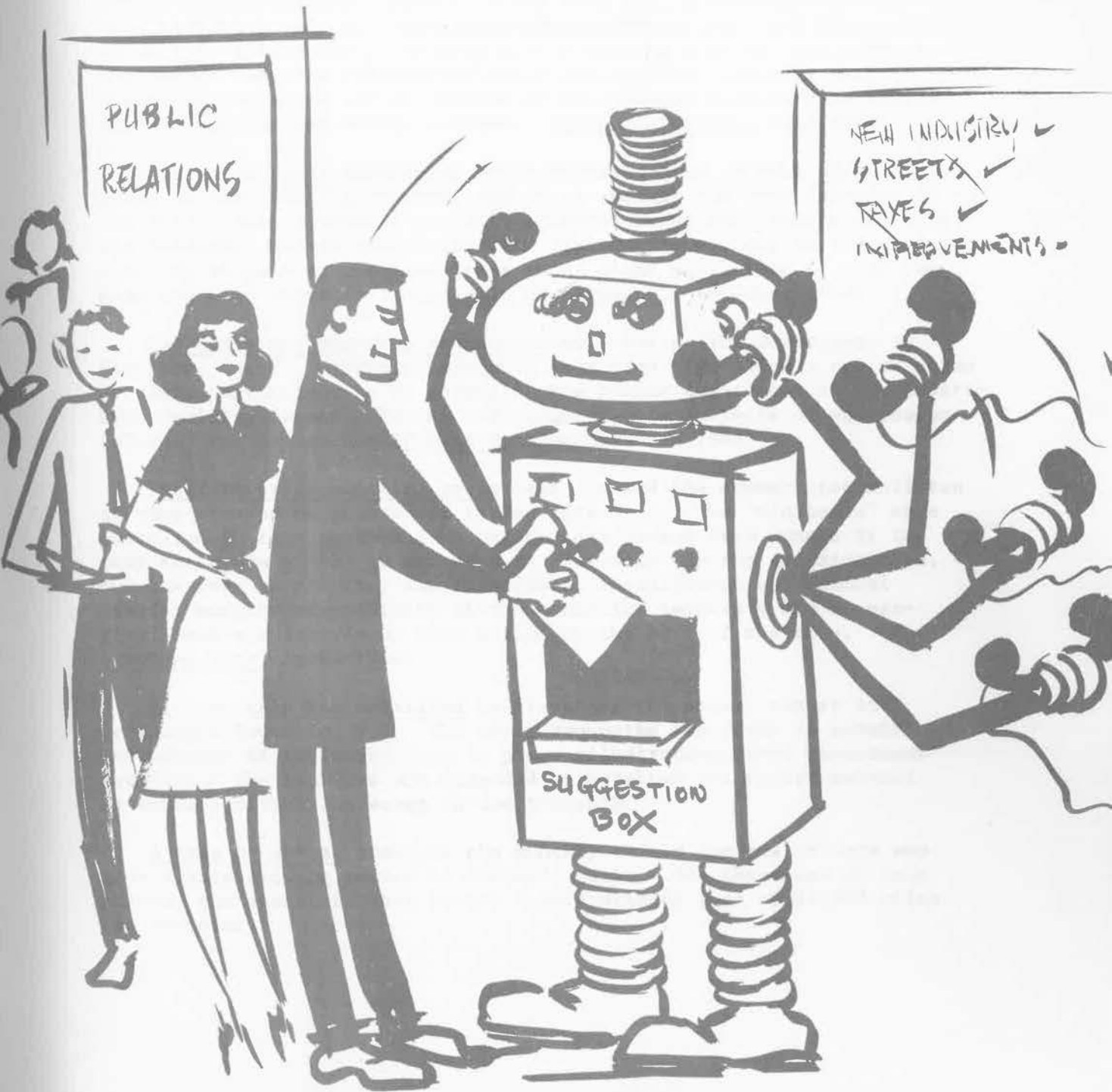
Municipal refuse is being used to form a hill in Norfolk, Va. The hill will have a curving shape 900 feet long, 60 feet high and 300 feet wide at the base. Its sides will form an amphitheater for theater events, and a soapbox derby hill; the top will be used for parking. The hill and adjacent borrow pit, which supplies sanitary earth cover of the refuse, occupy 35 acres. (Civil Engineering, June 1968)

Geophysical instruments help to locate landfill sites in Barrington, Ill. The instruments help to determine the amount of cover material available and locate the water table. They also identify strata of clay, sand and gravel so that the landfill operation can be planned properly. (The American City, May 1968)

Compressing garbage into small bales covered with mesh vinyl film not only eliminates odor but saves landfill space as well. A Japanese firm has devised the new process. The bales sink in water and can be stacked to fill low land. (Public Management, February 1968)

Building blocks and road ballasts are two end products of Tokyo's new method of disposing of garbage. The garbage is crushed and compacted into bales, and the bales are dipped into asphalt, concrete, or steel sealants to make the blocks or ballasts. Eventually the individual home may be equipped with its own compacting device. (Newsweek, Mar. 18, 1968)

Public Relations



PUBLIC RELATIONS

A citizens' conference has been conducted in Alexandria, Va., to stimulate interest and participation in city government. The day-long conference featured thirteen 45-minute panel workshops covering such topics as taxation and finance, public safety, transportation, education, and community plans. Sessions were moderated by professionals in each field. (Public Management, May 1968)

Radio spots aid citizens in New York City in learning which government agencies to contact for help with housing, medical care, and racial discrimination. Several times each day, a leading rock-and-roll station broadcasts one-minute announcements that tell listeners to call a certain number if they have a housing problem, for example. The caller receives information about the specific agencies that should be contacted and the nature of the process necessary to register a complaint and obtain redress. (Nation's Cities, July 1968)

Visits to local industries and businesses help to make officials aware of what local government can do to attract and keep industry in the city. Such a program not only improves relations between the city and industry, but it also helps city departments working in industrial activity to gain advance knowledge about plant expansions so they can plan adequate services. (Economic Development, September 1968)

Teenagers are becoming acquainted with the police department in Stockton, Calif. Groups of students from area high schools are selected by their instructors to be guests of the police department at the department training center. Police officials discuss subjects of particular interest to teenagers. (Public Management, June 1968)

Small portable swimming pools have "cooled the summer" for children in many crowded neighborhoods in New York City. The "minipools" were installed in tiny parks and on vacant lots leased from owners by the city for a fee of \$1, in some cases. Not only was the swimming free, but the cost to the city was reasonable, installation and removal speedy, and the adaptability of the pools for temporary use on marginal land a quick way to show action on the part of the city. (The American City, April 1968)

Citizen help was solicited in preparing the annual report in Pequannock Township, N.J. The mayor requested residents to submit photographs of their children in poses illustrating local government services. The pictures are intended to brighten the report as well as enhance citizen interest in the township.

A free breakfast treat is the monthly reward for bus drivers who have a safe driving record in Oakland, Calif. For three out of four months, the operators have beaten a safe driving goal of 12,900 miles per accident.

Handsome gold sports coats make Junction City, Kans., commissioners readily identifiable as representatives of their city government. An emblem of the State of Kansas appears on the left side of the coats. Black letters reading "Junction City, Kansas" are superimposed on the outline of the state, and a red star marks the location of the city.

To assure that flags will be displayed on national holidays, Morristown, Tenn., and downtown merchants have worked out an agreement. Merchants buy the flags, and the city takes the responsibility for displaying them at the appropriate time in special holders that have been installed in front of the stores.

Questions about city regulations and policies in Louisville, Kentucky, can be answered at the flip of a page in a handy booklet entitled "Guidebook for Neighborhood Residential Problems--A Quick Reference as To What To Do." Sixteen subjects are thumb-indexed with line drawings as well as by title. Relevant information on such subjects as alleys, street trees, and vacant houses is given. The telephone number of the responsible city department also is listed.

A Jobmobile opens new doors for unemployed persons in Philadelphia. The city's Commission on Human Relations finds job openings, then tours the city via special bus looking for job-seekers. The initial response was so great that the Commission had to contact more businessmen to help find or develop new jobs. The free employment service has won the Commission much good will. (Personnel News, January 1968)

A retirement haven has been established in Clearwater, Fla., for retired citizens of Dearborn, Mich. The 88-unit building was purchased on a bid basis. According to the mayor, Dearborn is the first city in the country to establish an out-of-state retirement colony for its residents. The project is expected to pay for itself through rentals. (Alabama League of Municipalities, December 1967)

Season passes are given to Miami residents after they have purchased a regular admission ticket to the city's many tourist attractions. The pass entitles them to free admission the remainder of the season if in the company of one paying guest. This enables residents to entertain visitors at a minimum cost and promotes the city's attractions, too. (Public Management, March 1968)

Mimeographed items of interest to Nebraska City, Neb., employees are wrapped around their pay checks. One of these "wraparounds" featured an article about going bankrupt on the installment plan; another was about getting along with other people. Sometimes bulletins covering a phase of family safety and care are used.

A salesman's guide has been published in Luzerne County, Pa., for salesmen making their first call on the purchasing agent and his staff. Distributed by the purchasing department, the guide tells the salesman on whom to call to sell certain products. (The American City, February 1968)

A plan to teach school children about their city government is under study in Raleigh, N. C. Promoters believe that the proposed course of study would insure that students will know something about the city government when they graduate from high school. (Southern City, February 1968)

Engraved appreciation cards and useful mementoes are presented to members of all city boards and committees in Deerfield, Ill., each year. Ladies receive a village ensignia pin and gentlemen cuff links of the same design. This past year city employees also were given the pins and cuff links as Christmas gifts. (Public Management, February 1968)

"Bus Bunnies," attractive young women hired by Long Beach, Calif., to inform the public about new bus services, have cut down on bus system complaints. Dressed in blue uniforms similar to those of airline stewardesses, the young ladies give out bus schedules and information about the system at bus stops, in department stores, industrial plants, neighborhoods, and on the buses. Once a week the girls serve orange juice to inbound passengers. They also attend civic meetings such as the Chamber of Commerce, women's club, garden club, etc. In their tour of duty they make many goodwill gestures such as helping blind people across streets, carrying babies onto buses, helping with packages, and always extending a friendly welcome to passengers. (Nation's Cities, December 1967)

A "municipal bid opening date calendar" that reflects the dates and other information regarding the receipt of bids by municipalities for utility, street, building, and other construction works, is being used in North Carolina. The calendar enables municipal officials and consulting engineers to select bid opening dates that will not conflict with dates selected by others. (The APWA Reporter, February 1968)

An annual tour of municipal utilities rates high on the list of successful public relations efforts in Macon, Mo. Written invitations are extended to 40 civic leaders (chairmen or presidents of civic clubs and organizations and business executives). Transportation for the 2 1/2-hour tour is provided by the Board of Education. The leaders also are treated to dinner, after which the general superintendent of utilities outlines the growth of the systems and plans for the future. The list of guests is revised each year to give all leaders an opportunity to participate every two or three years. (Missouri Municipal Review, April 1968)

A brochure giving newcomers pertinent facts about Baldwin City, Kans., has been published. It includes utility rates, street map, and a listing of city officials. (Kansas Government Journal, May, 1968)

Traffic and Parking



TRAFFIC AND PARKING

"Hidden Driveway Ahead," is printed on road signs as a safety measure in several New England communities.

The "Minibus," the compact car of the bus world, is finding growing use in both large and small cities throughout the country. Its appeal is based on such factors as ease of parking, economy of operation, ease of maintenance, safe transportation, and low cost to commuter users. (Mayor and Manager, November 1967)

A variable speed control sign has been introduced. Louvers on the sign automatically open upon initiation of a changed speed limit, displaying any one of a maximum of nine illuminated messages. The limits may be changed by radio control, wire, or timing devices. The sign face is fully reflectorized, and no power is needed when the normal speed limit is posted. The alternate speed limits are illuminated from a matrix of recessed lights. Bulbs are silicon coated and have a minimum life of 3,500 hours. (Traffic Engineering, February 1968)

A special "Redbook," listing the city's 60,000 worst traffic violators, has been issued to policemen and meter maids in New York City. If they find the vehicle they are about to ticket is listed in the pocket-sized book, they add a red label to the ticket, instructing the owner to appear in traffic court within a week. If the motorist does not appeal in court, a warrant is issued for his arrest. (Traffic Safety, May 1968)

Mini-bus service for a mini-fare of 10 cents shuttles shoppers in Detroit. Four buses operate on a 2.21-mile route. The buses, which cost the city \$14,500 each, seat 19 passengers and have a total capacity of 30. (The American City, May 1968)

Civilian traffic control officers are helping at busy intersections in Los Angeles in an effort to free police officers for less routine duties. The civilians cannot arrest or issue a citation, but they can file a complaint--like any citizen--for later prosecution. (Public Management, March 1968)

A sonic traffic control device which is being used in Wayne, N. J., has many advantages over the mechanical timing devices installed in road beds, including easier installation and maintenance, longer service life, compactness, and accuracy of traffic count. The device is operated as pulses of electrosonic energy are continually transmitted from the traducer toward the roadway. (New Jersey Municipalities, November 1967)

A caution sign appearing along highways in New England reads: "Bridge Floors Ice Up Before Pavements."

A roving inspection service has been established by Boston, Mass. Inspectors tour the city, making notes and reports on defects or deficiencies that need to be repaired or corrected. (National League of Cities Memo, Feb. 12, 1968)

Monetary rewards are given to Phoenix, Ariz., motorists who are caught in the act of being courteous. Local insurance agents contributed \$2,500 to start a fund from which traffic patrolmen draw \$5 checks for presentation to the deserving drivers. Safety is thus encouraged by reward rather than by penalty via a traffic ticket. (United States Municipal News, Feb. 15, 1968)

Television cameras have been installed at a major intersection in Buffalo, N. Y., to find out what takes place in traffic accidents. The camera is rigged so that at the sound of an accident a picture of the action is recorded on video tape. The cameras monitor traffic continuously erasing the video record every 20 seconds. The sound of a crash, however, activates a signal that preserves the images from the preceding 20 seconds. (Traffic Engineering, December 1967)

Cars without a current license tag are considered junk in Fulton County, Ga., and owners are required to remove them from their property. Inspectors survey the county in search of unsightly vehicles and when one is discovered notification is sent to the owner requesting that it be removed. (Public Management, February 1968)

A device called the "Denver Shoe" is attached to cars parked illegally on the streets in Paris, France. The shoe immobilizes the car, and the driver or owner must report to the nearest police station to request an officer to unlock and remove the device--and to pay a fine. (FBI Law Enforcement Bulletin, June 1968)

Safe drivers win friends and save money for Little Rock, Ark. The city's Accident Review Board requires all employees who drive city vehicles to pass a written examination and a driver test administered by the police department. Those with no chargeable accidents for one year receive safe-driver awards, and those who boast 10- and 20-year safe driving records receive gold recognition buttons and other special awards. (The American City, November 1967)

A glare screen of green expanded aluminum has been installed along 14 miles of the Los Angeles freeway as a safety measure. Designed to screen headlights of cars moving in opposite directions, the screen permits daytime visibility. It has the strength of conventional cable construction. (Traffic Engineering, June 1967)

A detection system that anticipates frost and ice formation during high humidity and low bridge deck temperature conditions is being evaluated by the Traffic Research Section of the Michigan Department of State Highways. The system incorporates both humidity monitoring and separate sensors for monitoring formations resulting from precipitation. It automatically warns approaching drivers of the icy condition by a lighted warning sign. (Traffic Engineering, November 1967)

Tape rather than paint is used to mark parking "T"s on heavily-travelled streets in San Leandro, Calif. The initial cost of tape is more than that of paint, but since the tape outlasts paint, the over-all cost is less. (The American City, August 1968)

A change box has been installed in Morristown's downtown parking area for the convenience of shoppers. Users get a bargain, too; a 25¢ deposit returns six parking tokens, valued at 5¢ each. (Morristown Citizen Tribune, Sept. 18, 1968)

Portable parking structures offer a temporary solution to parking problems. The structures, which have permanent characteristics, can be dismantled, removed, and re-erected at a new site for less than \$2 per square foot. The unit is comprised of steel and horizontal and lateral members with pre-cast concrete slabs. It meets most local building codes, too. The structure's low cost and rapid construction are attributed to the method used to fasten steel to concrete (a patent on the method is pending). No shoring is involved. The structure has a simple foundation: spread footings and a rectangular pad. A maximum excavation of two feet is required at the footings, and everything except the footings can be used again. (Public Works, September 1968)

A stainless steel "breakaway" lighting pole is being produced. It is fabricated with an octagonal cross section shaft, which telescopes on the sub-shaft of a separate base that is fastened to a plate of stainless steel with stainless steel rivets of known impact strength. When a car hits the pole, the rivets shear and the base topples to the roadside. The pole is available in heights from 30 to 50 feet with davit arms from 4 to 15 feet in horizontal reach. (Traffic Engineering, April 1967)

Minicars, small non-polluting automobiles that could be made available to suburban and intra-city commuters, are being developed as part of a project undertaken by the University of Pennsylvania for the Department of Housing and Urban Development. The original objectives of the study were to (1) determine the feasibility of designing an economical, limited-emission vehicle; and (2) devise a system that would utilize these vehicles to benefit the city and the urban traveler. The proposed vehicle would be about nine feet long but of conventional width, seat three adults, and have an automatic transmission. The hybrid power train emissions could be of the order of one-tenth of that of present day standard automobiles, and the system could operate emission-free by using only the battery-electric drive in restricted areas such as tunnels and garages. Such a system would offer numerous advantages: (1) suburbanites who have difficulty in reaching a mass transit station could still get into town without having to take their standard size, high transmission auto; (2) the vehicle would be available to other users throughout the day; (3) they could be stacked very compactly in downtown parking facilities, since the need for retrieving a particular vehicle would have been removed; (4) four-to-six times as many minicars can be parked in the space needed for standard cars; (5) on-street parking could be eliminated; and, (6) because a vehicle would be shared by several people in the course of the day, the cost to the suburbanite who chooses to take a vehicle home would be less on such a lease basis than if he owned a vehicle. (HUD News Release, Nov. 28, 1967)

Health, Safety and Welfare



HEALTH, SAFETY AND WELFARE

Tenant-owned cooperatives are being built by the Chicago Housing Authority. The two-story brick houses will cost between \$14,200 and \$15,000. Tenants will make an initial \$200 partial down payment, and a "stretched" additional payment of \$250, to be paid over 25 months. Interest rates will vary from 0 to 6 per cent, depending on the tenant's income after adjustment for the number of dependents. Payments cannot exceed 21.8 per cent of the owner's yearly income. (Mayor and Manager, April 1968)

"Reflecto-tags" are being worn by pedestrians in Canada. The very young and the elderly especially are encouraged to wear them at night. The tag is a two-inch square of glass-bead-coated plastic that reflects light straight back in a narrow cone to the source of light. It can be seen hundreds of feet beyond the point where the pedestrian wearing it ceases to be visible. (Traffic Safety, May 1968)

Air pollution is being reduced in many towns by banning the backyard incinerator and closing open-pit dumps. (Newsweek, Mar. 18, 1968)

Automatic train detectors are available for placing in trucks and buses. The increasing number of railroad crossing accidents make it desirable to use the devices. The Department of Transportation advises that the device will automatically stop the vehicle in which it is installed when a train is detected. (Nation's Cities, February 1968)

A pigeon trap has been installed in Hudson, N. Y., on the city hall roof. Food is placed inside the trap and when the pigeons enter it to obtain the food, there is no escape. Animal-shelter personnel then dispose of the pigeons in a humane manner. (The American City, November 1967)

Infra-red heaters warm chilled passengers in underground bus terminals in Cleveland, Ohio. Ten heaters, spaced eight feet apart, are mounted ten feet above platform level in two parallel rows. A standard line voltage thermostat turns them on whenever the temperature drops below 50 degrees. (The American City, May 1968)

A "hospital on wheels" provides immediate first aid in Rancho Sante Fe, Calif., since the nearest hospital is 18 miles away. The "hospital" is housed in a Chevrolet step-in van, which contains a good-sized treatment area, complete with examination table. Two stretchers are suspended above the table in double-deck fashion. All equipment, such as a heart-lung resuscitator, a compact defibrillator, a pacemaker, a synchronizer, and a recording electro-cardiograph is portable, and the unit is stocked with drugs commonly needed for emergency and coronary care. It also contains an oxygen supply for two or more patients. (The American City, May 1968)

Finance and Taxation



FINANCE AND TAXATION

The new intercommunications network in the city hall of Meriden, Conn., saves the city \$5,000 annually. The system channels all internal calls through a central-answering type of telephone that provides for both no-hands voice stations--where the user can communicate without holding the receiver--and handsets for private use. Calls are placed through the use of push-button dialing, which means that the system is operative around the clock since no operator is required to place calls. (Mayor and Manager, December, 1967)

An "optional user tax" for school crossing guard service is added to the quarterly utility bill in Elmhurst, Ill. Those not desiring to pay the charge of 75 cents may deduct it from the total. The tax produces more than \$20,000 annually which closely approximates the yearly budget for school crossing guards.

Personnel



PERSONNEL

A new official holiday has been granted to city employees of Tempe, Ariz.: the employee's birthday. (League of Arizona Cities & Towns Newsletter, November 1967)

Unused sick leave pays dividends to city employees in Fairfield, Calif. At the end of the year employees are paid for 25 per cent of their unused leave, computed at their regular rate of pay, and the remaining 75 per cent is carried over to the next year, being added to prior sick leave that has accrued. The policy has helped to minimize abuses of the sick leave benefit. (Public Management, January 1968)

Unemployed or underemployed persons in Alaska are receiving training that will prepare them to take examinations for appointment as state troopers, correctional officers, or municipal police officers. Sponsored by the State Department of Public Safety, the course includes basic training in law enforcement techniques, supervision and specialized phases of police work. (New Careers Fact Sheet, Alaska Local Government, June 1968)

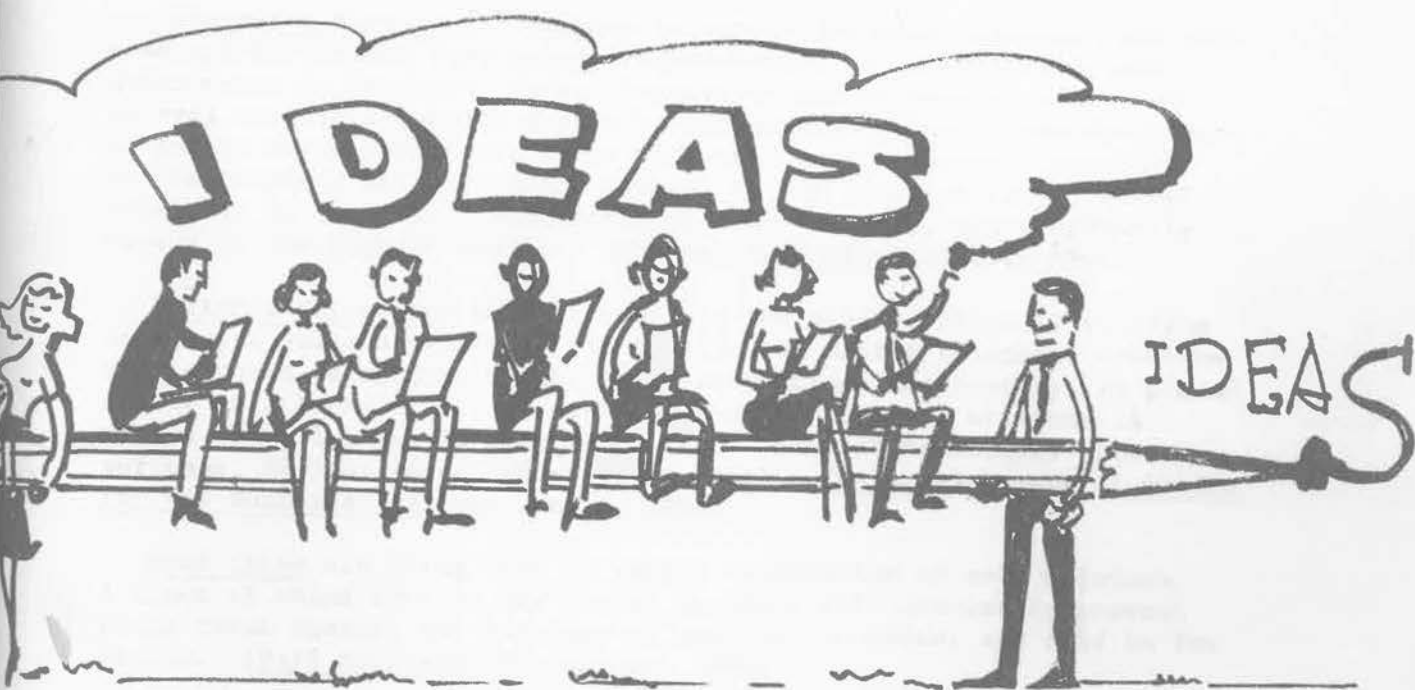
A television classroom has been set up to train city employees in Saginaw, Mich. Selected department and division heads take part in the program, which is produced on an educational television channel. The city has found the televised-instruction approach to management training to be a highly practical and inexpensive way to provide first-rate training. (Michigan Municipal Review, May 1968)

"Tickets for typists" help to involve present employees in the recruitment of new employees for stenographic and typing positions. The Civil Service Commission in Milwaukee, Wisc., inserts one ticket in each employee's pay envelope asking that he give it to a friend or acquaintance who might be interested. The ticket lists the job description, education requirement, benefits included, and salary. (Personnel News, March 1968)

A new recruiting device, called the civil service "job hotline" or "dial-a-job," delivers a one-and-a-half minute resume of job openings in Lansing, Mich. The caller is given a chance to state his name and address so an application for examinations in which he is interested can be mailed to him. Jobs listed on the hotline include highway laborer, aggregate inspector, attendant nurse, state police trooper, typist, and stenographer. (Personnel News, March 1968)

Training classes for city supervisors are being conducted in Brighton, Colo. Management-level instructors are covering such topics as the city organization, and the supervisor's role in public service, work organization and direction, employee training and safety, employee relations, public relations, management communications and interdepartmental coordination and relations. (Colorado Municipalities, May 1968)

Miscellaneous



M I S C E L L A N E O U S

A flat-proof tire has been developed. It is filled with a special rubber foam instead of air. Already tested at sustained speeds up to 70 m.p.h., the tire is now ready for testing on military and industrial use vehicles. It will not be equal to the 100 m.p.h. capabilities of passenger cars until heat problems are reduced. (Traffic Safety, September 1968)

A birthday house offers fun to the kiddies and relief for mothers in Kansas City, Mo. The "house" is located at the zoo, where there are interesting "side" sights. For a small fee that covers the cost of invitations, necessary paper goods and utensils, and fruit punch, children are entertained for one hour. They find the unique setting exciting, and parents like it because it saves wear and tear on their nerves and their house. (The American City, January 1968)

Residents are invited to an annual stockholders meeting, in St. Petersburg, Fla., to bring them up to date on city accomplishments. Each "stockholder" receives a letter from the city's Director of Public Information along with an engraved invitation and an RSVP self-addressed, stamped post card. At the meeting the citizens have an opportunity to greet the mayor, councilmen, and city manager. Copies of the city's annual report are distributed and displays of major pieces of equipment and machinery are on hand. (Public Management, February 1968)

"Operation Eyesore," a program to remove isolated temporary and sub-standard structures from aging neighborhoods, is an effort to stop urban decay in Dearborn, Mich. Structures may be removed by one of several means: voluntary action by the owner, action by the department of public works demolition crews with the owner's consent; purchase of the property and subsequent removal by the city; or later removal scheduled by the city. When taken over by the city, the property is resold to the highest bidder. (The American City, October 1967)

Portable telephones make it possible for public officials to place or receive calls anywhere within 40 miles of mobile telephone stations. The 14-pound telephone, which can be used across the country, is placed inside an attache case. It has a push-button system, utilizes 11 mobile channels, and is powered by ten 1 1/2-volt batteries. Cost: purchase, \$2,160; lease, about \$46 a month. (National League of Cities for the Municipal League, June 4, 1968)

Wood chips are being used to retard evaporation of soil moisture. A layer of chips four to six inches in depth will adequately protect plant roots against the extremes of heat in the summer and cold in the winter. (Park Maintenance, February 1968)

Miniature American flags wave from city buses in Coral Gables, Fla., on holidays and during national observances. (Mayor and Manager, February 1968)

A special mailing address, "Box 100," is the place to register complaints of official misconduct in New York City. Public response has been so great that a full-time staff is required to handle the grievances. (Ombudsmen for American Government?, by Stanley V. Anderson, 1968)

Junked cars are collected and disposed of in Portland, Me., at a very low cost to the city. They are hauled on flat-bed trailers, wreckers and dump trucks to the city dump where they are crushed. The scrap is taken to nearby steel mills or exported. (The American City, February 1968)

A reference notebook is given to each new member of the Oak Ridge City Council. It contains the names and addresses of city officials, including council members, city manager, city attorney, and city clerk. One section is devoted to the rules of procedure for council meetings, and one to the by-laws for both the planning commission and board of zoning appeals.

A Halloween party, sponsored by the Parks and Recreation Department, produced the quietest Halloween the Monrovia, Calif., police department has ever experienced. The purpose of the party was to keep children off the street and to get them home safely at an early hour. (Western City Magazine, February 1968)

An innovation in library services has been started at University City, Mo.: the public library has brought its services to the tavern. A set of ten reference books has been placed in two University City taverns for use of customers and bartenders. Included is a book on familiar quotations, world records, a world almanac, a dictionary, a book on etiquette, and one entitled "What Shall We Name Our Baby?" (Kansas Government Journal, December 1967)

Teenage members of the Lakewood, Calif., Youth Center play Santa's helpers each year. With the cooperation of the Post Office, they answer all letters addressed to the North Pole. (City of Lakewood Newsletter, December-January 1967-68)

Remembering the town zip code is easy for Melcher, Iowa, residents. The zip code is painted on the town's water tank in figures that are six feet tall. (Iowa Municipalities, December 1967)