

Municipal Government - Administration

**Municipal Government—
Administration**

ARCHIVES

ideas for a better city



SELECTED BY THE STAFF OF THE
MUNICIPAL TECHNICAL ADVISORY SERVICE

EDITED BY MARY BUSH

FEB 13 1969

1966

MTAS LIBRARY



UT MTAS Library

37996001455 1

IDEAS FOR A BETTER CITY

Selected by the Staff of the
Municipal Technical Advisory Service

Edited by Mary Bush

MUNICIPAL TECHNICAL ADVISORY SERVICE
DIVISION OF UNIVERSITY EXTENSION
THE UNIVERSITY OF TENNESSEE
in cooperation with the
TENNESSEE MUNICIPAL LEAGUE

January 1967

\$1.00

FOREWORD

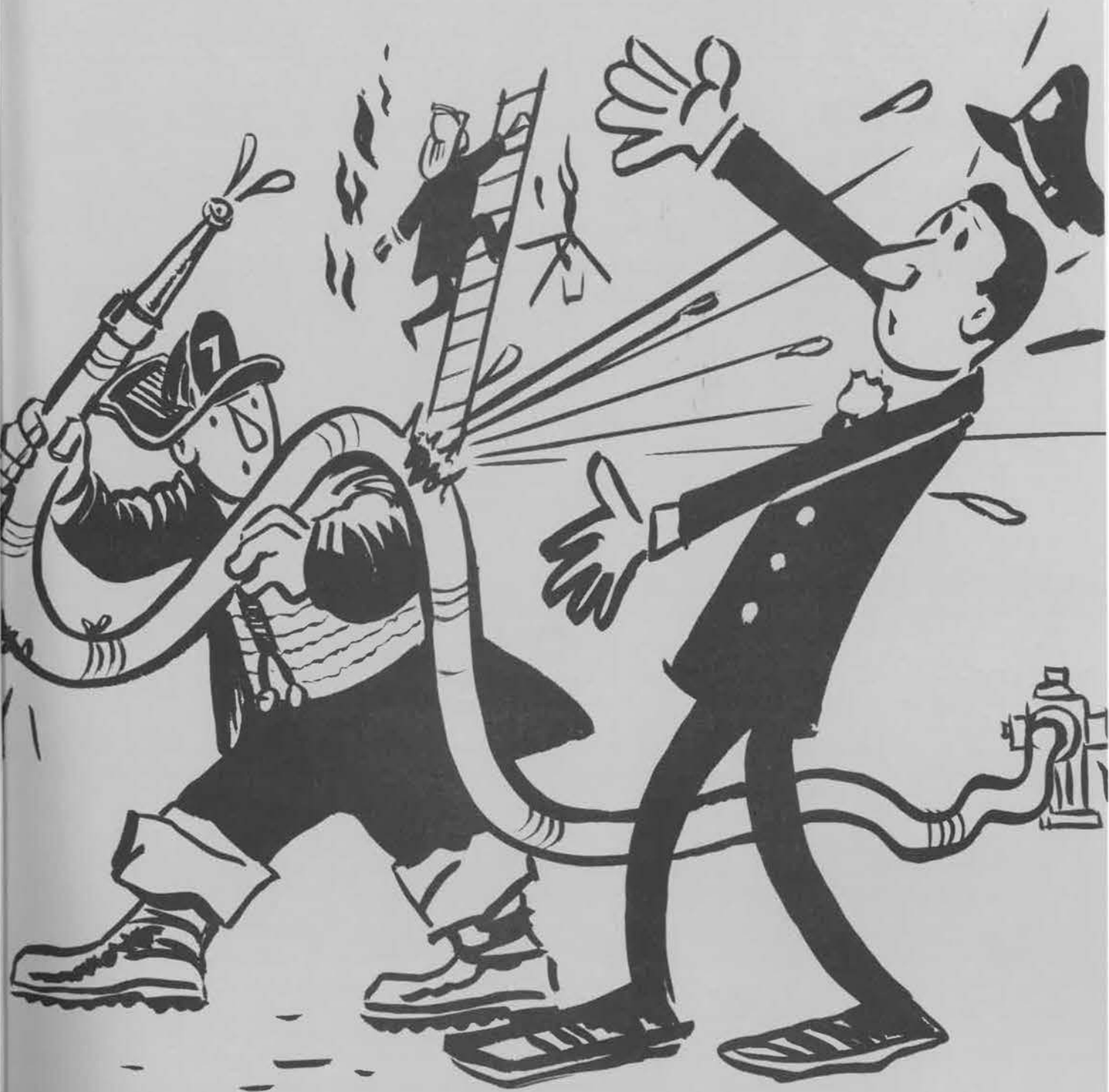
MTAS receives virtually all periodicals in the field of municipal government and also obtains many other publications in this field. In the aggregate these contain a "mass of information" (when trying to sift, classify and assimilate, we sometimes wish it were much less in quantity!). These materials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

CONTENTS

	PAGE
Police and Fire	1
Water and Sewage	4
Personnel.	6
Finance and Taxation.	8
Refuse	10
Public Relations	12
Parks and Recreation.	17
Public Works	18
Traffic and Parking	20
Health, Safety and Welfare	24
Miscellaneous	26

Police and Fire



POLICE AND FIRE

The "putt putt patrol," an experiment inaugurated last year in New York City, has been a successful crime deterrent on the city's 6,000 miles of streets. The police department has 79 motor scooters purchased for approximately \$360 each, and the police commissioner has requested 685 more. The scooters are not substitutes for patrol cars, but an entirely new concept in foot patrol. The men riding the scooters carry portable two-way radios, keeping them in touch with precinct houses whether they are on or off the scooters. The scooter gives a patrolman a visible presence in the neighborhood which a man in a car does not have. He is exposed and available to anyone who needs him and at the same time he can see more, act faster, and cover from five to ten times the distance of a man on foot. (The Knoxville Journal, Feb. 4, 1966)

A compulsory summer camp for delinquent youths has been proposed for Memphis. The Juvenile Court Judge has applied to the federal government for a grant to conduct the camp. Plans for the three-year program call for working with 300 boys and girls for 12 weeks each summer. The idea is to take them off the streets during the inactive summer period when they get into the most trouble. There would be one counselor for every 10 youths. The counselors would continue to work with the delinquents even after they are released from the camp. Memphis State University's Bureau of Social Research would evaluate the results. (The Commercial Appeal, Feb. 4, 1966)

New olive work uniforms with black and gold insignia have been designed as a morale booster for Pittsburgh firemen to replace traditional dungarees. (United States Municipal News, April 1, 1966).

A code-a-phone which automatically records any information transmitted to it over a telephone is now in use in New Orleans. Those persons reluctant to go to the police with information they have relative to organized crime, vice, narcotics, and other criminal activities may use the "confidential phone" and remain anonymous. This is part of a program to encourage citizen cooperation in the field of crime prevention and criminal apprehension. (FBI Law Enforcement Bulletin, October 1966)

Motor scooter operators must wear crash helmets in Pulaski, Tenn., since the city board has enacted amendments to its present city code pertaining to the operation of motorbikes on city streets. The new code provision also makes it unlawful to operate a scooter carrying more than one person. (Pulaski Free Press, Sept. 21, 1966)

Sight tests for night drivers have been proposed as a means of reducing accidents. In an address by the president of the British Association of Public Lighting Engineers, it was pointed out that sight defects which remain relatively unimportant in daylight could become crippling under night conditions. Present street and vehicle lighting presents the driver with poor contrast conditions, periods of intense visual disability, and the distraction of all kinds of lights. Lighting most traffic signs in urban areas helps in-town drivers although the increased size and number of advertising signs threaten to offset this gain. (The American City, September 1966)

Decals reminding motorists to lock their cars have been pasted on Chicago's 35,000 parking meters. This is one phase of an auto-theft-prevention program; and although its effectiveness is difficult to evaluate, during a 24-week period there was an 11.5 per cent reduction in car thefts from the previous year's count. (The American City, March 1966)

The number of shopping-center thieves has been drastically reduced in King of Prussia, Pa., where four policewomen were hired to patrol shopping areas. In addition to being on the alert for would-be car vandals, the policewomen keep fire lanes open and tag parking violators. (The American City, April 1966)

An exhibit cruiser which carries Chicago police projects and services to the public gives visitors a detailed look at police operations. The custom-built trailer, pulled by a truck tractor, measures 40 feet long and 10 feet wide. A taped message welcomes the visitors over an outside loudspeaker. Motion pictures of the police in action are shown on outside rear-projection windows. When passing through the exhibit, the visitor witnesses a step-by-step study of the department's operations. Other displays show how citizens can help prevent crimes. Career opportunities in the department also are explained. (The American City, April 1966)

Law school students help balance the police budget in Virginia Beach, Va. During the summer, swarms of vacationers descend upon the city and extra police protection is needed. In order to stay within budgetary limits, 12 law students were hired last summer and the applicants liked the experience. The police force realized that training in law was not the only benefit derived from these young men: most had studied at least one foreign language--a handy knowledge for a policeman patrolling a resort area. The students' law training enabled them to go onto a beat without lengthy training in legal aspects of their work. (Virginia Municipal Review, August 1965)

Judo training is included in the orientation courses for Chicago meter maids. The training course is given by the Police Academy. (United States Municipal News, Apr. 1, 1966)

An airborne sheriff's patrol which would utilize helicopters in place of radio cars to provide a fast, new striking force for crime patrol may soon become a reality in Lakewood, Calif. A proposal has been presented whereby a helicopter will be airborne over the city 24 hours a day, 365 days a year. In addition to the airborne helicopter, one helicopter will be available on a stand-by basis and a third will be receiving the necessary maintenance required for the long hours of operation. Helicopters used during the initial experiment will be equipped with aviation and police radios, flood-lights capable of lighting a one-quarter block area, siren, loud-speaker, and a 16 mm. movie camera.

College training for police officers has been inaugurated in Saginaw, Mich. The program is designed to encourage policemen to take college level law enforcement courses. Tuition is reimbursed by the city up to \$200 a year and pay increases are granted those completing the courses. (League of North Dakota Municipalities, July 1966)

A tape recorder has been placed in the Knoxville City Court to record hearings. Each tape runs 12 hours on one side, making the cost minimal. According to the judge, "There has been so much conflict in recent cases, the recorder will probably settle the problem." A person testifying can hear exactly what he said in his own words, and the recorder is placed where everyone can see that it is being used. (Knoxville Journal, July 29, 1966)

Deputies wear civilian clothes instead of uniforms when they testify in court in Springfield, Mo. According to the sheriff, an officer dressed in uniform while testifying makes it appear that the officer is on duty, producing a bad psychological effect. "There is a tendency to sympathize with a defendant who is humble and dejected, especially when there is a 200-pound six-footer in uniform testifying against him." (Kansas Government Journal, September 1966)

Suspects arrested in San Francisco are given printed cards detailing their rights to remain silent under questioning and to have legal counsel on hand, in line with a recent Supreme Court decision. The suspects are asked to read the cards and sign them before witnesses so there will be a documented case record attesting that they have been advised of their rights. (United States Municipal News, Sept. 1, 1966)

Jeeps patrol many of the streets in Philadelphia, the city having begun its vehicle purchasing program in 1961. According to the police commissioner, the Jeeps are economical, easy to maintain, and maneuverable. Maintenance costs are low, the Jeeps can operate on a 24-hour basis in any type of weather, and they are equipped with two-way radios, giving greater flexibility in movement. (The American City, August 1966)

Water and Sewage



WATER AND SEWAGE

Fluorescent fixtures in the new Memphis Light, Gas and Water Division Building will furnish heat as well as light. The heat-light system will work like this: each recessed fluorescent light will have two slots built in. Interior air will be drawn through one slot into ducts, heating as it passes over the transformer in each light. The air will be mixed in the ducts with air drawn from outside, for freshness, then forced back into the building through another slot on each light. The system not only will be cheaper than conventional heating, but also will save space that would go to bulky heating equipment. In the summer, the fluorescent heat will be channeled outside through the same slot. (The Commercial Appeal, Apr. 11, 1966)

A standard sewer maintenance tool in Long Beach, Calif., is a rubber ball. It is efficient and effective in ridding sewer lines of almost all common obstructions. The principle involved is simple. A 2' by 6' head of water is allowed to build up in the upstream manhold until sufficient pressure has developed to cause water or sewage to pass under and around the surface of the ball at high velocities, forcing the accumulations of settled solids ahead of it and, at the same time, scouring and scraping the walls of the pipe. After using this method of sewer cleaning in a test area, odor complaints ceased, sulfide damage was reduced to practically nothing, and the lines restores to virtually 100 per cent capacity. (Water and Sewage Works, June 1966)

Water service lines can be frozen, in the absence of a convenient valve control, within three to six minutes with a portable freezer gun that can be held in the hand. According to the manufacturer, a ready-jacket should be wrapped around the line, two clamps closed and the "Arctic Spray" gun tube inserted in the ready-jacket. The line is then ready to be frozen. (The Municipal South, September 1966)

King-size ice cubes, pushed through a sludge line by water pressure, have provided an excellent method for keeping pipes clean at the Hartford, Conn., water pollution control plant. A weekly treatment eliminates the build-up of grease, reduces the pumping pressure required, and cuts wear and tear on sludge pumping equipment. (Water and Wastes Engineering, September 1966)

A flock of geese are being used in Florida's efforts to control water weeds without using chemicals. The geese are clipping away at weeds along the lagoon banks of the Margate Sewage Treatment Plant's Polishing Pond. (American Pipe Progress, Winter 1965)

Anerobic bacteria may help industry to do a better job of treating their waste materials before discharging them into the nation's rivers and streams. Research is being conducted at Georgia Tech on the anerobic contact treatment process, similar to that used for the past 10 or 12 years by the meat packing industry. Anerobic bacteria that function without the presence of oxygen are particularly useful in breaking down relatively high concentrations of waste products. (The Chattanooga Times, Dec. 24, 1965)

"Mainstay," a new product developed to combat severe erosion problems in sewer lines, is being manufactured by the United States Steel Corporation. Mainstay consists of a coal tar-epoxy compound mixed with specially selected silica sand which is applied before the concrete sets. Product tests over a three-year period revealed no corrosion in the presence of high concentrations of hydrogen sulfide gas. (The American City, February 1966)

A new law to prevent water pollution in Wisconsin requires industrial firms planning to build new plants or to expand existing ones that will discharge water into state streams to include a waste treatment plant in their design. The state will not approve construction until this requirement is met. (Engineering News-Record, Jan. 27, 1966)

New remote-reading water meter installations in Holidaysburg, Pa., are replacing the outdoor-pit meters. The new meter saves the customer \$10 and the city \$30 for each installation. The old pits often become clogged with mud, overgrown with grass and weeds, and covered with snow. They were also subject to acts of vandalism. The remote-reader eliminates these problems. It attaches to the side of the house with two screws. Three wires connect the remote-reader with the inside meter, and a five-year mercury battery provides the necessary energy to operate the register. (The American City, January 1966)

Personnel



PERSONNEL

A 15-week on-the-job training program for councilmen and other interested officials and employees has just been completed in Bowling Green, Ohio. The idea was conceived when it was noted that three newly-elected councilmen were without previous practical experience in the area of municipal government. The council members, both old and new, agreed that the program had been most helpful and had contributed to making each a better informed member of the city's governmental team. (Ohio Cities and Villages, September 1966)

Municipal employees taking accredited college courses are reimbursed by Fort Lauderdale, Fla., for tuition on a sliding scale--100 per cent for "A" grades, 50 per cent for "C" ratings. (The United States Municipal News, Oct. 1, 1966)

An information exchange program was conducted between Portland, Me., and the University of Maine. Portland sponsored a series of informal seminar sessions for college and university personnel teaching courses in local government. At the same time, city department heads attended eight weekly sessions on business operation problems and perspectives at the University. The purpose of the city seminars was to acquaint teachers with the city's operating programs, plans, and perspectives. The University sessions, according to the city manager, were designed to explore the nature of business, its critical operating problems, and the perspectives from which it operates so that those in key city positions "can most effectively work at our end of this government-business relationship." (Public Management, July 1966)

Advice from a planning director is sought by one successful city manager in the form of a three-paragraph memorandum. In this note he states the problem and asks the planner to either agree with this statement or redefine the problem, asks for a list of alternative solutions, and the probable consequences of each alternative. Most people are much more careful about what they write than what they say. Thus, by asking for a written response the planner is encouraged to be more careful with his answer. A written response is also less vulnerable to misinterpretation, especially when followed by a conference, and is a useful document to have in the files for future reference. (Mayor and Manager, December 1965)

The major focal point in Modesto's (Calif.) personnel recruitment is a giant-sized, cork-surfaced bulletin board. The attractive, attention-getting display features various themes which are cleverly illustrated. On one occasion, an Easter rabbit was shown holding an out of proportion spyglass looking out at the viewer

PERSONNEL

A 15-week on-the-job training program for councilmen and other interested officials and employees has just been completed in Bowling Green, Ohio. The idea was conceived when it was noted that three newly-elected councilmen were without previous practical experience in the area of municipal government. The council members, both old and new, agreed that the program had been most helpful and had contributed to making each a better informed member of the city's governmental team. (Ohio Cities and Villages, September 1966)

Municipal employees taking accredited college courses are reimbursed by Fort Lauderdale, Fla., for tuition on a sliding scale--100 per cent for "A" grades, 50 per cent for "C" ratings. (The United States Municipal News, Oct. 1, 1966)

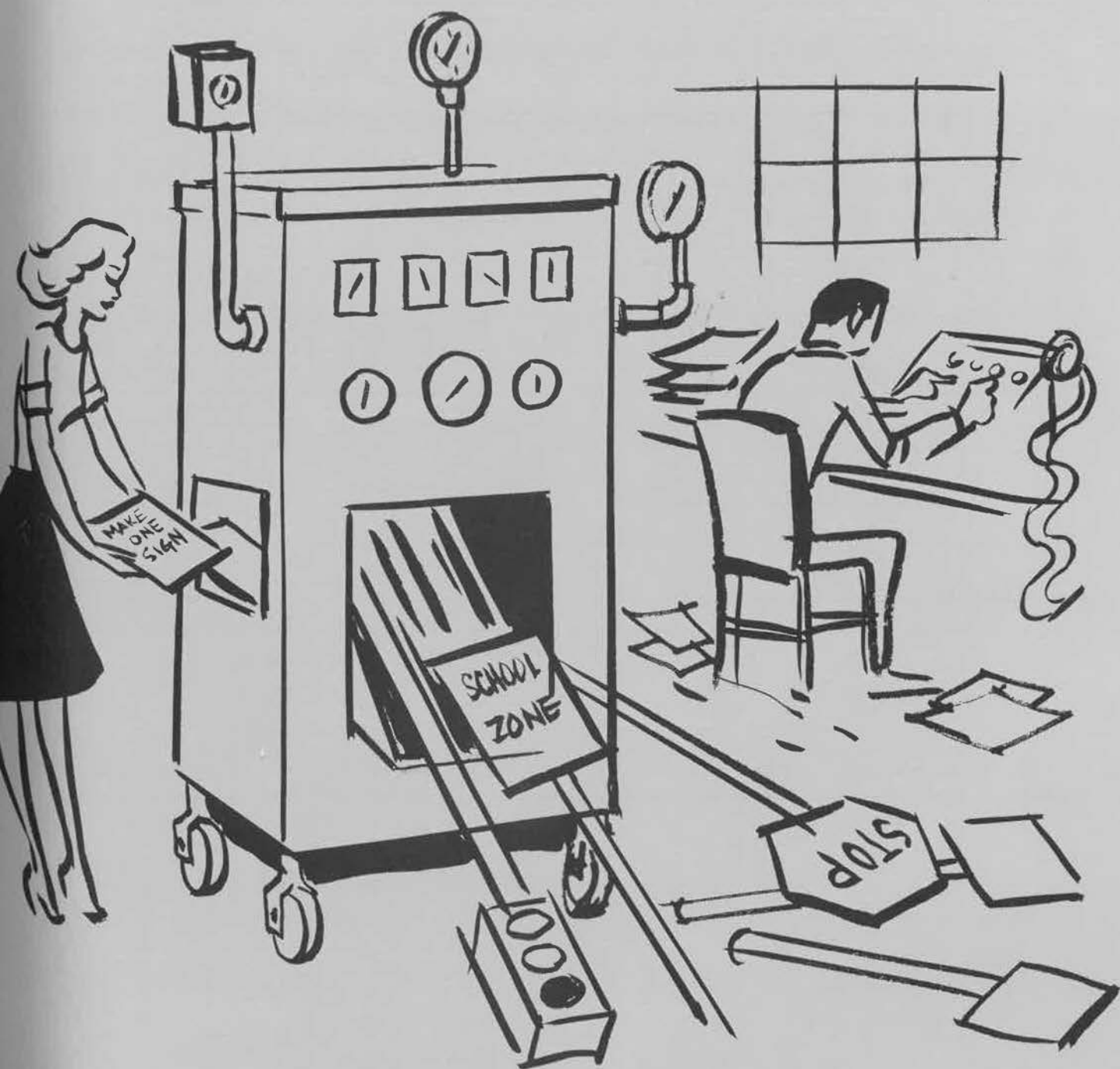
An information exchange program was conducted between Portland, Me., and the University of Maine. Portland sponsored a series of informal seminar sessions for college and university personnel teaching courses in local government. At the same time, city department heads attended eight weekly sessions on business operation problems and perspectives at the University. The purpose of the city seminars was to acquaint teachers with the city's operating programs, plans, and perspectives. The University sessions, according to the city manager, were designed to explore the nature of business, its critical operating problems, and the perspectives from which it operates so that those in key city positions "can most effectively work at our end of this government-business relationship." (Public Management, July 1966)

Advice from a planning director is sought by one successful city manager in the form of a three-paragraph memorandum. In this note he states the problem and asks the planner to either agree with this statement or redefine the problem, asks for a list of alternative solutions, and the probable consequences of each alternative. Most people are much more careful about what they write than what they say. Thus, by asking for a written response the planner is encouraged to be more careful with his answer. A written response is also less vulnerable to misinterpretation, especially when followed by a conference, and is a useful document to have in the files for future reference. (Mayor and Manager, December 1965)

The major focal point in Modesto's (Calif.) personnel recruitment is a giant-sized, cork-surfaced bulletin board. The attractive, attention-getting display features various themes which are cleverly illustrated. On one occasion, an Easter rabbit was shown holding an out of proportion spyglass looking out at the viewer

bearing this printed inscription: "We have EGGS-ACTLY the job for you!" Ideas used for the "display center" are solicited from staff members. (Personnel News, July 1966)

Finance and Taxation



FINANCE AND TAXATION

High interest earnings are assured Daytona Beach, Fla., this year since their depository for city funds was selected on the basis of the bank submitting the highest bid on interest rates. The winning bank, selected by a bid procedure, offered to pay an across-the-board 4.53 per cent on certificates of deposit for periods ranging from 30 days to one year. (MFOA Newsletter, Feb. 1, 1966)

A contract to purchase tires for all Virginia state vehicles (except police cars) for 0.53346 mills per mile will represent a saving of \$441,000, a reduction of 52 per cent. The Virginia Department of Highways took bids, the lowest being submitted by U.S. Rubber, which guaranteed 35,000 miles for automobile tires and 60,000 miles for trucks. (Engineering News-Record, Jan. 6, 1966)

A management audit team, reactivated in Los Angeles, has saved the city \$320,000 in a two-year period. A top-notch, six-man team of city experts in administration, personnel, accounting, investigation, industrial engineering, and data processing, has undertaken 15 investigations of the city's 28 departments and 13 bureaus. (National League of Cities, Aug. 30, 1965)

By auctioning its used vehicles, Middletown, Ohio, gets more money for them than it would by trading them in on new units. Since the city tried selling at auction several years ago, it has become an annual event. Proceeds from the auction are credited to departmental budgets. (The American City, December 1965)

A Municipal Tax Club in Augusta, Maine, offers citizens a convenient installment method of paying taxes. The taxpayer can budget his taxes over a 12-month period in payments that are interest free. The city benefits by this method of payment since it reduces tax delinquency and minimizes interest costs since there is less need for borrowing money in anticipation of taxes. (The Maine Townsman, November 1965)

Revenues from fines in Elmhurst, Ill., increased by 93 per cent in the last fiscal year following stiffer fines for delinquent parking and development of a violation ticket including other minor violations as well as traffic offenses. Although the penalty for overdue parking tickets increased to \$5, business did not suffer. Sales tax receipts were up 9 per cent over the preceding year. (League of North Dakota Municipalities, July 1966)

Tax-exempt lease financing enabled Folsom, Calif., residents to enjoy a new city hall and civic center. Under this program, a non-profit corporation was formed of public-spirited citizens who served without compensation. This corporation sold bonds for the amount required to finance the project. Being a non-profit corporation acting for the city, a special Internal Revenue Service ruling exempted the borrowings for taxation. It was therefore possible to sell bonds at an interest rate of approximately 4 per cent. When the city hall was completed, the non-profit corporation leased the facility to the city. Rentals from the city to the corporation are sufficient to retire the bonds issued by the corporation. When all the bonds have retired, the city will receive all the corporation's capital assets. (Western City, January 1966)

A municipal auction gets rid of old, unwanted material and equipment in Phoenix, Ariz. The city's charter requires that surplus material be sold at auction. The auctions, often attended by as many as 1,200 people, cover everything from used cars to scrap metal. (The American City, March 1966)

Refuse



REFUSE

A ticket system for special refuse pick-ups has been initiated in Middletown, Ohio. Residents who normally have more than the allowable 40 gallons of refuse each week can now purchase tickets to have their extra 20-gallon cans picked up. Tickets come in strips of 10 for \$2.00. The tickets, attached to the extra cans to be emptied, are torn in half by the collectors as they empty the cans. (The American City, September 1965)

A vast nationwide pipeline network for refuse disposal is being planned for use in German cities. In effect, this plan would do for refuse what similar pipelines do for sewage. It is proposed initially to build a plant at Hanover to crush and grind the waste and conduct actual tests with flushing the waste through a pipeline. Remnants of junked automobiles, cast-off furniture, tires, bottles--even the slag and waste of steel mills--would pass through crushing and grinding machinery in each city and then be flushed into the 12-inch pipeline. Outlets for the pipeline system would be into the North Sea at coastal cities. Refuse, once sorted, crushed and ground up, would be diluted in sewage or other waste water in sufficient quantities to make it fluid. (The Chattanooga Times, Oct. 22, 1965)

Littering the shoulders of scenic highways and country roads with beer cans, pop bottles, and other trash is becoming a source of considerable irritation. Posting a sign warning that littering is a fineable offense is not a sufficient deterrent in many cases. Muskegon, Mich., has adopted a more effective technique of offering a \$25 bounty for information leading to the arrest and conviction of litter law violators. (Consumer Bulletin, September 1966)

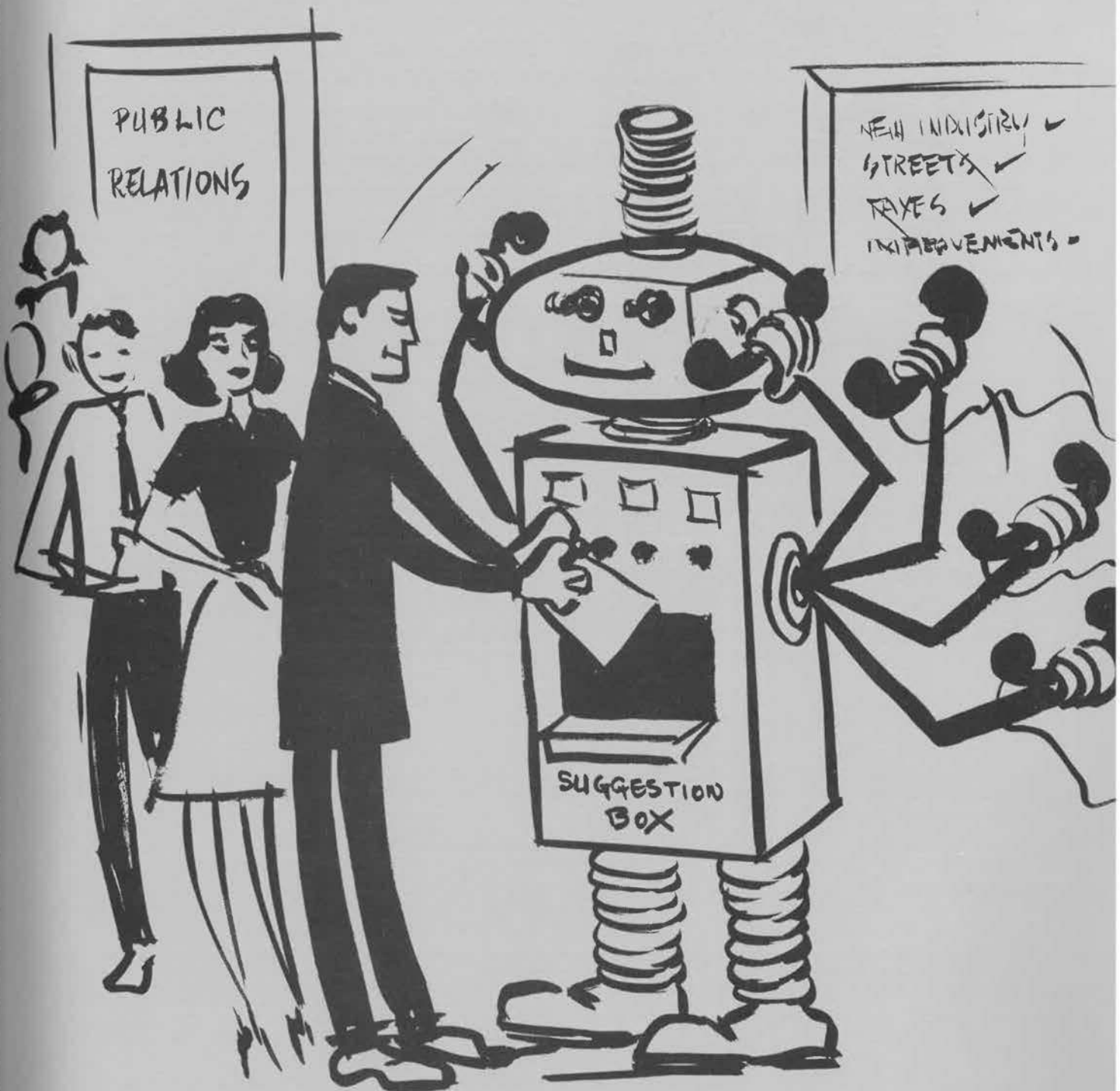
Waste pick-up complaints have diminished in Fort Worth, Tex., as the result of an incentive system. Employees may go home as soon as they complete their routes if no resident has registered a complaint. If a miss or complaint is reported, they must correct it before leaving. (Public Management, June 1966)

Litter receptacles in Springfield, Ill., are being painted by a women's art class with "pop art" designs. The cans have attracted so much attention that individuals have been asked to compete for the best design and display their work at the annual art fair. (The American City, August 1966)

Sanitary landfills in Thayer County, Neb., are joint operations with the county commission digging the ditches and doing the big maintenance work, and the villages doing the policing and buying of the ground. (The Nebraska Municipal Review, May 1966)

Deteriorated, unsanitary trash cans have been replaced in Borger, Tex., making alleys passable and orderly. The basis of the program is the city's purchasing quality trash cans in bulk quantities at a low price and reselling them only slightly above the cost to refuse customers. The new cans, with stronger chains for the lids and stronger tie-down stakes, make the work of the refuse collection department considerably easier. (The American City, February 1966)

Public Relations



PUBLIC RELATIONS

Where to house cultural facilities in a city often poses problems. Unused municipal structures sometimes fit the bill. For example, a jail serves as a city art museum in the state of Washington. In Wyoming, a water tower is now a theater in the round. And in Indiana, what was once a sewage-pumping station has become a town center for the performing arts. (Ohio Cities and Villages, November 1965)

One dozen red roses were presented each week, during the summer months, to some lady utility customer in Tallahassee, Fla., as a token of good will from the city utility department. The roses were grown in the city parks, so the cost of the "Roses for You" program was nominal. This personal contact and the entire approach to the program was based on the idea of communicating the concept of a city government dedicated to providing the best service as equitably as possible. (Florida Municipal Record, August 1965)

An annual organized tour of all municipal facilities in Falmouth, Me., enables elected officials to get a better grasp of problems and operating programs of the various town departments. Councillors elected at large rarely get the opportunity to visit many of the municipal facilities in the 35-square-mile area. They hear about them only at their monthly meetings, or when a specific issue arises. So every fall, just prior to the budget formulation, the mayor has organized a tour of all the services that the town provides. Each department head gets an opportunity to describe his own work and, more importantly, to point out and explain items that will be included in his next budget request. (The American City, January 1966)

Progress and civic pride were encouraged in Bowling Green, Mo., by a self-study program recommended by the University of Missouri. A questionnaire appropriate for all age groups and segments of the community--teenagers, retail businessmen, homemakers, older folks, farmers--was developed. A committee was elected to prepare the questionnaire and coordinate future activities. University staff members helped make up the questions, some of which were: What needs to be done in Bowling Green? What have we done in the last five years that we are proud of? What would make our town more attractive? Volunteers distributed the questionnaires to 10 houses and picked up the completed, but unsigned, forms two days later. With an 87 per cent response, the project was a success. It started the wheels of progress in Bowling Green. (National Civic Review, December 1965)

Window displays of Knoxville Utilities Board demonstrate the utility's civic-mindedness. By making its window space available to worthwhile organizations, activities, and causes, KUB actively demonstrates its support for them. The effect is to identify the utility with the public interest in general. This is the principal object in community public relations, and it is achieved with comparatively little effort and at almost no cost. (Willing Water, February 1966)

The use of automated billing postcards has been abandoned by the Haywood (Calif.) Water Department because this method does not provide a free means of dispensing information to residents, as does the use of envelope-enclosed bills. The open bill was often resented, owing to the lack of privacy. In addition, an increasing number of people requested return envelopes. Records showed that providing customers with a return envelope in which to mail their payment encouraged prompt payment and decreased by 25 per cent the need for reminders. Another reason to change the billing system lay in the utility's wish to build a good public image. The public must be kept informed and reminded about good water service if this image is to exert a positive influence upon customer relations, so a water information leaflet is enclosed in the billing envelope. (Willing Water, August 1965)

Keeping the government in touch with residents throughout the island of Oahu (Honolulu) is the aim of the mayor as he takes about 75 city hall department heads on an annual tour of each of the council districts. The air conditioned bus in which they travel makes frequent stops at community centers, church halls, schools, public libraries, and parks where residents meet the officials and discuss their problems and needs. Coffees, luncheons, and dinners also are occasions for getting acquainted and for making talks to the group. (Alabama Municipal Journal, August 1966)

Citizens are kept informed of progress on a street construction program in Middletown, Ohio. The Voice of Middletown, a monthly information folder published by the city, contained a tentative schedule of the proposed thoroughfare system. It divided the program into 15 separate projects and described the location of each one. Beginning and completion dates for each project were also listed. The schedule has kept people from calling city hall to find out when a particular project will get under way and approximately how long it will take to complete the work. (The American City, June 1966)

The role of city government in everyday life of citizens was dramatized in a two-hour Seattle Spectacular show staged in a high school auditorium by municipal departments. (U. S. Municipal News, Aug. 1, 1966)

Advice on attracting foreign visitors to a community can be secured from the United States Travel Service. According to the USTS, the first, and probably most important, aspect of the program insofar as the local community is concerned, is the establishment of a Visitor Information Center where information such as availability of over-night accommodations and road directions is provided. (Mayor and Manager, July 1966)

A military unit in Viet Nam has been "adopted" by Gadsden, Ala. An official resolution, passed by the city commission, called for "support of our nation's fight against communism . . . by supplying spiritual needs . . . and specific needs to alleviate hardships under which they (the 23rd Artillery) are fighting." The community responded enthusiastically to the program. During the first month after the unit was adopted, a local radio station, together with the VFW, sponsored blood donor drives, to which nearly 1,000 pints of blood were donated. A Day of Prayer was held and citizens were urged to pray for the 2,000 members of their adopted group. A letter-writing campaign has produced a continuous flow of mail. According to the mayor of Gadsden, the campaign is keeping the community aware of the sacrifices being made by the men in Viet Nam. (Mayor and Manager, August 1966)

A state-wide program was launched by Southern Bell to encourage its 8,700 employees to vote in this year's elections. The company's program urged (1) registration among employees and their families; (2) informed voting by knowledge of the issues and the candidates' positions on these issues; and (3) individual interest and action in local politics and other community affairs. To back up such interest and convictions, the company sponsored a series of family nights in the three grand divisions of the state. Red, white, and blue bunting decorated the centers in which the rallies were held. Giant pictures of candidates formed a background for political leaders, who stood in a receiving line to shake hands with hundreds of Southern Bell families. A huge circus-style tent added atmosphere for the barbecue picnic that was served. Movies and cartoons entertained the children while their parents tried to decide which candidates would get their votes on election day. (Southern Telephone News, August 1966)

"Meet Your City Government Night" produced very favorable reaction in Lakewood, Calif. The purpose of the meeting was to bring government closer to the people, acquaint citizens with their elected officials and department heads, give them insight into current municipal activities, and provide the opportunity for them to ask questions and discuss matters of particular interest to them. (The Maine Townsman, August 1966)

"Goals for the Community," an 86-page report prepared by a 16-member citizens committee, projects community goals for the next decade in Tucson, Ariz. Each of four subcommittees viewed the community from a particular perspective--social, physical, economic, and governmental--to present four dimensions of a single problem: development of the Tucson area. (Public Management, July 1966)

A municipal courtesy campaign has been initiated by the Los Angeles city council for employees who work at public counters. The council requires: a course in courtesy for new employees; annual refresher training in courtesy toward the public; immediate response to customers at counters; establishment of methods to handle public complaints; and attractive counter arrangements "so that the public will receive an impression of efficient service." (Nation's Cities, April 1966)

Placing newspaper racks on existing street poles helped clear the streets of clutter in Seal Beach, Calif. The old rickety triangular racks made the sidewalks unattractive and hazardous. The public works department developed a clamp to attach four newspaper bubble dispensers to a single pole.

Public attendance at council meetings in Mantua, Ohio, is encouraged by stimulating interest in city affairs. Each month, just before the council meeting, a "Talking Time" is scheduled. All citizens are invited to come to city hall for an informal chat with the mayor. A number of people, reluctant to appear before the council, will readily discuss their views at this time. Their suggestions and complaints are transmitted to the council by the mayor. Once citizens arrive at the council meeting, a comfortable and friendly atmosphere is important. The Mantua council makes sure that chairs are provided for everyone; and they make it a point to greet all visitors before the meeting gets under way. Copies of the agenda are furnished to everyone so that an orderly meeting is possible. (Ohio Cities and Villages, November 1965)

It pays to advertise historic sites and cultural activities in your community. Directional signs are important in guiding motorists who may be unfamiliar with the area to the location of such attractions. Site signs should be placed in front of the house, museum, covered bridge or whatever the structure might be, giving the proper name, date of construction, visiting hours, admission fee, or other pertinent information. Towns and cities that have used this method of advertising have found that it pays rich dividends in tourist attraction. (The Maine Townsman, September 1966)

"May We Help You?" reads the blue and gold buttons worn by over 200 Phoenix city officials who have frequent contact with the public. These buttons are to remind both employees and the general public that the city's basic function is service to its citizens. (Arizona Cities and Towns Newsletter, October 1966)

Parks and Recreation



PARKS AND RECREATION

Two nine-hole golf courses in Brooklyn, N. Y. , lie atop a sanitary landfill. The topsoil covering these courses is synthetic, manufactured by mixing dried sewage sludge and sand. More than 1,500 acres of park lands are currently under development on sanitary-landfill sites. (The American City, January 1966)

Physical appearances are being improved by a C. A. P. (Concentrated Area Project) committee in Memphis. The committee, composed of 10 volunteers and the City Beautiful Staff, selects a block in the city which obviously is in need of rehabilitation insofar as physical appearances are concerned. The workers approach the residents and explain to them that they would like to help in establishing a program which would lead to improvement of the entire block. Volunteers spend three days a week for two months working with the residents. The block is cleaned up, health hazards eliminated, and property is improved through the planting of flowers. (Commercial Appeal, Nov. 1, 1965)

A playground carnival, marking the end of the Knoxville Recreation Bureau's summer season, was attended by more than 1,000 youngsters. Twelve booths were set up on the Market Square Mall for the children's entertainment. The booths, manned by different district personnel in the city, featured games in which the children could win prizes. (Knoxville Journal, Aug. 11, 1966)

An inch-thick layer of soft rubber covers ground areas of potential harm in several of New York City's playgrounds. Its use has substantially reduced the number of minor injuries such as cuts and abrasions suffered by the playgrounds' users. The safety cushioning consists of rubber blocks that interlock like jig-saw puzzle pieces. Each is backed with a waffle-like network of honeycombed ribbing. The blocks act as a safety net to absorb the impact of children's falls from outdoor play equipment. (The American City, May 1966)

Rudy, a life-sized plastic owl, natural brown and black in color, and with menacing eyes, has been placed on the underside of the Long Island Expressway overpass at Queens Boulevard. The purpose of this urban "scarecrow" is to evict the flock of pigeons that nest in the understructure. (APWA Reporter, March 1966)

Public Works



PUBLIC WORKS

A sodium vapor electric lamp, reported to give 50 per cent more light than mercury vapor tubes, will be available soon for industrial and outdoor lighting. The new lamp is made possible by a white, translucent ceramic that can be shaped into a tube resembling a king-sized cigarette. Stadiums of the future can have two or three times as much light with the same number and size of fixtures being installed today by using the new lighting. (The Chattanooga Times, Dec. 26, 1965)

"Terra Tape" protects underground utilities against damage caused from careless excavation. The brightly colored metal tape can be seen immediately, warning that utility lines are located below. Terra Tape can be put down just below the restoration of the surface in new installations, or it can be installed easily over existing installations. (The American City, September 1965)

Pre-engineered steel structures in Clearwater, Fla., provide housing facilities for a growing list of municipal services. In the past few years, the city erected five new community buildings--all from mass-produced steel building components. One building is the city's central purchasing department, two others house the city's shuffleboard and lawn bowling clubs, another serves as a community center, and a fifth houses the city's trucks and truck-service facilities. City officials evaluated various types of construction before deciding that the pre-engineered steel construction would best fill their requirements for appearance and economy.

Burned-out street lights are reported by prepaid postcards in Lambeth, England. When the lights fail to shine, the resident simply mails the postcard furnished by the city to the electricity department. Substantial savings have been realized in street-lighting maintenance costs since the program began. (The American City, June 1966)

Cities need a geologist and a geologic map, according to the Director of the Bureau of Geology at the University of Texas. He states that what is needed is continuing geological supervision to permit day-to-day accumulation of data so that the city can take advantage of and exploit its terrain, foundation materials, and resources. In particular, the geologist's job should be the construction and maintenance of an accurate large-scale geologic map. Such a map is fundamental to resource appraisals, municipal engineering, and understanding of the earth processes operating in the urban areas. It will pay for itself as well as for the geologist time and time again. When not employed in geological tasks, the geologist can run survey lines or do other routine engineering work. (Texas Town & City, July 1965)

Wood-laminated poles for street lights are saving Ukiah, Calif., more than \$100 per installation. The wood standards are pressure-treated for permanent protection against attack by decay and termites. This makes it possible to install them directly in the ground, eliminating the concrete-base cost. (The American City, May 1966)

Traffic and Parking



TRAFFIC AND PARKING

New, smaller bus stop signs have been proposed by the Memphis Transit Authority for county and residential areas where vandalism is greatest. The new signs are only 6" x 12", compared with the 12" x 18" ones now in use. Officials say the smaller signs, when nailed on a pole, are not only cheaper but also much harder to tear down. (The Commercial Appeal, Apr. 23, 1966)

A four-man accident-prevention board reviews every accident involving municipal officials in Sacramento, Calif. A driver must appear before the board whether he was at fault or not. If the investigation shows the driver to be negligent, he can receive a reprimand, have his driver's license removed, or be suspended without pay for a maximum of ten days. Officials report that the program has substantially lowered on-the-job injuries, decreased insurance charges, and dropped the vehicle accident rate to an average of 21.45 accidents per million miles of driving. (The American City, March 1966)

Bus shelters are being constructed in Detroit through joint federal-city financing. The half-million-dollar program is intended to encourage increased use of mass transit facilities. Immediate plans are to erect 171 enclosed- and 300 canopy-type shelters before the end of 1966 and eventually construct a total of 1,700 of both types. (League of North Dakota Municipalities, September 1966)

A self-luminous sign, powered by atomic devices, will soon be erected to direct traffic on the Maricopa Freeway in Phoenix, Ariz. The modular lights that make up the sign are composed of a radioactive byproduct. The lights are available in several sizes and brightness levels. They can achieve visibility up to 5,000 feet through the use of standard optical techniques. Applications for these lights, in addition to traffic signs, include directional and location markers, instrument illumination, instrument and control location and identification, and obstruction warning indicators. (The American City, September 1966)

A new "instant sign" which slows speeders in school zones has been devised by Metro's (Nashville) traffic engineers. Painted a bright, fluorescent orange, the diamond-shaped signs are designed so motorists can see them only when the school zone speed limit is in effect. At all other times they will be folded in half, out of the motorists' view. "Because the motorist will not see the signs all the time, he will be more likely to notice them at the proper time," stated the chief traffic engineer. (Nashville Tennessean, Sept. 3, 1966)

Teenage drivers who break laws in Columbia, Miss., are required to write a 500- to 1,000-word theme on reckless driving and read it to the mayor and police officers. During the past five years, only one teenager has written his second essay. (Traffic Safety, December 1965)

Meter tokens are being used in parking meters on Morristown's main street and in the 600-car metered parking lot behind the shopping district. The tokens, slightly larger than a nickel, are sold by the city to the Downtown Merchants' Association. The merchants agreed to participate in the plan so the burden of providing parking would be equally shared. The number of tokens given a customer is proportionate to the amount of the purchase he makes--one for a \$1 purchase; four for a \$3 purchase.

A plastic snow plow blade has been tested by the Maine State Highway Commission. Although the performance report has not been fully evaluated, preliminary findings indicate that the plastic blades move over highways with less friction, less wear and tear on the pavement, and less noise than does the steel blade. Further, the ten-foot plastic blades weigh only 28 pounds, compared with 100 pounds for a steel blade, and can be bolted onto the plow by one man. (National League of Cities, Oct. 19, 1965)

Beginning drivers in Virginia must appear in court, accompanied by parents or guardians, to receive their licenses. The judge conducts a formal ceremony to impress the beginners with the fact that a driver's license is a privilege, not a right. (Traffic Safety, November 1965)

Ordinary household bleach can be helpful in solving traffic problems caused by ice and snow. It is suggested that motorists carry a bottle of bleach in their cars during the winter months. A little bleach poured on the pavement under skidding tires will cut the road grease off the tires and melt the snow as well. (Knoxville News Sentinel, Nov. 14, 1965)

"Yield" sign messages have helped to curb accidents, according to the traffic engineer in Evanston, Ill. A study of mounting accidents at "yield" locations showed that some motorists did not understand the meaning of the signs. An explanatory message reading "This Means Slow Down and Stop for Cross Traffic" has been printed below the city's regular yellow, triangular "yield" signs. Since adding the explanatory note, obedience to the "yield" sign has improved up to 75 per cent, with a corresponding drop in accidents. (The American City, June 1966)

Accident-free employees of Scottsdale, Ariz., are given trading stamps at the end of each month. Those in the most hazardous jobs, such as policemen and refuse collectors, receive 200 stamps; semi-hazardous job holders, such as building inspectors and engineers, get 100 stamps; and office workers receive 50 stamps. The annual cost of the stamps comes from the safety program appropriation in the city budget. (Nation's Cities, August 1966)

Traffic signals are numbered (1, 2, 3, etc.) in Gatlinburg, Tenn., so that strangers coming into town may be easily directed to their destinations. This system is particularly helpful in a resort area where motels are numerous and often have similar names.

Hot plastic "melt" paints are being tested in Atlanta for more durable and cheaper traffic line markings. The thermoplastic hot melts, the latest paints for marking lines, can take traffic within five minutes after application and provide a long-wearing traffic line with high night visibility. (The Chattanooga Times, Oct. 17, 1965)

Traffic signs covered with political stickers, a perennial problem in any city, need not be discarded as permanently defaced. An employee of the Nashville Traffic Department discovered that a commonly used solvent--variously called "varsol," "mineral spirits," "petroleum naphtha," etc.--would dissolve the paper and leave the sign intact. The stickers are soaked liberally with the solvent and then easily rubbed off. The sign itself is finally rinsed with plain water. Nashville's only experience has been on "Skotch-lite" surfaces, but technical people say the solvent will work equally well on enamel-surfaced signs, without damaging the sign. (Nashville Tennessean, Feb. 6, 1966)

Exhaust odors from buses and trucks in Detroit have been alleviated by the use of fuel additives which mask the unpleasant odors. A five-month test indicated that people prefer a neutral or unnoticeable odor in exhaust to a floral rose scent. Findings further showed that the fuel additive reduced a greater percentage of the irritants, did not harm the diesel engines and was economical. Apparently there is no reason why urban motorists must fight traffic attired in noseplugs! (Mayor and Manager, April 1966)

A new count-down traffic light at a dangerous intersection in Abilene, Tex., is credited with reducing the accident rate 50 per cent over a nine-month period. The device works like this: nine seconds before the green light is due to go off and the amber light come on, a bright figure "9" appears on the amber lens; then, at one-second intervals, the lens blinks, 8, 7, 6, 5, 4, 3, 2, 1. The amber light then flashes on for three seconds, followed by the red. (Nation's Cities, May 1966)

Teen-age traffic violators in Jacksonville, Fla., carry their punishment with them in the form of a three and one-half foot sign clamped to the rear bumper of their cars. Large reflectorized letters warn: "Beware, I Am A Traffic Violator, Jacksonville Municipal Court." The sign gains attention and some laughs from those who see it, but it is very embarrassing for the teen-ager who has to "bear the cross." One violator came to the judge three times during his two-month sentence asking that the sign be removed. It is believed that this type of punishment not only will make the teen-ager improve his driving habits, but also will serve as a deterrent to potential criminals. (The Highway User, May 1966)

Health, Safety and Welfare



HEALTH, SAFETY, AND WELFARE

Elimination of blind intersections throughout the State of Maryland is a project being undertaken in an effort to reduce the number of automobile accidents. The State Roads Commission is taking an inventory of blind intersections along both state and county highways. It is anticipated that Maryland's spiraling death rate may be cut considerably if such intersections are made safe for motorists. (Highway User, August 1966)

"Block Homes" have been established in a pilot area around a junior high school in Chattanooga for the protection of students who walk to and from school. Should an emergency occur--a child frightened by a stranger or bitten by a dog--refuge could be found in a previously designated "Block Home." The "Block Home," identified by a 5" x 5" orange and white sign bearing the letters "BH," serves as an "island of safety for children in distress. The plan calls for establishing houses of this type in each block of a particular school neighborhood. Someone is present in these homes during school hours, morning and afternoon. (The Chattanooga Times, March 22, 1966)

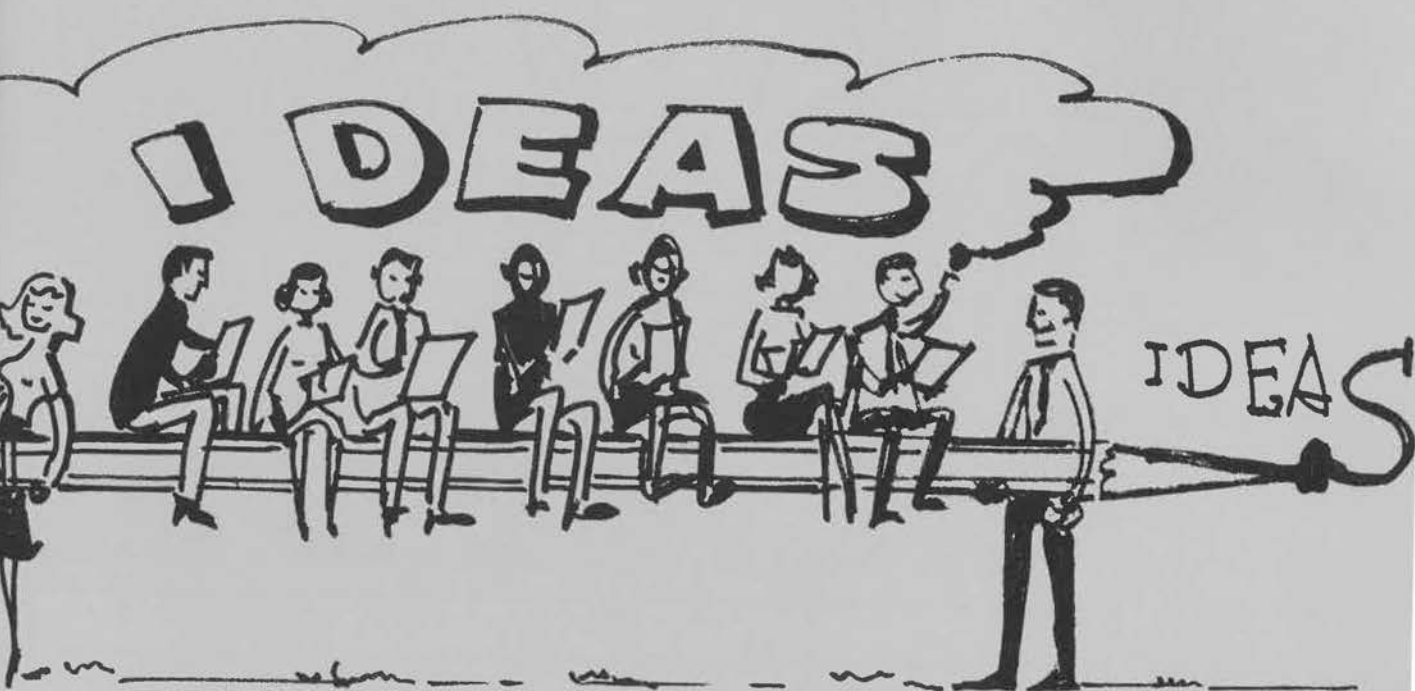
Medical stickers, which might save lives in emergencies, have been approved in Michigan for attachment to drivers' licenses. The stickers give such information as whether the driver has had tetanus shots, wears contact lenses, has diabetes, or reacts adversely to drugs. Data for the stickers will be provided by the licensee's physician. (Traffic Safety, April 1966)

Solicitors are required to wear badges in Walla Walla, Wash. Under the city's new ordinance, commercial solicitors each pay a license fee--\$25 annually, \$10 monthly, or \$5 weekly. A one-time parade day vendor's fee is \$5. Charitable solicitors pay no fee but still must register, be approved, and wear the authorized badge, which bears the name of the solicitor, the city license number, and license year. Each solicitor is also required to carry an identification card which shows picture, thumbprint, and name of firm or organization represented. Non-resident solicitors are required to file a \$1,000 bond with surety acceptance to the city. (Western City, December 1965)

Parents are penalized in Indianapolis, Ind., for allowing children 12 and under to ride bicycles in the street. Penalty for violation of the ordinance is arrest and a maximum fine of \$100. For those parents whose children under 12 are found playing in the street, the fine is \$10. (FBI Law Enforcement Bulletin, February 1966)

Licensing of building inspectors is one of the worthiest proposals in the report of the Advisory Commission on Intergovernmental Relations. The Commission proposes that states establish and administer professional qualifications for state examination and licensing of inspectors. By raising levels of competence, licensing would attract better qualified men and tend to purge the incompetents, thus raising the quality of inspection. Licensing would also raise inspectors' pay levels, but the cost of good inspection is cheap compared with the cost of poor inspection in money, quality, and sometimes lives. (Engineering News-Record, Feb. 3, 1966)

Miscellaneous



MISCELLANEOUS

Junkyards may disappear from the national scene as a result of a new process developed by a Chattanooga engineer to reclaim steel in old automobiles. The new technique will convert scrap automobile bodies into pure high-grade steel, and create thousands of new jobs. Construction of a mill using the new process is to begin early next year at a southwestern location. (Chattanooga Times, Oct. 24, 1965)

A full-time building inspector should be hired whenever the rate of new residential construction reaches 100 single-family dwelling units a year. This recommendation is made by the Urban Renewal Administration, Washington, D. C., and anticipates that the inspector will enforce all building, plumbing, and electrical codes. If the inspector has to administer the housing code and zoning and subdivision regulations, URA recommends that one inspector be hired for each 65 single-family dwelling units. (The American City, October 1965)

Problems associated with proposed subdivisions are more easily resolved in Fort Worth, Texas, since a new city review procedure has been established. Under the new system, everyone involved can work out most problems prior to, rather than during, the City Planning Commission meeting, eliminating long hours spent by the Commission in listening to arguments on minor technical points. A subdivision review committee affords developers an opportunity to resolve the technical problems of layout before the preliminary plan goes to the Commission. (The American City, September 1966)

Unightly car remains are not a problem in the Los Angeles area. "Auto-eating" machines are devouring an estimated 30,000 junk cars a month. Within seconds the shredding machine pounds a full-size automobile into fist-size pieces, providing high grade, saleable scrap steel at a reasonable cost. More cars are bought, sold, crushed, and junked in Southern California than in any other area in the world. (Kansas Government Journal, November 1966)

Violations of the property code in Rochester, N. Y., may be declared a nuisance. After giving a 30-day notice to the property owner, and an opportunity for an administrative hearing, the city can proceed to contract for any repairs. The owner is billed for all costs plus 5 per cent overhead; and, if he does not pay, the bill plus 10 per cent is entered on the tax rolls, and is payable before a first mortgage. (The Better Housing League of Greater Cincinnati, Inc., December 1965)

Code enforcement is being stressed in St. Petersburg, Fla. The city, in cooperation with the St. Petersburg Junior College, is trying to develop a two-year college program leading to an Associate Arts degree in code enforcement.

Carbonless paper, a 3-M product, streamlines office forms preparation and cuts costs by 50 per cent, according to the purchasing agent in Green Bay, Wis. The carbonless paper is packaged in precollated unit form sets from which multiple copy forms can be produced in an hour's time. The process is simple; all that is needed for form preparation is a standard off-set or letterpress through which the paper is run. (The American City, August 1966)

A suicide prevention center in Atlanta, Ga., is aimed at stemming potential suicides through the use of a telephone answering service where despondents may call for help. The answering service, manned by trained workers, is located at the Central Health Center in Atlanta. Callers are referred by the telephone interviewers to private psychiatrists, ministers, or various community agencies. (Georgia Municipal Journal, July 1966)

A soil survey in Jackson, N. H., has served as an effective tool in planning land usage. A map prepared from the survey results makes it possible to readily identify areas that are suitable for home sites, recreational areas, or commercial buildings. (New Hampshire Town and City, May 1966)

Junk automobile disposal might be less of a problem if a portable car crusher, which could travel around to the various collection areas, could be located. Perhaps the crushed cars could then be transported economically to the scrap metal purchasers. The possibility of contracting out the use of a state-owned crusher to a junk dealer bears looking into. (New Hampshire Town and City, August 1966)