

CITY OF MINNEAPOLIS

Office of the Mayor

July 7, 1947

HONORABLE MEMBERS OF THE CITY COUNCIL:

From time to time it has been my privilege to appear before your honorable body and present an outline of a program or to participate in your discussions. I have greatly enjoyed my work in municipal government and have found that the privilege of appearing before you is a challenging one. There is a constant need for a frank discussion of issues and clear-cut debate. There is an even more impelling need, however, for teamwork and sincerity of purpose on all sides.

At the very outset of our relations as Mayor and Council, I wish to state that I come before you with a sincere desire to be helpful and cooperative. I am aware of both the powers and limitations of my office as set forth in the Charter of our City, and I offer you full assurance that I shall at all times respect my constitutional position and avoid any encroachment upon your prerogatives. In return, I ask your cooperation and assistance in making possible the realization of the type of administration that will best serve our City.

I speak frankly on this matter because it is of utmost importance to the future social and economic welfare of our community that there be harmonious working relationships between the various branches and departments of our government. Petty politics, personal antagonisms, and ill will must be set aside. We must join

hands together and work closely with our department heads and our consultants in a sincere effort to formulate the most effective public policies, and to carry them into action. The success of modern government depends upon the guidance of trained technicians, the courage and fearlessness of policy makers, and the efficient performance of administrators. The elected public official, the appointive officer, our Research Engineer--all are fundamental factors in the development of comprehensive legislation and effective administration.

To those of you who have just been elected, may I extend my personal congratulations. I know you will find, as I have, that the privilege of serving the people of this City is an inspiring one. I know you will find, as have your colleagues in the City Council, that the problems which face us are complex, and at times a tremendous burden. The people of this City have a right to expect from their municipal officials the highest type of administration and constructive programs and policy. Those of us who participated in the recent municipal election realize that our fellow citizens are looking to municipal government for leadership and the solution of a host of perplexing problems.

The recent municipal elections demonstrated, I believe, a clear desire on the part of the voters to instill new life in their city government. Our people are looking to us for the formulation and execution of programs which they believe are necessary for the building of a better city. We must not fail them. We must take our responsibilities and obligations as a sacred trust. No greater

honor can be bestowed upon a person than to be given the opportunity of public service. This honor, however, is tempered by the realization that we are no longer just private citizens, but rather we are public officials who must constantly have in mind the public welfare.

The success of democratic government demands that it be responsive to the people. That area of government which is closest to the people is to be found in city government. It is here where we have the beginnings of self-government. It is on a local level where we are privileged to experiment, to create, and to explore. It is here in our own municipality where we develop that type of democratic leadership and participation which can secure for all of us the blessings of life, liberty, and the pursuit of happiness.

If democracy is to succeed, it must demonstrate its capability and its efficiency at home. If we are to promote better understanding between nations, we must be able to live democratically and in the spirit of understanding and respect for each other in our own localities.

It seems to me that somewhere I read where a great American said, "We have it within ourselves to make this world all over again." You and I know that this is a great challenge. But before we can make this world all over again, before we can assure ourselves of international peace and good will, we must prove our capacity for self-government and responsible action in our own home town. Yes, we must begin at home because it is here in our own City, on our own "main street," on Hennepin and Nicollet Avenues, on Central and Lake, that we lay the groundword and build the

foundations for a strong America. There is a direct relationship between sound and progressive government in Minneapolis and economic and political security in our Nation. It is here where we make our contribution to a better society. It is here in Minneapolis that we can be participants in the challenging and inspiring process of rebuilding a war weary world and improving and strengthening the process of democracy.

We must look upon our municipal government as a partner to every family, to every person, every business and every home in this City. All of us are shareholders in the business of the people, that business being their government for the enrichment of our lives. The partnership between the people and their government in a municipality is inseparable. Our City administration can either be an asset or a liability to our people. That decision rests with us. If our local government is honestly administered, and if our policies are constructive and progressive, the welfare of every family, the safety of every investment, the security of every job is just that much more protected. This is our City. Its destiny has been placed in our hands! It would be a singular tragedy if we fail or are found wanting in the fulfillment of our duties and responsibilities.

Our community, like others, is facing an entirely new set of circumstances. Sometimes we almost forget that World War II changed this world, and that it has changed and affected Minneapolis just as it has every other city. The effects of this change are noticeable in every home, every block and every ward of our City. All we need to see is the appalling situation which faces

us in the housing of our returned veterans. Our City has grown from a large retail and wholesale center to an industrial area. A metropolitan area with great industry has within itself problems of social relationships, public health, education, recreation and leisure time activities that go far beyond that which we have ever known before. That is why we must take a renewed interest in our municipal affairs and pledge ourselves to unceasing and relentless effort towards building a better City. We must inspire confidence in our people by our actions. We must do everything possible to promote a closer understanding between all groups in our community. We must come to understand that our Nation and our City are strong and prosperous primarily because we have practiced the principle of equal opportunity for all people. We threaten that prosperity--we destroy that unity only when because of bigotry or intolerance, one group is set against another, or because we fail to appreciate the contribution which every group and individual can make and has made to the general welfare. We in government must set the example. We must lead the way.

I commend the previous City Council upon the passage of the Fair Employment Practices Ordinance. This is a landmark in our development as a great community. I ask you to take increasing interest in the work of the Mayor's Council on Human Relations. It is setting patterns of social relationship in this City which are of enduring value. We would be remiss in our duty if we did not support with all of our power the excellent program of those groups and organizations in this City which are dedicating their efforts toward better understanding and a respect for our fellow citizens.

Our Minneapolis is like a little United Nations. People of all nationalities, of all faiths, of different political parties, of diverse occupations have blended themselves together into one great family. We have demonstrated our ability to work together in such fine civic enterprises as civilian defense, the Red Cross, the Community Chest Drive, the Victory Clothing collections, the Emergency Food collections, and a host of other activities. What a thrill it is to be a part of this great community! What an experience in democratic living we enjoy when we join forces for that which is good and constructive! A hundred times over we have proven that if we want to do something, if we have made up our mind to put across a program, there is no power that can stop us.

A brief review of some of the activities of the preceding two years will clearly indicate the nature of our future work. Much time and effort has gone into the study and analysis of our City administration, and in particular, the tax and finance problems. I particularly wish to commend the work of the Mayor's Tax and Finance Commission. I also call to your attention the comprehensive analysis of our City finances as prepared by the office of the Research Engineer and as presented by the preceding City Council to the Minnesota State Legislature. Every one of us should have this information at our fingertips. We should constantly strive, through programs of information and education, to give our people a complete understanding of the revenue and tax problems which face our City government. We must bend every effort towards the promotion of better understanding between the City of Minnea-

polis and the other areas of the State of Minnesota. Each of us should be an ambassador of good will, bringing the friendly greetings and the true story of Minneapolis government to our friends and neighbors in other sections of our State. We will not succeed in gaining the confidence and respect of our fellow-citizens by merely condemning those who represent us in the State Legislature. We must be sure of our facts. We must know the record of those who represent us, and we must always remember that the vast majority of people will do that which is right and honorable if they are but given the information by which they can make the appropriate decisions.

Public relations is of fundamental importance to our City. There is an interdependence between the city and the farm areas. There is an interdependence between the man who works in the shops and the factories and the man who produces on the farm. This is one State bound together by inseparable economic ties. It is cheap and malicious politics to pit one area of this State against another. It borders upon rank opportunism and hypocrisy to divide the city from the country. We cannot build a productive and prosperous State, nor can we assure an expanding economy in our City or in our Nation by prejudice and ignorance. It is our solemn responsibility to learn to know the problems of other people and to extend the helping hand. It is only in this manner that we will be received as friends and neighbors by those who ultimately set our powers and authority in the Legislature of this State.

I have mentioned the reports of the Mayor's Tax and Finance

Commission, which include the surveys prepared by the Public Administration Service. This analysis of our municipal government should serve as a guide for any administrative reorganization or change. Everyone of us should make it a part of our official responsibility to become acquainted with these reports. They have been prepared by an organization objective in its viewpoint and competent in its field of research. The men and women who have served upon the Mayor's Tax and Finance Commission have given generously of their time and ability in a civic service. I do not say that all of their recommendations should be adopted. I do say, however, that the findings and recommendations provide us with a review and picture of our government which gives us first-hand information of the many details of administrative organization and policy which have grown and developed through the years.

There are those who fear change. There are those who bind themselves to the status quo. But in times like these we must recognize that change is the very essence of life. A city such as ours must be continuously looking toward improvements in its governmental institutions. We must have the courage to try new ideas and to inaugurate new policies.

It should be clear and evident by now that a complete analysis of our tax and finance structure is of fundamental importance. That analysis has been under way for two years and the reports are now ready for your study and action. I recommend that a special committee of your Honorable Body be appointed for the express purpose of reviewing this information and bringing it to the attention of your membership. It should likewise be clear, in view of the

mounting costs of services and materials, that every possible economy must be practiced in our government if we are to hold a check on increased tax burdens. Your Board of Estimate and Taxation has prepared a comprehensive budget bulletin which gives to each department specific information for the preparation of departmental budgets. The cooperation of your Honorable Body in this endeavor will do much to set the pattern and to give leadership to a more effective budget control system.

Municipal financing must not be uncertain and capricious. We must have a statement of fiscal policy, a definite program of financing, and the courage to adhere to it. I am sure you will find the general recommendations of the report by the Public Administration Service and the Mayor's Tax and Finance Commission to be of great help in the establishment of such a fiscal and budget program. I trust you will give it your sincere consideration and ultimately accept the broad outlines of recommendations insofar as you deem them wise and constructive.

We must think of economy not merely in terms of limited appropriations, but rather in terms of efficient service and sound expenditures for constructive purposes. It should be one of your first items of business to make a complete review of the financial requirements for the Current Expense Fund and the other funds under the jurisdiction of the City Council. This should be followed by a general analysis and evaluation of salaries for police and fire personnel, as well as all other municipal employees. We cannot ignore the effect of the rising cost of living upon those who are employed by our city government.

As of July 3, 1947, I was compelled to veto an action by the City Council which would have granted a substantial increase in salary to the personnel of the Police and Fire Departments. This veto was necessitated because of the lack of funds which would have been required to meet the obligations of such a salary increase. I stated at that time that I concurred in the need for salary readjustment. However, the need can only be met by money in the respective departmental budgets. It is the responsibility of the City Council to provide such funds. I pledge my unqualified cooperation in any program of this nature which you may undertake, and I recommend that the program be started at once.

We have made substantial progress these past two years in the reduction of our city debt. That progress must be continued and, if possible, the program of debt reduction should be accelerated. It is in times of prosperity that we must put our financial house in order. There will be heavy demands made upon the City Council in the years to come for much needed public improvements. This City is in need of a new Public Library. Our General Hospital must be repaired and renovated, and a large addition or expansion must likewise be undertaken. The office facilities of the City Hall and Court House are totally inadequate for the performance of modern municipal services. The construction of a Public Safety Building is another project which cannot much longer be delayed. The expansion of our municipal auditorium should be undertaken as soon as possible.

Our City Planning Commission has an extensive program of public works, particularly in the field of traffic engineering

and street construction. These should not be considered as public works projects designed to provide employment. The items I have mentioned are minimum requirements and basic needs of this City. Our School Board will tell you of the extensive new construction and repair program which is vitally needed for public education. A program of public works of such proportions cannot be financed unless we are determined to practice sound economy in our current governmental operations and discipline ourselves to the payment of our bonds and indebtedness. I trust that you will keep this over-all picture of the need of municipal facilities ever present in your thinking. Municipal government cannot adequately perform its duties if it is handicapped by outmoded and antiquated facilities and equipment.

The recent State Legislature enacted a general housing law. I shall present to you the names of those persons whom I will recommend as members of the Municipal Housing and Redevelopment Authority. This legislation is of fundamental importance to the future of Minneapolis. The Municipal Housing Authority will be entrusted with the over-all planning and programming of wide scale housing development and slum and blighted area clearance. The work of this Authority, under the terms of the law, will have a great bearing upon the future property values of this City. The program of the Housing Authority will have a decided effect upon the living conditions and the social environment of our citizens. I urge and request that you give all possible cooperation to this new instrument of government, and that you be generous in your assistance. We must utilize this legislation which has empowered our City government to assist pri-

vate capital in wide scale neighborhood redevelopment. We must move ahead in the construction of low cost, low rent public housing.

We must remember that there is much to do in the field of emergency housing. I call upon those members of the City Council who are veterans of World War II to make this their No. 1 program. We need champions of veterans' housing in this City Council. We need men who will relentlessly press for new action on the part of our government in behalf of the veteran and his family. I pledge unqualified cooperation and unceasing effort in this endeavor.

The State Legislature has given us revised and practical legislation to alleviate the parking problem. Here again your Honorable Body must take action. The problems of ever increasing traffic and parking are of great concern to all of our people. It is inexcusable that we should delay any longer in providing a solution to these difficulties. We now have the law which we need. No one can deny the urgency of the problem. No one will criticize us for expenditure of public funds to meet this situation. The City of Minneapolis, as the largest city in Minnesota, and one of the major metropolitan centers of the nation, should take leadership in providing the most modern traffic engineering developments. We have the plans. We know the nature of the problem. We have the financial ability to undertake extensive project. All that we need is a statement of policy on the part of the governing body and a directive to our engineering staff to proceed as soon as possible. I call upon this City Council to demonstrate leadership and constructive policy in this vital economic and social problem.

We have established an outstanding record in the field of law enforcement these past two years. We have given leadership to the rest of the State. Our Police Department has been revitalized and reorganized. Modern methods of police training have been adopted and are in constant use. It is my judgment that our Police Department is in need of additional personnel and additional modern equipment. We are woefully short of mechanical equipment such as squad cars. We are in need of modern laboratory facilities such as a fully equipped crime truck. Our traffic bureau must be given additional manpower. These are minimum requirements needed to place our Police Department upon an equal and comparable basis with other departments of cities of similar size.

The preceding City Council established by resolution a forty hour work week for our Police Department. In order to preserve the present work schedule and patrol service of the Police Department it would be necessary to have an additional 97 men. These men must be provided for in the budget program for 1948. I remind you again that this increase in personnel under the forty hour week schedule would leave us with the same number of man hours of policing as we have today. It does not provide expanded police service. Every report which has been made of the Police Department indicates the need for some increase in police personnel and police service. Therefore I recommend again that the personnel of our Police Department be increased by at least fifty persons, this increase to be in addition to the replacements which are required under the forty hour week program.

Consideration must be given to the work schedule of our Fire Department and the need for manpower and equipment! Your Fire Department is operating on a seventy-two hour work week. Repeatedly, requests have been made to shorten that work week. This is an issue which must be faced, and appropriate plans should be made for proper adjustment.

These two important public services of police and fire protection are of basic importance to the safety of our citizens.

I wish to commend both the Police and Fire Departments for outstanding service to this City. Extra effort must be made in the field of Fire Prevention, and I can pledge, as Mayor of this City, that our policy of strict law enforcement will be adhered to and carried out with the same vigor and determination as in the preceding two years. I ask your cooperation and your support of the services of these two vital public agencies.

Time does not permit me to adequately analyze the work and accomplishments of all the municipal departments, boards and commissions. It should be remembered, however, that our department heads have been faced with serious handicaps and limitations both in personnel and budgets. It is a tribute to the ability of our administrative officials that, despite these limitations, they have performed outstanding service and made steady progress in the betterment of this City.

I wish to especially commend the City Health Department and the General Hospital upon their splendid performance during the polio epidemic of last year. That was a severe trial and test, and

it is to the credit of this City and its health services that such a difficult task was so adequately handled. Your Health Department at present, along with the cooperation of many community agencies, is conducting a City-wide chest X-ray survey, the proportions of which have never been equalled. This places Minneapolis in the forefront of public health protection.

Our Department of Public Relief has been operated in a most efficient manner. Relief costs are at a new low, but, even more important, the work in the program of vocational guidance and rehabilitation is to be particularly commended. If you are not familiar with this program, I am sure you would find it a dramatic story of human interest to see the splendid work which is being accomplished in rehabilitation and the placement of our less fortunate citizens in self-respecting jobs and permanent employment.

Your Park Board has expanded its services of leisure time activity. Additional park areas have been acquired, and the program is under way for their development. Our City Engineer's office is to be particularly commended for the continuance of its program of maintenance and repair and the protection of our public property.

I recommend that such agencies as the Civil Service Commission and Planning Commission be given proper budgets to perform their services. Both of these Commissions are of vital importance to the well-being of our municipal government and our community. Both have suffered in the past from inadequate budgets. This is an unwise policy, and I urge that you seriously consider my recommendation in reference to these departments.

While the activities of the Library Board, Park Board, Municipal Building Commission and the Board of Public Welfare are not under your direct jurisdiction, it is of importance that we be constantly informed of their programs and policies. This is all one City government, and I can assure you the people of this City do not understand the intricacies of structure and administrative organization which are established under the terms of our City Charter. The Mayor and City Council are held responsible for all municipal services, and while we may not have direct authority in order to exercise responsibility, we are, by the fact of our offices, involved in these programs. The work of the Boards and Commissions is likewise to be commended, but I am sure that the members of these agencies recognize that there is much more to be done and ever greater challenges to be faced. There can be no resting on our laurels or any pointing of pride to our past. It is today and the future which are important. We can justify our policies and programs only in terms of their effect upon the public welfare and the manner in which they help mold and direct the development of this community.

Minneapolis City government has been the subject of debate for many years. Many proposals for charter revision have been recommended and many groups have urged reform because of a sincere belief that our present structure of government is inadequate. This places a definite responsibility upon us to demonstrate the adequacy and efficiency of the present form by carrying into effect the programs which are essential to civic betterment. If we are unable to do this with the existing machinery of government, then

we ought to courageously face the issue of sound reform. I repeat what I have said before--we cannot stand still. The challenge for efficient government was well stated by our late President Franklin D. Roosevelt when he said, "The modern democratic statesman realizes now more than ever before that if government is to be able to meet its appointed tasks, it must be more practical, more efficient, and more responsible to needs. Simple honesty in carrying out the plans and policies is not enough. So far as government is concerned with any social or economic planning, success can be and will be imperiled if we do not put in order our governmental organization for this duty."

I have long believed that our City Charter, our basic law, needs to be analyzed and studied in terms of modern governmental responsibilities. We cannot meet the problems of a post-war world with the governmental machinery and organization of a period and era which no longer exists. It is to the credit of those who have served this City that our municipal services have been so well performed. This, however, cannot be interpreted as a justification for leaving things as they are. It is our responsibility to improve our governmental operation. Progressive leaders have always been the champions of improving institutions of free government. Progressive leaders have always been willing to explore and critically analyze the social and political institutions of their time. I ask that we face this issue of modernization and strengthening of our city government with an open mind and with a desire to provide the institutions of democracy with the tools and the means to do the job of serving the people.

I offer you a call to action -- a call to community service. The next two years will find us bending our efforts towards the improvement and modernization of our government. This we must have the courage and the willingness to do. We must exercise restraint and prudence in our City financial policy and develop a long-range program for the improvement of our tax structure. We must assure ourselves of sound budget and fiscal control. We must proceed with our public works and civic development. We must move from plans on the engineer's drafting boards to construction in the streets on the grade separation program and the Washington Avenue viaduct. We must utilize the new State legislation which gives us the opportunity to promote projects leading to the solution of parking and traffic in our business district. We must fundamentally attack our emergency and long-range housing program through the establishing of a Municipal Housing Authority--an agency with power to act in emergency veterans' housing, low-rent housing for low-income groups, slum clearance and urban redevelopment. We must strengthen and expand our programs for the prevention and control of juvenile delinquency. We must pledge unceasing effort to the expansion and improvement of our educational, park, and recreational facilities. We must have the courage to carry out in full, or in part, the major recommendations of the Public Administration Service reports on our administrative departments. Together we must work and cooperate in the dedication of our efforts and our resources to continuing the progress which has been made in our programs of public health, human

relations, law enforcement, and the care for the dependent and the aged.

This is our call to action, and let no man delay us. Let no special group or vested interest stand in our way. The people of Minneapolis see a bright future. They look to us for leadership and direction. The hour of opportunity is at hand. We have been given the go-ahead signal. It is our privilege to chart the course and design the plans for a better and greater Minneapolis.

Respectfully,

Hubert H. Humphrey
M A Y O R

John Langmuir

HONORABLE MEMBERS OF THE CITY COUNCIL:

From time to time it has been my privilege to appear before your honorable body and present an outline of a program or to participate in your discussions. I have greatly enjoyed my work in municipal government and have found that the privilege of appearing before you is a challenging one. There is a constant need for a frank discussion of issues and clearcut debate. There is an even more impelling need, however, for teamwork and sincerity of purpose on all sides.

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The recent municipal elections demonstrated, I believe, a clear desire on the part of the voters to instill new life in their city government. Our people are looking to us for the formulation and execution of programs which they believe are necessary for the building of a better city. We must not fail them. We must take our responsibilities and obligations as a sacred trust. No greater honor can be bestowed upon a person than to be given the opportunity of public service. This honor, however, is tempered by the realization that we are no longer just private citizens, but rather we are public officials who must constantly have in mind the public welfare.

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Repeatedly I have stated that if democracy is to succeed, it must demonstrate its capability and its efficiency at home. If we are to promote better understanding between nations, we must be able to live democratically and in the spirit of understanding and respect for each other in our own localities. Before we can save this world, or guarantee peace and security, we must prove our capacity for self-government and responsible action in our own home town.

If we fail in our duty, it is not only we, as individuals, who suffer—it is the cause of freedom and the cause of humanity that suffer. This is our challenge, and this is our sobering responsibility. Let us be ever mindful that there is a direct relationship between sound and progressive government in Minneapolis and economic and political security in the nation and in the world. It is here at home where we can make our contribution to a better society. It is here in

Minneapolis that we can be participants in the challenging and inspiring process of rebuilding a war weary world. We must prove our capacity for self-government in our own community before we can expect honest and efficient administration at higher levels.

We must look upon our municipal government as a partner to every person, every business, every home in this city. Our city administration can either be an asset or a liability to our people. That decision rests with us. If our local government is honestly administered, and if our policies are constructive and progressive, the welfare of every family, the safety of every investment, the security of every job is just that much more protected. This is our city. Its destiny has been placed in our hands. The partnership between the people and their government in a municipality is inseparable. It would be a singular tragedy if we failed, or were found wanting in the fulfillment of our duties and responsibilities.

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A brief review of some of the activities of the preceding two years will clearly indicate the nature of our future work. Much time and effort has gone into the study and analysis of our city administration, and in particular, the tax and finance problems. I particularly wish to commend the work of the Mayor's Tax and Finance Commission on the excellent research work, as requested by the City Council, for its presentation to the Minnesota state legislature. The reports of the Tax and

Finance Commission as prepared by the Public Administration Service should serve as a guide for administrative reorganization. We must never fear it. It is the very essence of life. A city such as ours must be continuously looking toward improvements within its governmental institutions. We must have the courage to try new ideas and to inaugurate new policies. It should be clear and evident by now that a complete analysis of our tax and finance structure is ^{of} fundamental importance. It should likewise be clear, in view of the mounting costs of government, that every possible economy must be practiced.

However, we must think of economy not merely in terms of limited appropriations, but rather in terms of efficient service and sound expenditures for constructive purposes. It should be one of your first items of business to make a complete review of the financial requirements for the Current Expense Fund and the other funds under the jurisdiction of the City Council. This should be followed by a general analysis and evaluation of salaries for police and fire personnel, as well as all other municipal employees. We cannot ignore the effect of the rising cost of living upon those who are employed by our city government.

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It is of utmost importance that your honorable body establish a firm and sound system of budgetary control. Municipal financing cannot be uncertain and capricious. We must have a statement of policy, a program of financing, and the courage to adhere to it. I am sure that you will find the general recommendations of the

report by the Public Administration Service to be of great help in the establishment of such a fiscal and budget program. I trust that you will give it sincere consideration and study and ultimately accept the recommendations insofar as you deem them wise and sound.

We have made substantial progress these past two years in the reduction of our city debt. That progress must be continued and, if possible, a program of debt reduction should be accelerated. It is in times of prosperity that we must put our financial house in order. There will be heavy demands made upon the City Council in the years to come for much needed public improvements. This city is in need of a new public library. Our General Hospital must be repaired and renovated, and a large addition or expansion must likewise be undertaken. The office facilities of the City Hall and Court House are totally inadequate for the performance of modern municipal services. The construction of a Public Safety Building is another project which cannot much longer be delayed. The expansion of our municipal auditorium must be undertaken as soon as possible.

Our City Planning Commission has an extensive program of public works, particularly in the field of traffic engineering and street construction. These should not be considered as public works projects designed to provide employment. The items that I have mentioned are minimum requirements and basic needs of this city. Our school board will tell you of the extensive new construction and repair program which are vitally needed for public education. A program of public works of such proportions cannot be financed unless we are determined to practice sound economy in our current governmental operations and discipline ourselves to the payment of our bonds and indebtedness. I trust that you will keep this over-all picture of the need of municipal facilities ever present in your thinking. Municipal government cannot adequately perform its duties if it is handicapped by outmoded and antiquated facilities and equipment.

The recent state legislature enacted a general housing law. I shall present to you the names of those persons which I will recommend as members of the

Municipal Housing and Redevelopment Authority. This legislation is of fundamental importance to the future of Minneapolis. The Municipal Housing Authority will be entrusted with the over-all planning and programming of widescale housing development and slum and blighted area clearance. The work of this Authority, under the terms of the law, will have a great bearing upon the future property values of this city. The program of the Housing Authority will have a decided effect upon the living conditions and the social environment of our citizens. I urge and request that you give all possible cooperation to this new instrument of government, and that you be generous in your assistance. We must do everything possible to encourage urban redevelopment. We must utilize this legislation which has empowered our city government to assist private capital in widescale neighborhood redevelopment. We must move ahead in the construction of low-cost, low-rent public housing.

We must remember that there is much to do in the field of emergency housing. I call upon those members of the City Council who are veterans of World War II to make this their No. 1 program. We need champions of veterans housing in this City Council. We need men who will relentlessly press for new action on the part of our government in behalf of the veteran and his family. I pledge unqualified cooperation and unceasing effort in this endeavor.

The state legislature has given us revised and practical legislation to alleviate the parking problem. Here again your honorable body must take action. The problems of ever increasing traffic and parking are of great concern to all of our people. It is inexcusable that we should delay any longer in providing a solution to these difficulties. We now have the law which we need. No one can deny the urgency of the problem. No one will criticize us for expenditure of public funds to meet this situation. The City of Minneapolis, as the largest city in Minnesota, and one of the major metropolitan centers of the nation, should take leadership in providing the most modern traffic engineering developments. We have the plans. We know the nature of the problem. We have the financial

ability to undertake extensive projects. All that we need is a statement of policy on the part of the governing body and a directive to our engineering staff to proceed as soon as possible. I call upon this City Council to demonstrate leadership and constructive policy in this vital economic and social problem.

We have established an outstanding record in the field of law enforcement these past two years. We have given leadership to the rest of the state. Our Police Department has been revitalized and reorganized. Modern methods of police training have been adopted and are in constant use. It is my judgment that our Police Department is in need of additional personnel and additional modern equipment. I request that the report of the Public Administration Service be studied and acted upon. While I cannot concur in all of the recommendations of that report, it does provide us a plan of action. We are woefully short of mechanical equipment such as squad cars. We are in need of modern laboratory facilities such as a fully equipped crime truck. Our traffic bureau must be given additional manpower. These are minimum requirements needed to place our Police Department upon an equal and comparable basis with other departments of cities of similar size.

Consideration must be given to the work schedule of our Fire Department and the need for manpower and equipment. These two important public services of police and fire protection are of basic importance to the safety of our citizens.

I wish to commend both the Police and Fire Departments for outstanding service to this city. Extra effort must be made in the field of fire prevention, and I can pledge, as Mayor of this City, that our policy of strict law enforcement will be adhered to and carried out with the same vigor and determination as in the preceding two years. I ask your cooperation and your support of the services of these two vital public agencies.

It is impossible for me to adequately analyze the work and accomplishments of all the municipal departments, boards and commissions. It should be remembered, however, that our department heads have been faced with serious handicaps and limitations both in personnel and budgets. It is a tribute to the ability of

our administrative officials in all departments that, despite these limitations, they have performed outstanding service and made steady progress in the betterment of this city. I know that this City Council will recognize the importance of well-trained administrative supervision, and will accordingly recruit such high grade personnel whenever such is needed.

Likewise I recommend that such agencies as the Civil Service Commission and Planning Commission be given proper budgets to perform their services. Both of these Commissions are of vital importance to the wellbeing of our municipal government and our community. Both have suffered in the past from inadequate budgets. It is my considered judgment that this is an unwise policy, and I urge that you seriously consider my recommendation in reference to these departments.

While the activities of the Library Board, Park Board, Municipal Building Commission and the Board of Public Welfare are not under your direct jurisdiction, it is of importance that we be constantly informed of their programs and policies. This is all one city government, and I can assure you the people of this city do not understand the intricacies of structure and administrative organization which are established under the terms of our City Charter. The Mayor and City Council are held responsible for all municipal services, and while we may not have direct authority in order to exercise responsibility, we are by the fact of our offices involved in these programs. The work of these boards and commissions is likewise to be commended, but I am sure that the members of these agencies recognize that there is much more to be done and ever greater challenges to be faced. There can be no resting on our laurels or any pointing of pride to our past. It is today and the future which are important. We can justify our policies and programs only in terms of their effect upon the public welfare and the manner in which they help mold and direct the development of this community.

Minneapolis city government has been the subject of debate for many years. Many proposals for charter revision have been recommended and many groups have urged reform because of a sincere belief that our present structure of government

is inadequate. This places a definite responsibility upon us to demonstrate the adequacy and efficiency of the present form by carrying into effect the programs that are essential to civic betterment. If we are unable to do this with the existing machinery of government, then we ought to courageously face the issue of sound reform. I repeat what I have said before--we cannot stand still. The challenge for efficient government was well stated by our late President Franklin Roosevelt when he said, "The modern democratic statesman realizes now more than ever before that if government is to be able to meet its appointed tasks, it must be more practical, more efficient, and more responsible to needs. Simple honesty in carrying out the plans and policies is not enough. So far as government is concerned, with any social or economic planning, success can be and will be imperiled if we do not put in order our governmental organization for this duty."

I have long believed that our City Charter, our basic law, needs to be analyzed and studied in terms of modern governmental responsibilities. We cannot meet the problems of a post-war world that has been shattered and shaken by the impact of a mighty catastrophe with the governmental machinery and organization of a period and era which no longer exists. It is to the credit of those who have served this city that our municipal services have been so well performed. This, however, cannot be interpreted as a justification for leaving things as they are. It is our responsibility to see whether or not we can improve our governmental operation. Progressive leaders have always been the champions of improving institutions of free government. Progressive leaders have always been willing to explore and critically analyze the social and political institutions of their time. I ask that we face this issue of modernization and strengthening of our city government with an open mind and with a desire to provide the institutions of democracy with the tools and means to do the job of serving the people.

I offer you a call to action--a call to community service. The next two

years will find us bending our efforts towards the improvement and modernization of our government. This we must have the courage and the willingness to do. We must exercise restraint and prudence in our city financial policy and develop a long-range program for the improvement of our tax structure and our budget and fiscal control. We must proceed with our public works and civic development. We must move from plans on the engineer's drafting boards to construction in the streets on the grade separation program and the Washington Avenue viaduct. We must utilize the new state legislation which gives us the opportunity to promote projects leading to the solution of parking and traffic in our business district. We must fundamentally attack our emergency and long-range housing program through the establishing of a Municipal Housing Authority--an agency with power to act in emergency veterans housing, low-rent housing for low-income groups, slum clearance and urban redevelopment. We must strengthen and expand our programs for the prevention and control of juvenile delinquency and the provision of wholesome leisure time and recreational facilities. We must pledge unceasing effort to the expansion and improvement of our educational, park, and recreational facilities. We must have the courage to carry out in full, or in part, the major recommendations of the Public Administration Service reports on our administrative departments. Together we must work and cooperate in the dedication of our efforts and our resources to continue the progress which has been made in our programs of public health, human relations, law enforcement, and the care for the dependent and the aged.

This is our call to action, and let no man delay us. Let no special group or vested interest stand in our way. The people of Minneapolis see a bright future. They look to us for leadership and direction. The hour of opportunity is at hand. We have been given the go-ahead signal. It is our privilege to chart the course and design the plans for a better and greater Minneapolis.



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