

Dance!

—AT NEW—
Legion Community Auditorium
Plattsmouth

Wednesday

MUSIC BY
Royal Knights
of Sioux City

You know this red hot colored band that was here in October. They are coming back with all the newest dance music and if you miss being here this time—well it will just be "too bad."

ADMISSION
Gents, \$1.00 Spectators, 35c
Unaccompanied Ladies 10c

LOCAL NEWS

Dr. Heineman, Dentist, Hotel Main Bldg., Phone 527.

From Thursday's Daily—
M. D. Nelson of near Manly who is here serving as a member of the petit jury panel, was a caller at the Journal today to have his name enrolled as a reader of the weekly edition for the coming year.

From Friday's Daily—
W. E. Norris, marshal of Eagle was here to testify in the Acost case in the district court.

Mrs. George M. Hild and daughter, Miss Minnie, were in Omaha today where they spent a few hours visiting with friends.

William Trumble of Eagle was among the visitors in the city today where he was called to look after some matters of business.

Attorney L. A. Doyle of Lincoln was here last evening and today attending to some matters in the district court in which he was interested.

Attorney D. W. Livingston of Nebraska City was here today to appear in the district court as attorney for the plaintiff in the case of Francis vs. Sacks.

From Saturday's Daily—
George Trunkenholz, city marshal of Greenwood, was here Friday for a short time attending to some matters at the court house.

J. H. Neitzel of Fairbury, Nebraska, is here to visit with his mother, Mrs. Neitzel and his sister, Mrs. C. C. Cotner and family.

W. J. Wunderlich of Nehawka and Orval Griffin of Lincoln, were here today for a few hours attending to some matters of business.

William Starkjohn and nephew, Billy, were in Omaha today where they will spend the day in that city looking over the points of interest in the metropolis.

J. M. Tegarden of Weeping Water was here today to attend to some matters in connection with his extensive real estate business in his home city and vicinity.

PLEGGED IN DRAMATIC CLUB

The Dramatic club at the university of Nebraska, the leading dramatic organization at the great state college, has pledged their members for the year, there being forty-one of the students elected to the society. The selections were made after tryouts as to the dramatic ability of the young people, held under the supervision of Miss Alice Howell, instructor.

In the number that were named for the club were two Cass county girls, Miss Helene Perry of near this city and Miss Reula Jackman of Elmwood. These young ladies will have the opportunity of taking part in the offerings of the season at the state university.

Miss Perry is one of the talented young women of this community and has often delighted the Plattsmouth public with her unusual pleasing dramatic talents and her selection as a member of the university club is a fitting recognition of her ability.

Miss Perry is the daughter of Mrs. Glen Perry of near this city and is a graduate of the Plattsmouth high school and has taken two years study at Rockford college prior to entering the university of Nebraska.

CHRISTMAS CARDS NOW READY

The Bates Book and Stationery Store has the largest line of Christmas cards this season that we have ever stocked, and most of them are now ready for the early purchaser, especially those that want the name printed or engraved thereon. We will appreciate your calling at the store and look over the line as soon as possible, allowing us ample time for the engraving or printing. Please call sometime during the coming week if possible. We would like for you to see this wonderful line before it is broken. They are a beautiful line of cards and priced right.

Always something of interest in the Journal Want Ad department.

Hear Very Fine Lecture on City Manager Plan

(Continued from Page 1)

ity he needs to get results. A manager serving at the pleasure of the Council and who can be fired at any time is not apt to assume too much authority. Those who profit under the loose ways of the old system are the first to resist the adoption of any plan that puts business methods into public business.

The chief advantage of the City Manager plan is the complete separation of policy execution and policy determining functions, thus remedying the fatal mistake which has crept into the commission plan. The City Council lays down the policies, the City Manager executes them. The Manager cannot levy a tax, award a contract, or grant a franchise. In all matters, he acts in accordance with the policies of the Council. A Manager who ignored this principle would be discharged by the Council. If the Manager is to be held responsible for operating results, he must have the necessary power. For this reason, councils are commonly forbidden by charter or code to dictate appointments or dismissals or deal with the administrative service except through the Manager. This, together with the fact that there is a single head to the administrative service, makes the line of authority and responsibility unmistakable. The advantage of this concentrated authority in the hands of a skilled executive who can expect to hold his position only as long as he gives good service, is that what ought to be done, is likely to be done. On the other hand under the old form, the elective official usually tries to get by until the next election. The manager takes a longer view of the work. Under this concentration of authority any department of the city fails to give service to the citizens, they know that the manager is to blame for not correcting the condition and that final responsibility rests with the council for not discharging an incompetent manager.

However, under the old form, where the various departments are headed by councilmen from all walks of life, if any inefficiency appears, it is very difficult to recall a councilman, and the inefficiency continues until the next election, when the citizens have an opportunity to elect some one else. Under the City Manager plan, the term of office in most states is two years and all terminating at the same time, which does not give a continuance of policy. A newly elected council usually takes a year to get acquainted with the general run of things and be in a position to determine the future policies and at this point in their term of office they have reached the half way point and on any project of magnitude they usually take the stand that they will soon be out of office and they will leave it for the next council and so it goes from one term to another. Under the Manager Plan, most cities of this size would have five councilmen elected for four year terms and only part of their terms would expire at a time. This you can see leaves some old members always on the council. You get a continuance of policy. This means large-scale planning; it means economy; it means a budget calculated not only for the present needs, but for the future; it means safety for business enterprises, too frequently alarmed by the prospect in a shift in the City Hall. I mean the sort of administration every citizen desires, and every selfish politician hates, because it leaves him no opportunity.

The Plan makes more possible the securing of the services of men of wide business experience and high standard, to serve as councilmen, for the plain reason that councilmen, not being made heads of departments as commissioners now are, would not be burdened by administrative detail, and would need to give but a limited amount of time to their duties. A man of affairs could then accept the office of councilman without due sacrifice of his private business or professional interests.

Under the Mayor-Council plan in cities the size of this, the Mayor usually is a man who necessarily must spend most of his time looking after his regular profession or business and does not come in daily contact with his police, and he can not be blamed for that. Under the Manager plan the City Manager hires and fires the police and is responsible for their efficiency the same as any other employee.

Another thought in connection with the police department, is that the average citizen will complain to the Manager of any thing he sees which he thinks is not as it should be, where he will not approach the mayor on the matter. Under the old form of government, the various councilmen are usually put in charge of the various departments of the city, and each function more or less independent of each other. One day one department will be long on help and lay some off, possibly that same day some other department is a little short on help, and have to hire some one, so it is usually a continual putting on and laying off of help and none ever becomes efficient in their work.

Under the Manager Plan, only enough help is hired to do all the combined city's work. They are usually hired by the year and are transferred from one department to another as the urgency of the department requires. This tends not only toward more permanent and efficient help on the pay roll, but also toward getting work done at less total expense.

A single headed control over the administrative service of the city, a principle which had been realized in only partial form in the Mayor-

Council plan and which had been ignored completely in the commission form, makes it possible to run the city's affairs on a business basis. Employees know "who's boss," and conflicting orders are eliminated. It also encourages the abolition of corruption and politics which never thrive in the light of day where responsibility is definitely fixed. Citizens who were passed from one official to another when making a complaint under the old forms of government, find a single complaint to the Manager, productive of quick action.

The question is sometimes asked, whether the City Manager plan lowers taxes. It is not possible to say, since increased taxes sometimes represents increases in price levels or demand for new services. Also it is very common to discover that under the old form of government, undisclosed floating debts and deficits in sinking and pension funds had been permitted. By letting these had debts run unnoticed, the politicians had played up "low taxes" in their campaigns. With the coming of the new form of government, these had to be paid off and the city's affairs placed on a cash basis. As an example of this condition, I wish to refer you to a similar condition which did exist in Clarinda. In the early days of the City, bonds were sold for the original waterworks, these bonds were twenty year bonds. During the twenty years they ran, the various councils put the annual interest, but no principal, on the books and they provided a sinking fund to pay them all at the expiration of the twenty years. When these bonds came due, there was only one course to take, and that was to refund them on another twenty year basis. This was done, different councils followed and pursued the same policy that were formerly followed, with the result that at the end of the next twenty years they still owed the original debt. And again for the third time they were reissued, but business methods had crept into the city's methods of doing business, through the change to the City Manager form of government. We are now paying off these bonds long after the citizens have forgotten where the original water plant was constructed. By the time these are paid off the cost of the plant will be about four times the original amount. What was true of Clarinda, was also true of a great many other cities in the early financing of municipal utilities.

The City Manager plan alone will not at once push down tax rates and bonded indebtedness. At least not while those cities grow as fast as have many in which the plan is not in work; nor while others have to catch up with their debts. An extreme example is Miami, Florida, where population has more than quadrupled in a decade. Bonded indebtedness has increased, due solely to rapid expansion of the city and demand for public improvements and not on account of the City Manager Plan.

The City Manager Plan should never be judged by its tax reducing power, but rather by what it is able to obtain with your tax dollar. Theoretically the City Manager system is perfect. A city is in its essence, nothing more or less than a great business enterprise. Any business enterprise needs concentration of control, unity of authority, and harmony of direction. If it is to succeed, the Manager Plan should result in these three things. The manager plan should reduce overhead, it should insure team work on the part of City employees, and it should eliminate duplication and other forms of waste.

In late years the plan has been making its way strictly on its intrinsic merits. In the beginning, there was an aspect of partisanship in favor of the commission form of government. It was the fashion to agitate for it. But that phase has passed. The country as a whole seems to regard the merit of the plan beyond dispute. It is now a question of whether or not a particular city is progressive enough to step forward and avail itself of the Plan.

The plan does not eliminate the human element in city government. Where civic interest is poor, stubborn and misguided, and the officials are poor, such conditions show in the government. The heart of the City Manager Plan is the Manager and the Council. How well they work together and how intelligently they will cooperate, will determine the success of the venture.

No organization, however perfect, will function to give good government, unless it is manned by men who can breathe into it the will and vision of good government. A Council composed of men without a broad vision of the opportunities and needs of city government, lacking the courage to take the initiative, devoid of the will to discharge their duties intelligently, and unable to assume the leadership of their community, can nullify the efforts of the best City Manager in the country, or drive him to assume their responsibilities. It is unfortunately true that the majorities in many city councils in City-Managed cities, are composed of such men. There is a continuing danger that the preoccupation of business men with their own affairs and the unwillingness of civic leaders to accept the often unpleasant duties of a campaign will hold the level of council activity far too low a level. The Council-Manager plan will not show clear cut superiority as long as it is forced to labor under this handicap; and vice versa; the Mayor-Council plan will not demonstrate its potential promise until the voters select a different type of representative in its councils.

All this means no more perhaps than to say, that the performance of the Manager is fundamentally conditional by the kind of a Council with which he has to work; but it should be understood that the first years of the Council-Manager plan are likely to be the best, unless constant effort is made to hold up the level of ability in the Council. It

is hardly too much to say that the Council is the real problem in the commission form.

The City Manager plan is not self operating any more than other forms of government. It is like a new model car—more powerful, more responsive, and more easily controlled than the old one. City Managership does not offer the citizen a machine that will drive and run itself, but one that is more ready and surer to operate.

The Manager Plan is not the panacea for all ills, it does not do away with politics, nor can it make dollars grow on trees. It is merely a wise and careful administration of municipal affairs.

Nobody has a right to expect that the employment of a City Manager will in itself solve all your municipal problems; the system is not as marvelous as that by a long shot. Regardless of how capable and square-jawed a manager you hire, he is going to have his troubles. In addition to knowing his technical onions, so to speak, he must be both determined and diplomatic. And even possessing of these qualifications, he will not get ahead very fast, unless he has at his elbow a Council, who, having selected him in their best judgment, will back that judgment through thick and thin.

Those who have studied the Manager plan, and its failures from the beginning, insist that in most cases a Manager should be selected from outside the city. In so doing, the person within the city, a particular person is eliminated and the selection of a particular person is eliminated and the city also has an opportunity to select a man who has had years of experience. In the smaller cities where it is not economical to place a skilled man at the head of every department, the Manager should be one with engineering ability.

Most cities adopting the manager plan go into it in good faith and are not betrayed into insisting that nobody shall be manager except some person within the city. Managers are usually imported from outside, men with a back ground of experience and training, and there is some advantage in this practice, since the managers have no local axes to grind, friends to reward or enemies to punish, and cannot have a local machine to favor or be favored by. A manager enters the city in which he is to work a total stranger. He is chosen because of his experience and ability for managing and directing municipal affairs. Large corporations prepare their man for the business of finally becoming a manager or director, and yet we American people elect an ex-cook, barber or mechanic, with all respect to these professions, to the important task of regulating our governmental affairs. Government officials should be trained more thoroughly than for any other profession, for they hold the wealth and happiness of the people in their hands.

It may have been true that almost any man could have filled any office capably in 1800, when keeping pigs off the public thoroughfare was one of the pressing problems of the community, when there were no sewers, no public lighting, no public water supply, no crime or traffic problems and no street pavement except a few cobblestones. But the good old days are no more. Times have changed, today the chief executive of the modern city is confronted with a varied array of problems that would stagger the head of a large industrial concern.

Some may question the amount of salary expense which is a part of the City Manager Plan. I know of no City that is using the plan that does not claim that the savings have more than made the salary difference. It's the old story of spending money to save money.

If I am not mistaken, Nebraska has only one city under the City Manager Form, that of Alliance. Let me quote from the Alliance Times-Herald. "What an outcry there was when the City Manager plan was proposed for Alliance, and how bitter was the opposition that met its inception. Operation of civic affairs under the plan has resulted in savings and accomplishment beyond the dreams of those who fought it give it a trial in Alliance. Results have been counted, and so smoothly has the City forged ahead that scarcely a murmur is heard these days from those who once harranged at every street corner. It's strongest opponents are now its chief supporters."

Many volumes could be written on the City Manager Plan, how it operates and the benefits to be expected, but time would not permit them to be recited at a luncheon. The discussion I have given you is the experience of many managers and comments from the press.

The City Manager Form of government which is now effective in 330 American cities, in which nearly 7,000,000 people now live, which has in almost every jurisdiction where it has been applied, reduced costs, or permitted a greatly increased program without increased cost; which has established high standards among cities for the care of the poor, the development of schools, libraries, parks and playgrounds, and other educational and social advantages; which has brought municipal government to the long-sighted, long-time, far-sighted programs in its respective cities; and which has advanced many other municipal government functions and services for the greatest benefit to the people of the cities served—is a system that merits serious consideration as to its application and the benefits to be derived from such application to the City of Plattsmouth.

The City Manager Plan is a good thing to keep thinking and talking about, for it furnishes a practical alternative to your present system, and if it works well elsewhere, especially in cities the size of Plattsmouth, it ought to work well here. I thank you.

Your ad in the Journal will be read, and they sure do get results.

Family Savings Mounting Along with Comforts

How Wealth Is Expended in United States Disclosed by Census Bureau

Washington—The balance sheet of American prosperity has been prepared by W. M. Stewart, director of the Bureau of the Census. It answers the long-posed question, what is America doing with its growing wealth? The answer is that it is buying more bathtubs and washing machines, sending more boys and girls to college, putting more money aside for rainy days, building more homes and acquiring, on the side, a stupendous amount of radios, automobiles, electric refrigerators and such like appurtenances of good times.

The family of 1927, when the last record was made of "Indicators of Material Progress," had more money in the bank, a greater share in the production of mechanical and min-

eral output, more appliances to make housework easy than it had in 1921.

Air Facilities Expanding
If the family of today does not actually own its own airplane, at least it has a greater opportunity to ride in one than in previous years, for output has steadily mounted. The figures are contained in a statement, "Advance in Standards of Living," prepared by Mr. Stewart.

It fits in with the analysis of E. Dana Durand, chief, division of statistical research, Bureau of Foreign and Domestic Commerce, that "The present high prosperity of the United States is in no sense due to the World War." Mr. Durand attempts to tell what is the cause of the prosperity; Mr. Stewart, what is the result.

Among "indicators of material progress," Mr. Stewart cites automobiles. Taking passenger automobiles, for instance, the production in the four years—1914, 1919, 1921, and 1927—was, respectively, 543,000; 1,657,000; 1,453,000; 2,938,000. There were only about 44,000 washing machines in use in 1914; in the other three years there were, respectively, 999,000, 1,888,000, and 5,681,000.

Wide Spread of Education
The number of students in high

schools rose from 2,413,000 in 1921 to 4,053,000 in 1927. College attendance jumped from 598,000 in 1927 to 1,937,000 in 1927, an increase of approximately 400,000. Residential building in 36 states increased approximately \$1,500,000,000 in six years. Deposits in savings bank increased from \$16,500,000,000 in 1921 to \$26,000,000,000 in 1927.

At the cause of this prosperity, Mr. Durand says: "At its foundation lies the rich resources of the country, not taxed by an excessive population, and the energy, intelligence, industry and thrift of the people. During the past quarter century the increase in productivity had been in only small part due to the opening up of new natural resources, but has been chiefly attributable to what may be called human factors."

FOR SALE

Single comb Rhode Island Red cockrels, big dark red, from heavy laying flock. Mrs. F. A. Parkening, RFD No. 2, Plattsmouth, phone 2704. d10-2tw

Just a few of the Cass county maps left. While they last, 50c each.

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EVERY woman adores beautiful Silk Stockings. Nothing could be smarter than a gift of shimmering Silk Stockings . . . one pair in a dainty Christmas box, or better still, three pairs in an attractive trio of new colors.

Munsing Wear Hosiery is such a lovely gift at any time! There is not a woman but who would exclaim in joy over a Christmas box of these exquisitely perfect Stockings.



For Day Time:
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Cashew Nut
Kasha Beige

For Evening:
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Grain
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Pate Shell

The store with the Christmas spirit!

- Semi-service weight, full fashioned pure silk Syphline Heel, lisle top, blue tip, per pair . . . **\$1.65**
- All Silk Chiffon, full fashioned Syphline heel, extra sheer . . . **1.95**
- Sheer Chiffon, all silk, full fashioned, Syphline heel, pair . . . **3.95**
(The best Chiffon Hose made today.)
- Semi Service, full fashioned pure silk, lisle top, block toe . . . **1.00**
(Sizes 8 1/2 to 10 1/2, inc.)

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