CHAPTER XXVII
National Governmental Organizations

Agencies Cordially Associated in Common Purpose

During the 1930's fourteen autonomous associations of governmental officials were drawn together under the same roof in Chicago, attracted by their common purpose, the improvement of the management of government.

Each of these organizations has retained its identity in serving its own field, but cooperation between the secretariats of the various associations enables each to bring to bear on its own problems the research and studies of the others. The research facilities of the University of Chicago are at the disposal of the organizations, and a Joint Reference Library is supported by them.

At the present time, a building is rising on the south side of Chicago's Midway, which will house these organizations in the future. The University of Chicago received a grant of a million dollars from the Spelman Fund of New York to erect and maintain the new building, with the provision that it be occupied by these organizations and other professional groups working on problems of administering public affairs.

The new building, ready early in 1938, will have cost $650,000, with $350,000 being set aside as a capital fund for maintenance.

The American Municipal Association

CLIFFORD W. HAM, Executive Director

ARNOLD MILES, Assistant to Executive Director

EARL D. MALLERY, Manager, Washington Office

LUCIUS F. HALLETT, Supervisor of Field Service

AMBROSE FULLER, Field Consultant

H. G. OGDEN, Research Assistant

LOUISE C. O'KELLEY, Office Manager

Special consultants in various fields; 30 field representatives.

The American Municipal Association is a national federation of the state leagues of municipalities which are organized in 40 states, with a total membership of 7,000 cities. Since the leagues are supported by public funds, voted by the municipalities, they have a distinctly quasi-official status. The American Municipal Association prepares and circulates special reports and studies on important municipal questions concerning the administration of our cities. As an official American member of the International Union of Local Authorities, the American Municipal Association examines practices of European cities and interprets them to its state leagues.

The American Municipal Association carries on a wide variety of activities designed to assist member leagues in their work of serving and representing their member municipalities. It prepares research and informational reports and bulletins; maintains a comprehensive municipal information service; and provides a consulting service on special phases of municipal government. The Association keeps members informed of federal legislation affecting municipal government and represents the interest of municipalities nationally, much as the state leagues represent the interests of municipalities before the state governments.
The Association holds an annual conference of league officers and public officials, assists leagues with their annual and other meetings, fosters cooperation between the leagues on municipal problems of mutual concern, and promotes the establishment of leagues in states where none exist. The Association, in cooperation with the state leagues of municipalities, maintains a field advisory service to municipalities through thirty field representatives located throughout the United States.

League members are municipalities, not individuals. Leagues hold general and regional meetings on pressing municipal problems, prepare model ordinances for cities, answer inquiries, maintain a central library on municipal affairs, maintain training schools for public employees, and carry on other types of cooperative municipal activities.

American Public Welfare Association
Fred K. Hoeehler, Director
Marietta Stevenson, Assistant Director
Daniel L. Goldy, Louis Hosch, Glen Leet, Burdette G. Lewis, Susan Posanski, Ella W. Reed, Ralph Spear. Staff

Executive Committee
Charles F. Ernst, President, Olympia; Frederic C. Wallcott, Vice-President, Hartford; Frank Bane, Treasurer, Washington; Fred K. Hoeehler, Secretary, Chicago; William Hudson, Board Representative, New York City; A. W. Laver, Toronto; William J. Ellis, Trenton.

The American Public Welfare Association is the principal organization assisting public officials to apply sound principles of administrative management to helping the unemployed and needy. Once religious, fraternal, and charitable organizations took over the bulk of this task, but the depression, with the coming of relief, brought an enormous shift in the public welfare picture into the local, state, and, finally, federal governments.

Membership in the American Public Welfare Association is open to all those engaged in public welfare work and others interested in keeping informed about the field. At the present time, the Association has 3,090 members among officials and executives in the United States, Canada, Hawaii, and Puerto Rico. Federal members total 233; state, 698; local, 1,126; and private agencies, 1,013.

The Association furnishes technical advice and assistance to welfare departments, governors, legislatures, other governmental institutions and agencies, state and local, and to its membership, for the purpose of assisting in the improvement and development of adequate and effective public welfare organization and administration within the states and localities. This requires contact with federal agencies; with legislatures and their committees in the drafting or re-drafting of welfare statutes; with governors in the planning of their administrative programs; with municipal and county governments in the administration of welfare functions; and continuous contact with public welfare departments in developing their plans and programs. The Association cooperates closely with national organizations in the public and private welfare field. It is concerned primarily with those welfare activities which are conducted under public auspices and supported by public funds.

A large part of the Association's work is handled by field representatives in consultation with federal, state, and local public welfare officials.

The monthly Public Welfare News is sent to members, and other publications are issued on legislation, public administration, and other current matters from time to time. An annual round-table conference is held each winter, and the Association cooperates with the yearly National Conference of Social Work.

The American Public Works Association
Frank W. Herring, Executive Director
Norman Hebben, Assistant Director
Stanley I. Pined, Research Director
The American Public Works Association (membership, 800) was created late in 1936 from the union of the American Society of Municipal Engineers (established in 1894) and the International Association of Public Works Officials (established in 1919). These two organizations, recognizing their interrelationship, began holding joint conferences in 1933, and in 1934 they organized a joint secretariat from which the final merger arose.

Membership is open to public officials, consultants, and others professionally engaged in city, county, state, and federal public works and engineering. The membership consists chiefly of the administrative and technical personnel engaged in the planning, construction, operation, and maintenance of streets, bridges, sidewalks, sewers, drainage systems, refuse collection and disposal, street cleaning, traffic engineering, airports, waterworks, electric and gas plants, public buildings, parks and playgrounds, street lighting, street name signs and house numbering, flood control, land reclamation, docks and wharves, public transportation, building regulation and inspection, and maintenance of public vehicles and equipment.

The association provides an information service to members, operates a personnel exchange service, conducts research programs in public works administration and methods, maintains standing committees which investigate developments in the several branches of public works, operates a nation-wide system of annual reporting of public works activities and costs, prepares and publishes standard specifications for municipal works, and cooperates with engineering schools in formulation of training programs in public works engineering.

The organization holds a national congress annually on public works and municipal engineering. It participates in conferences of public works sections of state municipal leagues. Local chapters and state sections have been established which hold meetings on public works questions and bring together officials of the several units of government in the chapter area.

Regular publications include the monthly Public Works Engineers' News Letter and the Public Works Engineers' Yearbook, which contains the proceedings of the annual congress. Special reports, manuals, and bulletins are prepared from time to time.

The American Society of Planning Officials

WALTER H. BLUCHER, Executive Director
PAUL OPPERMANN, Assistant Director
Board of Directors: MORTON L. WALLERSTEIN, President, Richmond; HAROLD S. BUTTENHEIM, Vice-President, New York; CHARLES S. ASCHER, Treasurer, New York; ALFRED BETTMAN, Cincinnati; MAYOR GEORGE W. COUTTS, Waukesha, Wis.; JACOB L. CRANE, JR., Chicago; FREDERIC A. DELANO, Washington; ESTES KEFAUVER, Chattanooga; B. H. KIZER, Spokane; MAYOR NEVILLE MILLER, Louisville; WILLIAM STANLEY PARKER, Boston; L. DEMING TILTON, Santa Barbara.

The American Society of Planning Officials, only two years old, has 727 members. It is recognized by active planning officials in the country as their source of accurate information. It cooperates with many agencies in federal, state, regional, county, and city planning fields.

Any person holding an elective or appointive position upon a public planning body, or being an officer, executive, staff member, technician, or consultant of a
NATIONAL GOVERNMENTAL ORGANIZATIONS

WALTER H. BULCHER

which is engaged in land or community planning. Others interested in planning are eligible to associate membership.

It is the purpose of the Society to promote efficiency of public administration in land and community planning through the association of officials engaged in the making or administration of national, state, regional, or local plans. The Society serves as a clearing house for planning information and is prepared to answer questions regarding the activities of planning agencies relating to land-use, water resources, city and county zoning, subdivision regulations, and highways, and planning legislation for states, regions, counties and cities. In the field of state planning, it makes available the data developed by state planning boards. The Society also arranges for regional and local planning conferences, assists in the establishment of new planning bodies, and helps develop legislation for state, regional, county, and local planning and zoning.

The Society distributes a monthly news letter containing information on all aspects of planning activity throughout the country. It publishes an annual volume which contains the proceedings of the joint planning conference of four national agencies in the field. Special bulletins and reports are issued from time to time.

The Civil Service Assembly

Of The United States and Canada

G. LYLE BELSLEY, Director
HENRY F. HUBBARD, Assistant Director

MAXWELL A. DEVOE, Administrative Consultant
KENNETH C. PENNEBAKER, Field Representative

Executive Council: CHARLES H. BLAND, President, Ottawa, Canada; CHARLES P. MESSICK, Trenton; ISMAR BARUCH, Washington; DAVID V. JENNINGS, Milwaukee; WILLIAM BROWNRIGG, Sacramento.

The Civil Service Assembly of the United States and Canada had its beginning in 1906 as an organization of civil service commissions limited to annual meetings. In 1935 a full time secretariat was established to serve as a clearing house in the field of public personnel administration. Its headquarters serves a membership including most of the civil service commissions in large municipalities and states, as well as in the national governments of the United States and Canada.

Active members are civil service commissions, other public personnel agencies, and the members of their staffs. Any public official or other person or organization interested in improved public personnel administration may be elected to associate membership. Junior membership is open to students of personnel administration or government, or to any other person similarly interested in public personnel administration.

The purposes of the Assembly are to assist commissions in the administration of civil service laws; to foster and develop interest in, and a wider application of, sound personnel administration in the public service, based upon the principles of the merit system; to promote the study, development, and use of scientific methods of research and administration, in the field of public personnel administration, and to encourage the collection and distribution of informa-
tion as to methods used; to determine, formulate, and declare the fundamental principles involved in such administration to standardize its terminology and definitions; to encourage the use of scientific methods of investigation and administration in the public employment field; and to promote the coordination of personnel research activities in the various fields and furnish a forum for the interchange of sound and practical information relating to personnel problems.

The Assembly serves as a clearing house for existing information relating to public personnel administration and current activities in the field. It renders a personnel advisory and consulting service to its members and other public agencies, and gives technical assistance in organizing public personnel agencies and developing personnel policies. It coordinates research activities of its members and promotes research projects on personnel problems by member agencies, universities, and other organizations and individuals. It publishes periodic pamphlets, a monthly newsletter, and other material of interest to civil service commissions and public personnel administrators.

The Assembly conducts an annual meeting and annual regional conferences.

Governmental Research Association

ROBERT M. PAIGE, Secretary-Treasurer
Executive Committee: HOWARD G. FISHACK, Chairman, Executive Secretary, Citizens’ Advisory Finance Committee of Newark; MERLE W. DEWEEs, Executive Secretary, Governmental Research Bureau, Inc., Duluth; CLIFFORD W. HAM, Executive Director, American Municipal Association; J. M. LEONARD, Research Supervisor, Detroit Bureau of Governmental Research; HERMAN C. LOEFFLER, Secretary, Boston Municipal Research Bureau; BRUCE SMITH, staff member, Institute of Public Administration.

The Governmental Research Association is an organization of individuals professionally engaged in applying scientific research techniques to governmental problems. The purpose of the Association is to help its members in their efforts to bring about the efficient operation of their governments.

Members are connected with bureaus of municipal research, taxpayers’ leagues, civic departments of chambers of commerce, research departments of city and county governments, universities, etc. These local research agencies carry on, in their own cities, counties, and states, continuous programs of investigation and installation of improved organizational and operating methods, and make recommendations for improving government and public administration in their respective communities. All interested in the application of scientific research to government are eligible for associate membership. The Association has about four hundred members.

The secretary is also an assistant director of the Public Administration Clearing House.

The Association holds an annual meeting. It distributes a monthly news letter, governmental research bulletin, a frequently revised list of governmental research agencies in the United States, special bulletins, and miscellaneous reports and pamphlets of interest to members.

Other services to members include maintenance of a personnel exchange, the facilitation of the exchange of research bureau publications among members, and assistance in the preparation of bibliographies, the collection of data, and the answering of inquiries.

The Association is vitally interested in the establishment of governmental research agencies in cities where no such work is now carried on, and in making the Governmental Research Association fully representative of the governmental research profession.

The International City Managers’ Association

CLARENCE E. RIDLEY, Executive Director
ORIN F. NOLTING, Assistant Director
NATIONAL GOVERNMENTAL ORGANIZATIONS

LYMAN S. MOORE, Assistant Director of Training
ELTON D. WOOLPHER, Staff Member
Executive Board: I. C. BROWER, President, New Rochelle, N. Y.; F. L. CLOU, Vice-President, Kingsport; E. L. MOSLEY, Colorado Springs; J. BRYAN MILLER, Wichita Falls; Former Presidents: HOLLIS R. THOMPSON, Berkeley; H. L. WOOLHISER, Winnetka; WILLARD F. DAY, Henrico County, Va.; C. A. DYKSTRA, Madison; CHARLES A. CARAN, East Cleveland; JOHN N. EDY, Toledo; C. W. KONER, Pasadena.

The International City Managers’ Association, organized in 1914, is a professional organization of city and county managers designed to aid in improving local government administration. The Association publishes Public Management, a monthly journal devoted to public administration; and The Municipal Year Book, an annual authoritative résumé of activities and statistical data of American cities. It has committees on career service in local government, one on professional conduct, and is represented in the National Committee on Municipal Accounting, the National Management Council, the American Standards Association, and the National Research Council.

The Association conducts a series of correspondence courses through its Institute for Training in Municipal Administration. Since the Institute was established in 1935 there have been over 165 subscribers, chiefly public officials, to one or more of the five courses already available.

The Association also holds an annual conference and provides a limited consulting service. It publishes a bi-weekly City Managers’ News Letter and a monthly book list of Recent Publications on Municipal Administration. All of these activities are aimed to encourage city managers and other municipal officials to administer the affairs of their cities in accordance with the best methods developed through research, practical application, and actual experience.

The city manager or, more accurately, the council manager form of government, exists in 466 cities, including 19 in Canada, Ireland, and Puerto Rico. Seven counties have adopted the manager plan by centering administrative authority in one officer responsible to a governing body.

The membership of the Association is composed of city managers, i.e., “administrative heads of municipalities appointed by their governing bodies,” who have served in that capacity for at least three years. Classifications are also provided for city managers with shorter terms of service, and for students and specialists in public administration. There are, in all, about five hundred members.


Municipal Finance Officers’ Association

CARL H. CHATTERS, Executive Director, City Auditor and Director of Finance, Flint, Michigan, 1922-31
O. L. CRAFT, Associate Director
A. M. HILLHOUSE, Director of Research
G. DON LARSON, C.P.A., Field Accounting Service

IRVING TENNER, Staff Accountant
Executive Committee: D. P. TURNBULL, President, City Auditor, Kalamazoo; ARTHUR C. MEYERS, First Vice-President, City Budget Director, St. Louis; MINER B. PHILLIPS, Second Vice-President, City Controller, Pasadena; E. E. HAGERMAN, Third Vice-President, Director of Finance, Dayton; A. E. NEALE, Fourth Vice-President, City Auditor, Springfield, Mass.; G. A. LASCELLES, Immediate Past President, Executive Secretary of the Treasury Department, Toronto, Ont.; D. C. MILLER,
The Municipal Finance Officers' Association has affiliated with it 634 public officials and municipal accountants from 47 states and five Canadian provinces, who seek to make sound finance the key-note of local government.

The active membership is composed of public officials, such as auditors, comptrollers, accounting officers, and treasurers of cities, towns, villages, and counties, as well as state and federal officials concerned with local finance and accounting. Many accountants specializing in municipal work are associate members.

The Association was founded in 1906 as the International Association of Comptrollers and Accounting Officers.

The Association acts as a service bureau for its members. It gathers data of current interest and formulates principles of accounting and finance. At the present time the research activities of the Association relate to accounting, debt, and statistics. The National Committee on Municipal Accounting has been formed, with the cooperation of the leading societies of accountants and officials, to develop national standards for municipal accounting. A special study of the revenue of local governments has been made to determine the proper place of the municipality in the entire structure of public finance. Schools for local finance officers have been conducted in several states. The Association publishes a quarterly magazine, Municipal Finance, a bi-weekly news letter, and many special bulletins.

National Association of Assessing Officers

CARL H. CHATTERS, Executive Director

ALBERT W. NOONAN, Technical Director
formed by assessing officers, to sponsor legislative proposals designed to improve assessment technique, to engage in research and publish the results of studies, to elevate the standards of personnel requirements in assessment offices, to cooperate with other public and private agencies interested in improving tax administration, and in every proper way to promote justice and equity in the distribution of the tax burden.

The Association maintains an inquiry service for its members, publishes the monthly magazine, Assessors' News-Letter, and in cooperation with the Municipal Finance Officers' Association issues the quarterly magazine, Municipal Finance. Special bulletins are issued from time to time, as well as other valuable material which is made available to the Association.

The Association sponsors an annual national conference of assessing officers and also cooperates in the agreement of regional and state meetings.

National Association of Housing Officials

COLEMAN WOODBURY, Director
EDMOND H. HOBEN, ELIZABETH LONGAN, Assistant Directors

Executive Committee: GEORGE GOVE, President, Secretary, State Board of Housing, New York City; NICOLA GIULII, Vice-President, President, Municipal Housing Commission, Los Angeles; WILL W. ALEXANDER, Administrator, Resettlement Administration, Washington; ERNEST J. BOHN, Chairman, Housing Committee, City Council, Cleveland; MILES L. COLEAN, Deputy Administrator in charge of large-scale housing operations, Federal Housing Administration, Washington; JOHN H. FAHEY, Chairman, Federal Home Loan Bank Board, Washington; HORATIO B. HACKETT, Assistant Administrator, Public Works Administration, Washington; LANGDON POST, Chairman, New York City Housing Authority; and FLORENCE M. READ, Advisory Committee on University Housing, Atlanta.

The National Association of Housing Officials, organized late in 1933, already has a membership of 600. It seeks to improve administrative practices in the housing field, particularly in public housing tics for families of low and moderate incomes.

Active members are public officials, both board members and staff members, who have power to provide, to aid, or to supervise the provision of low- and medium-cost housing. Associate members are interested persons who do not hold official housing positions. Both classes of members pay the same dues and receive all of the services of the Association. Only active members may vote or hold office in the Association.

It serves as a clearing house of information, primarily for public officials concerned with the administration of housing problems, rural and urban. It aids in the development of administrative standards and sound procedures in the supervision, construction, and management of housing developments under public auspices or oversight.

The Association furnishes its members frequent bulletins on current developments in policy and practice. These bulletins are supplemented by special publications which have included public housing surveys, demolition of unsafe and insanitary housing, state laws for public housing, and three editions of the Housing Officials' Yearbook. The information service at headquarters is supplemented by a field service that supplies qualified consultants to aid officials in the field, to help in the organization of local housing-agencies, and in the drafting of legislation.

Special activities of the Association have included sponsorship of a tour of America by three foreign housing-experts, conference on the re-housing of tenants displaced by slum clearance, training of housing managers, and the holding of regional meetings.

Public Administration Clearing House

LOUIS BROWNLOW, Director, Commissioner of the District of Columbia 1915-20; City
The purpose of the Public Administration Clearing House is to facilitate the interchange of information, points of view, ideas, and experience among the organizations of public officials, organizations of citizens, and other groups which are planning for improvements in the administrative technique of government; to encourage closer cooperation among these groups; to disseminate information concerning the improvement of public administration; and to assist in making available to each group the information and technical resources and experience at the disposal of other organizations, thus preventing overlapping of program and duplication of effort. The Clearing House seeks particularly to bring together operating officials, research agencies, and technical experts and to reduce the gap between theory and practice.

To carry out its program the Public Administration Clearing House has gathered comprehensive data relative to the activities of several thousand national, state, and local organizations, and has published a directory of 1,700 national and state groups entitled *Organizations in the Field of Public Administration*. The director and his staff maintain personal contact with a large number of the more active organizations and agencies in this field, both in the United States and other countries. From time to time the Clearing House assembles conferences representing groups which can beneficially exchange ideas and experience.

Public Administration Service is organized as a corporation not for profit. Its board is comprised of directors of the various independent units. The consulting and research division gives extensive technical assistance to governments. In existence four years, the division has assisted six states, more than 50 cities and counties, and numerous federal agencies in developing better administrative practices, reorganizing departments, and setting up personnel agencies.

The Consulting and Research Division furnishes cities, counties, states, and the federal government with advisory and consulting services on administrative problems. It
is prepared to install budgets, general accounting, cost accounting, work programs, stores, and equipment control systems, departmental records, and other procedures. The Service makes administrative surveys, reorganizes departments and offices, and improves operating procedures. It has made installations, reorganizations, and surveys for many public bodies; and scores of other governmental units have adopted its recommendations as published from time to time in manuals. The Service conducts research projects in public administration, and in devising systems for scientific measurement and control of governmental activities. It assists its governing organizations in research programs. It publishes a monthly police chiefs' news letter for the International Association of Chiefs of Police, aids its technical committees, and furnishes information service on police and crime problems.

/Publications Division

FARRELL G. H. SYMONS, Director, Publications Division
MARGARET S. DICKINSON, Publications Secretary

The Publications Division issues monographs on administrative problems prepared by outstanding authorities who have first-hand knowledge of their subjects. Many of them record actual experience with specific problems and describe new procedures and methods that have been developed to deal with them. Included are manuals and other documents prepared by the staff of Public Administration Service and by its governing organizations as the result of special administrative and technical studies. Although issued primarily with the object of assisting public officials in their daily tasks, these monographs and studies circulate extensively among citizen groups, teachers, students, research workers, librarians, and alert taxpayers who want reliable information on governmental services.

An increasingly important phase of the work of Public-Administration Service is the technical assistance it renders its constituent organizations in the editing, production, and distribution of their rapidly growing volume of published material. With the development of this activity the Division has become a central publishing agency for many of the associations in this group.