

BOSTON PUBLIC LIBRARY



3 9999 06584 244 3

GOV DOC

13/B16
ADS
SL
964

964



www.libtool.com.cn

Annual Report




ADMINISTRATIVE
SERVICES
DEPARTMENT

HENRY A. SCAGNOLI
DIRECTOR

LAWRENCE W. COSTELLO
EXECUTIVE SECRETARY

www.libtool.com.cn



Digitized by the Internet Archive
in 2012 with funding from
Boston Public Library

<http://www.archive.org/details/annualreport1964bost2>



ANNUAL REPORT
OF THE
ADMINISTRATIVE SERVICES DEPARTMENT

FOR THE YEAR ENDING DECEMBER 31, 1964.

January 4, 1965.

HON. JOHN F. COLLINS,
Mayor of Boston.

DEAR MR. MAYOR:

In accordance with the provisions of Chapter 3, Section 25, of the Revised Ordinances of 1961, we are pleased to submit herewith the eleventh annual report of the Administrative Services Department for the year commencing January 1, 1964, and ended December 31, 1964.

Under the provisions of Chapter 4, Section 1, of the Revised Ordinances of 1961, the Administrative Services Department is in charge of a Board, known as the Administrative Services Board, consisting of an officer known as the Director of Administrative Services, who is Chairman of said Board; an officer known as the Supervisor of Budgets; an officer known as the Supervisor of Personnel; an officer known as the Purchasing Agent; and the Commissioner of Assessing, the City Auditor, and the Collector-Treasurer, *ex officio*.

Under Section 2 of the previously mentioned ordinance, it is the duty of said Board, and more especially of the Director of Administrative Services, to make,

under the Mayor, studies and recommendations with respect to the organization, activities, policies, and procedures of all departments, boards, and officers of the city government so that the administration thereof shall be economical and efficient.

There were two changes in Board membership during the year. Under date of October 31, Adolph H. Brauneis, Commissioner of Assessing, retired after a period of long and distinguished service and was replaced by Francis X. Cuddy, Esquire, who was promoted from Associate Commissioner of Assessing on November 1, 1964. Under date of December 1, James E. Gildea, the Collector-Treasurer, resigned to accept a position with the Boston Redevelopment Authority, and his vacancy was filled through the appointment of Edmund W. Holmes as Acting Collector-Treasurer.

The tentative or experimental policy of holding informal meetings with Board Members, rather than conducting formal meetings, was continued during 1964, with only one formal meeting being held under date of December 3, 1964, at Room 43, City Hall.

The need for holding meetings of a formal nature at more regular intervals, as is required under the provisions of the statute establishing the Public Safety Commission, did not present itself except on the one occasion previously mentioned. The major portion of the activities of the department were more or less limited to functions already established within the department either through previous Board action or by the authority vested in the Director as a department head under the provisions of the City Charter.

Through your appointment during the latter part of the year of Dr. Roy Hamilton and Dr. Gary Brazier as your special assistants, several matters of an administrative character requiring extensive study and research have been initiated by Board members, and the results were still pending as of the close of the year.

At our meeting of December 3 Dr. Hamilton was present and recommended several changes for improvement in our present fiscal operations. Board members who are heads of the various departments or divisions

involved have been working with Dr. Hamilton with a view to simplifying and improving present procedures in said operations. We are hopeful that within a short period of time, or at least during the current year, a modernization of techniques in our fiscal operations will be effected. This should result in a drastic new approach in our collecting and disbursing systems which for a long period of time have been functioning in a routine manner with little or no attention being paid to speed and efficiency in operations.

A staffing and reorganization study was initiated in the Building Department by Charles M. Evans and Associates, a local consultant organization. The results of the study have already been submitted, and a greater part of the recommendations contained therein have already been placed into effect. We believe this survey was long overdue and that the reorganizational aspect of the same will not only increase efficiency and stimulate employee morale throughout the entire department but will give to the public the type of service which it deserves and demands. The approval and acceptance of the new Building and Zoning Codes were important factors in the postponing of this survey until 1964.

An In-Service Training Unit was established within the Administrative Division under date of January, 1964, and as sufficient space was unavailable in the Hall or Annex to conduct this operation in a business-like manner, offices were established at 404 Barristers Hall, to carry out this all-important function. More detailed information concerning the operations of this unit during the past year is included under the "Administrative Division" caption.

Due to the increased volume of business being conducted by the Group Life-Health Insurance Unit, another office was established at Barristers Hall, where two members of the Administrative Division staff are presently engaged in general research projects. The services of at least another administrative analyst and a competent secretary-stenographer will be required in the not too distant future to assist in the compilation and preparation of reports on various administrative matters.

We will be obliged to bear with this necessary and unusual arrangement until such time as the new City Hall is erected, where sufficient space will be available for a more efficient operation than presently obtains.

ADMINISTRATIVE DIVISION

As noted above, the Administrative Division, which is responsible for the carrying out of the major portion of administration policy as set forth by you and the Director, has been cramped for space in performing its various functions and has been obliged to relocate four of its staff members in offices that are removed from the central operation. One of the staff members was assigned to the Personnel Division from January to October 1, to sit in on employee appeal hearings resulting from the Jacobs Classification and Salary Survey conducted in 1963. Another member of the staff was assigned to the office of the *City Record* from January 1 to May 1 to supervise its business operations.

In addition to several reports filed with your office concerning various inquiries on municipal operations, several studies or projects were conducted or initiated by our analysts, the more important of which are listed below:

1. A redraft of the Procedural Manual for the Administrative Services Department.
2. A review and study of procedural manuals filed by other city departments which are presently under study.
3. A review and study of the Federal Commodity Surplus Food Program for Institutions and the Needy Family Surplus Food Program.
4. A study of proposed fee increases for licenses, permits, and services rendered.
5. A study and review of Catalogue on Federal Aids to State and Local Governments.
6. A study of a proposal to consolidate inspectional functions of the city which are concerned with various code enforcements.
7. A study of a proposal to consolidate and centralize as many licensing functions of the city government as would appear practicable and feasible.

The following twenty-eight directives were issued by the division at various times during the year and are composed of general administrative matters pertaining to city and county operations:

Purchase of Materials and Supplies Through the Purchasing Agent	Jan. 13
In-Service Training	Jan. 30
Fees and Charges	Mar. 23
Motor Equipment Maintenance	Mar. 24
Red Sox Day	Apr. 10
Annual Reports	Apr. 14
Procedural Manuals	May 4
Mayor's Charity Field Day	May 14
Requests for Permission to Award Contracts Without Advertising	May 14
Purchasing and Contract Procedures—Service Orders	May 25
Summer Working Hours	June 29
Skeleton Force	July 3
Procedural Manuals	Aug. 4
1965 Personnel Budget	Aug. 17
Skeleton Force	Sept. 4
In-Service Training	Sept. 16
Department Heads Meeting	Sept. 18
Fire Prevention Week	Sept. 21
In-Service Training Programs	Sept. 23
Work-Training—U. S. Economic Opportunity Act of 1964	Sept. 25
Emergency Service After Mandatory Retirement Age—Chapter 749, Acts of 1963	Oct. 16
City Employees Credit Union Elections	Oct. 20
Skeleton Force	Nov. 2
Conferama Presentation—Boston University	Nov. 4
Parking Survey—Government Center Garage	Nov. 5
Citizens' Advisory Committee—Boston College	Nov. 18
Skeleton Force	Nov. 23
Notice of Annual Address of His Honor the Mayor	Dec. 30

Public relations work conducted by the division consisted of the organizing and conducting of the Ninth Annual Conferama for municipal employees held on November 19 and 20 at Boston University, in addition to the following:

The compilation of statistical and analytical reports concerning not only the activities of various agencies and departments of city government but other activities in private industry as well.

The compilation of the Annual Report of the Department, including the activities of the Public Safety Commission.

The compilation of minutes of monthly meetings of the Public Safety Commission in accordance with the provisions of Chapter 203, Acts of 1959, as amended by Chapter 194 of the Acts of 1961.

The handling of correspondence addressed to the Director and/or the Board.

The compilation of reports of varied character submitted to your office as requested by your administrative assistants.

The preparing of replies to Council Orders pertaining to specific municipal functions.

www.libtool.com.cn

1964 CONFERAMA

Our Ninth Annual Conferama presentation was held this year at the George Sherman Union, Boston University. Your suggestion in 1963 that we plan to hold some of these annual meetings in one of our outstanding educational institutions was welcomed with enthusiasm, and arrangements were made through the kindness and cooperation of Dr. Harold C. Case, President of Boston University, to comply with your wishes.

The theme of our presentation, namely, "Boston's Renewal and Rehabilitation Programs," was a timely and appropriate subject because of the tremendous success we have attained in both areas under your leadership. It was unfortunate that you were obliged to be out of the city on this particular occasion, as we believe you would not only have enjoyed the entire presentation but would have taken more than ordinary interest in some of the papers that were submitted by panelists. A report on the entire proceedings is presently at the printer's and, as soon as copies are made available, you will have an opportunity to peruse the same.

Although we are obliged each year to organize and prepare for this presentation with limited resources, nevertheless, success has crowned our efforts, through the assistance rendered by other agencies and individuals who are not associated with this department or division. Due to the nature of the subject, we had excellent cooperation from various officials and employees of the Boston Redevelopment Authority, including the Development Administrator, Edward J. Logue; John P. McMorro, Director of Administrative Management; Daniel V. Herlihy, who designed the cover for our program, and several other gentlemen who arranged the interesting displays of various projects either completed or in the planning stage. From the Library Department, we received the cooperation and assistance of Thomas Manning and George Scully, who

arranged for the printing of our Conferama placards. In addition to Dr. Case of Boston University, we are doubly grateful to Ted Tourtellotte, Head of the Public Relations Division at Boston University, and Mr. Frank Welch, who is in charge of the restaurant service and who arranged to set aside a dining room for the exclusive use of our Conferees.

In addition to your participation as Honorary Chairman, the Director of Administrative Services as General Chairman, and the Executive Secretary to the Board as Coordinator, the following experts in their respective fields of endeavor made a tremendous contribution to the success of the over-all program, for which we are most grateful and to whom we are all deeply indebted:

- Dr. Harold C. Case, President, Boston University
William L. Slayton, Commissioner, Urban Renewal Administration, Washington, D.C.
Joseph Slavet, Executive Director, Action for Boston Community Development
Patrick A. Tompkins, Director of Family Relocation, Boston Redevelopment Authority
Mrs. Muriel Snowden, Associate Director of Freedom House
Donald L. Oliver, Director of Admissions, Boston University
James A. Travers, Director, Mayor's Youth Activity Bureau
William H. Ohrenberger, Superintendent of Boston Public Schools
James W. Haley, Public Works Commissioner, City of Boston
Dr. John T. Foley, Health Commissioner, City of Boston
William J. Devine, Parks and Recreation Commissioner, City of Boston
Ellis Ash, Acting Administrator, Boston Housing Authority
James H. Henderson, President, Greater Boston Real Estate Board
Christopher McCarthy, Housing Division, Commonwealth of Massachusetts
David A. Crane, Planning Administrator, Boston Redevelopment Authority
Charles A. Coolidge, President, Committee for the Central Business District, Member of Ropes & Gray
Frank S. Christian, President, Downtown Waterfront Corporation, and Vice-President, New England Merchants National Bank

George Farrah, President, South End Neighborhood Association; Boston Traffic and Parking Department
Robert G. Davidson, Executive Director, Metropolitan Area Planning Council
Edward J. Logue, Development Administrator, Boston Redevelopment Authority
Reginald R. Isaacs, Charles Dyer Norton Professor of Regional Planning Harvard University

IN-SERVICE TRAINING UNIT

In fulfillment of your aspiration that the new City Hall be manned by up-to-the-minute personnel who will be equipped to provide ultra-modern services to the community, we have successfully established a new unit known as the In-Service Training Unit.

After civil service certification, Theodore J. Hoppe, as Training Coordinator, became responsible for the effectuation of the program.

Under the direction of our Chairman, Henry A. Scagnoli, it was early established that the need for training reaches from the top to the bottom of the municipal organization. It was especially noted that it is needed for all levels of administrative, professional, and technical management areas—from foremen to department heads.

Quickly the In-Service Training Division turned to city, state, and federal teaching facilities as well as public and private schools in this comprehensive program which will maintain City of Boston's personnel on a par with the rapidly changing increasingly technological and complex times.

It is built on the foundation principle that every worker with a willingness to learn, a motivation for advancement, and career development will be eligible to participate. The challenge has been accepted—and is being met—that there is no subject matter involving municipal affairs in which modern up-to-date courses are lacking.

The Director of Administrative Services together with the Training Coordinator and other outside professional authorities have held meetings with department heads and department representatives to orient them with the aims, objectives, and motivations of the Unit.

In order that department heads may further acquaint themselves fully with the kinds of service offered, a listing of achievements attained in the first year of operations is included in this report. It is, of course, the primary purpose of the unit to enable department heads to give all employees, including themselves, on a voluntary basis, the opportunity to expand and refine the skills necessary to provide efficiently vital municipal services.

Early in the year conferences were held with Mr. Thomas A. Roche, Director of Vocational Education and Industrial Arts, Boston School Department, to the end that a basic electrical maintenance course be started in the Boston Traffic and Parking Department. A course was designed for eleven electric maintenance men to provide better skills and necessary knowledge for the maintenance of a new electronic signal system installed on Massachusetts Avenue to replace the old Unit II system.

Mr. Thomas A. Roche assigned Mr. Jeffrey Keating, Assistant Director of Manpower, to select an instructor from the Boston School Department to conduct the course. Mr. Daniel Griffin was selected. He completed the first semester in June, 1964, and in September started the second semester. This course will continue into 1965, when in June the third and final semester will be completed.

Plans were also drawn with Director Roche at this time to institute classes for clerks, typists, stenographers, and secretaries. The resultant was that the services of three Boston school system teachers were enlisted; Mr. John Mullaney and Mr. Donald Carbone began conducting stenographic classes with an enrollment of twenty-five city employees each, while at the same time Mr. Earl Chisholm began conducting typewriting classes for another twenty-five students. The first semester of these three classes ended in December, 1964, and the second semester will end in June, 1965.

Due to uncontrollable circumstances, it was not possible in the year 1964 to institute the secretarial course. However, all arrangements are now completed to have such a course started in September, 1965.

It must be understood that the City of Boston has received all this professional teaching absolutely without cost. The promotional opportunities offered to all who are enrolled in these courses comes to them at absolutely no cost, provided conditions of attendance and progress are fulfilled. Book costs and carfares expended will be returned by the administration to each student upon completion of the course.

Under Chapter 581, approved by the Legislature on June 23, 1964, cities and towns may enter into agreement with the Department of Personnel and Standardization, Commonwealth of Massachusetts, to establish in-service training programs for engineering employees. A tailor-made five-year program leading to the degree of associate engineering offers subjects of particular value to municipal personnel. For those already possessing a degree or who may be desirous of specialization, unit engineering courses have been made available.

In September, 1964, nineteen members of the Public Works Department became enrolled in the five-year course at Boston State College. Two men became enrolled in unit courses. Five men of the Building Department and two men of the Traffic and Parking Department also became enrolled.

The development of these courses was mandatory. The superannuation of professional members coupled with the inability to compete with recruitment wages offered by private industry have rapidly depleted our staff of qualified engineers.

The first semester of these courses will be completed this month. Already enrollments for continuance into the second semester have been accepted together with those of an additional ten men who will start new classes in September, 1965.

The provisions of the act require that only 50 percent of a \$300 per capita cost of the associate degree training and a \$35 charge for the specialized courses shall be paid for by the city. Since the Commonwealth of Massachusetts is lacking necessary funds at the present, and in order to initiate the program without delay, you kindly declared your willingness to allow the city to assume the full estimated cost until such time as a state appropriation is made available.

Again, it must be understood that wherever the student makes any outlay, he shall receive reimbursement upon fulfillment of conditions applied.

In August, 1964, the Bureau of Public Affairs, Boston College, announced the offering of three-month courses in municipal administration and municipal finance. Thirty-one members of city personnel received International City Managers Association certificates upon successful conclusion of the administration course in December, 1964, as did nine members who had been enrolled in the finance course.

The tuition fee of \$50 per person was fully subscribed by the city, as was also the costs for all books used in the course. Already applications have been accepted for the enrollment of thirty more people who will become students in personnel or planning and zoning courses which will start this month.

The Boston Welfare Department's long-active in-service training program has received a financial boost from federal funds available from the Training Center in Youth Development, program of B.U. Law-Medicine Institute. Under the leadership of William F. Lally, Director of Welfare, in the eight-year period from 1955 to 1962, eighteen courses, seminars, and workshops guided by faculty members from the Harvard School of Public Health, Boston University School of Social Work, Simmons College School of Social Work, Tufts and Harvard Medical Schools have been provided for the staff under grants from the Hood Foundation.

In January, 1964, the Welfare Department sponsored a credit course for thirty members of the supervisory staff at Boston College School of Social Work, marking the first time a course was established and underwritten for the special needs of the department's staff.

In June, 1964, the Superintendent of Plant Maintenance, Boston Welfare Department, attended a 40-hour course for plant maintenance at Columbia University. During the year another member of the maintenance personnel was enrolled in a University Extension Commonwealth of Massachusetts course in landscaping and groundskeeping.

In anticipation of the opening of the new City Hall, a member of the Data Processing Unit was assigned

to take a course on files improvement developed by the National Archives and Record Service under the sponsorship of the General Service Administration Institute, Region 1. This course lasted for two full days. The course is designed to help federal offices save time and money through the establishment of filing systems which promote modern filing techniques. Subsequent to taking the course, our representative rendered a report that stated it would be a profitable experience for all who have record-keeping duties, including secretaries in the City of Boston employ, to take this course.

A course was given to eleven members of the Sealer of Weights and Measures Office to improve skills and knowledge of certain types of electronic scales. This course was conducted on a seminar basis by the Hobart Manufacturing Company on their premises.

Election Commission Chairman George H. Greene and Commissioner Smith had your backing in a new venture to train every election warden who is in charge at Boston's 275 precincts.

The emphasis was on the common complaints as well as the unusual problems that can crop up to cause confusion on election day. Wardens were briefed in small groups twice daily in mock elections that dramatized each procedure.

Forty members of the recreational staff of the Boston Parks and Recreation Commission received a special 30-hour Red Cross Instructor Course that has been adapted to provide the further development of first aid training as an important element of a safety program for use whenever required in any of the recreational facilities of the city.

Through the cooperation of the Boston Public Library an open shelf municipal executive library has been established in the Kirstein Business Branch. This shelf contains more than 100 volumes written on administrative, professional, and technical subjects encountered every day.

Under your sponsorship a Toastmasters International Club was organized, comprising forty members, in-

cluding department heads, to improve techniques in public speaking, thinking, and listening.

In the year 1964 sixteen two-hour luncheon meetings were held. At each of these meetings a time-scheduled program was strictly adhered to, developing aims and objectives stated. All expenses involved in the pursuit of this program are individually paid for by the membership at an approximate cost of \$60 per capita.

The Boston Police Department in 1964 has sent supervisory officers to school to study personnel management under International Association Chiefs of Police Instructors. Other members have attended courses at FBI schools and Northwestern University for Police Personnel.

The Boston Police Academy was also involved in the training and development of two groups of recruits numbering forty each who have become permanent police officers.

Through the cooperation of the New England Telephone and Telegraph Company, 160 members of city personnel were trained to acquire skills and facilities in using the telephone to enhance the administration of highly critical department calls.

As a further development of telephone and counter courtesy, a correspondence course has been instituted which involves the mailing of 2,500 in-service training bulletins of this important subject to all the departments of the city for distribution to the users of city telephones.

Courses for Fire Department personnel in fire prevention and fire-fighting techniques continue under the sponsorship of fire underwriters and various other schools.

Plans already have been drawn for the introduction of many new courses in the year 1965 together with the continuance of those already established.

Of chief interest and benefit to the city will be the execution, functioning, and development of all the specifications of a general safety program introduced by the Massachusetts Safety Council under the terms of a contract, to which reference is made in the Public Safety Commission Report incorporated herein.

DATA PROCESSING UNIT

During 1964 we actively continued the development of data processing on service charges and related functions. www.libtool.com.cn

Approximately 100,000 water bills were processed quarterly. The rerouting of water meter readings has resulted in semiannual billings for small consumers.

The conversion of 18,000 public works sign permits has been completed and will be implemented in mid-1965.

The police list function of the unit has been expanded to the preparation of over 500,000 preprinted listing cards. This card is the listing officer's basic document. Also, we have assumed from the Police Department the list of dwellings used by the police in conjunction with the list cards; this equals 90,000 lines of printing.

The voting list application of this unit has also been expanded to the preparation annually of the official election record. This equals 330,000 lines of printing and has resulted in great savings in man hours to the Election Department. Post cards as to notification of change in polling places have also become an operation in this unit. Planning has been completed on the creation of the preliminary jury selection letter, and this will be implemented in 1965.

At the request, and with the help, of the Post Office Department, we have completed zip-coding our water and sewer name and address file of over 120,000 accounts.

In addition, we have continued to concern ourselves with the development of data-processing requirements for agencies which will be moving to the new City Hall. These requirements have been reviewed in the initial stages, and the development of detailed equipment layouts in both preliminary and final design have also been reviewed and approved.

Appropriations requested for the Data Processing Unit for 1965 are at the same level as for 1964 in spite of increases in equipment costs. We continue to believe that this sum will be adequate for the completion of the program as it is now defined.

The unit has provided, in addition to its routine work, special services to other city departments and is presently involved in the development of other applications areas. We believe that this constitutes tangible evidence of the type of service capability which will be of substantial benefit to the effective management of a modern city government.

BUDGET DIVISION

This division prepared the annual city and county budgets for 1964 and submitted the same to you for review and study prior to its submission to the City Council on the first Monday in February.

The 1964 city and county budgets amounted to \$135,680,262, or an increase over 1963 of \$6,250,150. Major areas effecting this increase were brought about by legislative action, a reclassification plan adopted city-wide, salary increases to special categories of employees in addition to higher costs of benefits for welfare and veterans' services recipients, and the general rise in the price of materials and supplies.

A comparison of the 1959 city and county budgets, which totaled \$122,377,685, and the 1964 budgets of \$135,680,262 reflects an increase of \$13,302,577, or less than 11 percent over the five-year period.

During this same period the federal budget has risen by \$22 billion, or more than 28 percent, while the state budget for the 1964-65 period reached almost \$600 million, or an increase over the 1959-60 budget of more than 35.5 percent.

A major innovation in 1964 was the segregation of all departmental allowances for equipment into a separate account for all city, county, and income departments. This action resulted in a closer control of expenditures by a department for equipment and a degree of savings by the adoption of a policy that only equipment requested and granted by the appropriation could be purchased. As department heads became more aware that requests for equipment will be recognized only for the specific items appropriated for the department, the control of budgetary allowances will become more rigid.

Members of the Budget Division worked in close harmony with department heads and were in attendance at many meetings and conferences held by the various departments and were particularly concerned with matters pertinent to financial problems and programs throughout the city.

Another area where the Budget Division was able to function for the first time was in the acceptance by the MBTA Advisory Board of the budget for the Authority. Here, under your direction, a member of this department, acting as your representative, attended budget hearings and was instrumental in developing areas which would represent millions of dollars in savings for the communities in the MBTA district, of which the City of Boston is the major contributor to the assessment of the Authority annual deficit.

The Budget Division is presently analyzing the 1965 budget requests of all City and County departments. It is anticipated that there will be substantial increases in 1965 appropriations, estimated as follows:

Welfare and Veterans' Services	7.5 million
Schools	3 to 4 million
Police and Fire Salary Increase	4 million
Debt	4 million
Retirement	1.5 million
MTA and MBTA projected over the full 12-month period of 1964 another	1.5 million

and to cover the normal salary and other departmental increases for city and county government in 1965, it is expected that another 3.5 million will be required. This would indicate an over-all increase in 1965 appropriations of 25 to 26 million.

The picture, budget-wise, for the year 1965, is not too encouraging and it certainly emphasizes the need for substantial financial relief from sources other than real estate, which, for too many years, has been bearing the brunt of the costs for the operations of city and county government not only in Boston but in the majority of cities and towns throughout the Commonwealth. We are hopeful that the State Legislature during the current session will see fit to provide in an equitable manner the financial relief which is necessary

to provide the services which our citizens demand and to continue the splendid work which you have initiated and which has been progressing rapidly during the past few years.

www.libtool.com.cn

COMPLAINTS DIVISION

The aim of this division is to accelerate the function of processing complaints, to examine and investigate each complaint registered, regardless of what agency or individual may be involved, and to render information to the public in much the same manner as obtains in most of our successful private business enterprises throughout the country.

Since this function was moved to the first floor of the City Hall from an office on the second floor adjacent to the Mayor's Office, there have been many more people calling in person for the registering of complaints or for the seeking of information.

Complaints concerning the abandonment of dilapidated cars on public streets, private ways, and many vacant lots have been increasing, and have posed a serious problem for both the Police and the Public Works Departments. Without the excellent cooperation received from all public safety agencies of the city in addition to other departments, such as the Building, Public Works, and Parks and Recreation Departments, our efforts in dealing with these complaints on a businesslike and courteous basis would have been in vain.

The informational function of the division has been expanding rapidly during the past few years due to the greater number of tourists visiting our city. National publicity concerning Boston's progress and revitalization during the past five years has created more than ordinary interest throughout the country.

With the advent of a new City Hall in the offing, we are firm in the belief that the present activities of this division will expand further. After the new City Hall is erected and we have moved to the new location, we can visualize a greater demand for information in many other areas than are presently covered, but, with the cooperation of the Chamber of Commerce, civic organizations, the various news media channels and federal

and state agencies, we should be in a position to render the type of service that will reflect credit upon the city and your administration.

www.libtool.com.cn

PERSONNEL DIVISION

The 1964 operations of the Personnel Division were projected towards improved efficiency in the processing of all personnel matters submitted by the various city and county departments.

The following listed classifications and compensation plans are administered by this division:

- Classification and Compensation Plan for City of Boston Employees
- Classification and Compensation Plan for Officers and Employees of Suffolk County
- Fire Fighting Force Compensation Plan
- Fire Alarm Division Compensation Plan
- Police Department Compensation Plan
- Department of School Buildings Compensation Plan
- Hospital Nursing Personnel Compensation Plan
- Welfare Compensation Plan

Investigations are continually made concerning classification and compensation problems. After thorough studies, recommendations are made, designed to improve conditions and to correct inequitable situations wherever they may become evident.

A close businesslike relationship has been maintained between the Personnel Division and the Massachusetts Division of Civil Service. Cooperation on the part of both agencies has resulted in a smooth handling of the numerous cases subject to civil service laws and rules, thus making for more expeditious determinations in these matters.

During 1964 further implementation of the transition rules of the new plans were effected.

Appeal procedures were established in accordance with the provisions of Rules 11 and 12 of the Compensation Plan.

The Appeal Board, under the direction of the Supervisor of Personnel, met and acted on 240 cases of em-

ployees, involving both individuals and groups, claiming to be aggrieved by the compensation grade assigned to the positions allocated to them.

Reorganization procedures in the Building Department required careful consideration of new classifications recommended by the consulting firm of Charles Evans and Company.

Departmental personnel quotas were kept under close control for the purpose of effecting, wherever possible, reductions in city working forces without lowering efficiency of services.

GROUP INSURANCE UNIT

This unit has been in effect now for the last thirty months, completing our second full year of operations in December, 1964.

In order to secure the greatest coverage possible for those who retired prior to August, 1962, approximately 3,000 kits were mailed to these employees in order that they may increase their benefits to the \$18-a-day plan plus PIC. We hope to have this plan in effect early in 1965, as the additional benefits offered, especially under PIC, are very important to this group because of the age factor.

Rather than wait for a particular reopening date in 1964 as we did in 1963, those employees who failed to participate in the plan when they were first employed by the city are being enrolled daily.

Since the inauguration of this plan some thirty months ago, the amount of benefits paid by Blue Cross-Blue Shield on behalf of city and county employees and members of their families totaled approximately five million dollars. It is very apparent that if this type of protection were not available, medical and hospital costs would be an extreme hardship in many cases and prohibitive in others.

We have also increased our enrollment in our Student Group (sons and daughters of city employees who are now attending school), and even though Blue Cross-Blue Shield has had a general increase in rates, we have been able to hold the line in this particular group.

In the life insurance segment of the program for the year 1964, 180 death claims were processed in the amount of \$2,000, in addition to a dozen claims of double indemnity of \$4,000 each, a total payment to beneficiaries of \$408,000.

In addition to the daily routines of processing these claims, enrolling new applicants, and reviewing hospital and medical bills, we have been studying and considering the establishment of the optional insurance portion of Chapter 32B, which was approved and accepted by the City Council in 1964 with a view to having this portion of the program placed in effect in the early part of 1965. This will enable the city and county employee to purchase additional life insurance for the protection of his family at a minimum cost.

We will continue our efforts to improve and expand our services when and as opportunities present themselves.

PURCHASING DIVISION

The Purchasing Division's prime responsibility is to obtain the best possible value on all supplies, materials, and equipment purchased for its tax dollar. During the year 1964 the Purchasing Division has continued the policy commenced in 1960, and steady progress and savings have resulted during the past five years. The open door policy has always been maintained, resulting in better products and greater savings. Continued efforts are made to find new sources of reducing costs without sacrificing quality. A routine function of this division is the continual checking and revising of specifications to make certain that the city is obtaining the best possible product at the lowest cost.

By combining similar items to be purchased, substantial savings have resulted by means of advertising. Example of same is specific model refrigerators. If purchased individually they would cost \$633 and \$945 each, net. However, by means of public advertising, these same refrigerators cost \$550 and \$850 each, less 2 percent discount.

As a result of considerable research, a new type of sterile envelope is now being purchased for use by the

hospitals and savings of more than 100 percent have been realized. By using a less expensive grade of stainless steel flatware offered by the low bidder through public advertisement, 35 percent savings have been effected. After securing from using departments their annual requirements for photographic paper and subsequently publicly advertising for bids on same, savings have approximated 40 percent. Establishing specifications for mimeograph paper to meet the needs of the various departments, obtaining the annual estimates for same, and publicly advertising for prices resulted in securing a high-grade paper at savings of approximately 30 percent. By expanding the list of prospective bidders through public advertisement, lower prices have been obtained on many items without sacrificing quality. To name a few — pencils, notebooks, and paper pads.

Through direct purchasing from the manufacturer and certain revisions in specifications, savings of approximately 10 percent have been realized in purchases of police items such as badges, holsters, etc. Approximately 20 percent savings were accomplished by taking advantage of close-out sales in purchasing clothing for the Temporary Home for Women (Welfare Department). Improvements in the method of purchasing uniforms for the Fire Department by ordering custom-made uniforms, made to exact specifications, from one successful low bidder, as opposed to the former two-step method of ordering material from one bidder and makeup of uniforms from another, have resulted in greater satisfaction from a standpoint of service and elimination of waste from excess material.

New revised requirements for fresh fruits and vegetables will permit greater competition while maintaining the same high quality and continued low prices. As a result of keen competitive bidding, the lowest price on salt for snow removal was obtained at a saving of approximately 40 percent. The 1964-65 price is \$8.75 per ton compared to \$14.75 per ton in 1959. Granulated sugar has been purchased for 30 percent less in 1964.

The purchasing of bolts and nuts has been reduced approximately 10 percent. Increased competition has

reduced the purchasing price of leather goods by approximately 20 percent, and the purchasing of nursery stock by 10 percent.

Following are numerous items showing the savings in 1964 over 1963:

ITEM	1964 Price	1963 Price
Hot patch	\$5.25 ton	\$5.30 ton
DDT spray 12%	.49 gal.	.55 gal.
Arsenate of lead	9.00 ctn.	9.31 ctn.
Ready-mix concrete	18.50 cubic yard	18.75 cubic yard
Putting green seed	1.13 lb.	1.79 lb.
Fairway seed	.39 lb.	.46 lb.
Turf builder	2.52 bag	2.75 bag
Bordeau powder	.40 lb.	.48 lb.
Tool boxes	5.40	6.40
Automobile batteries:		
Group IC	7.22 each	7.63 each
Group 3E	28.49 each	62.59 each
Group 4D	34.38 each	52.19 each
Group 4B	38.78 each	65.71 each
Group 24S	9.17 each	9.27 each
Group 28N	9.30 each	10.25 each
Antifreeze	1.166 gal.	1.21 gal.

On gasoline, a discount of \$.0656 per gallon was received in 1964 as against a discount of \$.05995 per gallon in 1963, resulting in a saving of approximately \$8,750. Motor oil was purchased at \$.3746 per gallon in 1964 as compared to a price of \$.459 in 1963.

Approximately 30 percent reduction in cost of purchasing procaine penicillin has been realized in 1964. Certain bottles purchased in 1964 cost \$198.70 as compared to \$602.40 in 1963. Savings have been realized in purchasing chemicals by incorporating them into an open-end contract, and a 2 percent discount has been realized. Wheel chairs formerly costing \$146.34 each are now purchased at \$135.00 each.

Following are drug and surgical dressings items which are only a few of many which have been purchased at lower prices in 1964 over 1963:

DRUGS	1964 Price	1963 Price
Atropine sulfate solution	\$.39 each	\$.45 each
Bactracin sterile powder	1.22 vial	1.39 vial
Digitoxin injection 0.2 mg.	8.80 C	9.60 C
Sodium bicarbonate 50 cc.	40.70 C	47.60 C
Tetracycline aqueous pediatric drop 10 cc.	.74 btl.	.80 btl.
Tetracyclintravenous 500 mg.	.72 vial	.85 btl.
Urevert	43.00 case	44.70 case
Pulvules Ilosone 250 mg.	136.00 M	145.00 M
Seromycin 250 mg. w/o INH	19.08 C	19.60 C
Vitamins	3.55 M	3.70 M

As a result of rejecting and readvertising the following items, savings occurred as follows:

Gauze sponges, 3x3, 12-ply, original bid, \$23.70—readvertised bid, \$21.42 a case; 4x4, 16-ply, original bid, \$23.02—readvertised bid, \$22.36 a case.

Sponge toppers, 3x3, original bid, \$18.82—readvertised bid, \$17.02 a case; 4x4, original bid, \$16.10—readvertised bid, \$14.58 a case.

The number of contracts issued during 1964 from the Purchasing Division was 425. Proposals necessary for originating the foregoing contracts totaled 323. Purchase orders issued during 1964 amounted to approximately \$10,217,000.

SURPLUS PROPERTY UNIT

The establishment of this unit in 1954 to centralize the recording, distribution, and disposal of surplus property has proven to be another important function of municipal operations. The results to date have been most gratifying in every respect, and the adoption of procedures in reporting, transferring, storing, and disposing of surplus property in a businesslike manner was a worthwhile move.

Prior to the establishment of the unit, it was customary for many departments to retain surplus property over a long period of time without giving any consideration to whether or not such property could be used elsewhere or disposed of while it had some intrinsic value. When the unit was established it was found that many items declared as surplus in one department could be used to advantage by another department or departments, thereby obviating the necessity for including such items in annual or supplementary budgets.

At the present time every channel of disposal within city departments is explored before any item is stored or disposed of by sale. For example, the South Boston Courthouse was broken into and the safe containing records and currency from fines was damaged beyond repair; this unit is in the process of furnishing a safe from surplus property. During the past year 140 requests were made by various departments for desks, chairs.

filing cabinets, tables, and other office furniture, and we were successful in honoring a majority of these requests by delivering surplus and serviceable equipment which we had stored in the depot established in the basement of the Maurice J. Tobin Building, Tremont Street, Roxbury. Due to the expansion of Park Department activities this storage space was allocated to the Park Department, thereby depriving the unit, temporarily, of a suitable storage facility. We are hopeful that another facility will become available to us in the near future.

When we were unable to furnish some specific type of furniture or equipment, a visit was made by a representative of the unit to the Massachusetts Surplus Property Depot in Taunton, Massachusetts, where, in most cases, we were successful in securing the item or items requested. In our opinion, this particular function should be expanded. We are certain that many more items than are presently being acquired through the Massachusetts Surplus Property Depot can be secured at tremendous savings to the city and the taxpayer. With the taking over of the property disposal function of the Police and School Departments during the past year, it was impossible to devote the time and study necessary to explore the various avenues open for the acquisition of surplus property stored at the Taunton Depot.

Surplus property classified as "junk" was disposed of to the highest bidder, with a representative of the unit present to observe removal and weighing. As a result of the disposal of this type of material, we were successful in securing for the city a substantial sum of money.

OFFICE MACHINE REPAIR UNIT

This unit, now in its ninth year, has proven to be most valuable as a centralized administrative function of city government.

In 1964 some 2,500 inspections of office machines were made, consisting of cleaning, oiling, and adjusting, with any necessary repairs, for which outside contractors would charge from \$8 to \$12 per inspection.

In several cases departments requested service for machines which required a complete overhaul, and, in approximately fifty cases, it was found that machines were beyond ~~reasonable repair~~ and departments were advised to trade in the old for new equipment. The unit received 800 emergency calls for immediate repairs which were handled promptly and efficiently. Parts for equipment are purchased at wholesale prices, and savings up to 300 percent on certain parts were realized.

It is estimated that the cost of service rendered, if performed by outside contractors, would approximate over \$30,000 annually, and, with the cost of operations for the year 1964 totaling in the vicinity of \$12,000 and with savings averaging \$9,000 for the past nine years, savings of \$81,000 over the nine-year period not only justify this operation but warrant consideration for expanding it with additional help, additional equipment, and the possibility of serving the School Department and other city and county agencies that are located in areas remote from the center of the city and which are presently being serviced by outside firms. In 1964 this unit serviced three new departments in addition to those now being serviced, namely, Parks, Veterans' Services, and Long Island Hospital.

In addition to the savings realized from this operation, the prompt and efficient servicing of machines has also been an important factor in eliminating delays in production in the departments presently being serviced. Additional service has been rendered to the office machine buyer by having the service man check machines being offered for trade in the purchase of new machines. In many cases we found the machine being traded was in good condition. In such cases we placed this machine in stock for emergency purposes and traded one of the older machines for the new.

The Purchasing Division is constantly on the alert for new and modern techniques in all areas of purchasing, both in private industry and government operations. We feel that a pursuance of this policy in the past few years has resulted in tremendous savings to the taxpayer, and it is our intent to continue this practice in the years ahead.

PRINTING SECTION

In spite of an approximate 4 percent raise to all employees in the plant due to changes in the scales of the four unions represented and in the classification and compensation plan, the Printing Section budget was decreased in 1964 by \$18,526.29, or 2.5 percent. Employees now number 86 instead of 88 — and it is not our intent to fill the vacated positions. Charges to departments for work processed have increased by 6 percent.

The Offset Unit has certainly proved its worth by eliminating much composition, proofreading, and correcting on jobs which were formerly reset each year. A standing plate library is evolving which will save the city many thousands of dollars.

The amalgamation of the bookroom and the job room continues to increase the mobility of the working force and to expedite production.

As a result of the Boston Municipal Research Bureau study of 1963, several administrative changes have taken place, and several others are under study at the present time. As stated previously, it would be extremely difficult to effect major changes in operations overnight without impeding production and creating confusion. We are quite certain that the policy which we have been advocating of making changes gradually, rather than hastily without giving each suggestion or recommendation due consideration, will benefit both the city and the employee.

ART COMMISSION

The Art Commission, either through its own appropriations or other sources, recommended or directed that the following work be initiated during 1964:

The cleaning of the Copenhagen Fountain. This work was completed in June, but only recently complaints were again registered concerning its disreputable condition, due to teenage vandalism.

Vandals caused damages to the John Harvard Mall, Charlestown, requiring an expenditure of \$225 for restoration.

Cleaning of the First Meeting House, Dorchester, marker. The straightening and resetting of the bronze panel commemorating Mary Draper at Roxbury Public Library.

Cleaning the iron lantern in the Public Garden of an accumulation of paint and restoring it.

Twenty paintings belonging to the city and hanging in the Faneuil Hall are being cleaned at the recommendation of the Art Commission as part of the Real Property Department's program for painting and cleaning Faneuil Hall.

The Art Commission was asked to advise on a rearrangement and improvement of the fountain set on the Tremont Street Mall of the Common. It is proposed to make use of lighting to increase its effectiveness. Its advice was also sought on the relocation of the Patrick Collins Memorial now situated on Commonwealth Avenue at the Fenway. This memorial for many years was located on Commonwealth Avenue at Charlesgate West, and construction work in this area required its removal to another location.

Although the Art Commission is not subject to the supervision or control of the Administrative Services Board or any member thereof, however, under the provisions of the existing ordinance the annual report or any other report of the Art Commission is obliged to be made through the Board, and, in accordance therewith we submit the annual report of this commission.

The members of the commission include the following:

Nelson W. Aldrich, Chairman, nominated by the Massachusetts Institute of Technology, term expiring May 1, 1969.

William B. Osgood, nominated by the Trustees of the Boston Public Library, term expiring May 1, 1966.

Margaret Fitzhugh Brown, nominated by the Copley Society of Boston, term expiring May 1, 1967.

Alice M. Walsh (nee Maginnis), nominated by the Museum of Fine Arts, term expiring May 1, 1968.

Marvin Goody, nominated by the Boston Society of Architects, term expiring May 1, 1965.

David McKibbin, 10½ Beacon Street, Boston, employed as a clerk on a part-time basis.

As you are aware, the commission has the custody and care of all works of art owned by the city. No work of art can be accepted by the city, erected, or placed in any public way without the approval of the Art Commission. In addition, it is also responsible for the upkeep of monuments in public squares and the care of existing paintings owned by the city.

The activities of the commission have been more or less limited over recent years because of budgetary limitations and other factors which prevent large expenditures of public funds at the present time. Annual expenditures are, and have been, in the vicinity of approximately \$2,000.

This department is privileged in having associated with it these outstanding individuals who comprise the membership of the Art Commission and who contribute their services to the city.

Boston has always enjoyed a high standard among the large cities of the country and the world in its appreciation of the arts, and it is comforting to know that personages of such high caliber in this particular field have been selected to take charge of this important function of government.

CONCLUSION

This is the eleventh year that the Administrative Services Department has been in existence since the general reorganization of the city government in January of 1954. With one change in administration and several changes in Board membership during this period, we have been most fortunate in making steady progress in several aspects of municipal operations. We realize that we have only touched the surface in certain areas and must always be alert to the rapid changes that are taking place daily in procedures, policies, and practices in the broad field in which we are engaged.

The immediate future presents many problems and challenges which will require more than ordinary in-

terest and attention, and it is our purpose, under your leadership, to continue our efforts to improve conditions within the framework of our government in accordance with the latest techniques of municipal administration.

Respectfully submitted,

HENRY A. SCAGNOLI, *Chairman,*
Director of Administrative Services

HENRY T. BRENNAN,
Supervisor of Budgets

FRANCIS X. CUDDY,
Commissioner of Assessing

MICHAEL A. DESIMONE,
Purchasing Agent

DUNCAN T. FOLEY,
Supervisor of Personnel

EDMUND W. HOLMES,
Collector-Treasurer (Temporary)

JOHN T. LEONARD,
City Auditor

LAWRENCE W. COSTELLO,
Executive Secretary.

www.libtool.com.cn

SECTION II

www.libtool.com.cn

ANNUAL REPORT

OF THE

PUBLIC SAFETY COMMISSION

1964

HENRY A. SCAGNOLI,
Chairman.

LAWRENCE W. COSTELLO,
Executive Secretary.

January 4, 1965.

HON. JOHN F. COLLINS,
Mayor of Boston.

DEAR MR. MAYOR:

In accordance with the provisions of Chapter 3, Section 25, of the Revised Ordinances of 1961, we are pleased to submit herewith the eleventh annual report of the Public Safety Commission for the year commencing January 1, 1964, and ended December 31, 1964.

The chief function of this commission under the provisions of Chapter 203, Acts of 1959, as amended by Chapter 194, Acts of 1961, is to coordinate the work of all departments concerned with public safety, to the end that there may be efficient and concerted action by said departments, particularly in times of emergency and/or disaster. Under the provisions of Chapter 4, Section 9, of the Revised City Ordinances of 1961, this commission is an integral part of the Administrative Services Department.

The members of this commission, including the executive secretary to the commission, serve without compensation and without an appropriation of any character, thereby obviating the necessity of submitting a financial statement concerning expenditures.

In accordance with statutory requirements, meetings were held at least monthly during the year 1964 on the following dates at Room 43, City Hall, with the exception of one meeting which was held at the Civil Defense Control Center in Framingham on September 17, 1964:

January 16	June 18
February 20	July 16
March 19	August 13
April 16	October 15
May 14	November 24
December 17	

In addition to regular meetings, an emergency meeting was held at Civil Defense Headquarters, 115 Southampton Street, under date of May 22, 1964, which was called by his Honor the Mayor as a result of the disastrous Dorchester fire which occurred on the same date. More detailed information concerning this fire will be included later in this report.

Under date of March 5, 1964, Dr. John T. Foley, the Health Commissioner, who had been serving in a temporary capacity since the resignation of Dr. F. Robert Freckleton in 1962, was appointed as permanent Health Commissioner subject to charter provisions.

Although the Committee on Licenses is a subcommittee of the Public Safety Commission, its functions and operations are carried on within the Building Department, in accordance with the provisions of Section 2, Chapter 203, of the Acts of 1959, and a report of its activities for the year will be contained in the annual report of the Building Department.

SNOW COORDINATING TABLE

Since the establishment of this team, back in 1961, much progress has been made in coordinating the efforts of the various public safety agencies involved not only in the area of snow removal but in all types of emergencies that required special tasks by qualified personnel.

In the snow removal function, which at one time was considered a singular function of the Public Works Department, the combined efforts of said department, the Police and Traffic Departments, the Parks and Recreation Department, the Fire Department, the MBTA, the Boston Civil Defense Agency, and the School Department have been important factors in alleviating traffic congestion, aiding the sick, providing public transportation, and clearing the city streets within the shortest period of time at minimum costs.

Another example of the efficiency of and necessity for this unit was demonstrated upon the occasion of the disastrous fire which occurred in the Dorchester district under date of May 22, 1964. A detailed report on the activities of the various departments involved during the course of this fire follows below. The knowledge and experience gained since the establishment of this commission and, more especially, by the Snow Coordinating Table, have been of tremendous value in accepting and facing the challenges that are ever prevalent in the fields of public safety.

DORCHESTER FIRE (Bellflower Street)
Friday, May 22, 1964

On the above date you will recall, at your direction and behest, an emergency meeting was held at Civil Defense Headquarters to coordinate and marshal all public safety forces in alleviating the distress caused by one of the greatest conflagrations ever witnessed in this area in the past half-century. The general area in which the fire occurred was in the approximate center of a roughly triangular-shaped section of the city boarded by Dorchester Avenue and Boston Street with Mt. Vernon Street as its base. This was the general area where a devastating force challenged the combined strength of the Boston Fire Department and the mutual aid of nineteen surrounding communities and was beaten down, but not before totally destroying seventeen buildings, damaging scores of others and several motor vehicles, with a total estimated loss in excess of \$750,000, not including public utility installations which served the area. A detailed report from the Fire Department was forwarded to you under date of July 31, 1964. However, as the Snow Coordinating Table and all the members of this commission played an important role in the coordinating function, we are submitting herewith a brief report on some of the activities effected as a result of this coordinated effort which was placed under the direction of Gen. Charles W. Sweeney, the Director of the Boston Civil Defense Agency.

To simplify reporting, we are listing herewith by departments some of the major work performed:

American Red Cross

The American Red Cross mobilized its Disaster Plan immediately on Friday, May 22, when notified that a serious fire was in progress. Volunteers and emergency equipment responded to provide a shelter for homeless, provide first aid, and complete registration of the homeless. As the size of the fire was realized, eleven Red Cross chapters in Greater Boston were summoned to the scene with volunteers and equipment. More than 100 volunteers were constantly on duty. The Red Cross office, operating at the VFW Post 2091, Buttonwood and Locust Streets, completed registrations of families for long-range aid. Emergency disbursing orders were issued, so that

families could purchase food and clothing. Used articles donated by the public were available to supplement Red Cross purchase orders. A trained disaster caseworker was assigned to each family, to plan with them a long-range program of assistance. Funds, based on family needs, were made available for food, rent, clothing, maintenance, essential household necessities, furniture, assistance with vocational items lost, and aid for any disaster-connected medical expenses. All assistance was an outright gift. The field office remained open for case intake until Monday, May 31. More than thirty families of the fifty-four seriously affected found permanent shelter through cooperating agencies and in many cases were moved by Red Cross volunteers. Emergency feeding, nursing, and medical supervision were available all during the disaster.

Building Department

There were seventeen buildings destroyed by fire or destroyed to the extent that the remaining portions had to be removed. Two buildings were less severely damaged by the fire and could be repaired if the owners so desired. There was an undetermined number of buildings with extremely minor fire damage on roofs and porches which could easily be repaired. Several members of the Building Department personnel were on the job from Friday afternoon. On Saturday morning orders were given to the Maher and Fall Wrecking Company to move a crane and bulldozer into the area in order to remove portions of partially burned buildings that were in a dangerous condition and liable to fall. Efforts were being confined to knocking down portions of the partially burned buildings, and this work was completed on Sunday, the twenty-fourth.

Health Department

On Friday, May 22, the Health Unit on Dorchester Avenue in South Boston was staffed until 9 P.M. by two environmental sanitation inspectors, two nurses, and two custodians, in order to be of assistance in the event that their services were needed and to make the building available to the needy. A doctor and nurse were assigned to the Russell School Shelter Center and set up a medical-aid staff for the displaced persons to establish medical needs, to give professional medical advice, and to assist the Red Cross in handling the crowds.

Hospital Department

The Emergency Ward was placed on emergency alert upon receipt of the call for ambulances at 1:45 P.M. on Friday, the twenty-second. Five ambulances were dispatched with three doctors and five medical aids. Adequate numbers of oxygen tanks and inhalation equipment were sent to the scene of the fire via hospital vehicles. Administrative personnel appeared on the Emergency Ward to direct the various phases of ac-

tivities. Upon sounding of the alert, the usual complement on duty (about twenty-five) was tripled. This included doctors, nurses, orderlies, porters, medical and social workers, and clerical and technical staff. All casualties were treated as quickly as possible. Those made homeless and not requiring hospitalization were found suitable shelter by the social workers. Coffee and gingerbread were served to those that desired it. The total number of casualties received at the Emergency Ward was thirty. The number admitted to the hospital was seven. The personnel involved in this emergency held fast to their traditional reputation of prompt, efficient, and compassionate service.

Housing Authority

Twenty-two families were housed over the weekend. These twenty-two families were housed in six different developments throughout the city. The total number of people involved, ninety-one. This agency operated from the VFW quarters on the corner of Locust and Buttonwood Streets, Dorchester. Telephones were installed so that people could call direct. However, a call to the Boston Housing Authority's main office facilitated immediate service or action.

Police Department

Responding to the second and subsequent alarms of the Fire Department, four deputy superintendents, two captains, eight lieutenants, twenty sergeants, 274 patrolmen, thirty-one cycles, fifteen ambulets, fifteen ambulances, two tow trucks, and an emergency truck were sent to the scene. Emergency disaster procedures, as stipulated in Special Order dated May 18, 1964, were immediately put into effect. In Special Order dated May 23, 1964, effective at 5:45 P.M., Friday through Monday, May 25, 1964, three sergeants, twenty-two patrolmen during the daytime, and two sergeants and twelve patrolmen on last half tours of duty were assigned to the area. Metropolitan District Police, under the supervision of Superintendent McCarthy and Captain Peter Bille, responded to the scene, including fifty-two patrolmen, twenty-four cruiser-ambulances, and seven cycles to render general assistance, and were placed on general alert and traffic control duty.

Public Works Department

The Water Division of this department responded to the fire on the fourth alarm in accordance with established practice. By 3:15 P.M. on Friday three emergency water crews were on duty under the direct supervision of Principal Engineer John P. Sullivan and Water Maintenance Supervisors Richard Gorman and Nicholas Marsney. All hydrants in the area were functioning properly. Static water pressure, immediately prior to the fire at 1:30 P.M., as recorded at the Albany Street Recording Station, approximately one-half mile from Bellflower

Street, was a normal 50 pounds and dropped no lower than 45 pounds at any time during the fire. The water distribution system in the vicinity of this fire was good, with 12-inch mains in both Boston Street and Dorchester Avenue fed from 20-inch mains and 30-inch mains at Andrew Square and a 24-inch main at Edward Everett Square. Water engineers at the scene of the fire estimated that approximately thirty to thirty-five 4½-inch lines were in service and were all drawing sufficient water, as a careful check revealed that no lines were under vacuum. The water supply in this area is considerably in excess of the National Board of Fire Underwriters requirements for an area such as this which is 5,000 gallons per minute. On Saturday, May 23, personnel from this department constructed barriers and temporary lighting for police patrols and on Sunday began the normal street clean-up in the area. The only public works damage was to repavement and curbstone in Bellflower Street, repairs for which were estimated to cost \$2,000.

Redevelopment Authority

The Boston Redevelopment Authority immediately made its relocation resources available on a priority basis to help families being displaced by the Bellflower Street fire locate permanent housing. On Friday the relocation staff started the job of finding available housing units. In addition to listing available housing units which were in the Authority's files and which were called in by property owners desiring to help, the relocation staff went through newspaper listings, calling property owners in order to request the owners to make their units available if needed. A master list of private housing accommodations was compiled and included information on location, rentals, number of rooms, and other pertinent information for over 100 private units. On Saturday a full relocation team reported for duty at the Russell School. Families who preferred private housing were interviewed to determine their housing needs and preferences, which were matched against available housing units. Transportation was arranged for those families without transportation facilities. On Sunday a full relocation team was also on duty for the entire day at the Russell School. Additional families were interviewed and shown available housing units. An interpreter was available to aid families with difficulties in speaking English. The Authority's staff remained on duty at the Thaddeus Kosciuszko VFW Post during the following week, to accomplish the job of rehousing permanently the fire-displaced families with as little inconvenience as possible to the families.

Welfare Department

This department opened emergency headquarters at the William E. Russell School in Dorchester with the cooperation of the School Department, with several representatives of the

agency present until midnight on the twenty-second and during the weekend to interview disaster relief victims. Liaison with the Red Cross was established for as long as the emergency existed, and this organization agreed to handle all nonwelfare cases while the Welfare Department handled all welfare cases and any other cases that appear to need public funds. A Welfare Department Disaster Office was established at 20 West Howell Street, South Boston, which was adjacent to the disaster area and operated on an emergency basis to meet any type of emergency need.

In addition to the above activities, the Civil Defense Agency, the Parking and Traffic Department, the School Department, and many other agencies of the city government were represented either at the scene of the fire or at the special meeting of the commission. It was the consensus of the general public that, but for the promptness, alertness, and capabilities of the various agencies involved, the loss of life and property would have been much more severe than was evidenced after the fire was brought under control. The members of the Public Safety Commission and the Snow Coordinating Table, which is actually a Disaster Relief Team, were happy to have been of service during the course of this terrible catastrophe.

CIVIL DEFENSE ACTIVITIES

At the February meeting of the commission the Director of Civil Defense, General Sweeney, presented a film on the subject of fallouts prepared by the National Department of Defense which ran for the duration of one hour. The main theme concerned the effect of radiation on human and plant life and stressed the precautions that should be taken under various circumstances or conditions, pointing out in animated and graphic form when radiation is or is not harmful or dangerous. Although time, distance, and materials play important roles in the degree of danger that may exist at a specific location, the Department of Defense emphasized in its presentation that the best safety measure for protection from radiation or fallouts is adequate shelter.

Our meeting of September 17 was held at the Massachusetts Civil Defense Control Center in Framingham at the invitation of Daniel J. Finn, State Civil Defense Director. Commission members were taken on a tour of the facility, and a detailed explanation of the various functions was offered by the public relations officer,

Mr. Jackson. This was one of the most interesting and informative sessions attended by this board, as it gave us an insight in and a deep appreciation of what the state authorities were doing and planning to prevent the loss of life and property from any type of disaster that might visit this section of the country.

It was also interesting to note that at our December meeting Boston has licensed facilities for disaster purposes for a capacity of 1,200,000 people, as against a city population of 697,000, and that Boston's program was rated at 50 percent as against a national average of 16 percent.

SCHOOL VANDALISM PROGRAMS

Superintendent of Schools William H. Ohrenberger initiated a program to reduce and possibly eliminate vandalism in the Boston schools by distributing leaflets to 95,000 children in the public schools and, by arrangements with the archdiocesan authorities, to 45,000 pupils in parochial schools. Although the results of this program have not been analyzed for the year 1964, we are of the opinion that since the leaflets were distributed there has been a reduction in the amount of vandalism occurring in various sections of the city. A final analysis of the results should prove most interesting. For your information we are submitting herewith the contents of the pamphlet to which we make reference:

The city needs your help to stop vandalism now.

I am appealing directly to you as parents because I know you want your children to receive the best education in clean, safe, and comfortable schools.

By working together we can save funds lost through vandalism, turn them towards the purchase of additional educational materials and improve our schools in general. How can you help to prevent vandalism? I suggest the following measures:

Impress upon your children and other boys and girls the importance of respect for school property.

Emphasize that we can get the most good out of our schools if we do all we can to keep them in excellent condition.

Discuss vandalism and its effect upon education in the home, at clubs, social gatherings, and business functions.

You who live within view of schools must be vigilant and report trespassers or other signs of misuse of school property to the police immediately.

You who see signs of vandalism to any school in our city are asked to notify the police immediately.

TRAFFIC AND PARKING STUDIES

As a result of studies conducted by the Traffic and Parking Department during the year 1964, a number of positive measures will be introduced during the current year to meet some of Boston's traffic and parking problems, the greater part of which will be in the interests of public safety. Present plans call for the installation of 9,000 vandal-resistant parking meters throughout the city; the initiation of a strong educational program to curb jaywalking prior to enforcement of the Pedestrian Control Law; the establishment of new traffic patterns in the areas of South Station and Copley Square to conform with turnpike extension plans; the filing of miscellaneous legislation to permit the utilization of special parking control officers (Meter Maids) to relieve the Police Department of this function; extension of the towing law throughout the city; repeal of limitations on municipally-owned parking lots; and authorization of the apportionment of ten million dollars from the Highway Fund to assist the city in meeting traffic control standards (it is estimated that it will cost approximately two million dollars to install new traffic control devices in order to comply with federal standards).

JAYWALKING LAW

In our 1963 report we incorporated therein a copy of the Jaywalking Law (Chapter 409, Acts of 1963). During 1964, after considerable study and discussion, the following Rules and Regulations were adopted by the Traffic and Parking Commission to regulate the use by pedestrians of ways within the control of said commission:

PEDESTRIAN CONTROL RULES.

Rule 1. Crossing of Roadways by Pedestrians. No pedestrian shall cross a roadway within three hundred feet of a

police officer directing traffic at a marked crosswalk, except as directed by such police officer. Whenever there is a traffic control signal or a marked crosswalk within three hundred feet, no pedestrian shall enter upon or cross a roadway except within the limits of a marked crosswalk and in conformity with these rules unless otherwise directed by a police officer. For the purpose of these rules, "roadway" shall be construed to mean that part of a street, way, highway, road, or parkway under the control of the City of Boston devoted to vehicular traffic; and "marked crosswalk" that part of a roadway reserved for pedestrian crossing located between two solid white reflectorized markings not less than six feet apart and each not less than six inches in width.

Rule 2. Pedestrian Obedience to Traffic Control Signals:

Unless otherwise directed by a police officer, a pedestrian within three hundred feet of a traffic control signal shall obey the indications of such signal as follows:

(a) **RED AND YELLOW** or "WALK": Whenever the red and yellow lenses are illuminated together or the single word "Walk" is illuminated, pedestrians facing such indication may proceed across the roadway but only in the direction of such signal.

(b) **RED ALONE** or "DON'T WALK": Whenever the words "Don't Walk" or any indication other than red and yellow shown together are illuminated in a traffic control signal having red and yellow or "Walk" indications, pedestrians approaching or facing such indication shall wait on the sidewalk or in the pedestrian refuge area of a traffic island and shall not enter upon or cross a roadway until the red and yellow or "Walk" indication is illuminated in the traffic control signal, but any pedestrian who has partially completed his crossing on the red and yellow or "Walk" indication shall proceed (or return) to the nearest sidewalk or safety island immediately on the yellow indication, the red indication or when the words "Don't Walk" are illuminated by rapid intermittent flashes.

(c) **GREEN ALONE**: At a traffic control signal having no red and yellow or "Walk" indication, pedestrians facing the signal may proceed across the roadway within any marked crosswalk in the direction of an illuminated green indication.

(d) **YELLOW ALONE, RED ALONE, or FLASHING "DON'T WALK"**: Pedestrians approaching or facing a yellow, red, or flashing "Don't Walk" illuminated indication shall not start to cross a roadway.

(e) **FLASHING RED, FLASHING YELLOW or FLASHING GREEN**: At a traffic control signal where a flashing red, flashing yellow, or flashing green indication is being given facing a crosswalk, pedestrians shall actuate, where provided, the

pedestrian signal indication and cross the roadway only when the red-yellow or "Walk" indication is illuminated. If no pedestrian indication is provided, pedestrians shall cross within crosswalks with due care.

Rule 3. Pedestrian Actuation of Traffic Control Signal. At a traffic control signal having red and yellow or "Walk" indications which are illuminated only upon actuation by a pedestrian push button, no pedestrian shall cross a roadway unless or until the pedestrian push button has been actuated, and he shall then cross only when the red and yellow or "Walk" indication is illuminated. At a traffic control signal having no red and yellow or "Walk" indication, a pedestrian shall cross only when the green indication is illuminated. If the green indication is illuminated only upon actuation by a pedestrian push button, no pedestrian shall cross unless or until such button has been actuated and then only when the green indication is illuminated. No person shall actuate a pedestrian push button unless a crossing of the roadway is intended.

Rule 4. Crossing at Tunnels and Overpasses. No pedestrian shall cross a roadway within three hundred feet of a pedestrian tunnel or pedestrian overpass except by use of such tunnel or overpass or a marked crosswalk.

Rule 5. Crossing at Non-Signalized Locations. Whenever within three hundred feet of a pedestrian desiring to cross a roadway there is neither a police officer directing traffic nor a traffic control signal nor a marked crosswalk nor a pedestrian tunnel or overpass, the pedestrian shall yield the right of way to all vehicles upon the roadway and shall cross such roadway only at right angles to the sideline of such roadway.

Rule 6. Pedestrian Use of Roadway.

(a) A pedestrian crossing a roadway shall yield the right of way to funeral or other processions, and to ambulances and civil defense, fire, police, and like vehicles on emergency runs and, when such procession or vehicle has passed, shall cross the roadway only in conformity with these rules.

(b) No pedestrian shall leave a sidewalk or safety island and walk or run into the path of a moving vehicle which is so close that it is impossible for the driver to yield the right of way.

(c) No pedestrian shall stand in a roadway for the purpose of soliciting a ride, employment, or business from the operator, or any occupant, of any vehicle thereon.

(d) No pedestrian shall enter upon a marked crosswalk unless a crossing of the roadway is intended.

(e) A pedestrian crossing a roadway within a marked crosswalk shall use the half of such crosswalk to his right.

(f) A person alighting from a vehicle parked or stopped at a sideline of, or a curb in, a roadway shall alight from the side of such vehicle nearest such sideline or curb, or if he alights from the other side of such vehicle, shall proceed immediately to such sideline or curb, and in either case shall thereupon cross such roadway only in conformity with these rules.

(g) No pedestrian shall walk along the roadway of any way having a sidewalk open to pedestrian use; and no pedestrian shall walk along any other roadway except on the unfinished shoulder nearest to vehicles proceeding in the direction opposite to the pedestrian's direction.

Rule 7. Exemptions. These rules shall not apply to pedestrians actually engaged in work upon a roadway closed to travel or under construction, reconstruction, or repair, or to public officers or employees, or the officers or employees of a public service corporation upon a roadway in the performance of their duties or to a pedestrian upon a roadway in an emergency.

Rule 8. Penalties. Any person who violates any provision of these rules shall be punished as provided in Section 18A of Chapter 90 of the General Laws.

Rule 9. Provisions Severable. The provisions of these rules are hereby declared to be severable; and if any provision of any rule is invalid, such invalidity shall not affect or impair any other provision of such rule or any other rule.

HEALTH AND HOSPITAL SERVICES

An ambulatory services program was inaugurated at the City Hospital in May which has resulted in bringing the hospital to the people rather than the people coming to the hospital and permits the hospital to function and devote its resources to the inmates who are actually ill. With the rapid advances being made in medicine today, and considering the vast increases in the number of people who are living to a riper and older age, this new function is expected to meet requirements not only for the present but the future as well. It has resulted to date in simplifying hospital procedures, balancing the load between outpatient and emergency services, decreasing delays in waiting, improving communications, and increasing efficiency.

In August the Health Department, as part of our renewal program, initiated a program to inspect dwellings

in the Dorchester district in the area bound by East Cottage Street, Columbia Road, Hancock Street, and Pleasant Street. This area was but one of several areas that are being considered for future inspections. These inspections, which were inaugurated on an experimental basis, provided information and material which is being studied at the present time with a view to expanding the operation throughout the city, with more efficient and systematic procedures resulting in the future. Inspectors in the initial phase of the program were concerned primarily with the spread of blight and involved maintenance rather than demolition recommendations, in accordance with the provisions of the state sanitary code. Six inspectors were assigned to the Dorchester district, and their chief concern was confined to the condition of the interior and exterior of existing structures, with emphasis on such factors as plumbing, rubbish, garbage, insects, rodents, rooms, closets, corridors, etc.

At the present time serious consideration is being given to the feasibility of merging some of our municipal inspectional functions so that future inspections could be conducted on a more systematic basis, with the result that housing and sanitary code violations would be noted and reported through a coordinated effort, and corrections of existing violations would be effected at the earliest possible date. Strict enforcement and early prosecution of violators would be important functions of the merged unit, thereby contributing in large measure to the health and safety of the general public.

The idea of consolidating the function of issuing permits and licenses is also pending with a view to improving this particular type of service and eliminating to the greatest extent possible the many inconveniences with which the public is presently faced in applying for and receiving a license or permit. It is realized that there will be many problems in centralizing this function, but we are confident that prior to our moving to the new City Hall we will have developed a plan that will meet not only with your approval but with the heads of the various agencies involved and, more especially, the general public.

MASSACHUSETTS SAFETY COUNCIL CONTRACT

During the latter part of the year the Administrative Services Department entered into a contract with the Massachusetts Safety Council to conduct and supervise in-training programs for city employees in accident prevention and driver training. The three major phases of the contract include the compilation and submission of a manual on safety training, the establishment of courses in occupational safety and driver training, and the establishment of an Accident Review Board to study the causes of all accidents in city government.

We consider that this program will provide for the city as good a safety program for municipal employees as those presently in operation in many of the industrial institutions and corporations throughout the Commonwealth. It has been evident that tremendous savings have been realized and many deaths and injuries prevented through the establishment of such programs on a permanent basis in private industry. As a result of this study, we are certain that the number of "on-the-job" accidents in the city will be reduced substantially and the direct and indirect costs of such accidents will be reduced annually by many thousands of dollars.

The scope of the training program will go from "How to Train People" to the actual training and establishment of preventive measures to minimize or eliminate hazards. Supervisors will be encouraged to try to find sources or causes of accidents within buildings, yards, or wherever people are working and then to take steps to remove the hazards. The supervisor will also engage in teaching his people how to work safely. The goal will be to reduce the number of "Lost Time Injuries" that occur to employees and to reduce the amount of annual workmen's compensation payments. Instruction sessions will run for approximately two hours, with ten sessions scheduled for occupational training courses and ten for driver training courses.

In the event of employees calling in "sick" by reason of an "off-the-job" accident either in the home, on the

highway, or a public place, records and details of each such case shall, in the future, be recorded. As you are well aware, when an individual is off the job, someone else has to take his or her place and someone has to train the replacement which, in many cases, disrupts the efficiency of a department. It is also interesting to note from the official records of the Massachusetts Safety Council that office job accidents run about fifteen times as great as those that occur outside.

To further our objective of preventing accidents, we believe that the Massachusetts Safety Council is ideally suited to the role of consultant and coordinator since it is in fact a voluntary association of groups and individuals in every segment of life—business, industry, government, education, religion, labor, and law—working together to protect individuals at work, on the highway, during recreational activities, and in the home. The results of their endeavors in our municipal organization should be realized in the not too distant future, and it will be interesting to make comparisons at the end of the current year with records of previous years, especially in the areas of absenteeism through accidents and vehicular accidents in which municipal equipment has been involved.

City Council Order

Under date of October 19, the following City Council Order was introduced by Councillors Langone and Iannella:

Ordered, That the Boston City Council request his Honor the Mayor to appoint a committee comprised of the Building Commissioner, the Health Commissioner, the Director of the Office of Neighborhood Inspection, and the Fire Commissioner's office representative to set up a system of checking all unoccupied and vacant buildings in the City of Boston.

Further, that they set up a task force of inspectors to check all the older buildings in the city to determine the conditions of said buildings as they pertain to the various building, fire, and health codes.

Further, that this task force work directly under one supervisor who could be appointed by the coordinating committee and be detached from their regular assignments during the

mass inspection. That this task force be given a training period for orientation and familiarization with the various codes involved. That a single headquarters be set up with whatever administrative assistance necessary. Further, that the coordinating committee meet regularly to determine the progress of this task force and to take whatever steps are necessary to remedy the situation.

Finally, that a report by the coordinating committee be made to the Mayor and the City Council within one year.

The Board has the above order under study at the present time and is reviewing several plans, one of which in all probability will be submitted to the Council for consideration at an early date, which will not only incorporate the aims and thinking of the Council but will, in our opinion, vastly improve our inspectional and enforcement functions in the housing and sanitary fields.

SUMMARY

It has been noted in the past several years that the public is becoming more public safety minded than it has in any period during the past half-century from the local level to the national level. This, in all probability, is due not only to the large increases in population and increases in the number of motor vehicles crowding our highways but to the so-called "machine age" where revolutionary changes are being made daily in every field of endeavor. In every large community throughout the country there is a need at the present time for constant study and review of existing safety laws and regulations and methodical preparation for future eventualities that will arise as a result of the three major factors heretofore mentioned.

Population increases require expansion in the areas of fire and police protection, traffic and parking services, air pollution, increases in hospital and public health facilities, new schools, etc.

Increases in the number of motor vehicles traveling throughout a community make necessary continued studies of present traffic patterns with a view to improvements for the safety and convenience of the car and truck driver. In addition, studies for the protection and safety of the pedestrian are required on a continual

basis, through the installation of modern traffic signals, traffic safety education, and the possible elimination of smoke and fumes that emanate from vehicles.

The many advances that have been made in the field of automation demand a program of safety education in many fields of endeavor that were considered more or less safety-proof only a few years ago.

Our studies during the past year have covered many aspects of public safety, and the experience garnered from our efforts to date should be of inestimable value to the entire community when future problems are placed before us.

Respectfully submitted,

HENRY A. SCAGNOLI, *Chairman and
Director of Administrative Services*

THOMAS F. CARTY, *Commissioner,
Traffic and Parking Department*

DR. JOHN T. FOLEY,
Health Commissioner

THOMAS J. GRIFFIN,
Fire Commissioner

JAMES W. HALEY,
Public Works Commissioner

THOMAS J. MCLERNON,
General Manager, MBTA

EDMUND L. MCNAMARA,
Police Commissioner

WILLIAM H. OHRENBERGER,
Superintendent of Schools

BRIG. GEN. CHARLES W. SWEENEY,
Director of Civil Defense

COL. ROBERT E. YORK,
Building Commissioner

LAWRENCE W. COSTELLO,
Executive Secretary

www.libtool.com.cn



www.libtool.com.cn