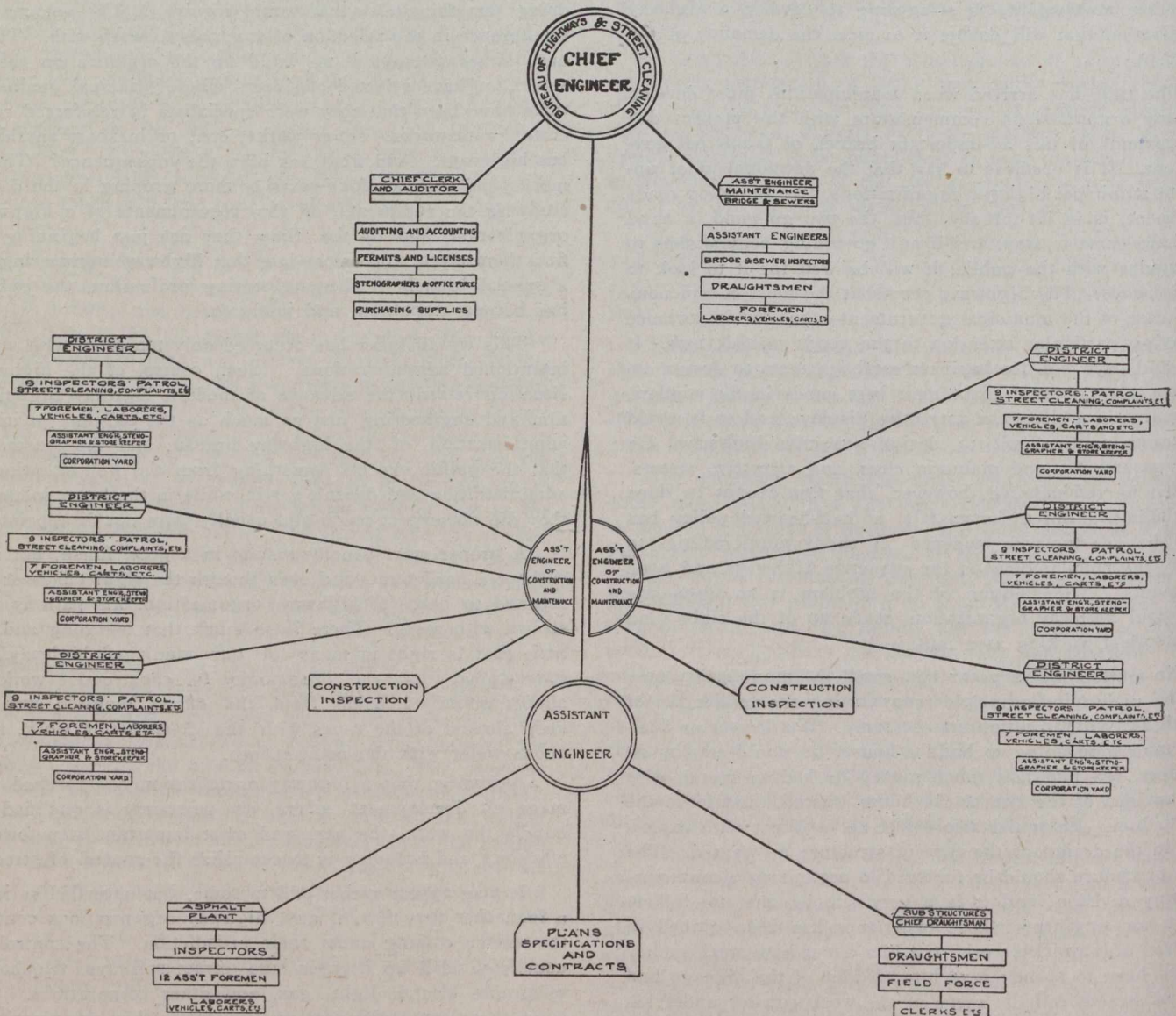


and main park driveways should also be under the control of the highway bureau as there should be but one system of highway construction and maintenance in the municipality.

The principle of centralization of control is the governing factor in a municipal highway organization, as it is also in any other organization of whatever nature. No business enterprise can compete with other business enterprises and be successful, unless the control of the organization is centralized and all the branches and subdivisions are co-operating and working as a unit for the success of the enterprise. This can be accomplished in a highway organization only

of control, and such control cannot exist unless each individual in the organization is charged with his responsibility. If more attention were paid to the old saying, "Men will be led, but not driven," there would be less disorganization in municipal highway and other organizations.

Another very important step toward the control of street repairs is the establishing of municipal repair forces. The city should not be forced to depend upon contracts for work of this character and indeed, the only way to control completely wear and tear repairs as well as cuts is through municipal forces. Such repair forces naturally fall into four



ORGANIZATION CHART OF THE HIGHWAY DEPARTMENT FOR A LARGE CITY.

by first assuming such control of the streets that the responsibility for all conditions that may arise will be placed unqualifiedly with the highway bureau. Second, the subdivisions should be so organized that they will all be in close touch with the central office and working as a unit; there must be no overlapping of jurisdiction, and the policy emanating from the main office as to methods of carrying on the work, should permeate the whole organization. Each factor in the organization, from the common laborer up, should be schooled in a sense of his responsibility and know where it begins and ends. No man will do his best work unless he be instilled with a sense of his responsibility. The success of the organization at large depends upon co-operative efforts which can be brought about only through the centralization

divisions: Asphalt, stone block, wood block and brick, and macadam. In a few cities some success has been obtained with city gangs in repairing wood block and asphalt block streets but the big problem does not include either of these. Properly organized, a municipal asphalt plant is a step toward centralization of control over pavements, provided the area of asphalt pavements warrants a plant for repair work. No less important, however, are the repair gangs for the granite, brick and macadam pavements.

It is only within the last few years that the engineer has been finding out that city labor, properly handled, is far superior to that obtained through contracts. Ease in administration requires a municipal force for repair work as mobility cannot be obtained through any other than city