

## EFFECTIVE CITIZEN CO-OPERATION

WHAT IS EVERYBODY'S BUSINESS SHOULD  
BE EACH BODY'S BUSINESS

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### *Other cities have discovered among other things that*

- 1—Different departments were paying different prices for coal;
- 2—Janitors in some departments were more wasteful of coal than in other departments;
- 3—Expensive stationery was being used for inter-departmental and other routine work, where lower grades would have been sufficient;
- 4—Sufficient quantities of much-used supplies were not kept in stock so that emergency purchases had to be made at prices higher than necessary.

*Do one or more of these defects exist  
in any Toronto City Department?*

*Who Knows?*

### A Dollar Saved

in purchasing or  
utilizing supplies

### Is A Dollar Earned

wherewith additional Civic  
Service can be purchased  
or taxation reduced

*"Mony a mickle maks a mickle"*

*But every dollar which should be saved  
will not be saved*

*Unless:*

- 1—It is the business of some person or persons to study the purchase and use of supplies;
- 2—Such person or persons have full authority to control, through standard specifications, the purchase and use of supplies;
- 3—Supplies are standardized according to use— inexpensive grades for minor routine uses, expensive grades where the best interests of the public service demand these;
- 4—The issuance and consumption of supplies are controlled by adequate departmental records frequently reconciled with records of the purchasing department or departments.

City officials and employees do not wish to waste either money or supplies. But not all men, otherwise efficient in administration, are efficient buyers and users of materials. This is a highly specialized field. If the heads of several overburdened city departments were freed from the responsibility for the purchase and issuance of supplies they could give more time to essential functions of their departments and they would have more money to perform these functions.

*Private Business*

through the pressure of competition and hard experience has been forced to undertake painstaking studies and immense initial expenditures in order to effect current savings by:

- 1—The efficient purchase of materials;
- 2—The efficient consumption of materials;
- 3—The efficient utilization of by-products formerly considered waste.

For Toronto four well-defined plans for control of supply, purchase and use have been advocated:

- 1—One central purchasing department created de novo.
- 2—The building up and improvement of a purchasing department around the already well-organized bureau in the Works Department as a nucleus.
- 3—A purchasing board consisting of the Commissioners of Works and Property and the City Clerk.
- 4—The purchase of printing and stationery by the City Clerk and all other materials by the purchasing bureau of the Department of Works.

*Which Will Be Adopted?  
When?*