

**Look for
other "forward steps" re other
departments, in succeeding
bulletins.**

**What can be done in one div-
ision of one department can
be duplicated in every div-
ision of every department.**

Queries :

- 1. Whose business is it?**
- 2. Who reap the benefit of
efficient administration?**
- 3. Whose dollars are lost
through inefficient ad-
ministration?**

EFFECTIVE CITIZEN CO-OPERATION

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

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BUREAU OF MUNICIPAL RESEARCH
LUMSDEN BUILDING, TORONTO

Bulletin No. 23

July 23, 1914

**Making one hundred
cents do a dollar's
worth of work**

Story Number One

**As one result of the adoption of
certain principles of scientific
management in**

Tax Collection

**the city collected before July 1st,
of taxes for the current year**

\$426,228.54

**The corresponding figures for
1913 were**

\$98,381.05

Some Other Results

I.

Outstanding arrears of taxes January 1st, 1914 . . .	\$2,327,265.93
Outstanding arrears of taxes July 1st, 1914 . . .	<u>1,346,237.46</u>
Amount of arrears collected in six months	\$981,028.47
Corresponding collections for 1913	<u>\$571,594.14</u>

II.

On January 1st, 1914, tax rolls for 1909, 1910, 1911, 1912, 1913 were still open.

By May 1st, 1914, all 1909 rolls were closed.

By July 1st, 1914, all 1910 rolls were closed, 5 of the 1911 and 2 of the 1912 rolls were either closed or in process of closing.

while

89% of the 1913 taxes had been collected.

How?

1. By getting out the tax bills 26 days earlier than last year.
2. By issuing legible, typewritten bills.
3. By issuing simpler forms.
4. By putting a premium on accurate work through the establishment in the Tax Collection Division of service records by which responsibility for mistakes can be instantly and definitely located.
5. By checking up each day's work after hours before sending out bills.
6. By posting each day the business of that day.
7. By a general tightening up.