

TEXT OF THE INAUGURAL ADDRESS OF HUBERT H. HUMPHREY AS MAYOR OF
MINNEAPOLIS, MONDAY, JULY 3, 1945

For release:
P.M. Editions, Monday, July 3, 1945

Honorable Members of the City Council:

The privilege of appearing before you is a sobering and challenging one, because, as your newly-elected chief executive, I am acutely conscious of the tremendous responsibility that will rest upon me during the next two years.

It is a responsibility that I share with you, as members of the city council, and with members of our other boards and commissions, to make certain that our city government shall successfully manage its affairs during one of the most critical periods in our history.

In the period that lies ahead, it shall be our task to ensure continued production in our war factories, and, after victory, to assist in the reconversion of our war industries to a peace-time basis.

It shall be our task to help relocate thousands of war workers in peace-time industry.

It shall be our task to ensure harmonious labor-management relations that will guarantee a setting of industrial peace for the achievement of continued prosperity.

It shall be our task to make certain that as the servicemen return to this community they will be given every opportunity to resume their normal lives as civilians.

It shall be our task to guard against a breakdown in human relations in our community such as occurred in many localities after the last war.

And it shall be our task to administer the governmental functions entrusted to us in the most economical, most efficient, and most beneficial manner possible.

We meet today to begin formulating plans and policies that will deal with many problems that now beset our community and others that we can expect to emerge as the change from war to peace increases in tempo.

At the very outset of our relations as mayor and council, I wish to state that I come before you with a respectful and sincere desire to cooperate with your honorable body. We will not measure up to these tasks unless we have teamwork and sincerity of purpose on all sides.

I am aware of both the powers and limitations of my office as set forth in the charter of our city, and I offer you full assurance that I shall at all times respect my constitutional position and avoid any encroachment upon your prerogatives.

In return, I ask your cooperation and assistance in making possible the realization of the type of administration that will best serve our community.

I speak frankly on this matter because it is of utmost importance to the future social and economic welfare of our community that there be harmonious working relations between the various branches and departments of our government.

The recent municipal elections demonstrated, I believe, a clear desire on the part of the voters to instill new life in their city government and they are looking to us for the formulation and execution of programs which they believe are necessary for the building of a better city.

The success of democratic government demands that it be responsive to the wishes of the people. If we fail in our duty, it is not only we as individuals who suffer; it is the cause of democracy and the cause of continued expansion of freedom that suffer. This is our challenge and this is our responsibility.

During the war we have experienced a high level of employment, a sharp reduction in our relief costs, an expanded industrial production, increased revenues for our city, and generally improved economic conditions.

But war-time prosperity has not brought financial solvency to Minneapolis, nor has it provided us with a guarantee of full employment in the

post-war. We must not delude ourselves by thinking that we have fundamentally solved our community problems during the war period.

Indeed, the war has, rather than solved any problems, accentuated the responsibilities of government and our challenge to solve our civic problems. The war has demonstrated the continuing need for united community action on a broad front.

It has brought into sharp focus many issues, such as housing, law enforcement, and the adequacy of our welfare and recreational facilities. It has demonstrated the imperative need for expanded industrial production, if we are to have a high level of employment.

It has demonstrated that the strength of a community lies not only in its material resources but also in the health, the education, and the patriotic devotion of its citizens.

The war has demonstrated, finally, the need for an active and enlightened program, involving the cooperative efforts of all sections of the community, that will build a sounder economic and social base for our life as a city.

Already there is a public awareness of the need for this type of program. There is a deep concern about the future -- a concern which becomes more real because of our clear recollection of the problems of our immediate past. We are determined that there will not be a recurrence of breadlines, of mass unemployment, of idle factories and closed banks. We are determined that a community in peace can be as dynamic and as prosperous as a community at war.

This concern about the future has resulted in the creation of a large number of public and private agencies devoted to the study of some phase of community redevelopment, housing, business expansion, law enforcement, the improvement of recreational and welfare facilities, and our problems of local government.

This is encouraging. It signifies an awakening of civic spirit. These groups are performing the valuable service of preparing the ground upon which we can build a better city.

It would be folly for us not to recognize the value of these groups. We should encourage their work and assist them in every manner beneficial to the community.

However, an adequate post-war program for our city requires the pooling of the resources and skills of all groups both public and private.

It has required unity of effort to achieve victory in this war. It will require unity of effort to accomplish the fulfillment of our peace-time plans.

Minneapolis, like many other cities, has over the years undergone many changes that have resulted in great loss in property values, emergence of blighted areas, the development of traffic hazards, and the deterioration of many municipal facilities.

Our blighted and sub-standard living areas existed long before the war. Construction during the 1930's was less than half the level maintained in the preceding 10-year period.

Many of our traffic routes are congested and in need of modernization. The majority of our municipal buildings and service facilities are in need of expansion and repair. Many sections of our downtown business district, particularly in the older area, have become economic liabilities. The existence of blighted areas creates conditions which lower health and living standards, causing social losses which cannot be estimated in dollars and cents.

What Minneapolis needs is an overall program of community redevelopment -- an overall program of slum and blighted area clearance, the undertaking of many needed public construction projects, and the encouragement of private capital to invest in large scale business and residential construction.

We, as public officials, must do everything possible to encourage urban redevelopment. We must utilize the legislation which has empowered our city government to assist private capital in wide scale neighborhood redevelopment. This means the closest working relationship between our agencies of government and those individuals or corporations that wish to undertake development projects.

Successful community redevelopment cannot be achieved by government alone. We must, I suggest, establish a committee representing every interest in our city. This committee should coordinate its efforts with our city planning commission and the Council's Postwar Progress Committee in formulating an over-all postwar development program.

Government and community, business and labor, social agencies and financial institutions must work together. A master plan must be formulated. This plan will become the blueprint for the future Minneapolis.

There is every reason to believe that both the state and national governments will be willing to lend financial assistance to a well-planned program that has community support.

Economic studies prove that the greatest single factor to guarantee increased employment and industrial activity in Minneapolis will be large-scale construction program. Therefore, first among our post-war responsibilities is urban redevelopment in its broadest sense.

One aspect of urban redevelopment which requires immediate and specific attention is that of housing.

The immediate problem is to provide sanitary, safe, and suitable homes for war workers and for wives and families of servicemen. This necessitates an even more vigorous program of locating available housing space, a complete study of our zoning ordinances in terms of the emergency,

and, finally, the securing of proper priority rating for materials to enable construction of units already allocated by the National Housing Authority and our local Production Urgency Committee.

The emergency aspects of our war housing situation should not be confused with the long-range or post-war need for many new homes.

The solution of the long-term housing problem necessitates the encouragement of private capital to invest in large-scale housing projects as well as individual home construction. There must be the widest possible application of the recently-adopted Neighborhood Redevelopment Act which authorizes establishment of a commission with authority to assist private investors and corporations in a program of extensive housing and slum clearance.

Large-scale housing construction in Minneapolis must include a combination of both private and public investment. Minneapolis has individuals in the low-income group who are unable to pay rents required to support private construction. We must have an enabling act which will permit Minneapolis to establish a municipal housing authority. If this cannot be obtained by action of the state legislature, I propose that we amend our city charter to empower the municipality with necessary legal authority.

One objective of both community redevelopment and housing is the creation of new job and business opportunities. Postwar progress demands that Minneapolis industry function at full capacity.

A large portion of Minneapolis wartime industrial activity is of strictly emergency nature, and with the end of war this industrial capacity will be lost to this area unless proper steps are taken soon to ensure reconversion of those facilities suitable for peace-time production.

Encouragement of reconversion of wartime facilities should be part of a larger program to stimulate business and industrial expansion. This

larger program should include a vigorous drive to obtain freight rate equality for this section of the nation, unceasing activity to expand our transportation facilities, completion of the upper harbor projects, promotion of closer understanding among business, labor, and agriculture, and the encouragement of research that will help local industries manufacture products which will make Minneapolis the center for processing new commodities made from locally-produced materials.

Special attention should be given to the encouragement of local labor-management committees. The war-time pattern of harmonious industrial relations must be continued into the peace-time period.

Successful post-war planning and financial solvency are inseparable. We can expect substantial assistance from the federal and state governments for needed public works, but we must be prepared to share in the costs.

War prosperity has not substantially altered our city's basic financial difficulties. We still have a bond indebtedness of more than \$50,000,000 and ever-increasing demands for new community services and facilities which necessitate increased revenues.

Therefore, a first step in our post-war planning is the designing of a long-range program that will lead us back to financial solvency. In cooperation with the Board of Estimate and Taxation and the other municipal agencies concerned with the problem of finance, we should undertake a program aimed at achieving the proper legislative action which will alleviate our financial problem.

There are many possibilities which should be fully explored. There should be a complete analysis of the state tax structure and its relationship to municipal revenues as a means of securing our just share of state revenues. We should continue our fight for municipal sharing of the gross earnings tax.

We should study the revenue programs of such cities as Philadelphia, Milwaukee, and Louisville -- programs which provided solutions to financial conditions similar to ours.

At an early date I would like the privilege of again appearing before your honorable body to present a more detailed account of the tax and financial problem and the possible means of solving it.

Minneapolis, as the major city in the state, must enlist the support of its sister cities in attacking this problem. Its solution is dependent upon an equitable distribution of state tax revenues. To achieve this will require not only action by local government but also the assistance and support of business and labor and the understanding of our critical situation by the representatives of the rural areas.

Minneapolis has suffered from the publicity of laxity in law enforcement. This undoubtedly has prejudiced and influenced the rural areas against our city. Any program of goodwill or public relations directed towards gaining the confidence and understanding of the people in other sections of this state must include adequate and proper law enforcement.

Yes, adequate and proper law enforcement is an integral part of our over-all community program and must have its proper place within a total program of civic betterment.

I recognize that under the terms of our city charter the mayor has primary responsibility for the maintenance of law and order, but his hands must not be tied by inadequate personnel and facilities. Efficient police administration may necessitate the acquisition of improved and modern facilities, the establishment of a continuing program of in-service police training, and the recruitment of additional police personnel.

More than 150 members of our police department are now in the armed services. There are three alternatives in designing a policy for their reemployment: Either (1) they will be absorbed by the department as an addition to the force, (2) they will be denied reemployment altogether, or (3) they will displace present employees.

All scientific surveys of our police department prove that it is undermanned. It is, therefore, my recommendation that a policy be established to guarantee reemployment of police personnel returning from the armed services on the basis of addition to the force without dismissal of present employees.

It is estimated that this policy will ultimately increase the number of police officers by approximately 100. The rights of these men will be guaranteed and at the same time this policy will provide Minneapolis more adequate police protection.

An advisory committee on police administration and law enforcement will become an integral part of my administration. Programs directed toward crime prevention and the curtailment of juvenile delinquency will be expanded.

Law enforcement is not merely a matter of police administration. A peaceful and harmonious and law-abiding community comes only when people live in conditions which are conducive to normal and healthy community relations.

There is a direct relationship between a high level of employment at decent wages and a respect for law. There is a direct relationship between good housing, adequate parks and playgrounds, progressive schools, modern library facilities, and respect for the laws and ordinances of this city.

It is with this in mind that I recommend to this body and our other governmental agencies the expansion and development of our libraries, parks and playgrounds; the building of new and better housing, and the designing of programs aimed at ensuring a high level of employment.

It is also essential that the need for new and improved health and welfare facilities be considered and that we cooperate fully with the Board of Public Welfare in its efforts to elevate the standards of public health and welfare.

In the performance of our public duty you, as members of the city council, and I, as mayor, must work within the framework provided by the city charter. We must respect the authority vested in other governmental boards, each entrusted with specific responsibilities. In the discharge of their responsibilities these agencies can serve the public efficiently only if their policies are coordinated and integrated. As a member of the various boards I shall attempt to provide leadership toward that end.

Minneapolis city government has been the subject of debate for many years. Many proposals for charter revision have been recommended and many groups have urged reform because of a sincere belief that our present structure of government is inadequate.

There is no denying that many people sincerely believe our present form of government, with its many boards and commissions which take away power and responsibility from the mayor and the council, is inadequate. This places a definite responsibility upon us to demonstrate the adequacy and efficiency of the present form by carrying into effect the programs that are essential to civic betterment. If we are unable to do this with the existing machinery of government, then we ought courageously to face the issue of sound reform.

The challenge for efficient government was well stated by our late president, Franklin Roosevelt, when he stated, "The modern democratic statesmen realizes now more than ever before that, if government is to be able to meet its appointed tasks, it must be more practical, more efficient, and more responsive to needs. Simple honesty in the carrying out of the plans and policies is not enough. So far as government is concerned with any social or economic planning, success can be and will be imperiled if we do not put in order our governmental organization for this duty."

TEXT OF THE INAUGURAL ADDRESS OF HUBERT H. HUMPHREY AS MAYOR
OF MINNEAPOLIS, MONDAY, JULY 3, 1945

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~~PM Editions~~
~~Monday, July 2, 1945~~

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In the period that lies ahead, it shall be our task to ensure continued production in our war factories, and, after victory, to assist in the reconversion of our war industries to a peace-time basis.

It shall be our task to help relocate thousands of war workers in peace-time industry.

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It ~~shall~~ ^{SHALL} be our task to guard against a breakdown in human relations in our community such as occurred in many localities after the last war.

And it shall be our task to administer the governmental functions entrusted to us, in the most economical, ^{the} most efficient, and ^{the} most beneficial manner possible.

We meet today to begin formulating plans and policies ~~that~~ WHICH will deal with many problems that now beset our community and others that we can expect to emerge as the change from war to peace increases in tempo. (Pause)

At the very outset of our relations as mayor and council, I wish to state that I come before you with a respectful and sincere desire to cooperate with your honorable body. We will not measure up to these tasks unless we have teamwork and sincerity of purpose on all sides.

I am aware of both the powers and limitations of my office as set forth in the charter of our city, and I offer you full assurance that I shall at all times respect my constitutional position and avoid any encroachment upon your prerogatives.

In return, I ask your cooperation and assistance in making possible the realization of the type of administration that will best serve our community.

I speak frankly on this matter because it is of utmost importance to the future social and economic welfare of our community that there be harmonious working relations between the various branches and departments of our government. (Pause)

During the war, we have experienced a high level of employment, a sharp reduction in our relief costs, an expanded industrial production, increased revenues for our city, and generally improved economic conditions.

But war-time prosperity has not brought financial solvency to Minneapolis, nor has it provided us with a guarantee of full employment in the post-war. We must not delude ourselves by thinking that we have fundamentally solved our community problems during the war period.

Indeed, the war has, rather than solved any problems, accentuated the responsibilities of government and our challenge to solve our civic problems. The war has demonstrated the continuing need for united community action on a broad front.

It has brought into sharp focus many issues, such as housing, law enforcement, and the adéquacy of our welfare and recreational facilities. It has demonstrated the imperative need for expanded industrial production, if we are to have a high level of employment.

It has demonstrated that the strength of a community lies not only in its material resources but also in the health, ^{the welfare,} the education, and the patriotic devotion of its citizens.

The war has demonstrated, finally, the need for an active and enlightened program, involving the cooperative efforts of all sections of the community, ^{in this manner we can and} ~~that~~ will build a sounder economic and social base for our life as a city. (Pause)

Already there is a public awareness of the need for this type of program. There is a deep concern about the future -- a concern which becomes more real because of our clear recollection of the DIFFICULTIES ~~problem~~ of our immediate past. We are determined that there will not be a recurrence of breadlines, of mass unemployment, of idle factories and closed banks. We are determined that a community in peace can be as dynamic and as prosperous as a community at war.

This concern about the future has resulted in the creation of a large number of public and private agencies devoted to the study of some phase of community redevelopment, housing, business expansion, law enforcement, the improvement of recreational and welfare facilities, and our problems of local government.

This is encouraging. It signifies an awakening of civic spirit. These groups are performing the valuable service of preparing the ground upon which we can build a better city.

It would be folly for us not to recognize their value. We should encourage their work and assist them in every manner beneficial to the community.

However, an adequate post-war program for our city requires the pooling of the resources and skills of all groups both public and private.

It has required unity of effort to achieve victory in this war. It will require unity of effort to accomplish the fulfillment of our peace-time plans.

Minneapolis, like many other cities, has over the years undergone many changes that have resulted in great loss in property values, emergence of blighted areas, the development of traffic hazards, and the deterioration of many municipal facilities.

Our blighted and sub-standard living areas existed long before the war. Construction during the 1930's was less than half the level maintained in the preceding 10-year period.

Many of our traffic routes are congested and in need of modernization. The majority of our municipal buildings and service facilities are in need of expansion and repair. Many sections of our downtown business district, particularly in the older area, have become economic liabilities. The existence of blighted areas creates conditions which lower health and living standards, causing social losses which cannot be estimated in dollars and cents.

What Minneapolis needs is an overall program of community redevelopment -- an overall program of slum and blighted area clearance, the undertaking of many needed public construction projects, and the encouragement of private capital to invest in large scale business and residential construction.

We, as public officials, must do everything possible to encourage urban redevelopment. We must utilize the legislation which has empowered our city government to assist private capital in wide scale neighborhood redevelopment. This means the closest working

relationship between our agencies of government and those individuals or corporations that wish to undertake development projects.

But, Successful community redevelopment cannot be achieved by government alone. We must, I suggest, establish a committee representing every interest in our city. This committee should coordinate its efforts with our city planning commission and the Council's Postwar Progress Committee in formulating an over-all postwar development program.

Government and community, business and labor, social agencies and financial institutions must work together. A master plan must be formulated. This plan will become the blueprint for the future Minneapolis.

I recommend for your consideration the strengthening of our City Planning Commission by increased appropriation so as needed for research & technical services.

There is every reason to believe that both the state and national governments will be willing to lend financial assistance to a well-planned program that has community support.

Economic studies prove that the greatest single factor to guarantee increased employment and industrial activity in Minneapolis will be a large-scale construction program. Therefore, first among our post-war responsibilities is urban redevelopment in its broadest sense.

One aspect of urban redevelopment which requires immediate and specific attention is that of housing.

The immediate problem is to provide sanitary, safe, and suitable homes for war workers and for wives and families of servicemen. This necessitates an even more vigorous program of locating available housing space, a complete study of our zoning ordinances in terms of the emergency, and, finally, the securing of proper priority rating for materials to enable construction of units ~~already~~ allocated by the National Housing Authority and our local Production Urgency Committee.

The emergency aspects of our war housing situation should not be confused with the long-range or post-war need for many new homes.

The solution of the long-term housing problem necessitates the encouragement of private capital to invest in large-scale housing projects as well as individual home construction. There must be the widest possible application of the recently-adopted Neighborhood Redevelopment Act which authorizes establishment of a commission with authority to assist private investors and corporations in a program of extensive housing and slum clearance.

Large-scale housing construction in Minneapolis must include a combination of both private and public investment. Minneapolis has individuals in the low-income group who are unable to pay rents required to support private construction. We must have an enabling act which will permit Minneapolis to establish a municipal housing authority. If this cannot be obtained by action of the state legislature, I propose that we amend our city charter to empower the municipality with necessary legal authority. (Pause)

One objective of both community redevelopment and housing is the creation of new job and business opportunities. Postwar progress demands that Minneapolis industry function at full capacity.

A large portion of Minneapolis wartime industrial activity is of strictly emergency nature, ~~and~~ with the ~~the~~ end of war, this industrial capacity will be lost to this area unless proper steps are taken ~~to~~ to ensure reconversion of those facilities suitable for peacetime production.

Encouragement of reconversion of wartime facilities should be part of a larger program to stimulate business and industrial

expansion. This larger program should include a vigorous drive to obtain freight rate equality for this section of the nation, unceasing activity to expand our transportation facilities, completion of the upper harbor projects, promotion of closer understanding among business, labor and agriculture, and the encouragement of research that will help local industries manufacture products which will make Minneapolis the center for processing new commodities made from locally-produced materials.

Special attention should be given to the encouragement of local labor-management committees. The war-time pattern of harmonious industrial relations must be continued into the peace-time period. It is the responsibility of government to require of business management and organized labor, the placing of community interests above that of their particular group. Labor relations can no longer survive by the law of the jungle. We have arrived at a point in our economic life where it is of utmost importance that those responsible for production, both on the side of management and labor, dedicate themselves wholeheartedly to a program of expanded employment and expanded production which will provide ^{and business} job opportunities in the readjustment period following this war. It is our responsibility and our duty to remember a sacred obligation and a solemn promise to the men and women of our armed services that ^{employment} suitable ~~in~~ ^{at} decent wages would be available upon their return. The magnitude of this task is so overwhelming and the challenge so compelling that every resource and every effort must be made to guarantee cooperation between business, labor and government throughout our city.

Successfull post-war planning and financial solvency are inseparable. We can expect substantial assistance from the federal and

state governments for needed public works, but we must be prepared to share in the costs.

War prosperity has not substantially altered our city's basic financial difficulties. We still have a bond indebtedness of more than \$50,000,000 and ever-increasing demands for new community services and facilities which necessitate increased revenues.

Therefore, a first step in our post-war planning is the designing of a long-range program that will lead us back to financial solvency. In cooperation with the Board of Estimate and Taxation and the other municipal agencies concerned with the problem of finance, we should undertake a program aimed at achieving the proper legislative action which will alleviate our financial problem.

There are many possibilities which should be fully explored. There should be a complete analysis of the state tax structure and its relationship to municipal revenues as a means of securing our just share of state revenues. We should continue our fight for municipal sharing of the gross earnings tax. We should study the revenue programs of such cities as Philadelphia, Milwaukee, and Louisville -- programs which provided solutions to financial conditions similar to ours.

At an early date I would like the privilege of again appearing before your honorable body to present a more detailed account of the tax and financial ^{SITUATION} ~~problem~~ and the possible means of solving it.

Minneapolis, as the major city in the state, must enlist the support of its sister cities in attacking this problem. Its solution is dependent upon an equitable distribution of state tax revenues. To achieve this will require not only action by local government but also the assistance and support of business and labor and the understanding of our critical situation by the representatives of the rural areas.

Minneapolis has suffered from the publicity of laxity in law enforcement. This undoubtedly has prejudiced and influenced the rural areas against our city. Any program of goodwill or public relations directed towards gaining the confidence and understanding of the people in other sections of this state, must include adequate and proper law enforcement.

Yes, adequate and proper law enforcement is an integral part of our over-all community program. ^{IT} ~~IT~~ must have its proper place within a total program of civic betterment.

I recognize that under the terms of our city charter, the mayor has primary responsibility for the maintenance of law and order, but his hands must not be tied by inadequate personnel and facilities. Efficient police administration may necessitate the acquisition of improved and modern facilities, the establishment of a continuing program of in-service police training, and the recruitment of additional police personnel.

More than **175** members of our police department are now in the armed services. There are three alternatives in designing a policy for their reemployment: Either (1) they will be absorbed by the department as an addition to the force, (2) they will be denied reemployment altogether, or (3) they will displace present employees.

All scientific surveys of our police department prove that it is undermanned. It is, therefore, my recommendation that a policy be established to guarantee reemployment of police personnel returning from the armed services on the basis of addition to the force without dismissal of present employees.

It is estimated that this policy will ultimately increase the number of police officers by approximately 100 ^{men}. The rights of these men will be guaranteed and at the same time this policy will provide Minneapolis more adequate police protection.

An advisory committee on police administration and law enforcement will become an integral part of my administration. Programs directed toward crime prevention and the curtailment of juvenile delinquency will be expanded.

But, Law enforcement is not merely a matter of police administration. A peaceful and harmonious and law-abiding community comes only when people live in conditions which are conducive to normal and healthy community relations.

There is a direct relationship between a high level of employment at decent wages and a respect for law. There is a direct relationship between good housing, adequate parks and playgrounds, progressive schools, modern library facilities, and respect for the laws and ordinances of this city.

It is with this in mind that I recommend to this body and our other governmental agencies the expansion and development of our libraries, parks and playgrounds; the building of new and better housing, and the designing of programs aimed at ensuring a high level of employment.

The postwar plans of our Park Board merit the fullest support on the part of the Council and the mayor. The parks, the parkway, and the playground system of Minneapolis is one of the biggest assets of our community. It has made our city famous all over the country, while lending character, color, health and happiness to the lives of those who live within its bounds. We cannot be content with the glory of the past. We must expand and improve our recreational facilities within the limits of our financial means.

It is also essential that the need for new and improved health and welfare facilities be considered and that we cooperate

fully with the Board of Public Welfare in its efforts to elevate the standards of public health and welfare.

It is my recommendation that this body give serious consideration ^{to the} ~~for~~ integration and ^{con} ~~and~~ solidation of our city and county public health and welfare services and facilities. This would provide a more equitable distribution of costs and better administration. (Pause)

→ In the performance of our public duty you, as members of the city council, and I, as mayor, must work within the framework provided by the city charter. We must respect the authority vested in other governmental boards, each entrusted with specific responsibilities. In the discharge of their responsibilities these agencies can serve the public efficiently only if their policies are coordinated and integrated. As a member of the various boards I shall attempt to provide leadership toward that end.

Minneapolis city government has been the subject of debate for many years. Many proposals for charter revision have been recommended and many groups have urged reform because of a sincere belief that our present structure of government is inadequate.

There is no denying that many people sincerely believe our present form of government, with its many boards and commissions which take away power and responsibility from the mayor and the council, is inadequate. This places a definite responsibility upon us to demonstrate the adequacy and efficiency of the present form by carrying into effect the programs that are essential to civic betterment. If we are unable to do this with the existing machinery of government, then we ought courageously to face the issue of sound reform.

The challenge for efficient government was well stated by our late president, Franklin Roosevelt, when he stated, "The modern democratic statesman realizes now more than ever before that, if government is to

be able to meet its appointed tasks, it must be more practical, more efficient, and more responsive to needs. Simple honesty in the carrying out of the plans and policies is not enough. So far as government is concerned with any social or economic planning, success can be and will be imperiled if we do not put in order our governmental organization for this duty." *end of quote.*

During the period of war, great strides have been made towards attaining a united community. We have heard much about the unity in our city that has made possible our great record of war production. We have pointed with pride to the fact that men and women of all races and creeds are fighting side by side in the cause of freedom. Yet there are disturbing signs of disunity and intolerance which must command our attention. Government can no longer ignore displays of bigotry, violence and discrimination. The true test of democratic unity lies in the practical application of democratic ideals on a local basis.

Let us not fail to remember that minority persecution is the first sign of social disintegration. Let us not fail to remember that wherever dictatorship has gained control its first attack was on a racial or religious minority. ~~There~~ Let us also remember that where there has been a quick and decisive application of the instruments of law and order to smash those forces which would let loose the toxin and poison of intolerance, democratic institutions have been strengthened and freedom has been preserved.

We must dedicate ourselves to the true ideals of democracy wherein every person is accepted as a human being with dignity and worth, regardless of race, creed or color. Government, of the people, must ~~Point~~ the way. We must set the example. I call upon this honorable body to

unite with me in the promotion and establishment of a "community relations" program which will erradicate the symptoms and demonstrations of intolerance and discrimination wherever they may be found.

We here in Minneapolis have had a local Fair Employment Practices Committee which has done a splendid job in view of the limitations under which it operates. To say the least, the problem of employment discrimination has been brought out in the open and efforts, through private and public agencies, have been made to eliminate it. The steps which have already been taken and the pattern of action which has been established are achievements which cannot be liquidated at the end of the war.

It is our duty and responsibility to do all within our power to guarantee equal opportunitites of employment to all persons, regardless of race, color or/creed. It is our responsibility, regardless of action or inaction on the part of national or state government, to see to it that fair employment practices are continued here. I recommend for your consideration the establishment of a local Fair Employment Practices Committee on a permanent basis. The pattern of organization has already been established in other cities. We would do well to follow their lead. (Pause)

The recent municipal elections demonstrated, I believe, a clear desire on the part of the voters to instill new life in their city government. ~~and~~ They are looking to us for the formulation and execution of programs which they believe are necessary for the building of a better city.

The success of democratic government demands that it be responsive to the wishes of the people. If we fail in our duty, it is not only we as individuals who suffer; it is the cause of democracy

and the cause of continued expansion of freedom that suffer. This is our challenge and this is our responsibility.

And now, as I assume the great trust which the people of Minneapolis have committed to me, I appeal to you for your most earnest and thoughtful support. I shall rely upon the wisdom of this body and those who share with me the duties and responsibilities of administration. Above all, I reverently invoke the ^{**GUIDANCE**} ~~support~~ and blessings of Almighty God.



Minnesota Historical Society

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