

The Town Manager

5500 Circulation in Teaneck Township

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VOL. I No. 5

JANUARY, 1932.

TEANECK, N. J.

PRICE FIVE CENTS

Urges Wider Response To Welfare Program; Need Growing Greater

Only 1200 Out of 5000 Homes
Represented In Campaign
Fund For Needy

The business depression has affected Teaneck as it has affected almost every other large community in the United States. A large number of our citizens have found themselves unable to find employment and have had to depend on their savings to keep their homes and to keep their families. As times went on, however, and no relief was experienced, the more or less meager savings were exhausted and there came a time in many households when money had to be borrowed from life insurance policies in order to buy necessities. But even this source of cash was finally exhausted and then the spectre of want and privation became a grim reality.

It is times like these that make it necessary for a community to face a serious situation and to take steps to combat hunger, cold and want with courageous measures. It is the duty and the privilege of those more fortunate friends and neighbors that have not been so

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Assessor's Job Important; Helpful Hints On Ratables

By ARTHUR R. RAYMOND
Township Assessor

Possibly one of the most important posts, so far as the financial stability of the government is concerned, and at the same time possibly the least understood by the public, is the office of assessor. This brief outline has been prepared with the thought that it should prove especially interesting to taxpayers of Teaneck at this time, and to give them an insight and understanding of the duties and functions of the office of Assessor.

Assuming, as is commonly agreed, that a fair and just system of taxation is a basic factor in government—in view of the impera-

(Continued on Page 26)

\$65,507 Available For Jobless Relief

Official approval of the Township's unemployment relief program was received recently in a letter from Chester I. Barnard, State Director of Emergency Relief.

At a special meeting, the local Board of Education also approved the general plans and sanctioned the beginning of heavy excavation work. The approval was granted upon the report of trustee Sheffe, who had been in conference with the Township Manager, members of the Council and a playground expert, Mr. H. L. Wier of the National Recreation Association.

The State Commission also approved the transfer of \$5,000 from

(Continued on Page 28)

Pre-Election Pledges Firmly Entrenched; Promises Kept

League-Sponsored Candidates, Now In Office, Keep Faith
With "Sworn" Ideals Set Forth in "Unique" Declarations;
See Realization of Vision

On Armistice Day, November 11, 1930, four weeks after the Municipal Manager form of Government was adopted by a referendum of Teaneck voters:

Karl D. Van Wagner, Merchant
Louis G. Morton, Lawyer
Samuel S. Paquin, Journalist
Walter Ely, Railroad Executive
Frederick T. Warner, Architect

were sworn into office as councilmen for a term of four years.

Their campaign pledges which had been subscribed and sworn to

before a notary public were incorporated in the minutes of the first meeting immediately upon taking the duties of their office.

These pledges are printed in full as they appear in the public records at the Municipal Building and constitute a public document of unusual merit, unprecedented in the history of representative municipal government in the United States.

Solemn Pledges Subscribed and
Sworn To Before Notary Public

1. We pledge ourselves, individually and collectively, to carry out faithfully the letter and spirit of the law under whose provisions Teaneck has adopted a new form of government by employing as Municipal Manager for Teaneck a non-partisan business executive of recognized standing in the Municipal Manager profession—an expert qualified for the position by reason of proven, practical, successful achievement in the administration of municipal business in the United States.

2. We pledge ourselves to see that a thorough examination of all

(Continued on Page 4)

League To Sponsor Ticket For School Board

Candidates To Be Announced Soon; Clark, Draney and Vallee,
Taxpayers' Members, Have Justified Confidence;
Important Work Ahead For Trustees

While the Board of Education is preparing to draft its annual budget, and while discussion is prevalent as to the nominations to be made by Teaneck Taxpayers' League for the school election to take place in February, members of the league are expressing gratification over the record made by Messrs. Clark, Draney and Vallee, who assumed office as members of the board of Education last April as the league's first representatives in that important body.

Throughout their term in office, up to date, the league's representatives have stood solidly and consistently for the league's two cardinal principles relative to school affairs, which are:

First—The children of Teaneck are entitled to the best that can be provided in education in all grades.

Second—In all board of education matters, strictly businesslike methods must be followed, and the strictest economy practiced that is consistent with the first principle.

With this in view, the league's members in the board take the stand that the board of education budget should be fully itemized with a specific appropriation for each use or department, and the

expenditures for the various uses and departments of school activities kept strictly within the amounts appropriated therefor in the budget. From all indications, this does not seem to have been the practice in making up school budgets in former years.

There is no good reason, the league representatives maintain, why the board of education budget should not be as carefully and closely drafted, and as fully itemized as to the various uses to be made of school funds, as is the township budget in apportioning township funds to various departments, debt costs, etc.; nor why the board of education in drafting its budget should not give as full consideration to the status of the town's financial affairs as the other tax-levying body of the township.

Those who have watched the proceedings of the board of education since last April are conversant with the fact that the presence in the board of the league members has made itself felt in the deliberations of that body from the start, in the direction of economy and businesslike methods.

Hence it was entirely fitting,

(Continued on Page 18)

Another "Closeup" Of Man At Helm Of Teaneck Affairs

By SAMUEL S. PAQUIN
Township Councilman

For more than a year Paul A. Volcker has served Teaneck as Township Manager. The more significant of his specific achievements in that capacity were set forth in an article reprinted from the National Municipal Review, distributed with the October issue of THE TOWN MANAGER. Through his regular attendance at council meetings and several appearances as speaker before various organized bodies in the township, and through their contacts with him at town hall, a small per-

(Continued on Page 6)

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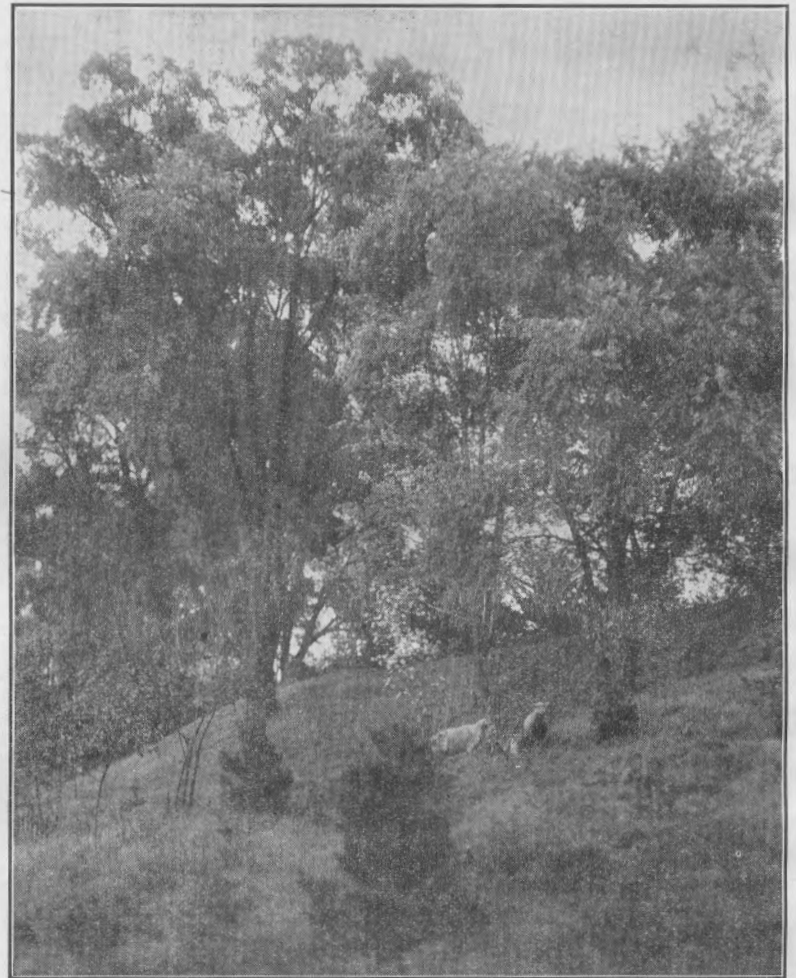
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One of Teaneck's Beauty Spots



Planning Committee Aims To Regulate, Not Hamper Growth

Legitimate Developer Need Fear No Obstacles; Study Master Plan

In the December issue of THE TOWN MANAGER, the law under whose authorization the township council created the Planning Board of Teaneck Township was explained, insofar as it relates to the creation and organization of the board and its general powers, including the adoption and publication of a master plan for the township; also steps to be taken by any desiring to lay out or improve any property in the township in any way not in accord with the master plan.

This article will explain the remaining provisions of the law, to the end that all citizens may be informed of conditions, and may understand fully that all restrictions as to zoning as established by the ordinance now in effect remain un-

changed until a master plan has been adopted and published, in whole or in part. In fact, until a master plan has been adopted and published, conditions affecting the rights and interests of property owners remain exactly the same as if the board had not yet been created.

This is pointed out and made emphatic because of the fact that already several property owners have applied to the board for permission to file maps showing layouts of streets, blocks, etc., being under the impression, apparently, that the board now has power to grant or refuse such permissions. Such is not the case, and it seems important that all property owners of Teaneck should understand that, until such time as it has adopted and published a master plan, the board can go no farther than merely to make suggestions or express opinions, which cannot

(Continued on Page 11)

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After the bulletin boards have been put in place the Police Department will have charge of plac-

ing the schedules on them and keeping them up to date.

The boards are being placed at the corners of Teaneck Road and Shepard Avenue, Teaneck Road and West Englewood Avenue, Teaneck Road and Forest Avenue, Teaneck Road and Cedar Lane, Teaneck Road and Fort Lee Road, Queen Anne Road and West Englewood Avenue, Queen Anne Road and Cedar Lane, Queen Anne Road and Fort Lee Road.

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PRE-ELECTION PLEDGES KEPT BY OFFICIALS SPONSORED BY LEAGUE

(Continued)

municipal departments is made, and that a budget is prepared for approval that shall eliminate all extravagances, waste and inefficiency and tend to bring about a reduction of taxation.

3. We pledge ourselves to make a careful study of the Township's finances; to sell its bonds in a competitive market at the lowest rate of interest, with public bidding on all issues without favoritism.

4. We pledge ourselves to recognize no other mandate than that of the citizens of Teaneck; and for the assurance of every voter we declare and affirm, under the highest sense of honor, that we have offered no position, emolument or employment, nor made any promise involving either pecuniary or honorary consideration, to any individual whomsoever.

5. We pledge ourselves to hold no secret sessions.

6. We pledge ourselves to favor no individual, party, organization or corporation to the detriment of the taxpayers of Teaneck.

7. We pledge ourselves to use merit as the sole criterion for the selection and advancement of all township employees, and without regard to their political faith or affiliations; and to inaugurate a system of civil service for subordinate employees where and when practicable and desirable.

8. We pledge ourselves not to undertake public improvements until after the most careful investigation and study has been made, and to undertake needed improvements only after all costs have been ascertained and determined and the legal number of taxpayers concerned are satisfied as to their reasonableness.

9. We pledge ourselves to give the ablest and best qualified citizens of Teaneck, irrespective of party, opportunity to share in the government of the township through the creation of advisory boards as provided in the New Jersey Municipal Manager Act, and in every way to conduct township affairs impartially and for the best interests of the citizens as a whole, without regard to race, party, faith or any other consideration except their equal rights as citizens.

Comments On The Pledges

1. **MANAGER.** This pledge has been fully kept.

On page 1 of this issue a statement of Township's Manager, Paul A. Volcker's training, experience and achievements is given in full. The savings effected during his first year of employment amount to more than 12 times his annual salary of \$7,500.

2. **TAXES.** This pledge has been kept beyond all expectations.

Through the reorganization and consolidation of administrative departments, the elimination of waste and extravagance and the introduction of more efficient methods of carrying on the public business a

Former Official



CHRIS GLOECKER
Former Chairman Township
Committee, 1929

reduction in taxes amounting to about six dollars per capita during the first year of operation was effected.

This amount would represent a saving of about \$40,000,000 per year for a city of the size of New York, or about 7% on its yearly budget. Teaneck's budget reduction amounted to about 15% exclusive of schools, state and county taxes, which are outside of the Council's jurisdiction.

3. **FINANCE.** This pledge has been fully kept.

Among the first acts of the Council was the employment of the State Commissioner of Municipal Accounts, the highest authority in the state in such matters, to audit the books of the Township. A staff of competent accountants have delved into all financial records from 1920 to 1930. The Council has now in its possession a correct picture of Teaneck's financial status as of December 31, 1930, with forty recommendations for the improvement of the accounting system which will be carried out under the supervision of the State Commissioner of Municipal Accounts at his own request.

4. **HOME RULE.** This pledge has been fully kept.

Teaneck's Councilmen have kept themselves free from all partisan political entanglements. Political bosses in the County and State have not been able to pull any strings in Teaneck. The insidious influence of outside dictation in local affairs has been entirely eliminated.

Our Councilmen have proven themselves to be absolutely free public servants "recognizing no other mandate than that of the citizens of Teaneck".

(Continued on Page 5)

PRE-ELECTION PLEDGES KEPT BY OFFICIALS SPONSORED BY LEAGUE

(Continued)

5. PUBLICITY. This pledge has been fully kept.

Nothing has been kept from the public. All informal discussions in preparatory meetings of the Council have been conducted with open doors. There have been no executive secret sessions.

6. SPECIAL PRIVILEGES. This pledge has been fully kept.

No individual, party, organization or corporation has received any special favor to the detriment of the taxpayers of Teaneck. All laws and ordinances have been enforced impartially even to the extent of taking issue with the State Board of Taxation. Two friendly suits are now before the Supreme Court. One is an appeal to determine whether County property within the Township should be exempt from local taxation. Another action before the Supreme Court is against former Township officials who disbursed funds for a tax sale which was not held, causing a loss of several thousand dollars to our taxpayers.

7. EMPLOYMENT. This pledge has been substantially carried out.

Many advocates and opponents of the "New Order" are of the same opinion that the Council upon being sworn into office should have accepted the resignation of every employee inherited from the previous administration.

The Council being pledged to the principle of merit as the sole criterion for the selection and advancement of all Township employees chose to leave undisturbed in their positions nearly all the necessary subordinate Township employees and supplanted only a few departmental clerks, who during the referendum campaign had openly declared themselves to be out of sympathy with the Municipal Manager Form of Government.

Many other taxpayers are of the opinion that this pledge has been fulfilled in view of the fact that no partisan political considerations have had any influence in new appointments. The political faith of employees has been disregarded in making appointments.

Republicans, Democrats and non-descripts are today working side by side in the Township and receiving their pay from a non-partisan administration.

The morale of the whole force has been improved generally. Some old and new employees are doing excellent work, others need to be shifted to the job they can best do or replaced by persons of greater experience for the good of the service.

The Policy Committee of the Teaneck Taxpayers' League which has made a careful survey of this question will soon make a report to the Executive Committee of said League outlining a policy of employment to be submitted for the consideration of the Council and

Township Manager, and which policy it is expected will clarify this pledge and define the steps that should be taken in the future in order that merit alone shall determine the selection and advancement of all appointees, in accordance with rules clearly stated and subject to one interpretation.

8. LOCAL IMPROVEMENTS

Nothing can be said on this pledge as no local improvements have been undertaken as yet under the "New Order".

9. Democracy In Government

This pledge has been fully kept. Since the Council took office the following Advisory Boards have been appointed.

1. Finance.
2. Public Safety.
3. Health.
4. Public and Local Improvements.
5. Charities.
6. Building Code.
7. Insurance.

The members of these advisory boards serve the Township without compensation. Many constructive and valuable recommendations have been submitted to the Council, which have been readily and gracefully adopted where they were found consistent with the general policy of an economical administration.

In summarizing the review of these pledges it may be said for the general gratification of all concerned in the well-being of this community, that Teaneck Township stands today after one year's experiment with the Manager plan of government as one of the most democratic and best governed commonwealths in the State of New Jersey. Free from political chicanery, insinuation or graft and corruption and administrative inefficiency. The initiative, the referendum and the recall are not academic aspirations any longer in Teaneck.

Good representative government as defined by Abraham Lincoln is today a vital force in the daily life of its inhabitants.

(Continued on Page 18)

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ANOTHER "CLOSEUP" OF MAN AT THE HELM OF TEANECK'S GOVERNMENT

(Continued)

centage of the citizens of Teaneck have come to know him.

But to the great majority, Teaneck's Township Manager is known only as a name. It is therefore a privilege, as a representative of the council, to introduce Mr. Volcker to Teaneck at large; to let all concerned know the facts of his training and experience before coming here—the facts that were known to all members of the council before he was selected from among various applicants for his present post, and which led to his selection.

Before going further, it seems fitting to define the relations that exist between the township manager and the council that employed him, and their relative powers and responsibilities, as set forth in the municipal manager act itself. The law itemizes many specific functions as among the duties of the manager, and makes him the administrative head of all departments except those which the law assigns to the council. Yet the same law specifies that the manager shall hold office only so long as his services are satisfactory to the council.

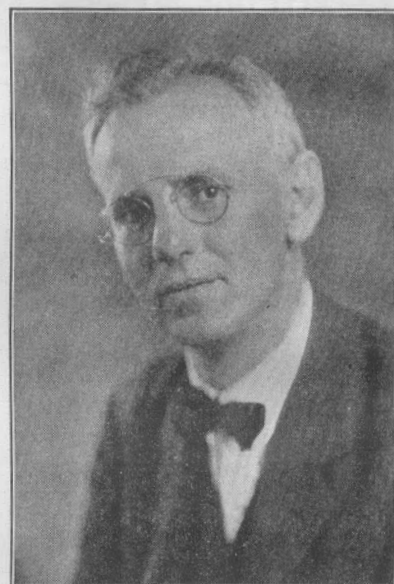
Hence it is clear that the governing power resides solely in the council, which escapes none of its responsibilities because of the fact that it employs a manager to execute the policies it decides upon either with or without the help of advisory boards. At the same time, having decided upon what is to be done, the council entrusts to the manager the doing of these things, and he is free from dictation as to the details or methods to be employed in doing them. Otherwise he could not be held accountable for either efficiency or economy in carrying on his work.

It should interest the citizens of Teaneck to know that in the period of more than a year since Mr. Volcker came to Teaneck, there has never been anything but the most harmonious relationship between the council and the manager. The council has had Mr. Volcker's full co-operation and the benefit of his suggestions, in matters where his long experience in municipal administration has made it possible for him to be helpful. In like manner, Mr. Volcker has had the full co-operation and support of the council. He has made few suggestions that have not been approved; many that have been highly valuable.

To begin at the beginning, Mr. Volcker was born forty years ago in Hoboken. At the age of twenty he was graduated from Rensselaer Polytechnic Institute at Troy, N. Y., as Civil Engineer. He is a registered professional engineer of Pennsylvania and New Jersey, and a member of the Sigma Xi, the engineering honorary society.

Started in New York State
Engineering Department

Upon leaving college Mr. Volcker entered the service of



PAUL A. VOLCKER

the New York State Engineer's Department, and for three years worked on barge canal construction work as rodman, leveler and then assistant engineer in responsible charge of construction of bridge abutments and superstructures, locks, dam and power house; also hydraulic and dipper dredging, and construction of foundations varying from rock to 30-foot piling; and steel sheet piling and crib cofferdams.

For the next two years he was assistant engineer with the New York State Highway Commission, engaged on road construction work, and during that time built Belgian block, brick and macadam roads, and made designs, surveys and estimates of roads.

City Engineer of Lebanon, Pa.

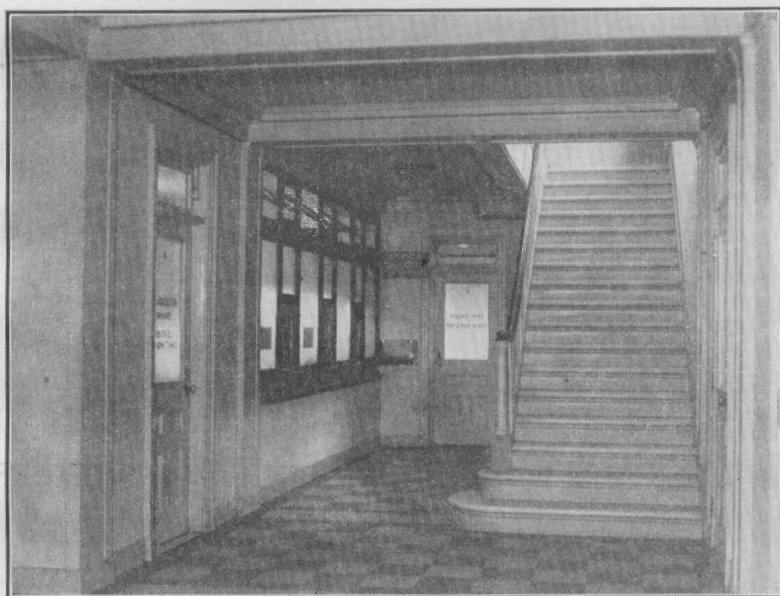
Next, and for more than six years, January, 1916 to November, 1922, Mr. Volcker was City Engineer of Lebanon, Pa., which has a population of 25,000 and a commission form of government. There he inaugurated and completed about \$1,500,000 worth of public improvements, without a single legal entanglement in connection with any of them. These improvements included a sewage disposal system with Imhoff tank and trickling filters; sanitary sewers; a flood prevention project including storm sewers; wood block, bitulithic and concrete paving; reinforced concrete culverts and bridges, and a new water supply.

So impressed had the business interests of Lebanon become with Mr. Volcker's capabilities and personality that in November, 1922, they made him General Manager of the Lebanon Chamber of Commerce, and entrusted to him the task of building up the membership and finances of an organization that had become run-down and inefficient.

In that two and a half years he carried through a program of constructive work, one phase of which was favorably commented upon in an editorial in Saturday Evening

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Municipal Building Lobby



Showing Office of Collector of Taxes

HIGH SCHOOL PUPILS TO VISIT TOWN HALL

For a period of about seven weeks last Spring the Senior Class of the Teaneck High School visited the Town Hall in groups where Township Manager Volcker and the heads of the various departments spent several hours each Friday afternoon giving these boys and girls an insight into the operations of the Township.

A few weeks ago the Township Manager again invited Principal Littel to send groups from the civic classes over for a look behind the scenes, suggesting that these groups need not be limited to the seniors. Principal Littel has accepted the invitation and a definite schedule will be mapped out right after the first of the year. Needless to say should any adult drop in while one of these tours is in progress he would be invited to join-up.

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ANOTHER "CLOSEUP" OF MAN AT THE HELM OF TEANECK'S GOVERNMENT

(Continued)

Post. He made an industrial survey, assisted in an agricultural survey and various community campaigns, worked with merchants on their retail problems and staged various local pageants. Through his efforts the Lebanon Chamber of Commerce was brought to the front rank among the chambers in that state.

First City Manager of Cape May, N. J.

Enough has already been told to explain why the city of Cape May, N. J., having adopted the municipal manager act, called upon Mr. Volcker in May, 1925, to become the first City Manager, or chief executive officer, of that coast resort city. The laws of the state set forth that in any municipality that adopts the municipal manager form of government, the manager has all the powers and responsibilities conferred upon the "mayor" in any municipal statute, except those specifically assigned in the municipal manager act itself to the mayor elected by the council. The mayor elected by the council has the right of presiding at council meetings, signing any municipal contracts, bonds or other securities, and appointing members of any free public library board. All other prerogatives of the "mayor" belonged to Mr. Volcker in Cape May for five and a half years, as they now do in Teaneck.

While in office in Cape May, City

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Manager Volcker brought that city out of financial chaos, and rehabilitated its physical condition, through the construction of a new boardwalk, water plant and beach protection structures, and strengthening, enlarging or rebuilding other public structures.

Entertainment features were improved and additional comforts and conveniences were provided for conventions and resorters, and as the publicity director and advertising manager of the city, Mr. Volcker had charge of expending an annual budget appropriation to make the advantages of Cape May known to the world.

He revised the office procedure and clerical work in City Hall and had charge of the expenditure of a yearly budget of about \$350,000, with additional yearly capital expenditure of about \$100,000.

Perhaps enough has been told here to account for the fact that in its issue of September, 1929, "The Public Dollar," published by the Chamber of Commerce of the United States, said:

"The four-year transition of Cape May, N. J., is an epic in

small city management."

Called To Teaneck

Believing in the soundness of the principle "By their works ye shall know them", Teaneck's newly elected council, having become acquainted with the story of Mr. Volcker's career and achievements, felt no hesitancy in entrusting to him the burden of administrative and executive duties involved in establishing in Teaneck its new form of government. As has already been made more than amply apparent, their decision has been more than justified by the results.

In years near at hand, with a more favorable condition of township affairs, it will be possible for Teaneck to undertake public improvements, where needed to safeguard the interests of the growing community. The council feels that the people of Teaneck are to be congratulated upon having at the helm in their municipal administration Mr. Paul A. Volcker, whose experience has made it possible for him to enter into the official and business problems of the community with capability and understanding.

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**URGE WIDER RESPONSE
TO WELFARE PROGRAM;
NEED GROWING GREATER**

(Continued)

seriously affected by the depression to come to the aid of their less fortunate fellow beings.

The Teaneck Welfare Relief Committee is not at all a new organization. For a number of years Frank De Ronde and a number of trained workers have been going about their relief work among the families that have stood in the need of aid. Perhaps a large number of our Teaneck citizens have not been aware of the fact that relief was being carried on quietly and effectively. Not only did that committee carry out its relief work but also collected funds from willing contributors to that end. This year, however, the conditions were seen to be so bad and the demand for

(Continued on Page 8)

funds so great that it was apparent that this committee could not carry on both the relief work and the collection of funds.

Collection of Funds

As a result of the realization of these conditions the Teaneck Welfare Organization was formed, whose duty it is to collect funds in Teaneck. Let it be clearly understood that the recently organized Welfare Organization has for its only purpose the collection of funds. The actual use of these funds for relieving distress is left in the hands of the trained workers who have been at this task for many years.

It is also necessary to clear up one question that has often been asked. Not a single one of the workers in either of the branches of the welfare Organization is paid in any way, shape or form for the work performed. All of the workers are volunteers and every cent which is collected is used for relief purposes. The only expense which has been incurred so far is that of printing forms, receipts and similar necessary supplies and even here the printer has given his lowest figures and has donated some of the work to our organization.

The town has been divided into nine districts, each district in charge of a district leader. These district leaders in turn have appointed block leaders and workers whose duty it is to canvass their street, and going from house to house and obtaining pledges and subscriptions. Unfortunately the success of this canvass has not been as great as anticipated. In many a home the door was shut in the worker's face; in many a home the workers were told that the people in that home were not interested in the cause of relief. On the other hand there has been many a home where more than the sum asked for was gladly donated and there have been cases where subscriptions were offered by people who themselves were unemployed but who felt the need of their fellowman.

What is the reason for this apathy on the part of our people? It must be because many of them do not realize the seriousness of

the situation and do not believe that we have so many needy cases in the town that it becomes necessary to collect a considerable fund to meet these needs. Let us just take a few needy cases to show how great the need really is:

Many Needy Cases

Case X. A man with a wife and two children, formerly a salesman. He lost his position through no fault of his own, used whatever resources he had. But after a year's time without employment he was in desperate need. He ran behind in his rent for many months and was finally dispossessed. He had no place to go to, having no money to pay rent or even to move. The relief committee found a smaller, cheaper but satisfactory place to live, paid his rent and moving expenses, supplied coal and food and rendered general moral support which gave to that man a new hope in life and the chance to look forward.

Case Y. A family living in one of the nicer quarters of the town was visited by the welfare worker. There was no indication of the dire distress of the people until the worker entered the home. It was a cold day, a bitter wind blowing. The house was ice cold and no food in the house. The man was a mechanic who had a reputation for honesty, sobriety and industry. But he had been out of work a long time and was at the end of his resources. The needs of this family were immediately looked after, so that they would not be deprived of at least the barest necessities of life.

Case Z. A white collar case. These are the hardest to handle as there is an inherent pride present which will not let the outside world know how terrible conditions are. In this case the husband had been out of work for two years, was disheartened and in a hopeless mental state. Yet the people were too proud to ask for help. They were finally convinced of their need for coal and food and these were supplied to them and a new hope aroused in their hearts.

And so these cases could be multiplied by dozens and dozens and then there are the hundreds of cases in our towns that are too proud to ask for aid and bear their terrible burden in silence and sorrow. Conditions are bad and only a relatively small number of our people seem to realize the urgent call for aid.

What is asked for the unfortunate friends and neighbors who have been particularly affected by the depression? Let us not use the word "charity", for it is not that which we wish to extend to them. They are not the recipients of charity. But they have a right to look to their fellows, their neighbors, their own home town citizens for deserved aid in order to tide them over a condition into which they have drifted through causes entirely beyond their control. Is it not the duty of everyone of us who have not been hit so hard by conditions to come to their aid? Surely we are "our brother's keeper" and it is our solemn duty to extend a

(Continued on Page 25)

TEANECK'S CLERGY PLANNED CAROL SING



Pictured are members of Teaneck Choral Committee, sponsoring Christmas carol gathering of Teaneck residents. Seated, left to right, the Rev. R. Rowland, Donald M. Waesche, the Rev. Richard Baxter; standing, Dr. Lester G. Neulen, the Rev. J. J. Solter, the Rev. Charles L. Kemble, and the Rev. Charles Waldron. Besides those shown in the picture who are members of this committee are Rev. W. K. Russell, Rev. Charles W. Schnabel, Rev. J. J. O'Neil and Wilbur Hamje.

Letters From The People

December 8th, 1931.
Superintendent of Streets,
Borough Hall,
Teaneck, New Jersey.
Gentlemen:

In reading over the December issue of the "TOWN MANAGER" I was much pleased with the report given and which stated that there are no holes in the streets of Teaneck. You are to be complimented for this fine state of affairs but why in sam hill don't you spend a half a day and put the intersection of Cedar Lane and Red Road in at least a passable condition?

This dangerous intersection (at least for those who use Red Road) has been in this shape for at least a year's time.

A good load of broken stone properly rolled and with a tarvia dressing or other suitable asphalt top, the intersection can be made safe for anyone who uses it.

The intervening space between the Cedar Lane Road bed and the beginning of the pavement on Red Road is at least 4 to 5 inches below grade, and is really dangerous

to life and limb.

We hope you can attend to this matter soon.

Very truly yours,
Wm. C. Baur,
166 Carlton Terrace

RED ROAD

Inquiry at the Town Hall relative to the condition of Red Road has elicited the information that the only place where this street was not in satisfactory condition was at its intersection with Cedar Lane a County Road where the maintenance devolves upon the County. However, in extenuation of the County road department it was explained that this intersection had not been repaired by them recently when other nearby intersections were resurfaced because the Hackensack Water Company was about to lay a thirty inch main across it. This work has been somewhat delayed but is now in progress. Undoubtedly immediately upon its completion the County will satisfactorily relay the pavement.

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"City Government of the People, for the People, and by the People."

OBJECT: To unite the people of Teaneck Township for the common purpose of securing and maintaining a non-partisan, efficient municipal government.

PRINCIPLES: We, Citizens of Teaneck, fully realize that the formation of political parties upon differences as to general principles of state and national policy is both inevitable and useful; however, we have learned from long and expensive experience that the real purposes of municipal government are impossible of attainment under Partisan Political systems.

Therefore, in order to secure for ourselves and our posterity the benefits of impartial, efficient and economical administration of our Township government, we do hereby unite and declare our determination to stand together on the following principles:

- | | |
|---|--|
| 1: Home Rule; | 8: Public credit not to be mortgaged for private speculation and advantage; |
| 2: Non-partisan government; | 9: Comprehensive planning and execution of public improvements in general interest without extravagance; |
| 3: Businesslike administration by the employment of a city manager; | 10: Streets, sewers & water mains not to be built without financial protection to the general taxpayers; |
| 4: Reduction of taxes by efficient, progressive & economical government; | 11: Zoning ordinances for the protection of the individual home owner |
| 5: Employment of qualified, disinterested and efficient public servants; | 12: Adequate fire & police protection; |
| 6: All Township business to be conducted in public, and all Township records to be open for inspection by taxpayers; | 13: Civil service system for sub-ordinate employees. |
| 7: Detailed financial statements of the Township, to be made semi-annually and immediately published in local papers; | |

I hereby subscribe to the foregoing OBJECTS AND PRINCIPLES; pledge my co-operation and best efforts toward securing their accomplishment; and accordingly request that I be enrolled as a member of the TEANECK TAXPAYERS LEAGUE.

Dated _____ 19__

Name _____

Address _____

Need For Building "School Tradition" In Teaneck Emphasized By Dr. C. L. Littel

By Dr. C. L. Littel, Principal

There are various things needed for Teaneck High School if it is to be a better than average school.



DR. CHARLES L. LITTEL

Of these I shall only mention two at this time.

1. The needs of the Physical Education or Recreational Department.
2. The building up of a real tradition of excellence in scholarship and general accomplishment.

In regard to the Physical Education or Recreational Program: We might refer back to the ancient Athenians whose system of education has been considered throughout the ages as the most ideal. Half of their school day was spent in outside recreation, while in our school only three forty minute periods a week are devoted to that purpose. With the growth of the school even with so brief a program, more outside room is necessary. In fact this year the girls have been playing on the lawn north of the high school and have found that only about one-fourth large enough for them. With the building of the new wing even that ground will be taken away. Thus next year if the wing is built our girls will be almost entirely without outside facilities. The development by the city of six tennis courts and the athletic field is a distinct step in the right direction. The tennis courts alone will add considerable space that was otherwise used for nothing. The athletic field below the high school will be in much better condition than this year for even ordinary recreational activities but it will not be large enough for the groups of boys who need to play on it. The tennis courts, however, will be available for the girls but the boys will also want to use them, so that only a part of the courts will be accessible to the girls. It is true that the new wing will have two gymnasiums which will be worth

a tremendous amount in bad weather and for evening work, but modern physical education is insisting that all gymnastic work be done outside in fair weather. This fall there have been very few days when students could not play outdoors.

In some towns the outlook for girls' physical education would be well nigh hopeless because the high schools are entirely surrounded by stores and homes. However, Teaneck is very much favored in that particular because immediately south of the present high school lies a clear tract of twenty-two and one-half acres on which there stands only two buildings, a house and a barn. This ground should be secured now before it gets into the hands of some developing company. Once the place is covered with valuable homes it will simply be out of the question for the school district to secure it. In this connection we might add that there is not sufficient room now for the parking of cars. The securing of this tract would make it possible to have an ideal parking place for automobiles in easy distance of the school building and out of the way of all through traffic.

If a syndicate could be organized to purchase options on this tract, part of it could be later sold for the present value of the whole tract, thus leaving free to the school at least twelve or perhaps fifteen acres of playground. While this extra ground could be used tomorrow to good advantage, what will be the condition ten years from now when Teaneck has grown to three times its present size and the high school includes 4,000 students in place of 1400 as at present? Even next year the high school should have over 1600 students enrolled.

In regard to the second point—the building of a tradition of excellence in scholarship and general accomplishment: The Teaneck High School is made up of teachers and students. The duty of the teacher is to guide the student. Up to the present time the student body has been made up of groups coming from various other high schools. Each group brought with it a different set of traditions. It has been the aim of the faculty to integrate these various groups and

(Continued on Page 28)

SWEENEY FUEL CO. DONATES TO CHARITY

Announcement has been made by the Sweeney Fuel Inc., that in view of the widespread suffering they thought best to dispense with the distributing of calendars this year and to apply the fund to poor relief, in the form of donations of coal to the Welfare Organizations. This has been done, according to the statement, in many cases in Teaneck and other communities which it serves.

PLANNING COMMITTEE AIMS TO REGULATE, NOT HAMPER TOWN PROGRESS

(Continued)

be official or binding until a master plan is established.

Council May Refer Matters To Board

Proceeding, then with additional provisions of the law, some are found to be highly interesting. For example it is set forth in Section Ten that the township council may, if it so chooses, refer to the planning board, by ordinance, "any other matter or class of matters" regarding which the council wishes to have a report from the board before final action is taken; and in the ordinance the council may determine whether it will take no final action pending the board's report, or it may fix a definite time before which action shall not be taken without the board's report.

In Section Eleven the law says "The governing body may by ordinance authorize and empower the planning board to adopt regulations governing the subdivisions of land within its jurisdiction and to approve plats showing new streets or highways and to determine and fix the minimum sizes of lots and to establish building lines, except when already established by the zoning ordinance."

The township council has not yet by ordinance conferred any such powers on the new planning board. Should it do so at any future time, the law provides that thereafter "before action is taken, a hearing after notice shall be given by the planning board to all parties in interest", and that "the planning board may thereupon, approve, modify and approve, or disprove such plat, taking due regard to its conformity with the official map."

Use of the words "official map" in this section indicates that its provisions cannot be effective until after such time as the board has made, adopted and published a master plan, and after the council by ordinance has adopted such master plan "either in whole or in part as the official map of the municipality."

Hence it seems clear that the council cannot confer on the board the powers enumerated in this section, nor the board exercise such powers, until a master plan has been established by the planning board, and adopted as an official map by the Council.

Report To Council In Thirty Days

When those conditions exist, the board must take such action as the section requires and report its action to the council within thirty days after the plat is submitted to it, or else the plat is deemed to have been approved. This section imposes on the township clerk the duty of certifying date of filing the plat and the failure of the board to report within thirty days. If the board disapproves any plat that has been submitted to it, reasons of such disapproval must be written in the records of the board.

The next section provides that a plat submitted to the board may

in proper cases include a park or parks for playground and recreation purposes, and that in such cases the board may require that streets and parkways shall be wide enough and so located as to meet requirements of traffic, light, air, fire protection, drainage, sanitary condition, etc., and that in making such determinations the board shall take into consideration the prospective character of the development.

"Record of Plats" is the title of Section Thirteen, which says that no plat of a subdivision of land showing a new street or highway shall be accepted for filing until approved by the board, if the board has been given power of such approval, or by the council, and such approval endorsed in writing on the plat. This also is effective only after an "official map" exists, since the section adds that any plat so approved and endorsed thereupon becomes part of the "official map". The owner of the land may indicate by notation in writing on the plat whether an offer is made of dedication to the public of any of the streets, parks or playgrounds shown thereon.

Penalties

In Section Fourteen penalties are fixed for transferring lots in any unapproved subdivision, but this section is not effective until a master plan exists. Thereafter it provides that any owner who transfers or sells any land, by reference to a plat not duly approved and filed, shall pay a penalty of not less than \$100 for each lot or parcel so sold or transferred, and that description by metes and bounds of the property sold shall not exempt from the penalty. It provides further that council may enjoin any such sale by action for injunction, and recover the penalty by civil action.

Granting of Permits

Section Fifteen, effective only after an official map has been adopted, deals with the subject of granting permits for the construction of buildings in the bed of any street shown in the map. It provides that no such permits shall be issued except in a case where property cannot yield a reasonable return to the owner unless such permit is granted.

In such a case the board of adjustment, after due public hearing and by majority vote, may grant the permit, but this must be under conditions that shall increase as little as possible the cost of opening the street; that shall tend to change the official map as little as possible and that shall conform to such reasonable requirements as the board of adjustment shall impose designed "to promote the health, morals, safety and general welfare of the public and shall inure to the benefit of the municipality."

Thus it appears that there may be departures from the official map as to its details, without reference to the planning board, but only in exceptional cases and to avoid injury to the rights of property owners, and that such departures must not violate the spirit or

(Continued on Page 12)

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She is one of few successful business women who thoroughly understands values and the details of consummating satisfactory real estate transactions. Mrs. Young in spite of her many domestic duties has taken a great deal of interest in Township civic affairs, having been one of the Vice Presidents of the Teaneck Taxpayers League and an active member of the Woman's Auxiliary.

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PLANNING COMMITTEE
AIMS TO REGULATE, NOT
HAMPER TOWN PROGRESS

(Continued)

purposes of the official map.

Section Sixteen reads: "No public sewer, water mains or other municipal street utility or improvement shall be constructed in or so as to serve any street, highway, parkway, playground or park until such street, highway, parkway, playground or park is duly placed on the official map or master plan."

The next section specifies conditions under which permits may be granted for buildings on sites to which no street or highway shown on the official map or master plan gives access. Such permits may be granted only "to avoid practical difficulty or unnecessary hardship", on appeal to the board of adjustment, and under the same conditions of appeal that apply to appeals on zoning regulations.

Changes In Zoning Regulations

Section Eighteen, entitled "Planning Board—Changes in Zoning Regulations", is so important that it seems suitable to quote it in full, as follows:

"Simultaneously with the approval of any plat controlled under sections eleven and twelve of this act, the planning board shall by resolution either confirm the zoning regulations of the land so platting as shown on the official zoning maps of the municipality or make recommendations for any reasonable change therein to the governing body. The owner of the land shown on the plat may submit with the plat a proposed building plan indicating lots where group houses for residence or apartment houses or local stores and shops are proposed to be built. Such building plan shall indicate for each lot or proposed building unit the maximum density of population that may exist thereon or therein and the maximum height and the minimum yard and court requirements.

"Such plan, if not conformable to the zoning regulations of the land shown on the plat, shall not receive final approval of the planning board unless and until the governing body has acted favorably on the recommended zoning changes in the manner prescribed by law. Such building plan shall not be approved by the planning board unless in its judgment the appropriate use of adjoining land is reasonably safeguarded and such plan is consistent with the public welfare.

"Simultaneously with placing on the official map any proposed new street, or proposed change in an existing street, the planning board shall make recommendations to the governing body for any reasonable amendment to the zoning map or ordinance of the municipality, to provide for proper setback, lines and for other restrictions and regulations of buildings and structures according to their construction and the nature and extent of their use on property to be affected by said street."

From the foregoing section it

(Continued on Page 13)

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New Traffic Bureau Aids Autoists Here

With the recent formation in the Teaneck Police Department of a Traffic Bureau, this department moves a step nearer metropolitan standards, even though the bureau at present consists of only one man, Patrolman Cronquist. This addition to, or revision of, the police force is the result of a suggestion made by Mayor Van Wagner whose particular interest in matters of public safety is well known.

Among the duties assigned to Patrolman Cronquist are the erection and maintenance of all traffic signs and lights including pavement markings, the supervision and inspection of all buses and taxis and the investigation of traffic hazards. In the inspection of buses and taxis the vehicles are examined for lights, brakes, equipment such as axes and fire extinguishers, licenses, general cleanliness and fares charged in such cases as the Township has jurisdiction.

But perhaps the most important work of all which has been entrusted to this Bureau is its work with the school children. This work consists not only of lectures by the patrolman in the school room and his instruction of traffic squads to aid in the handling of traffic near schools, but also the supervision of a general safety first course to be given in all of the schools. To carry this out the Township has subscribed to the service of a National Safety Committee, who furnish placards for the school room and for the school bulletin board, as well as material for lectures by the teacher and recitations by the pupil.

The genesis of all this work lay in a recent demand by the Parent-Teachers Associations for more protection at the schools, to which the police department replied that so much of their attention was already given to this work that they were seriously handicapped in other directions. The School Board complied with the suggestion of the Police Department that the janitors be assigned to traffic duty. The result was to relieve enough patrolmen not only to give the municipality better protection at night, but also to set up the traffic organization herein described. It is an excellent example of what can be accomplished by harmonious action between Township Council and the School Board.

EXPLAINS UPSET OF ROAD INTERSECTION

The Hackensack Water Company has at last started to lay the 30" connection on Cedar Lane. But—at the last minute they decided to lay it on the South side instead of the North side. This means that the newly repaired intersections on the South side will be ripped up and a hurry call has been sent to the County to do the necessary road work at Red Road.

PLANNING COMMITTEE AIMS TO REGULATE, NOT HAMPER TOWN PROGRESS

(Continued)

appears that the existing zoning ordinance may be changed to meet the requirements of any large proposed development that would be beneficial to the township, provided such changes are approved first by the planning board and later by ordinance passed by the council. Hence it is clear that neither the official map, when adopted, nor the zoning ordinance already effective, need be regarded as an insuperable obstacle standing in the way of any enterprise that aims at the upbuilding of any section of the township.

Rather, they are to be regarded as safeguards against any such enterprises as either the planning board or the council, or both, may regard as contrary to the general welfare of the community. The council has already declared that it is its policy, now that a planning board has been created, to defer action upon any appeals for changes in the zoning ordinance, until such time as the planning board is ready to be consulted regarding them.

Court Review

Section Nineteen, entitled "Court Review", reads as follows: "No writ of certiorari to review any decision of the planning board shall issue unless application therefor be made within thirty days after the filing of the decision in the office of the board. The allowance of this writ shall not stay proceedings upon the decision unless so ordered by the court."

Section Twenty provides that any public utility, after hearing on a petition to the Board of Public Utility Commissioners of which the township has had notice, shall be exempted from this act or any ordinance or regulation made under its authority, as applying to existing property or to buildings or structures used or to be used by such public utility in furnishing service, if on such hearing the commissioners decide that the "pro-

posed situation of the building or structure in question is reasonably necessary for the service, convenience or welfare of the public.

Section Twenty-one, which concludes the act except for repealer clauses, provides that if any section or provision of the act is questioned in court and held to be unconstitutional or invalid, the same shall affect no other section or provision of the act, except so far as the part held unconstitutional or invalid shall be inseparable from

the remainder or any other part thereof. It also requires that courts shall construe the act "most favorably to municipalities, it being the intention hereof to give all municipalities the fullest and most complete powers possible concerning the matters provided for under this act."

In concluding it may be remarked that the final phrase of the act just quoted marks its framers as favorable to the principle of home rule.

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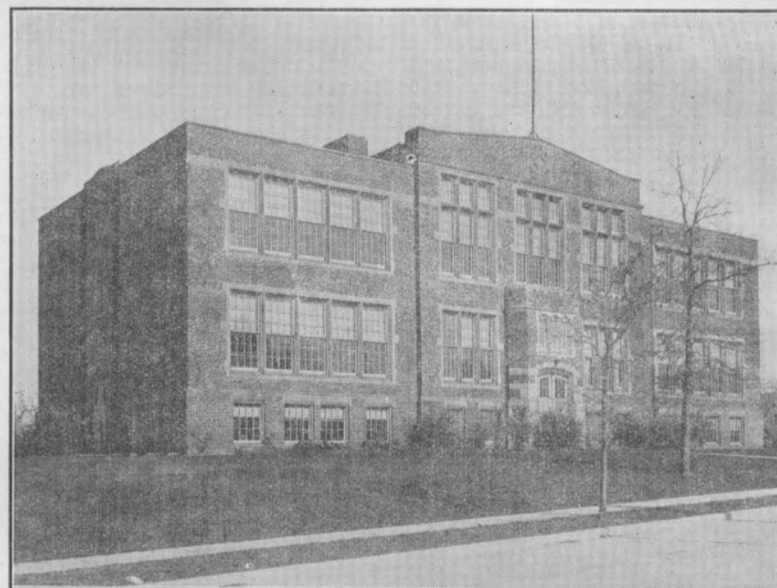
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Another Elementary School**Purposes of Modern Education And
Methods of New Teaching Explained**

By Dr. Lester N. Neulen, Supervisor of Teaneck Schools

(Continued From Last Issue)
The investigators then trained clerks to check the spellings and misspellings of each word; and after much labor and the expenditure of over \$10,000 the list was rearranged in the order of difficulty as measured by the spellings of some 60,000 children. This gave a clew as to the order in which the words should be taught.

Context spelling, or spelling in a sentence as we write (hence as we need to spell after we are grown) proves to be a different problem from oral spelling that we used to do in the "spell-down" contests. Here is a brief outline of some changes in what we teach in spelling.

Similar attempts have been made in almost every subject of study. Arithmetic tries to emphasize those aspects of the subject people use. And many of us encumbered our minds with cube root, pounds, shillings, and pence and other lumber never used. Special vocabularies are now included in the beginning books in Latin, French and German, which include those words that are most needed. There have been literally thousands of investigations bearing upon some phase of what shall we teach; and thousands more must be made. Let us consider only a few of the problems in constructing a reader.

The Old Reading Book

It is said that McGuffey used to sit at a large round desk piled high with literary selections. He would call children into his study, read to them; and upon the basis of interest evidenced he would place the selection in one of the eight compartments into which the desk was divided corresponding to the eight

grades of the elementary school. Thus he built his famous reading books upon his guess as to the interests of children. This is still one important problem and is being investigated by more refined methods.

There is also the problem of language difficulty. Investigators are finding that new words should not be introduced haphazard, but that stories and verse should be included using words new to the child at a steady rate of progression. Not only should the new words be introduced in orderly fashion, but there should be a regular advance in the difficulty of the words themselves. You can readily see that this makes beginning reading no

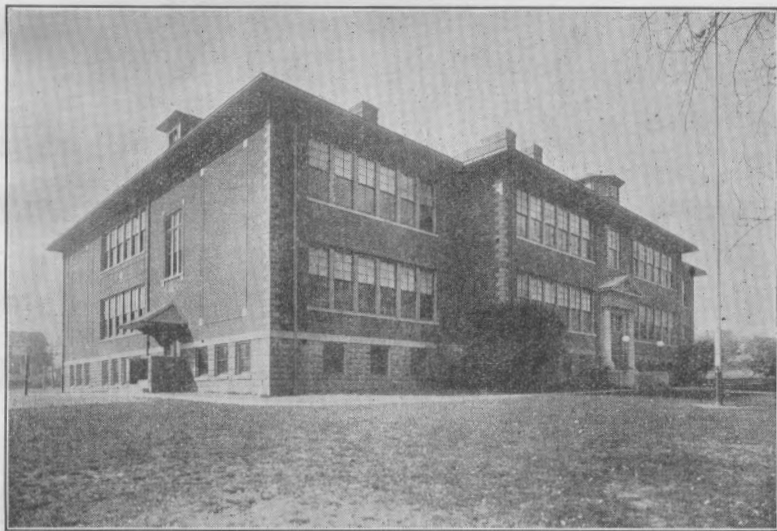
Similar questions come up in all subjects, whether it be the character and order of propositions in geometry, experiments in physics, or sections and chapters in history text books. We have therefore in all subjects the problem of what to teach and within this problem what is most important and what is the best order in which to teach it. More has been discovered in the last twenty-five years than in generations before; and everywhere your children and mine are getting the benefit.

Methods Change

It is difficult in brief space to give any clear idea of the changes that are coming in methods of teaching. Investigators have been trying to apply to the complicated processes of learning and teaching the same scientific methods that have been applied to problems of medicine, physics or agriculture. They try to control an entire learning situation, hold everything con-

(Continued on Page 15)

An Elementary School



PURPOSES OF SCHOOLS AND NEW METHODS OF TEACHING OUTLINED

(Continued)

stant and make one change. Then they look for a change in the result, and they hope that there is a relation between the change that was made and the result. Some of the discoveries are startling.

One famous old adage of teaching was, "Practice makes perfect", or "If at first you don't succeed, try try again!" When investigators began to look at the problem of teaching addition they did not find this to be true. Take a class of thirty children. Give them 100 problems of addition of ten three-place numbers. Suppose that they make a poor showing. Then give them 100, or 1,000 or 10,000 additional problems to "try, try again". They will be but little better at the end. They will not "succeed".

Golfers know this. If you have a slice you can drive for a month or a year, and perhaps the slice will be worse, until some friend or the pro divides the problem and you know what part of the problem to improve, and only then practice. This has been found to be true of addition, there being many different skills involved. Children must know the addition combinations, such as "seven and six are thirteen".

Diagnostic Teaching

They may know these and not know the tens combination such as "seven and sixteen are twenty-three", or "seventeen and sixteen are thirty-three".

There are many similar separate skills involved. The good teacher does not say "practice". Instead he diagnoses the part of the addition process that causes the trouble, eradicates this and then practices. "Divide and conquer" is a better motto for the teacher than "Practice makes perfect".

tice makes perfect".

Another adage that does not hold is "The race is to the swift" or "slow but sure". One of the most curious results of controlled observation or teaching was the apparent discovery that within limits the quicker a child can add, the more accurate is his work; the more rapidly he is able to read, the more complete his comprehension of the passage read. This required investigation and the results were surprising.

In addition, in complete harmony with the discoveries just cited above it was found the complete mastery of all the skills involved gave speed. Thus the child who knew the addition combinations automatically and immediately, who could add in column, who knew how to carry, etc., etc., naturally would be accurate and speedy at the same time. Any hitch in the process would slow him up and at the same time give chance of error.

Accuracy Increases Speed

That speed and accuracy go hand in hand was clearly shown by investigations in reading. Investigators early found wide variations in the rate of reading among children and adults. President Roosevelt was known as a very rapid reader. They then began to attack the problem of comprehension of material read, and again found that within limits, the quick reader comprehended most. One ingenious investigator by a clever use of the motion picture camera, photographed the eye movements of all types of readers, and made clear why the slow reader comprehended less.

Apparently the eye does not read every letter in the printed page. It rests only at certain spots on a line. The quick and accurate reader moves his eye across the line at a fairly regular rate of progression, catches the next line and goes on. The slow and inaccurate reader moves his eye at an irregular rate, backs up, moves on

(Continued on Page 16)



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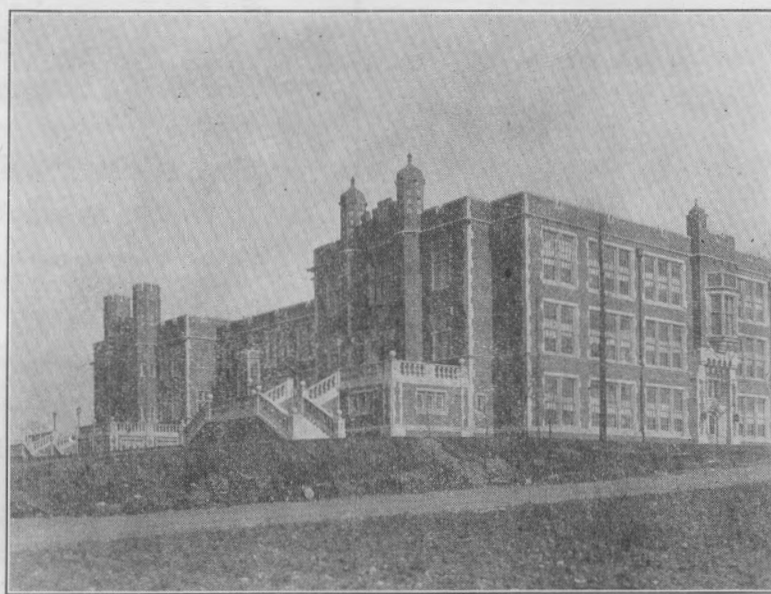
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PURPOSES OF SCHOOLS AND NEW METHODS OF TEACHING OUTLINED

(Continued)

too far, backs up, jumps down one line too far, starts back on the same line and continues that way. Naturally he is confused.

Another highly significant discovery came from these reading investigations. We know how we were taught to read in school, by standing up and reading aloud. How many times were we admonished to put more expression into our words? Investigators would select a passage and have each member of the class read it aloud. The pupils were then ranked according to their skill in oral reading.

"Silent Reading Adopted"

Then tests were given as to comprehension. These showed that there was no direct relation between ability to read orally and ability to comprehend. In fact, the relationship was very slightly in the negative. The better an oral reader the child was the worse (to a very slight degree) would be his ability to comprehend. When we consider that the great aim of the teaching of reading is to give the ability to comprehend speedily and accurately the content of the material read, one can realize the importance of this discovery.

The result has been to introduce into our schools what is known as "silent reading", where children have as their aim the comprehension of material read, and they are tested as to this ability rather than as to their elocutionary or dramatic artistry. In a sense this is a real "royal road to learning". In many cases pupils who are backward are found to be in this state because they have never been taught how to comprehend what they read.

These advances in how we teach are cited because in a brief space they illustrate advances which are taking place in all subjects of study. Far more important are the changes that are coming from new insight into the psychology of the child. The world of the mind has only recently been discovered and psychologists have not explored it very deeply as yet. Already we know that the ability to think is not secured by methods we once thought successful, and a new simple problem.

Administrator Now Specialist

The work of the school principal and superintendent has been greatly changed in the last twenty-five years. No longer can an experienced teacher by reason of that quality alone make a good principal or superintendent. Investigators have found out so much about his work that he needs as much special training for his task as does a physician or a lawyer.

No longer need a superintendent be in doubt as to the effectiveness of the teaching in his school. The development of hundreds of standardized tests and scales, educational yardsticks, have given him instruments as important in his work as the scales, thermometer and compass in other walks of life. Mental tests, now more sanely used than at first, measure part of the mental quality of a pupil. Combinations of these objective standards form new bases for classifying and promoting pupils.

Investigations, many of a most thorough kind, have shed new light on personnel problems, salaries, school taxes and finance, state aid and the like. Much has been discovered about the standards for school buildings and equipment, heating, ventilation, lighting and similar problems.

Much amusement was caused in

academic circles by a doctor's dissertation accepted by Teachers College, Columbia University, dealing with the work of the school janitor. Part of the experimental study dealt with measures of effectiveness in floor cleaning and window washing. Yet this is only one of
(Continued on Page 18)

High School Band Is Bergen Co.'s Best

The Teaneck High School band was organized after the opening of the new high school building in February, 1929. After that time all members began their study on their instruments. It was an unusual case in that not one of the members had ever had any instruction at the time of the opening of the new school.

The group secured their instruments, rehearsing from the beginning as a band, starting with easy marches and practice in scale work.

Before the end of the first semester that school was in session the band had grown to a membership of about fifty players, all of whom secured their training at the high school. A strong effort was started to secure uniforms. This project was successfully achieved at the close of school last year. During the next year the band played for a number of the football games and for many school events. At the close of the year they gave the first music festival. Besides all the appearances of 1929-30 in 1930-31 the band broadcasted over W. O. R. and gave several concerts. This year the band has played for all the football games but one, and is retiring now to prepare for a concert, commemorating its third birthday. This concert is on February 26 about the time of year the waxy got under way. In order to meet the standard requirements for instrumentation of a concert band the band now needs three more saxophones, two alto clarinets, four flutes, four piccalos, one baritone, 2 bass clarinets, 1 oboe, 1 bassoon, 1 English horn, two flugel horns, 2 E flat clarinets, a soprano, baritone and bass saxophone. The band again needs more uniforms for the new members, and the furnishing of music for the large organization of sixty players is unfortunately a problem.

The value of this work to the student as an avocation cannot be overestimated. It equips the student with a life-long emotional outlet and makes a most worth while use of leisure time. The equipment is permanent and adds most effectively to the present and future happiness of the members. The value to the school and community is obvious. For these reasons school bands and orchestras have had tremendous impetus and developments in the recent years in the public schools of this country.

The band's present aim is to complete the instrumentation and perfect the players and develop in the junior high school band new material to fill the places of those who graduate.



TEANECK'S HIGH SCHOOL BAND
Picture Taken On The Campus Of High School Grounds, November, 1930

Community Dance and Card Party



¶ Great interest has been shown in the announcement that a Community Dance and Card Party will be held at the Palm Gardens, opposite the Municipal Building, on Saturday evening, February 6th, under the auspices of "The Town Manager"

¶ The entire building with all its facilities for serving refreshments will be at the disposal of the Committee on Arrangements with Mr. Frank A. Jennings, Chairman.

¶ There will be a door prize of one ton of coal donated by the Sweeney Fuel Company and other useful prizes will be given to the players and dancers.

¶ Fine music by Rudy Manning and His Musical Lieutenants.

**REMEMBER FEBRUARY 6th
THE BIG NITE**

League Bulletin Board

GREAT INTEREST AT LEAGUE MEETING

Mr. Wiener discusses garbage removal and disposal; Dr. Gaylord's "Junior League" Discussed ...

Interesting and informative discussions were heard by the league members and their friends at the monthly meeting of the Teaneck Taxpayers' League, held December 9, at the Town Hall.

After routine business and committee reports, the large assemblage was addressed by Mr. Charles A. Wiener, Chairman of the Township Finance Advisory Board on the subject of garbage removal and disposal.

Mr. Wiener approached the subject from a sanitary, economic and legal standpoint and developed his thesis by a series of illustrations of the progress of sanitary science in the 20th century. He also quoted recent Supreme Court decisions in the United States relative to public nuisances. At the conclusion of the address, a motion was made, seconded and unanimously carried, that a committee be appointed by the chair to wait on the Council for the purpose of having them reconsider their proposed plan of leaving the present system of garbage collection and disposal during the next three years in status quo.

On Franklyn A. Gaylord's suggestion of a Junior League in the December issue of "The Town Manager" was the subject of much favorable discussion. The consensus of opinion was that some attempt should be made to equip the children with a knowledge of governmental affairs, that would stand them in good stead as they grew into manhood and womanhood. The president was authorized to appoint a committee to consider ways and means of forming a Junior Taxpayers' League as suggested by Mr. Gaylord.

A report on "The Town Manager" showed that the December issue of 32 pages had sold space to 140 advertisers and had distributed 7,000 copies. Requests for the paper have come from all sections of the country.

PRE-ELECTION PLEDGES KEPT BY OFFICIALS SPONSORED BY LEAGUE

(Continued)

"The Town Manager" takes this opportunity, in behalf of several thousand taxpayers represented in the councils of the Teaneck Taxpayers League, to express its appreciation with a vote of thanks to the Council for this remarkable showing in keeping faith with their pre-election pledges and to the Township Manager for the arduous work so well performed during their first year in office and wishes them all a happy and harmonious New Year.

LEAGUE TO SPONSOR 3 CANDIDATES FOR NEXT SCHOOL ELECTION HERE

when Mr. Scheffe recently introduced "for the record" a resolution declaring for a policy of strict economy in school expenditures, for Mr. Draney to call attention to the fact that examination of the record would show that Mr. Scheffe was putting himself on record as favoring a policy which the league members had advocated in connection with every item of business that had come before the board since they took office. When Mr. Draney brought up this point, there was none to gainsay it.

It has already been announced that Messrs. Brett, Scheffe and Scholz, of the present board, whose terms are about to expire, will all be candidates for re-election, and the campaign to promote their candidacies is already well organized.

While the Teaneck Taxpayers' League has not yet announced who its candidates will be, it is known that the league's nominating committee has been making a persistent and careful canvas for more than two months, and league members are confident that when its choices are announced and duly endorsed, they will have candidates they can recommend to the electorate of Teaneck, with assurance that they will make the same fine record as board of education members that already stands to the credit of the league members who were elected last February.

PURPOSES OF SCHOOLS AND NEW METHODS OF TEACHING OUTLINED

(Continued)

hundreds of studies directed to the wiser expenditure of school funds, so that children may have better opportunities for education.

Activities Socialized

Modern education has also become socialized to a very large extent; that is, children are being educated more and more by participation in various activities which develop them by experience.

This has long been the philosophical idea of education but it is only in modern time that it is being attained. Formerly the tendency was to educate children by instruction exclusively. It was a question of imparting knowledge by the teacher directly but the modern school is the socialized school and it has produced a new day in education.

Dominant Aims

It is the purpose of the Teaneck Schools to provide educational advantages which will give to every boy and girl opportunities best suited to the awakening of their interests; the challenging of their abilities; the inspiring of their ambition and the guidance of their efforts.

Fifty Persons Work Under Relief Plan

During December a maximum of about fifty persons were engaged at any one time on unemployment projects. To be eligible for this unemployment work the person must be registered at the Municipal Unemployment Bureau in the Town Hall. Upon registering each person is classified under rules laid down by the State Director of Unemployment Relief, according to the number of his dependents. Men from the higher classifications are given the first opportunity of unemployment, except in such cases where a person of peculiar experience or abilities is needed, as a draughtsman for instance.

The State of New Jersey is evidently experiencing some difficulty in obtaining the necessary cash for its share of the work. However, since each municipality must raise and expend all the funds before it is reimbursed by the State, this lag on the part of the State has not affected the work in Teaneck particularly as the West Englewood National Bank has, with commendable spirit, agreed to furnish the funds on the Township's obligations.

The men employed by the Township have been divided about as follows: High School athletic field, twenty-five; Road Department, ten; Engineering Department, three; Clerical, four; Renovation of municipal property, four. In general the gangs are changed every two weeks so as to give some employment to as many as possible.

It has been particularly difficult to find employment for the women who were registered. To aid in this phase of the situation a group was organized to sew on bandages and other supplies for the Holy Name hospital. All the supplies for this work are being donated by the hospital and the moderate rent for the store in which the sewing is being done has been donated by individuals. An amount of two thousand dollars has been set aside out of the appropriation for this purpose.

Overseer of the Poor, John Sullivan and his deputy, Mrs. DeRonde have been looking after the direct relief in the way of furnishing food and coal. In the line of this work, and beyond it, the Teaneck Welfare Committee has also been active particularly in furnishing relief through the provision of shelter, food, clothes and even limited direct financial relief, in such ways and in such quarters where the official municipal organization could not reach or function.

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Pleasant Environment Everywhere



Says Baby-Keep-Well Station Should Grow Into Health Center

By Dr. F. Dilger

I have been asked to say a few words about the program of Child Welfare Work that has been recommended by the Medical Advisory Board of which I am a member.

As you probably know, the subject of Child Welfare is occupying an increasing amount of attention in recent years. The right of the child to the possession of a sound body, free from remediable defects, and to a normal healthy childhood regardless of the social or intellectual standing of the parents is beginning to be more fully realized. With one phase of this work I have had considerable experience through my contact with Dr. Fred Albee with whom I am associated in New York, and who was appointed by the President as a member of The White House Committee On Child Health and Protection.

This increased interest in Child Welfare of recent years has resulted in the establishment of agencies, in this and other states, which aim to safeguard the child, both prenatally and post-natally, until school age is reached, when other agencies assume this control. Of course, with conscientious parents who happen to be blessed with an abundance of this world's goods, any program of this type is superfluous. They naturally are sufficiently interested in their children's welfare to seek competent professional advice, both prior to the birth of their children and at frequent intervals thereafter. But there are two classes that must be reached by such a program. The first is the intelligent conscientious parent whose means are inadequate to cover the expense of private pro-

fessional supervision, and the second is the ignorant or the careless parent,—a group, by the way, that is by no means confined to the foreign-born.

To meet this need on a State-wide basis, there have been established, in many sections of the State, "Baby Keep-Well" stations. These are good. They are very satisfactory for many communities. They are a step in the right direction. But the Medical Advisory Board proposes that another step be taken. Having taken one step, are we forever to be barred from going farther, from taking such additional steps as conditions warrant? One step—and then stop? Progress does not lie that way. And let me impress upon you most strongly, we do not propose to retrace the step that has been taken, (I have said that it was a step in the right direction); but we do propose to take one more step, a step in advance, and even hope that eventually we may be able to take additional steps to the greater benefit of the child, and hence of the community.

Let me explain what I mean. To do so, I will have to give you a brief outline of what is accomplished by the present Baby Keep-Well stations. A call is made upon an expectant mother, when the fact of such expectancy has reached the department through somewhat devious and uncertain route, pregnancy not yet being a reportable condition. If professional examination and advice have not been sought, the patient is advised to place herself under the care of a physician, or to attend an obstetrical clinic. Hygienic and medical advice is naturally given by the

(Continued on Page 23)

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Dental Advisor Is Named Officially

Appointment of Dr. Leo Treinis, Teaneck dentist, as official dental advisor for the police and fire department, without remuneration, was confirmed recently.

This service, which has already been operated successfully in other Bergen County communities, is the result of a voluntary offer made by Dr. Treinis to the authorities.

The following resolution was passed, establishing and authoriz-

ing the arrangement:

RESOLVED by the Township Council of the Township of Teaneck that Dr. Leo Treinis be and hereby is appointed as the Township Dental Adviser for the Police and Fire Departments, to serve without compensation, and at the pleasure of Council.

Franklin Ferber, 863 Garrison Avenue, who has been an active worker in civic affairs in the Garrison section is slowly improving at the Jersey City Hospital, having been hurt in an automobile accident. We wish him an early recovery.

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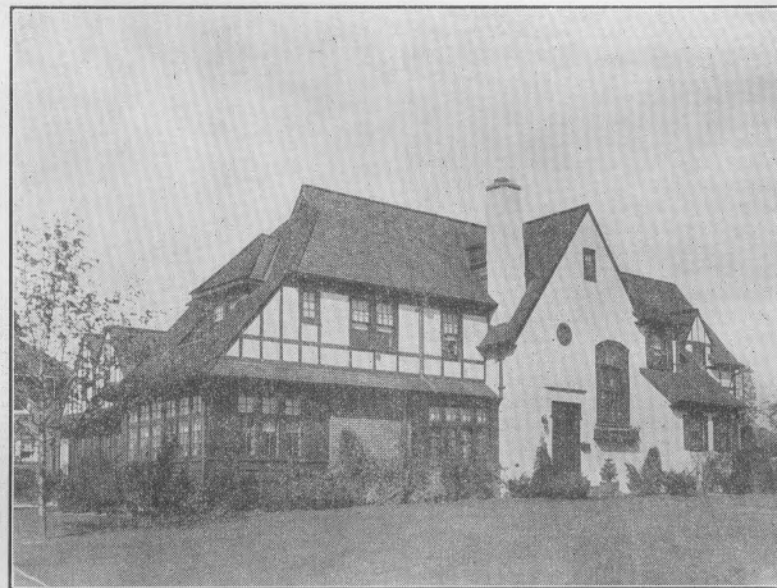
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Awaiting Decision Of Supreme Court

Teaneck is at present engaged in three legal actions in the Supreme Court, of more than usual interest. In two of these cases the Township is the moving party, and in one, the defendant.

First there are the certiorari proceedings brought by the Township to review the actions of the County and State Board of Taxations in exempting from taxes, a few years ago, land owned by the County in the northeastern end of the Township.

This is the vacant tract commonly called the County Poor Farm, but at present unused. It is Teaneck's contention that since this land is not being used for County purposes it is subject to taxation. Yearly taxes of about thirty-five hundred dollars are involved. This case is being handled by the Township's Attorney, Warner Westervelt, Jr.

The second case is the action brought by the present Township Council against members of the Township Committee of 1929 as well as the then Tax Collector and Deputy Tax Collector. The point involved in this case is the respective responsibility of the Committee and the Collectors for some Eight Thousand Dollars which was spent in the preparations of a tax sale which was never consummated.

Briefly, it seems that the Committee appointed a Deputy Collector to prepare and advertise this tax sale, which was done. However, when the time came for holding the sale, the Collector under legal advice, refused to hold the sale, claiming that he and he alone has the right to appoint deputies and that he could not be responsible for a sale prepared by a deputy appointed by the Committee.

The Township's litigation is being handled by Mr. Sauer, of Englewood, upon a contingent basis.

The third case is a certiorari proceeding brought by the ousted members of the Assessor's Board, asking the Court to declare the present ordinance providing for a single Assessor, ineffective, and to restore them to office. Their claim is based upon the fact that the Legislature passed an Act a few weeks before the local ordinance went into effect which seems to require a referendum in Townships before a single Assessor could be substituted for a Board. The exact meaning of this Act is obscure, and in Teaneck's case it is further complicated by the fact that Teaneck is operating under the Municipal Manager Act. It will probably be a case for the Court of Errors and appeals to interpret the situation in the light of conflicting legislation. Two of these three Assessors also claim that irrespective of the validity of the ordinance, they were illegally removed because they were either exempt firemen or veterans. This case is also being defended by Warner W. Westervelt, Jr., as Township attorney.

SAYS LITTLE ELSE NEED BE REPORTED

The Township Manager was recently asked when he would submit his annual report. His reply was to the effect that he would start work thereon as soon as this year's operations were wound up. "But," he added, "The Town Manager" has been covering the ground so well that there is not a whole lot left for me to say."

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A Tax Sale Suggestion

Disagreeable words these: Tax Sale. But disagreeable or not, they refer to a condition that must be faced, for a municipal corporation is no different from a private corporation in the matter of making its collections. Any business that neglects the collection of its accounts is soon financially embarrassed. And conditions in Teaneck have reached the point where laying aside for the minute all questions of what the law says, good municipal financing means the collection of delinquent taxes. Nowadays when bankers or bond houses or insurance companies discuss the question of the financial status of a community, one of the first inquiries they make concerns the amount of outstanding taxes.

This has been forcibly brought to the attention of local officials when inquiries were recently made of various banks as to the possibility of the Township's borrowing money on tax notes in order that cash resulting therefrom might be used in the further buying in of the Township's bonds, (the intention of this being to end the inter-fund borrowing to which the audit demands)... Invariably the bankers called attention to the amount of uncollected taxes outstanding and recommended an early tax sale. Recently, also, the investigator for a large insurance company spent some time in Teaneck looking into its financial situation. This company is vitally interested in progress of the Township not only as the owner of a large block of its bonds but also because it has vast quantities of mortgage money invested locally. The principle cause of concern to this investigator seemed to be the amount of taxes outstanding.

Behind these reasons impelling the holding of a sale to preserve

the credit of the community, are the out and out recommendation of the Commissioner of Municipal Accounts that a sale be held and the specific injunction of the law which commands the tax collector that he "shall" hold a sale at the times fixed by statute.

It was for these reasons that the tax collector recently, after a conference with the Town Manager and the Financial Advisory Board, announced definitely that immediately after the first of the year he would begin preparations for the sale of delinquent 1929 and 1930 taxes. The 1928 taxes were sold at the last sale held in the Spring of 1930.

Such a sale may involve about two thousand parcels perhaps twenty percent of which are built upon. If assessments are delinquent on these properties it seems probable that these must be added to the taxes when the property is placed upon the tax sale list, although a ruling upon this point from the Township attorney is awaited. If it is possible the assessments will be omitted from the sale, nor is it the intention to sell properties which are delinquent only for assessments, having the 1930 taxes paid. The reasons for this decision are that assessments are not doubling yearly as unpaid taxes are and because the assessment monies will be most needed in 1934.

In the case of those homes which will be involved in this tax sale, and it is believed that they are comparatively few in number, it is believed that arrangements can be made by the owner with the mortgage holder, especially if it be one of the larger companies. A group of real estate men are also interested in providing refinancing, though the details of this have not yet been worked out.

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Mayor Van Wagner Visions Future

From the beginning of time the most overworked phrase in all languages has been "It Can't be done". Every idealist, dreamer and inventor has had to do his work in the face of ridicule and doubt. The man who built the first plow was confronted with "It can't be done" by those who thought clamshells were the only implements of soil cultivation. Timid souls said to Caesar "the Rubicon can't be crossed." Columbus was laughed at for thinking the earth was round—Harvey criticized for teaching that blood circulated. At the laying of the first Atlantic cable jeers from those on the piers bid failure to the "Great Eastern"—but the cable was laid.

"Just the outs trying to get in" greeted the present Council during pre-referendum and election campaigns—taxes can't be reduced said those "in the know".

That we cannot have a combined Nurse-Social Service-Health Center—that we cannot have our Library and Town Hall enlarged; that we cannot have a modern stadium; a 200 piece Community Band and Orchestra, can't have a skating pond or rinks, swimming pool, Community House with room specially built for Girl Scouts and Boy Scouts and where the scientists and educator can read his thesis to those who appreciate research and advanced scientific thought, that Dr. Gaylord's plan for practical application of civil government appreciation cannot become a reality.

All these "Can't be done"—Oh Yes? Wait and see!

K. D. Van Wagner.

PHOTOGRAPHS IN THIS ISSUE WERE TAKEN BY F. A. DEPPERMAN

All pictures in this publication, not otherwise designated are reproductions of photographs of F. A. Denperman, 202 Market Street, Teaneck.

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Modernizing Town No Small Job

A few short years ago Teaneck was a rural community. Homes which then existed were surrounded with broad acres of meadows and wooded lands. Most of the growth into the splendid residential town, as we know it today, has taken place within the past ten or twelve years.

Good and sufficient reasons exist for the belief that the coming decade will witness a much more rapid increase in population. The open spaces which were a benefit and joy to both adults and children are fast disappearing.

With these facts to serve as their guide it was natural that the Mayor and Council, and "The Town Manager", should take the sensible step of attempting so far as possible, to judge the future by the past.

The appointment of the Planning Board recently is one step in this direction. This Board, during its as yet brief existence, has learned much which will be of great benefit in making of future plans. Chief among these is the experience, already available, of other municipalities in the working out of similar problems.

It is of course unfortunate that the plans now contemplated were not started several years ago, whether this would have saved the public much or little money may be left to the individual to judge. The answer to some extent may depend upon the success of the efforts now being launched.

Certain it is that the necessity exists of starting on a comprehensive program for the future development of Teaneck. Every citizen will be concerned in this, regardless of what may be the nature of his or her own interests. It is for the general well being of every person in the community, those to come, and those who will come here after we have gone.

The Planning Board has not yet had time and opportunity to give consideration to all of the valuable suggestions which have been offered. Many of these concern County-wide projects, with which it will be to the Town's interest to be in accord in some instances. In others, it may be found desirable to see if the mountain can be induced to come to Mohammed.

The benefit of the best technical advice will be sought in connection with the prosecution of the work. It is appropriate to emphasize here, however, that the undertaking is solely in the interest of the public, and every one is urged to co-operate with those whose duty it will be to prepare the "Master Plan".

—M. G. Votee.

Teaneck 7-3434

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SAYS BABY STATION SHOULD DEVELOP INTO REAL HEALTH CENTER

(Continued)

physician who assumes charge of the case.

Following the birth of the child, a call is made upon the mother for the purpose of urging her to take the child to the Baby Keep-Well station at regular intervals. At each visit to the local station, the child is undressed by the mother and placed upon the scales to be weighed. A record of the weight is kept, and of the number of teeth, the ability to sit, stand and so on. No examination of the baby is made, because, naturally, a nurse is not competent to make such an examination, and the State does not permit it. No feeding formulas are given, because again a nurse is not proficient at such a specialized branch of medicine as infant feeding. But this much is accomplished. If the child looks obviously sick, or is losing weight, the mother is advised to take the child to a physician or clinic for appropriate treatment. If some less evident condition is present, it is naturally overlooked. But the great majority of the infants that are brought in regularly do derive benefit from this supervision over their health and development. It is the proverbial half-a-loaf of bread which, as we all know, is better than no bread at all.

But here is the whole loaf of bread that is comprised by the idea of a Health Center which we have recommended be established in this Township. Firstly, it would include the nursing service that is being given now. Naturally, a whole loaf includes a half-a-loaf in its makeup. The pre-natal, post-natal and follow-up house visits would be made just as they are now. But when the child reaches the Health Center, a more thorough and more elaborate routine would be followed. Immediately on arrival, the child would receive a superficial inspection, to make sure that a child with a communicable disease had not been brought to the Center by the mother unknowingly. In such event, the child would immediately be isolated from all contact with the other children, and sent home or to Bergen Pines for treatment. Compare that with the promiscuous mingling of children that occurs in the Baby Keep-Well Stations in their basement meeting place, without even the convenience of running water. If a mother unwittingly brings a child with contagious disease to a Keep-Well Station, there are firstly no doctors to diagnose the condition, and secondly no facilities for isolation of the case.

After the child has passed this superficial inspection, he is taken into a room, not lacking running water, but containing in addition facilities for sterilization of hands, equipment, and examining instruments. There the child receives a complete physical examination so that any defects of heart, lungs, abdomen, spine or limbs can be de-



LACEY WALKER
Former Chairman Township
Committee, 1930

tected. To aid in the diagnosis of doubtful conditions, the X-ray and the pathological laboratory are available. There is also available the opportunity for consultation with hospital specialists when obscure conditions are found.

I cannot stress too much the need of this complete examination. In my specialty of orthopaedic surgery I have come across cases of children who had been born with a dislocated hip, or some other deformity, and it had not been discovered until the child was several years old, and this in spite of regular monthly visits to a Keep-Well station. Many of these conditions are extremely difficult to diagnose in infancy; but a thorough physical examination, with X-ray if indicated, will reveal the true condition.

This in brief is the plan of the Health Center. It would be, as the name indicates, a center from which health would radiate to the four corners of the Township. Later it might be possible to enlarge the scope of the Center beyond this preliminary plan. But, if we can start the children on the road to health, much will have been accomplished.

The doctors of the Township have very kindly consented to give their time and services to this Health Center without recompense. I am wrong. There is a recompense, but it is not monetary. It consists of the gratitude of mothers whose little ones, have been helped and the satisfaction of having lived up to the altruistic ideals of their profession—the only profession in the world that deliberately devotes time, money and energy to the elimination of the conditions that would create a demand for their services.

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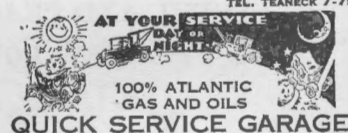
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**Typifying One of Teaneck's
Modern Business Enterprises****Zoning Map Classifications More Fully
Explained To Teaneck Property Owners**

The inclusion in the last Town Manager of a map of Teaneck Township whereon were shown the various building zones, has led to numerous questions being asked as to just what class A Residence Zone or class B. Residence Zone for instance, meant. To clear up these questions the following brief explanation is offered. Those who are interested in further details are advised that duplicates of the map as published together with the complete zoning ordinance can be purchased at the Town Hall for five cents each.

Class A. Residence; In this zone all lots must have a minimum area of five thousand square feet with a minimum width of fifty feet. On this lot only a single dwelling housing one family can be erected. No business can be conducted on the premises unless it is professional in nature such as a doctor's office, for instance. Each building must have a front yard of at least twenty-five feet nor can it cover more than thirty per cent of the area of the lot. No signs excepting small "for sale" or "for rent" signs are permitted.

Class B. Residence; This is also known as the "Two Family Zone", not because one family residences are barred but because buildings housing not more than two families are permitted. The permissible minimum lot area is lowered to four thousand square feet and the minimum lot width to forty feet. Otherwise the restrictions are much the same as in class A.

Class C Residence; This is also

known as the "Apartment house zone" and any type of residence or apartment may be built therein. If either a one or two family house is built in this zone it must comply with the restrictions affecting its proper classification. If the building is to house more than two families it must comply with the requirements of the New Jersey tenement house law. Restrictions against business or industry apply as they do in the other two residence zones.

Business; This zone is set apart primarily for the use of retail stores, and manufacturing of any nature except that clearly incidental to the conduct of a retail business conducted on the premises is barred. Garages are not permitted in a business zone except by permission of the Board of Adjustment. Lots may be of any size and the entire area may be covered except for the necessary set-back of forty feet from the center of the street. This forty foot set back from the center of the street applies universally to every building in the Township except that in residence districts corner buildings need to set-back on only their narrow frontage, or where a building line is already established by existing buildings less than the required forty feet set-back.

Industrial; The designation of this zone is almost self explanatory. Even here however, certain businesses or industries which are in their very nature objectional or dangerous such as slaughter-houses or refining plants are excluded.

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(Continued)

helping hand to those who are unable to help themselves.

Each Case Investigated

How is this relief extended? What investigation is made to aid the worthy cases? Where a case is brought to the notice of the relief committee, of which Mr. Frank De Ronde is the head, either he or a trained worker visits the home in question. If there is no coal in the house, no food and no clothing these things are supplied first, because that then is the most urgent need. After that a thorough investigation is made from all available sources and relief extended in whatever necessary form on the strength of the investigation. Everything that can be done humanly in order to extend aid to the worthy cases only is being done and the people may be assured that their contributions are used for the relief of such cases only. But no human being can read the human heart and if there should be isolated cases where help is extended to persons who later prove unworthy it must be remembered that nobody is infallible and that it is far better that a few such cases are aided rather than that one single worthy case go without aid.

How much does the Relief Organization require to meet its needs. The answer is at least \$10,000. That is not a great sum for Teaneck. The Organization has asked each home of a minimum of 50 cents per month over a period of six months, a total of \$3.00 per home. Excepting those homes where the need is great and for whom we are trying to obtain this aid, is there any home that cannot afford to give \$3.00 spread over a period of six months? There are over 5,000 homes in Teaneck. Granted that we exclude 500 homes which are unable to give. That still leaves 4500 homes able to give and at \$3.00 per home, we could obtain a sum of \$13,500. from that source. But there are organizations, business houses, citizens in Teaneck who have given much greater sums of money, even up to \$100.00 and more. That leaves so much less to be collected from the other homes. But up to the date of this message barely 1200 homes have either pledged or contributed to this fund. That surely is not a showing worthy of Teaneck.

There must be an awakening of public responsibility, a realization that those of our people who have, must extend their helping hand to those who have not. True many of us give in New York City; we contribute to relief funds elsewhere. But is it possible that not even \$3.00 are left for help to the needy in our own home town? It cannot be that Teaneck will fail in its duty and neglect those of our fellows who are looking to us with pleading eyes and begging us to help them. You who read this article, have you given? Can you say with a clear conscience "I

have shared"? If you have not, will you not communicate with the chairman of the Teaneck Relief Organization, George L. O'Hare, 736 Grange Road, tel. Teaneck 6-8738 or with the Treasurer James P. Birch, 327 Warwick Avenue, tel. Teaneck 7-7591-R. Do you share to tide the unhappy in our town over these winter months, when cold, hunger and despair are knocking so insistently on the door.

Frederick W. Scholz,
Vice Chairman.

Stork Outdistances Grim Death During Year, Report Shows

From Jan. 1st to Dec. 15, 1931

During the year the board has held twelve regular meetings, meeting on the third Tuesday of each month, and one adjourned meeting held during the month of June.

The Board of Examiners for plumbers held twelve examinations, meeting on the first Wednesday of each month. Fifteen applicants for license took the examination, all passing the tests and were granted licenses.

Cases reported by physicians.

Infantile Paralysis	11
Whooping Cough	104
Chickenpox	48
Scarlet Fever	22
Tuberculosis	17
Diphtheria	7
Pneumonia	21
Measles	111
Mumps	9
Meningitis	1

Report of Registrar of Vital Statistics: Births 226; Marriages 97; Deaths 112.

Applications received from plumbers and permits issued 232.

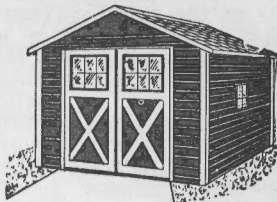
Plumbing inspections made by Health Officer 230.

Complaints received and investigated 102.

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Health Officer

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Book Borrowers At Library Read More

By Agnes C. Nerton, Librarian

During 1931 the patrons of the Teaneck Public Library read 15,000 more books than they did in 1930. Why did the people read more than in 1931? What did they ask for and why did they want what they wanted? These things are really of greater human interest than the bare figures, striking though they may be.

With the exception of fiction—literature, biography, history and sociology show the largest totals for the year in the order named. The first and last classifications cover a wide variety of subjects. Literature includes poetry, drama, essays, and literary history and criticism. Sociology covers a vast field and includes industrial relations, real estate, political science, education, law, commerce, economics, and their many subdivisions.

History and biography are two quite definite subjects. Books relating to Russia and India, showing not only their present economic condition but their historical background, and biographies of persons connected with their past and present history were much in demand. Munthe, "Story of San Michele", the biography of a Swedish physician, was the most popular book during 1931 in the Teaneck Library, with Marie, "Education of a Princess", a close second.

Books such as Calkins, "Some Folks Won't Work; Hamlin, "Menace of Overproduction"; Donham, "Business Adrift"; and Chase, "Nemesis of American Business", concerning present economic conditions of our own country have been much read.

Persons who have more leisure than usual have used the time to read and study for a possible future job. Among the requests made by these people were for books on printing, traffic management, building construction, salesmanship, advertising, insurance and real estate.

Teaneck being a community of homes, a great interest is shown in books pertaining to gardening, cookery, care of the home, and child study.

Fun and sport is not omitted in the life of Teaneck residents if the requests for books on golf, tennis, swimming, and all manner of card games, stunts and ice-breakers for the less formal party are any evidence.

Etiquette is a surprisingly popular subject. Our curiosity was aroused by the request of a regular patron, whom we should not have judged to be a devotee of Emily Post, for a book of etiquette. We very unethically looked over his shoulder to see him pursuing the chapter on engagements. He must have found help because in due time he brought his wife to the library to register for a library card!



CLARA CHRISTENSEN

Employed by the Township of Teaneck in June, 1925. Appointed as Deputy Township Clerk on January 1, 1926, which position she has held since that date. Also acts as Secretary to the Township Manager.

Every afternoon the reading tables may be seen filled with school students busily engaged with books and paper. Information has been given on a variety of subjects including: Vikings, cave-men, vocational education, city-planning, history of transportation, what the Red Cross did in the World War, lives of various people, and many plays, poems, and novels on required reading lists. A great amount of the reference work at the Library is done with the students of the Teaneck schools.

Many people read only for recreation. The demand for detective stories has slightly decreased during 1931 and the demand for western and adventure stories is gradually taking their place. Of course there is always a demand for love stories but there is also a great interest in the more serious type of novel of a literary character.

One fourth of the books lent by the Teaneck Library during 1931 were non-fiction which is an excellent percentage for a public library. Although figures are dull they are graphic. The comparison of the library circulation for 1928, which was 20,000, with that of 1931 which is approximately 84,000, shows that Teaneck has a reading public.

ASSESSOR'S JOB MOST IMPORTANT; HINTS ON RATABLES ARE GIVEN

(Continued)

tive requirement that funds be raised to defray the necessary expenses of carrying on the work of government—it is easy to visualize the assessor's office as an important and essential unit in the great net-work of similar units through which state, county and local governments are able to reach the people and see that their property is valued and taxed according to law.

Agent of The State

Whether elected by vote of the people or appointed by local governing bodies, the assessor, after taking his oath of office, becomes the sworn agent of the state, and is subject to no authority except that of the State Board of Taxation, with the County Board of Taxation as an intermediary power supervising his work, but from which appeal may be taken to the state board.

It is the duty of the assessor to appraise, and to record for the purposes of taxation, all property, land and buildings within the confines of his taxing district; and according to the law, which his oath of office binds him to observe, he must do this justly, fairly and equitably—without favoritism and without regard to any personal, social or political connections.

Equalization of valuations for purposes of taxation is therefore the standard the assessor must endeavor to maintain. It is the basic factor that he must keep in mind in order to comply with the law, which requires that properties be assessed at 100% true value. This can only be arrived at through processes of computation and appraisal based on normal conditions in the country at large, as to costs of labor and materials, etc. He must also take into consideration the size and type of construction of buildings, the locations of properties, the factors of obsolescence and depreciation and all information bearing upon property values obtainable through any means at his disposal.

Teaneck's Ratables Increased

We are now going through a process of equalization and revaluation in Teaneck necessitated by the fact that the state and county demanded an increase of almost \$1,250,000 in the total of Teaneck's ratables. This amount is being spread very largely on various properties that heretofore have not been paying their proportionate share of the total tax required to be levied. Classes of properties that will be chiefly affected by this increase are business, apartment and industrial zones, and acreages, where warranted. Residential properties in general will not be increased, but there will be equalization of such properties in cases where heretofore they have been underassessed, or where extra depth of plots has not been taken into account. Valuations of buildings are being increased only where

necessary to bring about equalization. In general, home-owners should benefit from the equalization now in progress.

How Tax Rate Is Determined

The tax rate will be determined by the amount of the township budget as made up by the township council with the assistance of the township manager; the amount of a similar budget made up by the board of education, and the amounts required to be levied in the township to meet its share of the requirements of state and county taxes. When these amounts have been added the total is figured to a tax rate in accordance with the total of ratables, or valuations for purposes of taxation, as appraised by the assessor. The taxable value fixed on the property of any taxpayer, multiplied by this tax rate, will show exactly how much he must pay in dollars and cents as his share of the total tax levy.

It can be seen, accordingly, that fairest and best results for taxpayers in general can be secured only through a fair and just equalization of taxable values by the assessor, and through economy on the part of all taxing bodies—local, school, state and county—in making up their budgets and thus determining the total that must be levied in taxes.

With the foregoing general treatment of the subject, it seems timely to give the taxpayers of Teaneck certain suggestions, based on facts of which many are not informed.

Paint and Repair Your Buildings

That will not increase their taxable valuation, but it will enhance their desirability for use and add to their attractiveness if you want to sell. At the same time it will help beautify your town and will give work to those that need it.

Patronize Local Merchants

This will tend to reduce your taxes. The faster the business of local merchants expands, the faster values of property will rise in the business zones, and these zones will bear a proportionately larger share of the total tax burden, while the share borne by home owners will decline in proportion. This is a matter all residents should consider thoughtfully. If you encounter any shopping troubles, make them known. Write to the Chamber of Commerce or any association of merchants or business men. They will welcome all constructive criticisms and help remove the troubles. If local merchants do not carry lines of goods you want to buy, kick about it to them direct, until they meet your demands. Observing these suggestions will be beneficial to both merchant and home-owners, and a great benefit to the town.

Plant Trees and Shrubbery

That will not increase your taxes. It will, however, help to make your home, your neighborhood and your town more beautiful, and help attract buyers if you want to sell. Trees and shrubs are not classed as real property, and are

(Continued on Page 27)

Teaneck 6-0748

JAMES E. DALLERY
MEAT MARKET
free drawing for set of dishes
once a month

370 Queen Anne Road
Nr. Farrant Ter. Teaneck

Cheerful, Well-Kept Home**BILL BOARD****Managers' Announcement**

"The Town Manager" is not a commercial enterprise. It proposes to conduct its business with neither pecuniary loss nor profit to its sponsors. It is financed by subscriptions, donations, and advertisements. The larger these become the greater service to the community "The Town Manager" will be in a position to give.

"The Town Manager" will pay its bills promptly by check drawn on its depository, The Teaneck National Bank.

We carry no profit and loss account. We deal strictly on the basis of cash coming and going with our assets always greater than our liabilities.

Every paid subscriber will receive "The Town Manager" through the mail. Distribution is also being made by hand to every house, which means that some will receive two copies. Until this duplication can be avoided, we ask all receiving an extra copy to mail it to some friend out of town. Your co-operation will be greatly appreciated.

In order that we may continue the same high standard of publication, it will be necessary to have at least 3,000 paid subscribers within the next three months.

With this issue we have made application for Second Class mailing privileges which will accelerate distribution by mail.

Any co-operation you may be able to give our only representative, Mr. Frank A. Jennings, when he calls at your home, will be greatly appreciated. A subscription for one year is only 50 cents.

ASSESSOR'S JOB MOST IMPORTANT; HINTS ON RATABLES ARE GIVEN

(Continued)

not assessable, because they are perishable and subject to be moved or removed by the owner at will. Plant as much as you can to advantage. It helps you and the town.

Additions and Alterations

All additions and extensions of buildings are assessable, but alterations may not be in some cases. An alteration necessitated through maintenance of use, and which does not involve addition or extension, may not be assessable. These matters are so varied and diversified that it would be well for any one who contemplates making any change in a building to ask the assessor first whether such change will involve any additional tax value.

Appeals from Tax Assessment

The law gives the assessor full power to fix or determine the value of property for purposes of taxation, and barring errors in maps, deeds, dimensions, etc., his appraisals are subject to change only by appeal, on or before June 15 of each year, to the county board of taxation. If that body does not grant the appeal, the taxpayer then has the right to appeal to the state board of taxation, which in turn will hear the facts and give a decision that is final. Property owners should keep in mind the fact that assessments are not reducible merely because, to them, they seem too high. The county and state boards are well informed

Sincere Wishes To All
Our Customers For A Happy
and Prosperous New Year

**IDEAL
MARKET**

452 CEDAR LANE, TEANECK, N. J.

Tel. Teaneck 6-3671

105

Teaneck 6-0197

D. KAHR'S DELICATESSEN SHOP SCANDINAVIAN AND FINNISH DELICACIES A SPECIALTY

330 Queen Anne Road

Teaneck, N. J.

42

Teaneck 6-6645

THE MODERN DELICATESSEN

P. G. SHERIDAN

Home Cooking Our Specialty — Home Made Soups

447 CEDAR LANE

TEANECK, N. J.

14

FRANK E. SMITH

DELICATESSEN

1211 Teaneck Rd. West Englewood Teaneck, N. J..

HOME COOKING — FULL LINE OF GROCERIES

Strictly Fresh Eggs, Kiels' Butter, Hoffman Beverages

Clam Chowder and Fish Cakes on Friday

Tel. Teaneck 7-7917

Free Deliveries 8 to 10 P. M.

110

Teaneck 7-5555

J. B. FULLERHIGH GRADE HARDWARE
AND PAINTS

189 W. Englewood Ave.

Teaneck, N. J.

99

DITTUS & BISIG

Printers—Rulers—Binders

1128 Teaneck Road, Teaneck

Tel. Teaneck 7-4006

114

ed as to conditions and values and will not consider appeals brought solely upon such grounds.

Futile and unnecessary appeals can be avoided and time can be saved if taxpayers will take these matters upfirst with the assessore, before making an appeal. Any taxpayer who feels that his assessment is not fair and just on the basis of equalization, should submit his complaint in writing, and to substantiate his complaint he may cite for comparison any other property or properties he may select for that purpose. All complaints should be in writing and all facts well weighed before actually filing an appeal.



"Can't stop a minute, my dear. We're having people in for dinner and I'm rushed to death."

"Why go to so much trouble? I always take my guests to

The Park Lane

at the Park

A Delightful Restaurant—With Parking Space
Union and Ward Street at Anderson Park
Hackensack, N. J.

Luncheon 75c — Dinner \$1.00

Sunday and Holidays

Dinner De Luxe, \$1.25

Under the Personal Direction of
Rudolph Liebl

Formerly with Louis Sherry,
New York City

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IF YOU WANT GENUINE ITALIAN SPAGHETTI

Stop At

BLUEBIRD INN

BENNY ROSSI, Prop.

Teaneck Road at Cedar Lane

Teaneck, N. J.

90



START THE DAY

TRY OUR WAFFLES AND COFFEE
AND WHEAT CAKES

The Little Green Kitchen Enlarged

Tel. Teaneck 7-5565

Waffles with Chicken Best Coffee In Town
1393 Station Street, Teaneck, N. J.

119

Teaneck 6-8715

CEDAR LANE BAKERY AND . . . LUNCH ROOM

All baking done on premises under personal supervision of expert bread and cake baker.

Louis Feibel
488 CEDAR LANE
Teaneck, N. J.

73

Tel. TE aneck 7-2640



COZY SANDWICH SHOP

STRICTLY HOME COOKING
1517 Teaneck Road
West Englewood, N. J.

49

Phone Teaneck 7-3260

RADIO
W. Englewood Electric Co.
Service and Accessories
168 West Englewood Avenue
West Englewood, N. J.

15

LOST AND FOUND

FOUND 1 pair of tortoise shell eyeglasses, left in Tax Collectors Office, Municipal Building. Owner please call for them.

Tell Our Advertisers That You Saw
His Ad in "The Town Manager".

Prominent Men Reside In Teaneck



Home of Ex-Congressman A. C. Hart

NEED FOR BUILDING OF TRADITION AT SCHOOL EMPHASIZED BY LITTEL

(Continued)

develop a Teaneck tradition. So far only a small fraction of the ultimate has been accomplished. What is needed is—first, the determination on the part of the student that the school is going to give him everything that is needed. Second, that he is going to do his part to make the Teaneck High School stand out as an institution in a class by itself. Both of these points of view are necessary for a student in the high school. They are also absolutely essential for the student when he goes on to the University, because all future generations of students are judged by the accomplishments of the graduates of the Teaneck High School. If the student fails to pass a good examination before the College Entrance Board then Teaneck's rating goes down. If they are admitted to various colleges and fail to make good because of lack of application or lack of training, then the rating of Teaneck High School goes down. It is only through the determination on the part of the student that the high school is to give him everything to which he is entitled, and that he is going to do all in his power to make the Teaneck High School the best in the country, that Teaneck will be able to have a tradition worth while. It may take some time for this to be thoroughly realized by the student body, but until it is Teaneck will only have an average high school or less, no matter if our student body is made up of individuals with better than average intelligence.

\$65,000 IS AVAILABLE FOR JOBLESS RELIEF; STATE O. K.'S PROGRAM

(Continued)

the Dependency Fund to the Employment Fund. The former is supposed to be used for charitable purposes only and the latter for use in the payment of wages. The law allows the transfer from one fund to the other provided the State approves.

Teaneck's available share from the state amounts to \$21,513. for employment relief and \$7,774.45 for dependency relief, a total of \$29,287.45. In order to get this amount from the State, Teaneck must spend \$36,219.61 as its share for the relief work. The Council took care of this provision by passing two ordinances at a recent meeting.

This makes a sum of \$65,507.06 which Teaneck may use in its local relief work. It is thought that the development of the High School Athletic field will not require the use of the total sum available. The major part of the money used will be spent for labor, machines will be used only when necessary.

Whether the proposed skating rink is to be made is doubtful. Mr. Wier believed it to be impracticable on account of weather conditions. However, Mr. Volcker has been instructed to make further investigation of this feature. At any event the big thing is that approval has been given, work has been started and soon Teaneck will have one of the best sport centers in the county.

Telephone Our Advertisers
For Quick Service!

Publication Stirs Interest Throughout U. S.

Letters of congratulation, requests for copies, and subscriptions to THE TOWN MANAGER continued to pour into publication headquarters, this month, from all parts of the country.

Interested city officials, admiring citizens who are interested in their government, libraries, leagues and Chamber of Commerce organizations of many states are among the writers of voluntary praise. Following are some of the communications received this month:

The Sales Institute
West Englewood, N. J.

December 12, 1931.

The Town Manager,
Teaneck, N. J.

"I want you to know that I am quite 'het' up about our little paper; it is 'ours' isn't it? Other fellows of the right sort address us thro' it and if we want to we can address the other fellows. And it is all so clean and homey.

"Why it is just wonderful to have this means of understanding one another; and besides to have our Town executives tell us all about what we want to know about our Town. And without any varnishing. Party politics you know is only varnishing over an old surface.

In the recent past I have advocated an open forum, having in mind some public meeting place. This little paper gives us that without going out at nights.

"And it's only fifty cents a year. And we can look forward to receiving it regularly if we instantly get that small sum to the publishers, here is mine. If we don't put in our little bit it will stop and surely one don't want that to happen, respecially now that we have some good fellows to do all the hard work."

JOHN F. SOBY,
91 Garden Street.

* * *

John H. Carroll
1610—Petroleum Building
Houston, Texas.

(Air Mail)
December 16, 1931.

The Town Manager,
Teaneck, N. J.

"Having just finished reading the December issue of 'The Town Manager', I thought you, as Business Manager of the publication, would be interested to learn that a copy traveled 2,000 miles, to the State of Texas.

"The December issue contained the kind of information that should interest home-owners and residents of Teaneck. If the editor and special writers keep in mind the 'Creed—Justice towards all; malice toward none' and the 'Purpose—To make Teaneck a good place to live in', as shown on the editorial

page, your publication should succeed as an informative instrument for the good of Teaneck. Pure, unadulterated facts and news presented in attractive style is more interesting than distorted and defamatory statements.

"Congratulating you on your courage to initiate such a publication at a time when most individuals and organizations are retrenching, and wishing you success in this enterprise, I am"

Very truly yours,
John H. Carroll.

* * *

Town of Darien
Dept. of Highways and Bridges
Darien, Conn.

Dec. 14, 1931.

The Town Manager,
Teaneck, N. J.

"Kindly send me a copy of your monthly paper entitled, 'The Town Manager'. Enclosed you will find 8 cents in stamps for same. I saw this notice in the December issue of the American City Magazine."

Sincerely,
Walter A. Bates.

* * *

New Jersey Taxpayers Ass'n.
Trenton, New Jersey
October 19, 1931.

The Town Manager,
Teaneck, N. J.

"We have had the privilege of seeing occasionally a copy of 'The Town Manager' published by your League. If agreeable to you, we will appreciate being placed on your mailing list to receive regularly further copies as issued.

Sincerely yours,
J. G. Hostutler,
Organization Service Dept.

* * *

James J. Astarita
Freeport, L. I.

December 12, 1931.

The Town Manager,
Teaneck, N. J.

"My I ask for several of your monthly paper 'The Town Manager'. I am very much interested in the matter, and will appreciate one of your issues as a matter of guidance and information which may be applicable in my village."

Yours respectfully,
James J. Astarita.

* * *

Neb. Legislative Reference Bureau
Lincoln, Nebraska

December 16, 1931.

The Town Manager,
Teaneck, N. J.

"Will you please send us the latest issue of your paper, 'The Town Manager'?"

Very truly yours,
Edna D. Bullock,
Director



"Standard"
Plumbing Fixtures

JOHN SKALA

PLUMBING and HEATING

Tel. Teaneck 7-1038 & 7-4753

Estimates Cheerfully Given

1350 Queen Anne Road

W. Englewood, N. J.

139

Phone Teaneck 6-8520

Estimates Cheerfully Given

ROBERT A. McCANLESS

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TEANECK, N. J.

25J

Teaneck 6-4969

L. C. BORROWS CO.

ESTABLISHED 1922

PLUMBING AND HEATING

JOBING and ALTERATIONS

Gas Ranges on Display
361 Queen Anne Road

Ail Burners Installed
Teaneck, N. J.

125

Chamber of Commerce
of the
United States of America
Washington
December 9, 1931.

The Town Manager,
Teaneck, N. J.

"We would appreciate it very much if you could furnish us with a complimentary copy of your illustrated monthly 'The Town Manager'."

Sincerely yours,
Roger J. Bounds,
Assistant, CD Dept.

Municipal Administration Service
New York, N. Y.
December 8, 1931.

The Town Manager,
Teaneck, N. J.

"If the material listed below is available for distribution, we should like to have it for use in our library."

We shall appreciate your co-operation and hope to be able to return your courtesy.

Very truly yours,
Municipal Admin. Service
By Edna Trull

(Continued on Page 31)

Phone Teaneck 6-6870
Phone Teaneck 6-0222

C. Richter and Son

Plumbing and Heating

339 CEDAR LANE

TEANECK, N. J.

Time Payments Arranged
Estimates Cheerfully Given

120

Phone Teaneck 6-8516

JOHN J. VOPELAK

Plumbing and Heating

Jobbing done at reasonable prices.

584 MARTENSE AVENUE
Teaneck, N. J.

26J

A HAPPY NEW YEAR TO ALL AUR PATRONS

Teaneck's Leading Delicatessen

GUSTAV ROTHENBACH, Prop.

454 Cedar Lane Teaneck 6-1580 Teaneck, N. J.

McDonald's Pastry Shop

Home of Quality Baked Goods

424 CEDAR LANE TEANECK, N. J.

COMMUNITY MARKET

CHOICE MEATS

"SEA FOODS—EVERYTHING IN SEASON"

Use the Phone—Teaneck 6-2383—6-2384

463 CEDAR LANE TEANECK, N. J.

LUNCH ROOM

DAIRY LOOSE MILK

MELLIN'S

MODEL BAKERY

ARTHUR R. MELLIN, Proprietor

1197 Teaneck Road
at Forest Ave.

West Englewood
Teaneck, N. J.

Telephone Teaneck 6-3867



LAWRENCE HUETTER

CHOICE MEATS

POULTRY AND PROVISIONS

—ORDERS PROMPTLY DELIVERED—

326 Queen Anne Road Teaneck, N. J.

Telephone Teaneck 7-1222—7-1223

ETTIN'S MARKET

FOR QUALITY AND SERVICE

WEST ENGLEWOOD,

NEW JERSEY

TOWNSHIP TREASURER'S REPORT

Following is Township Treasurer R. J. Pearson's statement of Teaneck finances as of date of Dec. 15, 1931, with statement of tax arrearages:

RECEIPTS, 1931

Balance January 1, 1931	\$ 298,834.86
1931 Taxes	549,292.52
1930 Taxes	275,570.66
1929 Taxes	83,851.88
1928 Taxes	936.30
1927 Taxes	189.39
1921 to 1926 Taxes	12.80
Tax Title Liens	6,952.61
Franchise Tax	22,236.24
Gross Receipts Tax	5,167.77
Interest and Costs on Taxes	26,007.82
Interest on Assessments	\$114,325.53
Assessments Receivable	409,648.09
Assessment Liens	15,195.84
Assessment Lien Interest	3,173.43
Return Gasoline Tax	12,721.20
Local Licenses and Permits	13,279.38
Other Revenue (Misc.)	26,971.49
Advance on Collector's December Account	137,000.00

Total Receipts\$2,001,367.81

DISBURSEMENTS, 1931

State and County Tax	\$ 276,145.95
School Tax	411,713.75
Redemption of Bonds	387,000.00
Purchase of Bonds	261,698.09
Improvements in Progress	16,620.79
Budget	584,904.45
Miscellaneous	21,344.76

Total Disbursements\$1959,427.79

BANK BALANCES

December 15, 1931\$ 41,940.02

OUTSTANDING TAXES—DECEMBER 15, 1931.

1921 to 1926	\$ 7,687.59
1927	4,023.40
1928	4,920.57
1929	106,665.36
1930	219,891.76
1931	682,101.00

Total\$1,025,289.68

Wood and Metal Work

Tops and Slips Covers

Chassis Straightened

Cars Polished

Welding

Expert Automobile Painting

\$35.00 and up

NICKEL AND CHROME PLATING

JOHN SWEIKOW

Telephone Teaneck 6-7223

403 Glenwood Ave.,

Teaneck, N. J.

ASSESSMENTS DUE DURING MONTH OF JANUARY, 1932

Collector of Taxes, R. J. Pearson, states that an installment on the following assessments is due on the dates shown for the month of January.

He also states that by paying on or before the due date the taxpayers will avoid the 2 per cent penalty in interest.

No.	Name	When Due
50	West Englewood Avenue, C. & G.	Jan. 6
56	Farrant Terr. Sewer, gas and water stubs	15
74	Hillcrest Street, River Rd. to Larch Ave., genl....	2
78	Palmer Avenue, sanitary sewer	21
85	Lees Avenue Imp. (Sherwood to Ft. Lee Rd.	7
86	Eastern sewer extension	9
110	Hicory Stret, north of DeGraw Avenue	22
111	West Englewood Ave., Queen Ann to Station St....	22
124	Sherman Ave., east of Queen Anne Rd.	22
133	Elizabeth Ave., Teaneck Rd., to Queen Ann	13
138	Churchill Rd., from Buckingham Rd. to East end ...	13
152	Short St., Linden Ave. to Chestnut Ave.	20
190	Shepard Avenue, Paving	13
191	Van Buskird Rd., Paving	13
192	East Oakdene Avenue, Paving	13
193	Gaylord Terr., Paving	13
194	Parkway Avenue, Paving	13
195	Ogden Road, Improvement	13
196	Division Street, General Imp.	20
244	Terhune Street, Sidewalks	6
245	No. and So. Forest Drive, Ord. No. 383	12
246	North Forest Drive, Ord. No. 462	12
247	Cedar Lane, Belle Ave. and Beatrice Street	12
248	Fycke Lane, Sidewalks	26
249	Teaneck Road, Sidewalks	26
250	Harding Avenue, Sidewalks	26
251	Oak Street, Sidewalks	26
252	Walnut Street, Sidewalks	26
254	Walnut Street, General Improvement	26

When inquiring about taxes, please furnish lot and block number or your tax bill.

PUBLICATION STIRS INTEREST THROUGHOUT U. S.; LETTERS SENT

(Continued)

City of Chicago
Municipal Reference Library

December 15, 1931.

The Town Manager,
Teaneck, N. J.

"We would sincerely appreciate the favor if you would send to the Municipal Reference Library, as a gift, a copy of 'The Town Manager'."

Very truly yours,
Frederick Rex,
Librarian.

Municipal Reference Library
St. Louis, Mo.

December 11, 1931.

The Town Manager,
Teaneck, N. J.

"We shall be grateful to receive the donation of 'The Town Manager'. If you are unable to grant this favor an answer will be appreciated. We shall always be pleased to serve you."

Very truly yours,
Lucius H. Cannon,
Librarian.

"The Town Manager, is a publication that Teaneck should be well proud of. Being non-political, non-sectarian, a good clean paper, containing all the news of the town, and printed on a fine quality paper, with splendid sized type,

making it a pleasure to read. The fact that so many merchants are using this medium to advertise, tells it's own story.

"Here's wishing you a prosperous and successful New Year, trusting you will receive the hearty co-operation of the people of Teaneck to make this paper the greatest subscription paper Teaneck has ever known, and that it will grow so rapidly that it will be imperative to make it a weekly publication."

Yours for success

Mrs. Lillian E. Rothe,

293 Pleasant Place, Teaneck

After reading thoroughly, and with a great deal of interest and satisfaction, the December issue of "The Town Manager", it occurred to me that the townfolk of Teaneck must be proud to be the recipients each month of a publication that so thoroughly and earnestly brings before them those things that are important in their town and elsewhere.

"It is an education to many who peruse the different articles written in a way understandable to all. Too much credit cannot be given those of the staff whose tireless efforts have made this paper the object of much favorable comment both in town and out of town, wherever carried.

"Here's hoping these tireless efforts will always remain such, and that the paper will grow even bigger and better—if such is possible."

Robert Lewis.

What To Expect In New Budget: Bright Forecast of New Year Expenses

An examination recently made by the Financial Advisory Board of the expenditures and receipts for the year of 1931, indicated a generally satisfactory condition. Taking the expenditures as of December 15th and making allowance for the bills, wages and salaries still to be paid, it would seem that there might be a surplus of fifteen thousand dollars left on the expenditure side of the budget. The revenue side of the budget was even more satisfactory. Generally in considering a budget ninety per cent of the discussion centers about expenditures. These are important of course, but the revenue side of the budget accounts for the raising of more than two hundred thousands dollars from other sources than taxation. If this projected income is estimated too liberally and the actually receipts fall short of the anticipations, any such deficit must fall directly upon the taxpayer the following year. Consequently the Committee was very pleased to learn that evidently the 1931 anticipations had been moderate and that the actual collections would exceed these anticipations by perhaps thirty-five thousand dollars, mainly because of the unexpectedly large collections of interest. As a result of the under-expenditures and the over-run in receipts, (when the year's transactions are complete) the 1931 budget will show a to-

tal net surplus of perhaps fifty thousand dollars. This surplus instead of being used to reduce taxation during the coming year will be allowed to remain in the surplus revenue account where it will come in exceedingly handy in the years when the exceedingly heavy bond maturities must be met.

The committee though realizing the dangers of prophesy, looks forward to the 1932 budget with a good deal of equanimity. It seems certain that that part of the budget which is used for the operation of the Township will show practically no increase. That part of the budget which provides for debt service, Township share of improvements and deficiencies will show a moderate increase, while the anticipated receipts from other sources than taxation will show a decrease. The net affect of all this will be that a greater sum will have to be raised by taxation in 1932 than in 1931. However, it seems that this amount will be less than the amount which will be normally produced by new buildings to be taxed for the first time this year. Consequently a conservative prediction is that no one will pay increased taxes in 1932 except in those cases where an increase has been made in the valuation for the purposes of equalization, or because of new construction. In fact, the probabilities are that all of the others, which includes the great mass of home owners will pay less.

Honor Roll for January

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THE TOWN MANAGER

Application for Second Class Matter Applied For Dec. 26, 1931.

Official Publication of the Teaneck Taxpayers' League

Its Field—The Township.

Its Creed—Justice towards all; malice toward none.

Its Purpose—To make Teaneck a good place to live in.

Its Hope—Co-operation from all residents, on non-partisan basis, with an eye single to service for the benefit of all.

PUBLISHED ON THE FIRST OF EACH MONTH

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OWNERS: THE TEANECK TAXPAYERS' LEAGUE

SAFEGUARDING TEANECK'S FUTURE

The City Plan Act, under whose authority the council has created the Teaneck Township Planning Board, should be carefully studied not only by the public officials concerned, but by all who are interested in the future development of Teaneck. To give its readers opportunity to familiarize themselves with the provisions of the act, "The Town Manager" has had prepared an article that explains them fully. The second and final installment of this article appears in this issue.

Study of the act shows its beneficent purpose, and that it is a law drafted in the interest of the public rather than of politicians—a law, in fact, that is in every way consistent with the home rule principle.

For any municipality that avails itself of its provisions, through the action of its governing body, the law affords a means by which the community can protect itself against the activities of those who otherwise might plan and carry out development enterprises highly profitable to themselves, but at the same time injurious to the township as a growing community.

The law, however, cannot be viewed as in any sense a barrier to progress. On the contrary, it encourages and defends legitimate enterprise on the part of investors who are public-spirited—not merely self-seeking in a short-sighted way. To these investors in legitimate and commendable enterprises, the law gives assurance that the value of their investments shall not be impaired by the activities of others who have no concern for the welfare of the township.

Teaneck's planning board already has begun the studies the law requires it to make before adopting any master plan, and is arranging to employ at an early date some planning expert to help in that work. It is clear that the citizens of Teaneck should commend and encourage the efforts of this board, whose members give their time and efforts with no compensation except the consciousness of having performed a service of value to the public, and that they should commend the action of the council in creating this board to safeguard the future of Teaneck.

WISHING TEANECK A HAPPY NEW YEAR

Tradition marks the dawn of each new year as a time suitable for forming new resolutions, for conceiving new hopes and aspirations and for the expression of good wishes. To all the people of Teaneck, The Town Manager extends its best wishes for 1932, and to them it pledges its most earnest efforts toward bringing about the realization of those wishes.

Among the good things The Town Manager most earnestly wishes for Teaneck in 1932 are the following:

That the benefits derived from the opening of the George Washington Memorial bridge, so long awaited, may exceed

the brightest anticipations of the most sanguine.

That the progress made in 1931 toward establishing the financial and governmental affairs of the township on a sound and businesslike basis may continue.

That whatever remains of old factional or sectional divisions, which in the past have ranged the people of Teaneck into opposing camps, may disappear and give way to a united community spirit in which all shall share; so that every project or enterprise designed to make Teaneck a better place in which to live shall have unanimous support.

To such extent as The Town Manager can help in the realization of these ideals, its sponsors will feel that its continued existence as an influence in the community is justified.

VOTE IN THE COMING SCHOOL ELECTION

Within a few weeks the voters of Teaneck are to elect three school trustees. It is to be hoped that the vote cast at that time will be a more complete expression of the views and wishes of the electorate regarding school matters than has been customary in school elections.

Just why citizens do not take as much interest in selecting school trustees as in choosing their councilmen, for example, it is hard to understand; but the fact remains that the vote cast in school elections is seldom as much as half, and at times less than one-fifth, of the vote cast in other elections.

It should be remembered that the school trustees are responsible for the expenditure of practically as large a share of the total amount levied as taxes in Teaneck as the township council. For example, of each tax dollar levied in 1931 in Teaneck, 41.5 cents was for township government and 40.6 cents for the board of education, the remainder of the dollar going to county and state.

Furthermore, the school trustees are responsible for one of the most important functions of local community life, if not the most important—that of fitting the children, of Teaneck for future citizenship. Certainly none can regard that as less important than the repairing, lighting and cleaning of streets, the disposal of garbage, the supervision of police and fire service or the assessing of property and collection of taxes.

It is in view of these considerations that The Town Manager urges all citizens to regard it as their civic duty to familiarize themselves with all the issues involved in the forthcoming school election, and then get out to the polls and vote, so that however the election goes, the outcome may be regarded as an adequate and intelligent expression of the majority as to just what the people of Teaneck want with regard to school policies and school administration. It should not be left to an active minority to decide matters of such great importance to all.

