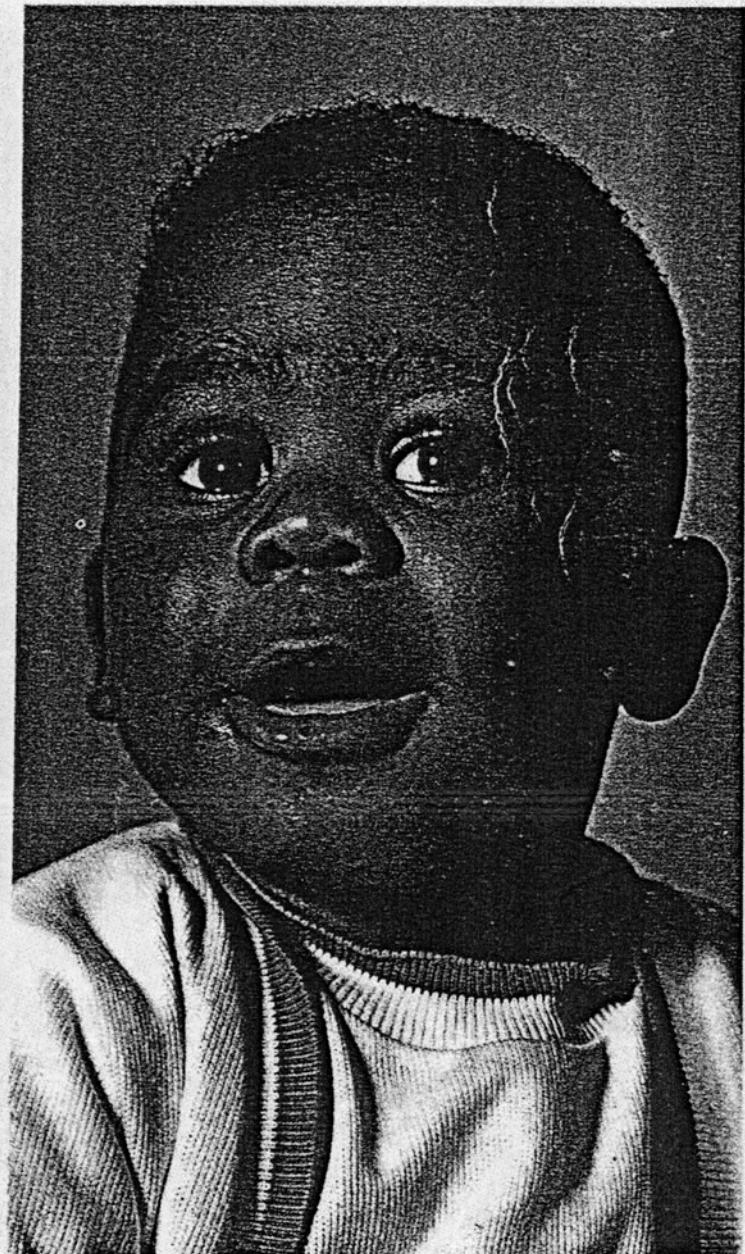
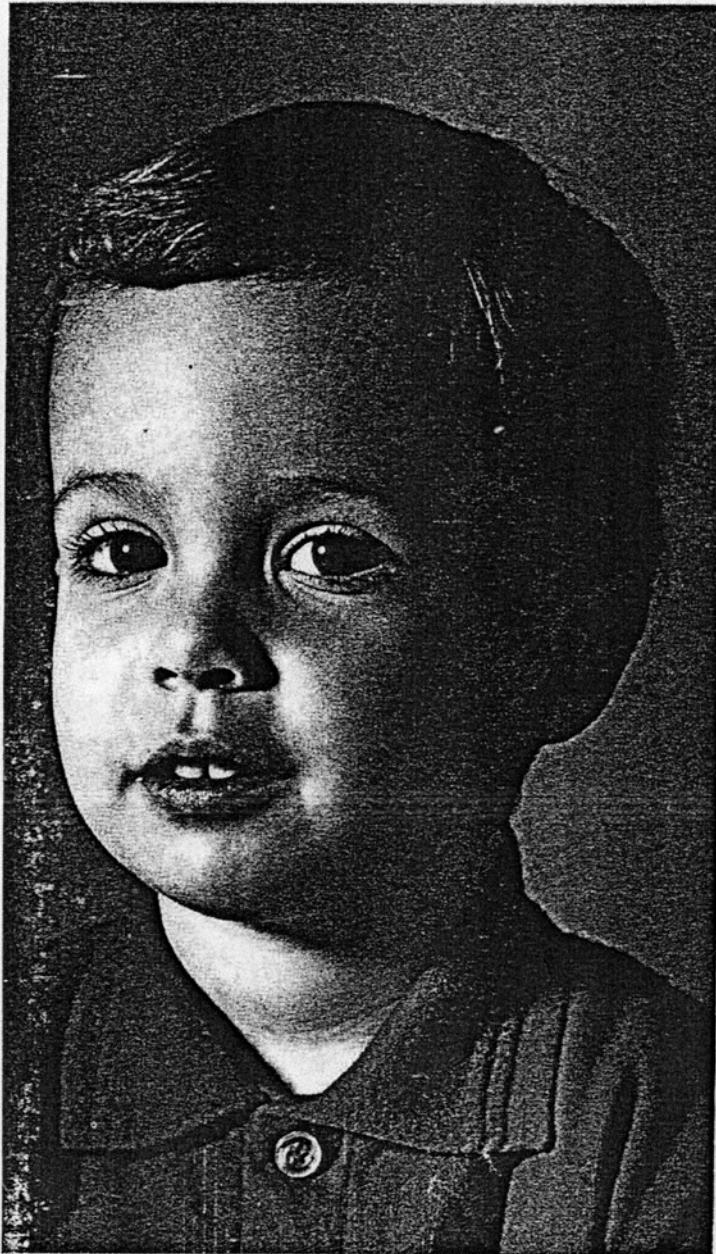


# DAYTON

USA

How Do You Spell Modern Government? Page 12  
Man of Two Worlds...At Least Page 20  
What's It Like to Live On An Island? Page 22



## This Month's Contributors

"URB. URG. METRO." on page 12 by Peter E. Dayton discusses the need for a revitalized area-wide government. Will his recommendations be the basis for government in the Greater Dayton Area by 1975?

Dayton, business manager for this magazine, was staff correspondent for the Pacific Stars and Stripes. Tokyo, Japan. The Hamilton College, Clinton, New York, graduate was previously in sales.

"A Skier's World Isn't All White," offers a surprise for anyone that might think the only activity of the Dayton Ski Club is skiing. On page 16 read Laird Brown's story. Brown photos accompany.

Robert Colaizzi, Public Relations Manager of Chrysler Airtemp, graduated from the University of Notre Dame and, after a short period with Campbell-Ewald Advertising in Detroit, entered the United States Navy.

It was during the Navy years Colaizzi became active in public relations. One of his public relations tours was 24 months as a technical advisor for the motion picture and television industry in Hollywood. Read his "Statements In Color" on page 18.

Ralph Vines, Speech Specialist in the Advertising Department of The National Cash Register has written several articles for DAYTON USA. The former columnist for the Dayton Daily News met many interesting people while gathering material for his "Lines by Vines," department. Today personality features are a specialty with Vines and this issue it's "Robert Adler, Man of Two Worlds, At Least," on page 20.

Readers have expressed special interest in Liz Harris features and this time it's "The Islanders" on page 22. She writes on two Dayton families—one white, one Negro—living in neighborhoods which happen to be predominantly of another race. The Willis/Case/Harwood copy writer has published several features in DAYTON USA.

Fagin Fogg's Personal Comment: "Caution" Cigarette" appears on page 31. Daytonians remember his column "Fiddlesticks" which appeared successively in The Dayton Press and the Kettering Oakwood Press between 1934 and 1964. But in the advertising world Fagin Fogg is Ralf Kircher Chairman of the Board, Kircher, Helton & Collett, Inc.

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# DAYTON U.S.A.

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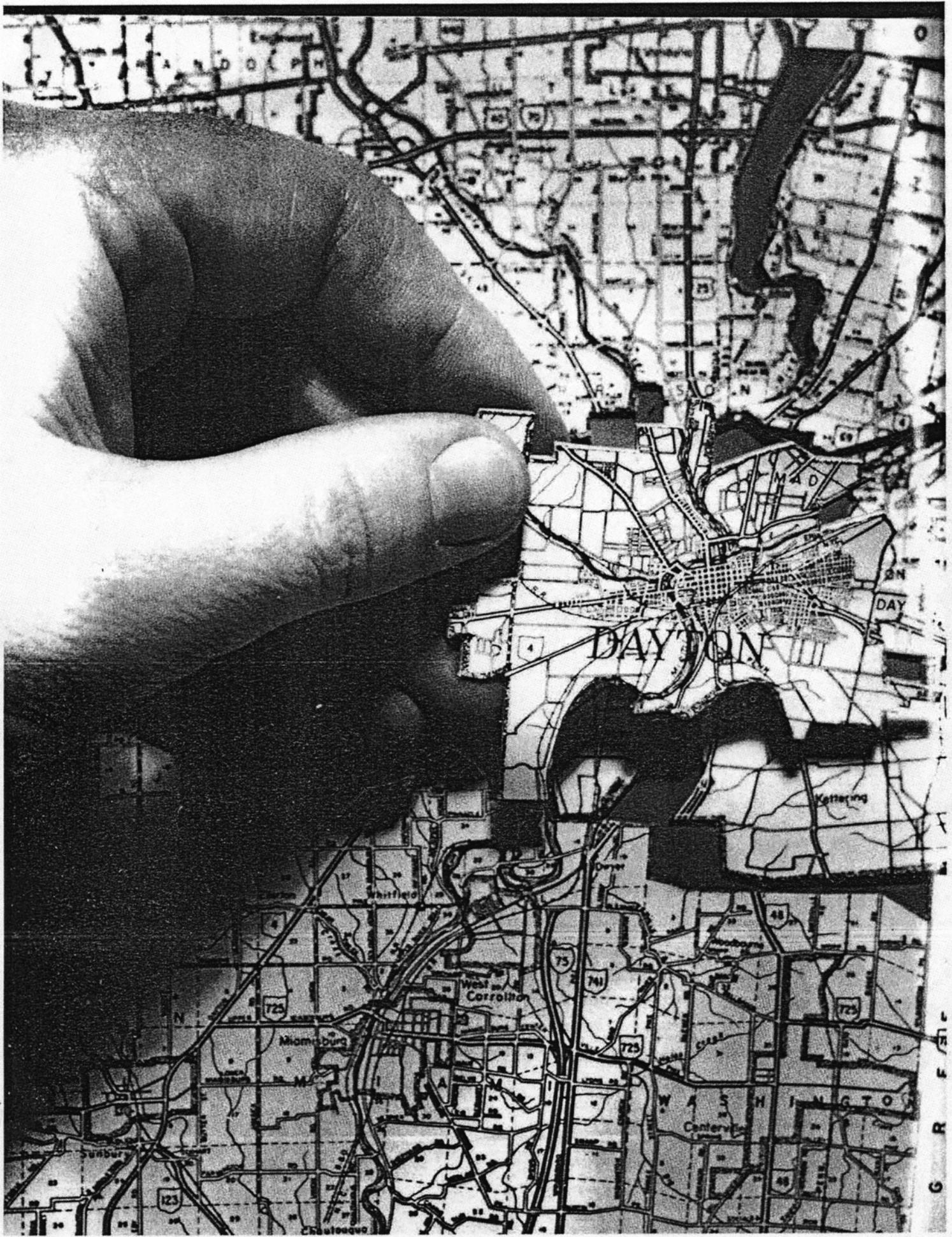
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*Our only reason for residing in this area is that Dayton is a business, manufacturing, financial center. And no matter where we live, we depend on its health for our livelihood.*

# URB. URG. METRO.

## *How do you spell modern government?*

by Peter E. Dayton

"The Old Gray Mare, She Ain't What She Used To Be . . . Many Long Years Ago." She served her purpose, plodding the rutted roads of Early America with her shay. But time passed her by, and now she watches the construction of new super highways from behind her wooden pasture fence.

That's what we call progress.

The "old gray mare" has been replaced in almost every aspect of American life in the last 50 years. Today we pride ourselves on being modern. Computers do complicated mathematical work and modern industrial practices enable us to manufacture quality products in quantities we once thought impossible. Yet, we still insist that what was good enough for grandfather in government is good enough for us.

We need a more effective local government for Montgomery County.

We can no longer withdraw behind our community boundaries every evening and concern ourselves only with what goes on in that small area of greenspace we call home. We must develop a "regional nationalism," a movement that strives to solve all the problems of this community mass called Dayton. Our city, county and community leaders must move toward the formation of a new type government able to cope with these problems. Until we do so, we will continue to have the ghetto, crime, waste and urban renewal problems of the "center city."

Take a look around—see what we have now.

We have "center city"—Dayton—

it's the core. The action first started here in 1796 when the Thompsons, Newcoms, Van Cleves, Hamers and others settled. It's where the first industrial growth started—the center of all business.

Around this industrial core lie the bedroom communities where the people live—Kettering, Moraine and Oakwood, Trotwood, Vandalia, Washington, Harrison and Wayne townships, etc. We live in one place, work in another and perhaps shop in a third or fourth. What organization! We have lost sight that Dayton, the industrial center, is the reason we live in these surrounding communities.

Yet, despite the mass and common problems each community works within itself, interested only in its own selfish ends. There is little concern about the whole of the Dayton community.

In a recent Journal Herald article, Dale F. Bertsch, director of the Miami Valley Regional Planning Commission, counted the number of taxing governments in the five surrounding counties. Of the 219 elected governments in his count, 63 were school districts, 3 park districts, 5 counties, 4 conservation districts, 143 cities and so on. That's a lot of government.

The Committee for Economic Development (CED), a private national organization of educators and businessmen said in a report issued in July of 1966 that the number of such local governments should be reduced 80 percent. In a report entitled "Modernizing Local Government," the CED argued that

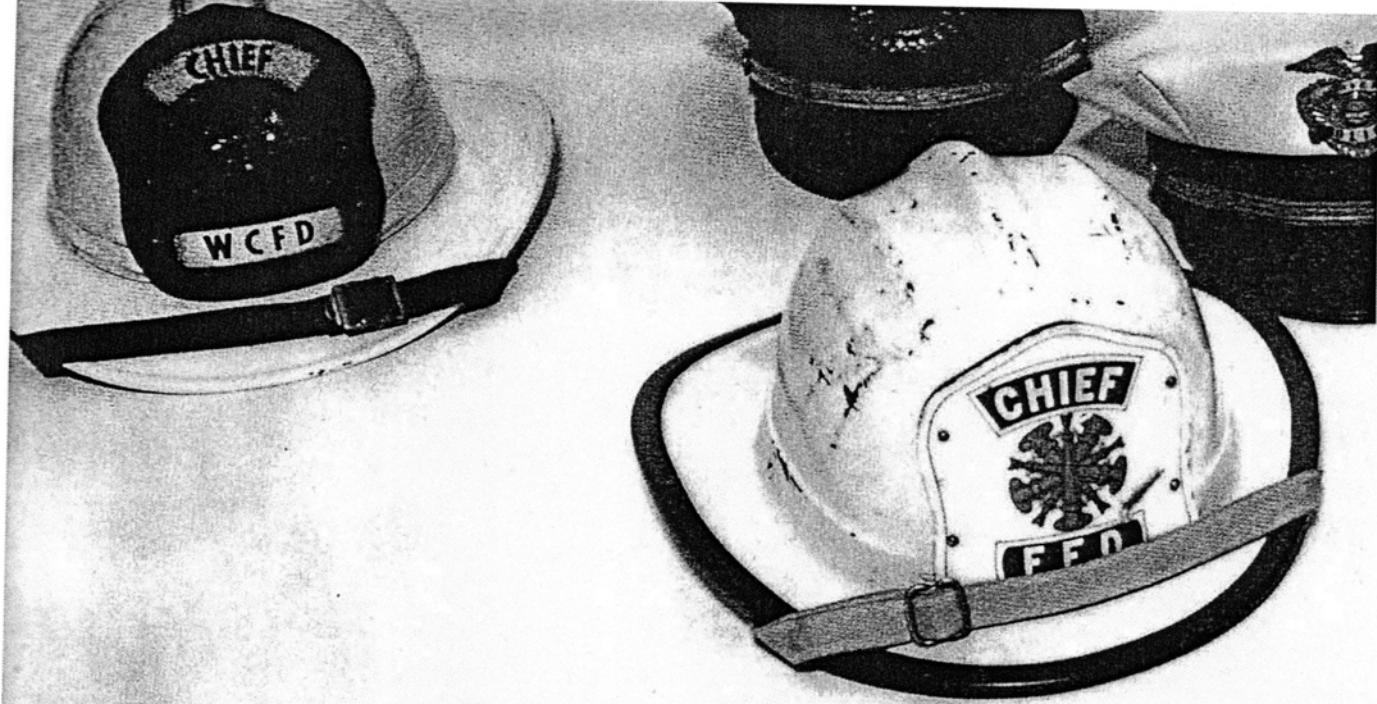
there are too many elective officials and too many units of government, most badly equipped, to deal with modern problems. The report points out that the 80,000 local government units in the United States should be cut to 16,000.

Changes are needed, the statement said, because of the general disenchantment with present day conditions. "American crime rates in rural, urban and suburban areas are high. Public school deficiencies are more noticeable as the necessity for higher skills and stronger educational qualifications become more obvious. The character of public welfare programs and the competence of their administration are under attack. Urban transportation problems outpace attempted solutions. Slum clearance and redevelopment lag behind the process of decay. Economic development of most communities is frustrated by want of government power. Local units depend too heavily on the property tax, administration of which is generally so inequitable as to be scandalous."

In 1961, the Dayton Area Chamber of Commerce undertook a project denoting our metropolitan area Megacity 70-75 . . . a noble experiment. Indeed, this area is an important one, one that holds a great potential. But, how can you develop something effectively if there 219 elected governments with their collective fingers in the pie. The answer is, of course, that you can't.

County government as we know it today is antiquated and its component

*continued*



*In Montgomery County alone there are  
over 25 police and fire chiefs.*

city and township parts are no more modern. The history books tell us that Montgomery County was formed in 1803, the Library Society in 1805 and the first school board in the spring of 1806. Think for a minute and imagine the distance between the northern and southern extremities of the county. Twenty-eight miles was a long ride on horse back. Individual hamlet problems created the need for smaller divisions of county government and villages, townships and cities were born. School boards and other bodies were formed to solve individual problems. This form of government was best 160 years ago.

But times have changed. We no longer travel from Miamisburg to Vandalia with the "old gray mare." It takes minutes, not a day. The communities of Montgomery County are no longer separated by rolling farm lands. Communities are now contiguous and face similar problems. We cross boundaries two or more times a day to work, shop or play. The problems and decisions of those people "across the street" directly affect our lives.

We have lived so long with our present form of government, we resist change. We want to keep the fairgrounds as they are now, even though there may be a better use for them. We oppose annexation and we have dozens of reasons why we should continue with the "mare and her shay."

"Man has a right to choose where he wants to live and in which manner he

should be governed."

Or, "it's socialism to tax the haves to support the havenots."

Or, "We have too much government as it is."

Or, "The reason we moved away from the cities and into the suburbs was to get away from these problems."

Or, "A new type of central, area government would kill the individuality of bedroom communities."

Once again we have forgotten the real reason that we all live here. Our only reason for residing in this area is that Dayton is a business, manufacturing, financial center. And no matter where we live, we depend on its health for our livelihood. Manufacturing industry contributed \$960 million dollars in payrolls and 127,400 jobs in 1966. That's a large portion of the record \$2.04 billion payroll experienced last year in the Dayton Standard Metropolitan Statistical Area with a 335,000 total employment figure.

Perhaps we should take a brief look at the history of Montgomery County over the past 17 years. In 1950, there was no Kettering; Wayne, Van Buren and Washington townships were little more than farm lands. Then a few farsighted developers bought land and started building what became bedroom communities. Van Buren's population tripled in 16 years and became Kettering. Washington township grew from 2,700 population in 1950 to 20,400 in 1966 and Wayne from 1,900 to 22,200 in the same period.

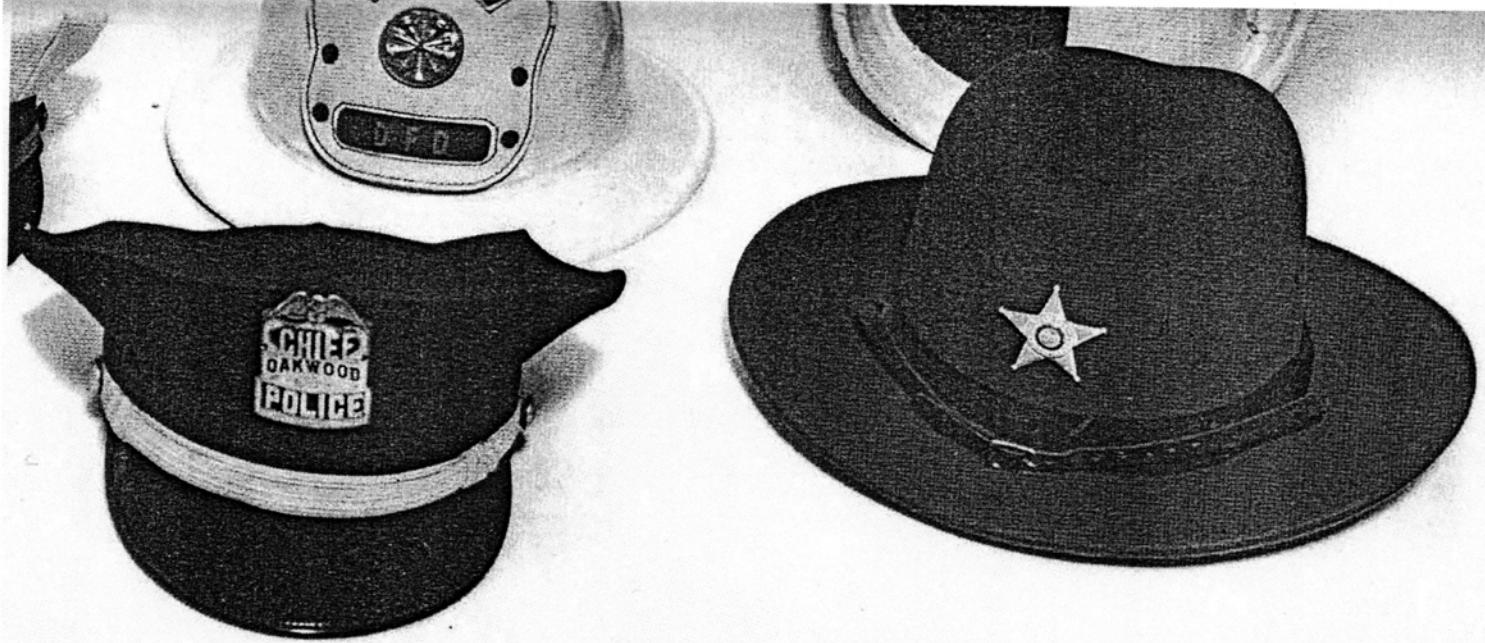
These communities grew because Dayton has a healthy industrial climate. Never could they be self-sustaining. They are bedroom communities and nothing more. Their existence is justified only because there is an industrial mass called Dayton.

The increasingly heavy burden of taxes is becoming a problem for the area taxpayer. In other parts of the state communities are rebelling against school, park, sewer, water and general operating levies. In Cincinnati, voters turned down twice in two months, an operating levy for the local school system, so some needed programs will be curtailed. In the Dayton area we have been fortunate that the electorate voted more money for schools and a county building package. However, taxes cannot go up forever. There has to be a time when the taxpayer yells "whoa."

How much more in taxes can the Oakwood resident afford when he is now paying \$50.40 per appraised thousand? Or the Dayton taxpayer, can he afford to pay more than \$46.40? Or can the Kettering taxpayer afford more than \$41.60?

Antiquated government and higher taxes—both problems scream out for solutions. It takes money to operate, but when that money is not used as effectively as it can be, THAT IS WASTE. And waste in this day and age is inexcusable.

In business, we don't tolerate it. We get rid of the "sluggards," we install machines that work more effectively



than people. We don't duplicate efforts. Yet, we permit waste with tax dollars that we would never permit in our own businesses. Dayton and Trotwood both have urban renewal programs and now Montgomery County wants to get in on the act. All should be handled by one agency. Fire and police are handled by no less than one dozen local governments or it might be expressed in a more staggering figure of approximately 30 police and fire chiefs in Montgomery County. Much of this brings waste and inefficiency.

## Recommendations

What we need is a strong, revitalized area-wide government which will encompass the Dayton Metropolitan Area and include all communities whose residents are directly dependent on area industry for their livelihood. Under such a form of government, all responsibilities which have community-wide interest would pass along to one central authority. Residential government units would be retained to handle all problems which have only local interest.

The area government would handle the problems of mutual concern—collecting and levying of taxes, public services, planning urban renewal, sewer, water, streets and highways. There would be a more effective way of handling regional planning.

Impossible you say, can't be done. Nothing is impossible. We have a problem which must be solved.

Many communities have looked at consolidation as a solution for their problems. Two cities, Toronto and Miami, have initiated a metropolitan form of government encompassing the entire area as a solution. Metro, as it is called, has consolidated many different governmental units into one strong government.

In Miami, before Metro, numerous accounting systems existed. Now they have a professional budgetary system. Modern accounting procedures have been instituted and electronic data processing equipment is being used. Tax assessments and collections are accomplished by one agency and more is done with the money. Planning is more efficient and consideration is given to the entire Dade County instead of small isolated areas.

"There isn't much doubt that progress has been made in Dade County since the inception of metropolitan government," said Stanley Kowalsky, Executive Director of the Governmental Affairs Department, Miami-Dade Chamber of Commerce. "However, changes are still necessary, especially in the areas where duplication of services exists. The main objective should be the best value for the tax dollar, not just a shift of the tax burden from the municipalities to the county. The first consideration must be given to the taxpayer."

Local government in Montgomery County must get its house in order to provide the most economical service to

its residents. There is much to be accomplished, and yet as witnessed last November in the refusal of some new tax assessments, the public does not want the added tax burden. The only way to accomplish our goals is the more efficient use of what we have.

The Montgomery County Mayors and Managers Association is moving in the right direction. Its decision last December to appoint a temporary executive committee to oversee the creation of a policy to govern the organization of a council of governments for the area is a great one. But such an advisory board is only a start. It cannot be truly effective until it has the power to act. If it is to become just another council to advise and not act, it is unneeded and the mayors and managers could best utilize time and money in another area. Such a council must be the start of a strong central, area government.

The problem of government lies partially in our way of thinking. The terminology we use is old fashioned and describes governmental units as they were many, many years ago. We need a new concept, a new term of government. Call the unit something different; an urb or an urg. Until we streamline our thinking we shall still talk of government in horse and buggy expressions.

We don't pretend to know all the answers. But we can spot the problems. We need effective leadership toward the establishment of a new type of governmental system in Montgomery County.\*