suffering, the first step should be, instead of a desire to shift responsibility, the recognition by all classes of the necessity for vigorous action, in providing a proper system of police, and promoting whatever plan may be best adapted to inspire confidence in the ability of the city government to preserve order within its jurisdiction.

The press may aid in this behalf, and I sincerely trust that all party animosities will be suffered to subside, in order that a cordial co-operation may be had in sustaining the good name of our city at home and abroad, and placing it upon that high and conservative ground which the enlightened character of the people entitle us to occupy.

The value of a properly appointed and organized police is not to be estimated by dollars and cents; and the life of the humblest individual, confiding in the protection of our laws, would be worth more than any burthens of taxation which it may be necessary to impose, in order to guard it against outrage and violence.

The organization under which we are now acting, apart from its total inadequacy in point of numerical strength, is entirely defective in other respects. No police system, in my estimation, can be perfect without the presence at all times of a competent supervisory power, acting immediately in contact with the material of which it is composed. The Mayor of a city cannot be expected at all times of the day and night to throw himself into the streets to see that proper discipline is kept up among those who are entrusted with the delicate office of preserving order within our limits. He can do no more than exercise a general supervisory control over all the departments of the city government, and any plan to be effective, must exact a rigid accountability to some recognized head, preserving unity in the whole system, who in his turn shall be held responsible to the Mayor himself. Without going further into details, I shall content myself with submitting the whole subject for the action of your honorable bodies, urging at the same time, such measures, as I may place at my command, without unnecessary delay, such an increase of power and such a modification of the present imperfect organization, as may ensure hereafter the protection of our city against acts of violence and lawlessness from whatever cause they may proceed.

The short experience I have had in the administration of the government of this city, has already satisfied me that next to

the establishment of an efficient police, a re-organization of some of the departments of its service, and a re-adjustment of the duties of some of its officers, are matters of pressing importance, and should demand the attention of Council as early as possible.

I should feel that I was hardly doing my duty to withhold from those who have been appointed to share with me, the responsibilities of the municipal government, my conviction, based upon a limited experience it is true, that great and radical changes are needed to protect both the city and its officers against imposition and fraud, and to provide the checks which are so essential in transaction of such magnitude and importance.

The requisition of the various departments come to the Mayor for his approval, with no other guarantee for their correctness, than the head of the particular bureau or department from whence it emanates. Of the character of these transactions he can know nothing and it could hardly be expected that in signing the checks which are daily brought to him, in payment of the city liabilities he can be held responsible for the disbursements to which he is asked to give his countenance. Many of these disbursements depend upon the construction of contracts and ordinances, and require the closest and most rigorous scrutiny. An officer standing between the city and these various departments, examining into every contract, and relieving them of a share of the labor and responsibilities which now devolve upon them, seems to me to be required by every consideration of prudence and sound policy.

This suggestion, I am apprised was made by my predecessor in his last annual message to the Council and I recur to it here as a measure of safety to this city itself, as well as those who are charged with the administration of its affairs. No check for the payment of money, in my judgement, should receive the signature of the Mayor, until endorsed by a proper comptroller, after full investigation, who should be held responsible for the correctness of the transaction upon which it is based. The habit of depending upon committees of the Council, for an examination into the accounts of the different bureaus, affords but little protection against imposition, should there exist a want of competency or efficiency in the officer, or a disposition to take advantage of the known inexperience and brevity with which these investigations are usually conducted.

In reference to the finances, I do not feel prepared to speak in detail at the present moment. The condition of the treasury is not satisfactory, and this results mainly from the large amount