

ピーアド博士ニ對スル豫定案（腹案）

一、講演及演說

ピーアド博士ハ十月中及十一月ノ第一週中東京其他ノ都市ニ於テ講演及演說ヲナシ
其ノ餘ノ期間ハ東京ニアリテ市政問題ノ研究ニ専心從事スベシ

第一、ピーアド博士ハ或ル一大學ニ於テ「能率のナル市政概論」ト題シテ繼續五回
乃至六回ニ亘ル講演ヲナスベシ。其ノ講演ハ周到ナル注意ヲ以テ準備シ且文章ニ認
メ日英兩語ヲ以テ出版スベシ、其ノ出版ハ市政改善ノ方法ニ關スル初步的教科書ヲ
供給スルコトヲ以テ眼目トナス。

第二、ピーアド博士ハ近代の産業都市ニ於ケル市政府ノ重要ナル點ヲ力説説明スル
一講演ヲ準備スベシ、コノ講演ハ市政改善問題ニ對シ國民ノ興味ヲ喚起スルヲ目的
トシ諸所ニ於テナサルベシ。

二、東京市政十年計畫

ビーアド博士ハ其ノ潛在問題ノ幾部ヲ東京ニアリテ深ク東京市政ノ研究ニ宛ツベキヲト。其ノ目的ハ市政改善ノ一般的方法ヲ樹立シ且之ヲ公表スルニアリ。其ノ調査項目ハ次ノモノトス。

一、市ノ政治組織。局課及其他ノ部門ヲ專問的ニ研究シ事務ノ重複、權限ノ衝突スル點ナキヤヲ調査スルコト。

二、市ト府トノ關係。特ニ此ノ兩管間ニ於ケル權限ノ衝突及職能ノ重複。

三、市ト中央政府トノ關係。

右研究ノ結果市ノ政治組織改善ノ一般方案ヲ得ベシ。

四、財政。市債、租稅及ビ課徴。

五、市ノ公共事業。市ノ公共事業ノ現狀並ニ既定計畫ニ關スルモノ、又ハ未ダ着

手セザルモノ、

六、保安。現在ニ於ケル警察及消防設備ト其ノ改良方法

七、衛生

八、社會事業

九、吏員ノ採用

十、需要品ノ購求

東京市ノ研究ハ次ノ方法ニ據ル。

一問題ニ着手セラルル毎ニ調査會ハ先ヅ材料ヲ蒐集シ之ヲ翻譯ス。ビーアド氏ハコノ

材料ニ對シ紐育市政調査會ガ米國ノ都市ヲ研究調査スルニ際シテ試ミタルト同様ノ批

評的試験ヲ加フベシ。

各問題ニ對スル印刷セラレタル材料ヲ蒐集分解シタル後其ノ方面ノ專問家ヲ招キテ之

ト相談シ更ニ東京市政ノ實際ニ通曉セル人士ノ批評ヲ受ク建設的ニシテシカモ實際的ナル改革案ヲ起草スベシ。

カクシテ成レル其ノ調査ハ東京ニ於ケル最善ノ意見ヲ具象スベク之ヲ協同の努力ノ結果トシテ調査會ヨリ發表スベシ

即チ其ノ研究ハ日米兩國ノ經驗ヲ代表スル綜合的產物タルベク説ク處ハ廣汎ニ亘ルト雖モ其ノ提示スル處ハ頗ル實際的ナルベシ。

カクノ如ク希望スル所以ハ將來十ヶ年ノ間東京市政ノ改善ニ對スル一種ノ航海圖ヲ供給セント欲スルガ故ニ外ナラズ。

Tentative Program for Mr. Beard.

1. Lectures and addresses

In general, that Mr. Beard should deliver his lectures and addresses in Tokyo and other cities during October and the first week in November and then devote the remainder of his time to an intensive study of the problems of city government in Tokyo.

First that Mr. Beard should deliver at some university one course of five or six lectures on "The General Principles of Efficient Municipal Government." These lectures should be carefully prepared and written out. They should be published in English and Japanese. The fundamental purpose should be to furnish an introductory text-book on the methods of improving municipal administration.

Secondly, that Mr. Beard should prepare one address designed to show and emphasize the importance of city government in modern industrial civilization. The address should be delivered at various points with a view to arousing national interest in the improvement of city government.

II. The preparation of a ten year program for Tokyo.

In general, that the remainder of Mr. Beard's time in Japan should be spent in Tokyo in an intensive study of Tokyo city government. The purpose should be to work out and publish a general program for the improvement of city administration.

The subjects dealt with should be as follows:

1. The organization of the city government including a special study of the bureaus, offices, and other divisions with a view to discovering duplication, overlapping, and conflicts of authority.

2. The relation of the city to the prefectural government, considering especially the duplication of functions and conflicts of authority..

3. The relation of the city government to the Imperial Government.

Thus study should result in the preparation of a general program of municipal reorganization.

4. Finance: debt, taxation, and assessments.

5. Public works: a sketch of the present state of public improvements, the work already projected, and work yet to be accomplished.

6. Public safety: police and fire protection present methods and recommendations for improvements

7. Public health.

8. Social Work.

9. Civil Service.

10. Purchase of Supplies.

The method pursued in the study of Tokyo should be as follows:

As each subject is taken up, the materials should be collected and translated at the Institute. To these materials Mr. Beard should apply the same critical tests which the New York Bureau of Municipal Research applies in the survey of an American city.

After the printed materials on each subject are collected and analysed, specialists in that field should be called in consultation, and constructive proposals for improvement should be worked out under the scrutiny of men experienced in the practical affairs of Tokyo.

Thus the survey would embody the best opinion in Tokyo and would be issued by the Institute as the fruit of co-operative labor. It would be a synthetic product representing American and Japanese experience. It would be broad in its outlook, but very practical in its suggestions.

The idea would be to furnish a kind of "sailing chart" for municipal reform in Tokyo during the next ten years.