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THE PRESIDENT:

I spoke to you some time ago about my plan to use the data which has been prepared by the Committee on Municipal Health Department Practice of the American Public Health Association, as the basis of an intensive campaign to be conducted by the Company in various cities in co-operation with the respective health officers to improve the status of health departments. This campaign, as I stated to you, is to educate the community generally through Chambers of Commerce and other civic bodies regarding the essential needs, financial and otherwise, of health departments in the hope that the city officials will see the necessity of making adequate appropriations to the health department so as to place it on a foundation which will enable it to do the very best type of work.

The preparation of the material obtained by the Committee was, as you will recall, financed by the Company, an appropriation of \$5000 having been made for this purpose. The complete report is now in preparation, detailing the facts published in the preliminary report, copy of which is attached herewith.

For our purpose, however, it is necessary to rearrange this data. It will require a man thoroughly acquainted with health administration to do this successfully. Dr. Dublin and I have discussed it and are of the impression that the best man available for this purpose is Dr. Haven Emerson, formerly Health Commissioner of New York City. I attach herewith a memorandum from Dr. Dublin. He has spoken to Emerson and we believe his services can be obtained for \$2500. The work will require from three to six months.

Will you approve of Dr. Emerson's employment on this basis?

February 18, 1922.

Third Vice-President.

Approved by  
Welfare Com  
2/28/22