

whom is given the title of mayor-president. All are elected at large. The mayor-president is presiding officer of the commission but otherwise has no special powers. By a majority vote of the five commissioners all municipal ordinances are passed, and all appropriations are voted, the mayor-president having no right to veto either absolute or qualified. The commissioners likewise, by majority vote, apportion among themselves the headships of the four main departments of civic administration, namely, finance and revenue, waterworks and sewerage, police and fire protection, and streets and public property; the mayor-president having no special department but exercising a general coördinating influence over all. A single commissioner is, therefore, immediately responsible for the administration of each department. The commission as a whole draws up and passes the annual budget, awards all contracts, and makes all important appointments. Minor appointments are made by the individual commissioners each in his own special department. There is throughout a complete centralization of all powers, legislative and administrative, and a very definite location of all responsibility.

No one who has made any impartial attempt to follow the work of the Galveston commission during the last six years will

venture to gainsay its very striking success. **The Results in Galveston** The financial condition of the city has been most decidedly improved; all the municipal services

have been brought to a much higher point of efficiency; a better grade of citizens has been found willing to seek and to accept civic office; and the general tone of municipal administration has been very noticeably raised. The commissioners present, in their reports, such a convincing array of facts that it would be idle to question the success of the new régime. This success has been attributable in general to three or four canons of policy, from which the commissioners have not swerved during the last five years, and which may be summed up as (1) the use of approved business methods in civic financing; (2) the entire elimination of all leakages in expenditures; (3) the making of all appointments on the basis of individual efficiency; and (4) the strict accountability of each commissioner for the on-goings of