

thing that attaches to, confronts, hinders or delays the exercise of professional duties in the most advantageous way for the benefit of the public welfare? How may this be done? We may be sure it never will be done by efforts outside the profession. It may be inaugurated, insisted on, even demanded, on the part of and by the profession itself, for professional practice does not end with plans; it terminates only with execution. Co-operation and sympathy on the part of the public must be obtained in order that our own efforts shall be effective to the end sought. A remedy for these conditions must be sought for personally, individually, by the engineering profession and by the combined influence of just such organized force as that of the American Society of Municipal Improvements. In fact, it is right and proper that this society shall go down in history as the one society taking the lead in this matter, for here we have the combined influences of professional engineers, of municipal officials, and those whose business it is to serve the public through them.

I wonder if the lights of the General Electric Company would at this time have been developed to that world-wide extent if the manager had sat in his chair, and taken on, as assistants to his leading engineers, help based on recommendations of personal quality alone. Rather, have they not succeeded by seeking out almost entirely a class of thoroughly trained collegiate engineers, who could readily grasp every detail of their work, and thus be able to soon acquire efficiency in their service? The engineer in such an institution may be heard attentively by the hour, in the urgency of his suggestions toward perfection and the adoption of detail, which has contributed so greatly to the success of our commercial enterprises. In municipal matters, more in the past than in the present, "Mike" or "John" or "Jim" was chosen to assist the engineer because of his acquaintance and political influence in his ward, and this, and this alone, is his recommendation.

"You must get along as best you can with the men we furnish," comes the order from higher up to the municipal engineer. "The ordinance of the council prevents my writing the specification as it should be written; my hands are tied; McDougal & Flannagan must have this contract."

These are the hindrances to the reforms suggested, and these are the hindrances that must be removed, and these are the hindrances that will only be removed upon demand by the engineering profession of America. When shall this be done? I say now! The sear is being rubbed off the public conscience, and it is now in better condition to receive the medicinal dose than at any time heretofore. You who are simply city officials join hands with the engineers in a resolution from this body that shall reach to the core of the evil.

THE PUBLIC SIDE OF STREET RAILROADING.*

By Patrick Calhoun.

Theoretically, the public side of the question should be confined to three propositions:

(1) That the complicated machinery and organization of a street railroad system shall result in cheap, first-class and efficient service.

(2) That the best methods of granting the use of streets for transportation purposes shall be adopted, and full payment be made for such use.

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(3) Whether a higher return for the use of the streets and a better and more efficient street car service thereon can be more cheaply obtained through public than through private operation.

In every city of the country the problems of street railway transportation are receiving the attention of the most skilled and competent men, yet no questions affecting our city life have created more virulent, demagogic attacks, have been discussed with less intelligence or more bitterness. The politician, the yellow journal, and the muckraker have combined to misrepresent the position of the railroads. Managers and owners are falsely charged with being the chief source of corruption in city government, and the effort is being made to separate them from the balance of the community. They are denounced as the enemies of society. The result of these attacks has been in a notable instance, in the city of Cleveland, to throw a perfectly solvent, splendidly managed property into the hands of receivers; to make many conservative investors fearful of the future of the securities of street railroads, and to place such securities in the speculative, instead of in the investment class, where they belong properly.

The reason for this is twofold: The railroad management is brought in contact with every phase of city life; every character of request for assistance is made upon it, from a contribution to a church bazaar to a contribution to an international exposition; from furnishing a special car for an infant's baptism to a funeral car for a man's last ride; from the just demand for increased service during the busy hours of the day to the unjust demand of the real estate speculators that unprofitable roads should be built into unpeopled suburbs.

The railroad has no control over the street traffic. Oftentimes its tracks are the only well-paved part of the street; wagons and teams crowd upon them, and an inefficient or inimical city administration, neglectful of the people's comfort, allows the ordinary street traffic to delay the cars. The hurried and impatient patron, who does not see the cause, blames the railroad for the delay.

And this brings us to the second cause for the attacks upon street railroads. There is a growing class of men in all of our cities, socialistic in their views, some sincere, others insincere, who desire to create that condition of unrest and distrust which will prevent further street railroad extension and bring about municipal ownership. With this class the end justifies the means. No attack is too wicked, no misrepresentation too false, provided it aids in the creation of public sentiment in favor of municipal ownership.

Allied with these men are local agitators and ward politicians who hope through municipal ownership to acquire jobs for themselves, or increased power through the increased patronage which would come from public operation.

Allied with both of these are the unscrupulous demagogues who seek support, frequently as reformers, sometimes as progressive reformers, through fostering unrest and discontent, and who believe that so great is the unrest and discontent of the country that popularity and power are to be gained through attacks upon corporations.

There is not an intelligent street railway manager in the country who does not desire to keep his corporation per se out of politics. No class of men is more opposed to corrupt alliance between corporations and politicians; no men more earnestly favor the overthrow of the boss system in party management; no men more sincerely desire non-partisan discussion and non-partisan action in regard to the serious