PREMIER ASQUITH, as he appears

on the street in the winter. The Pre-

mier having refused to meet the de-

ton has knocked the bottom out of municipal "pork barrel."

Graft Proof Methods.

cord, old stamping ground of manipula-

Every check that system and ingenuity

time sheet; city purchasing is centralized

compensation are standardized, thus in-

To enumerate all the details of this

Not content with all this pioneering

both in system and procedure, Dayton goes further and provides for a whole new

branch of American city government. It is the department of public welfare and is

based on the theory that the municipality

should be the leader in community activ

A definite business idea is behind this innovation. The big industrial magnate (and there was one notable example right

employees happier and more efficient. Why, argued the charter framers, should

not welfare work for the city make all the

playgrounds, parks, communal Christmas tree, charities and corrections, but has the larger outlook on benefits that will touch and uplift all the people.

Among its projects are a municipal loam shop created to put the shylocks out of business: a welfare loan agency to end

business; a welfare loan agency to end the cruelty of the sharks; a free legal aid

quiry into women's wages.

You have now seen the unfolding of this

new and inspiring civic order. But what of permanency is there to the system?

Thorough in all things—as the narrative

the new charter had died down the pro

MUFFLER AGE GONE.

English tweeds are used to make man-

there in Dayton) has demonstrated

welfare work in his factory makes

been discontinued.

## HOW DAYTON SOLVED GREAT PROBLEM MANAGING A BIG CITY'S BUSINESS: IMPROVED ON THE COMMISSION

Board of Control That Decides Upon Work To Be Done, and Then Passes It Along to the Experts, Who Must Make Good.

heart of the nation leaped in sympathy to flood-swept Dayton in her hour of travail; today the eyes of the on that once

ly business government just instituted in the sleet and undaunted city him from a nonpartisan side line.

bern at Calveston, developed by Des Meines, and now employed by rearly three himstered places. Its main features are going to break the old bondage, the calveston of the conferences between the streets of the city except between the hours of midnight and 6 is said that the conferences between the manager rule. So the committee said: "Its main features of the city except between the hours of midnight and 6 is said that the conferences between the manager system. Nothing had been the manager system. Nothing had been the conferences between the manager rule. So the committee said: "Its main features of the city except between the hours of midnight and 6 is said that the conferences between the manager system. Whether this was because the machine was considered a nuisance or the classical conferences. The charter, pretures are the election of a non-parti-san commission by the short ballot. Education lies at the root of all perman-the inhighting the referending and the recall; in short, an agency for real A picturesque crusade, without red-fire and confusion afterward, as happened in up the city manager. Thus responsibility

branches of city work. al innovation, combined with the dramatic fight made for it, the procedure becomes invested with value no m 'ter w' or under what kind of city govern

ment he happens to live.
The Commission-Manager Plan. Why should there be any change in a proved antidote for the ills that have so long assailed municipal life? Simply because the generally pacepted commission plan, admirable as it is, is neither flawless nor completely businesslike. The chief objection has been the combination-in the commissioners of the legislative and administrative functions. Running a Yet ly an expert job. everywhere, under old and new

Technical experts, and especially those in city matters, do not usually run for office, and when they do run. they are not likely to be good vote

Hence came the inspiration to modify the stereotyped commission plan along the line of a business corporation: that is, to elect commissioners whose sole task is to create policy and then have a hired expert manager

to carry it out. The little town of Lockport, up New York State, was really the pioneer in devising a charter that divorced the representative and legislative wings and called for a hired

city operator. It was an adaption of the German professional mayor process, but an unsympathetic legislature prevented

action on the scheme. The idea bore fruit, and, strangely enough, in the heart of an ancient conservatism. Down in South Carelina was the bustling town of Sumter with less than ten thousand people, struggling with misrule under the old federal elective plan. The citizens wanted commission govern-

Why not get an expert to operate the town 20 asked the Chamber of

Commerce. So a charter was framed to answer the question and make possible hat came to be called the commissionmanager or "controlled-executive" system of government. adopted the charter and hired a Virginia civil engineer with wide railway experience to take hold. He proved the efficacy of the project by saving half of his salary the first year on two items of expenditure. Other southern communities took up this plan. They were small and obscure, however, and attracted little attention.

The Dayton Upheaval. But events were shaping to give this new freedom from partisan inefficiency its fullest and largest scope. In Dayton, where the smoke curled from a thousand factories, lay the

opportunity. Dayton was no better or no worse than the average city with the oldtime elective mayor and council sys-The hand of the "machine" heavy on the public service; cityhall inadequacy and greed knew no party line. The treasury was always empty: government was by deficit.

In ten years the public debt had grown from \$26.37 per capita to \$46.13. To obtain funds for street lighting during a single year, meant the issue of bonds run-ning for thirty. Similarly, bonds to pay for moderate street construction long outlived the highways. And so on down the familiar line of extravagance and mis-

management. Then legan a movement that, in the completeness of its organization, in the big drama that punctuated its progress, and in the moral of education that it carries for every other city struggling to be free, is almost without precedent. The approach to the Dayton character was along the path of remarkable prepared.

politics, but they were schooled in com- signatures (more than enough) were semerce. They saw the city as a sick cured overnight.

business panting for a remedy. So they The charter election ordered had to be

set about finding a cure. spectacle of civic rebirth and reconstruction Out of ruin has come struction of ruin has come struction of ruin has come sight kind of training and the reconstruction of ruin has come sight kind of training the reconstruction of ruin has come sight kind of training the reconstruction of the reviving Dayton assumes struction Out of ruin has come leadership. Such is the resource and the resiliency of the resource and the reso The new year has brought to the true of a community, whether large or people had been compelled to leave their whole American people no more cheer- small, and what was good for one was homes; the street-car service was paraing or significant gift perhaps than good for the other. If the city was to be lyzed; elevators in tall buildings were not the example of the new form of strict- run efficiently, then it was necessary to running; the entire telephone system was

manager administration, she leaps to the Sumter scheme far beyond that first the scattered citizens' organization of 800 the fore in the march of the munici- real vision of expert municipal conduct. men was welded anew under these depality toward freedom and efficiency. It adapted the process to all the needs

Another Step Forward.

Clearly to understand the peculiar

Clearly to understand the peculiar

er and there are usually five be- were asked in to lunch or conference and R. Flotron, J. M. Switzer, A. I. Mendencomes head of one of the operating shown the chart of progress and then hall, and John McGee, who now sit in sent on their missionary way. By word executive judgment on the destinies of But Dayton has token a distinct and of mouth—always the most effective pub- Dayton. The solidity of this continued progressive step forward in the de-licity—the gospel of the proposed order velopment of the whole commission was spread. Dayton is a group of smaller by education, does not readily change. idea, and because of this really epochclub. They were enlisted and formed an endless chain of advocacy.

The New Civil Creed. The idea of the small unit for education was kept up almost to the end. At the fall the meetings, then and thereafter, case. cards, on which the voters pledged themselves to the project, were circulated for civic creed were:

This card catalogue became the roster revolution. of the militant charter hos tems, men without experience continued in majority of the voters definitely on re-necessary technical training are being cord on a specific issue, and they could

tion of seasoned privilege: the latter a menace to their party solidarity. What the Flood Did.

found expression in a combined stand against the larger city peril. petition for an election to determine the

## charter question. So admirably had the Mere Boy Becomes





Less than twelve months ago the ing its defects. They knew nothing about campaign done its work that over 3,000

The committee understood from long carried. But this could only be done in the Valley of the Miami.

Under the most radical of commission charters, providing for a city
manager plan that carried a day and a dry bed to sleep in? Yet Clearly to understand the peculiar importance which attaches to Day-ton's resition it is first necessary to refer briefly to the institution of commission provernment. Most people of this town will know what promise familiar with the straight plan. At that time scarcely a dezen persons ernment, and named fifteen drafters, sion, even temporarily, of Ulster from tion, thus preventing endless discussion

recall: in short, an agency for real popular rule without the aid of popular rule without red-fire and confusion afterward, as nappened in up the city manager. Thus responsibility is definitely fixed.

This is a big advance on the cumber-same vote; so, too, with the choice of the was launched. The committee worked was launched. Little groups of men five commissioners, George Shroyer, John with small units. Little groups of men five commissioners, George Shroyer, John its waste and delay on public work. Day-

-upstanding men who stood shoulder to complete methods of management, so speshoulder amid flood and famine—typifies cific that officials cannot go wrong even the spirit of this new working democtacy. Four are self-made merchants and the fifth a printer, who still works at the The way they went about their first tion, is as simple as an elementary les-

and most important task-the selection of son in arithmetic. signature. Typical sections of this new a city manager—shows their appreciation The whole purpose of the financial syshigh responsibility. Their initial tem is to do two things-spend money of high responsibility. Their initial choice was Colonel George W Goethais, the master builder. They felt that he incarnated the ideal of what a city builder should be. When the news of the builder should be. When the news of the cents' worth of service for every dollar expended."

Their initial choice was Colonel George W Goethais, the master builder. They felt that he incarnated the ideal of what a city builder should be. When the news of the invitation became known the country suddenly awoke to the seriousness and the significance of this bloodless municipal continuous audit of accounts. Dayton is now to have that rarest of municipal doc-

evolution.

After Colonel Goethals declined the lace the commission set systematically Ebout filling it. They had, indeed, set a lofty standard. On the theory that home place the commission set systematically not well repudiate their signed bond. It lofty standard. On the theory that home The budget is carefully guarded. Public not well repudiate their signed bond. It leads to realize that when the opportunity came to vote, the voter would know just what he wanted. It leads to realize that the voter would know just what he wanted. There was plenty of opposition to the general superintendents of railroads; men and the Socialists fought it tooth and nanagers of great corporations; university former saw in it the destrucnail. The former saw in it the destruc- ity presidents (the White House was the cue here); experts in budget making and and made by competitive bids; service and budget saving; even ex-mayors of proved worth and wide technical opportunity. suring equal pay for equal work in all Expert administration in Dayton is to be branches of city government. Expert administration in Dayton is to be

swept down the Miami Valley inundating Dayton. When the muddy waters subsided, and even amid the stark desolation that such devastation leaves in its wake, the people turned resolutely to the twin task that confronted them. For now they would rebuild civically as well as physically. They knew what to demand, too The brotherhood of the bread live. they would rebuild civically as well as physically. They knew what to demand, too. The brotherhood of the bread line, the assembly room they left their politically as well as quizzing a possibility for general manager. When the commissioners entered the assembly room they left their politically as well as quizzing a possibility for general manager. kindled amid common need and danger, tics, their business interests, their personal prejudices, and their religion out-side. The amazing thing about the whole With the mud and debris still clinging session was that the word politics was to their houses, the Daytonians circulated never mentioned. Instead, the commissioners probed into their guest's experience, grasp of civic affairs, method of handling men, and, last, but not least, is vision of the city-manager

so, with all the rest of those who seemed to measure up to this epoch-making post. Fitness was the best consideration. After many such meetings and a month's careful combing of the field, the commission selected Henry M. Waite, of Cincinnati, to take up the duties which will doubtless set a new mark in the conduct of the American city.

Mr. Waite is a trained engineer who has constructed and operated railroads, developed coal fields, and had him most weltare work for the city make all the citylens happier and more efficient and citizens happier and more efficient and therefore better able to play their part in the city drama? Hence came the vision of this department which not only takes

developed coal fields, and had big part developed coal fields, and had big part in the actual operation of a metropolitan community. His most recent activity fits him peculiarly for the Dayton work, for he has been one of Mayor Hunt's chief aids in the physical rehabilitation of Cinamo. cinnati under the reform era which ended all too soon. He has built streets and sewers, handled large groups of men, and the crueity of the snarks; a free legal aid bureau where the poor man can get pro-tection for his legal rights; a municipal employment bureau; a municipal rock quarry to furnish work for men without steady jobs; a social survey, and an inbuilt up an organization that is a model. He knows building and he knows bust-He knows building and he knows bust-ness. Big of bone, deep of chest, and keen of eye, he looks as if the terrific task of blazing a whole fresh city path would be bread and meat to him. This stocky, spectacled man who now sits as city manager in the gray and weather-beaten city hall down on Main street in Dayton is in reality the general superintendent of a humming and far-flung corporation of 125,000 stockholders, It up to him to produce the dividends of

of its emancipation shows—Dayton has again left nothing to chance. Even before the cheers announcing the adoption of the new charter had died down the progressive men of the town were saying:
"The success of this commission government lies in having a strong and constant public opinion behind it."

In other words, it needed a perpetual prop. and that prop. came in the organiza-How are these dividends to be earned? By the most businesslike system of city government yet devised for an important government yet devised for an important community in this country. The keynote is centralization of administrative authority. One man—the city manager—is head and front of city operation, and, what is more, he is responsible for it. He can appoint, discharge, and fix the salaries of all his immediate subordinates, including the heads of the five principal departments of law, finance, public safety, and public welfare. He can choose them wherever he pleases. Their one qualification must be training.

This unification of power not only enables the city to have a permanent, expert, and professional administrator, but permits him to name a cabinet that will permits him to name a cabinet that will be sympathatic as well as efficient. be sympathetic as well as efficient. Having no political enemies to punish and no friends to regard, he can proceed with one idea—to get the largest service for the least cost.

Why concentrate so much power in one man, you ask? Simply because business experience proves that centralization of authority in one man and the subsequent decentralization in his chief aids is the best formula for efficiency. The city man-

It is the business prelude to a business eta.

Along the fall of 1912 the Chamber of Commerce, appailed by the failure of city government, appointed a committee headed by Leopold Rauh and including John H. Patterson, E. A. Deeds, Frederick H. Rike, and E. C. Hardy—five representative business men with widely differing interests and experience—to investigate and recommend some new plan.

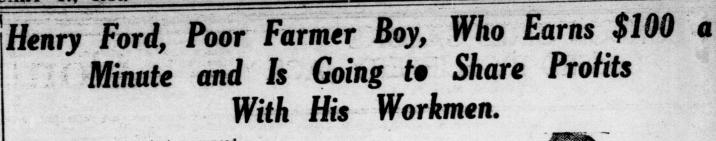
A. Gospel by Vlord of Mouth.

They ranged over the whole commission, the pattern of a century.

A Gospel by Vlord of Mouth.

They ranged over the whole commission and the subsequent decentralization in his chief alds is the best formula for efficiency. The city manager can never usurp his power because, like the commission, he is subject to recall.

The commission, therefore, sits as a legislative body. It decides what the community job is, and the city manager are sees that it is done. For example, if a new street is to be built, the commission, the refore are and edged daintily at the community job is, and the city manager are the very an active warm and attractive business men with widely differing interests and experience—to investigate simila has brought a new king into the list of rulers—Emperor Si Jassu, a mere boy, and nephew of Menelik, who governed a large state in northeast lift the work lags the commission can jet li



Henry Ford, who has just announced that every man over 22 employed in his great motor car factory at Detroit will hereafter receive at least \$5 a day. is himself earning, they say, the enornous salary of \$100 a minute! Except John D. Rockefeller, Henry Ford has the biggest income of any man in the world, being perhaps a score of millions a year!

Yet, only a few years ago, Ford arrived in Detroit a penniless farmer boy, seeking a job. He had worked for several years on a farm near Dearborn, Mich.; where he was born 50 years ago. But farm work offered no field to his restless and inventive

genius. In Detroit he found employment under another and, even now, more famous genius. It was with the Edison Electric Company that young Ford spent the early years of his city life. There he learned what hardships and struggles a young man must go through, when he is earning only a skimpy weekly wage. Today he is trying to alleviate these struggles—for HIS employees, at least.

He stayed with the Edison Company until his mechanical genius produced an automobile model which he was persuaded could be made more eneaply and profitably than any ma-chine on the market. That first Ford machine was made in 1893.

Ford quit the Edison Company then, hough he was earning \$150 a month, and began to raise money to manufacture his machine. One thousand dollars was all he had himself. And the men he talked to called him a fool for dropping a good position to make a "horseless carriage."

The city council of Detroit passmands of the Unionists for the exclu- ed a law to the effect that he could not drive his little puffing machine through the streets of the city except

> But finally he persuaded a few friends to invest several thousands each in his enterprise. Today those friends who had faith

are millionaires. He was so poor when he organized his company that he couldn't pay his lawyer's fee of \$1,000. The lawyer The charter framers went on the took stock instead-and today has an theory that corrupt government is due income of many thousands a year!

The Ford Motor Company was ormore to the badness of methods than to The very personnel of the commission the badness of men. Hence they devised ganized in 1903 with a capital stock of \$100,000. The phenomenal growth of the Ford Motor Car Company since that time is a by-word throughout the country. But few people know how completely the success of the \$2,000,000 corporation (that is the figure today) is due to the powerful personality and enterprise of one man alone—its found- ship him.

Henry Ford is one of the most con- into my office, pound me on the back

HENRY FORD (THE YOUNGER MAN) AND JOHN BURROUGHS. in every way.

HENRY FORD.

"He's just as likely as not to come in it.

the country. His employees fairly wor- a day are turned out of his factory.

THE FAMOUS NATURALIST, SEATED IN THE FIRST FORD AUTOMOBILE, MADE IN 1893. salesmen. Ford is perfectly democratic

At home he works about the garden, raises flowers, and studies farming. He loves children. He doesn't smoke or drink-simply because he is temperate by nature, and doesn't care for ex-

But when it comes to building automobiles, he calls nothing excessivenothing can be done on too big a scale he is also one of the finest products of to please him. Two miles of machines Sixteen thousand employees work

Henry Ford, at 50 years of age, is summate businessmen our country has and begin a wrestling match, before he still doing new and startling things on

## produced. But, just as a plain man, talks business," exclaimed one of his the biggest scale ever! RACE AND FASCINATING AT EASTER TIDE

[From T. P.'s Weekly.]

hills herself, and girt round by

Valleys of Hinnom and Jehoshaphat,

Within the narrow compass of her

walls (which were built in the six-

teenth century by Sulieman the Mag-

nificent) are two of the world's chief shrines—the Church of the Holy

Sepulchre and the Mosque of Omar, or

Dome of the Rock. It were almost

sacrilege to try and describe either in

Strenuous Life.

Jerusalem has been well-nigh buried

under the mass of books written about

her, but it is unavoidable. She is like

the ocean, changeless, yet ever-chang-

lem, you can only take an aspect of her

religiously, or speculatively, or descrip-

and research are only aspects of her:

her secret no one as yet has touched. Let me not belittle her by rhapsody.

In one way, we live a very humdrum,

quiet life in Jerusalem. Tennis, foot-

ing. You cannot write about Jerusa-

any shops; and postoffices (in London, letters out to Jerusalem, declaring that it exists only in the Bible, and now in the imagination. All this is distinctly upsettng to the amour propre of the Jebusite. For our houses are extremely twelve million words, let alone the nice ones, built of white stone, the erfect of which in the brilliant sunshine tweive hundred which is our present limit. But if only I could throw some and the hardly less brilliant moonlight, is very beautiful. The wails are faint shadow of her wonderful self upon the sheet! It is true that not to several feet thick in many houses, to keep out the heat; but unfortunately red-tiled roofs are gradually supersed-I be believed if I tell of a certain American general who said, "If these ing the picturesque domes of the older old walls were knocked down, and a dwellings, for they are cheaper. Our fine new city like Chicago built, then shops, too, are excellent, though in there would be something worth comeastern cities no display is made in ing to see!" Or the American young them for excellent reasons; but treasures of brass, old silver, uncut stones, coins, embroideries, and china are struck Jerusalem!" Or the lady (alas brought out from tin boxes and queer

safe places when the owner has satisfied himself that you are worth the trouble. Every Race and Creed. Every race and creed is at home in and Vandals are yet alive. Jerusalem, Jerusalem, which is a sacred city to the city of many veils, so slow to re-Christians, Moslems, and Jews alike. veal herself, yet whose spell, once laid

Arabic is the language of the country, but you will hear every tongue spoken there freely-English, French, German, Russian, and Turkish being perhaps the most common. It is said that fortyeight languages and dialects are in use in Jerusalem; and to look at the motley crowds that fill her streets tells you that this is true. Jerusalem is a city showing traces of Herod's palace; and, trade or commerce as we understand | mountains of Moab. She is built upon of sacred associations; she has no But what the words here, and she depends for her year's prosperity upon the short tourist season of between three and four months. If it is a bad season she a sword-cut through her very midst. suffers proportionately. Quarantine, torms-which prevent travellers from anding at Jaffa-and war scares are the chief causes of a bad season, the latter are both foolish and unnecessary, considering the distance of Jerusalen from the scenes of war, and the difficulty of transit. You might just as well consider Canada "unsafe" if England was at war. During the two years that Turkey has been at war we in Jerusalem have been absolutely safe. Many Greeks and Italians had to leave in more haste than comfort, but other Christian foreigners were undisturbed. Surely this speaks well for the Turkish Government, which steadily forbore to count either war a religious one, though the Christian combatants raised that most dangerous

> been used by Turkey we might have had some cause for uneasiness. Eastertide.

> cry, with no regard to the awful solem-

nity of real crusade. Had that plea

nish tweeds are used to make mannish country coats. These are made in three-quarter length, with ragian shoulders, loose full backs with a belt fastened somewhat below the waistline, patch pockets, mannish lapels and collars and turnback cuffs. At Eastertide Jerusalem is at her fullest. Most fascinating are her narrow, uneven streets and picturesque ways, filled with strangers from all total of our recreation; sport is pracparts of the world, of all creeds and tically nil. Donkey rides and picnics tongues. It is a panorama of life in are the order of the long summer miniature. Giorious weather, skies of deepest blue, and at night the Paschal moon of unclouded brilliance—seen thus, Jerusalem has neither peer nor equal. Services of many churches, whose ancient form and ritual appear impressively even through irregularities that strike the western almost as irreverent — Greek, Latin, Coptic,

My home is in Jerusalem—a place Armenian, Syrian, Russian, Abyssinian of interest in your life (no matter how about which people at home appear to —here, indeed, are all kindreds of the humdrum in actual detail) where such have the wildest misconceptions. We world in the capital of Christendom, big things are the daily bread of the have been asked if we speak Greek or The Jews, too, have their Passover, place. Perhaps that is the trouble Hebrew, if we live in caves, if we have stamped with the passionate conserva- such big things being always at work tism that is so pathetic and so wonder- under the surface make life someoo!) have actually refused to register ful; and the Moslems have a religious what strenuous in a high, dry, and pilgrimage to the Tomb of Moses near nerve-straining atmosphere, so Jericho, a procession in which sound We are often in danger of forgetting and color run riot gloriously. If It Were Like Chicago.



W. SANFORD EVANS, ex-mayor of Winnipeg, who is to be chairman of a commission to be appointed shortly by the Dominion Government to report while the Tyropoean Valley pierces like upon the economic feasibility of the Georgian Bay Canal scheme.

TO OUR STENOGRAPHER. [Collier's.]

Who else knows us half so well? She has heard all that we have said and then made notes on it. She has read our incoming letters. knows who pleads with us for help just a few words, so in reverence we and what we do about it. write frankly or evasively, she follows the straight-hewed line or the curve of our deviousness. Are we courteous only to the powerful, or is our treatment even to all who come seeking? The woman at our elbow, hammering out our peragraphs, is a clear-eyed witness. Over the teleat a time. Would you write of her phone voices drift in from the world. archaeologically, or historically, or and the tone of each is caught and artistically, or sentimentally, or judged before our presence is acknowledged. She knows whether our friends are worthy. Is the home tively? These wide avenues of thought happy? She knows it. She notes Our good all our tricks of person. temper, our clean speech, fly further than we guess. She is familiar with the stale phrases we scatter over the ball, cricket and basketball are the sum thousand routine letters, and is gladdened when we light up the languid page with an unspoiled turn. She is aware when we have tumbled out from a laden desk to a World's Series months. The travelling season provides us with pleasing distraction; and we ball game. She, too, would enjoy have plenty of small local affairs to Mr. Baker's versatility, but she wades