THE REDEMPTION OF NEW YORK

Told by New York Newspapermen for the

PRESS SCRAP BOOK.

REVISORS:

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Dedication.

To the men who perseveringly, resolutely and faithfully carried on the long struggle for the Redemption of New York, refusing to be disheartened by difficulties, or halted by the defiant menaces of wrongdoers, intrenched in power and glutted with plunder, this memorial of their labors and their ultimate triumph is respectfully dedicated.

MILO T. BOGARD.

The Press Scrap Book.

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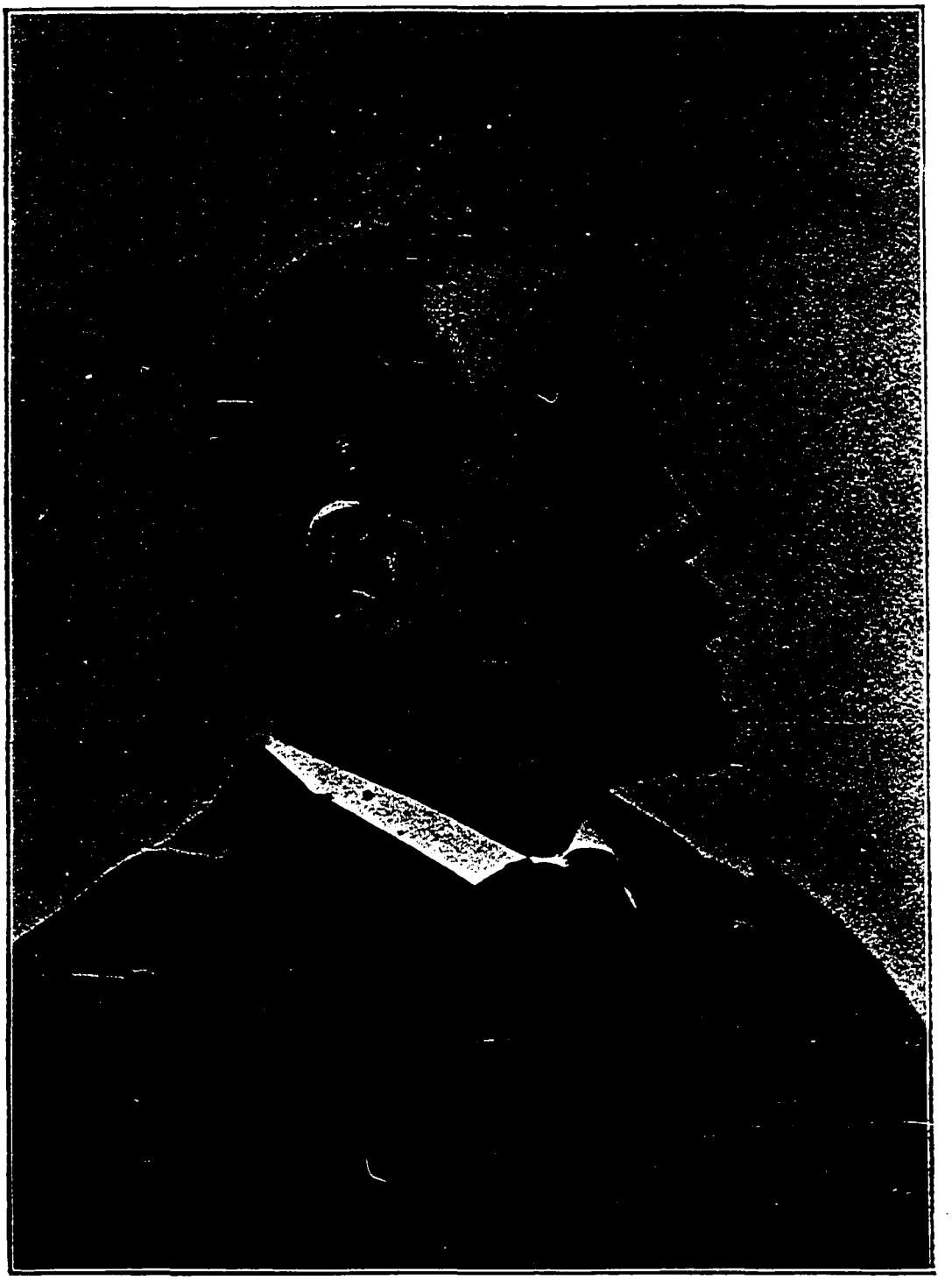

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JOHN DeWITT WARNER.

INTRODUCTION.

The election of 1894 proved that Tammany could be beaten; the election of 1897 showed that union was necessary to beat Tammany. The four years which followed 1897 told how lamentable were the results of disunion. Tweed in his zenith never was guilty of the vileness, the unspeakable, monstrous infamies perpetrated by Tammany rule under the mayoralty of Robert A. Van Wyck. Tweed plundered the treasury with the boldness of a brigand; the Tammany methods of this later time have been those of the garrotter, the sneak-thief and the pickpocket. The city was not only robbed; it was degraded. The police force, organized and maintained at a cost of millions to the taxpayers, to prevent crime, was made the instrument of crime, by an alliance between men high in police authority and those whose avowed business it is to break the law. The virtue of women, the vices of men paid blood money to the leeches, who now, shaken off from their prey, are investing their plunder in property at home and abroad, and resting until, as they hope, division in the forces of fusion, will give opportunity for another engorgement.

Vulgarity and brutality reigned supreme; men whose narrow escape from the hangman's rope should have made them glad to have spent the remainder of their lives in penitence and oblivion seized the reigns of authority, perhaps rightly assuming that in a crime-ridden city they had the first claim to supremacy. The poor were trampled in the dirt of neglected streets; the East Side babe, sweltering in the dog days, was robbed of its pitiful morsel of ice that the Crokers and others might have fat ice trust dividends; the honest East Side girl, lured into some protected Tammany den to be robbed of the jewel of womanhood, sent shriek after shriek in vain to the ears of policemen warned not to interfere lest they be transferred or otherwise hounded. The despicable parodies on humanity that fatten on the wages of vice gave a portion of their loathsome gains to Tammany tools, and were shielded from punishment.

While the poor suffered worst, no class of citizens escaped.

Reputable merchants of the highest standing could not sell their goods to certain departments unless they paid a commission to some go-between, who faced them with a highwayman's "stand and deliver!" Property-owners, schemed out of their real estate, learned too late that it was wanted for some public purpose at an enormous advance in value, and that some Tammany ringleader would benefit by the deal. An attempt was made to impose on the city an enormous obligation for water, to be supplied by a private company, whose stockholders would have been enriched, upon a nominal or fictitious investment, beyond the dreams of an Astor or a Vanderbilt. Whenever and wherever legitimate business could be bled, it was bled, while illegitimate pursuits and resorts were squeezed to the limit which just permitted them to exist and pay tribute. Tammany's system of blackmail never made the mistake of killing the goose that laid the golden egg. It allowed the goose to live, provided it kept on laying.

Worst of all was the perversion and demoralization of the Police Department. The rank and file of the department are, as a rule, honest and well-meaning. They would do their duty, if permitted by their superiors. Under the Tammany system an officer could have done his duty only by interfering with the blackmail and protection programme, and that meant persecution for him in various forms that would soon have made his position intolerable, and driven him from the force. He was required to perjure himself as to the existence of evil resorts, and the enforcement of law. He was made to understand that a payment of money would insure him against undesirable transfers, and would protect him against complaints for misconduct. That is, the very money which the taxpayers of New York—and every citizen is directly or indirectly a taxpayer—paid to policemen to enforce the law, was extorted from these policemen in the form of a bribe for being permitted to neglect their duty!

And all this Tammany machinery was controlled by a man who has chosen England for his home, who owns an estate there on which he resides, and whose last act before leaving this country, a few weeks ago, on his way back to his English home, was to "swear off" his personal taxes in New York!

Such were the conditions which confronted the leaders of the movement which made possible the victory of last November. The experience of four years before had taught that "united we stand;

divided we fall," applied as strongly to the friends of law, order and decency in New York in 1901 as to the American patriots of 1776. Fusion was absolutely requisite to success, and fusion not in name only, but sincere, aggressive, and shoulder-to-shoulder against the common enemy.

How that fusion was brought about; how the different organizations engaged in the movement got together, marshalled their forces, and carried on the battle until the Tammany hydra lay bleeding from every neck, is told in these pages. The story in each case is told by the official representatives of the several organizations, and has, therefore, the stamp of highest authority in every instance. As contributions to current history, therefore, these statements are of great and permanent value, and they are valuable also for the lessons they contain, and the morals they convey. Of greatest interest, perhaps, are the suggestions as to the future course of the various bodies which joined in the alliance against criminal politics. These suggestions, coming as they do from the most reliable sources, deserve respectful and deliberate consideration on the part of all rightminded citizens, for only on the lines herein indicated can the result of 1901 be repeated.

With the course of the existing administration this work does not pretend to deal. It would be unfair to pass judgment on the present city officers within a few months after their induction into office. It remains for them to make a record worthy of the cause which put them in nomination. Should they fail to do so, the fault will be theirs; not that of the movement which elected them.

Harmony, fusion, union should still be watchwords of the law-abiding citizens of New York. The issues of the past will be the issues of the future. When politics are merged in crime, political differences should not stand in the way of combination against the criminals. It is an insult to the great founders of Democracy and to the millions of citizens who uphold Democratic principles to pretend that there is anything Democratic in the infamies arrayed under the banner of Tammany Hall. It is a reflection on the intelligence and conscience of Republicans to claim that they should draw a party line that would surrender the city of New York to the foul harpies now being driven from their feast. National issues have no concern with municipal affairs, except, unfortunately, that evildoers in control of a municipality may reflect discredit on the National party

to which they profess to belong. Tammany Hall has been for many years one of the strongest exhibits by Republican orators and newspapers in State and National campaigns, to the injury of the Democracy. Fusion, we therefore repeat, should continue to be the guiding star of all who wish well to the city of New York. The tariff, the Philippines, and other issues will be tried and decided without regard to the municipal government of New York; but to the people of New York the question of their own government comes keenly and directly home, at every hour of the day and night, and in every form assumed by the busied and varied activities of the metropolis. Questions affecting that government should be dealt with by the people, not as partisans, but as citizens.

To those who have assisted in the preparation and publication of this work we offer sincere and earnest thanks. Without their cooperation it could not have been published, and we are confident that, upon reading its pages, they will not regret their share in producing it. We have sought to group together as many as possible of the men who gave to the cause of good government their sympathy and substantial aid. The accompanying sketches, in many instances graphic pen pictures of the individuals described, are well worthy of perusal. They carry their own lessons of advancement due to virtue, honor and energy, and of unselfish efforts in behalf of the public welfare. These gentlemen did not seek the prominence given to them in these columns. On the contrary they shrank from any display of their merits to the public, but they ultimately gave consent, in view of the benefit to the present and coming generations that would attend the presentation of these examples of citizenship, doing its full duty, in order that in the words of Abraham Lincoln at Gettysburg "government of the people, by the people and for the people should not perish from the earth."

These words of Abraham Lincoln have been from that day to this an inspiration to every American, an impulse to good government to the end that the Republic shall live forever, a beacon to the nations and a pillar of light to humanity everywhere. With Lincoln's immortal utterance may well be joined in American esteem and memory those final words of our late lamented President, William McKinley, at Buffalo, his last message, as it were, to the American people, charged with sublime inspiration and patriotism, and with prophetic foresight of the magnificent future to come, if

Americans shall be true to themselves, to their glorious past, and their present so full of boundless opportunity.

Lincoln's Gettysburg address and McKinley's Buffalo speech should be handed down side by side to all coming generations. The sentiments therein expresed are the very vertebræ of the book which we present to our readers, its text and its inspiration, and with that thought in mind we publish them both, together with the portraits of the martyred presidents, as the central feature of this work.

No other city could offer such an array as that contained in these pages, for New York not only produces great citizens, but also has a remarkable attraction for those who have established in other fields their title to be ranked above the multitude. Indeed, this continual accession of new blood from all parts of the Union has much to do with the marvelous progress of New York, and with its ability to throw off the hideous burden of Tammany and protected vice. With such men as these to the front there is no occasion for pessimism as to the future of the mighty city which is already the metropolis of half the world, and which is bound to be, in the not distant future, the greatest community, in population, wealth, enterprise and intellect, on the face of the earth.

MILO T. BOGARD.

SETH LOW, REFORM MAYOR OF NEW YORK, A BROAD MAN WHO IS ALREADY DISTINGUISHED IN ALMOST ALL THE LEADING FIELDS OF HUMAN EFFORT.—RECORD OF A LIFE THAT IS CROWDED WITH GREAT WORKS.

Seth Low, who led the forces of good government to victory, is 52 years old. He was born in Brooklyn, January 18, 1850. His grandfather was an Alderman of Brooklyn. Seth Low was twice Mayor of that city before he became Mayor of Greater New York.

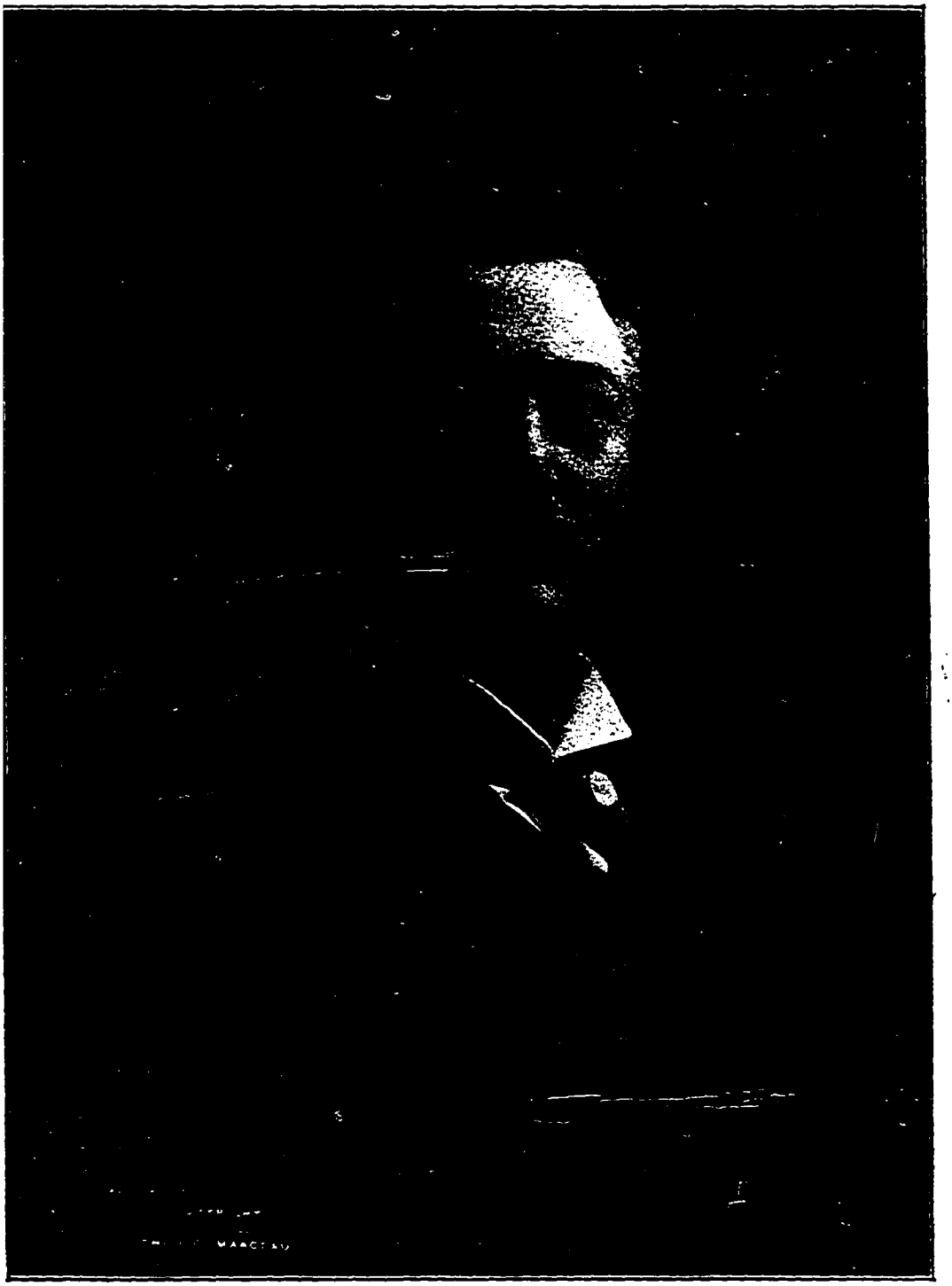
Of all the able men available Mr. Low was the ideal man to lead the forces of good government to victory. Time after time he had proved his willingness to sacrifice his political ambitions to principle. Everybody knew Seth Low was honest in every statement that he uttered, and that he never made a pledge he did not intend to keep. As a business man he had an enviable reputation, and was of unquestioned ability. In the field of politics his record was long and honorable. As a statesman his powers were of such order that he represented his government in the Peace Congress at The Hague. His reputation for fairness was such that he had repeatedly been chosen as an arbitrator in great labor disputes. His findings won the approval of labor and capital alike. His works of philanthropy were well known and appreciated. As an educator he stood in the front rank of the world's ablest men.

Such was the man who was standard-bearer in the forces that overthrew Tammany. Another man might have won, but the risks would have been greater.

The Mayor was born in Brooklyn, January 18, 1850. Abiel Abbot Low, his father, was a tea merchant and founder of a large house doing business in the China trade. He received his preparatory education in the Brooklyn Polytechnic Institute, and at the age of sixteen entered Columbia College. He was graduated from there in 1870 as the great orator of his class.

His business career began as a clerk in his father's counting house. Five years later he became a member of the firm.

His first appearance as an active factor in politics was in 1880, when he helped to organize a club in Brooklyn to support James A. Garfield for the Presidency. His success brought him into public



SETH LOW.

view. Soon after a new charter for Brooklyn which gave full control of the heads of departments to the Mayor was passed under the influence of ex-Mayor Schieren, of Brooklyn, then a member of the State Senate. A man who would worthily use those great powers was needed. Seth Low was chosen. So well did he administer the trust that he was twice elected to the office. He reduced the city debt $7,000,000; reformed the system of tax collection; saw so far as it was possible for human mind to do so that every dollar paid by the people was honestly expended; brought about the early completion of the Brooklyn Bridge, and in the Legislature blocked many corrupt schemes aimed against the interests of Brooklyn.

Earlier he had organized the Bureau of Charities for the prevention of waste and to stop impositions in that field of endeavor.

His gifts to charity have been many. In the winter of 1894 he gave freely that the poor and unemployed might not go without bread or clothing. His greatest gift was $1,000,000 for a library at Columbia College.

Mr. Low retired from active business in 1888, and one year later was unanimously chosen by his fellow trustees as President of Columbia College. Thus twenty years after his graduation, Hamilton Fish placed in his hands the keys of the college. He has made of it a university second to none. His own gift to the institution is known, and through his efforts $6,000,000 were raised for the college. This made it possible to acquire the magnificent site on Morningside Heights and erect the magnificent home of the institution which stands as a lasting memorial to Mr. Low's efforts and ability. A link between the college and the city is maintained by free lectures at Cooper Institute and at the Museum of Art and Natural History delivered by members of the faculty and others.

With such a record behind the man, the doom of Tammany was sealed when he was named for Mayor by all the forces of good government. He bore the proof of real greatness which rests not on one achievement alone, but upon many, any one of which would have served to make the ordinary man famous. With the energy and capacity for work that has marked every stage of his career, he plunged into the work of the campaign. But he moves on the belief that nothing one likes to do is work. He seems to enjoy public speaking, and although he made many speeches in a single

night, his voice was always pure and perfect at the close as when he began.

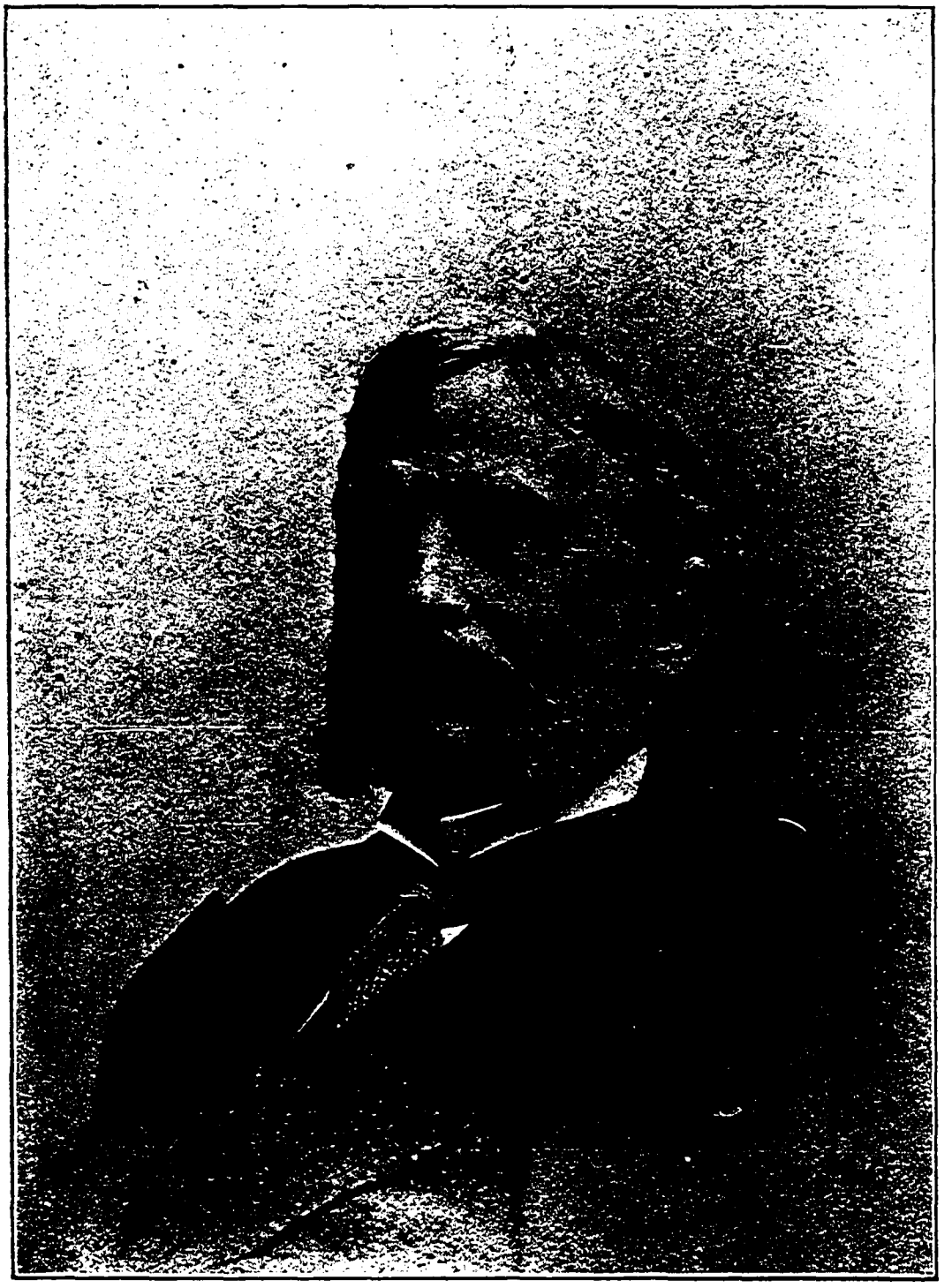
He outlined the policy of the campaign in his first public utterance after his nomination when he said that New York was being governed from Wantage like a crown colony. Job Hedges supplemented this by the statement that the aim of the fusion movement was to "put an end to Government by Cable."

Personally Mayor Low is a man easy to approach. Albeit he is a good listener, but when he believes it is time for the interview to close he cleverly extends his hands, and with a cheery "Very pleased to have met you, sir," the talk is at an end. It is done so courteously that every one accepts his judgment in the matter and is satisfied.

Mayor Low has named the following gentlemen as his cabinet:

Commissioner of Police, John N. Partridge; Commissioner of Street Cleaning, John McG. Woodbury; Commissioner of Bridges, Gustav Lindenthal; Commissioner of Charities, Homer Folks; Commissioner of Health, E. J. Lederle; Commissioner of Docks, McDougall Hawkes; Fire Commissioner, Thomas Sturgis; Tenement House Commissioner, Robert W. DeForest; Commissioner of Corrections, Thomas W. Hynes; Commissioner of Water Supply, Gas and Electricity, J. H. Dougherty; Commissioners of Accounts, William Hepburn Russell, Edward T. Owen; Park Commissioners—Manhattan, W. R. Willcox; Bronx, John E. Eustis; Brooklyn, Richard Young; Tax Commissioners, James L. Wells, Samuel Strasbourger, G. J. Gillespie, W. S. Cogswell, Rufus L. Scott; Civil Service Commissioners, Col. Willis L. Ogden, Theodore N. Banta, Cornelius Vanderbilt.

Mayor Low is married but has no children. Like her husband, Mrs. Low is much devoted to charitable work. Both are earnest workers in St. George's Protestant Episcopal Church in Stuyvesant Square, of which the Rev. Dr. W. S. Rainsford is Rector. Mr. Low is one of the Wardens of the church.



CHARLES STEWART SMITH.

THE REDEMPTION OF NEW YORK.

CHAPTER I.

BIRTH, TRIALS AND VICTORIES OF THE CITIZENS' UNION OF NEW YORK.—AMERICA'S UNIQUE PARTY OF DIPLOMACY WHICH UNITED THE GOOD GOVERNMENT FORCES OF ALL PARTIES.—ABLE MEN WHO FOUNDED THE ORGANIZATION.

Alone and unique in political history stands the Citizens' Union of New York. It is the party of diplomacy, and, as such, responsible for the redemption of New York from the clutches of the partisan and the spoilsman.

It was organized first by Elihu B. Root, Secretary of War; Jacob H. Schiff, Isaac N. Seligman, R. Fulton Cutting, and others, for the campaign of 1897, and, although vanquished because of a three-cornered fight, was undaunted by defeat. Through the four years of waiting it strengthened its organization. Best of all, it won the confidence of all political parties.

Leaders of Republican, Democratic, and Independent organizations found in Robert Fulton Cutting, President of the Citizens' Union, and his co-workers, men whom they could trust, and these practical politicians knew that they were sincere. Hence when the time came to combine against the almost impregnable forces of Tammany the leaders listened and the fusion forces were formed.

The victory of the Citizens' Union has reached much farther than the election of Seth Low and the reform City, Borough, and County officials. It is working out the purification not only of the parties in the fusion but that of its opponents as well.

It has forced the reorganization of Tammany Hall. It has deposed Richard Croker, and sent him back to England, shorn of his

power. Moreover, it has convinced the rank and file of the followers of the Wigwam that success is beyond their hope if they do not put forth as candidates men who are above reproach.

The organization is irrevocably pledged not to take part as such in any State or National campaign, but its members are allowed to vote as they desire in affairs affecting the State or the Nation.

The Citizens' Union came into existence in 1897 when the new Constitution went into effect. That Constitution provided that municipal elections should be held at times separate from State and National contests. The keynote for all action by the Citizens' Union has been that local issues govern municipal affairs, and that National and State issues have no place in such contests. This is set forth clearly in the Constitution of the Citizens' Union, which says:

ARTICLE I.—Object: A union of the citizens of New York City, without regard to party, for the purpose of securing the honest and efficient government of the City of New York.

The action of this union in the nomination or election of persons to office shall be limited strictly to candidates who are voted for only by citizens of the City of New York or by citizens of the judicial districts in which said city is situated.

I am entitled to vote in the ..... Assembly District, Borough of Manhattan; City of New York, and reside at ..... I approve the aims and objects of the Citizens' Union as above set forth, and expect to act with it at municipal elections.

This declaration shall not prevent me from joining and supporting any political club, organization, or party that takes part in National or State politics.

These sections are interpreted by Secretary Thomas A. Fulton, as follows:

"You will notice that the Union declares emphatically in favor of staying at home and attending to its own particular business, the redemption of the City of New York, and also that our members are left free to go their own ways in State or National affairs. We do not claim that there is anything brilliant about this; it is simply a common-sense plan, which will succeed if persevered in, and I assure you it will be persevered in."

A call was sent out to the people of New York on February 22, 1897, setting forth the necessity of divorcing the city government from partisan politics in order to obtain a government strictly ac-

cording to business methods and not by nor for the bosses. It declared that the Citizens' Union was not opposed to National parties nor does it want any man to abandon his party.

Straw ballots asking for expressions in favor of Seth Low's nomination were sent out.

The people flocked to this standard and by June 120,000 such pledges were received. At a convention held in September of that year Seth Low was nominated for Mayor and a full ticket placed in the field. But the political leaders looked askance at the new organization. Its virtues had not yet been tested to the public's satisfaction. The result was that four tickets were placed in the field. The Citizens' Union was in the lead until late in the campaign Henry George, the nominee of the Social Labor Party, died suddenly. With his death many thousands of his supporters returned to their political home—Tammany. This gave Robert A. Van Wyck, the Tammany nominee, a total of 233,000 votes; Seth Low received 151,000, and Benjamin F. Tracey, Republican, 101,000.

By these figures was revealed the fact that the united votes against Tammany were almost 20,000 more than Van Wyck received. From that time all efforts on the part of the Citizens' Union were directed toward concerted action.

There was a Judiciary Campaign in 1899, in which the Citizens' Union took part, but the people were not aroused. Although there were almost 600,000 voters in the city only about 400,000 registered. Tammany brought out its strength. Its opponents did not.

The Presidential campaign was the following year, and the Citizens' Union of course did not enter the field. Likewise it is not intended to take any action at the State election this fall.

Immediately after the November election in 1900 active work was begun which resulted in the glorious victory of last fall.

A general call was formulated and sent out. This appeal was as follows:

To the Citizens of New York City:

The Citizens' Union has been for the past year actively preparing for the campaign of 1901 in this city. It has founded reliable district organizations in a large number of Assembly districts, and in addition to its enrolled membership believes it has obtained the interest of many citizens who have been personally visited, and from whom it expects active co-operation in the campaign.

Under the new constitution the Union will hold a convention

of delegates of District Organizations in the month of April. This convention will formulate the platform, and it is empowered to appoint a committee of seventy citizens to take entire charge of the campaign, which committee will submit to an adjourned meeting of the convention, to be held later in the year, a list of candidates for the offices to be filled at the election in November. In making nominations the convention will not be confined to the names so reported.

The Union appreciates the importance of having one ticket in the field upon which all may unite who demand the separation of Municipal and State and National politics, and a civic administration without spoils, favoritism or political tyranny. With this end in view, it will spare no efforts to procure the active co-operation of all organizations, societies, and individuals qualified to render effective service.

There must be a non-partisan citizens' ticket on which will appear only the names of men "whose character and reputation are such as to assure the public that they will not use their offices nor permit them to be used for any partisan purpose."

The Union now appeals to all citizens to unite with it heartily in the effort to accomplish its purpose. If they will send their names and addresses to the central office, 34 Union Square East, Manhattan, or 40-44 Court Street, corner Joralemon (Temple Bar Building), Brooklyn, they will be at once placed in communication with the appropriate district committees.

R. Fulton Cutting, Manhattan, *Chairman.*

Ludwig Nissen, Brooklyn, John W. Weed, Queens,
Fielding L. Marshall, Bronx, Arthur Hollick, Richmond,
Vice-Chairmen.

E. R. L. Gould, *Treasurer.*

Thomas A. Fulton, *Secretary.*

We, the undersigned, approve the policy of the Citizens' Union outlined in the above statement:

BOROUGH OF MANHATTAN.

John G. Agar.	Edwin Baldwin.	Ed. M. Burghard.
Samuel P. Avery.	John A. Beall.	James B. Butler.
Francis W. Aymar.	John Beattie.	Arthur V. Briesen.
W. Arrowsmith.	Matthew Beattie.	George R. Bishop.
Clarence D. Ashley.	Clarence C. Buel.	James R. Burnet.
Geo. C. Batcheller.	William Brookfield.	Julius Blumberg.
H. De Forest Baldwin.	Chas. C. Burlingham.	Geo. F. Canfield.
	C. N. Bovee, Jr.	James C. Carter.

John Claflin.
Bowles Colgate.
Edward Cooper.
John G. Carlisle.
John B. Clark.
Frederick Crowninshield.
Hubert Cillis.
B. DeF. Curtis.
John C. Clark.
William Stoneback.
P. T. Sherman.
James Speyer.
Carlo L. Speranza.
James M. Gifford.
Paul Goepel.
Rd. Watson Gilder.
Clarence Gordon.
Dr. S. Goldenkranz.
Geo. Walton Green.
Geo. Bird Grinnell.
J. Montgomery Hare.
John D. Hague.
Louis A. Hauser.
Henry Holt.
Marcellus Hartley.
Abram S. Hewitt.
Robt. L. Harrison.
Wm. B. Hornblower.
Henry W. Hardon.
Henry E. Howland.
J. Noble Hayes.
William H. Huber.
Charles E. Hughes.
John S. Huyler.
F. C. Huntington.
Myer S. Isaacs.
I. S. Isaacs.
Isaiah Josephi.
Dr. A. Jacobi.
Robt. U. Johnson.
J. Augustus Johnson.
A. D. Juilliard.
S. Nicholson Kane.
J. F. Kernochan.
John S. Kennedy.

William F. King.
Antonio Knauth.
Chas. A. Klemens.
Charles DeKay.
Albert M. Kohn.
Wm. M. Kingsley.
Hamilton Odell.
Adolph Openhym.
Sam'l H. Ordway.
Wm. Parker.
Joseph M. Price.
W. R. Peters.
Dr. Geo. L. Peabody.
J. Seaver Page.
William Potts.
John E. Parsons.
Louis J. Phillips.
Geo. Haven Putnam.
Jas. A. Punderfold.
James B. Reynolds.
F. W. Rhinelander.
Dr. Alfred Riedel.
Robt. H. Robinson.
J. Harsen Rhoades.
Edwin T. Rice, Jr.
Isaac N. Seligman.
Wager Swayne.
Samuel Seabury.
A. F. Seligsberg.
Julius Sachs.
John Stewart.
Edw. R. Satterlee.
Carl Schurz.
Gustav H. Schwab.
Theo. B. Starr.
Simon Sterne.
Albert Stickney.
James A. Scrymser.
E. R. A. Seligman.
Chas. E. Sprague.
Alfred R. Conkling.
William G. Choate.
Dr. William Cowen.
George M. Cassatt.
Henry B. B. Stapler.
Adelbert H. Steel.

John Noble Stearns.
Dr. Daniel M. Stimson.
Charles H. Strong.
Oliver C. Semple.
A. P. W. Seaman.
Wm. Jay Schieffelin.
Dewitt J. Seligman.
W. Wilberforce Smith.
Francis B. Swayne.
Rush Taggart.
Calvin Tomkins.
Dr. Henry L. Taylor.
Bayard Tukerman.
Stevenson Taylor.
Henry R. Towne.
J. Kennedy Tod.
Dr. Wm. H. Thomson.
Howard Townsend.
Geo. Tombleson.
Wm. L. Trenholm.
W. Van Norden.
Josiah N. Wing.
J. G. A. Ward.
J. DeWitt Warner.
Alfred R. Wolff.
Everett P. Wheeler.
Charles Wisner.
Lucien C. Warner.
Paul Fuller.
Hugh R. Garden.
Gustav A. Gayer.
Henry R. Kunhardt.
Joseph Larocque.
Alexander Law.
Frederick S. Lamb.
J. Brooks Leavitt.
Henry Lewis Morris.
David M. Morrison.
Chas. H. Marshall.
J. Archibald Murray.
Howard Mansfield.
Brander Matthews.
F. J. Middlebrook.
George M'Aneny.

Dr. Chas. M'Burney.
Wallace MacFarlane.
John S. Maitland.
John Monks.
Jacob F. Miller.
Marion Mills Miller.
Wm. E. McCord.
W. H. M'Carthy.
Frank Moss.
Charles C. Nadal.
Wm. A. Nash.
John H. C. Nevins.
Josiah T. Newcomb.
Carlisle Norwood.
Oswald Ottendorfer.
A. Walker Otis.
David B. Ogden.
Robert C. Ogden.
Stephen H. Olin.
J. Van Vechten Olcott.
Robert Olyphant.
Arthur F. Cosby.
Fred. R. Coudert, Jr.
James G. Croswell.
Richard Deeves.
Theo. L. DeVinne.
Dr. Francis Delafield.
Lewis L. Delafield.
William L. Detmold.
Frank H. Dodd.
Jas. F. Drummond.
Dr. Richard H. Derby.
E. J. De Coppett.
Ed'n C. Dusenbury.
Frank Damrosch.
Franklin Edson.
Arthur H. Ely.
William B. Ellison.
Joel B. Erhardt.
Joseph Fettretch.
Wm. Fahnestock.
Henry P. Fairbanks.
J. Frankenheimer.
John F. Faure.
Daniel C. French.
Chas. S. Fairchild.
Homer Folks.
Austin G. Fox.
John Ford.
Julius J. Frank.
A. S. Frissell.
Thos. Fitzpatrick.
B. F. Watson.
John L. Wilkie.
George Zabriskie.

Borough of the Bronx.

John J. Amory.
William N. Clark.
John E. Eustis.
Charles Hartman.
Fielding L. Marshall.
H. M. M'Cracken.
W. H. Parker.
Henry D. Purroy.
William D. Peck.
James Thomson.
Perry P. Williams.

Borough of Queens.

Geo. E. Blackwell.
Henry L. Bogert.
William C. Cogswell.
Jacob A. Riis.
Louis Windmuller.
William F. Wyckoff.

Borough of Brooklyn.

Chas. Fred Adams.
Geo. N. Fletcher.
Alexander E. Orr.
M. J. Flaherty.
Willis L. Ogden.
Peter Aiken.
J. Warren Greene.
Royal C. Peabody.
John F. Anderson, Jr.
Wm. H. Gomersall.
John L. Parish.
Frank L. Babbott.
Hy. A. Goulden.
Geo. Foster Peabody.
W. C. Beecher.
John Gibb.
William A. Perrine.
R. W. Bainbridge.
Abner S. Haight.
F. B. Pratt.
Theodore M. Banta.

Charles A. Hull.
Edwin Packard.
Jas. L. Bennett.
Charles B. Hewett.
Francis H. Page.
R. R. Bowker.
George W. Helme.
Dick S. Ramsey.
A. J. Boulton.
A. Augustus Healey.
William C. Redfield.
Eugene Blackford.
Henry Hentz.
Rossiter W. Raymond.
F. W. Barthman, Jr.
Fred W. Hinrichs.
Geo. D. Richards.
Truman J. Backus.
Alfred E. Hinrichs.
W. Hall Ropes.
Jas. J. Cullen.
Dr. Alex Hutchins.
Asa A. Spear.
R. J. Cortis.
Rudolph Hering.
Benj. F. Seaver.
George M. Coit.
E. L. Kalbfleisch, Jr.
J. Ed. Swanstrom.
Gustav A. Jahn.
Chas. L. Siscardi.
Charles Curie.
John K. Creevey.
Otto Kempner.
Geo. H. Southard.
Edwin F. Cragin.
John E. Leech.
Dr. Francis H. Stuart.
Sturges Coffin.
John B. Ladd.
S. Perry Storges.
Marshall S. Driggs.
James Matthews.
Andrew L. Taylor.
J. Hampden Dougherty.
F. F. Mackay.
Geo. R. Turnbull.
Francis L. Eames.
Joseph McGuinness.
Robt. Van Iderstine.
J. D. Fahnestock.
James McMahon.
Jackson Wallace.
Frank H. Field.
Horace J. Morse.
Hadyn W. Wheeler.
Geo. H. Fisher.
Ludwig Nissen.
Chas. F. Wingate.
Dr. F. W. Wunderlich.
W. H. Ziegler.

Borough of Richmond.

Edwin B. Arnold.
Arthur Hollick.
C. H. Ingalls.
Russell Bleecker.
Arthur M. Harris.
W. A. Lentilhon.
Lester W. Clark.
Hiram C. Horton.
Forest B. Royal.

CITIZENS' UNION ANNOUNCEMENT.

The Citizens' Union has no desire to participate in a three-cornered contest in the Mayoralty campaign of 1901, and it hopes to find on the part of other organizations so general a readiness to co-operate in a bona fide good government movement as to avoid the necessity for a third ticket.

In the effort to accomplish its purpose the Union will observe a policy toward its possible coadjutors to which it believes no one can take exception that it is ready to put the welfare of the community before partisan advantage or personal profit. With a broad, progressive policy of municipal development, and an united front behind trusted leaders, the friends of good government cannot fail of victory.

The Union is not committed to the nomination of any particular

candidates nor to nominations on any specific date. At present it is not considering candidates at all. That question must be referred to the Committee of Seventy, to be appointed by its representative convention referred to in the address. In the meanwhile it will occupy itself in completing its system of district organizations and forming a line of battle for a general forward movement next year.

The response to this call was ready and enthusiastic. It was the spark needed to start the flame. Public-spirited men came forward in every district. Every Assembly district was quickly organized with a similar working body in each election district. It was the reform that works and acts.

Men of every walk in life took part. The workingman and the banker went at the task side by side. It was successful because it was popular. It was not a silk stocking movement. It was democratic, the labor union receiving as much recognition as the wealthy Merchants' Association. Both labored nobly and harmoniously.

When the convention met in April there were 700 delegates present at Cooper Union. It reflected every phase of life in this cosmopolitan city.

The resolution for a Committee of Seventy was passed and the committee was empowered to increase its number, nor was its membership confined to avowed members of the Union. The number was finally made One Hundred, about half being chosen from the membership of the organization. This committee reported one week later on the platform which was adopted.

R. Fulton Cutting at first refused and then accepted the chairmanship of this committee. The platform adopted set forth these statements:

PLATFORM OF THE CITIZENS' UNION, 1901.

(1) The government of the City of New York is a disgrace, and the men controlling it are using public office for private plunder.

They collect tribute:

By bargains with corrupt contractors.
By assessments from office-holders.
By favoritism in taxation.
By blackmail from liquor traffic, gambling and prostitution.

They ignore civil service rules, the bulwark of efficient administration and of the independence of the employe, and fill salaried positions with incompetent favorites.

They care nothing for the people, and have forgotten the promises of civil progress made in their platform of 1897.

Beside their declaration in that platform that "all proper municipal functions should be exercised by the municipality itself and not delegated to others," we place their attempt to give away our water supply to the Ramapo Company.

They are "working for their pockets all the time."

They corrupt the police force, however ready the rank and file to do its duty, and compel it to protect the crimes of men and women who will pay for the protection.

The youth of the city are being contaminated.

To the insolent retort, "What are you going to do about it?" the voters alone can give answer.

(2) Mismanagement, favoritism and dishonesty must go. But this is not enough. We must have positive benefits for the people. In particular we demand:

Enough room in the schools and enough teachers; an extended library system.

A sure and ample supply of pure water for every part of the city.

Streets kept as Waring kept them.

More public baths, open winter and summer; more public lavatories.

More playgrounds for children; more small parks.

Enforcement of the tenement house laws.

The enforcement of the tax laws by an equal scale of valuation for unimproved and of improved real estate.

Judicious increase of direct employment of labor by the city in its public works.

Constitutional laws, by the amendment of the constitution, if necessary, which shall secure to all workmen upon municipal works, whether on the pay-roll of the city or of contractors, the payment of the prevailing rate of wages for an eight-hour day.

Adequate communications between the boroughs by ferries, bridges and tunnels.

Ownership of our own water supply, and acquisition for just

compensation of gas and electric light supplies, to be operated by the city if adequate merit system safeguards are provided.

Retention by the city of ownership of all its franchises and no leasing of the same except for short periods, so that the increase in value shall be for the people's benefit.

Stringent supervision of all corporations using city franchises, so as to insure adequate service at reasonable rates.

(3) We further demand Home Rule for the city; greater control by the boroughs over their purely local affairs; and a reasonable and liberal administration which shall protect all citizens in the exercise of their rights without class distinction.

(4) We will nominate no candidate unless his career and record are such as to justify public confidence in his assurance that, if elected, he will not use his office, or permit it to be used, for the benefit of any political organization.

Without calling upon any citizen to surrender in any degree his allegiance to his party, we urge an entire separation of municipal government from national and State politics, and we appeal to all good citizens, of whatever party, to unite with us in an organized effort to accomplish the objects of the Union.

CHARLES STEWART SMITH, ONE OF NEW YORK'S GREAT MERCHANTS AND FINANCIERS.—THE MOSES IN THE EXODUS OF NEW YORK CITY FROM THE CRUSHING AND DEGRADING BONDAGE OF CROKERISM AND CRIME.

The honored name of Charles Stewart Smith is familiar to every citizen interested in the cause of good government, and is feared only by the criminal and vicious classes to whom good government means a loss of opportunity for lawless indulgence and ill-gotten gain. Mr. Smith has for years been the Moses of the movement for the emancipation of New York from the worse than Egyptian tyranny of Tammany Hall. He comes from stock which could not endure the immorality and irreligion of the Stuart kings, and which therefore sought and found in New England that opportunity for a wholesome, God-fearing life which was denied in the England of that day.

The progenitors of Charles Stewart Smith on the father's side settled in the Connecticut Valley in 1641, and gave to that colony some of her most distinguished sons, including Lieutenant Samuel Smith, Sr., and the Honorable Richard Treat, both of whom had a part in the development of the infant commonwealth.

The mother of Charles Stewart Smith was the daughter of Aaron Dickinson Woodruff, Attorney-General of New Jersey for a number of years, and one of the historic men of that state. It is perhaps no wonder that with such ancestry Charles Stewart Smith has made a memorable and favorable impression on our own times.

He was born March 2, 1832, at Exeter, New Hampshire, where his father held the responsible charge of a Congregational minister. The older Smith was a man of learning—as Congregational ministers generally were—and he was able to give to his son a good education, including Latin and Greek. Charles Stewart Smith also attended the local school and academy, and when he reached the age of fifteen he was qualified to teach school himself.

Teaching school in a village was, however, too contracted a task for his energies, and after a short time he came to New York, and obtained employment in a drygoods jobbing house. Young Smith was not long in becoming thoroughly versed in the business, and his employers saw that he was valuable to them. He was admitted, when only twenty-one years of age, as a partner in S. B. Chittenden

& Co., and went to Europe as representative of the firm. Mr. Smith remained abroad several years, acquiring a complete knowledge of the trade on that side of the Atlantic, and taking advantage of the many opportunities for self-culture which the Old World afforded. With this training and experience Mr. Smith felt qualified to begin business on his own account, and on his return to America he formed the firm of Smith, Hogg & Gardiner, which succeeded to the dry-goods commission business of the Boston house of A. & A. Lawrence. The new firm had a most prosperous career. In 1887 Mr. Smith retired from active connection with the house, which still, however, retained the old name.

Charles Stewart Smith took a vivid interest from early years in the welfare of the city in which he has achieved fortune and fame. He sought no reward for himself, but he could not remain indifferent while the municipality was prostrate under the feet of vile and unprincipled politicians whose motto was "their own pockets all the time"—no matter how those pockets were to be filled. No man was more aggressive in the cause of pure government and public morality in the extraordinary struggle of 1893-94. He was chairman of the Executive Committee of the Committee of Seventy in that campaign, and to his efforts was largely due the grand triumph for municipal reform that placed William L. Strong in the chair as Mayor. As the original chairman of the Citizens' Union he gave liberally to the support of that body in its prolonged and tremendous battle for the election of capable and law-abiding city officials.

He took an active share in the Committee on Public Morality, which blazed the path for the Committee of Fifteen. In the work of the latter Mr. Charles Stewart Smith was associated with other notable and public-spirited citizens, who did not count the cost to themselves with the public interests and the fair fame of the city of New York in the balance, and the result in November last, so full of promise for all who support honesty and morality in our city administration, is itself in a large degree a testimonial to the splendid, unselfish and generous labors of Charles Stewart Smith.

Mr. Smith is prominent in finance as well as in the trade. He was one of the founders of the Fifth Avenue Bank, and of the German-American Insurance Company, and is a director of the Equitable Life Assurance Society, the United States Trust Company, the Merchants' National Bank, the Fourth National Bank, the Fifth

Avenue Bank, and the Greenwich Savings Bank, and also he is a trustee of the Presbyterian Hospital. He is a member of the Union League, Century and Metropolitan, Lawyers, Players and Grolier clubs, of the New England Society, the Sons of the American Revolution, the Society of Colonial Wars, a life-member of the Academy of Design and of the Metropolitan Museum of Art.

Mr. Smith is a writer of acknowledged ability, and his artistic tastes are shown in his fine private gallery of paintings, and the unique collection of Japanese and Chinese porcelains which he presented to the Metropolitan Museum of Art.

His eminence in the business world is shown by the fact of his election in 1887 to be President of the Chamber of Commerce, and his unanimous re-election for seven successive terms, while to his efforts as Chairman of the Chamber of Commerce Committee on Railroad Transportation were due in an important degree the Hepburn investigation which resulted in the creation of a State Railroad Commission.

It was as Chairman of the mass meeting held under the auspices of the Chamber of Commerce in November, 1900, that Mr. Smith named the Committee of Fifteen, on which he was induced to serve, and which was so instrumental in bringing to the public attention the needed evidence of Tammany's compact with the vicious and criminal elements—evidence which no honorable citizen, whatsoever his party, could ignore. The man who has done all this for New York deserves no inferior place in the gratitude and esteem of the municipality which he has helped to rescue from the deadly and loathsome grasp of Crokerism and crime.

CHAPTER II.

How the Citizens' Union Made the Fusion and Won an Indorsement from Senator Platt.—Seth Low's Nomination and His Famous Letter of Acceptance.—Work of the Advisory Committee Which Directed the Campaign.

The Citizens' Union movement was so formidable that the practical politician had to stop and consider it. Senator Platt was one of the first to wheel into line. The Republican party declared for non-partisanship in municipal affairs.

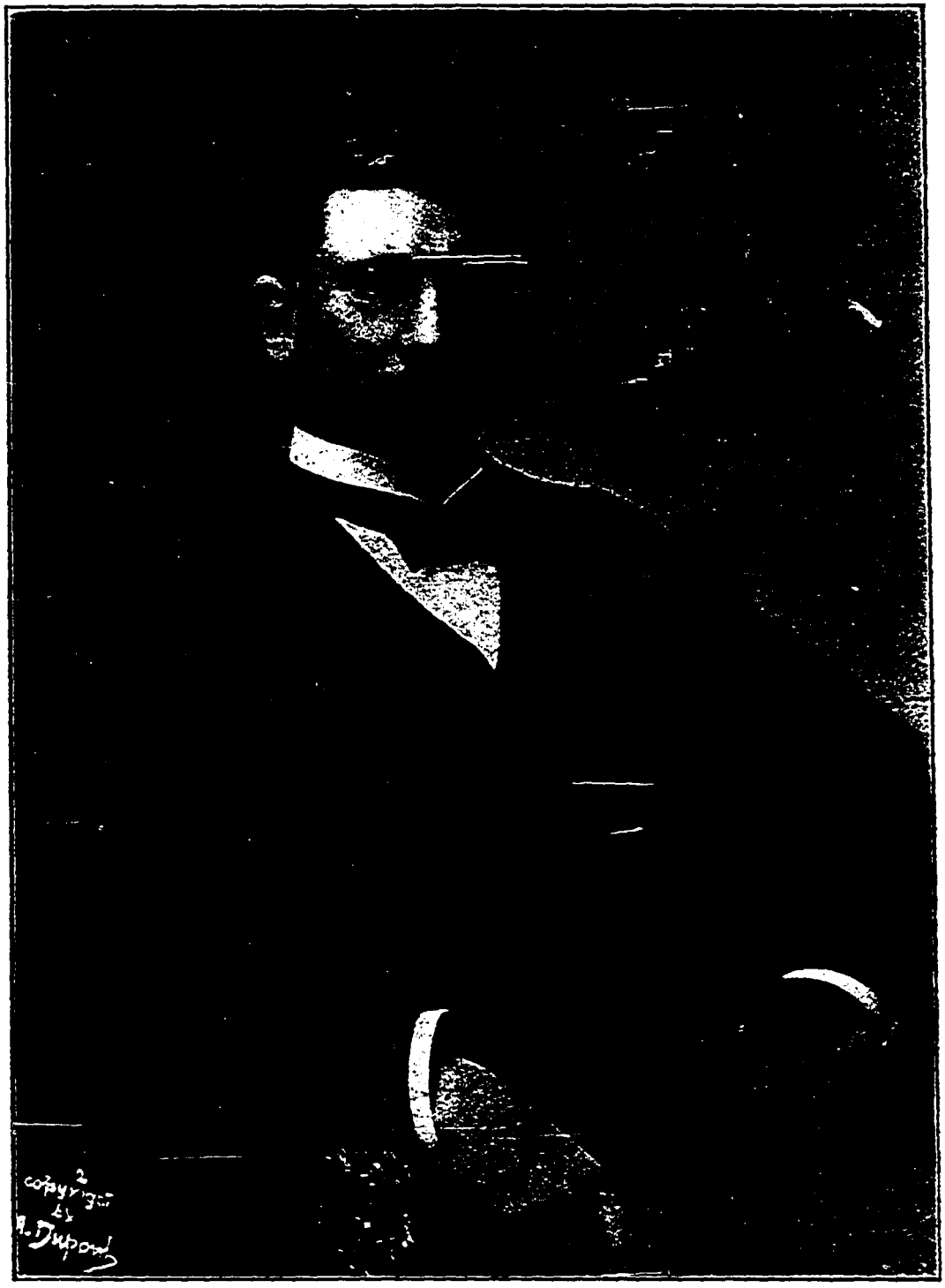
The officers of the Citizens' Union opened negotiations with the other organizations which resulted in a Fusion conference. The Committee of One Hundred selected representatives who conferred with representatives of the following organizations:

The Republican organization, the Greater New York Democracy, the Brooklyn Democracy, the German-American Municipal League of Manhattan, the Austro-Hungarian Anti-Tammany Association, the German-American League, the Independent Democracy and the German-American Reform Union.

Out of this conference grew the Committee of Seventy-two. To expedite matters the Committee of Seventy-two appointed a sub-committee of eighteen to present a tentative ticket. Each organization engaged in the Fusion submitted a list of candidates for each office with the understanding that if a Democrat was chosen to head the ticket a majority of the other nominations should go to the Republicans and vice versa.

The four names submitted by the Citizens' Union were as follows and in this order: John DeWitt Warner, George L. Rives, George Foster Peabody and Seth Low.

The Committee of Eighteen reported back to the Committee of Seventy-two. Every member of that body was a strong man and it was a battle of oratory. All were willing to take R. Fulton Cutting as the nominee. He declined to accept. Then the choice fell upon Seth Low. He being a Republican, Edward M. Grout, President of the Borough of Brooklyn, a Democrat, was named for Comptroller. Charles V. Fornes, also a Democrat and representative of large business interests, was chosen for President of the Board of Aldermen.



ELIHU ROOT.

In like manner the tickets for the boroughs and counties in Greater New York were made up. The most important, of course, was the Presidency of the Borough of Manhattan. Jacob A. Cantor of the Greater New York Democracy was nominated.

In the selection of the New York County ticket the main contest was over the nomination for District Attorney. William T. Jerome was chosen because of his brilliant record as a Justice of the Court of Special Sessions. The wisdom of the choice was proved on election day when he led the entire ticket by nearly 15,000 votes.

On the same ticket the aid of the Labor Unions was recognized by placing on the ticket for Sheriff the name of William J. O'Brien of the Marble and Granite Cutters' Union. In fact this was the first time the forces of Union labor were properly recognized in a campaign for pure government, and the portion of labor in the redemption of the City cannot be underestimated.

Even the conventions to ratify all these nominations were arranged so as to make a display of force. The Citizens' Union and the Republican city conventions were held on the same day. Each convention stood solidly for the Fusion compact, and the nominations were made unanimously.

The conventions of the other organizations followed closely after so that within ten days every pledge of the Fusion Conference Committee had been ratified and the forces of decency were lined up and ready for battle. Only once was there danger of trouble. That was in the Borough convention of the Citizens' Union in Cooper Union. An attack was made on one of the nominees for Coroner and an attempt made to expell him from the ticket. In that crisis R. Fulton Cutting came to the front, had the matter referred to a committee, and so the danger was passed.

The main document upon which the battle was waged was the letter of acceptance of Mr. Seth Low. It was as follows:

SETH LOW'S LETTER OF ACCEPTANCE.

Gentlemen:—You have summoned me to be the leader in the campaign about to be waged for the overthrow of Tammany Hall, and for the government of the city, in the essential spirit of home rule, from the City Hall itself. In accepting, formally, the nominations you have tendered to me it has been made clear, I trust, that I

understand the obligations laid upon me by nominations so diverse in origin, and that I shall discharge these obligations to the best of my ability. I appreciate that this summons, under all the circumstances, is itself a great honor, albeit it imposes so heavy a burden; and for this honor I beg to thank you, and those whom you represent, most sincerely. If I accept, it is not because I feel myself equal to the burden that your call has imposed upon me; but because I believe that the patriotic spirit of the people will sustain me in the contest; and, in the event of my election, in the still harder struggle to secure for the city, when in office, the benefits sought to be obtained. No man, single handed, is equal to such a task; but I shall throw myself fearlessly, in every aspect of the struggle, upon the patriotic willingness of the people to make sacrifices for the common good.

The main issue of the campaign is the wresting of the city from those who permit one man to dominate the organization of his party in the interest "of his own pocket all the time;" and, as if to add insult to injury, to do this from abroad, as though the proud city of New York had been reduced once more to the condition of a crown-colony.

In the event of my election, the city will secure home rule in the person of its own Mayor, exercising the authority conferred upon him by the Charter, in responsibility to the people alone and to no organization, person, or clique.

It is becoming, under these circumstances, that I state my views on some of the subjects involved in the actual administration of the Mayor's office, on the platform of the United Anti-Tammany organizations.

Shakespeare makes Coriolanus say: "What is the city but the people?" That defines, in a word, the object of good city government; the welfare of the people. Translated into the language of the hour, it means here and now, in the City of New York, that the children of the people shall have good schools, and enough of them to give every child of school age a seat for the whole of every day of the school year; it means that the teachers of these children shall be held in honor, as those who are training the future citizens.

It means that there shall be small parks and play grounds, everywhere, for young and old alike; that all the children of New York may have something like an even chance to grow up into strong,

hearty, God-loving and God-fearing men and women. Most of all, it means that the City Government shall wage relentless war on every one who shall make one of these little ones to stumble.

It means, for all the people, poor and rich alike, clean streets at all seasons of the year; and that all the resources of modern science shall be brought to bear intelligently to protect the people in their homes and in the streets from preventable disease. Above all, it means that the conditions of life in the homes of the poor shall be made as tolerable as circumstances will permit. Light and air are the gifts of God, and the folly or greed of man should not be permitted to rob one child of enough of these. And yet I know how hard the conditions are that bear upon this problem; and how impossible it will be to remedy, even in a decade, the mistakes of half a century. In this connection, as in every other, we must all remember that ancient maxim of the law: "The extreme of the law is the extreme of injustice."

In its relation to labor, it means that the city ought to be a model employer. The city ought to co-operate with its laboring people in raising the standard of living; and, to do so, it should frankly encourage the eight-hour day and the payment of the prevailing rate of wages. Every citizen should be free to enter the city's employ. It is hard to make the city a good employer, by law; just as it is hard to make a private employer a good employer, by law, but if the officers of the city wish to deal justly with labor they can do so.

The city has amply vindicated its capacity to administer its own water works. It should continue to extend them as a public work. There should be no step backward anywhere in this policy of municiple ownership. The trend, indeed, both here and elsewhere, is and should be distinctly the other way.

The franchises of the city are a part of its common wealth. They should never be given away; neither should the city part with the control of them except for a term of years.

Rapid transit, as now planned, should be pushed to completion as rapidly as possible, and every effort should be made, both to extend it and to unite the various boroughs of the city still more closely by tunnels and bridges.

What progress can be made in these directions in two years following such wasteful administration as we now have, with proper regard to the economical considerations that must not be lost sight

of, I cannot undertake to say, but this, at least, I may say, that the city's resources will be used to the fullest extent for the public benefit, and they shall not be squandered in a constant increase of the salary list under the city's control by the maintenance or creation of sinecures.

There should be such honest and careful supervision of the city's contracts and purchases of supplies as to make it possible for any merchant to deal with the city without being obliged to go through favored channels in order to secure favorable consideration of his bids.

In particular, the Fire Department should have at its head a man who can conduct the business side of the department without subjecting himself to indictment; for a finer, braver body of men is not to be found in the city. It is a stinging shame that the official head of such a force as this should himself subject this entire department to criticism.

I have always been a believer in the Civil Service Law, because of its democratic side. No other law but this makes it possible for a man to enter the public service on his own merits. This law, properly administered, enables a citizen to take his place in the public service without bending the knee to any man. But the examinations under this law should be practical, and well adapted to test a man's capacity for the work he will be called upon to do. Experience should count as well as theoretic knowledge, and for many purposes is the more valuable equipment of the two. There should be absolute fairness, also, in the matter of appointment.

No Mayor of the city should limit his outlook to details. He must take large views of the city's opportunities and its needs; and he should seek the co-operation of all those who are striving to maintain New York's commercial supremacy. No single thing is likely to do more for this than the overthrow of Tammany Hall. But this the citizens themselves must do. Not only must the city's docks and piers be constantly improved, but that co-operation of the State and National Government must be had, for the improvement of the Harbor, which largely depends upon the influence and standing of the City Government.

There are two matters to which I refer with reluctance, for neither of them ought to enter into a city campaign. It is a matter of general belief that the administration of the police force is thor-

oughly unprincipled and corrupt. A cabal within the department is believed to use the power given for the enforcement of the laws, as a mint through which to coin money by selling the privilege to break the laws. No more thoroughly demoralizing thing could be believed. The partnership between city officials and protected vice and crime must be made impossible; and when policemen are to be tried for offenses against discipline they ought to be sure of coming before a capable, upright and impartial judge. I assure every honest man upon the force, who blushes with shame at the discredit in which the department has become involved, and I doubt not these are in a large majority, that I share his righteous indignation, and that I shall spare no effort to restore to the force as a body the respect and confidence of the citizen.

A word upon the excise question is also desirable, for the difficulty here is only partially understood by the people. The Excise Law contains two provisions, both of which are well intended, but both of which in their application to the City of New York, with its cosmopolitan population, are sources of very serious evils not contemplated by the law. I refer to the provision under which have sprung up the so-called Raines Law Hotels, and to the clauses prohibiting the sale of liquor at all hours on Sunday.

The hotel clause is an attempt to define a hotel in such terms as to permit the sale of liquor on Sunday, under reasonable conditions; but the effect of the requirement that there shall be a certain number of rooms to constitute a hotel has been to add to many saloons an attachment that lends itself to unspeakable infamy. There was a similar, though I presume not an identical provision, in the Excise Law as it stood twenty-five or thirty years ago; but it was repealed, because then, as now, it became in practice very offensive.

The clauses prohibiting the sale or giving away of liquor on Sunday, despite the good intent of those who advocate them, lead to another class of evils, because they conflict with the habits of so large a proportion of the population, and because they interfere, as these conceive, with personal liberty in matters that do not properly come under the regulation of the law. At the present time, it is a matter of belief, so general as to amount to common knowledge, that liquor dealers escape interference from the police on Sunday by paying for it, while those who do not pay are persecuted. And thus these provisions of law that are intended to be in the public interest are made

a source of public demoralization; for there is born of them a crop of lying, perjury, bribery and political corruption that is like a festering sore in the body politic. All this would be bad enough if these clauses accomplished their object of actually preventing the sale of liquor on Sunday; but they do not do even this. It may be considered certain, after much experience, that in this community these clauses of the Excise Law that forbid the sale of liquor on Sunday in saloons are not competent to accomplish more than to prevent the public sale of liquor on that day; they never have stopped, and they never can stop, drinking on Sunday. Inasmuch as no attempt is made to do this in clubs or in hotels, many of the poor complain that the law is harsh in failing to take into consideration the conditions under which they are obliged to live. And thus a feeling of soreness, born of a sense of inequality of treatment, is added to the general evils traceable to these clauses of the law. These matters may well attract the attention of the legislators, for some of these evils cannot be wholly abolished without a change of the law. In the meantime, the law as it stands, while it remains unaltered, must be administered in the best practicable manner. I should spare no effort to put a stop, during my term, to the bribery and corruption at present traceable to it, not forgetting, in the presence of the facts as I have outlined them, that "the extreme of the law is the extreme of injustice."

The culminating charge against Tammany Hall is that it gives us government that is tyranny; for the government of Tammany Hall is a government by favoritism, and favoritism in government is tyranny.

I appeal to every citizen who loves his city, who values equal rights for all men, and who realizes that a corrupt government corrupts its citizens, to strive unceasingly from now until election day to wrest the control of the city from those who have brought it into its present evil case. It is not enough to elect the Mayor. In order to control the Board of Estimate, the Comptroller and the President of the Board of Aldermen must be elected with him. It is a pleasure to find myself upon a city ticket with candidates for these offices who so thoroughly deserve the public support.

SETH LOW.

Seth Low immediately resigned the Presidency of Columbia College. He began the work by appointing John C. Clark, now Mayor's Counsel, as his campaign secretary. Justice Jerome obtained a leave of absence from the Court of Special Sessions, and opened his headquarters in Harry Howard Square in the heart of the Red Light District.

Edward M. Grout, Charles V. Fornes and the other nominees also gave up business interests and devoted their entire attention to the fight. The various organizations to the fusion named their campaign committees.

With so many organizations laboring to the same end, there was need of a clearing house. This was accomplished by the appointment of an Advisory Committee. It was the duty of this body to see that no effort was wasted by the work of one organization overlapping that of another.

Meanwhile Seth Low, Edward M. Grout and Charles V. Fornes opened headquarters in East Twenty-third Street where they could be in close touch with headquarters of the Citizens' Union, the New York County Republican Organization and the Greater New York Democracy. John C. Clark and Ex-Alderman Hall were in charge of these headquarters, assisted by Ex-Senator Frank D. Pavey. At these headquarters the Advisory Committee, of which John C. Clark was Secretary, met daily with the candidates. The committee was composed as follows:

For the Citizens' Union: Col. Willis L. Ogden, Chairman; R. Fulton Cutting and Francis Huntington.

For the Republican Organizations: Robert C. Morris, William H. TenEyck and Lieutenant Governor Timothy L. Woodruff.

Democratic Organizations: John C. Sheehan and William Hepburn Russell.

German-American Organizations: Herman Ridder, Henry Weissman and Otto Kempner.

To inaugurate a perfect system of campaign meetings all the work connected with them was delegated to R. W. G. Welling, Chairman of the Committee of Meetings and Speakers for the Citizens' Union; William Leary, who was in charge of that work for the Republican organizations, and William Hepburn Russell, Chairman of the Executive Committee of the Greater New York Democracy. They started a campaign of oratory greater and more stren-

uous than ever known before in New York. In some of the Assembly Districts where the battle was close, as many as one hundred meetings were held in a night.

Mr. Low and Mr. Grout devoted themselves to the campaign in general and held conferences daily with the various leaders. Charles V. Fornes made the Aldermanic situation a study, and labored incessantly to have a Reform majority in the body over which he hoped to preside. The strong working majority in the Board of Aldermen testifies to his success.

While all efforts were concentrated through the Fusion headquarters, each party to the Fusion had its own district organizations, and on certain days the leaders of Assembly Districts and the Captains of Election Districts reported in person to the nominees so that it was possible to tell accurately how far the Reform movement had progressed. In fact the situation was so well in hand that the result was known before the ballots were cast.

There was but one hope left for Tammany, and that lay in the work of repeaters. But Superintendent of Elections John McCullagh took care of that. He unearthed plots to debauch the ballot wholesale.

In this crisis the Citizens' Union also came to the front with an offer of $50,000 in rewards for information leading to the arrest and conviction of persons committing crimes against the election laws. Fifty gentlemen, represented by the following committee, pledged themselves to pay these rewards: Isaac N. Seligman, R. Fulton Cutting, Elgin R. L. Gould, Gustav H. Schwab, Robert C. Ogden, J. Kennedy Tod, William Henry Yale, Walter M. Taussig, George K. Clark and William Jay Schieffelin.

These rewards together with the arrests and convictions obtained by Superintendent McCullagh and his efficient deputies scared away the repeaters and the effort to carry the election by fraud failed.

The Citizens' Union on its own behalf conducted a vigorous campaign in every borough of the city. The work was directed from the permanent headquarters at No. 34 Union Square under the direction of the following officers and committees:

Officers.

R. FULTON CUTTING, Chairman.

LUDWIG NISSEN, JOHN W. WEED, } Vice Chairmen. { FIELDING L. MARSHALL, ARTHUR HOLLICK,

E. R. L. GOULD, ... Treasurer.
THOS. A. FULTON, ... Secretary.

Executive Committee.

FRANCIS C. HUNTINGTON,
ABNER S. HAIGHT,
A. J. BOULTON,
WILLIS L. OGDEN,
CHARLES H. STRONG,
A. P. W. SEAMAN,
ADOLPHE OPENHYM,
JOHN W. WEED,
R. FULTON CUTTING,
F. L. MARSHALL,
ISAAC N. SELIGMAN,
SAMUEL SEABURY,
JAS. B. REYNOLDS,
CHAS. C. NADAL,
ARTHUR F. COSBY.

Committee on District Organization, Manhattan.

JOHN C. CLARK, A. P. W. SEAMAN, FIELDING L. MARSHALL, WM. H. HUBER, R. FULTON CUTTING, Dr. S. GOLDENKRANZ, OLIVER C. SEMPLE,

Committee on District Organization, Brooklyn.

LUDWIG NISSEN, WILLIS L. OGDEN, M. J. FLAHERTY, GEO. B. STURGIS, W. H. ZIEGLER, A. J. GOULDEN, J. EDW. SWANSTROM,

Committee on Legislature

CHAS. C. NADAL, ARTHUR F. COSBY, PAUL FULLER.

Committee on Meetings and Speakers.

R. W. G. WELLING, DE WITT J. SELIGMAN, J. D. MERRIMAN,
JAS. R. BURNETT, Dr. MATTHEW BEATTIE, FULTON McMAHON
ALFRED R. CONKLING, CLARK H. ABBOTT.

Committee on Press and Literature.

ARTHUR F. COSBY, CHAS. B. MEYER, EDW. EMERSON, Jr.
CHAS. C. NADAL, JOS. M. PRICE.

Committee of Twelve of Committee of One Hundred.

A. J. BOULTON, LUDWIG NISSEN, ISAAC N. SELIGMAN,
J. HAMPDEN DOUGHERTY, WILLIS L. OGDEN, SAMUEL SEABURY,
JOHN E. EUSTIS, J. VAN VECHTEN OLCOTT, JOHN W. WEED,
M. J. FLAHERTY, GEO. HAVEN PUTNAM, EVERETT P. WHEELER.

County Conference Committee of Twelve.

E. R. L. GOULD, CHAS. H. STRONG, TIMOTHY HEALY,
JAS. B. REYNOLDS, PAUL FULLER, ADOLPHE OPENHYM,
CALVIN TOMPKINS, F. C. HUNTINGTON, JAMES BEGGS,
R. FULTON CUTTING, JAMES R. BROWN, F. L. MARSHALL.

Advisory Committee on Assembly and Aldermanic Nominations.

Manhattan.	Brooklyn.	Queens.
F. L. MARSHALL,	FRANK H. FIELD,	WM. S. COGSWELL.
E. R. L GOULD.	A. J. BOULTON,	
F. C. HUNTINGTON,	A. E. HINRICHS.	Richmond.
OLIVER C. SEMPLE.		ARTHUR HOLLICK.

Since the campaign, the Citizens' Union has been greatly strengthened and the organizations are being maintained for the next municipal fight. But the work, the scope and the future of the organization are best explained in the two chapters which follow; one by R. Fulton Cutting, the President and founder of the organization, and the other by Elgin R. L. Gould, who treats on organization.

Elihu Root, an Earnest Champion of Good Government and Pure Politics, Has Proved to be One of the Best Secretaries of War Who Ever Sat in the Cabinet at Washington.

The cause of good government has had no more earnest supporter in the past or present than Elihu Root, Secretary of War in the Cabinet of President Roosevelt. Mr. Root also is a signal example of success attained without any capital except good principles, a good education acquired largely through his own efforts, and a resolute purpose to overcome difficulties that would have halted a less determined man. Mr. Root comes from the old stock that landed centuries ago on New England's rock-bound coast. His father, Oren Root, was professor of mathematics at Hamilton College, N. Y., and was also for some time professor of mineralogy and geology in that institution.

Elihu Root was born February 15, 1845, at Clinton, Oneida County, N. Y. He attended the local schools, and at the age of fifteen entered Hamilton College. To pay his way through college he taught school. His college record was excellent. He was graduated with honor, and at once entered upon the study of law, still teaching to support himself while attending to his studies.

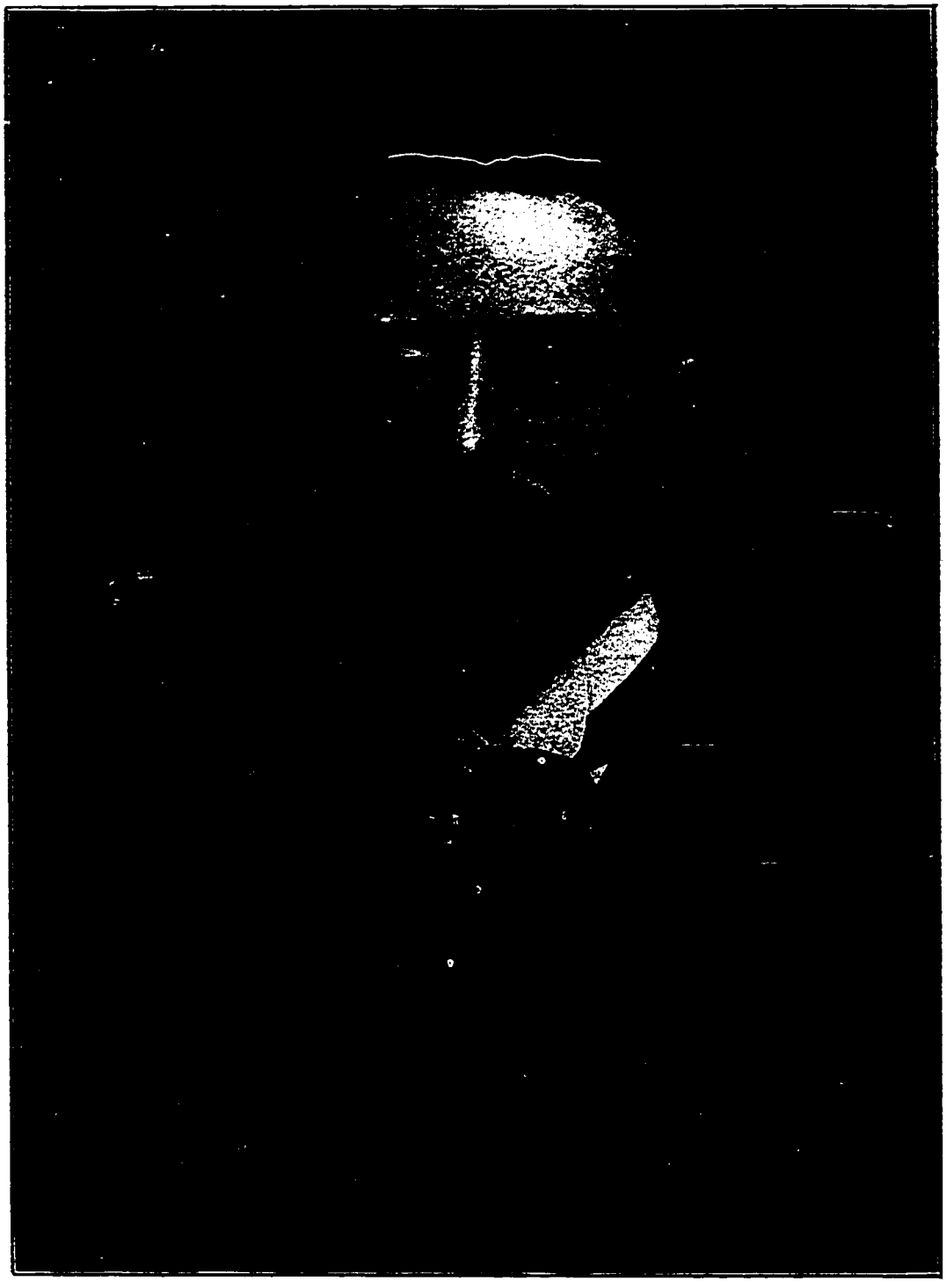
Young Root was graduated in 1867 from the law school of New York University, then called the University of the City of New York, and was admitted to the bar. After serving for a time in the office of Man & Parsons, Elihu Root formed a partnership with John H. Strahan, and later with Willard Bartlett, for many years a Justice of the Supreme Court, and at present Justice of the Appellate Division of the Supreme Court, Kings County. Mr. Root appeared in many prominent litigations, including the Stewart and the Hoyt and Fayerweather will contests, the Broadway Street Railroad and Sugar Trust cases, the suit of O'Brien against the City of New York, and the suit of Shipman, Barlow, Larocque & Choate against the Bank of the State of New York. He acquired a high reputation for care, thoroughness and success in handling his cases, and his practice grew to be one of the largest in the city.

Mr. Root always was a Republican, and took an active interest in party affairs. He was appointed by President Arthur United States

Attorney for the Southern District of New York, in 1883, and held the place for several years. He was Chairman of the Republican County Committee in 1886 and 1887, and was a sincere and aggressive advocate of honest politics, as opposed to the devious methods preferred by some persons prominent in party councils. In all municipal contests he was found consistently on the side of good government. In 1894 Mr. Root was Delegate-at-Large to the New York State Constitutional Convention, and was Chairman of the Judiciary Committee. He exerted a most important and salutary influence in framing the new Constitution.

President McKinley, in July, 1899, appointed Mr. Root Secretary of War to succeed General Alger, who had resigned. Owing to the war in the Philippines, the troubles in China, and the delicacy of American relations with Cuba, the office has called for unremitting labor, extraordinary knowledge and ability in passing upon novel and important questions, and prudence and tact in the highest degree in avoiding unnecessary complications. Mr. Root has shown the possession of all these qualities, and his tenure of the office has been and is most satisfactory to the President and the people.

Mr. Root is a member of the Bar Association, the Union League, Republican, Lawyers', University, Century, Metropolitan, Players', and other clubs. He is a trustee of Hamilton College, and has been vice-president of the Bar Association, president of the Union League and Republican Clubs, and president of the New England Society. His graceful and forceful oratory makes him welcome in political campaigns, and has been a potent factor on the side of good government in more than one municipal struggle.



R. FULTON CUTTING.

CHAPTER III.

Objects, Aims and Scope of the Greatest Organization Pledged to Civic Reform in America as Told by R. Fulton Cutting, President of the Citizens' Union at a Dinner Given in His Honor.

BY R. FULTON CUTTING.

The honor which you are conferring upon me to-night is as unexpected as it is gratifying. I have always been ambitious to render service to the city of my birth, the city in which my ancestors have lived honorably for more than 250 years, but I have never dreamed of the possibilities of receiving such a tribute.

Despite the social and festive nature of this occasion, it has for me a certain grave significance. I cannot help being in a serious mood, partly because I am conscious that you overestimate the value and importance of my services in the last campaign, and partly because of the increased burden of responsibility involved in your approbation of my past efforts. I feel that you exaggerate the value of my services because I have done little more than reap the fruits of the labor of others.

You will remember that the Citizens' Union did not originate the non-partisan theory. If to any organization belongs that credit, it is to the City Club. Nor did the Union invent the method of operation employed in the last campaign. The Committee of Seventy of '94 was the first to use it, and those of us who have happened to be in the leadership since '97 have done little more than perfect the machinery of the instrumentality called into existence in that year, and employ it along the lines that the experience of the past has demonstrated to be the most hopeful.

Moreover, Gentlemen, I have been surrounded by the grandest body of workers, many of them veterans, that any similar movement has yet possessed and their counsel and co-operation have inspired and sustained me. And now as I thank you with all my heart for this extraordinary testimonial, permit me to feel that in the person of its leader you are also honoring the rank and file of the Citizens' Union. If anything were needed to rivet my determination to pur-

sue the struggle for good government in this city, this occasion would supply it.

The success of the last campaign has conclusively demonstrated the usefulness of the Union, and it is due to it that some reference should be made to its earlier and generally unappreciated services.

Many of you will remember that at the initiatory meeting in February, 1897, the Hon. Elihu Root declared his profound conviction that a determined effort was necessary to save the National parties from the demoralization inevitably consequent upon Municipal Spoliation, and as a Republican, jealous for the welfare and reputation of his party, he advocated the foundation of a non-partisan civic movement. It cannot be denied that the possibility of plunder in City Administration is the venom fang from which the fatal virus penetrates to the extremities of the partisan body. The famous exclamation of Blucher upon the occasion of his visit to London, "What a city to sack!" has long expressed the philosophy of American partisan leaders. When Jackson declared that the division of offices among the victors was a cardinal doctrine of the Democratic-Republican party, he was only extending to National politics a system already well developed in cities, and even at that time New York was wholly sacrificed to the interests of the Anti-Federal party. It is true that the spoilsman of that early period was not the common plunderer of to-day, yet we unquestionably owe Crokerism to the system instituted in this city by De Witt Clinton in the first decade of the century.

In this respect, then, has not the Citizens' Union rendered emphatic service to the State and Nation, and fulfilled the farseeing purposes of its founders? For is it not undeniable that the Republican party has felt the chastening influence of the movement of '97, and relinquishing the lust for city plunder, purified its intentions and its practices? While, therefore, the Citizens' Union has been laboring to save the city from the partisan, it has saved the partisan from the city. Is it too much to hope that what it has accomplished for the Republican party it may accomplish also for the Democratic? Are there not, indeed, significant evidences abroad that encourage the expectation that the next Democratic County and Borough tickets will be purged of their Van Wycks and Ungers? In my judgment this feature of the Union's work is more important even than the direct benefit of rescuing the Municipality from the spoilsman for its own

sake. The public does not realize the extent to which the Spoils System has affected the electorate, but the most limited experience in active politics discloses the stifling influence upon patriotism of a principle which transforms the service of the people into a money-getting occupation.

In the days of the patriot fathers when population was scattered and the cities had not commenced to exercise their malevolent influence upon political life, the introduction of a Spoils System was deemed impossible. In Washington's first Administration a debate took place in Congress concerning the power of appointment of the President. It was argued that a designing man might employ the power for private ends. The discussion was closed by Madison, who pointed out that the Constitution covered the contingency, as it provided that any President who thus abused his office could be impeached. But from the days of Jackson until the agitation for the merit system, spoliation created little comment and raised no opposition. If we would rekindle the patriotism of our electorate and educate the rising generation to a sense of civic obligation, we must do it through the influence of non-partisan Municipal organizations that will eliminate the plunder of the city as an aim of National partisanship. Then and then only can we hope to see our young men growing up to the ideal of Pope's characterization of Addison:

> "Statesman yet friend of truth; of Soul sincere;
> In action faithful and in honor clear;
> Who broke no promise, served no private end,
> Who gained no title and who lost no friend."

But there is still another phase of the Citizens' Union philosophy, if I may so call it, of equally profound significance. The founders of the organization declared it must be popular and not exclusive. Their proposition ran as follows. I quote from the report of the original Plan and Scope Committee:

"The organization required for this work must have a broader basis than any self-constituted committee or any committee constituted by a comparatively small body drawn chiefly from the wealthy portion of the community, such as the Chamber of Commerce or the City Club. It must fairly represent the various interests and conditions which exist among the voters of the city. It should, at the time of its first public appearance, rest upon a broad

basis of popular authority and act upon the mandate of so great a body of voters that its momentum cannot be checked by falsehood or ridicule and its possibilities of success cannot be ignored."

To these principles the Union has endeavored to adhere, although they constituted a radical departure from all earlier reform movements. In the past it was always the custom for a few men to select what they considered to be a representative committee, into whose hands was committed the conduct of the campaign. In these committees the wage-earners or their chosen spokesmen have always been conspicuous by their absence. The responsibility for this misfortune, for such it was, does not lie wholly with the leaders of the movements, for they found themselves unable to overcome the suspicion of their motives by the wage-earners. Reform, therefore, in the past has savored more of Oligarchy than Democracy, and has failed to embody the principle of popular sovereignty upon which rests the edifice of American institutions.

The Union aims at nothing less than the honest endeavor to practice the political principles that we profess. It aims to bring together men of varying views but like sincerity, whose patriotism is broader than their personal opinions and whose consideration for one another makes it possible to find common ground. There are those who tell us that without a boss this is both impracticable and dangerous. Albeit it is the very ground upon which our forefathers chose to rear the edifice of National life. In every age since the world was young the few have dreaded the increase of power among the many, but history has not justified their apprehensions. Rather has it taught us the lesson confirmed by the experience of New York politics, that the few are more dangerous than the many.

In an address on the Present Age, delivered nearly seventy years ago to the merchants of Philadelphia by that great American, Wm. Ellery Channing, this issue is so forcibly put that I cannot so well represent my own views as by quoting briefly from it. I do so, moreover, in the hope it will induce many of you to read the masterly essay in its entirety:

"There are, however, those who have painful fears of evil from the restless, earnest action which we have seen spreading itself more and more through all departments of society. They call the age wild, lawless, presumptuous, without reverence. All men, they tell us, are bursting their spheres, quitting their ranks, aspiring selfishly

after gain and pre-eminence. . . . Such are the alarms of not a few; and it is right that fear should utter its prophecies as well as hope. But it is the true office of fear to give a wise direction to human effort, not to chill or destroy it. What I most lament in these apprehensions is the utter distrust of human nature which they discover. Its highest powers are thought to be given only to be restrained. They are thought to be safe only when in fetters. Human nature is not a tiger which needs a constant chain. In this case it is the chain which makes the tiger. . . . The manual laborer has burdens enough to bear without the load of groundless suspicion or reproach. It ought to be understood that the great enemies to society are not found in its poorer ranks. The mass may, indeed, be used as tools; but the stirring and guiding powers of insurrection are found above. Communities fall by the vices of the prosperous ranks."

Gentlemen, the wage-earner of New York is not dangerous, but distrust may make him so. If he is suspicious it is because he is suspected. The Citizens' Union has not distrusted him and he has responded to our confidence. It remains for us to demonstrate that his confidence will not be abused and that we want not his vote, but himself. But popular sovereignty is no talisman to transmute character, and the professional politician, the self-seeking demagogue, the irreconcilable visionary are not converted into useful citizens by enrollment in the Citizens' Union. It is our deliberate intention to exclude such from the ranks and the purging of our rolls has already commenced. We have become, then, as our founders contemplated, an organization of men of many views, but, as we believe, of single-hearted purpose. It is such an organization and only such a one that can create the civic spirit, the existence of which is necessary to secure the permanence of good government. The local public opinion which should decide the issues of Municipal Government is not to-day expressed by either National party. But public opinion, to be made effective, must be organized. The old Federal party, despite the brilliant talents and lofty patriotism of its leaders, succumbed to the party of Jefferson because it had no organization in touch with the people, while the latter through the local patriot societies had struck its root deep down into the subsoil of the electorate.

For years and years we have had so little in our civic life to

kindle public spirit that as a general principle it is practically non-existent. The sentiment of the citizen toward the Municipality has been one of shame, deepening occasionally into indignation. But indignation has no constructive power—it is negative and of temporary value only. It may disclose the tremendous energy of an earthquake but not the steady onward flow of the river. Public indignation will play no part in the campaign of 1903, and nothing but local pride in administration will supply the winning element of public opinion. The Union aims to become the instrumentality for the effective expression of that opinion.

But local pride can only be cultivated by a policy of administration that brings the benefits of good government home to the people and makes them feel its beneficent touch. Authority must be popularized by a reasonable exercise of its unequalled powers of social betterment. The self-consciousness of the community must be awakened by frequent object lessons of the direct relation of the administration to the voter. We have lately enjoyed in this city a luminous illustration of the latter policy. The lamented Waring did more to kindle civic spirit in this city than any other who has held office in the memory of this generation. The fundamental significance of Waring's work was that he was acting as the direct agent of the city and as such was daily bringing to the doors and eyes of every citizen the gratifying evidence of the efficiency and solicitude for their welfare of their chosen administrator.

The "White Wing" brigade and its illustrious founder were in the mind of the Citizens' Union when it advocated a judicious increase of direct employment by the city. Waring's work was expensive, partly because he had to lay costly foundations upon which to build, and partly because he had the courage to pursue his convictions of the value of his work, but no economies that might have been practiced by employing contract labor in his place would have compensated for the loss of the invaluable object lesson he gave to this community. As it happened, at the very moment when Waring was making his brilliant record the city of Brooklyn was cleaning its streets by the contract system. In 1895 the system proved more expensive than the direct employment of Waring and a heroic effort was made to overcome the difference. It was done, and the contractor who secured the job made his profit by employing labor for twelve hours out of every twenty-four and at the rate of $1.25 per day. We

have reason to be thankful that our present Mayor would never tolerate a policy of economy that expressed itself in such conditions.

But there is another feature of the civic administration that has for at least half a century afforded a striking illustration of the beneficial effects of Administrative contact with the people. The Department of Public Education is in continual touch with domestic life. It penetrates to the fireside and is the people's own agency for promoting the realization of parental hope. While during the period that I have mentioned it has not always reached the highest level, has suffered from abuses and disclosed some scandals, it has, nevertheless, continuously maintained a higher standard of efficiency and integrity than any other department of the City Government. It is too close to the people to permit of its prostitution to the interests of partisanship. Directly and indirectly it is a school of citizenship for parents as well as children. The very cost of giving to our Public School buildings a graceful and dignified architectural effect, is an investment in the interests of Good Government, and that not because of its æsthetic influence, but rather because of the pride awakened by the beauty of a civic monument that is peculiarly the people's own.

It is impossible for the National parties to bring local government home to the people, for so long as the spoilsman presides in their councils, just so long will it be impossible to reconcile the interests of the party with the interest of the Municipality. Moreover, the irrelevance of National issues make them measurably aliens in city affairs.

It is largely due to the fact that the Democratic party in this city is essentially a local organization, that it completely outstrips its great rival in home politics. To compete, then, with the dominant political party on its own ground there must be a local organization with a local policy. It is the Citizens' Union against Tammany Hall. That this proposition in no sense excludes National parties from co-operating in local politics is evident from the experience in the last campaign and the patriotic service rendered by the Republican party determined the issue of the struggle. It is, however, the very superiority of its fidelity to National aims that handicaps that party in contesting with a local society that knows no real aim or policy other than the control of Municipal Administration.

It is then the purpose of the Citizens' Union to persistently advo-

cate a policy that will bring Government home to the people and make them realize it is theirs—a policy that will kindle enthusiasm as it reveals the possibility inherent in the employment of the city's own resources in the service of its people. A policy that demands the infusion in the anæmic blood of our earlier reform administrations of a few red drops of what the reactionary insists upon stigmatizing as radicalism.

"Greece," said Frederick Harrison, "taught us the noble lesson of individual liberty, but Rome the far nobler lesson of the sense of social duty." We have been slow to learn that lesson. It is true that the peculiar development of our political life growing out of the spoils system has excluded many of our best and ablest. Unwilling to yield their convictions to the tyranny of the caucus and the boss, they have turned their generous impulses into the channels of charitable and industrial effort and have been measurably lost to the broader philanthropy of public service.

Never before has Government been so instinct with kindness. It has become apparent that politics is more than business—it is humanity; that "the people" is not an abstract term—it is flesh and blood, man and woman; and in the service of the State the lover of his kind may find abundant scope for the exercise of the noblest ambition.

There is a swelling tide of human brotherhood that seeks to express itself through Democratic institutions and the religion of the Twentieth Century is destined to employ Government as one of its principal instrumentalities for the solution of social issues. We shall have a true Democracy based upon the fundamental value of the individual and that will never succumb to the fatal blight of socialism.

The sun is rising and the time is not so far distant when the politician will be merged in the Reformer and the partisan will be at one with the Hebrew prophet in his apostrophe:

"He that despiseth the gain of oppressions, that shaketh his hands from holding of bribes, that stoppeth his ears from the hearing of blood and shutteth his eyes from looking upon evil; he shall dwell on high."

Robert Fulton Cutting, the Philanthropist Who Stands Between the Plain People and Oppression.—President and Moving Spirit of the Citizens' Union.—An Originator of Methods that Win in the Field of Civic Reform. The Statesman Who Made the Fusion Victory Possible.

Robert Fulton Cutting, President of the Citizens' Union, the man most responsible for the Reform victory, has devoted almost his entire life to improving the condition of his fellowman. So well has he succeeded in his self imposed task that the verdict of those who know him is that the world is better for his living in it. There is scarce a charity in the city that has not received his aid and, in many cases, much of his time.

Endowed with great wealth, which has been largely increased under his judicious handling, he has always regarded himself as merely the steward of his fortune, using it to relieve suffering wherever he found it.

Realizing that much of the misery of the city resulted from the administration of its civic affairs, he sought long and earnestly for a method of remedying such conditions. Secretary of War Elihu Root, Jacob H. Schiff, Charles Stewart Smith, John Pine, W. L. Bull, Wheeler H. Peckham, R. W. Gilder and several others conceived the great project of forming the Citizens' Union as a body about which all men in favor of reform and non-partisanship in municipal affairs could rally. The brilliancy and effectiveness of the plan appealed so strongly to Mr. Cutting that he accepted the Presidency. Since then he has given his constant attention to the work.

Mr. Cutting came into the movement through his connection with the Committee of Seventy which elected William L. Strong Mayor. Likewise he took an active part in the formation of the Greater New York. After the consolidation was accomplished the measure of benefits depended largely upon the selection of proper city officials. It was then he assisted in the formation of the Citizens' Union.

The three-cornered fight which followed in that campaign resulted in the defeat of Seth Low and General Benjamin F. Tracy, the Republican nominee. Then came the four lean years, but the in-

domitable will of the man would not let him lose any of the advantage that had been gained by the organization. His eyes were always on the contest to be waged in 1901 and he wanted to be ready for it. Much of the expense of carrying the organization through the four years that Tammany was in power was borne by Mr. Cutting and a number of other philanthropists who were convinced of the ultimate success of the undertaking. Tammany said Mr. Cutting and his friends would weary of the task and give up, but the spoilsmen did not know the man.

Mr. Cutting not only kept the organization intact, but strengthened it as well, so that when the time came last spring to begin the battle he was ready to merge the forces for good government into the Reform Movement, which was successful. Moreover, the organization headed by Mr. Cutting showed beyond a doubt that it held the balance of power.

All this Mr. Cutting did. His unselfish motives were displayed when at the conference to name the fusion candidate for Mayor the delegates were unanimous in offering the nomination to Mr. Cutting, and he refused for the reason that to accept office would be improper for him while he was head of the Citizens' Union.

He is a man of practical ideas for benefiting the poor and to that end became interested in the great project which is known under the name of the City and Suburban Homes Company, which furnishes at small cost homes containing as many of the luxuries of life as it is consistent, with reasonable rent. Millions have been invested in the enterprise, and it is the one project that stands closest to Mr. Cutting's heart. Associated with him are such men as Messrs. Gould, Seligman, Iselin, Morgan, Smith, Babcock, Crimmins, White and Mills. Mr. Cutting is chairman of the Board of Directors.

Mr. Cutting was born in New York in 1852. His ancestors have been prominent in American history for two hundred and fifty years. Although engaged in the banking business with his brother, W. Bayard Cutting, he devotes practically all his time to the betterment of mankind. He is President of the Association for Improving the Condition of the Poor and President of the New York Trade School. To tell of the other similar enterprises in which he is interested would be to give a list of such institutions in the city.

In business life he is a director of the American Beet Sugar Company, director of the New York and South Brooklyn Ferry and

Steam Transportation Company, and President and Director of the Tropical Land Company.

He was graduated from Columbia College in 1871. He is a member of many of the exclusive clubs and is especially active in the work of the City Club.

As President of the Citizens' Union he is holding that organization in shape to repeat the sucess of last year in the next Mayorality campaign.

CHAPTER IV.

CITY CHAMBERLAIN ELGIN R. L. GOULD TELLS HOW THE FORCES OF GOOD GOVERNMENT EXPECT TO WIN AGAIN AND AGAIN.—WHAT IS BEING DONE TO COMPLETE AND STRENGTHEN THE CITIZENS' UNION FOR FIGHTS YET TO COME.

BY ELGIN R. L. GOULD, CITY CHAMBERLAIN.

I trust you will allow me to dip a little into reminiscence and prophecy. Let me then ask and answer two questions with a more or less practical bearing, viz: "Why Fusion Won," "How to Win Again."

I am a thorough believer in organization. The purposes of associated life, whether business, political or religious, are best and most completely achieved through organized effort. The reason is largely because organization stands for continuity. We need not, I think, look farther to explain the failures of many previous reform movements. Under the leadership of some powerful personality, or in order to express a sense of outrage, movements for the purification of civic politics have been inaugurated and occasionally have succeeded, but such successes have been temporary because they were backed by nothing more substantial than upheavals of sentiment. Nothing can be built on upheavals. The foundations are not solid enough.

Organization, on the other hand, represents a more or less permanent crystalization of sentiment while it affords a continuing agency through which such sentiment may find expression and be translated into action. There must be organization in politics, and he who pins his faith to anything else is but a dreamer.

That dangers are involved no one can deny. Leadership may degenerate into tyranny—I use the word tyrant in its Grecian sense. Moreover what has been called the cohesive power of public plunder is believed to thrive because of organization. It has been boldly stated that no party can long maintain existence, still less wax strong, without presenting political office as a reward for civic effort.

It may be that in a democracy we can never fully eliminate the question of some sort of reward. Municipal parties are only be-

ELGIN R. L. GOULD.

ginning and we cannot say finally whether they are going to constitute an exception. At any rate the real test of disinterestedness comes when an organization is out of power. If it can be held together, or better still, if it can be built anew during such a period there is ground for hopefulness that permanency may be established.

The Citizens' Union has passed through refining fire. Founded largely on the same basis as previous reform movements, it lost in 1897 at the valiant fight; remained inactive for a period, made its mistakes as all organizations will, but gradually compassed the up-building of Assembly District organizations and constituted its central authority partly from these and partly from prominent individuals whose personality and record invited confidence.

Controlled by men who represented almost every walk of life, the Union, while now in form quite similar to other political organizations, is recognized as possessing that disinterestedness of public aim in which is the necessary qualifications of leadership in the civic campaign. In other words, the Citizens' Union during its four years of vicissitudes reinforced the good intention dominant in previous reform movements by a method which was practical. This joining the latter to the former has made the Citizens' Union, I believe, a permanent factor in the Municipal politics of this day.

There are two main reasons why we are, metaphorically speaking, singing pæans of victory. They are, first, because of the harmonious and loyal co-operation which existed between the various anti-Tammany elements in our citizenship, and, secondly, that the conduct of the city's affairs under Tammany had become absolutely intolerable from both the moral and economic points of view.

My official relations during the campaign brought me in the closest contact with leaders of Republicans, of the Greater New York Democracy, of the German-Americans, of the Austro-Hungarians, of the Hebrews and Italians, and I want to bear public testimony to the absolutely unswerving loyalty and integrity which everyone of them displayed.

In order to appreciate the attitude of the Republicans particularly, one should remember the potential influence of their numerical superiority. But this was not abused and leadership in the Fusion having by universal consent been accorded to the Citizens' Union, there was general acquiescence in the results of the conference deliberations, and whole-hearted and loyal support was given.

This Fusion was more than a fusion of forces. It was a fusion of purposes, and it is a matter of congratulation and pride that every element, avoiding side issues, went straight toward the supreme issue of abolishing private government. What has been accomplished once can be done again. The majority in this city want efficient and honest government and will vote for it when they know that those proposing it are sincerely for it and will not use municipal office for purely partisan purposes. Here is the great advantage of a fusion such as we had last Fall. Let us have it every time a municipal contest comes round.

Analysis of past events is exceedingly interesting, but not nearly so profitable as arranging for the future. The supreme question now is "How to win again—and again." I do not repeat the adverb the third time because I believe that another consecutive victory over Tammany would bring about partial paralysis, while still another would implant the germs of fatal dissolution.

First of all we must maintain the strength of the Citizens' Union and build it up into a strong municipal party holding the balance of power. As it has and will have nothing to do with State and National affairs it ought not to conflict with any of the leading political parties. That one of these will doubtless continue to oppose it is because the New York end of that party subordinates State and National to local interests.

Secondly, our City Administration while rightly pledged to retrenchment, reduction of taxation and keeping well within the debt limit, must stand for more.

There is something about congested city life which tends to diminish the sense of personality and responsibility in the case of many individuals. Thousands upon thousands of those who fall into the ranks of the dependent and delinquent classes are made to do so by environment.

Let us remember too, that in great cities are displayed lavishly the fruits of higher civilization, so we ought not to be surprised that there is a growing demand for wider participation and social benefits. Small parks, public baths, tenement houses made decent and wholesome, plenty of schools and reasonable facilities for recreation and intellectual improvement, were considered luxuries not so many generations ago—now they are absolutely essentials in a moderately progressive community.

During an election we tell the tenement dweller, and we tell him truly, that the burdens of an extravagant and corrupt administration fall chiefly upon him. But when one of the other sort comes into power he expects not only economic relief but such rational attention to the higher social interests of the population as has been approved by experience in other cities of this country and Europe. Small parks and play grounds, public baths and gymnasia centres for recreation and intellectual improvement are not fol-de-rols. They are made necessary by the hardening conditions of this great tenement city, and it is sound economic policy as well as wise politi- foresight to supply them.

I believe in attacking this problem conservatively and in imposing no new financial burdens of consequence upon the tax payer.

Considerations of humanity move an electorate as nothing else can. Between a reformer of spotless reputation who preaches good government in the abstract and the advantages of civic virtue for virtue's sake and the warm-hearted District leader, not so correct in his life, but who is a companion in joy and a helper in trouble, the great mass of a city's voters will naturally incline to the latter. You and I, if our lives were cast like theirs on a marginal line between happiness and misery would make the same choice. It is not that they do not recoil from the levying of tribute or reprehend extravagant expenditures or condemn corruption and favoritism. They do when they really think about such things. But other, and to them, more practical matters intervene and they forget. That which alone will recall them and keep them up to a full sense of obligation is the projection of the community of interest idea into the civic sphere. I prophesy that when this is done we shall prove the contention that the plain people cannot be depended upon to stand by righteous and progressive administration has just as little ground as the other absurd shibboleth that the poor man doesn't prefer a comfortable and sanitary tenement to one of the other kind when the former comes within his means.

A few months ago the public were pretty generally informed that Mr. Carnegie had given millions for public libraries because New York was the best governed city in the world. I won't stop to discuss the truth of this particular case, but people have been known to give money for public objects for such reasons.

Let a type of administration like the present be continued for

two or three terms and scores of our wealthy citizens will be ready to co-operate, particularly in the amelioration of living conditions and the promotion of recreation and social improvements. A stable civic administration of the right sort does more than accomplish good directly, it stimulates by its example and its maintenance of sound condition.

The good book tells us that the way of the transgressor is hard. I take it that this refers to private individuals. In official life the man that succeeds the transgressor has a hard time. Probably one-half of the short term of the present City Government will be required to repair the damage done by its precedessor. During this time there will be little opportunity for constructive effort. Please bear this fact in mind and refrain from a charge of barrenness until merited. The Mayor, Comptroller and heads of every department are still earnestly anxious and determined to do the best within their power. Never before has this city been served by so many disinterested and capable men. Let the electorate see to it that they or the same stamp of men shall continue to control.

You know the habits of the Tiger, he doesn't sleep a great deal. When not marauding he prowls. 'Tammany counts on disaffection and disunion amongst the fusion forces and is already seeking to bring this about. It behooves every supporter of good government to be vigilant. Enroll for non-partisanship in civic affairs, enlist under the banner of municipal progress, form in solid phalanx to support the public servants you have chosen, then this great city will be safe from a repetition of disgrace and will become a splendid metropolis in American civic life.

Dr. Elgin R. L. Gould, Treasurer of the Citizens' Union, Who Raised the Munitions of War to Carry on the Fight.—Chosen by Mayor Low for City Chamberlain.—Deeply Interested in Humanitarian Work.

Elgin R. L. Gould was born at Oshawa, Ontario, August 15, 1860. His grandfather, Joseph Gould, came from England to Delaware in the early part of the last century, and later settled in Canada. His maternal ancestry goes back to the early Dutch settlers along the Hudson. After training for college under a noted Episcopal clergyman in Toronto, he was graduated in Arts at Victoria University in 1881, and immediately thereafter went to the Johns Hopkins University, Baltimore, Md., where he pursued a post graduate course in Economics and Social Science; was made a Fellow and received the degree of Doctor of Philosophy.

Being deeply interested in labor questions and social and civic improvement he next spent eight years traveling in Europe and this country and studying these problems from the practical standpoint. Later he became a member of the Faculty of Johns Hopkins University and the University of Chicago.

Mr. Gould's interest in social and economic questions led him to see that improving the living conditions of the masses was of the highest importance. So in the spring of 1896 he came to New York to live, and in conjunction with such men as the Messrs. Cutting, Seligman, White, Mills, Iselin, Morgan, Smith, Babcock, Crimmins and others, organized the City and Suburban Homes Company and became its President. This institution has had an exceedingly successful career, and is probably the most conspicuous example in the country to-day of the union of philanthropy and sound business. Mr. Gould's energy, financial ability and good judgment have had much to do with the result.

Mr. Gould is a director or trustee in many other business and philanthropic enterprises, a member of the Century and City Clubs, and the Metropolitan Museum of Art, ex-Vice-President of the American Economic Association and President of the Nineteenth Century Club.

He was one of the original Committee of Organization of the

Citizens' Union, was active in the campaign of 1897, and has been Treasurer of the organization for the past four years. He is popular with his organization, has a wide business and social acquaintance and is an acknowledged leader in all matters pertaining to civic betterment.

ROBERT C. MORRIS.

CHAPTER V.

GREAT WORK DONE BY THE REPUBLICAN ORGANIZATION.—DESPITE ATTACKS INSIDE THE RANKS IT KEPT EVERY PLEDGE, AND DELIVERED FOUR-FIFTHS OF THE VOTES WHICH ELECTED LOW AND THE ENTIRE FUSION TICKET.

That a great political party can be non-partisan in municipal affairs, honest in its purpose and true to its pledges under most trying circumstances was proved in the last campaign by the regular Republican organization of New York. Even when attacked by one of its own candidates on the fusion ticket, the Republican leaders announced in the face of it that the Republican party would fulfill every pledge it made to the fusionists. It did. An analysis of the vote shows that four-fifths of the ballots entering into the victory were cast in the Republican column.

This splendid support was given in spite of the fact that a majority of the nominees voted for were Democrats. In fact, the first impetus to the fusion was given by the Republican Committee of New York County. It met in February, 1901, and declared by resolution its willingness to unite "with all other organizations and associations, social or political, and with all persons, without regard to party affiliations, in efforts to elect a municipal ticket selected without regard to partisanship and commanding public confidence."

The Republican County Committee of the County of New York under the leadership of its President, Robert C. Morris, declared that "Common Honesty" was the issue and that partisanship should be buried in the broader duties of citizenship.

This astounding declaration by the Republican party was met with questions of whether the organization meant it and would be fair when the other parties favoring the fusion were ready to ask for cooperation.

The invitation to join in the fusion movement came from the Citizens' Union in May. The answer President Morris gave was to call the committee together and report the invitation. Then the Republican organization passed the most remarkable resolution in its history, delegating absolute and unlimited power to Mr. Morris to appoint a conference committee to take such action as it might

deem proper. There was no limitation as to who President Morris should appoint, or as to the number on the committee. The men named by Mr. Morris were:

Frederick S. Gibbs, Republican National Committeeman for New York; William H. Ten Eyck, Chairman of the Republican Executive Committee; Cornelius Van Cott, Postmaster of New York; Capt. Norton Goddard, McDougal Hawkes and George R. Sheldon.

Under the resolution Mr. Morris also was a member of the committee and met with other committees to the fusion at Citizens' Union headquarters on May 28. It was decided to issue a general statement as to the policy of the parties to the conference, but it was found that the matter had been so concisely and clearly stated by the Republican County Committee that the draft sent out to the public was practically a copy of that resolution.

As detailed elsewhere the Republican conferees took part in the conferences which resulted in the selection of the ticket headed by Seth Low. A Republican having been chosen to head the ticket, the Republicans consented to the nomination of Democrats for almost all the other offices.

The Republicans did not stop at the fusion on the city ticket, but followed it so far as possible in every position that was to be filled. Fusion tickets were named in the boroughs of Manhattan, Kings, Richmond and the Bronx. The only place where fusion failed was in Queens County where local factional quarrels made a union ticket impossible.

Fusion was also effected in nearly all of the Assembly nominations and for many aldermanic nominations. While all were united in the campaign of common honesty for the heads of the ticket, it was a more difficult matter to harmonize all the elements in a home assembly or aldermanic district where there was wide divergence of opinion as to which one of the many good men available should be chosen as the standard bearer. Likewise the supremacy of the district organizations entered into the matter, each organization straining every effort to have its own candidate named.

It looked for a time as if there was danger of political battles between the fusion factions in the district contests which might endanger the success of the city ticket. Mr. Morris talked this matter over with Seth Low. The result was that Mr. Low appeared before the Conference Committee of Eighteen and asked for the appointment of a Board of Mediation and Arbitration to settle

all district disputes. This was done. In those districts where there were contests for nominations all the parties were summoned before the board, which was entirely nonpartisan, to establish the right of their claims. The Board heard the evidence and awarded the nomination to the faction best entitled to it. The verdicts of the Board were final except in a few cases, and thus was made successful the greatest and most complex fusion movement ever attempted in the history of American politics.

The Republican County Committee carried out its first pledge to the non-partisan movement on September 24 when the Republican City Convention met in Grand Central Palace and unanimously nominated Seth Low, Republican, for Mayor; Edward M. Grout, Democrat, for Comptroller, and Charles V. Fornes, Democrat, for President of the Board of Aldermen.

Also this convention made the platform on which the battle was fought and won. It stands alone as an example of terseness in political literature, and is as follows:

THE REPUBLICAN PLATFORM.

"The Republicans of New York City, sinking all partisan advantage in the welfare of the community, meet in their municipal convention as citizens and patriots, presenting to the voters the broad proposition of a municipal ticket for honest, intelligent, economic, business-like and non-partisan government. We arraign Tammany Hall as a band of conspirators against the public welfare, as an organization devoted to public plunder, whose office-holders, in the conduct of the public business, to use the language of their chief, "are working for their pockets all the time."

The administration of the Police Department embodies and illustrates the whole theory and practice of Tammany government. License to break the law is unblushingly bought and sold, and those who are sworn to enforce the law are the agents of its subversion. The machinery designed for the administration of justice is employed to promote vice and to protect criminals, and the system of blackmail is carried so far that in many parts of the city it is not possible to conduct even an honest and legitimate business until tribute has been paid to official and unofficial blackmailers.

In the name of our candidates we promise that if they are elected the blackmail iniquity, which is the foulest disgrace of Tammany government, shall be rendered impossible by the complete reorganization of the Police Department.

The election of the ticket nominated by this convention will

not mean blue-law government. On the contrary, we believe in the largest measure of personal liberty, consistent with public decency and the maintenance of public order.

In the four years during which Tammany Hall has administered the greater city of New York the budget has been increased from $77,000,000 to the enormous amount of $98,000,000, and to raise this sum by taxation the tax rate has been annually increased in spite of the constant increase in valuation of real and personal property. How this enormous amount paid by taxpayers has been expended by Tammany Hall appears in the vast and ever-increasing roster of the municipal service. Thousands of places have been created in the departments solely for the purpose of supporting Tammany workers at the public expense. Salaries have been increased without reason or excuse. Favoritism and extravagance in the purchase of supplies and in the conduct of the public business generally have disgraced almost every department of the city government. It will be the special duty of the candidates of this convention, if elected, to abolish all useless offices, to cut down the public expense, and to reduce the present excessive burden of taxation.

There are now upon the statute books many laws in the interest of labor, providing for the inspection of factories, regulating the employment of minors, guaranteeing union wages on all public works, preventing the subletting of contracts and safeguarding the interests of wage-earners in many directions. The value of these laws depends wholly upon their enforcement, and it is a part of the obligation of the city government and of every department thereof, to see to it that all these laws are duly administered and enforced. There is great need of improvement in the social conditions of the city. More urgent than all else is the erection of a sufficient number of public school buildings to give a seat and a desk to every child seeking to obtain a public school education, and such other betterments as are absolutely necessary to the public welfare should receive public support.

The one issue in this campaign is an upright administration of municipal affairs, conceived and executed solely for the benefit of the people. It is the issue of common honesty. It is the fight of good citizenship against bad, selfish and careless citizenship. It is an issue that must abide and a fight that must be kept up until the Tammany idea of government has been uprooted and destroyed.

The crowning proof of Republican fealty to the fusion movement was given on October 9 when the organization ratified the fusion nominations and had Gen. Benjamin F. Tracy appear on the same platform with Seth Low. Gen. Tracy had been the Republi-

can nominee for the Mayoralty against Seth Low four years before. If anything was needed at that time to convince the people that the Republicans were giving their whole support to the ticket that did it.

The organization followed this by a most vigorous campaign. Mr. Morris and the other heads of the organization gave their entire time to the work and were always to be found at the headquarters, No. 1 Madison Avenue.

Mr. Morris was greatly assisted by William H. Ten Eyck, Secretary George R. Manchester, Treasurer George R. Sheldon, Frederick S. Gibbs, Julius M. Mayer and William Leary.

Julius M. Mayer was at the head of the Law Committee. He gave up his practice that he might be constantly at headquarters to act when needed. Through his efforts attempts by Tammany to place straw nominees on the ballot for Aldermen were thwarted and a majority for reform in the Board of Aldermen made possible. Mr. Mayer has since been honored with an appointment as a Justice in the Court of Special Sessions. He succeeded Justice Jerome, who was elected District-Attorney of New York County on the fusion ticket.

William Leary devoted himself to taking care of all political meetings, but found time to write the stinging lyrics on "spotted town" in imitation of clever advertising that had become popular with every resident of the city. In fact Richard Croker confessed after the battle that the verses did more to injure the cause of Tammany than any publication issued during the campaign.

The one unpleasant incident of the campaign came near its close when Justice Jerome at a Republican mass meeting in Lyric Hall made a bitter attack upon Senator Platt and charged the Senator with having entered into a conspiracy with William C. Whitney and others to cause his defeat.

The speech caused consternation everywhere but in the ranks of the Republican organization. Work in the busy headquarters went on as usual. Senator Platt was asked about the crisis. He said the Republican party would keep its pledges. Mr. Morris said the same.

It was shown that on the afternoon of the day on which Mr. Jerome made the charge Senator Platt had sent money to Republican headquarters to aid the campaign of William Travers Jerome.

Mr. Jerome investigated the matter and found he had been informed falsely. He withdrew the charge.

The Republican organization continued its fight for fusion, and its house to house poll of election districts was one of the greatest factors that entered into the victory. Thus to the end of the fight the Republican party fulfilled every pledge and crowned its efforts by casting four-fifths of the vote for the fusion ticket.

EDWIN CHRISTY.

Robert Clark Morris, an Eminent Lawyer, Descended from Heroes of the Revolution, of the War of 1812 and the Civil War.—President of the Republican Committee of New York County.—Deserves Chief Credit for the Fusion Victory.

When Prince Metternich was asked the secret of his great success in diplomacy, of his invariable good fortune in outwitting and defeating his opponents in the councils of Europe, he replied in effect: "I just told them the truth—told them exactly what I meant and intended, and as they could not believe any diplomat would do that, they acted on the theory that I was not telling the truth and came to confusion." A good deal of the success of Robert Clark Morris as a political leader, and as President and representative of the Republican party in the County of New York, may be accounted for on the principle which guided Prince Metternich to his triumphs in diplomacy. Mr. Morris believes that politics are not necessarily conducted according to dark lantern methods, that the right course is to be loyal, truthful and square in political dealings, and that the frank, open, honorable way is the only way for a good citizen in public or private affairs.

Robert Clark Morris is the incarnation of loyalty. American to the core, he inherits from a line of ancestors, many of them illustrious in the annals of the nation, that resolute, unbending patriotism which turned the dismal scenes of Valley Forge into the glories of Yorktown, and which laid firm and fast the foundations of the Republic which his ancestors fought to maintain. He is a Republican because he believes that the principles of the Republican party, of the party of Lincoln, Grant and McKinley, are the best for the nation now as they were the best in 1860 to '65, in the gloomy days of reconstruction, and in the gloomier period of so-called "tariff reform," in the struggle to protect the American workingman from the competition of free trade and the grand and successful campaigns for sound currency and the financial honor of the Republic in 1896 and 1900.

Believing, as he does, in the Republican party and Republican principles, Mr. Morris has spared no effort to promote their success in nation, state and city. He had stood by Senator Platt with char-

acteristic loyalty as a frank counsellor, a trusted associate, and a valued friend. He agreed entirely with Mr. Platt's determination to act with other supporters of good government in the rescue of the city from the degradation of Tammany rule, and he labored untiringly, with statesmanlike tact and diplomacy, to remove the obstacles in the way, and induce the various parties to the fusion compact to take in their elbows, so that all might stand comfortably together. It was a task that would have soon exhausted the patience of a less resolute man, but there is nothing of the "quitter" in Robert Clark Morris. He laid out his course in accordance with his fellow-Republicans, and he followed it to the triumphant conclusion of election night in November.

Probably no more difficult condition ever confronted a political leader than that created toward the close of the recent municipal campaign by the utterances of Mr. Jerome—utterances which he recalled in a manner creditable to his sincerity, even if it did not altogether atone for his rashness. Tammany hastily assumed that the Republicans would desert the Fusion cause in their resentment of the attack on their leader. They mistook their men. Thomas C. Platt and Robert C. Morris promptly answered the jubilant cries of the enemy with the injunction that every Republican should stand to his guns, that every voter of the party should go to the polls and cast his ballot for the ticket which represented good government, and that no attack from within the camp, no broadside such as Captain Landais sent into the Bonhomme Richard when John Paul Jones was in death-grapple with the Serapis, should prevent the sinking of the foe. Confusion was averted—the Republicans under the lead of Senator Platt and Robert C. Morris marched on with unbroken ranks, and the eighty-four per cent. of total votes cast under the Republican emblem for the Fusion ticket, told the story of the magnificent generalship and the honorable unwavering attitude from first to last, of the President of the Republican County Committee.

Mr. Morris is a young man. He represents the rising generation of Republicans, the men who, inured to conflict by the struggles of to-day are to lead in the battles of the future. His career, already brilliant, has hardly more than begun, but it has been long enough already to prove that he is the man to guide Republicans to victory, not only in the municipality, but on larger fields of conflict.

His ability as an organizer is as extraordinary as his talent for

leadership. It is needless to recall the conditions which prevailed in certain Republican districts when Mr. Morris took charge, and which, largely owing to his tactful intervention, have given place to harmony in sentiment and action. Mr. Morris has worked unceasingly to bring about that unity in the party ranks, of which the result of the late election was the potent evidence. It is not too much to say, indeed, that the fusion success was due chiefly to Robert Clark Morris.

Mr. Morris is a gentleman in all that the word implies; in manner alike gracious and manly, he wins the good will of everyone. A hard fighter, he commands the respect even of his antagonists, for he always fights fairly, and never takes an undue advantage. Like all real men, he believes others to be honorable until he finds them to be otherwise, and then he lets them alone. He is in all respects, in character, temper, and talent, eminently fitted for the important position which he occupies as the official head of the Republican party in New York, and for such other and higher trusts as duty to country and to party may impose on him in years to come.

As chairman of the Campaign Committee of the Republican Club in 1900, much of the work in that campaign fell to Mr. Morris. In addition to that he was the Republican nominee for Justice of the City Court, and although he ran ahead of his ticket he could not overcome the Tammany majority. One of his most brilliant pieces of work in the Presidential campaign that year was to start a newspaper in the Yiddish language on the spur of the moment because the only Yiddish newspaper that had supported the Republican cause on the East Side had suddenly deserted.

His great services in bringing about the reform victory last fall are to be found in almost every chapter of this publication, for there was no part of the work in which he was not active and efficient.

President Morris was born in Connecticut, his parents being Dwight Morris and Grace Josephine Clark. The following as to his father is taken from "The Judicial and Civil History of Connecticut":

"Born in Morris, Conn., November 22, 1817, the son of James Morris and Rhoda (Farnam) Morris. He was a descendant from Thomas Morris who came from England in 1638, and settled at Morris Cove, opposite New Haven. About one hundred years later his branch of the family moved to Litchfield. His father was graduated at Yale College in 1775, and served through the entire Revolu-

tionary War; he was a prominent citizen of Litchfield County, and Major in the War of 1812. The town of Morris was incorporated and named for him.

"The son was graduated with honor at Union College in 1838, and admitted to the bar of Litchfield in 1839. He was a member of the General Assembly in 1845, in 1864 and in 1880; Judge of Probate from 1845 to 1852. In 1862 he raised and went to the front in command of the Fourteenth Connecticut Volunteers as Colonel. He was shortly ordered to the command of the Second Brigade in the Second Corps, which was immediately engaged in the Battle of Antietam. His Connecticut regiment was known as the "Fighting Fourteenth." Ill health compelled him to resign from the army, when he received an honorary discharge and the brevet rank of general. He was nominated by President Lincoln for judge of the territory of Idaho, but declined. In 1865 he was appointed Consul-General to Havre, France, where he remained until 1869. In 1876 he was elected Secretary of the State. By his efforts the Connecticut Society of the Cincinnati was reinstated July 4, 1893, having lain dormant since 1804. He was immediately elected its President, which position he held till the time of his death.

"He was married first in 1842 to Frances S. Thompson, of Bridgeport, who died in 1858. He married the second time in 1867, in Paris, France, Josephine Clark, daughter of Lewis W. Clark and Emily (Henshaw) Clark, of Chicago, who died in 1884.

"He devoted considerable time to literature, and contributed many articles upon historical subjects. His personal appearance was striking, his figure erect, and he carried himself with a military bearing. He was courtly, dignified, yet most genial among his friends and companions. He died September 26, 1894."

Robert C. Morris was graduated from Yale Law School in 1890. Directly after that he was admitted to practise in the Connecticut courts. He spent two years in Europe studying Continental jurisprudence. Yale honored him with the title of Doctor of Civil Law, and in 1895 invited him to lecture on French law before the Law Department of the College, which duty he still performs. At present he is the senior member of the law firm of Morris & Fay, No. 135 Broadway, and makes a specialty of realty and corporation law.

He married Miss Alice Parmelee Morris at New Haven, Conn.,

June 24, 1890. They are prominent in the social life of the city. He is a member of the Society of the Cincinnati, the Sons of the American Revolution, Loyal Legion, Tuxedo Club, Metropolitan Club, Lakewood Country Club, Yale Club, Republican Club, Society of Medical Jurisprudence, and a director of the North American Trust Company.

CHAPTER VI.

BROOKLYN, A HOT-BED OF FACTIONAL FIGHTS, DRIVEN INTO LINE BY LIEUTENANT-GOVERNOR WOODRUFF.—HISTORY OF ORGANIZATIONS ENTERING INTO THE FUSION IN KINGS COUNTY.—HOW THE REFORM BODIES FINALLY UNITED AND PILED UP A MAJORITY OF 24,000.

Of all the leaders to the fusion Lieutenant-Governor Woodruff had the hardest task as the Republican leader of Kings County. Brooklyn was a hot-bed of factions. In fact they seemed to grow over night. Brooklyn had not suffered as had Manhattan under the Tammany misrule. It had been under the Willoughby Street Tammany organization, whose leaders had been half-way decent. There were no issues so clearly defined as those which made all the advocates on good government in Manhattan agree in advance to enter the fusion conference and abide by its result.

Every faction in Brooklyn demanded its pound of flesh in return for its support, and threatened to revolt if it did not get it. Such was the condition which faced Mr. Woodruff and over which he triumphed, piling up a majority of 24,000 for the Reform ticket.

The movement in Brooklyn centered around the Coffey Democracy. That organization came to life in 1899 when John Morrissy Gray was made the regular Democratic nominee for Register. Independent Democrats were opposed to him because he had supplanted the late John J. McGarry as leader of the Eighth Assembly District under instructions from Willoughby Street. Gray was McGarry's uncle and had deserted him. Senator Michael J. Coffey took up McGarry's fight and Gray was defeated.

Coffey, who was the Willoughby Street leader of the Ninth Assembly District, was tried by the Democratic Executive Committee for political heresy. He was found guilty and the leadership of the district was given to William O'Donnell. The Court of Appeals reinstated Coffey.

Then it was that Coffey organized the Brooklyn Democracy to fight inside the lines of the organization. Coffey won back his district by one vote. Luke D. Stapleton and Warden Patrick Hays were his lieutenants in that fight.

Senator Coffey decided to fight the organization in the spring

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LIEUT.-GOV. TIMOTHY L. WOODRUFF.

of 1901, and with Rufus L. Scott, J. Edward Swanstrom, James C. Church, and Otto Kempner organized the Brooklyn Democracy so as to get the independent Democratic voters into an organization and have their power recognized. A mass meeting was held at the Athenæum early in the summer and the organization completed. Every Assembly District was completely organized, and the Brooklyn Democracy claimed it controlled 20,000 votes.

Alexander E. Orr, Col. Willis L. Ogden, A. S. Haight, Ludwig Nissen, George Foster Peabody and others called a meeting at the Art Association. R. Fulton Cutting made an address. A committee to organize the Kings County Branch of the Citizens' Union was named with Ludwig Nissen as its head. Col. Willis L. Ogden was appointed chairman of the conference committee.

M. J. Flaherty, A. J. Boulton, Peter Aitken, Robert Baker and others who called themselves the Single Taxers started a boom for Bird S. Coler for Mayor. They held mass meetings in every district and had the delegates pledged to Coler. They joined the Citizens' Union movement and captured the organization committee. Ludwig Nissen was deposed and Flaherty chosen in his stead. R. Ross Appleton, who had quarrelled with the Republican organization in the First District, also joined in this movement.

Charles A. Schieren had aspirations for the Mayoralty nomination, and the German-American Municipal Reform League, composed of Republicans, was started to further his boom. Dr. John Schildge was its president and Henry Weissman its leading worker.

Otto Kempner organized the German Democrats into the German-American Citizens' League.

In the conferences to name the ticket, which were held at the home of Lieutenant-Governor Woodruff, there were many stormy scenes and it was often doubted whether the fusion would ever be accomplished. Senator Coffey demanded the right to name the Borough President and almost everything else. He put forward Colonel Edward M. Knox as a candidates for Mayor. The Coffey votes were needed to nominate Low in the conference, and the Democratic vote had to be obtained if Willoughby Street was to be beaten. The result was that Senator Coffey drove a good bargain. The Citizens' Union wanted to have Appleton named for Borough President and Baker for Sheriff. That organization was asked to be content with naming a Coroner.

Isaac N. Kapper was put forward by Coffey for the Borough Presidency. He was not acceptable, nor was Rufus L. Scott, whose claims were urged even harder by Coffey. Mr. Woodruff finally won out by having J. Edward Swanstrom, who is considered the ablest member of the Coffey organization, named for the place.

On the nomination for Sheriff, Col. Michael J. Dady claimed the privilege of naming a man from his district. He chose Charles O. Guden, against the protests of Mr. Woodruff and others. The only scandal that has developed in the whole Reform Administration has been over this same Mr. Guden, whom Governor Odell has seen fit to remove from office. Norman S. Dike was appointed in his stead. Justice Gaynor, of the Supreme Court, declared Guden's removal illegal. The case was taken to the Appellate Division of the Supreme Court, and that body unanimously sustained the Governor. Justice Bartlett in sustaining the removal of Guden declared it is only necessary to refer to the one charge—the corrupt agreement entered into by Guden with Bert Reiss by which he promised to appoint him as counsel to the Sheriff.

John K. Neal was selected for Register, Charles Hertzheim for County Clerk and Mr. Flaherty for Coroner. All the differences were ironed out, and the fusion tickets for both Borough and County were indorsed by the respective conventions.

Judge Brenner was made Chairman of the campaign committee, and under the guidance of Mr. Woodruff it was conducted to a successful conclusion.

How Warring Factions in Brooklyn Were United by Lieutenant Governor Woodruff.—The Man Who Nominated Seth Low, and the Wonderful Fight He Made to Accomplish that Result.—First Won Success in the Business World.

Lieutenant-Governor Timothy L. Woodruff, who caused the nomination of Seth Low for Mayor of New York, is one of the keenest of the American political diplomats. He has made political economy a life study. He has gone further than that and studied the foibles and fancies of men. That is why he has been successful. That is how he brought order out of the chaos in the political situation in Kings, and piled up the banner majority for the fusion ticket in his own county.

Born of good, old Yankee stock, he inherited a physique which gives him power for the arduous tasks he has undertaken and brought to a successful issue. His ancestors were soldiers in the Revolutionary War. He is of the same spirit.

In the Fusion Conference Committee he represented the Kings County Republican organization. His first political experience had been as a worker in the Brooklyn Young Republican Club when Seth Low first ran for Mayor in that city. Always an ardent admirer of the President of Columbia College, he had an abiding belief in Mr. Low's power with the masses. Acting on that belief he urged the nomination of Low from the start. So great was the opposition that the Citizens' Union withdrew his name from the list of candidates, yet in spite of this Mr. Woodruff persisted and brought forth arguments that won.

His guidance was seen all through the selection of the other candidates, and largely to his leadership was due the glorious result in Kings County.

Lieutenant-Governor Woodruff was born at New Haven, August 4, 1858. He received his education at Phillips Exeter Academy and later at Yale.

After his graduation at Yale he took a business course at Eastman College in Poughkeepsie. In the capacity of a clerk he began

his business career with Nash, Whiton & Co. That concern is now the Worcester Salt Company, and Woodruff is its treasurer.

He became a resident of Brooklyn in 1881. From that time his progress in commercial life was rapid. In 1887 he was proprietor of the Franklin Commercial, Nye and Waverly Stores, and of two grain elevators. These interests were merged into the Brooklyn Grain Warehouse Company, of which he was made a director and secretary.

He became identified with the Maltine Manufacturing in 1889. He is its president. The plant contains one of the best pharmaceutical laboratories in this country.

While one of the aggressive men in the financial world, most of his efforts have been confined to Brooklyn, where he was an incorporator of the Kings County Trust Company, the Manufacturers' Trust Company and the Hamilton Trust Company. He is President of the Co-operative Building Bank of New York and a director of the Merchants' Exchange National Bank of New York. For years he has been Treasurer of the City Savings Bank of Brooklyn. His name is connected with many other large financial institutions.

He was chosen a delegate from his district to the Republican State convention in 1885, and has been a delegate to nearly all State and local conventions ever since. He was a delegate to the Republican National Convention of 1888, and has acted in that capacity in all the National Republican conventions since then. He represented his Congressional District on the Republican State Committee and served on the executive committee of that body.

Under Mayor Wurster, of Brooklyn, he was appointed Park Commissioner and won great popularity by opening the gates of the parks to the poor people at all hours during the heated term of 1896. He was responsible for the building of the great driveways to the nearby summer resorts.

His record was so good that he was elected Lieutenant-Governor on the ticket with Theodore Roosevelt. He was prominently mentioned for the Vice-Presidency in 1900 until Mr. Roosevelt finally decided to accept the place. With Governor Odell he was re-elected Lieutenant-Governor.

Mr. Woodruff and his wife are leaders in social affairs. In club life he is a member of the Union League and University, Montauk, Riding and Driving, Union League of Brooklyn, Hamilton, Logan

Cycle and Dyker Meadow clubs. He belongs to the L. A. W. and the Good Roads Association, and is a trustee of the Adelphi Academy of Brooklyn.

Mrs. Woodruff was Miss Cora C. Eastman, daughter of the Hon. H. G. Eastman, at one time Mayor of Poughkeepsie. They have one son.

CHAPTER VII.

THE GREATER NEW YORK DEMOCRACY WHICH BROUGHT 50,000 VOTERS OF THAT FAITH TO SETH LOW.—DESTINED TO BE THE REGULAR DEMOCRATIC ORGANIZATION OF NEW YORK.—JOHN C. SHEEHAN, ITS LEADER, PLANNED THE CAMPAIGN.

BY HARRY J. GUILE.

The Greater New York Democracy, of which John C. Sheehan is the leader, took the first public stand in favor of a fusion ticket. The organization itself had its birth in a public meeting held on the evening of April 18, 1901, in Carnegie Hall. This meeting was called by a number of Democrats who were formerly with Tammany Hall, but who had revolted at the wickedness of the organization as then conducted. Among the names signed to the call were those of John C. Sheehan, William Hepburn Russell, Jacob A. Cantor, E. Ellery Anderson, former Supreme Court Justice Joseph F. Daly, Rastus S. Ransom, Matthew P. Breen, William J. Ryan, John H. J. Ronner, ex-Senator Louis Munzinger, Thomas F. Duffy, William O'Gorman, Jr., John Jordan, Perry Belmont, N. Taylor Phillips, Thomas H. Sullivan, W. E. McFadden, Nicholas T. Brown, and James L. Conway.

Rastus S. Ransom presided at the meeting, and steps were taken to form a permanent organization, by empowering the Chair to appoint an Executive Committee composed of one member from each Assembly District in Manhattan and the Bronx for that purpose.

Also the meeting issued an address to the voters in which Croker and Crokerism were severely arraigned. Democratic voters were appealed to, to rescue not only the city, but the party organization as well. The Greater New York Democracy took the stand that Democrats were responsible for having elected Van Wyck, and made it possible for the men who surrounded him to come into power, and that it was their duty to see that such men were removed from office and the party machinery purged of its impurities.

The first steps toward a permanent organization were taken a few nights later at a meeting held in the Hoffman House at which William Hepburn Russell was chosen chairman and Myer J. Stein and Harry J. Guile secretaries.

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As proof that the organization was pledged to a Fusion movement it announced that it would support for Mayor any man who might be chosen by the political bodies entering into the movement. The leaders, however, declared that in their judgment the nominee should be a Democrat in view of the fact that there is a normal Democratic majority of nearly 100,000 in the city.

An organization had been completed in every Assembly District by July. A general headquarters had been opened and the enrollment books placed within the reach of every Democrat.

The Greater New York Democracy was poor at the start. It could not even promise anything to anybody in return for services, yet it never swerved from its purpose of saving its party. It went into the Tammany strongholds and fought the Tiger on its own grounds. The fight was waged not so much against Tammany as an organization, as against the band of men who had obtained control of and prostituted it for their own private ends. The Greater New York Democracy held that Tammany had ceased to be a Democratic organization, and had become a private corporation conducted by a favored clique for private gain.

A conference committee of nine members was named to represent the organization in the Fusion councils. It was as follows: John C. Sheehan, E. Ellery Anderson, Rastus S. Ransom, Senator Cantor, James L. Conway, James G. Collins, Matthew P. Breen, Bryan L. Kennelly, and William Hepburn Russell.

In the conference this delegation announced that it was there to stay and would abide by any decision that might be reached. None the less they consistently fought for the nomination of a Democrat for Mayor. Mr. Sheehan, who was named on the subcommittee, continued the fight in that body. But it was impossible to obtain an agreement on any one of the names submitted by the organization. Among them were John D. Crimmins, Jacob A. Cantor, John G. Carlisle, John DeWitt Warner, Charles V. Fornes, and Daniel S. Lamont.

It became necessary to accept a Republican, and in pledging the support of his organization Mr. Sheehan declared that Mr. Low would receive the same aid that would have been given had a Democrat been chosen. No one questioned the fealty of the Greater New York Democracy after that.

Mr. Sheehan then devoted himself to obtaining representation

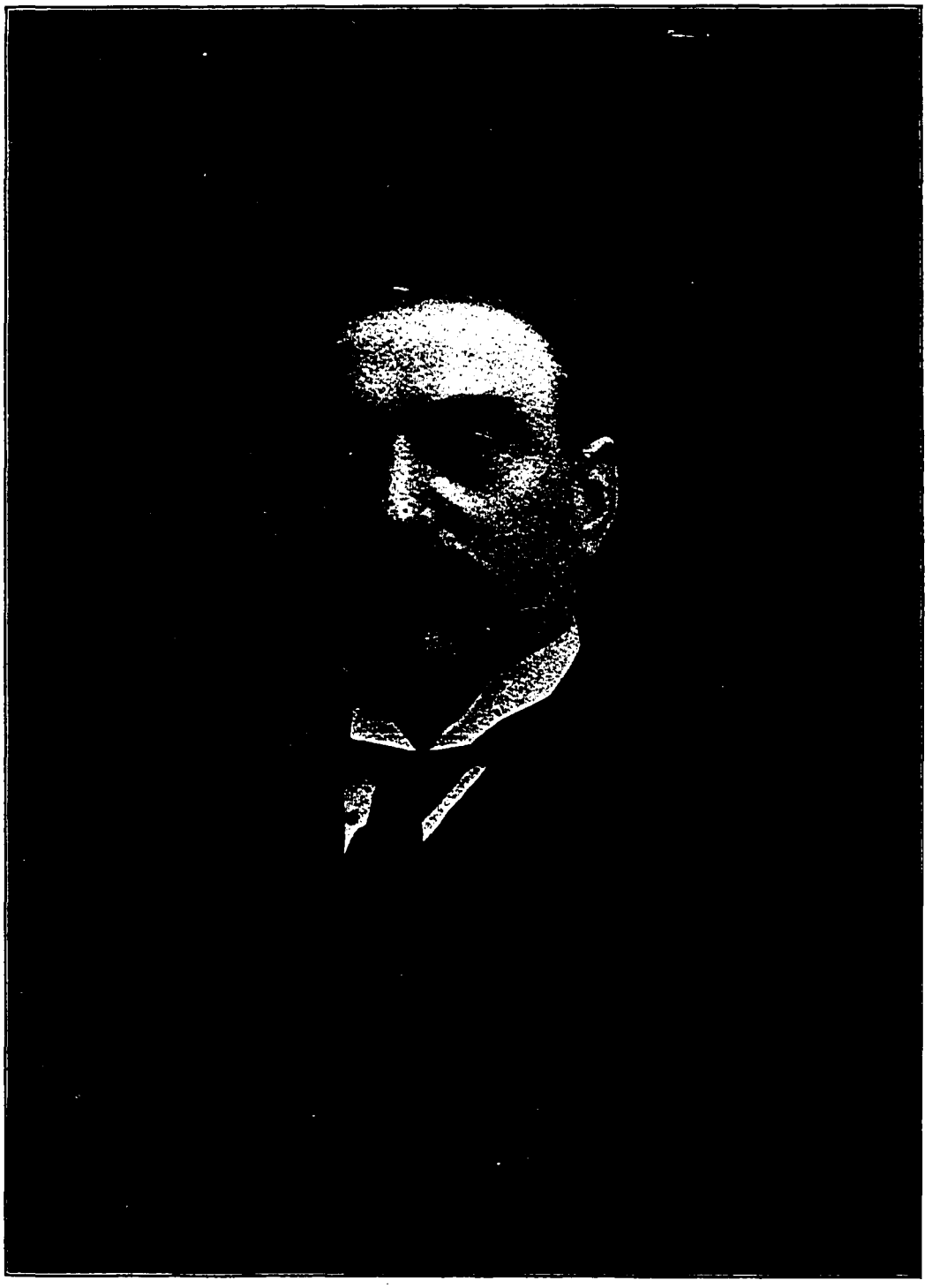
for his organization on the balance of the ticket. Largely through his efforts, and those of William Hepburn Russell and ex-Senator Coffey, Edward M. Grout, Democrat, was named for Comptroller, and Charles V. Fornes, of the same political faith, for President of the Board of Aldermen. Also he had all to do in obtaining the nomination of Jacob A. Cantor for President of the Borough of Manhattan, the place which is second in importance only to the Mayoralty. Also he succeeded in having John H. J. Ronner named for Register, and William J. O'Brien for Sheriff. In this work he was ably seconded by Wm. Hepburn Russell.

From the time the nominations were made the organization worked hard, conscientiously and faithfully for the success of the entire ticket, and without assistance from anyone. John C. Sheehan gave up his business and devoted every minute of his time to the campaign. The district leaders followed his example, and gave freely of their time and money. The general headquarters were established at No. 1180 Broadway, where Harry J. Guile was in charge. The routine work of the campaign was carried on from there, and up to the closing of the polls there was no let up.

Through the efforts of the Greater New York Democracy, and those efforts alone, at least 50,000 Democratic votes were obtained for the Fusion ticket in the County of New York. Without that support Tammany never could have been beaten.

No man connected with the entire movement had so much to do with insuring its success as John C. Sheehan. The fight had to be won with Democratic votes, if it was to be won at all, and John C. Sheehan was the only man who could and did deliver the goods. Having himself been the leader of Tammany Hall and an expert in the methods of practical politics, he knew every weak spot in Tammany, and to him fell the task of outlining the campaign. His success is proof that he knew how.

The work of the Greater New York Democracy is not completed. It is prepared to make a fight in the Democratic primaries next Fall to obtain control of the Democratic County Committee of New York County and also of the delegation to the Democratic State Convention, and thus become the recognized organization of the party in the city of New York. All signs are favorable to its success.



JOHN C. SHEEHAN.

JOHN C. SHEEHAN, WHO HAS TRIUMPHED OVER CROKER AND IS AGAIN THE REAL LEADER OF THE DEMOCRACY OF NEW YORK. —ONCE THE CHIEF SACHEM OF TAMMANY HALL, HE HAS BUILDED FOR HIMSELF A BETTER AND A GREATER ORGANIZATION.

John C. Sheehan, leader of the Greater New York Democracy, is a lawyer, but he likes politics better than active participation in the legal arena. He was born in Buffalo, where he early took an active interest in politics. Removing to this city, his keen insight into the ways of voters soon attracted the attention of Tammany Hall. In 1889 he was elected district leader in the Tammany organization, representing what was then the Thirteenth Assembly District, and at that time one of the Republican strongholds in the county.

Mr. Sheehan succeeded in overcoming the Republican majority and brought his district into the Democratic ranks. When Richard Croker abdicated the leadership in 1894 the Tammany hosts were left without anyone to direct them. The following year Mr. Sheehan was the unanimous choice of the leaders of the organization to succeeded Croker as the Ruler of the Wigwam.

Tammany in 1894 was defeated by 54,000 majority. In the campaign which came in the first year that Mr. Sheehan was at the head of the organization the Democratic County ticket was successful at the polls by a majority of 25,000. This was accomplished by Mr. Sheehan, although a crushing defeat had been given to Tammany at the previous election; also it was deprived of office, its treasury empty, and, at the time that Mr. Sheehan took the reins was discredited.

Mr. Sheehan conducted the Bryan campaign in 1896, which was considered to be one of the most remarkable in the history of the organization. It was Mr. Sheehan's generalship which made the Tammany victory of 1897 possible.

His own career as a district leader and also as the leader of Tammany Hall well fitted him to lead the Democrats, who revolted against the organization in the last campaign. He took to the Fusion ranks greater strength than any other man had ever given

to a similar movement. The secret of his strength was that he knew what to do, how to do it and when to do it.

Since 1897 he has been the implacable foe of Croker and Crokerism. In the last campaign he asked for nothing for himself, being actuated only by a desire to rid the city of the blight of Crokerism and to save the Democracy, to which he is devoted. He has succeeded in the first instance, and is on the eve of success on the second proposition. The strength of the movement of which he is the leader has been increasing ever since election day, and instead of dispersing after the victory, the Greater New York Democracy is proving itself to be the true representative and mouthpiece of New York City Democrats. Mr. Sheehan has not relaxed his activity, and can be neither cajoled nor frightened by the minions of Tammany Hall. Mr. Sheehan having been once deceived by a bogus resignation from Tammany on the part of the Lord of Wantage, does not intend to be deceived again. He remembers the old proverb that "if a dog bites a man once, the dog is to blame; if it bites him again, the man is to blame." Mr. Sheehan will not be bitten again.

Mr. Sheehan is extensively engaged in railroad contracting. He is married and has four children. He is about 50 years old.

WILLIAM HEPBURN RUSSELL.

CHAPTER VIII.

Democratic Reorganization in New York City and the Future of that Party in the Metropolis Outlined by William Hepburn Russell, Chairman of the Greater New York Democracy's Executive Committee.

BY WILLIAM HEPBURN RUSSELL.

The organization and reorganization of the Democratic party in the City of New York are matters of vital concern to the Democratic party in State and Nation, and to the people of the City as well.

The consolidation into one city of the numerous municipalities that formerly existed within the limits of what is now the Greater New York was necessarily the beginning of the end of the feudal over-lordship in the Democratic party of the "boss" of Tammany Hall. When New York City was practically confined to the County of New York, the Tammany Society and its political annex known as the "Democratic-Republican" party, while injurious to the Democratic party of the State and of the Nation, was not a controlling factor in the State conventions of the party, and was practically without influence in the National councils of Democracy. Witness the opposition of Tammany to Samuel J. Tilden at St. Louis in 1876, and its open hostility to Grover Cleveland at Chicago in 1884, and again in 1892. It was then that we loved Cleveland most for the enemies he had made. In these instances the opposition of Tammany made certain the nomination of the two illustrious men whom it opposed.

That the Tammany Society, with its secret conclaves and its secretly chosen leaders, has controlled the political organization known as "Tammany Hall" is not to be denied, but it manifestly became impracticable for it to permanently control the organized Democratic party of the Greater New York, because there has never been a time when the Democratic organizations of the other counties than the County of New York now within the municipality, were directly affiliated with Tammany Hall.

In 1897, largely because of the blunders of a "reform" administration, and partly because of short-sighted Republican State legis-

lation wrongfully interfering with the municipal right of "home rule," Tammany dominated the Democratic party of the City and won at the polls not a Democratic but a Croker-Tammany victory. The result, as might have been certainly foreseen, was an attempt upon the part of Croker to make himself "State Boss," the consequence of which was Democratic defeat in the State in 1898, when Roosevelt would easily have been beaten for Governor had not Croker dictated the nomination of the Democratic candidate. This was followed in 1900 by consequences still more disastrous for which Croker and his satellites in Tammany Hall were alone to blame.

In the Democratic National Convention at Kansas City, the Tammany contingent led by Croker held the balance of power in the Committee on Resolutions, and using that power merely to attack and discredit Senator Hill and aggrandize Croker, forced the adoption of a platform plank that made Democratic success impossible and threw away an excellent chance to make New York once more a doubtful, if not a Democratic, State.

The blundering incapacity of Croker and his Tammany associates for real leadership was made more clear by their course at the State convention in Saratoga, when they refused to recognize the almost universal demand of the Democrats throughout the State for the nomination of Bird S. Coler as the Democratic candidate for Governor. However excellent the nominee of that convention may have been as a man and a Democrat, he was a Croker candidate, and that meant overwhelming defeat. No man who declares that in politics he "works for his own pocket all the time" will ever be permitted by the Democratic voters of New York State to name and elect an entire State ticket.

With the recognition of the fact that "great is Tammany and Croker is its prophet" came likewise the recognition by the Democrats of New York City that Croker's greatness was that of a robber baron, and that he was not a prophet of true Democracy or of honest government in the City of New York.

Incapable of appreciating his own political blunders or their necessary consequents, Croker precipitated himself into the municipal campaign of 1901 with deepest confidence that Tammany was the City of New York and that he was Tammany and could dictate with the assurance of feudal ownership the administration of the Tammany domain. Thus came the chance for Democratic revolt against

an "absentee landlord," and with it the certainty of a reorganization of the Democratic party in the Greater New York that must in time bring Democratic harmony in New York City and Democratic victory in New York State.

In the early stages of the municipal campaign, Croker and the Croker cohorts, fatuously certain of approaching victory and overconfident in the power incident to control all of the departments of the City Government, made up a slate for city officers even more flagrantly unfit than previous nominations had been. The near approach of the campaign developed so surprising a revolt in the Tammany ranks that the Brooklyn Democracy once more asserted their independence and broke the slate by forcing the nomination, as the candidate for Mayor, of Edward M. Shepard, a man of high reputation and great abilities, who had himself, in the campaign of 1897, denounced the career of Tammany as "the foulest blot on our municipal history." The remainder of the ticket, however, was personally selected by Croker and Carroll, and if the Democratic party of New York was to have a future and a reorganization, the defeat of the ticket became a Democratic duty of the hour. Well and faithfully the Democrats of the Greater New York discharged that duty. More than sixty thousand of them voted against the Tammany nominees upon the so-called "Democratic-Republican" ticket. Thus they made a "clean sweep" that discredited Tammany; forever broke Croker's power and made compulsory such a reorganization of the Democratic party in the City of New York as shall place the organization upon the safe basis of local home rule in the several districts, and secure a general organization of the party throughout the city in which there shall be no permanent room for the Tammany Society as the dominant force in Democratic municipal politics.

With the Tammany Society as an organization apart from politics I have no fault to find, nor do I object to the fact that its members see fit to use their influence in support of the Democratic party, but I do condemn the identification of the Democratic party of the Greater New York with a secret society through whose manipulations the party organization has been too long controlled.

We need a Democratic party organization that is open and above board, that has no elements of secrecy about it, and which shall no longer wear a Republican tail to a Democratic kite. We should

have in the place of the Tammany Society and its "Democratic-Republican" Executive Committee, a Democratic County Committee for the County of New York, similar committees for each of the other counties or boroughs in the limits of the city, and then a City Central Committee representing all the different county committees and selected by them upon a proper basis of representation. Such a reorganization of the Democratic party as this seems bound to come. Its coming will witness the passing of the Tammany Society as the controlling power in our municipal Democratic party and the substitution for it of a Democratic party organization in the city which shall be clean and fair and honest, and in which every faithful and loyal Democrat can enroll without feeling oppressed by the burden of a secret society oligarchy as the controlling factor in the administration of the Democratic organization. We need a Democratic party and a Democratic leadership in the City of New York abreast of the times, honest, capable and sincere.

I do not question the good faith or the loyalty of the rank and file of Tammany Hall. On the other hand, I know that there are no Democrats more loyal to Democratic principles and to the Democratic party in State and nation than the Democrats who rallied under the Fusion banner in the late campaign with the avowed purpose of overthrowing Richard Croker, and who, by the election of Seth Low, substituted a municipal government of which the Mayor is the head for a municipal government of which Croker was the head. As a Democrat, I believe that the Mayor of the City of New York should be an able, honest, independent man of such capacity as will enable him to properly administer the business of the city, and that he should not at any time nor under any circumstances be a mere puppet of a party boss.

Those of us who repudiated Crokerism in 1897 and helped to crush it in 1901 feel that we rendered a service to the Democratic party and to Democratic principles of which we may well be proud. We now await the approaching complete rehabilitation of the Democratic party in this city that shall make us once more a "happy family," and thereafter we hope to see a united Democracy that shall believe in and help to maintain "a city for the people's sake" and work for public welfare, not for private gain. Such a Democratic re-organization, when fully attained and wisely led, will restore Democratic rule in the State of New York and give once more to

the Democratic representatives of the city in the Congress of the United States and in the National councils of the Democratic party the power and influence which they had in the days when Seymour and Tilden were the recognized leaders of the Democratic party. Welcome will be the day that brings again full and complete Democratic party unity in city, State and nation, for in the principles for which Democracy stands are the conservative bulwarks of the nation's safety and the best guarantee of the people's freedom.

William Hepburn Russell, Chairman of the Greater New York Democracy Executive Committee.—He Has a National Reputation as an Orator and Lawyer.—Now the Senior Commissioner of Accounts.

William Hepburn Russell was born in Hannibal, Mo., May 17, 1857. His father, the Rev. Daniel L. Russell, was a New Hampshire man of English descent and related to the New Hampshire and Massachusetts Russells. His mother, Matilda (Richmond) Russell was born in Kentucky.

Mr. Russell was connected with the Missouri press from 1876 to 1884, occupying successively positions as reporter, city editor and managing editor. From 1878 to 1884 he was the Associated Press representative in Hannibal and a special correspondent of the New York Sun and Chicago Times.

He began reading law in 1876, was admitted to the bar in 1882, and immediately elected City Attorney of his native town upon the Democratic ticket, having been nominated for that position prior to his actual admission to the bar. He was re-elected City Attorney of Hannibal in 1883. During his incumbency of that position he had charge of many important cases, among them the famous Mason Township bond litigation, well known throughout Missouri and in the Federal Courts.

In November, 1884, Mr. Russell accepted an appointment in connection with the Law Department of the Louisville, New Albany and Chicago Railroad Company, becoming one of the general attorneys for that road in Indiana, with headquarters at Lafayette and later in Frankfort, Indiana. He had, for more than two years, general charge of most of the litigation of that road in that State. While in Indiana, he took an active interest in politics and was a friend and follower of the late Isaac P. Gray, then Governor of Indiana. In 1886 Governor Gray and all the then Judges of the Supreme Court of Indiana united in recommending Mr. Russell for appointment as United States District Attorney for Indiana. President Cleveland, however, made another appointment, and shortly thereafter Mr. Russell removed to Chattanooga, Tennessee, where he became a member of the law firm of Russell, Titlow & Daniels, later Russell, Daniels & Garvin.

In 1892 he was a Democratic Presidential elector in Tennessee, and made an extensive canvass of the State in support of Mr. Cleveland's candidacy.

In 1894 the present law firm of Russell & Winslow was organized, and in May, 1895, Mr. Russell and his partner, Mr. Winslow, removed to New York, and began the active practice of their profession here.

On taking up his residence in New York, Mr. Russell affiliated with Tammany Hall and became a member of the General Committee and the Committee on Organization. He was a favorite Tammany speaker in the campaigns of 1895 and 1896, and in 1896, at the solicitation of the Democratic State Committee, made an active and extensive canvass of this State for the Democratic ticket. In 1897 he severed his connection with Tammany Hall because of Mr. Croker's return to power, and actively supported Seth Low for Mayor, but in State and National politics has remained a steadfast Democrat. In 1898 he urged the nomination of Elliot Danforth as the Democratic candidate for Governor, and upon Mr. Danforth's nomination for the lieutenant governorship joined him in an active canvass of the State.

In 1900 he carried his opposition to the domination of Richard Croker in State politics into the State convention at Saratoga, and, speaking as a substitute delegate from one of the up-State counties, favored the nomination of Bird S. Coler for Governor, and boldly criticised Mr. Croker's leadership of Tammany Hall. In that convention, and during the campaign of 1900, he was regarded as an ardent follower of Senator Hill. He supported the Democratic National ticket in 1900 as he had done in 1896.

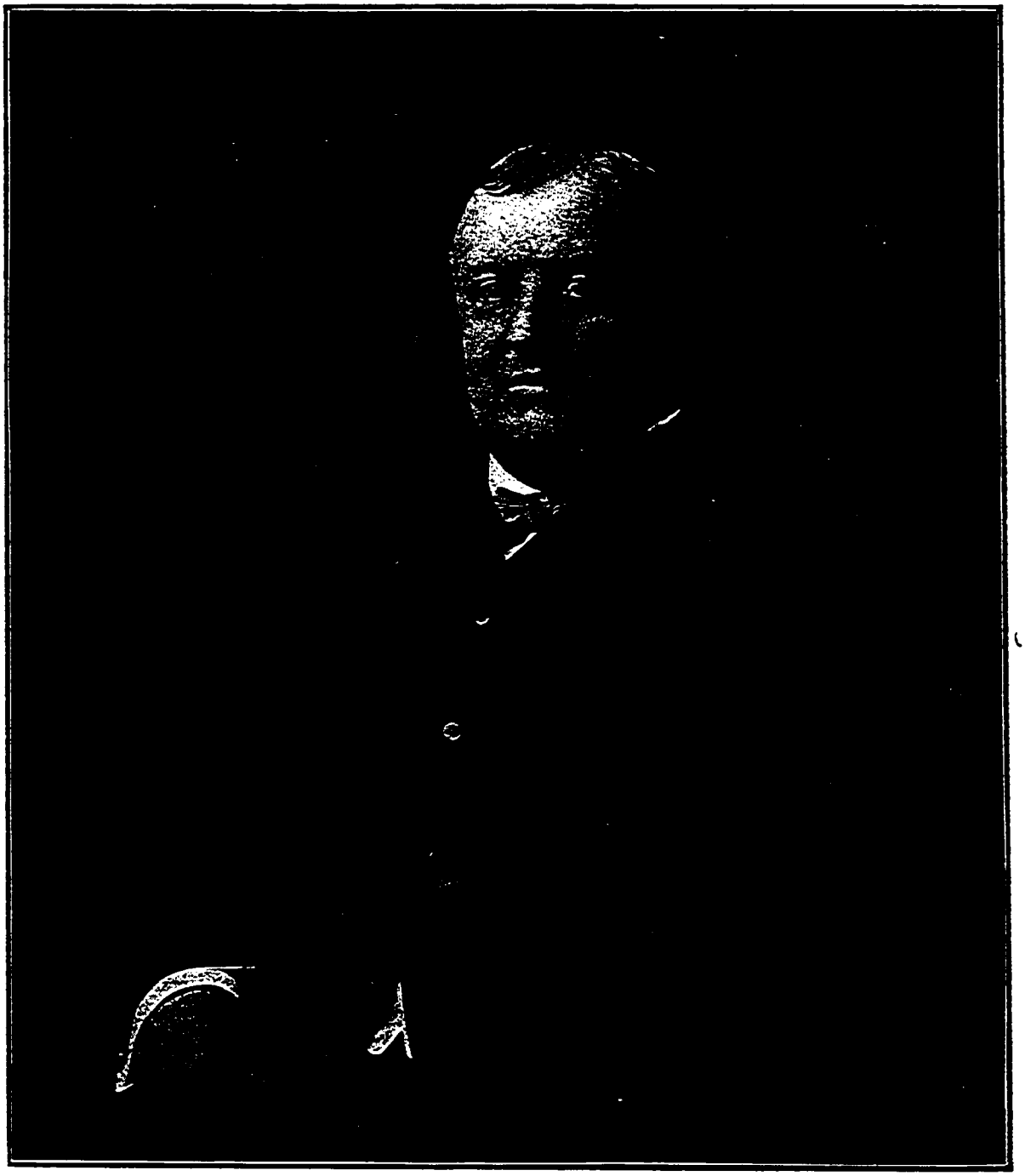
In the spring of 1901, Mr. Russell joined with John C. Sheehan, E. Ellery Anderson and others in the organization of the Greater New York Democracy. He was chosen Chairman of the Executive Committee of that organization, and in that position was very actively connected with the fusion canvass which resulted in the election of Seth Low as Mayor. Mr. Russell was one of the conference committee of seventy-two which selected the candidates upon the fusion ticket. He urged the nomination of a Democrat as the candidate for Mayor, but when this proved impracticable he next devoted his attention to securing the nomination for other places upon the ticket of well-known Democrats, giving his active support to the

nomination of Mr Grout for Comptroller, Mr. Cantor for President of the Borough, Mr. Fornes for President of the Board of Aldermen, Mr. Ronner for Register and Mr. O'Brien for Sheriff. Upon the reorganization of the Greater New York Democracy recently effected through the primaries held in all the Assembly Districts in the Boroughs of Manhattan and the Bronx, Mr. Russell was re-elected Chairman of the Executive Committee and made a member of the Advisory Committee.

Upon the installation of Mr. Low as Mayor of New York, he appointed Mr. Russell senior Commissioner of Accounts, devolving upon him and his associate Commissioner, Major Owen, the very important duties of the Department of the Commissioners of Accounts, among which will be an investigation of the administration of the several departments of the city government during the last four years, and a constant checking up of the work of all the departments of the city government under the present administration.

Mr. Russell's law practice is mainly in the Federal Courts where he has had large experience. He was an extensive contributor to the first edition of the American and English Encyclopedia of Law, being the author of the articles upon "Negligence" and "Contributory Negligence." In conjunction with his law partner, Mr. Winslow, he is the author of Russell & Winslow's "Syllabus-Digest of the United States Supreme Court Reports," an extensive legal work just published.

Mr. Russell is an Elk, a Knight of Pythias, a member of the Missouri Society, the Southern Society, the Manhattan Club, the Tilden Club and the Hardware Club.



WILLIAM F. KING.

CHAPTER IX.

Foundations for Reform Movement Laid by the Merchants' Association Under the Direction of William F. King.—Its Part in Killing the Ramapo Steal and Obtaining the Appointment of the Committee of Fifteen Powerful Factors in the Victory.

The great movement which resulted in the defeat of the Tammany ring had part of its beginning in the exposure of the Ramapo water scheme to obtain $200,000,000 from the City of New York. The Commissioner of Water Supply, in August, 1899, recommended that the city authorities should make a contract with the Ramapo Water Company, covering a period of forty years, and involving a minimum outlay of $200,000,000. Controller Coler, through taxpayers' suits, temporarily restrained action on this contract, but finally the Court held that the Water Commissioner had power to enter into the contract on the facts as set forth.

Then the Merchants' Association took a hand. The astounding fact was shown, upon preliminary investigation, that by a change in that portion of the charter referring to water the city had been deprived of the power of condemnation necessary to control the sources of its future water supply, and that by special legislation powers had been granted to the Ramapo Company whereby it could obtain a monopoly of these sources and other sources throughout the State; that, if the powers of the company were as they appeared New York and other cities would be compelled to contract with the Ramapo Company as the only means of obtaining more water.

Thereupon a committee on water supply was appointed by William F. King, the President of the Merchants' Association. Engineers and sub-committees were named, and it was proved that an abundant supply of water could be obtained from other sources, and that resort to the Ramapo contract would entail a waste of more than $100,000,000. The Legislation Committee of the Association showed the defects in the laws giving such extraordinary powers to the Ramapo Company and made these facts the basis for action before the Legislature. The fight was carried on bitterly for two

sessions, but finally three bills prepared by the Merchants' Association became laws, which restored to the City of New York control of its own water supply. All this work required an outlay on the part of the Association of about $40,000, in addition to the voluntary and unpaid services of eminent engineers and lawyers who served upon its committees.

As this amount was not in hand and was not contributed when required, Mr. King personally advanced such sums as were necessary in the progress of the work. At one time he had advanced over $22,000 cash and had guaranteed nearly $5,000 more.

The Merchants' Association followed up the work by examining the city's public reports, showing such a wastefulness of the public money that the people became thoroughly aroused and were ready for the fusion movement which swept the Tammany conspirators out of power. To even epitomize the work of the Merchants' Association during the administration of President King would take many pages. Many members of the Association gave their money, their influence and some of them their. time to the movement—notably Mr. King, and for that reason a portion of this chapter is devoted to to one of New York's most able and at the same time most modest citizens.

On retiring from the Presidency of the Merchants' Association, which he may be said to have founded, Mr. King, on June 10, 1901, said that he laid down the work with much reluctance, not because his interest had grown cold, but because he was worn out by a public burden which had increased constantly, not only in weight, but in usefulness and in its demands upon him and those directly concerned in the work of the Association during the four previous years.

For thirteen years, up to 1897, Mr. King was a member, and usually secretary, of almost every committee formed in the dry-goods trade for correcting evils from which the trade suffered, and for the purpose of advancing commercial interests generally. Realizing the need of a general organization representing manufacturing, mercantile, financial and investment interests, he brought about the organization of the Merchants' Association, the benefit of whose work to New York City has been incalculable. He assumed the Presidency upon the understanding that he should serve only one year. However, he was persuaded to consent to re-election. The

work of the Association increased rapidly and made financial demands larger than were met by the regular income of the Association. The end of the second year found the Association in debt, and Mr. King made up his mind that, being one of the originators of the body who had accepted responsibility for its direction, he would never forsake the helm while one dollar of indebtedness remained, provided the Directors were satisfied with his management. They must have been, for Mr. King was re-elected a third time and a fourth. Having placed the Association upon a firm financial basis, he resigned the work to another, Mr. D. Le Roy Dresser. In presenting his last report to the Association Mr. King said:

"A year ago our debt was $37,000. To-day every dollar has been paid, except about $6,000, out of the $22,000 advanced by me for the expenses of the Ramapo fight. I advanced the sum upon my own responsibility to protect the people of this city against a gigantic scheme of plunder. If the taxpayers, who have reaped the benefit, omit to reimburse me, I shall cheerfully donate the amount as my personal contribution to good government, in addition to the other cash contributions which I, in common with the other members of the Board, have made, to say nothing of personal services, given without pay by all the officers of the Association."

In addition to defeating the Ramapo scheme, the Merchants' Association, under Mr. King's direction, defeated the five per cent. tax bill, the tax listing bill and other measures of a similar nature. It has fought for and obtained better harbor facilities and was mainly instrumental in defeating the Raines bridge bill. For works of philanthropy the Merchants' Association, during the four administrations of Mr. King, collected more than $200,000. For the purposes of the Association, $266,759.50 was collected and disbursed during the four years—a total of almost half a million dollars. During the same period the Association sent to the merchants throughout the world 10,376,568 pieces of literature, which has been one of the means of keeping New York City as a market before the merchants of the United States.

In his report Mr. King also said, forecasting the awakening of the people of New York to their civic responsibilities, five months later:

"Important as the work already done has been, that now awaiting is still more useful and important. It seems clear, from a conserva-

tive study that the public expenses of this city are far greater than they should be. It is believed that a reform in the city's business methods will lessen the annual outlay by a very large sum. This proposed work is now under consideration. It has been submitted to gentlemen of great prominence and experience in business and public affairs, to public officials, whose hearty support is promised, and to the oldest, most eminent, and most highly esteemed commercial organization in this country, if not in the world—the Chamber of Commerce of the State of New York—whose co-operation in this great work has been enlisted. I am gratified that before retiring from office I have been successful in laying the foundation for so great and useful an undertaking as this, and in procuring the powerful aid of the Chamber of Commerce. The great utility of the proposed reform is now fully conceded and the necessary assistance is now being assured. I am confident that most useful results will be reached under the direction of my successor."

Following this movement for the conduct of city affairs in a business-like manner, and as a direct result of the agitation begun by Mr. King, the Chamber of Commerce appointed a Committee of Fifteen, which was part of the groundwork of the Fusion movement which drove the Tammany monster into its lair for at least two years, and, it is to be hoped, for all time.

During the recent campaign Mr. King organized the committee of merchants who stood behind the Order of Acorns, and raised the money to enable that organization to wage an effective warfare against the evils existing in the Police Department, and in favor of good government as represented by the Fusion Ticket. This committee rented the Jaffray Building, Broadway and Leonard Street, where the Acorns held daily meetings during the campaign.

The literature which was prepared and sent out to the number of two million copies was translated into various languages. They were said by Mr. Low and Mr. Jerome to be the most effective campaign documents which had been issued.

The preambles and resolutions of thanks to Mr. King passed by the Mercants' Association upon his retirement as President, after reciting how, "under his wise, far-seeing and courageous management, the institution has grown to be a power, not only in New York, but also in commercial matters throughout the State and

nation," and after describing the work done, concludes as follows:

Resolved, That we the Board of Directors of the Merchants' Association, accept his declination to continue as President with great regret, and solely because we recognize the extent of the mental strain and the demands upon his physical strength which have resulted from his unselfish and arduous labors, on behalf, not only of trade interests, but of the whole people of this city during the last four years;

Resolved, That we hereby express to Mr. King our appreciation of his unrivalled public spirit, his devotion to all that is needful to protect and promote the city's business interests, and his unsparing activity and self-sacrifice whenever occasion arises demanding these qualities:

Resolved, That we recognize the breadth and soundness of his views touching public affairs, and especially commend his earnest efforts to secure for commercial and property interests their due weight in shaping legislation and protecting the conduct of the public business;

Resolved further, That Mr. King deserves the thanks of this whole community for his prompt generosity and constant effort in good works, and particularly for his great activity and success in relieving the distress due to several calamities in various parts of the country. On behalf of the Merchants' Association, we therefore, tender to Mr. King our sincere and hearty thanks for the services he has rendered to this Association and this community.

These resolutions are a fair index to the character and public services of William F. King. It was natural, therefore, that in various newspapers, notably *The New York Tribune,* he was suggested for Mayor of the City of New York. But Mr. King, with his customary modesty, declined to permit his name to be used. His record, not only as President of the Merchants' Association, but in other directions looking to the cause of good government and the betterment of all the people is ample proof that William F. King, had the honor come to him, would have made one of the best Mayors New York City has ever had.

William F. King, an Important Factor in Causing the Landslide for Good Government Through His Work as President of the Merchants' Association.—Mentioned for Mayor, but Declined to Accept.—One of New York's Commercial Giants.

So prominent was William F. King in the Merchants' Association that much of his life history had to be told in the chapter of this publication devoted to that organization. His work for the good of New York in that body won for him an opportunity to be named for the Mayoralty, but his modesty would not allow him to accept. It can safely be said of him that no man has done more for the municipality of New York.

From errand boy to member of one of the great wholesale dry-goods houses of New York, with which he has been associated continuously for a third of a century—that is William F. King's record of honorable progress. He was born in New York December 27, 1850. His father was Charles King, of German birth, who was successful in New York as a grocer, and having acquired a competence, retired from active life, dying only two years ago at a ripe old age.

William F. King's mother was Ella Elliott, of Scotch-Irish descent. He was educated in Public School No. 3, and was destined from the first for a mercantile career. On leaving school in 1866, at the age of sixteen, he entered the employ of Calhoun, Robbins & Co. He is there yet. He showed remarkable aptitude for the wholesale dry-goods business and found favor with his employers, who advanced him step by step from errand boy to partnership in the firm.

Mr. King has neither the time nor the inclination for political honors, though he has given up so much of his valuable time for the general good. He has been often urged to enter other business relationships, but has confined himself solely to the interests of his firm. He has avoided directorships and trusteeships, and other outside responsibilities, especially during his four years as President of the Merchants' Association.

Mr. King married Miss Martha Kneeland Danolds, of Albion, New York, in 1883. They have had four children, of whom William

F., Junior, and Sarah are dead, and Martha Elliott and Hildegarde are living.

Mr. King is a director of the Merchants' Association, and a member of the Chamber of Commerce, the New York Board of Trade and Transportation, the New York Consolidated Exchange, St. John's Guild, the Metropolitan Museum of Natural History, the Fine Arts Society, the Zoological Society, and the Merchants, New York Athletic, Colonial and National Art clubs.

Mr. King's career is that of a grandly public-spirited citizen. Having gained success and wealth in New York, he is grateful to the community in which he has had opportunities for advancement, and is anxious to promote its welfare and prosperity. Unlike too many who, when they have grown rich here, have simply sat down to enjoy their wealth, indifferent to the interests of others, Mr. King believes in doing his part to make New York even greater than it is, and to protect its citizens from oppression and rapine. In taking this position he has given an admirable example, and has wielded an influence potent for public good. But for William F. King and other members of the Merchants' Association who co-operated with him so faithfully and untiringly, New York City would be involved in debt far more than it is, and without value to show for the difference, and scheming politicians and their abettors would be in the enjoyment of plunder amounting to millions. If every citizen, of position similar to Mr. King's, should show the same public spirit, the city would be secure from some dangers that menace its present and future.

CHAPTER X.

COMBINATION OF ALL THE GERMAN-AMERICAN REFORM ORGANIZATIONS TO FIGHT FOR FUSION.—NOMINATION OF LOW MADE POSSIBLE BY THEIR VOTES.—KEMPNER WOULD NOT LET THE PRESENT MAYOR WITHDRAW.

Not only did the German-American voters contribute in a great measure to the success of the Fusion, but they were important factors in the nomination of Seth Low. The fact alone that the German organizations demanded him was accepted all over the city as a guarantee of a liberal administration and won thousands of votes to the ticket.

Practically all the leading German-American political organizations were in favor of good government and ready to assist in the work or redeeming the city. To make their action more effective they combined for the fusion movement under the name of the German-American Union. This Union was composed as follows:

German-American Reform Union, Democratic; German-American Municipal League of New York, Republican; German-American Republican General Committee; German-American Citizens' League of Brooklyn, Democratic; German-American Municipal Reform League of Brooklyn, Republican.

The German organizations were at first solid for the nomination of Herman Ridder for Mayor and supported him valiantly until it was found impossible to nominate him.

On the conference Committee of Eighteen six places were given to the German-American organizations as follows:

Herman Ridder for the Reform Union (Dem.); Otto Kempner, Citizens' League (Dem.); Henry Weissman, Municipal League of Brooklyn (Rep.); Benno Leowy, Republican League; Gustav Scholer, Republican General Committee; George L. Davis, Municipal League of New York (Rep.).

The German representatives at first united in support of Herman Ridder for Mayor. They held together until the chances of Mr. Ridder seemed impossible. After that they hopelessly split.

Herman Ridder fought all attempts to nominate Mr. Low because he believed that the President of Columbia College was not the

OTTO KEMPNER.

strongest man who could be found. All the other German delegates were inclined to agree with him except Otto Kempner. So strong had the opposition to him become that the Citizens' Union withdrew Mr. Low's name.

It looked as though there would be no hope of an agreement, but Mr. Kempner had won over most of the German delegation in favor of Low.

Lieutenant-Governor Woodruff, for the Republicans, and Otto Kempner, for the Germans and Democrats, argued long and earnestly in favor of Mr. Low as the only man about whom all could rally.

As a result of their joint efforts Mr. Low received eleven out of the eighteen votes on the next ballot. The Citizens' Union delegates and Herman Ridder were the dissenting voters.

Another ballot was taken and the Citizens' Union men came into line and the nomination of Low was made. Mr. Ridder cast the only dissenting vote.

The next step was to formulate a platform which would represent the sentiment of the conferees. The following was prepared then by Otto Kempner and unanimously indorsed by the Committee:

FUSION PLATFORM.

We, the united anti-Tammany organizations of Greater New York, believing that the present city administration is a reproach to decent citizenship, and that the paramount duty at the coming Mayoralty election is to root out the prevailing current conditions, hereby declare in favor of the election of our nominees, who stand with us on the following platform:

1. A progressive, business-like and non-partisan administration of municipal affairs, with a special view to cutting down public expenses and reducing the present excessive burden of taxation.

2. The toleration of the innocent customs and habits of our cosmopolitan population by rational laws and regulations assuring the largest measure of personal liberty consistent with the maintenance of law and order.

3. The conservation of the interest of capital and labor by an equal enforcement of laws and the enactment of such new measures as the welfare of the toiling masses may require.

4. The extirpation of the police blackmail iniquity and of the system of political jobbery, maintained in the interest of the Tam-

many boss, who, though a foreign resident and a British taxpayer, yet rules the City of New York by virtue of his control of Tammany Hall.

5. The steady betterment of municipal conditions by furthering such necessary public improvements as tend to the greatest good of the greatest number.

Each of the organizations conducted a personal campaign and held meetings all over the city. Mr. Ridder also came into line and was one of the most earnest workers for the ticket.

Otto Kempner, Whose Oratory Led the German-American Delegates to Vote for Seth Low's Nomination.—A Forceful Man Whom President Swanstrom Has Chosen as the Assistant Commissioner of Public Works.—Richard Croker's Nemesis.

Otto Kempner was born July 5, 1858. He was educated in the public schools and the Cooper Institute. In 1884 he began practical life as a school teacher, and continued in that profession until his admission to the bar in 1894. Mr. Kempner made his first appearance in politics as a Cleveland Democrat in 1892, when he was elected to the Assembly from the Tenth District of Manhattan. He attracted wide attention by his opposition to the election of Edward Murphy, Jr., to the United States Senate, on which occasion he delivered a bold speech in denunciation of the boss system in New York politics.

Although bitterly opposed by the Tammany Hall, he was re-elected to the Legislature in 1895. During both sessions his record was independent and free from scandal.

Mr. Kempner became known as a leader among the Anti-Tammany forces by his persistent and remorseless antagonism of Richard Croker. In 1893 he published a pamphlet on the life of Boss Croker which has been the standard authority on the subject of Croker's career and has been extensively quoted in every campaign since. In 1894 the Committee of Seventy nominated Mr. Kempner on the Fusion ticket for Sheriff in recognition of his services, but he declined the honor.

Continuing his independent career on his removal to Brooklyn, he was the only delegate from Greater New York in 1900 to advocate and vote for Bird S. Coler for Governor at the Saratoga convention.

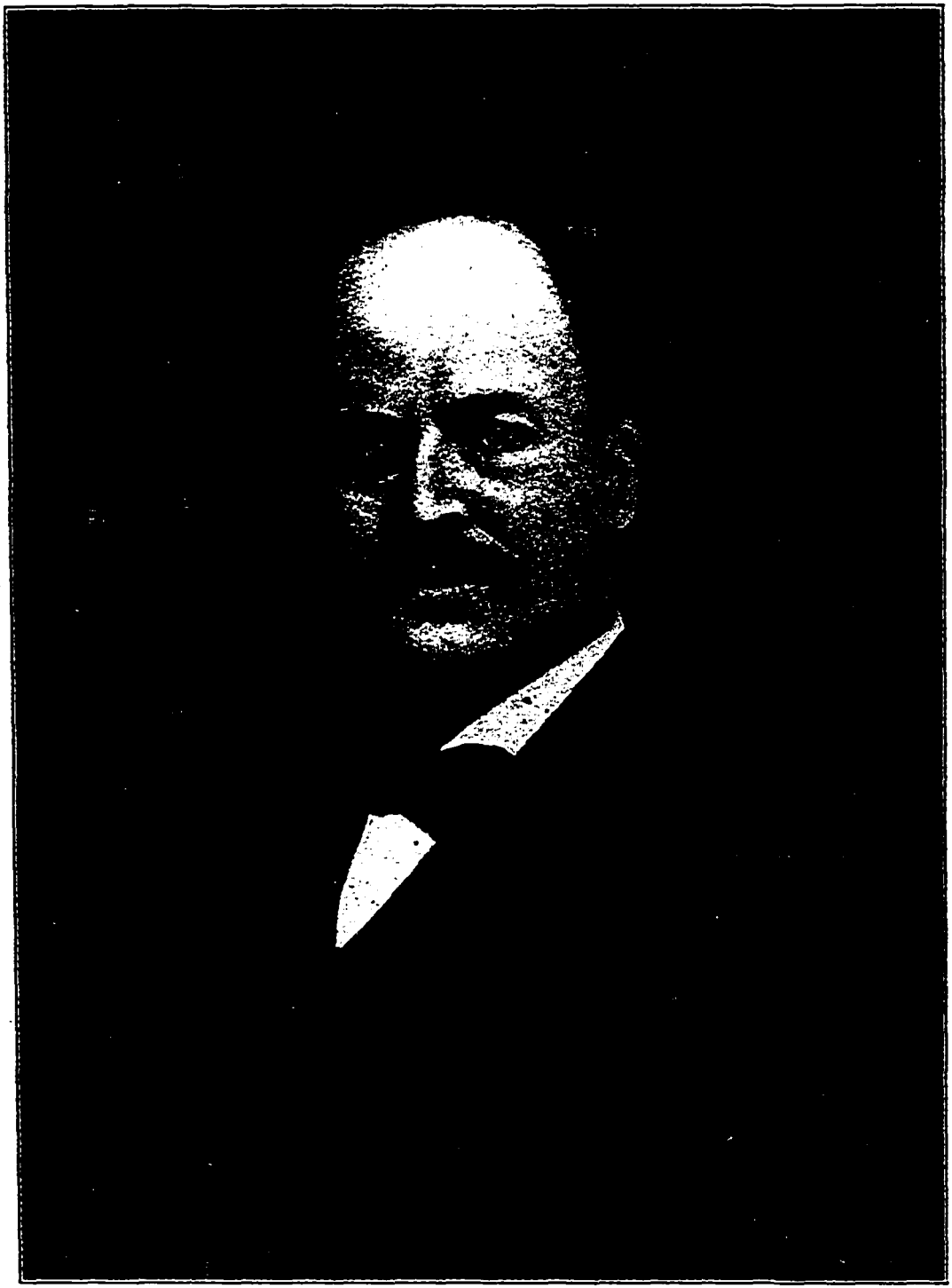
Returning from there he led in the convention to organize an Anti-Willoughby Street Democracy in Brooklyn, which organization was a vital factor in the Fusion campaign of 1901.

Besides, he was the active President of the German-American Citizens' League of Brooklyn, and the representative of that body on the Fusion Conference Committee of Eighteen. His work as a member of that committee was most effective. He is credited with turn-

ing the German delegates for Seth Low, which made his nomination possible. Also he prepared the platform of the conference committee, which was adopted without the change of a word.

In addition to all of the above mentioned organizations in which Mr. Kempner was an active and leading spirit, he was the organizer and president of the Anti-Croker League, whose scathing letters against Croker were widely read and had a profound effect on public sentiment.

As a campaign speaker and organizer, few men who fought the Fusion battle can compare with Mr. Kempner in indefatigable energy and zealous devotion to the cause. President Swanstrom of the Borough of Brooklyn has appointed Mr. Kempner Assistant Commissioner of Public Works for that borough.



W. H. BALDWIN, JR.

CHAPTER XI.

POLICE BLACKMAIL LAID BARE.—EFFECTIVE WORK OF THE COMMITTEE OF FIFTEEN.—PAVING THE WAY FOR A REFORM ADMINISTRATION.—ONE POLICEMAN SENT TO SING SING, OTHERS INDICTED AND A POLICE CAPTAIN FOUND GUILTY. —STILL WORKING FOR SOCIAL REFORM.

Called into existence by the arrogance of the Vice Trust as conducted by Tammany Hall, the Committee of Fifteen so vividly and effectively laid bare the police system of blackmail that every honest man whose eyes were not closed by the bandage of partisanship flocked to the standard of the good government movement. The Committee of Fifteen was an outgrowth of the Committee on Public Morality which was organized in the summer of 1900.

Vice flourished openly and disgustingly, and by the license of the Police Department. Decent citizens who complained to the police were laughed at. There was crying necessity for the citizens to protect themselves against a corrupt City Government that had entered into an unholy alliance with every form of vice.

Respectable people of the East Side went to Professor Felix Adler and others and described the conditions as they then existed on the East Side. Prof. Adler with W. H. Baldwin, Jr., Rev. Robt. L. Paddock, Jacob H. Schiff, Isaac N. Seligman and others organized the Committee on Public Morality. Included in it were all the priests, ministers, rabbis and settlement workers in the districts where vice flourished. That organization began a battle to force the police officials to do their duty.

But conditions grew worse. Respectable residents had to fasten their doors and windows on summer nights and keep their children locked up in the hot stifling rooms that the sounds and sights of the debaucheries of the district might not reach them. Naked women danced by night in the highways. Degenerate men prowled the street and aided in the traffic with the knowledge and permission of the police. Even little children were trained to decoy men to these dens of vice. Girls were brought from country towns and sold into slavery by men known as Cadets, who flourished in that awful traffic, and were friends of the police officials. Girls once immolated

there were held prisoners. The police, to whom the proprietors paid tribute, aided in preventing the escape of these women from that district.

So boldly was this unspeakable business conducted that women's shame was rung up on cash registers at the doorways of these dives.

This condition of affairs came to a crisis when Captain Herlihy, then in command of the Red Light District, insolently refused to entertain complaints made by the Rev. Robt. L. Paddock, rector of the Pro-Cathedral in Stanton Street. His church was in the heart of the worst section and he knew of the unspeakable system of his own knowledge.

The manner in which the Rev. Mr. Paddock had been treated was brought before the Episcopal Diocesan Convention by the Rev. Dr. W. R. Huntington, rector of Grace Church. A resolution calling on Bishop Potter to enter a protest was passed unanimously. The Bishop's famous letted to Mayor Van Wyck setting forth the corruption of the city was the result.

This brought the matter to the attention of Richard Croker. He declared that if conditions were such as set forth there should be an immediate remedy. He named a committee of five to reform the city. But the whole proceeding was so farcical that there was a demand for a committee that would do the work honestly and effectively. The Committee on Public Morality was doing a good work, but the organization was too large to be effective. A call for a special meeting was therefore issued by the Chamber of Commerce with a view to concentrating the efforts along some fixed plan. The call was signed by John D. Crimmins, Levi P. Morton, John S. Kennedy, Jacob H. Schiff and others.

The meeting was held early in November of 1900. Charles Stewart Smith presided. William E. Dodge fathered the resolution calling for the appointment of a Committee of Fifteen. Among those who were asked to serve on the committee but who were unable to give the time required for the work were Robert W. De Forrest, Adrian Iselin, James C. Carter and Rev. Robt. L. Paddock. The Committee as finally constituted was as follows:

William H. Baldwin, Jr., Chairman; Prof. E. R. A. Seligman, Secretary; George Foster Peabody, Treasurer; Prof. Felix Adler, Joel B. Erhardt, Austen G. Fox, William J. O'Brien, Charles Stew-

art Smith, Andrew J. Smith, Charles Sprague Smith, Jacob H. Schiff, George Haven Putnam, John Harsen Rhoades, Alexander E. Orr and John S. Kennedy. George W. Morgan was the acting secretary who looked after the details of the work. He is now an Assistant District Attorney under Judge Jerome.

The legal work of the committee was under the direction of Colonel Robert Grier Monroe, and much of its success was due to his work.

The committee opened headquarters in the Syndicate Building and engaged a force of detectives. The Committee on Public Morality turned all its information over to the new organization. Former Chief of Police John McCullagh took charge of the detectives. A vigorous war was begun at once upon the gambling houses, prostitution and the Cadets. The raids made by the committee struck terror in the hearts of the men behind the Vice Trust. Justice Jerome went right with the raiders, and saw his own warrants served.

Later when the new Tenement House Law went into effect the committee joined hands with the Tenement House Commission and cleared such houses of the courtesans who had rented apartments in tenements that were occupied by respectable citizens and their little children.

Especially the committee took up the prosecution of Herlihy, who was tried before the Police Commissioner. It was a case of what is the use of evidence when the judge is for the prisoner. Captain Herlihy was acquitted by the Tammany Police Commissioner.

Wardman Bissert was one of the police officials who collected blackmail from fallen women. The committee obtained almost all the evidence against him, and he is serving a sentence in Sing Sing. Captain Diamond, who was Bissert's superior, shared the same fate, and at the hands of the Committee of Fifteen.

The Webster Hotel at No. 140 East Fifteenth Street was notorious as a dive. It thrived despite protests of the good people of the neighborhood. They complained to Captain Gannon, the head of that Police Precinct. He refused to act. The committee raided the place and that same Captain Gannon was caught on the premises.

Likewise Wardmen Burke and Nesbitt fell under the ban of

the Committee of Fifteen. Both have been indicted for tipping off disorderly houses.

The greatest blow at the system of holding ruined girls in bondage was struck when the committee brought about the conviction of Jacob Hertz, proprietor of an infamous resort at No. 15 First Street. He had boasted that no girl could ever get away from his house with more than the shirt on her back.

With such acts as these the committee showed plainly the necessity for reform and bound the good citizens of the community together in the cause for which the fusion movement stood. The committee has since issued an exhaustive work on "The Social Evil."

The committee is still at work to accomplish reforms that their work has shown are badly needed. The committee desires to bring about the appointment of a force to be known as the Morals Police, organized along the same lines as the Sanitary Police. It advises the passage of laws which will provide for the confinement of degenerates.

A most important piece of legislation asked for by the committee is that prostitution shall be removed from the category of crime. Then it will be possible to proceed against the social evil as against any other nuisance. So long as it is considered a crime the law remains a whip in the hands of the blackmailer.

Also the committee recommends that measures be taken to prevent overcrowding in tenements and to provide elevating forms of entertainment for the dwellers therein.

William Henry Baldwin, Jr., One of the Foremost of American Railway Managers and Financiers, Did Memorable Work in the Rescue of New York City from the Reign of Protected Vice.

The Long Island Railroad is the all-sufficient monument to the genius and energy of William Henry Baldwin, Jr. Mr. Baldwin is still a young man. He was born in Boston, February 5, 1863, but his work in making the Long Island Railway what it is, in bringing it from bankruptcy to solvency, in lifting it from a provincial position to that of a great metropolitan line, is an achievement worthy the life-time of any railroad man, however able and experienced. It is well known, too, that Mr. Baldwin is not satisfied to stand upon what he has achieved. He is busy planning and assuring even a greater future for the Long Island, a future which will make it the terminus of transcontinental traffic, connecting both oceans, and of European and other steamship lines, bearing their cargoes from all parts of the world to Long Island Railway wharves.

Mr. Baldwin has shown himself so practical in what he has accomplished heretofore that it is easy to believe he will carry out his plans, however difficult they may seem to smaller minds. There is really no sound reason why the Long Island Railroad should be curbed within the bounds of Long Island, or why Western shippers should not have the benefit of the length of that railway in sending their products to foreign lands. The not distant future will see all of Long Island a suburb of the Greater New York.

Mr. Baldwin has the capacity to look into the future, while he is providing for present needs, and the admirable railway system which he has brought to such perfection is splendidly calculated to meet existing wants as well as to answer coming requirements as they arise.

A great railway man like Mr. Baldwin does not leap into the arena full panoplied for his task. William H. Baldwin, Jr., was thoroughly trained in the school of experience, and his reputation was well established when he took charge of the Long Island Railway.

William Henry Baldwin, Senior, is his father, and his mother's name was Mary Chaffee, both of old New England descent. The

excellent standing of William Henry Baldwin, Senior, is shown by the fact that for more than thirty years he has been President of the Young Men's Christian Union, a living example of the good results of a temperate and well-ordered life, guided by the precepts of the Gospel.

Young Baldwin was educated first in the public schools, then at the Roxbury Latin School, and next in Harvard University, from which he was graduated in 1885. Mr. Baldwin was a careful and thorough student, but he did not neglect physical sports, or wholesome entertainment. He was vice-president and leader of the Glee Club, and belonged to various fraternities.

Young Baldwin, after receiving the degree of A. B., took a year's course in the Harvard Law School, not with the object of becoming a lawyer, but to fit himself better for the railway business, which from the first he had decided to follow. He first entered the service of the Union Pacific as a clerk in the auditor's office, and from there he was transferred to the office of the General Traffic Manager at Omaha.

Mr. Baldwin's ability for railroad management soon became evident to his superiors, and from year to year his responsibilities were increased. From being division freight agent at Butte, Montana, June, 1887, to June, 1888, he rose to be Assistant General Freight Agent at Omaha, and then to be Manager of the Leavenworth Division of the Union Pacific at Leavenworth. October, 1889, witnessed the advancement of Mr. Baldwin to be general manager, and for a brief period President of the Montana Union Railroad. Mr. Baldwin was made assistant vice-president of the Union Pacific at Omaha in August, 1890; in June, 1891, he was general manager of the Flint & Pere Marquette Railroad in Michigan; in July, 1894, he was appointed third vice-president of the Southern Railroad, with headquarters at Washington, D. C., and in 1895 he became second vice-president of the Southern, in charge of both the traffic and operating departments.

The Long Island Railroad needed and was looking for a first-class railway man to extricate that property, then in a most unfortunate condition, but with limitless possibilities for improvement, from a maelstrom of difficulties. William H. Baldwin, Jr., seemed the man for the task, and he was induced to accept it. His success in an undertaking that appeared to many impossible of accomplish-

ment has already been told. It has made Mr. Baldwin famous; it has earned for him a place in the front rank of railway managers and financiers; it has won for him the gratitude of the people of Long Island, whose beautiful resorts and villages he has made comfortably and even luxuriously accessible by rail from New York and adjoining cities; it has gained for William H. Baldwin, Jr., a leading place in the esteem of Greater New York.

Mr. Baldwin's work in the cause of good government is well known. It needs no recital here. He has shown himself to be a fearless as well as a public-spirited citizen, and his share in bringing about good government for New York is a signal example for others who, on the plea of absorbing business, have neglected their obvious duty. His greatest service was as chairman of the Committee of Fifteen.

Mr. Baldwin's wife was Ruth Standish Bowles, of Springfield, Mass., daughter of the great newspaper writer, the late Samuel Bowles, who made the Springfield Republican one of the leading papers of America.

CHAPTER XII.

Order of Acorns and What it Did to Elect the Fusion Ticket. A Unique and Successful Feature of the Campaign Started by Newspaper Men—It Enrolled Twenty Thousand Voters to Stop Police Partnership With Crime.

BY HENRY CLAY TERRY.

Of the unknown and unheralded factors of the New York municipal campaign of 1901, an important one was the Order of Acorns, which sprung up like magic and acquired a large membership before election day.

Richard Croker returned from Wantage, received the reports of his lieutenants and began his calculations. The reports of his henchmen contained no mention of the Order of Acorns. The society at that time was in its babyhood and hardly worth a report. It was easy two months before election day to make out all figures without reference to it, because it was a small and unpromising infant.

On the other hand "Fusion" had been well done. All organizations opposed to Tammany Hall had got together and an unexpected spirit of harmony pervaded their transactions. Mr. Croker and Tammany were left alone to fight out the desperate battle.

The founder of the Acorns is Joseph Johnson, Jr., a newspaper man, who, when he inaugurated the movement, was a reporter on Mr. Hearst's New York Journal. He called a few of his friends together in the Astor House on the last Saturday in August, 1901, and laid the plan of the organization before them. The purpose of the Order, he said, was to secure an honest, decent and common sense administration of the city government. To this end, the young man said, the Order of Acorns should hold the balance of voting power. The twenty-five present received the proposition with enthusiasm. A constitution was adopted calling for an executive head, to be called the Great Oak, and an executive committee, to be called the Council of the Seven Oaks. Mr. Johnson was chosen the Great Oak and the following executive committee was elected:

R. L. Adamson, E. C. Buchignani, I. D. White, Robert W.

JOSEPH JOHNSON, JR.

Wooley, all newspaper men, and Robert Grier Monroe, who had been counsel of the "Committee of Fifteen," and J. J. Farnsworth, who had been an official of the Plant system of railways.

A natural acorn was chosen as the emblem of the Order. The membership grew by private propagation up to the time of the assassination of President McKinley. The Order, along with the work of the campaign, dropped out of public notice for two weeks on account of the murder of the President.

When the campaign got under way again the propaganda of the Acorns was pushed. The vital principle of the Order of Acorns is to enroll staunch members of all parties and all organizations in such numbers as to constitute the balance of voting power. No candidate for office is eligible to membership, but candidates supported by the Order and office-holders approved by the Acorns can become honorary members. A preliminary declaration embracing these principles was issued. It included a statement of what the Acorns regarded as the chief issue of the campaign in these words:

"The Acorns will have much to say concerning all present administrative weaknesses, but they purpose dealing especially with the city police now smelling to heaven. The Order will not be persuaded to drop this issue. No devil may turn monk before this November. We shall see to it that the next police administration, by whomsoever chosen shall end the police partnership with vice and crime; and we shall destroy any sentiment that believes it cannot win without the aid of a criminal stratum of voters it may protect."

It then remained for the Order to await the action of the conventions of the Tammany and Fusion parties as to their platforms and candidates, so that they could determine which platform and what candidates best carried out their principles and purposes. The Acorns decided that the Fusionists best represented them.

A week before the opening of the campaign on October 1, the Acorns claimed a thousand members. These had been recruited chiefly by the newspaper men of Park Row. The Order now began to attract attention. The merchants along lower Broadway, particularly in the wholesale dry goods district, became friendly and promised financial backing to the earnest young men who had hit upon the novel enterprise and seemed so determined to carry it out. They fulfilled their promise handsomely and rented a double vacant store at the corner of Broadway and Leonard streets. A platform was

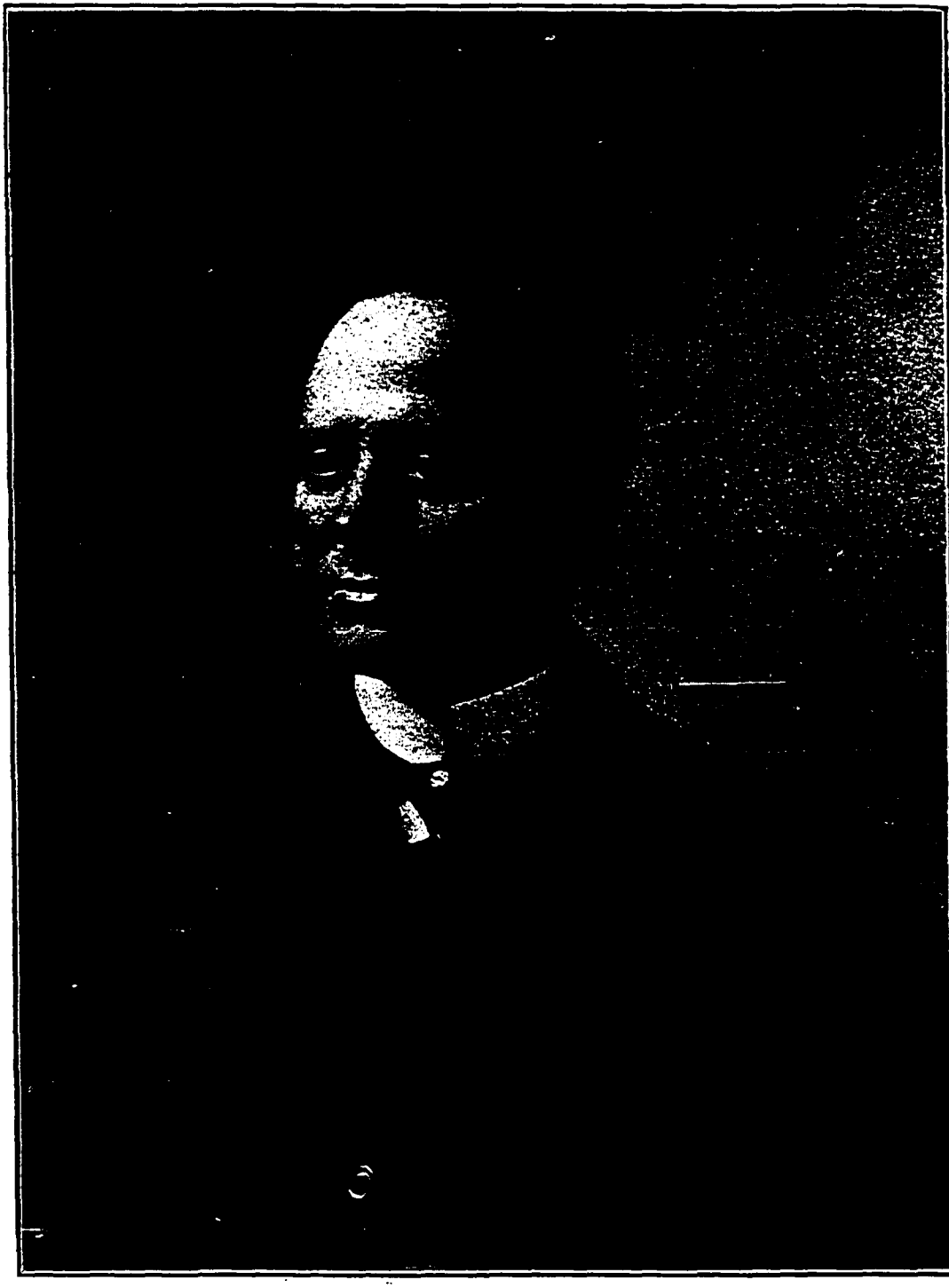
built in the back of it. The auditors stood. The best campaign speakers in the metropolis were attracted to the meetings, which were held every day at noon and lasted about an hour. Music was introduced, a popular writer of music composed an Acorn anthem, and the four thousand men who assembled there daily gave the candidates their best audiences. During the day thousands entered these headquarters and scanned the literature, which Mayor Low pronounced to be the most striking of the campaign. Many enrolled their names and became members. At first two or three hundred a day joined, but in the last days of the campaign citizens pledged themselves at the rate of a thousand a day. The Acorns at this time had become a sensational feature of the campaign. Richard Croker was enraged with their attacks and referred to them contemptuously as "pop-corns."

Justice Jerome, the candidate for District Attorney, closed his campaign at the headquarters of the Acorns, and on this last day of the campaign, "a continuous performance of speaking" was held from eleven in the morning until nightfall.

The result of the month's work in the Broadway store was this: A quarter of a million people visited the big store room; a million pieces of campaign literature were printed and scattered and 20,000 citizens enrolled themselves as permanent members of the Order.

Victory was in the air and Mr. Johnson, three days before the end of the campaign, invited the candidates to a jubilee.

"Fusion" won. The Acorns were frantic in their glorification. At noon on November 6 forty-five hundred men packed the building and cheered for Mark Twain, a member of the Order and the chief orator on this occasion, for themselves and for the general result. The crowd suggested a parade and within a half an hour, the men had organized themselves and were marching up Broadway. Flags, brooms and mottos seemed to grow out of the earth. The celebrants passed by Tammany Hall, now deserted, continued their march up Broadway to Forty-second street, and there dispersed, thus ending a well fought battle.



HENRY CLAY TERRY.

CHAPTER XIII.

WOMEN IN THE CAMPAIGN AND THE NOBLE WORK THEY PERFORMED.—INSPIRED THE MINISTERS TO CARRY ON THE WAR AGAINST PROTECTED VICE FROM THEIR PULPITS.—RAISED MONEY AND PLEADED PERSONALLY FOR VOTES.

BY HENRY CLAY TERRY.

While the representatives of the various organizations, social and political, which marched to victory as Fusionists were figuring out the percentage of votes after election which each had cast as a basis for claiming credit and perhaps a share of patronage, they all overlooked one of the most potent factors in the success of the ticket headed by Mayor Low.

This was the work done by the noble-minded, public-spirited women, who, when the Fusion ticket was nominated, pledged themselves to work night and day for its success. It is true that the women, owing to the short-sightedness of the makers of constitutions, did not cast any votes which could be figured out in percentages by politicians. Those, however, who are familiar with women's work in the campaign do not hesitate to say that the influence which they exerted privately and publicly in arousing enthusiasm in the interest of good government in the minds of the luke-warm citizens, who, when stirred, can rid the city of any evil, had more to do with the election of Mayor Low than politicians will ever give the women credit for.

Women did more than talk in this campaign. They raised money by personal gifts and pleaded for subscriptions with such fervor that they swelled the reform fund more than $50,000 early in the campaign, when the money was needed most. Not satisfied with strengthening the sinews of war alone, the women of the city went out from their homes and pleaded with men as fathers, brothers, sons and sweethearts to work and vote for fusion success as the only way to rid the city of its many evils.

The Women's Municipal League, of which Mrs. M. Phelps Stokes is president; the Women's Republican Club, headed by Mrs. James G. Wente; many of the Nurses' Settlement clubs in the East Side, and other organizations controlled entirely by women, took an active

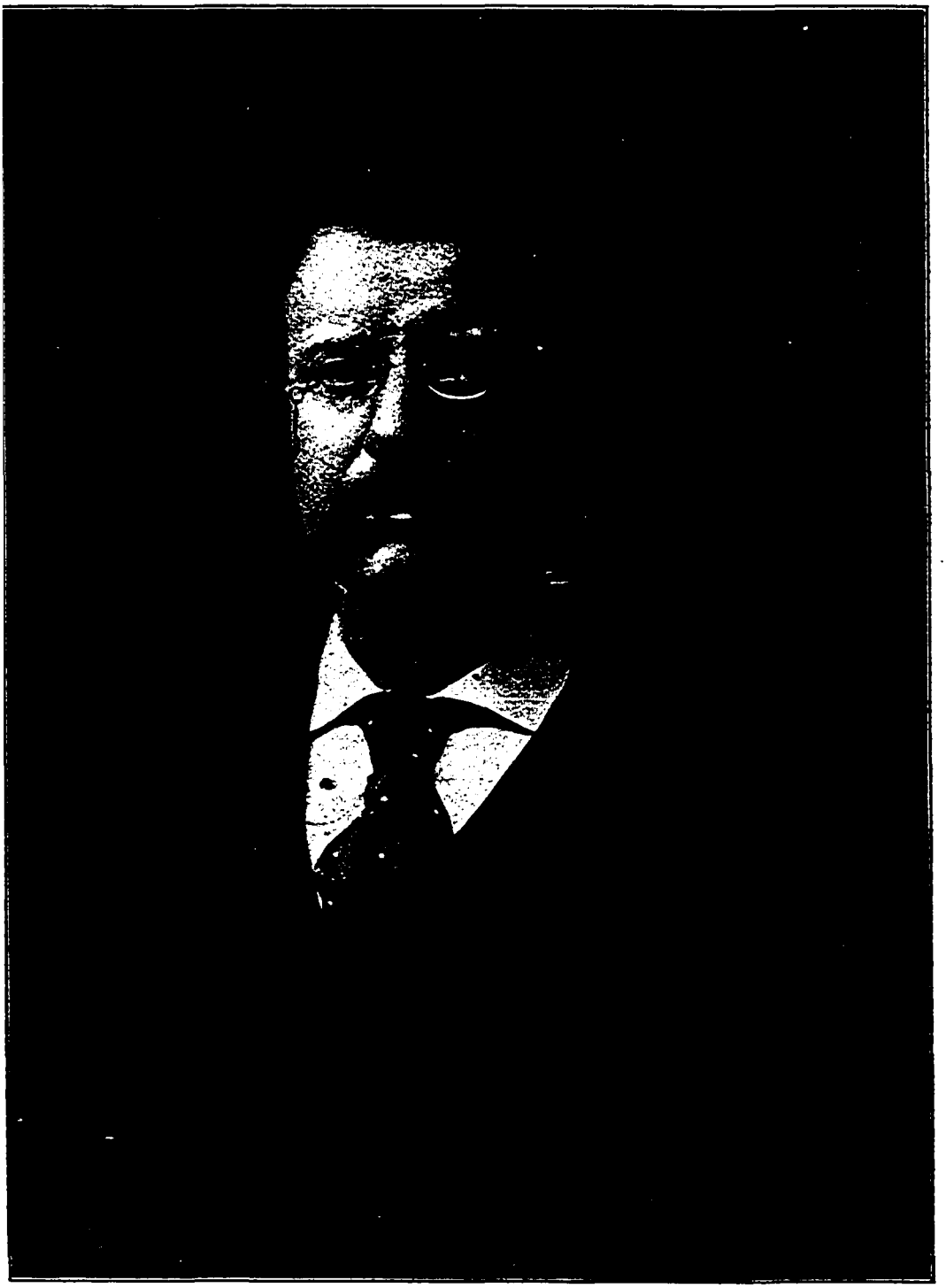
part in the campaign. Women prominent in society, leaders of fashion forgot social functions for a time and joined hands with the women of humble rank in the march for reform. Some of the society women who gave their money, time and influence in this work to make a better city were Mrs. Isaac N. Seligman, Mrs. William H. Baldwin, Jr., Mrs. Robert C. Ogden, Mrs. Douglas Robinson, Mrs. E. R. L. Gould, Mrs. Vernon H. Brown, Mrs. Schuyler Quackenbush, Mrs. Rutherford Stuyvesant, Mrs. Roswell Stebbins, Mrs. Cleveland Dodge, Mrs. Johnson Livingston, Mrs. James P. Higginson, Mrs. Chandler Robbins, Mrs. George Bladgen, Jr., Mrs. Norton Goddard, Miss Helen C. Butler, Mrs. T. Jefferson Coolidge, Mrs. Adolph Opynheim, Mrs. William Opynheim, Mrs. Felix Adler, Mrs. Morris Loeb and Miss Ellen L. Mahan.

Special committees of the Women's Municipal League were organized, of which Mrs. William J. Schieffelin was the general chairman. The finance committee which did such splendid service in raising money, was composed of these well-known women: Mrs. George E. Waring, Jr., Mrs. Robert Abbey and Mrs. James W. Pryor, Mrs. Paul Revere Reynolds, Mrs. Schieffelin and Mrs. Wente. Mrs. Charles Russell Lowell, the secretary of the League, had charge of the real campaign work and planned and carried out with great tact and discretion the suggestions as to the best ways of getting votes.

A pamphlet was prepared by the League entitled "Facts for Fathers and Mothers," and 1,900,000 copies were distributed in the city, one being sent to every registered voter.

Special appeals were sent by the League to every clergyman in the city asking that from the pulpit the significance of the campaign in relation to protected vice and crime be announced. From practically every pulpit at the suggestion of the League the congregations were asked this question: "Shall we continue in control of the city government the organization which has been shown to encourage the growth of the ruin of young girls for gain?"

The evil presented in this question was the main issue which roused the women to put forth such splendid efforts in behalf of reform, and beside the sweetness, light, gentleness and purity which ennobled the campaign, they rendered efficient aid in the work of redeeming the city and strengthening the support upon which public morality rests.



PRESIDENT THEODORE ROOSEVELT.

CHAPTER XIV.

Reform Through Social Work, and the Effect it Had in the Redemption from the Blighting Rule of Tammany.—President Roosevelt's Views on Some of the Forces that Tell for Decency in New York City.

Every effort that has been made in the uplifting of the people of New York through lines of benevolent work proved a power for the Fusion Movement in the election of 1901. *This was not because those efforts were intended for political effect, but because they had a righteous aim. The result was that those benefited gave their votes to the best they knew. President Roosevelt realized this, and his sound, common-sense views on practical reform are therefore included in this work by special permission of the President and the S. S. McClure Company.*

BY PRESIDENT ROOSEVELT.

Anyone who has a serious appreciation of the immensely complex problems of our present-day life, and of those kind of benevolent effort which for lack of a better term we group under the name of philanthropy, must realize the infinite diversity there is in the field of social work. Each man can, of course, do best if he takes up that branch of work to which his tastes and his interests lead him, and the field is of such large size that there is more than ample room for every variety of workman. Of course there are certain attributes which must be possessed in common by all who want to do well. The worker must possess not only resolution, firmness of purpose, broad character and great-hearted sympathy, but he must also possess common-sense sanity, and a wholesome aversion alike to the merely sentimental and the merely spectacular. The soup-kitchen style of philanthropy is worse than useless, for in philanthropy as everywhere else in life almost as much harm is done by soft-headedness as by hard-heartedness. The highest type of philanthropy is that which springs from the feeling of brotherhood, and which, therefore, rests on the self-respecting, healthy basis of mutual obligation and common effort. The best way to raise any one is to join with him in an effort

whereby both you and he are raised by each helping the other. This is what has been done in those factories in Cleveland, Dayton, Pittsburg, and elsewhere, in which the betterment of working life has been aimed at, and partially achieved, through measures beneficial alike to employer and employed.

Any man who takes an active part in the varied, hurried, and interesting life of New York must be struck, not only by the number of the forces which tell for evil, but by the number of the forces which tell for good. Of course most of these are not, in the narrow sense of the term, philanthropic forces at all; but many of them are, and among these there is the widest variety. In this paper it is only possible to touch upon a very few of the ways in which philanthropic work of worth is being done in New York City. It is necessary to speak of individuals, because otherwise it would be impossible to emphasize the widely different kinds of work which can thus be done. These individuals are mentioned simply as typifying certain phases, certain methods. There are countless others who could be mentioned; it merely happens that these particular men have occupied to advantage certain widely different parts of the great field of usefulness.

Much can be done in downright charitable work, and there are great fragments of our social life in which the work must be in part or in whole charitable. The charity workers do an amount of good which in some cases is literally inestimable. Yet, on the whole, it becomes ever increasingly evident that the largest opportunity for work along the lines of social and civic betterment lie with the independent classes of the community—the classes which have not yielded to the many kinds of downward pressure always so strong in city life. Sometimes this work may take the form of an organized effort to secure greater equality of opportunity. Sometimes the best way to work is the oldest and simplest; that is, by trying the effect of character upon character.

Political and social conditions are often closely interwoven, and always tend to act and react upon one another. It is impossible to have a high standard of political life in a community sunk in sodden misery and ignorance; and where there is industrial well-being there is at least a chance of its going hand in hand with the moral and intellectual uplifting which will secure cleanliness and efficiency in the public service. Politics have been entered by a good many different doors, but in New York City Mr. Norton Goddard

is probably the only man who ever entered on the career of a district leader by the door of philanthropy. Mr. Goddard, feeling he ought to do something serious in life, chose a quarter on the East Side for his experiment, and he entered upon it without the slightest thought of going into politics, simply taking a room in a tenement house with the idea of testing his own capacities and to find out if he was fit to do what has grown to be known as "settlement work." He speedily became very much interested in the men with whom he was thrown in contact, and also became convinced that he personally could do most by acting, not in connection with others, but for his own hand. Very speedily Mr. Goddard found himself brought into hostile and embarrassing contact with that huge and highly organized system of corruption, tempered with what may be called malevolent charity, which we know as Tammany. Every foe of decency, from the policy player to the protected proprietor of a law-breaking saloon, had some connection with Tammany, and every move in any direction resulted in contact of some sort with a man or institution under Tammany's control. Mr. Goddard soon realized that organization must be met by organization; and, being a thoroughly practical man, he started in to organize the decent forces in such fashion as would enable him to check organized indecency. He made up his mind that the Republican party organization offered the best chance for the achievement of his object. As it then was, however, the Republican organization of the district in question served but little purpose save to deliver delegates in convention, and was under the control of men who, although some degrees above the Tammany leaders, had no conception of running things on the plane which Goddard deemed necessary. There were three courses open to him: He could acquiesce helplessly; he could start an outside organization, in which case the chances were a thousand to one that it would amount to nothing; or he could make a determined effort to control for good purposes the existing Republican organization. He chose the latter alternative, and began a serious campaign to secure his object. His opponents at the outset looked upon Goddard's methods with amused contempt, expecting that he would go the gait which they had seen so many other young men go, where they lacked either persistency or hard common sense. But Goddard was a practical man. He spent his days and evenings in perfecting his own organization. He already had immense influence in the district, thanks to what he had

done, and at this, his first effort, he was able to make an organization which, while it could not have availed against the extraordinary drill and discipline of Tammany, was able overwhelmingly to beat the far feebler machine of the regular Republican politicians. No man outside of politics can realize the paralyzed astonishment with which the result was viewed by the politicians in every other Assembly district. Here at last was a reformer whose aspirations took exceedingly efficient shape as deeds; who knew what could and what could not be done; who was never content with less than the possible best, but who never threw away that possible best because it was not the ideal best; who did not try to reform the universe, but merely his own district; and who understood thoroughly that though speeches and essays are good, downright hard work of the common-sense type is infinitely better.

It is more difficult to preserve the fruits of a victory than to win the victory. Mr. Goddard did both. A year later, when the old-school professional politicians attempted to oust him from his party leadership in the district association, he beat them more overwhelmingly than before; and when the Republican National Convention came around he went still farther afield, beat out his opponents in the Congressional district, and sent two delegates to Philadelphia. Nor was his success confined to the primary. He has made his district solidly Republican. He did this by adopting the social methods of Tammany, only using them along clean lines. The Tammany leader keeps his hold by incessant watchfulness over every element, and almost every voter, in his district. Neither his objects nor his methods are good; but he does take a great deal of pains, and he is obliged to do much charitable work; although it is not benevolence of a healthy kind. Of course Gooddard could have done nothing if he had not approached his work in a genuine American spirit of entire respect for himself and for those with whom and for whom he labored. Any condescension, any patronizing spirit would have spoiled everything. But the spirit which exacts respect and yields it, which is anxious always to help in a mood of simple brotherhood, and which is glad to accept help in return—this is the spirit which enables men of every degree of wealth and of widely varying social conditions to work together in heartiest good will, and to the immense benefit of all. It is thus that Mr. Goddard has worked. A very shrewd politician said the other day that if there were twenty such

men as Goddard in twenty such districts as his, New York City would be saved from Tammany, and that in the process the Republican machine would be made heartily responsive to and representative of the best sentiment of the Republicans of the several districts.

The University Settlements do an enormous amount of work. As has been well said, they demand on the part of those who work in them infinitely more than the sacrifice of almsgiving, for they demand a helping hand in that progress which for the comfort of all must be given to all; they help people to help themselves, not only in work and self-support, but in right thinking and right living. It would be hard to mention any form of civic effort for righteousness which has not received efficient aid from Mr. James B. Reynolds and his fellow-workers in the University Settlement. They have stood for the forces of good politics, in social life, in warring against crime, in increasing the sum of material pleasures. They work hand in hand, shoulder to shoulder, with those whom they seek to benefit, and they themselves share in the benefit. They make their house the centre for all robust agencies for social betterment. They have consistently endeavored to work with, rather than merely for, the community; to co-operate in honorable friendship with all who are struggling upward. Only those who know the appalling conditions of life in the swarming tenements that surround the University Settlement can appreciate what it has done. It has almost inevitably gone into politics now and then, and whenever it has done so has exercised a thoroughly healthy influence. It has offered to the people of the neighborhood educational and social opportunities ranging from a dancing academy and musical classes, to literary clubs, a library, and a children's bank—the clubs being administered on the principle of self-management and self-government. It has diligently undertaken to co-operate with all local organizations such as trade unions, benefit societies, social clubs, and the like, provided only that their purposes were decent. The Settlement has always desired to co-operate with independent forces rather than merely to lead or direct the dependent forces of society. Its work in co-operation with trade unions has been of special value both in helping them where they have done good work, and in endeavoring to check any tendency to evil in any particular union. It has, for instance, consistently labored to secure the settlement of strikes, by consultation or arbitration, before the bitterness has become so great as to prevent any chance of a

settlement. All this is aside from its work of sociological investigation and its active co-operation with those public officials who, like the late Colonel Waring, desired such aid.

Healthy political endeavor should, of course, be one form of social work. This truth is not recognized as it should be. Perhaps, also, there is some, though a far lesser, failure to recognize that a living church organization should, more than any other, be a potent force in social uplifting. Churches are needed for all sorts and conditions of men under every kind of circumstances; but surely the largest field of usefulness is open to that church in which the spirit of brotherhood is a living and vital force, and not a cold formula; in which the rich and poor gather together to aid one another in work for a common end. Brother can best help brother, not by almsgiving, but by joining with him in an intelligent and resolute effort for the uplifting of all. It is towards this that St. George's Church, under Dr. W. S. Rainsford, has steadily worked. The membership of St. George's Church is in a great majority composed of working people —and young working people at that. It is a free church with a membership of over 4,000, most of the members having come in by way of the Sunday-school. Large sums of money are raised, not from a few people, but from the many. An honest effort has been made to study the conditions of life in the neighborhood, and through the church to remedy those which were abnormal. One of the troubles on the East Side is the lack of opportunity for young people, boys and girls, to meet save where the surroundings are unfavorable to virtue. In St. George's Church this need is, so far as can be, met by meetings—debating societies, clubs, social entertainments, etc., in the large parish building. Years ago the dances needed to be policed by chosen ladies and gentlemen and clergymen. Now the whole standard of conduct has been so raised that the young people conduct their own entertainments as they see fit. There is a large athletic club and industrial school, a boys' battalion and men's club; there are sewing classes, cooking classes, and a gymnasium for working girls. Dr. Rainsford's staff includes both men and women, the former living at the top of the parish house, the latter in the little deaconess-house opposite. Every effort is made to keep in close touch with wage-workers, and this not merely for their benefit, but quite as much for the benefit of those who are brought in touch with them.

The church is, of all places, that in which men should meet on the basis of their common humanity under conditions of sympathy and mutual self-respect. All must work alike in the church in order to get the full benefit from it; but it is not the less true that we have a peculiar right to expect systematic effort from men and women of education and leisure. Such people should justify by their work the conditions of society which have rendered possible their leisure, their education, and their wealth. Money can never take the place of service, and though here and there it is absolutely necessary to have the paid worker, yet normally he is not an adequate substitute for the volunteer.

Of course St. George's Church has not solved all the social problems in the immediate neighborhood which is the field of its special effort. But it has earnestly tried to solve some at least, and it has achieved a very substantial measure of success towards their solution. Perhaps, after all, the best work done has been in connection with the development of the social side of the church organization. Reasonable opportunities for social intercourse are an immense moral safeguard, and young people of good character and steady habits should be encouraged to meet under conditions which are pleasant and which also tell for decency. The work of a down-town church in New York City presents difficulties that are unique, but it also presents opportunities that are unique. In the case of St. George's Church it is only fair to say that the difficulties have been overcome, and the opportunities taken advantage of, to the utmost.

Some, though they occasionally work in an organization, can do best by themselves. Recently a man, well qualified to pass judgment, alluded to Mr. Jacob A. Riis as "the most useful citizen of New York." Those fellow-citizens of Mr. Riis who best know his work will be most apt to agree with this statement. The countless evils which lurk in the dark corners of our civic institutions, which stalk abroad in the slums, and have their permanent abode in the crowded tenement houses, have met in Mr. Riis the most formidable opponent even encountered by them in New York City. Many earnest men and earnest women have been stirred to the depths by the want and misery and foul crime which are bred in the crowded blocks of tenement rookeries. These men and women have planned and worked, intelligently and resolutely, to overcome the evils. But to Mr. Riis was given, in addition to earnestness and zeal, the great gift

of expression, the great gift of making others see what he saw and feel what he felt. His book, "How the Other Half Lives," did really go a long way toward removing the ignorance in which one-half of the world of New York dwelt concerning the life of the other half. Moreover, Mr. Riis possessed the further great advantage of having himself passed through not a few of the experiences of which he had to tell. Landing here, a young Danish lad, he had for years gone through the hard struggle that so often attends even the bravest and best when they go out without money to seek their fortunes in a strange and alien land. The horror of the police lodging-houses struck deep in his soul, for he himself had lodged in them. The brutality of some of the police he had himself experienced. He had been mishandled, and had seen the stray dog which was his only friend killed for trying, in dumb friendship, to take his part. He had known what it was to sleep in door-steps and go days in succession without food. All these things he remembered, and his work as a reporter on the New York Sun has enabled him in the exercise of his profession to add to his knowledge. There are certain qualities the reformer must have if he is to be a real reformer and not merely a faddist; for of course every reformer is in continual danger of slipping into the mass of well-meaning people who in their advocacy of the impracticable do more harm than good. He must possess high courage, disinterested desire to do good, and sane, wholesome common sense. These qualities he must have; and it is furthermore much to his benefit if he also possesses a sound sense of humor. All four traits are possessed by Jacob Riis. No rebuff, no seeming failure, has ever caused him to lose faith. The memory of his own trials never soured him. His keen sense of the sufferings of others never clouded his judgment, never led him into hysterical or sentimental excess, the pit into which not a few men are drawn by the very keenness of their sympathies; and which some other men avoid, not because they are wise, but because they are cold-hearted. He ever advocates mercy, but he ever recognizes the need of justice. The mob leader, the bomb-thrower have no sympathy from him. No man has ever insisted more on the danger which comes to the community from the lawbreaker. He sets himself to kill the living evil, and small is his kinship with the dreamers who seek the impossible, the men who *talk* of reconstituting the entire social order, but who do not *work* to lighten the burden of mankind by so much as a feather's

weight. Every man who strives, be it ever so feebly, to do good according to the light that is in him, can count on the aid of Jacob Riis if the chance comes. Whether the man is a public official, like Colonel Waring, seeking to raise some one branch of the city government; whether he is interested in a boys' club up in the country; or in a scheme for creating small parks in the city; or in an effort to better the conditions of tenement-house life—no matter what his work is, so long as his work is useful, he can count on the aid of the man who perhaps more than any other knows the needs of the varied people who make up the great bulk of New York's population.

A peculiar and exceedingly desirable form of work, originally purely charitable, although now not exclusively so, is that of the Legal Aid Society, founded by Arthur Von Briesen. It was founded to remedy the colossal injustice which was so often encountered by the poorest and most ignorant immigrants; it has been extended to shield every class, native and foreign.

Half a dozen men have been mentioned, each only as a type of those who in the seething life of the great city do, in their several ways and according to their strength and varying capacities, strive to do their duty to their neighbor. No hard-and-fast rule can be laid down as to the way in which such work must be done; but most certainly every man, whatever his position, should strive to do it in some way and to some degree. If he strives earnestly he will benefit himself probably quite as much as he benefits others, and he will inevitably learn a great deal. At first it may be an effort to him to cast off certain rigid conventions, but real work of any kind is a great educator, and soon helps any man to single out the important from the unimportant. If such a worker has the right stuff in him he soon grows to accept without effort each man on his worth as a man, and to disregard his means, and what is called his social position; to care little whether he is a Catholic or Protestant, a Jew or a Gentile; to be utterly indifferent whether he was born here or in Ireland, in Germany or in Scandinavia; provided only that he has in him the spirit of sturdy common sense and the resolute purpose to strive after the light as it is given him to see the light.

President Theodore Roosevelt, an Accomplished Scholar, an Experienced Politician and a Well-Equipped Statesman, Has Always Taken an Earnest and Active Interest in the Cause of Good Government for the City of New York.

BY HENRY MANN.

"In this hour of deep and terrible national bereavement, I wish to state that it shall be my aim to continue absolutely unbroken the policy of President McKinley for the peace, prosperity and honor of our beloved country."

To those who had studied the career and character of President Roosevelt the above assurance was not necessary to convince them that he would be a worthy successor of William McKinley, and that the interests of the American people would be secure in his hands. President Roosevelt is of excellent New York stock, being descended from Dutch ancestors who laid fast and sure the foundations of New Netherlands, and who did their duty gallantly in the American Revolution. President Roosevelt was born in New York City, October 27, 1858, and was the son of Theodore Roosevelt, merchant and philanthropist. Young Roosevelt was graduated from Harvard University in 1880, and after a visit to Europe, where he made himself acquainted with various places about which he had read in his college course, he began the study of law in the office of his uncle, Robert B. Roosevelt. He was soon induced to enter politics, and was elected to the Assembly at Albany, in which he served three terms. In the third Legislature to which he was chosen the Republicans had a majority, and Roosevelt was candidate for the Speakership. He was regarded as rather too independent, however, and did not get the position. In the Republican Convention of 1884 Mr. Roosevelt favored the nomination of Senator Edmunds for the Presidency, but when Blaine obtained the nomination Roosevelt made speeches in his behalf, and voted for him, declining to join the Mugwumps who went over to Cleveland.

Roosevelt bought a ranch that summer in the Northwest, in order to get more room for the vigorous exercises in which he had from boyhood loved to indulge He studied the remote West thoroughly, and gave the benefits of his knowledge to the world in two books,

"Ranch Life and the Hunting Trail" and "The Winning of the West."

In 1886, the Republicans nominated Mr. Roosevelt for Mayor of New York. It was the year of the Henry George campaign, one of the most stirring in local history, and Republicans as well as regular Democrats were anxious to prevent the single-tax champion from being elected. Mr. Roosevelt made a good fight, as he always does, but Abram S. Hewitt, the Democratic candidate, was successful. Mr. Roosevelt therefore remained in private life, but continued to take an active interest in public affairs, and especially in reform of the civil service. He advocated the deliverance of the Federal service, and also that of State and city, from the "spoils system," as it is called, of giving offices for political reasons only, irrespective of the merits or competency of the office-seeker. In this Mr. Roosevelt met with much opposition, but President Harrison, who sincerely desired to bring about a better state of affairs, appointed Mr. Roosevelt, in 1889, to the important place of United States Civil Service Commissioner. Mr. Roosevelt did his duty earnestly in this position, irrespective of whom he pleased or displeased.

When the Lexow investigation uncovered such appalling corruption that New York—that is, the old city, now the boroughs of Manhattan and the Bronx—elected a Republican Mayor, William L. Strong, the latter requested Mr. Roosevelt to become head of the reform Police Board. Mr. Roosevelt accepted the charge, and proceeded vigorously to compel his subordinates to do their duty and enforce the laws. He took the position that laws, while on the statute-books, ought to be made effective, and that the executive authority had no right to repudiate a law simply because it was unpopular.

April 6, 1897, Mr. Roosevelt gave up his place in the Police Department to become Assistant Secretary of the Navy. Here Mr. Roosevelt worked with his usual energy, and to admirable effect, in putting the navy in excellent condition for the war with Spain which followed the blowing up of the *Maine*. Much, if not most, of the preparatory work which helped to make the American fleet invincible at Manila and Santiago is credited to Roosevelt, and he is said also to have selected George Dewey for the command of the Asiatic Squadron.

Roosevelt, however, chafed in Washington when war broke out. He sighed for the dangers of the field, and with President McKin-

ley's intimate friend, Dr. Leonard Wood, an army surgeon, he organized the body of men known as "Rough Riders," gathering recruits for the regiment among his friends on the ranches and from the western cowboys. Roosevelt was commissioned second in command, Wood being chief. After the fighting in front of Santiago, in which Roosevelt showed himself as fearless as any man in the army, Wood was made a Brigadier General, and Roosevelt took his place in command of the "Rough Riders," with whom his name will be forever associated. Roosevelt came home when the fighting was over to Camp Wyckoff. The spectacle of this young man born to wealth, but risking his life at the very front in behalf of the American cause, touched the people, and a strong public sentiment demanded his nomination for Governor. Roosevelt was nominated and elected.

As chief magistrate of the State of New York, Mr. Roosevelt held the good-will of his former supporters, and gained the approval of many who had been opposed to him. He proved a sagacious and conservative Governor, acting in everything with deliberation and discretion. Mr. Roosevelt aspired to a second term as Governor, but was induced to permit the use of his name for the Vice-Presidency in the Republican National Convention of 1900. He made a magnificent campaign, delivering hundreds of speeches in the doubtful States, with excellent effect, as the results showed. The ticket was elected by 292 electoral votes to 155 for Bryan and Stevenson.

As Vice-President, Mr. Roosevelt continued to merit the esteem and confidence of the American people. His conduct during the last days of President McKinley showed that he keenly shared the nation's grief over the assassination of the beloved President, and no one was happier than Roosevelt when indications pointed to McKinley's recovery. As a relief from the strain he had endured, Mr. Roosevelt sought the North Woods, only to be recalled a day later to accept the greatest and most honorable burden that can be bestowed on man.

President Roosevelt is proving day by day that he comprehends fully the responsibilities of his lofty position, and is thoroughly capable of meeting them. He is showing that his promise to continue unbroken the policy of his predecessor was not idly made, and that the nation will go on uninterruptedly in the march of prosperity and industrial progress in which McKinley was its leader and pioneer;

and he is reviving in American breasts the spirit of hope and confidence so rudely blasted when the hand of a dastard assassin struck down our third martyred President. Theodore Roosevelt evidently means to make a record in the Presidential chair worthy of his history and of his ancestry, and in that purpose every good citizen will wish him godspeed, and give him loyal assistance.

CHAPTER XV.

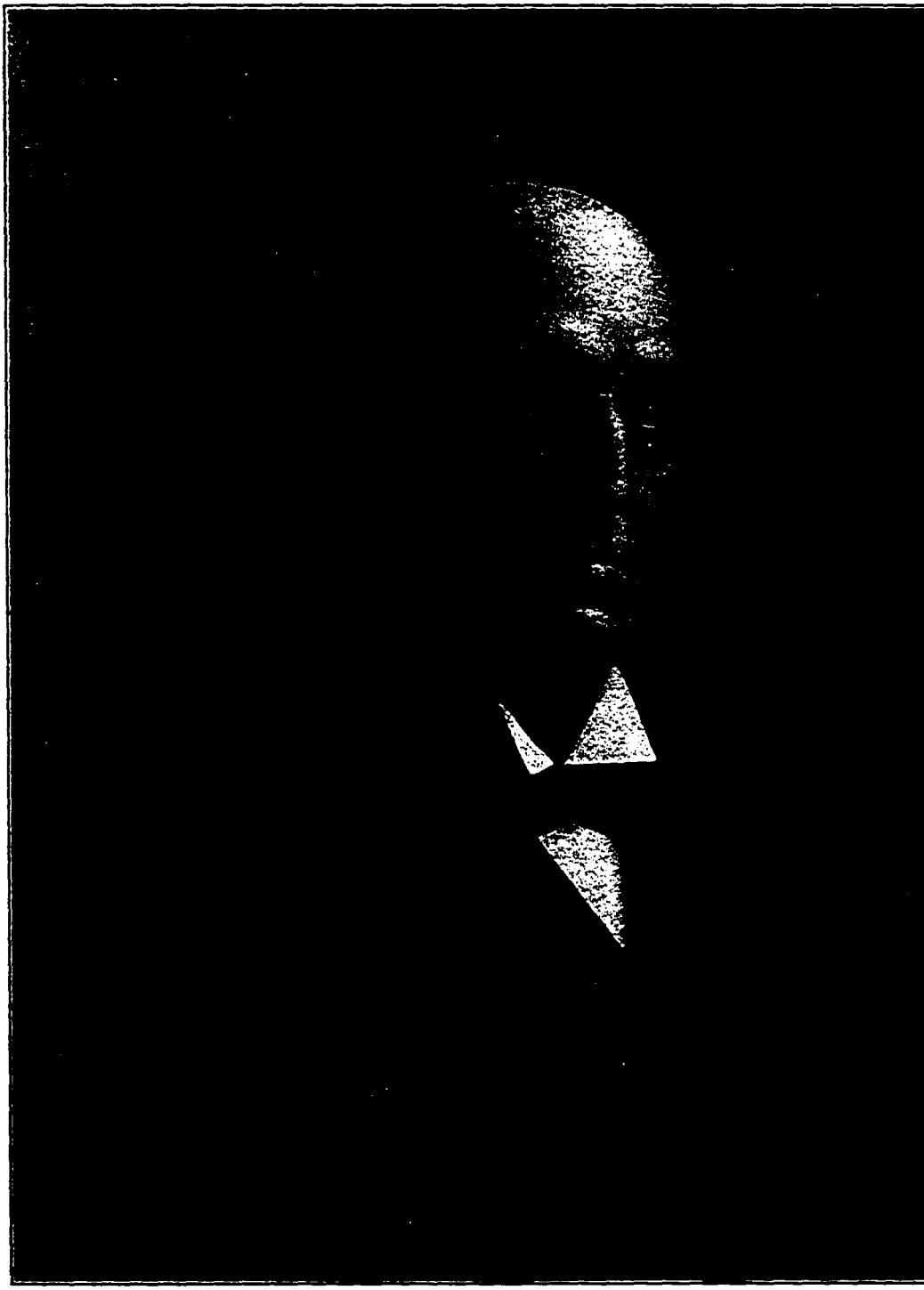
MEN OF THE CROWDED EAST SIDE HOLD THE BALANCE OF POWER IN NEW YORK.—CHARLES H. TREAT TELLS INTERESTINGLY OF HOW THAT VOTE WON THE BATTLE FOR REFORM.—WHAT PATRONAGE MEANS TO HIM.

BY CHARLES H. TREAT.

My part in the Fusion contest was a modest one, although active. I saw in it a chance for the best political elements of this town to become acquainted. The community of interest in New York has never been so manifest in a political fusion as it has in the one just closed.

It was the first time the brown stone fronts realized it was the East Side tenements that held the question of good or bad government. They went there, not as missionaries, but as co-workers; and they were cordially welcomed.

It had been thought that the people of the East Side were not responsive to moral conditions; but when the most sagacious men of the town went to talk there, they learned the lesson that they went to give, which was that the matter of immoral conditions was not an abstract one with them, but a painful fact which confronted them in their homes. No topic was so enthusiastically received, discussed and supported as the matter of "protection to the home." Nothing aroused stronger resentment than the police should no longer be a menace to pure home life and good government, under the evil and prostrating forces of Tammany; and when these men from the brown stone fronts saw these people realizing that it was their ballot that should be the emancipator of these foul conditions, then hope came; and Seth Low and Jerome recognized that the button to be pressed was the immoral conditions which Tammany rule had fostered. The brown stone people came to understand that intelligence was not segregated in their section, but that the young men and women who were becoming forces in our industrial life were aroused to the fact that good government was not a theory, but something that dominated the home, and was all controlling in their hopes and ambitions.



CHARLES H. TREAT.

Richard Croker was never more deceived than when the returns came in, and showed how fallicious were the forecasts of his district leaders as to the real political *status*. At four o'clock p. m. on election day, he said the greatest victory in the history of the Wigwam had been won; but the facts were that the voters had already made his political Waterloo, and the counting of the ballots was the death seal of his power.

It should not be said of the people of the East Side, that they willingly submit to the degrading conditions forced by Tammany; that they have no ambition and no moral sentiment to rise above them and put their children on a higher plane.

Hereafter, the East Side will be the battle-ground for the redemption of this city. The votes there are more numerous and more concentrated than elsewhere. The people believe that the right to vote is a sacred legacy; and where the man from the brown stone front will talk, the man from the East Side will vote.

Strange to say, it is the young element on the East Side that dictate to their elders the support of such policies as will be for their benefit. This reverses the old idea of the child following the parent. On the East Side, the parent follows the child. Why? Because the mind of the child is receptive and intelligent. He attends the public school and learns the language. He takes readily to discussion, and is awake to the conditions surrounding him. He is seen in many a campaign at the age of fourteen and sixteen upon the stump discussing American conditions; and through their love of debate, many of them have drifted into the ranks of social democracy, not from any real love of its doctrines, but from the excitement and inspiration of debate.

The matter of taxation weighs but little in the minds of the multitude on the East Side. It is the awful incubus of immorality, of denial of school facilities, of the indifferent administration of the Health Boards and Tenement House problems, additional parks and recreation piers. These people feel that they are a part of the new and growing life of the party, and we must remember that if we wish our country to grow and advance and prosper, we must supplement the efforts of these people to live a life of responsibility, as well as comfort.

Therefore, it is, that all the political meetings that have been held on the East Side by the Republican Club and its leading repre-

sentatives for the past ten years, have sown good seed, in bringing these young men to the front to discuss on the platform the remedies that can be applied through an honest ballot that will make co-operation more intelligent and success more sure than hitherto.

The pessimist is abroad. All great reforms lead to great expectations, but they are not all barren of results. It must be noted that while Tammany will have its Sullivans, Deverys and Foleys, there will yet be coming to the fore, representing the better elements, such men as Charles Adler, Otto Rosalsky, and Joseph Levenson.

I would wish that the men of the West and the East Sides would cultivate a more extended acquaintance. The East Side is maligned, because it has political expectations. It is sneered at by those persons whom they elect, because they hunger for the debasement of a thing that is called "patronage." Patronage does not mean to them simply a revenue—a money price—but an honor that comes to those who serve their country, and to those who are known in their neighborhood as ones set apart and worthy of control in public affairs. The success of their efforts is not local in its gratification; but it goes back to their homes in the old country where it becomes known that they have become a part of our government, and that they have received a special tribute of its confidence in holding a public office.

To them a position at $1,000 is more important than one at $1,500 is to a resident of the brown stone front district. Therefore, let the community look at the patronage which to them is a reward of honor, as not being inspired as a matter of wages, but far above it.

No man can appreciate the environment and opportunity as those who have come from foreign lands, who have been narrowed in their lives, circumscribed in every way, and who are thus able to realize and appreciate the contrasting opportunities of America.

Keep this idea to the fore, and when you strengthen fidelity to public duty in the minds of the humble and the struggling, then you better preserve the sacred ark of our political life.

I take issue with many reformers who say that the administration of a city ought to be managed very much as a great private business. This is a narrow point of view. No man can work for the public on the narrow lines that would define a personal, political economy. There are many to consult, and a greater number to satisfy, who feel that they are partners, as taxpayers, in matters of great moment that affect their welfare under public administration.

No administration, national, state or municipal, should permit the narrow horizon of a personal point of view. It is not what you spend, but it is the compensation for that expenditure. Why is it that we ask the government to take hold of matters involving expenditure for transportation, for tenement house reform, for docks, for parks, for libraries? It is, that the city can afford, as joint partners, to be more liberal than in private affairs; and it is for this fact that there is a growing feeling among the people that the government, in its expenditures, should be broad, but wise and practical. Think of the great undertakings that have been promoted by our national government, for instance the aid given the Pacific Railroad. Let there be no narrow policy; let it be a broad one, with a correspondingly large return. What individual to-day would dare, in political life, to advocate the building of our great subway, embracing expenditure of millions, if there had not been a sentiment that the great masses of the people must be served.

An Able Orator and Profound Student of Political Affairs Who Has Been Prominent for Many Years in the Councils of the Republican Party.—Charles H. Treat, Collector of Internal Revenue for New York City.

Charles H. Treat is a native of Maine, a graduate of Dartmouth College, a man of middle age, vigorous, healthy and strenuously active. Born to business in large affairs, yet he has never separated himself from his love for books and his attention to public matters. A politician without intention, a party worker without asking for reward, he has fought the battles of the people for honest government, embracing a widening sphere of responsibility to the people that has made him an enthusiastic party man.

Mr. Treat's father was for thirty years a sugar merchant in Cuba, and was very anxious that his son should take up the responsibility of the growing business, and thus relieve him somewhat of its burdens. Young Treat demurred, because his goal was the professional life of a lawyer; but his father, who was his chum, won his sympathy, and he surrendered.

Before attaining his majority, Mr. Treat became interested in public speaking, and was a favorite boy with the older orators. He stumped the State of Maine in the campaign of 1876 with Senator Blaine for a time, also with Governor Connor and with Col. Robert G. Ingersoll. The latter was much impressed with Mr. Treat's forensic abilities, and urged upon him the cultivation of oratory and continuance in public life.

His first campaign outside the State of Maine was in 1876, in the States of New York and New Jersey. He won a great reputation as an incisive and effective orator, and as a "vote getter" was said to have had few superiors.

In stumping the State of New York, Mr. Treat was under the direction of Gov. Cornell. He was also thanked by Hon. Zach Chandler, Chairman for the National Committee, for the characteristic manner in which he laid financial questions before the people.

He went to Delaware in 1877. When the political fortunes of the Republican party were at their lowest ebb in Delaware, and when discouragement had so deepened that State conventions had ceased to be held, owing to the discontent, Mr. Treat came forward, sup-

ported by the younger element, and fired anew the party spirit that developed powerful antagonism to Salisbury and Bayard.

He was elected a delegate, in 1888, from Delaware to the National Convention that nominated General Harrison. President Harrison paid him the honor of saying that he was one of the five that brought about his nomination.

Mr. Treat was the Republican nominee from his county in Delaware to Congress. The State vote was for Cleveland, but the Legislature was Republican. Mr. Treat at once became the popular candidate for Senator. Instinctively the people felt that he deserved the honor, as he had practically run the State canvass by his organization, and had raised the necessary funds for the campaign. He came within two votes of being elected United States Senator, and would have been the choice, but for harmful elements that came in at a late hour to disturb the natural decision.

Mr. Treat came to New York and joined the Republican Club in 1892. As a result of the defeat of General Harrison the politicians felt so politically hopeless that they gave him full sway and he began to organize the East Side. He held out-door meetings, delivering three and four speeches every night; and at the round-up of the campaign, when he was asked what the result would be, he gave such a startling prediction of the overturn of the Assembly Districts on the East Side, that they thought that a countryman was trying to diagnose the condition of a metropolitan city of which he knew little. His forecast proved to be right—that Maynard would be defeated by 50,000 to 100,000 majority; that the Assembly ticket would be elected, and that there would be a good fighting chance for the State ticket.

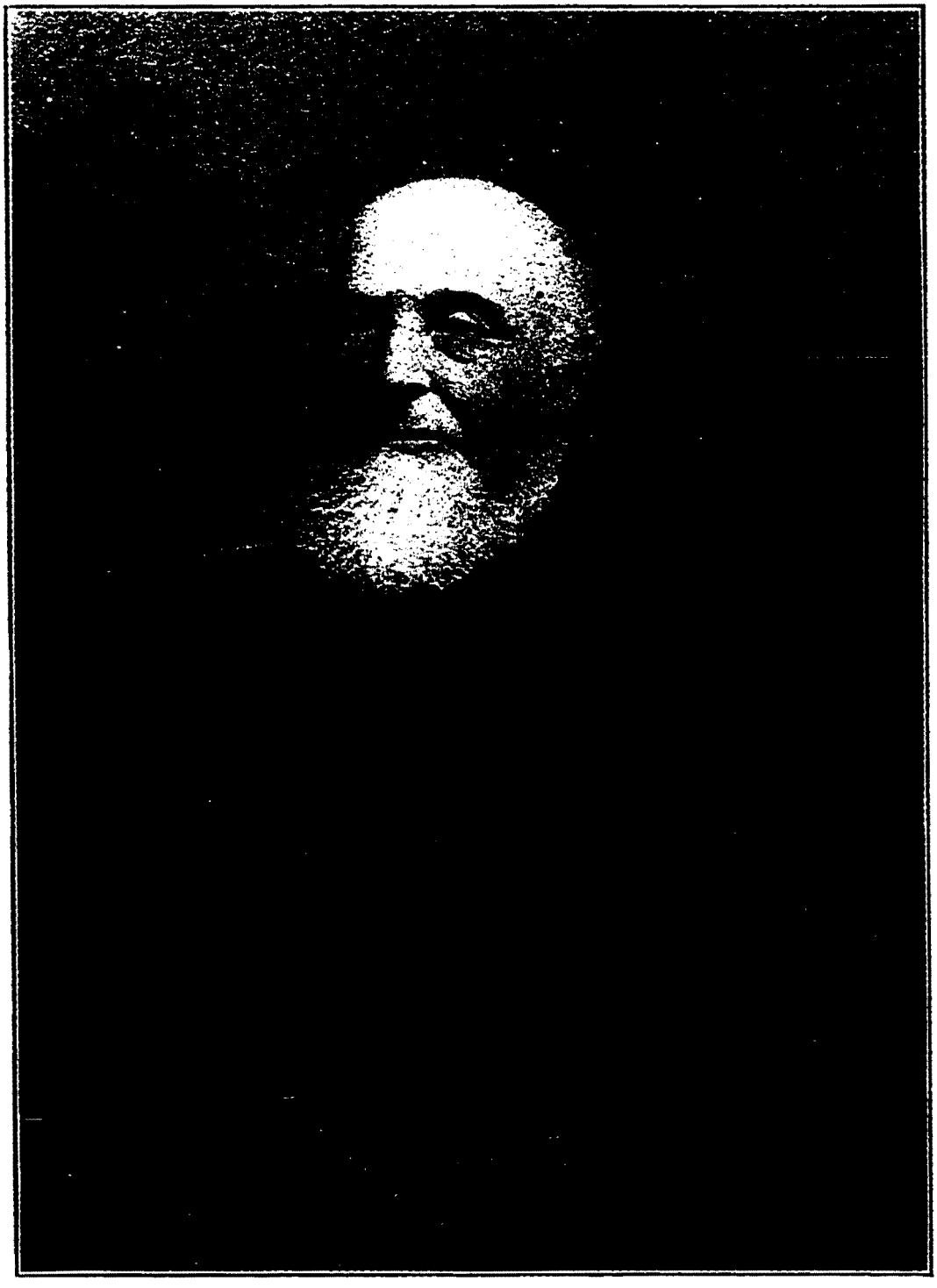
As a forecaster of election results, he achieved a reputation for his accuracy, and President McKinley congratulated him in the presence of a number of notable persons in the cabinet room, saying that Mr. Treat, since 1893, had kept him informed of political matters concerning New York City; that his reports had been exceedingly accurate, and that he had not made one mistake. He is known by his intimate friends as having been singularly correct in his predictions of the national, State and municipal elections, beginning with 1892, when he predicted the defeat of Harrison, and was the only member of the Republican Club, except Mahlon Chance, who believed the election would so result. He has received the thanks

of the Associated Press for his forecast of the convention of 1888 in which he said Harrison would be nominated.

Mr. Treat was a member of the County Committee in 1895, and has been a delegate to all the State and Congressional conventions since. He is not only a member of the Republican Club, but of the Union League, the West Side Republican Club and some minor political organizations.

In the administration of his office as Collector of Internal Revenue, appointed by President McKinley, he is very democratic. His door is always open. There is no red tape to debar anyone. His large commercial experience has made him a valuable official, and financial and business interests have felt safe in his hands. He has saved them from several financial crises by the conservative manner in which he executed orders from the Internal Revenue Office.

Mr. Treat early espoused the political cause of Theodore Roosevelt and was an ardent advocate of his nomination for Governor. He says that the President has never attached his name to any public or private document which the people of the United States have had to defend or apologize for.



REV. EDWIN A. BULKLEY, D. D.

CHAPTER XVI.

Recruits and Whence They are to Come Ably Discussed by the Rev. Edwin A. Bulkley, D. D.—An Earnest Call to the Young Men of New York City to Enroll in the Noble Work.

BY REV. EDWIN A. BULKLEY, D. D.

The army of reform is a continually wasting force. The field of its action is an ever-broadening area, which must have larger occupancy and fuller subjection. Whence are to be had recruits to fill vacancies? Whence fresh and increasing enlistments to answer to great undertakings? You cannot meet these demands by arousing to greater zeal those already in service. They come under other other limitations and disabilities. They must add new vocations to their already crowded enterprises. Praise them as veterans and hope for their continuance in the work to the end. The veterans are still insufficient in number and strength to stop gaps and be the pledge of victory. Nor can those with the best experience be spared as advance guards to conquer and hold new territories. Already pressed by the urgent affairs of their own fields of action, they can give no more than inspiring examples to other communities.

The political reforms we are securing are even exposed to reactions and, if we safeguard them, this will quite wholly preoccupy us with but little to be given to shape additional municipalities and states. Thus there is increasing liability to be tired by the fierceness of the fight, and unduly confident and impatient of results. Selfish partisanship will assail us. The greed and cunning of the spoilsman will sap and trick us. The needed patriotism will be but a feeble and intermittent force.

Whence then the recruits and advance guards except from the relatively fresh and vigorous ones of the new generation who are to be called out, sworn to service, trained in its best methods, with the most uplifting motives of manly integrity and citizenship. Those who have heretofore battled for reform with occasional advances and frequent defeats are anxious to secure successors. New foes are rising and strength to contend with them is declining. Therefore

they summon the aid of the youth who are shortly to follow them. No social and moral necessity seems more urgent than the full acknowledgment of civic duty, and of the preeminent importance of civic righteousness and education with reference to this is a prime requisite in our homes and schools.

Let it begin under parental teaching which, like that of the Jewish child of old, explained the significance of every national usage and religious rite. We have enlarged its sphere in our public schools over which our country's flag daily waves and in our classes and universities we are hopefully kindling patriotism. We would not even preclude the brass bands, rockets, and bonfires which enliven our political processions and mass meetings. All will help to prepare the growing lads of our communities to realize the part they are to play when they enter upon their majority and are endowed with the honor and obligation of the franchise. Thus they will be clothed with more conscious dignity and receive with sobriety, the distinction and responsibility of administering our graded governments. When such youths, thus equipped in the flush and vigor of their developing manhood can be brought forward as voters, legislators and rulers, the veterans will have less concern about the safety and integrity of the state being assured. They can transfer the activities of politics to qualified and trustworthy hands and only themselves be charged with guidance and counsel in the increasing years and cares of life.

Unto you, young men, we call! Receive the honorable trust we commit to you. Not often has there been such an enlistment of your class as in the recent reform election of New York. The thoughtful earnestness with which you espouse the good cause of recovering this great metropolis to honor and incorruption was kept up by you with diligence.

The victory was largely won not alone by eminent names and non-partisan combinations but by the spirited devotion of young men with their just acquired manhood. If the victory is not snatched away from us in a disastrous reaction, it will be because they are awake to the call to be consecrated to the best ideals of citizenship which they steadfastly defend.

Let them more and more study and develop the principles of political economy and make of civic life not a formal theory, but a vitalized administration. Let them range themselves on the side of right

and never forsake it at the bidding of dictatorial partisanship. Be it theirs to scrutinize men and measures, to watch the primaries and the polls. To suffer none to reach office by fraud, to believe and declare that a defeat with incorruption is better than the blatant triumph of unintelligent and vicious majorities. Suffer no disappointments to abate ardor. Be loyal successors of the loyal men of the past. Abide in their faith and their steps. Reform will then be reasserted and pressed to a happy and profitable completion. And then from the hands of our young men we shall possess a city of no mean reputation, and of world-wide pre-eminence.

The Rev. Dr. Edwin A. Bulkley, a Descendant of the Rev. Peter Bulkley, Who Was the Founder of Concord and One of the Founders of Yale College.—Record of a Long Life Spent in the Work of Civic Reform.

If heredity carries with it principles, then the Reverend Doctor E. A. Bulkley who appeals for recruits is a conservative reformer by ancestry. He descended in direct line from the Rev. Peter Bulkley, the first of the name on this side of the water where he became the founder of Concord, Massachusetts, the pastor of its first church, and participated in the establishment of Harvard College.

He was compelled to emigrate to New England by his resistance to ecclesiastic tyranny. In his old church at Concord the first Provincial Congress was held and in its assembly were made those stirring speeches by Hancock, Adams and other patriots which hastened the events of the Revolution.

Dr. Bulkley also has a family connection with the Muhlenbergs, among whom with special distinction were Henry Augustus Muhlenberg, the first speaker of the First Congress in New York City and General Peter Muhlenberg whose statue Pennsylvania has placed in the rotunda of the capitol at Washington. Never in his ministry unduly mingling religion and politics or being a clamorous partisan, he has been calmly judicious in his speech and resolute in his action.

Some years ago in North Eastern New York where he was an influential pastor he testified so strongly and impartially against shocking corruptions in both parties that they professed penitence, calling for the publication of the discourse which arraigned them in both Republican and Democratic papers.

Dr. Bulkley's years and impaired health, after fifty years from his ordination, required in 1898 his cessation from active charge of a large congregation of which he was then made "Pastor-Emeritus." In the late Reform election, though not appearing with much publicity, he was very useful in enlisting others and particularly in rallying the young men to whom he now appeals.

WALDO G. MORSE.

CHAPTER XVII.

Should Property Owners Have the Exclusive Right to Decide Who Shall Care for the Streets, Sewers, Water Supply, Etc.—Novel Plan for Abrogating Abuses in Municipal Affairs Offered by Waldo G. Morse.

BY WALDO G. MORSE.

The defeat of the dominant political machine in New York City, through a fusion movement against it, is a great victory for the populace. It is hailed by the successful candidate as a new demonstration that the people may be trusted and that universal suffrage is a success. What nonsense! Of course the people may be trusted and why should universal suffrage not succeed in conserving the rights and privileges and advancing the political interests of the people?

In the jubilation, though, we may stop to inquire what is alleged to have been overthrown?

It is stated to be an organization not political, maintained for the purpose of receiving, controlling and expending the revenues of the city; maintaining and improving the municipal property for the benefit of the organization.

This evidently may not be dignified, even as politics.

In the midst of the rejoicing it is too bad to allude to poor Republican Philadelphia and all of the other misgoverned municipalities in the land or to predict a speedy return to ring rule in New York, as after all previous spasms of virtue.

It is pretty generally conceded that where our political representatives disburse public funds or control public property troubles arise. It is possible, then, to state a cause for municipal corruption and to suggest a remedy?

Let us see! What is a city? Historically, an aggregation of tradesmen, artificers and others, brought together for mutual advantage in protection from the spoliation of feudal lords, and developing the common accessories of trade.

Logically a modern city is essentially an association of residents authorized to develop the common utilities necessary to the use and

enjoyment of their property. A city government in reality is no more political than that of a railroad, a manufacturing corporation or a county fair.

During the growth of cities from small communities to vast aggregations of people, political and business interests have remained within the control of the same constituencies. In the earlier times, under property qualifications limiting the suffrage, these constituencies were made up of influential citizens. This was all wrong politically. Were the life, the liberty and the happiness of a poor man less precious than those of one rich; or the protection of his family less sacred? With the extension of the suffrage, however, municipal corruption became an issue and tendencies toward financial dishonesty unpleasantly manifested themselves in state and national administration; and what is much worse, the domination of politics by capital and the administration of government in the interest of the exploiters of the poor, supervened.

No effect is without a cause. Shall we attempt to state the cause of this condition and show it to be sufficient? How would this do? The control of property through political action and the domination of politics by property interests.

Throughout recorded time, where the government has interfered with the property of the wealthy, the rich men have dominated the government. Wherever governments have assumed to legislate concerning or to administer property, the governments have become corrupt.

In the United States the protection of rights and property of the people are entrusted to the National, State and County organizations, the cities having little part; while city governments are essentially socialistic, concerning themselves with the advancement and development of common property rights and interests.

As historical research would lead us to anticipate, we find municipal governments almost invariably corrupt, State governments corruptible in dealing with State property and when legislating for or about business interests, and the National government suffering in public esteem when it subsidizes railroads, improves rivers and harbors, distributes patronage or conducts the expenditures for a war.

Are we prepared for a remedy? I fear not. It seems as though municipal conditions must become worse before a sufficient remedy for our evils will be adopted. Let us, however, venture to speculate

upon one! Suppose that the care of the streets, sewers, docks, public buildings, parks, water works and other similar properties were separated from the other departments of municipal administration and put under the control of a distinct and independent body. That this body should be elected by vote of those whose property is served by such public utilities and who supply the funds to care for them. That each taxpayer, other than such as operate under public franchises, should receive a certificate of tax paid, and upon such, in person or by proxy, vote for members of such body according to the amount of tax paid.

Would this abridge manhood suffrage? No more than declining to allow a man to vote for a new building for a factory unless he be a stockholder in the company. On the contrary such systems would take out of politics much of the money-making element which now lessens the dignity of the franchise, and in protecting his dearest rights a man would meet fewer malign influences at the polls. The corrupting influences of municipal politics and municipal politicians, which are now permeating like blood poison the state and national administration, would moreover be greatly lessened.

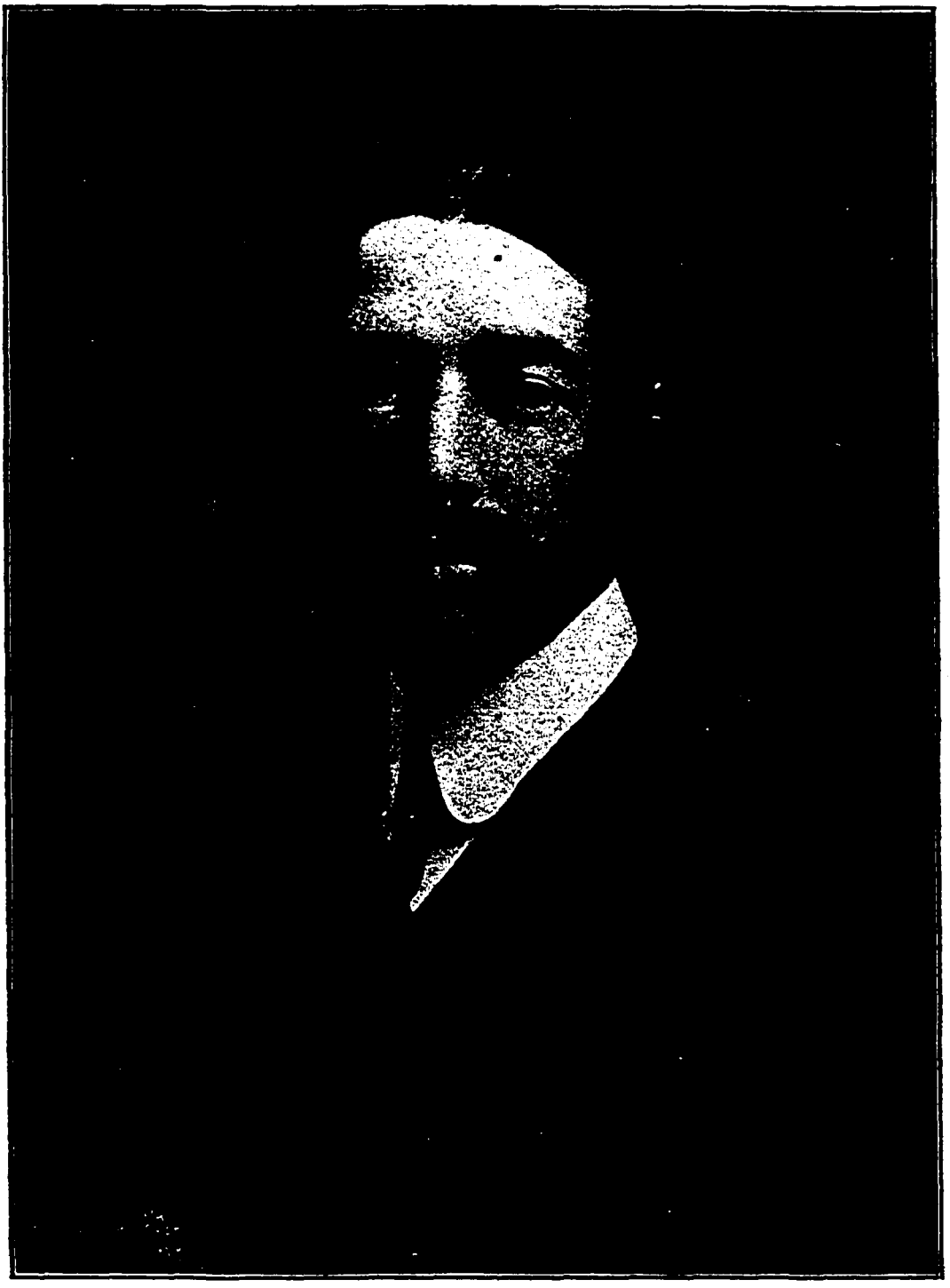
Would the properties of the city be neglected because of a parsimonious policy? By no means! Do the owners of buildings have impassable halls, broken elevators and clogged sewers? If they do, the tenants move out and repairs soon follow. Just so with the streets and other accessories; the property owners would be obliged to keep them in repair and as the whole value of city property is dependent upon such public utilities, a great advance in conditions might be expected.

That the present system has survived at all is a great tribute to the honesty, the patriotism and the good sense of our people. The expenditures for city improvements have been under the control of those who have received the money paid for them, not of those who furnished it.

Suppose the building of a house were regulated by the owner, architect, mason, carpenter, tinner, plumber, painter and electrician, together with the employes of each, and that all of these should elect a board to determine the size of the house, its material, design and cost, and to regulate the amount payable to each person concerned, or imagine a factory or a railroad run by joint vote of the owners, the employes and the passengers.

Suppose, moreover, that the housebuilder we picture were possessed of a vast tract of land and were obliged to build a large number of houses continuously through a series of years. And suppose that a board should be elected annually by all of such persons to control all operations. And suppose that the powers, duties and compensation of the board were to be fixed by a per capita vote of all of the persons named and that anything determined by the board could be exacted from the owner and distributed among the others. What do you think of it? But such are the present conditions of municipal administration!

Why not separate business from politics? Would not a separation be in the interest of clean politics, good business and general happiness?



HOMER FOLKS.

CHAPTER XVIII.

Reforms Instituted in the Department of Public Charities. —Abuses Corrected and New Methods Introduced to Improve the Condition of the City's Wards as Explained by the New Charities Commissioner.

BY HOMER FOLKS.

It is the aim of the present administration to administer the Department of Public Charities on a strictly business plan and basis, and also insure the betterment of the condition of those entrusted to its care. To accomplish these ends it may be of interest to note a few changes that have been instituted in the Department since January 1, 1902:

A separate Hospital for Consumptive Patients has been established; the course of training in the New York Training School for Nurses has been lengthened from two to three years. At the instance of this Department a bill was introduced into the Legislature and has just been passed permitting the Superintendent and Teachers of Randall's Island to share in the teachers' retirement fund. Strict orders have been issued that all goods furnished to the Department must conform in every particular to the specifications and samples on which said goods are ordered. Reforms have been instituted in the receiving and disbursement of the Court Fund, comprising the alimony and similar moneys. A woman has been appointed in charge of the Bureau to hear the complaints of women in alimony and like proceedings. The Department has appointed a Dentist to the Randall's Island Hospitals for sick and defective children. State paupers are now sent to Blackwell's Island instead of to Flatbush, saving them the long uncomfortable ride to Flatbush and incidentally saving the Department the services of a woman attendant, the services of two horses and wagons and drivers. An order has been passed in this Department dropping from the pay roll the personal servants of the heads of institutions. The Deputy Commissioner countersigns all orders to prevent the calling in of goods in greater amounts than may be necessary. An order has been issued abolishing the custom of having standing orders to the various contractors; requisi-

tions must be sent each week. Another reform has been instituted in the keeping of a store on Blackwell's Island. It has been found that exorbitant prices have been charged for various articles sold to the inmates. A list of the articles and prices to be charged must be submitted to the Commissioner and approved by him. Strict measures have been taken to comply with all the recommendations made by the Fire and Building Departments in response to a request by this Department for a special investigation and report by those Departments, to secure safety to the various institutions and their inmates.

In other words, the present administration is seeking to introduce needed reforms and changes that will accomplish the sole result of benefit to the unfortunate who are placed under the care of the city.

Charities Commissioner Homer Folks, a Lifelong Student of How to Relieve the Conditions of the Poor.—Eminently Fitted for the Great Trust which He is so Successfully Administering.

Homer Folks, Commissioner of Public Charities, was born in Michigan in 1867. He was graduated from Albion College, Michigan, in 1889, and from Harvard University in 1900. He became General Superintendent of the Children's Aid Society of Pennsylvania with headquarters at Philadelphia in 1890. He resigned this position in 1893 to accept the Secretaryship of the New York State Charities Aid Association, which position he held till December 31, 1901. In 1897 he was elected a member of the first Municipal Assembly of Greater New York, from the Twenty-ninth Assembly District on the Citizens' Union ticket, for a term of two years. He resigned from the Municipal Assembly in the fall of 1899 to accept the Republican nomination for the Assembly, Twenty-ninth District. He was a special agent of the United States Commission to the Paris Exposition, to assist in preparing an exhibit on the subject of American Charities.

In April, 1900, at the request of General Leonard Wood, Military Governor of Cuba, he spent six weeks in Cuba studying the public relief of that Island. He drew up a Charities Law which was enacted in July, 1900, creating an Insular Department of Charities, establishing State institutions for dependent, destitute, and delinquent children, and the insane, and a Bureau for Placing Children in Families. This Bureau was organized under his personal direction and has been most successful.

Mr. Folks has been, for several years, an assistant editor of the Charities Review, a member of the American Economic Association and of the American Statistical Association.

In the National Conference of Charities and Correction Mr. Folks has been Chairman of the Section on the Insane, the Section on Child-saving Work, and the Section on Municipal and County Charities. He was elected General Secretary of the National Conference of Charities and Correction in 1901.

Some of Mr. Folk's publications are: "A History of the Care of Destitute, Neglected and Delinquent Children in the United States,"

contributed to the Charities Review during 1899-1900, and published in book form by the MacMillan Company in January, 1902; "Family Life for Dependent and Delinquent Children," two addresses before the International Congress of Charities, Correction and Philanthropy, Chicago, 1893, published in Proceedings by the Johns Hopkins Press, and reprinted; "The Removal of Children from Almshouses in the United States;" "State Supervision of Child-Caring Agencies;" "Some Developments of the Boarding-out System," Charities Review, March, 1893; "The Care of Dependent Children," address at annual meeting of Baltimore Charity Organization Society for 1894; "Reform and Public Charities," published in the Outlook, 1895; "The City's Health—Public Hospitals," published in Municipal Affairs, June, 1898; "Administration of Public Charities," address before the League of American Municipalities, 1899, published in Proceedings; "The Charities Chapter" of the Greater New York Chapter, published in the American Journal of Sociology, September, 1901; "The Care of Needy Families in their Homes," an address delivered before the annual meeting of the Boston Associated Charities in December, 1901.

CAPTAIN NORTON GODDARD.

CHAPTER XIX.

Captain Goddard's War on Policy a Powerful Element in the Rescue of New York from the Clutches of Corrupt Tammany.—His Life a Lesson in Practical Reform and Abounding in Good Works.

Much of the vote that made up the Fusion majority came from the East Side, and one of the potent causes of its coming was Captain Norton Goddard, whose interest in humankind led him into a field of benevolent effort that has given a rich fruition of good results. Most prominent among them is his war on policy which first revealed the partnership between gambling and the Tammany police. He fought and is still fighting this class of gambling that fattens on the poor and is described by Captain Goddard as "a form of gambling which causes women to take their wedding rings from their fingers, the clothing from their scanty outfits, and leads husbands to throw away the pittances which should be used in providing food and raiment for their families."

And his description is not the talk of a dreamer. He lives among the people who are robbed and he knows. His aim is to make policy unprofitable, and he is succeeding. At the beginning of his fight he found himself confronted at every turn by an organized system of corruption. Every foe of decency was arrayed against him. The power of the police was on the side of the gamblers. He took the only practical course and organized the forces of decency. He called on Captain Martens, in command of the Twenty-first Police Precinct, and asked that the policy shops be suppressed. Captain Martens refused to act. Mr. Goddard preferred charges against him, and he was found guilty by the police commissioners and punished. Still he failed to stop policy playing, and once more Captain Goddard had him tried before the heads of the Police Department. On that trial Police Board deadlocked by a collusive vote. This convinced Captain Goddard that no relief was possible from that source. He decided to have a law passed which would make the possession of policy paraphernalia a felony. He went before the Legislature only to find himself opposed by Anthony Comstock, who has had some

notoriety in the field of "professional" reform. The bill was defeated, and Captain Goddard worked so effectively to tear the mask from "professional reform" that when the Legislature again had the bill before it in 1901 all opposition from that source was unheeded, and the bill became a law.

The great result of the passage of this law was the arrest of Al Adams, the Policy King, who is now awaiting trial. The raid was the most successful ever made in the city. The Policy King's headquarters was at No. 40 West Thirty-fourth Street, in Poacher's real estate office. All the policy shops in the city were managed from that office. When Captain Goddard and his men swooped down on the place they found all the evidence required and enough more to link the Policy Trust with the police.

All the financial burden of carrying on this work has been borne by Mr. Goddard. To allow others to help along with the work he incorporated the Anti-Policy Society last Fall. The charter members are Herbert Parsons, Chairman of the Finance Committee of the Board of Aldermen; Assistant District-Attorney Samuel Thorne, Marcus W. Marks, of the National Civic Federation; Charles P. Blaney, George Walsh, Felix Warburg, of Kuhn, Loeb & Co.; W. R. Cross, John H. Hammond and Norton Goddard.

Captain Goddard's work is farther reaching than the crusade against policy. That is but an incident of it. He inherited a large fortune from his father and the controlling interest in the famous dry-goods house of J. W. Goddard & Sons, which has had an uninterrupted career of prosperity covering fifty-four years. After he had been graduated from Harvard and had thoroughly established himself as the head of the firm he found he had an income far beyond his demands. Also he was a bachelor at that time. As he has expressed it himself, an income greater than that which is required for the comfort of a man and his family is of little benefit to him personally. Out of his plenty he wanted to aid those who needed his surplus. He is a practical, not a professional, reformer. He is a living proof of the altruism that money can never take the place of service. He gives both in a quiet way. There are philanthropists who carry a trumpet under one wing to announce their gifts. They cannot fly so straight or so high but they can make a great noise in their giving. Captain Goddard is not of that class. His first effort was to find out what the people needed. He rented a tene-

ment in Thirty-third street between First and Second Avenues, intending to spend one night a week there and meet the people who were his neighbors, but the human interest of the locality grappled so tightly on his heart strings that he soon found himself there three nights a week, and later he made that section his home. He first went there in 1896 and joined a club of twelve men who lived in the district. One was a plumber, another a bricklayer, the third was a carpenter, and so on. That was the beginning of the Civic Club of which President Roosevelt says "There exists in all New York no healthier centre of social or political effort." Captain Goddard has built a splendid home for the club at No. 243 East Thirty-fourth Street and it is as comfortably equipped as any club in America. It is a home of the plain people. It is strictly a social and "civic" club. Politics always has been kept out of it.

In the beginning it was decided to take up the lines of effort which would work toward the good of the neighborhood. A committee on health was named to co-operate with the Health Department in obtaining the best possible conditions in the tenements. Another committee looked after street cleaning, another appealed to the Building Department to see that tenements were properly constructed and old ones remodeled.

So the work grew until now the club is in touch with every person in the Twentieth Assembly District. If a man is sick a member of the club calls upon him to learn what assistance is needed. If the head of a family is out of work he is cared for and aided in obtaining another position. It is known that Captain Goddard bought a horse and cab for one man and a team and truck for another. In this manner he spends some of his income in his district. The demands upon him are innumerable; his reward the consciousness of well doing.

His entrance into politics was an accident. Some of his personal friends in the district came to him in 1899 and told him that they wanted to beat "Lightning Jim" Stewart, Republican leader of the district. The district was then a Tammany stronghold, and Stewart was of the class of district leaders who are made at headquarters. Mr. Goddard at first refused to allow his name to be used. But his experience in practical reform work had convinced him that a man with an assembly district at his back could get better consideration of his demands than a man without political influence. He founded

the East Side Republican Club, and started in to win, and "Lightning Jim" has not been heard of since.

The next year delegates to the Republican National Convention were to be named from that Congressional District. Lemuel E. Quigg, then head of the Republican organization, had decided that Police Commissioner Jacob Hess's brother should be sent. Goddard had already indicated his opinion of headquarters and boldly announced that Hess could not be a delegate. He went into the fight. The convention was stolen from him. Hess was named. Captain Goddard had that action declared illegal by the courts, and was chosen as the delegate. Another fight was made against him in the convention but he won again. Now no one disputes his leadership. The opinion at Republican headquarters to-day is that if the party had twenty such leaders as Goddard New York would be invincibly Republican. He is a personal friend of the President, and received the title of Captain through having been a member of Governor Roosevelt's staff.

EDWIN CHRISTY.

CHAPTER XX.

THE NEWSPAPER PRESS OF NEW YORK, AND ITS SHARE IN THE DEFEAT OF CROKERISM, AND THE SUCCESS OF THE CAUSE OF PUBLIC MORALITY AND DECENT GOVERNMENT.—THE PAST AND FUTURE OF TRUE DEMOCRACY.

BY HENRY MANN.

No higher tribute was ever paid to the power of the press, and its influence for good in public affairs than the statement of Richard Croker, after the late election, that his defeat was largely due to the fact that nearly every newspaper of standing had opposed the Tammany ticket. That statement was true. Only one long-established daily newspaper in Manhattan supported, without exception, the Croker nominees, and that for a dollar or more a line of editorial space. The newspaper in question has since come under new ownership, and would presumably take a very different position, should similar conditions arise.

The press of New York City, on both sides of the East River, was almost unanimous against Croker because the editors felt and knew that a Croker victory would mean the further and utter degradation of the municipal government, the prostitution of bench and bar, and the triumph of the hideous alliance between knaves in office and the vilest panderers of East Side slums. The newspapers of New York denounced the Wantage programme because it sought, in nominations for certain high offices, to reward betrayal of the public confidence, and conspiracy against the public welfare, because it would have intrusted the sword of justice to the grasp of the criminal, and have enthroned the dictator who, from his English domicile, assumed to direct with autocratic power the affairs of the American metropolis.

The campaign and its results afforded a splendid illustration of the ability of great American newspapers when united in advocacy of the right, and against the wrong, to sweep all resistance before them. It was an object lesson in favor of a free and fearless press more potent than any argument founded on abstract principles. It was

the most convincing answer to those who claim that liberty of the press is degenerating into license, and that the fathers were unwise when they ingrafted that liberty in the fundamental law.

The part of newspapers in the recent struggle calls attention to the fact that when William M. Tweed had stolen his millions he took steps to have a law enacted to prevent the press from telling about his stealings. The editors were alert in time, and joined, irrespective of party, in defeating the measure which would have shackled their columns, and have silenced the warning which it soon became their duty to utter against the monumental Tammany robberies of thirty years ago.

It is but fair to Tweed's memory to say that he never defied the newspapers; he tried to muzzle them in the manner stated, and that failing, he sought to bribe them. In this he failed also. It remained for Croker and his henchmen to exhibit the besotted idiocy of sneering at the press, ignoring its power, and proclaiming that their nominations could succeed, without regard to the attitude of the newspapers. Since Pat Reynolds, after committing a brutal murder, declared that "hanging was played out in New York," there has not been a more flagrant flouting of public opinion, popular intelligence and newspaper influence than the ticket which Croker jammed down the throats of Tammany's rank and file in October last. Reynolds went to the gallows, and Croker went to —— Wantage, both of them with revised and chastened views on certain matters of public concern.

In speaking thus of the Tammany ticket I do not include all the names on it in common condemnation. Among the nominees were men whom every good citizen respects. Nobody doubts, for instance, that Edward M. Shepard would have made a first rate mayor, that he would have been independent, vigorous and decisive, not starting on any course until he was sure it was right, and then pursuing it resolutely and firmly, that he would have been a chief executive in all that the term implies, and that his personal appointments would not have brought scandal or shame on the city. But it was too much to ask or expect the people of New York to elect to other important offices men of notorious unworthiness, men who were Croker's designated tools and putty balls, in order to get a Shepard for mayor.

The prominent newspapers, however, which supported Mr. Shep-

ard, while urging their readers to vote against the candidates who represented Crokerism only, and that in its most obnoxious form, had a momentous influence on the result, as shown by the defective ballots. These ballots, cast by thousands of Tammany voters, who sought to rebuke and repudiate Crokerism, and at the same time elect a part of the ticket, made Tammany's overthrow complete. Invalid as they were, they voiced the protest of law-abiding thousands against a system which had come to be political only in name, and was essentially criminal; they expressed the resentment of native and adopted citizens, of Tammany allegiance, against the bossing of public business and the control of the city in which they live by a man who does not think New York fit to live in himself.

If any justification were needed for the partial or total repudiation of Croker's candidates by leading Democratic newspapers it could be found in the attitude of up-the-State Democrats, headed by the Democratic State leader, ex-Governor and ex-Senator David B. Hill. Governor Hill from the first declined to indorse Crokerism, or to lend his great personal influence to the aggrandizement of a "boss" whose personality he depised and whose record he abhorred. Not being a citizen of New York he felt that he had no right to interfere in a contest in which local Democrats were divided, but his influence was on the side of justice, honor and truth. When Hill, the incarnation of New York Democracy, treated with contempt the crack of the Wantage whip, no charge of party disloyalty could be made against the Democratic newspapers, and independent newspapers with Democratic tendencies, which sought to rid the Democracy of that same alien handicap.

Among the Republican newspapers, or newspapers of Republican leanings, which did splendid work for the anti-Croker ticket, none was more conspicuous than the New York Sun, whose editorial and news columns blazed forth day after day against the enemy with a virile energy worthy of the zenith of the late Charles A. Dana. The New York Tribune was as true to its traditional policy as in the time when Greeley was daring the rage of the Tweed Ring, and the younger Press maintained the reputation gained in the hard-fought battle of 1893-94. The Evening Post, which seems to have put on fresh youthfulness for its second century, pumped its Gatling gun editorials into the foe with all the destructive effect, but without the dum-dum poison of Godkin's vitriolic pen, and the Commercial Ad-

vertiser, which is also a vigorous example of rejuvenated journalism, and holds its own as an up-to-date and thoroughly readable newspaper, was in the vanguard of reform. The Mail and Express showed that it had not degenerated, but, on the contrary, made headway since the death of the lamented Alexander, and its place in the front rank was maintained throughout the conflict, which ended in a Sedan for Croker, Unger and Van Wyck.

Of newspapers which may be designated as Democratic with independent tendencies, or independent with Democratic tendencies, the Herald, World, Journal, Staats-Zeitung and Morgen Journal, together with their evening issues, including the Evening Telegram, and the Times, which has no evening issue, deserve leading place for their part in helping dump New York's Old Man of the Sea.

The World fought Croker and his band fiercely and successfully, and the Cary cartoons in the World were the most powerful of the campaign.

The Journal supported Shepard, correctly regarding him as above reproach, and gifted with the ability to make an exemplary mayor, but, day after day, in those short, pithy editorials, it gave its readers the reasons why other Croker selections should be cast into the outer darkness of defeat. The Journal made an excellent exhibit of political news—one page to Fusion, the other to Tammany—and its editorials flaying of the ice trust nominee ought to have commanded the attention of the Society for the Prevention of Cruelty to Animals. Its terrific fusilade never slackened and many readers of the Journal evidently concluded that a ticket so gangrened as to one of its members, could not be sound as to the remainder, and voted accordingly. The Herald's editorials were fair and unbiased, as always, but certain influences which were being used in behalf of Crokerism were vigorously exposed and denounced, and the tone of the Herald's utterances was most encouraging to good citizenship. The Herald's canvass in advance of the election proved remarkably accurate on election night. The Times gave able and consistent editorial advocacy to the Fusion ticket and platform, and was especially scathing in its comments on Mr. Shepard for having accepted the Croker nomination for Mayor. Mr. Ridder's management of the Staats-Zeitung showed him a fitting successor of the great Ottendorfer, and exerted a vast influence on the German-American voters of New York.

The Brooklyn Eagle, the Brooklyn Times, and the Standard-

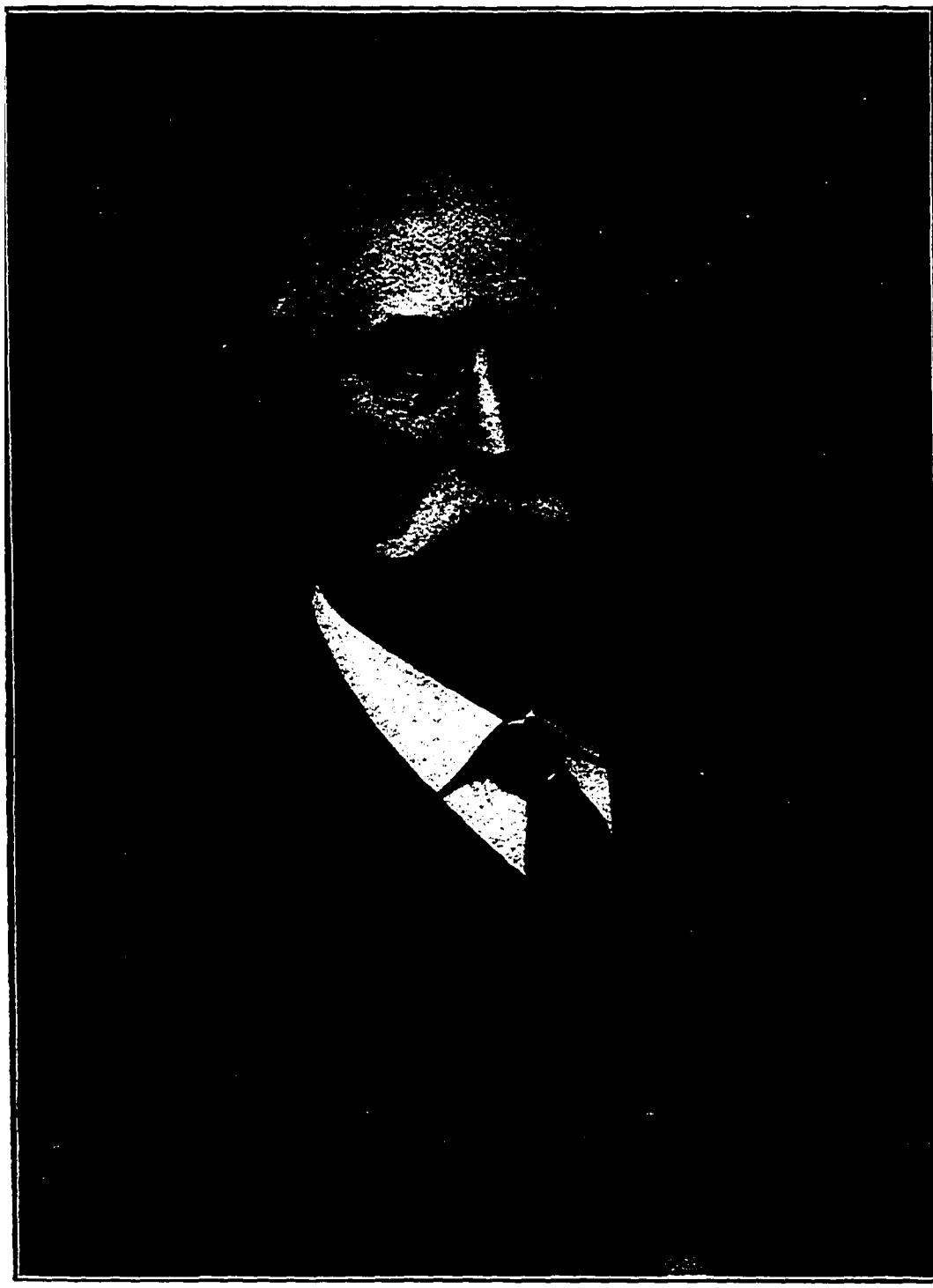
Union upheld the reputation of the borough of churches for devotion to law and order, and proved worthy allies of the Manhattan presses in the struggle which, as the count of votes proved, needed every competent pen that could be mustered into service. Messrs. McKelway, Bryant and Berry were on the firing line until the closing of the polls, and to their unflinching efforts belongs a large share of the honors of victory.

The effacement of political lines in the recent municipal contest was in accordance with sound sense and good morals. It mattered not what certain Croker nominees called themselves. Their records, not their political professions, were considered by the press, and those records showed that they were notoriously unfit for the places which their master sought for them, and that their success in the campaign would have imperiled public interests and private rights. The issue joined was between Crokerism, on one side, standing as to some of its candidates for all the abominations freshly brought to public attention, and the election of a city government named without regard to party and pledged to put an end to official corruption, blackmail and protection of crime and vice. Only extremists would impose a political stamp on issues thus glaringly defined, and while it would be unjust to question or doubt the honesty of the newspapers which invoked the shades of Jefferson, Seymour and Tilden in behalf of Croker and Devery, it is obvious on the other hand that Democratic editors who held that Crokerism was not identical with Democracy were better friends to their party, better sentinels of its historic past, and of its present bright with the sunburst of a glorious future.

Centuries have passed since Jacob Leisler, the first great New York democratic leader, gave his life on the site of the Pulitzer Building for the rights of the common people of this city. The colonial aristocracy vainly thought that they had buried the liberties of New York in his dishonored grave. But although Leisler was dead, his spirit lived, and many years later, when John Peter Zenger, editor of the New York Weekly Journal, was put on trial for exposing governmental abuses, a New York city jury had the daring, in face of aristocratic influences and the anger of the crown's representatives, to declare him not guilty. And that spirit has come down to us of to-day, and it will live so long as the Republic exists, which, every patriot hopes and believes, will be forever; and the independent,

democratic press, of which Zenger's paper was the first memorable example, will continue to battle in the future as in the past

> " 'Gainst the wrong that needs resistance
> For the right that lacks assistance,
> For the future in the distance,
> And the good that we may do."



RASTUS S. RANSOM.

CHAPTER XXI.

Hon. Rastus S. Ransom, Formerly Surrogate of New York County, Whose Administration of His Office Received the Earnest Approval of Every Honorable Citizen, Speaks in No Uncertain Language About the Evils of Bossism.

BY RASTUS S. RANSOM.

No sensible person will deny the need of political organization. Only through organization can effective work be done in behalf of party principles and in support of candidates who are assumed to represent those principles. Organization implies leadership. The leader is necessary to proper organization; but he should be a leader, not a boss or a dictator. When an organization becomes the dumb and submissive tool of a boss, who substitutes his own will for that of the majority, assumes to punish honest criticism as contumacy, and manly independence as lese majeste, it is time for self-respecting members of the organization to take council as to when and how they can regain their rights and vindicate in themselves the principles they profess.

Bossism has been carried in New York to a degree of impudent, vulgar and grasping despotism that has meant utter degradation for all who chose to submit to it. Its motto has been that of selfish greed—"My own pocket all the time"—and its method has been the driving from public life of every citizen unwilling to sacrifice honor and duty in the interest of that pocket. It is not strange that the conscientious element of the Democracy rebelled against a despotism so loathsome and so humiliating, and joined other good citizens in putting an end to it for the time being, and, it is to be hoped, forever.

There is no sound reason why the union thus formed should not be maintained. The issues on which political parties are divided do not apply to municipal government. The municipality is a corporation, whose members are combined for their mutual benefit, so far as lighting, water, fire and police protection, the public health, highway maintenance, and similar objects are concerned. The tariff makes no difference to the municipality, as such; neither does the war

in the Philippines. To decide municipal elections on National issues is therefore as absurd as it would be to guide one's personal movements in New York by the tide at the Equator.

The evils of partisan government in our cities are too obvious to need extended allusion. The party is used to keep men in line for candidates for whom they would never vote on the ground of personal merit, and party influence is appealed to for the protection of dishonest officials in their plans to plunder the treasury. Grand larceny is made a party question, and voters are called on, or commanded to align themselves on the side of a felon because, forsooth, he wears a party badge to save himself from the stripes of a convict. All sorts of plots are laid to defraud the municipality and its people, from schemes involving hundreds of millions of petty theft by piecemeal.

Conditions thus created are intolerable; they raise an issue which no decent citizen can ignore, and which must be fought to a finish between elements as irreconcilable as oil and water. He who would compromise with crime himself becomes a criminal; he who would help to promote the thug, the blackmailer, the panderer to vice and extortioner of bloodmoney to official authority over himself and others degrades himself to the level—yes, even beneath the level of the wretch whom he assists to power, and is in part responsible for the further misdeeds which he enables that person to commit. Party loyalty is no excuse for such delinquency on the part of a citizen. It is rather an aggravation of his guilt, for it is a cowardly subterfuge, as mean as it is culpable and inexcusable. It is a treacherous blow, also, at the good name of the political party, thus made a cover for organized plunder, and whose glorious record of the past is besmirched by association with the vilest elements of the present.

New York is the capital of the American continent in population, industry, wealth, commerce, and I may add also in intellect. It is certain that, with its unequalled natural advantages it will yet be the chief city of the world. Only one thing can delay its progress, and that is the failure of the people of New York to protect themselves and the city from the vicious parasites who would prey upon its vitality, absorb its lifeblood, and depress and paralyze the splendid energies upon the full and effective exercise of which its future largely depends. It would be impossible to destroy the greatness and supremacy of New York, but its welfare can be gravely im-

paired and its progress hindered by misgovernment, by a reign of crime and criminals under the domino of partisan rule.

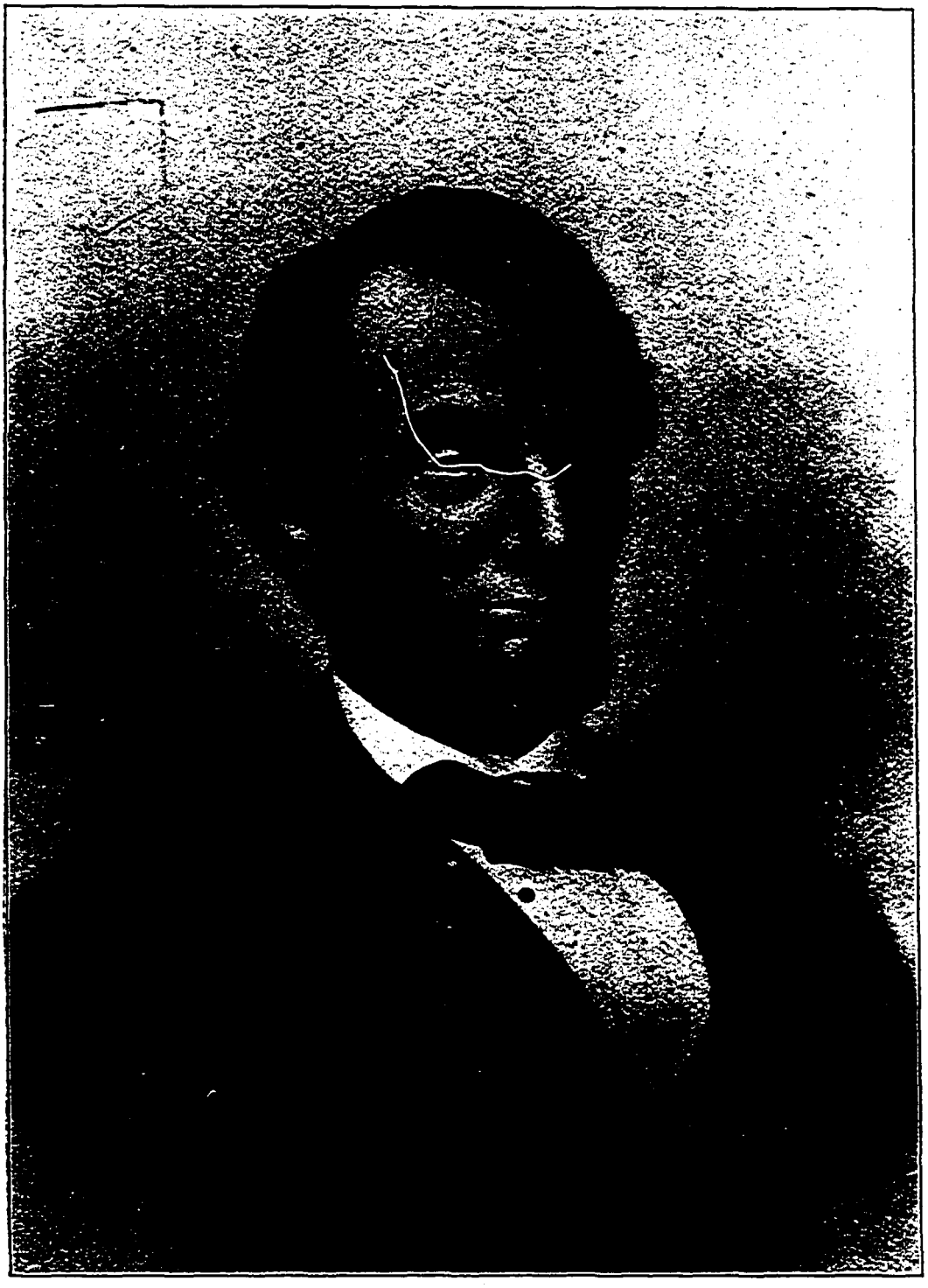
Surely this issue of maintaining the fair fame of our city, of upholding its prosperity in the present, and assuring its future as the metropolis of the world, is greater and more important for the citizens of New York as such, than any purely national difference between the Democratic and Republican parties. It is surely an issue on which all honorable men, Democrats and Republicans can find a common platform, and which interferes in no sense or manner with loyalty to one's party principles. Dr. Johnson was once credited with saying that, "patriotism is the last refuge of a damned scoundrel." His epigram was undoubtedly an exaggeration, although perhaps not unjustified in his day; but it is no exaggeration to say that partisanship has too long been the refuge of scoundrels in the municipal affairs of New York, and that it is high time for honorable men of all parties to unite in getting rid of them.

Rastus S. Ransom, Former Surrogate of New York County—Learned by Experience What Tammany Boss Rule Meant for a Public Official Who Did His Full Duty Without Fear or Favor.

Rastus S. Ransom needs no introduction to the people of New York. His administration of the office of Surrogate, which had in former years not always been free from scandal, was so singularly honorable, impartial, and judicially sound as to command the esteem of all good citizens, irrespective of party. It did not command the approval of the criminal element in Democratic leadership, which sought in vain to use this office, intrusted with the sacred charge of the interests of the widow and the orphan, for personal and disreputable ends. Mr. Ransom was therefore not renominated for the office for which he had proved himself so eminently qualified, although it is hardly necessary to add that honest men continued "to love him for the enemies he had made."

Mr. Ransom was born at Mt. Holly, Illinois, in 1839, worked on his grandfather's farm, attended the public schools, and, like Lincoln, educated himself by studying at night. He was admitted to the bar at Binghamton, New York, in 1863, practiced law there, and came to New York City in 1870. He was elected Surrogate of New York County in 1887, and served for six years, which was then the term of the office. Mr. Ransom was a member of the General Committee of Tammany Hall for twenty-four years, from 1877 to 1901.

He resigned from that organization to become one of the founders of the Greater New York Democracy, which took an important part in the defeat of Crokerism at the polls last November. Ex-Surrogate Ransom, or Judge, as he is usually called, has a large and profitable law practice. His offices are at 120 Broadway.



ABRAHAM LINCOLN.

CHAPTER XXII.

INSPIRATIONS TO GOOD GOVERNMENT FROM THE MASTER MINDS OF OUR MARTYRED PRESIDENTS.—ABRAHAM LINCOLN'S ADDRESS ON THE BATTLEFIELD OF GETTYSBURG.—WILLIAM MCKINLEY'S LAST AND GREATEST SPEECH AT BUFFALO.

In the history of all good government two utterances by two great men stand out as beacon lights; the one by Abraham Lincoln on the battlefield of Gettysburg, the other by William McKinley at Buffalo. The words of Abraham Lincoln have been a guide and an inspiration in the years since then to all who have striven for purity in government. The declarations of the other martyred President will, and already have been, an inspiration to those who face the great responsibilities and broader conditions of to-day, and are a fitting supplement to the sentiments of the Immortal Lincoln.

BY ABRAHAM LINCOLN.

Fourscore and seven years ago our fathers brought forth upon this continent a new nation, conceived in liberty, and dedicated to the proposition that all men are created equal.

Now we are engaged in a great civil war, testing whether that nation, or any nation, so conceived and so dedicated, can long endure. We are met on a great battlefield of that war. We have come to dedicate a portion of that field as a final resting-place for those who here gave their lives that that nation might live. It is altogether fitting and proper that we should do this.

But in a larger sense we cannot dedicate, we cannot consecrate, we cannot hallow this ground. The brave men, living and dead, who struggled here, have consecrated it far above our power to add or detract. The world will little note, nor long remember what we say here, but it can never forget what they did here. It is for us, the living, rather, to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us; that from

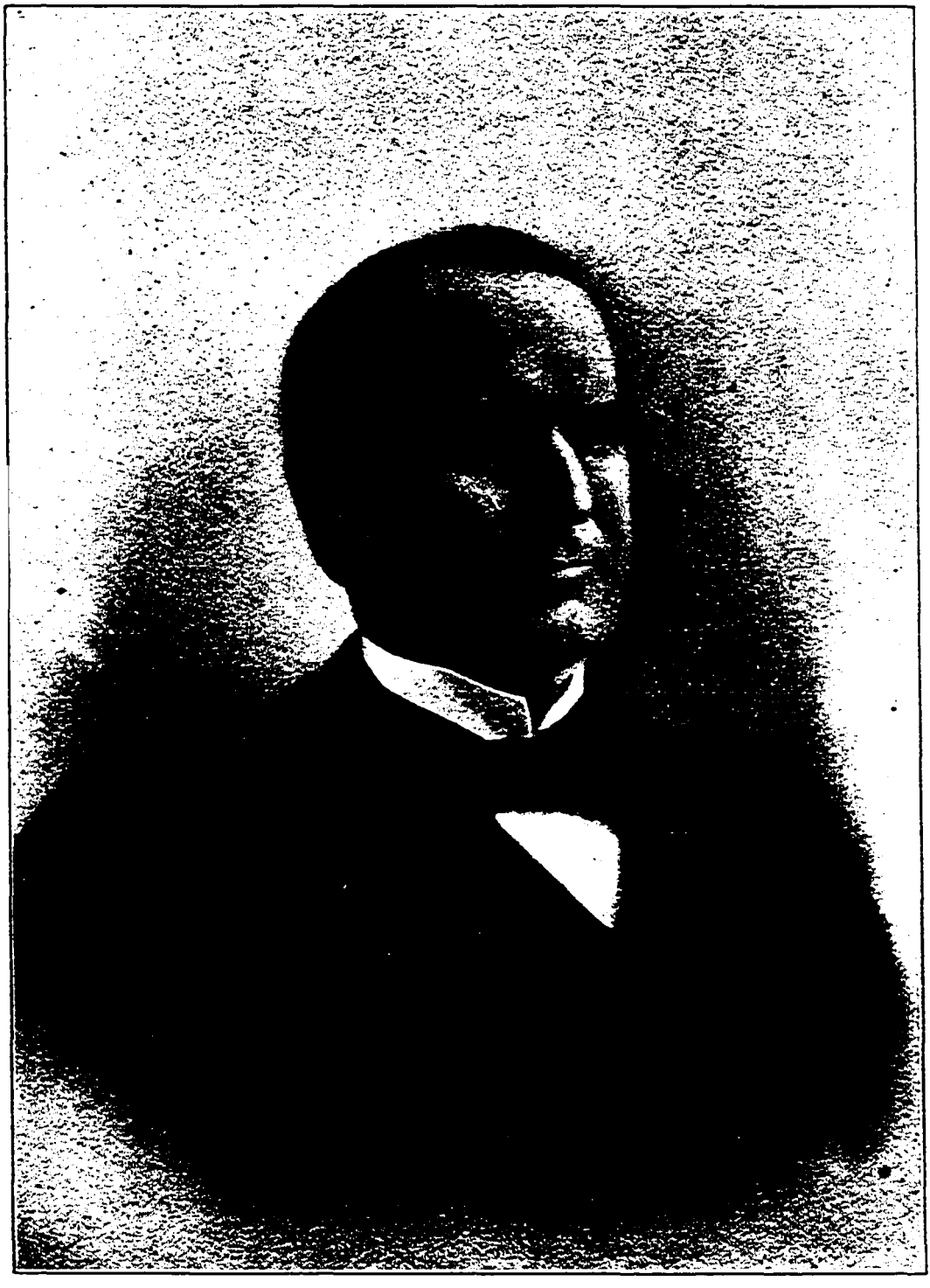
these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion; that we here highly resolve that these dead shall not have died in vain; that this nation, under God, shall have a new birth of freedom, and that government of the people, by the people and for the people shall not perish from the earth.

BY WILLIAM McKINLEY.

I am glad to again be in the city of Buffalo and exchange greetings with her people, to whose generous hospitality I am not a stranger, and with whose good will I have been repeatedly and signally honored. To-day I have additional satisfaction in meeting and giving welcome to the foreign representatives assembled here, whose presence and participation in this Exposition have contributed in so marked a degree to its interest and success. To the Commissioners of the Dominion of Canada and the British Colonies, the French Colonies, the republics of Mexico and of Central and South America, and the Commissioners of Cuba and Porto Rico, who share with us in this undertaking, we give the hand of fellowship, and felicitate with them upon the triumphs of art, science, education and manufacture, which the old has bequeathed to the new century.

Expositions are the time-keepers of progress. They record the world's advancement. They stimulate the energy, enterprise and intellect of the people, and quicken human genius. They go into the home. They broaden and brighten the daily life of the people. They open mighty storehouses of information to the student. Every exposition, great or small, has helped to some onward step.

Comparison of ideas is always educational, and as such instructs the brain and hand of men. Friendly rivalry follows, which is the spur to industrial improvement, the inspiration to useful invention and to high endeavor in all departments of human activity. It exacts a study of the wants, comforts, and even the whims of the people, and recognizes the efficacy of high quality and low prices to win their favor. The quest for trade is an incentive to men of business to devise, invent, improve, and economize in the cost of production. Business life, whether among ourselves or with other peoples, is



WILLIAM McKINLEY.

ever a sharp struggle for success. It will be none the less so in the future. Without competition we would be clinging to the clumsy and antiquated processes of farming and manufacture, and the methods of business of long ago, and the Twentieth would be no further advanced than the Eighteenth century. But though commercial competitors we are, commercial enemies we must not be.

The Pan-American Exposition has done its work thoroughly; presenting in its exhibits evidences of the highest skill and illustrating the progress of the human family in the western hemisphere. This portion of the earth has no cause for humiliation for the part it has performed in the march of civilization. It has not accomplished everything; far from it. It has simply done its best, and without vanity or boastfulness, and recognizing the manifold achievements of others, it invites the friendly rivalry of all the Powers in the peaceful pursuits of trade and commerce, and will co-operate with all in advancing the highest and best interests of humanity. The wisdom and energy of all the nations are none too great for the world's work. The success of art, science, industry, and invention is an international asset, and a common glory.

After all, how near one to the other is every part of the world. Modern inventions have brought into close relation widely separated peoples and made them better acquainted. Geographic and political divisions will continue to exist, but distances have been effaced. Swift ships and fast trains are becoming cosmopolitan. They invade fields which a few years ago were impenetrable. The worlds products are exchanged as never before and with increasing transportation facilities come increasing knowledge and larger trade. Prices are fixed with mathematical precision by supply and demand. The world's selling prices are regulated by market and crop reports. We travel greater distances in a shorter space of time and with more ease than was ever dreamed of by the fathers. Isolation is no longer possible or desirable. The same important news is read, though in different languages, the same day in all Christendom.

The telegraph keeps us advised of what is occurring everywhere, and the press foreshadows, with more or less accuracy, the plans and purposes of the nations. Market prices of products and of securities are hourly known in every commercial mart, and the investments of the people extend beyond their own national boundaries into the remotest parts of the earth. Vast transactions are conducted and in-

ternational exchanges are made by the tick of the cable. Every event of interest is immediately bulletined. The quick gathering and transmission of news, like rapid transit, are of recent origin, and are only made possible by the genius of the inventor and the courage of the investor. It took a special messenger of the Government, with every facility known at the time for rapid travel, nineteen days to go from the city of Washington to New Orleans with a message to General Jackson that the war with England had ceased and a treaty of peace had been signed. How different now. We reached General Miles, in Porto Rico, and he was able through the military telegraph to stop his army on the firing line with the message that the United States and Spain had signed a protocol suspending hostilities. We knew almost instantly of the first shots fired at Santiago, and the subsequent surrender of the Spanish forces was known at Washington within less than an hour of its consummation. The first ship of Cervera's fleet had hardly emerged from that historic harbor when the fact was flashed to our Capital, and the swift destruction that followed was announced immediately through the wonderful medium of telegraphy.

So accustomed are we to safe and easy communication with distant lands that its temporary interruption, even in ordinary times, results in loss and inconvenience. We shall never forget the days of anxious waiting and suspense when no information was permitted to be sent from Pekin, and the diplomatic representatives of the Nations in China, cut off from all communication, inside and outside of the walled capital, were surrounded by an angry and misguided mob that threatened their lives; nor the joy that thrilled the world when a single message from the Government of the United States brought, through our Minister, the first news of the safety of the besieged diplomats.

At the beginning of the nineteenth century there was not a mile of steam railroad on the globe; now there are enough miles to make its circuit many times. Then there was not a line of electric telegraph; now we have a vast mileage traversing all lands and all seas. God and man have linked the nations together. No nation can longer be indifferent to any other. And as we are brought more and more in touch with each other, the less occasion is there for misunder- to adjust them in the court of arbitration, which is the noblest forum for the settlement of international disputes.

My fellow citizens, trade statistics indicate that this country is in a state of unexampled prosperity. The figures are almost appalling. They show that we are utilizing our fields and forests and mines, and that we are furnishing profitable employment to the millions of workingmen throughout the United States, bringing comfort and happiness to their homes, and making it possible to lay by savings for old age and disability. That all the people are participating in this great prosperity is seen in every American community and shown by the enormous and unprecedented deposits in our savings banks. Our duty in the care and security of these deposits and their safe investment demands the highest integrity and the best business capacity of those in charge of these depositories of the people's earnings.

We have a vast and intricate business, built up through years of toil and struggle, in which every part of the country has its stake, which will not permit of either neglect, or of undue selfishness. No narrow, sordid, policy will subserve it. The greatest skill and wisdom on the part of manufacturers and producers will be required to hold and increase it. Our industrial enterprises, which have grown to such great proportions, affect the homes and occupations of the people and the welfare of the country. Our capacity to produce has developed so enormously, and our products have so multiplied, that the problem of more markets requires our urgent and immediate attention. Only a broad and enlightened policy will keep what we have. No other policy will get more. In these times of marvelous business energy and gain we ought to be looking to the future, strengthening the weak places in our industrial and commercial systems, that we may be ready for any storm or strain.

By sensible trade arrangements which will not interrupt our home production we shall extend the outlets for our increasing surplus. A system which provides a mutual exchange of commodities is manifestly essential to the continued and healthful growth of our export trade. We must not repose in fancied security that we can forever sell everything and buy little or nothing. If such a thing were possible it would not be best for us or for those with whom we deal. We should take from our customers such of their products as we can use without harm to our industries and labor. Reciprocity is the natural outgrowth of our wonderful industrial development under the domestic policy now firmly established.

What we produce beyond our domestic consumption must have a vent abroad. The excess must be relieved through a foreign outlet, and we should sell everything we can and buy wherever the buying will enlarge our sales and productions, and thereby make a greater demand for home labor.

The period of exclusiveness is past. The expansion of our trade and commerce is the pressing problem. Commercial wars are unprofitable. A policy of good will and friendly trade relations will prevent reprisals. Reciprocity treaties are in harmony with the spirit of the times; measures of retaliation are not. If, perchance, some of our tariffs are no longer needed for revenue or to encourage and protect our industries at home, why should they not be employed to extend and promote our markets abroad? Then, too, we have inadequate steamship service. New lines of steamships have already been put in commission between the Pacific coast ports of the United States and those on the western coast of Mexico and Central and South America. These should be followed up with direct steamship lines between the western coast of the United States and South American ports. One of the needs of the times is direct commercial lines from our vast fields of production to the fields of consumption that we have but barely touched. Next in advantage to having the thing to sell is to have the conveyance to carry it to the buyer. We must encourage our merchant marine. We must have more ships. They must be under the American flag, built and manned and owned by Americans. These will not only be profitable in a commercial sense; they will be messengers of peace and amity wherever they go.

We must build the Isthmian Canal, which will unite the two oceans and give a straight line of water communication with the western coasts of Central and South America and Mexico. The construction of a Pacific cable can not be longer postponed. In the furtherance of these objects of national interest and concern you are performing an important part. This Exposition would have touched the heart of that American statesman whose mind was ever alert and thought ever constant for a larger commerce and a truer fraternity of the republics of the New World. His broad American spirit is felt and manifested here. He needs no identification to an assemblage of Americans anywhere, for the name of Blaine is inseparably associated with the Pan-American movement which finds here practical and substantial

expression, and which we all hope will be firmly advanced by the Pan-American Congress that assembles this autumn in the capital of Mexico. The good work will go on. It can not be stopped. These buildings will disappear; this creation of art and beauty and industry will perish from sight, but their influence will remain to "make it live beyond its too short living with praises and thanksgiving." Who can tell the new thoughts that have been awakened, the ambitions fired and the high achievements that will be wrought through this Exposition?

Let us ever remember that our interest is in concord, not conflict; and that our real eminence rests in the victories of peace, not those of war. We hope that all who are represented here may be moved to higher and nobler effort for their own and the world's good, and that out of this city may come not only greater commerce and trade for us all; but, more essential than these, relations of mutual respect, confidence and friendship which will deepen and endure. Our earnest prayer is that God will graciously vouchsafe prosperity, happiness and peace to all our neighbors, and like blessings to all the peoples and powers of earth.

William Travers Jerome, a Man of the People.—New York's New Leader of the Independent Democrats.—His Remarkable and Successful Campaign for the District-Attorneyship.—Forceful Manner in Which He Administers that Great Office.

BY PAUL KROTEL.

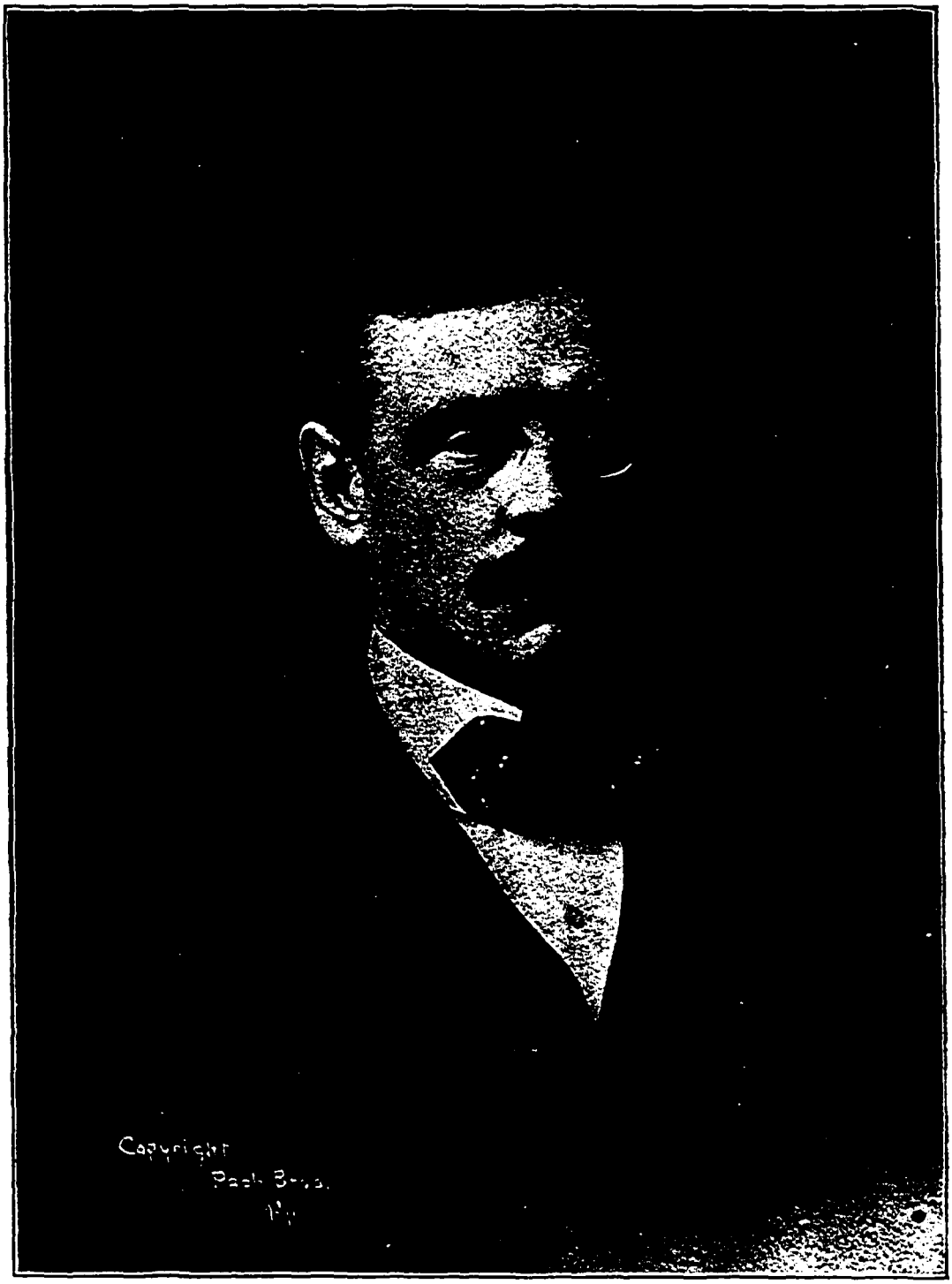
"Thou shalt not steal" was the slogan William Travers Jerome brought into the campaign. Likewise he declared that the campaign was one of "Decency against Indecency," and he fought it out on those lines. When the raiding Justice of the Court of Special Sessions was nominated for District Attorney everybody expected a political contest along original lines. He did not deceive them; he never deceives anybody.

His experience on the bench, in the District Attorney's office, and his researches in the interest of reform had fitted him better than any other man to lead in the battle against the Vice Trust maintained by Tammany. He knew what to say and was not afraid to say it. In fact he announced from the platform one night that he never had an opinion that he was afraid to express.

Tammany told the people of the lower East Side that Jerome was a Puritan and in favor of the Blue Laws. For answer Justice Jerome established his campaign headquarters in the heart of the Red Light District just to show them that he did not wear horns and was only a man like themselves of flesh and blood. Just as boldly did he declare that a man could not be thirsty six days in the week and forget his thirst on the seventh. Therefore he favored opening the saloons after church hours on Sunday. One of his first works after his election was to start the fight for a revision of the excise laws.

To the polyglot population of the East Side Justice Jerome appealed not to race prejudices or in the name of the lands from which they came but as American citizens.

They met Jerome and they liked him. Tammany districts that were supposed to be impregnable cast their vote for him. If he slept at all during the fight no one caught him at it. He covered Manhattan in an automobile. It was said that he conducted a whirlwind



WILLIAM TRAVERS JEROME.

campaign. It was more than that. He gave the greatest imitation of omnipresence ever put up by a human being.

Everywhere he went he told truths that cut. Not always directed against Tammany, it is true. He told society folk and clubmen that their talk of reform in cozy homes and luxurious club houses was mostly 'hot air." He aroused them to a sense of duty and they went out and worked.

His comrades on the ticket wondered what Jerome would do next and whether he was making or losing votes. Jerome did not waste time in speculation over the matter; he worked.

The opposition said he was the best orator it had, but there were rumors that it plotted to assassinate him. His campaign manager sent a body guard with him after that. His work told. His vote was 15,000 ahead of the county ticket in New York County. There is no doubt that he was responsible for the victory of the whole county ticket.

Judge Jerome was born in 1859. His father was a Tammany leader in the days when Tammany meant Democracy. Mr. Jerome has always been proud of the fact that he is a Democrat. His father was a friend of Richard Croker. Mr. Croker obtained Jerome's appointment as an Assistant District Attorney under John R. Fellows, but when Tammany stepped outside the pale of decency Mr. Jerome stepped outside of Tammany.

In his youth he was sickly. He could not attend school and was instructed at home by tutors. Thus he prepared for Amherst College but was compelled, on account of ill health, to leave after his first year. But he studied outside, and was admitted to the bar in 1884. Four years later he became an Assistant District Attorney.

He was identified with the work of various Legislative investigating committees, prominent among them being the Lexow Committee of which Recorder Goff was the inquisitor. He was responsible for many of the fine points scored against the city officials. In recognition of that he was appointed a special Attorney General to carry on the work begun by the committee.

He took an active part in the Strong campaign and was appointed a Justice of the Court of Special Sessions by that Mayor.

Justice Jerome entered heartily into the work of the Committee of Fifteen. But those were the days when the police gave tips to pool rooms and gambling houses of intended raids. It was said that

the Gambling Combine watched his movements so closely that they employed the telephone girl who answered the calls from Judge Jerome's telephone to give them tips. To outwit them he issued the warrants and served them himself, immediately holding court in the raided gambling houses and disposing of the prisoners right there. As the Judge was wont to remark: "It saved the necessity of having to hunt for witnesses." In one of these raids he caught the Tammany President of the Board of Public Improvements. That official's explanation that he was "looking for his wayward son" was one of the expressions that won many votes in the campaign that followed.

District Attorney Jerome's method of conducting his office is a strong contrast to the system in vogue under the Tammany incumbent. He is the hardest worked man in the office. Down at 9 o'clock in the morning, he frequently remains there until 6 in the evening with a short time for lunch, frequently none at all. Every detail of the work is under his scrutiny. He issues his orders to the various Assistant District Attorneys and the Deputies. At times he assumes personal direction of cases in the various courts. The balance of his time is taken up with office routine and in dictating to his stenographers. All the time he is working like a beaver.

His principal aim is to dispatch business rapidly as possible, and get rid of pending cases, most of which were left to him by his predecessor. He is especially opposed to holding men in jail for any great length of time while they are awaiting trial. There were 219 such prisoners in the Tombs awaiting trial when he came into office. This number has been greatly reduced. In January he disposed of all the current business and got into the old cases. His orders to all his assistants are to prepare at once every case for trial and send the cases to the front.

In his personal relations with his appointees he is courtesy itself, yet a strict disciplinarian. He expects every man to do his full duty but does not look for infallibility. It is his habit to go from one office to another and find out just what is being done. He talks over the cases in hand and gives his advice.

Judge Jerome is essentially a domestic man. Every moment he has to himself is spent with his family. While he is a member of the Union and a number of other clubs he is not a clubman, but uses his clubs as conveniences. He has a country seat at Lakeville, Conn.,

where he spends as much of his time as he can spare. The house was built under the supervision of Judge and Mrs. Jerome and is as artistic as it is unique. The principal apartment in the house is an immense living room, pannellel in oak and with a ceiling 25 feet high. It contains a big, old-fashioned fireplace built of great blocks of marble quarried from Mr. Jerome's estate. He is never so happy as when in that great room with his family and his books.

The District Attorney is an enthusiastic wood and metal worker and has a workshop of his own there where he fashions chairs and many other things that are needed about his country place. Many of the big lounging chairs in the great living room are the handiwork of the Judge.

He has one child, a boy of 12, who is at school. He helped his father receive the returns of the last election, but was bundled off to bed in the midst of his rejoicing. For that reason he is not partial to elections.

Judge Jerome has leased a house on the East Side where he intends to make his home so he can be in close touch with the people. He has a few rooms and a library fitted up there now. The house is to have an office for an Assistant District Attorney, and one member of the staff is to stay there continuously. Also his secretary, Alfred Hodder, is to make his home there, and any time during the day or night it will be possible for anyone needing the assistance of the District Attorney to find Justice Jerome or one of his assistants there.

One of the factors to the success of Justice Jerome's campaign was John A. Hanneberry, his campaign manager. He had charge of the headquarters in the Red Light District. That he is an able man is proved by the fact that Judge Jerome selected him for the work. Mr. Hanneberry is still associated with him as Chief Clerk of the office, and much of the remarkable progress made by the present administration is due to the fact that Mr. Hanneberry is putting the same relentless energy into this work that he did into the campaign.

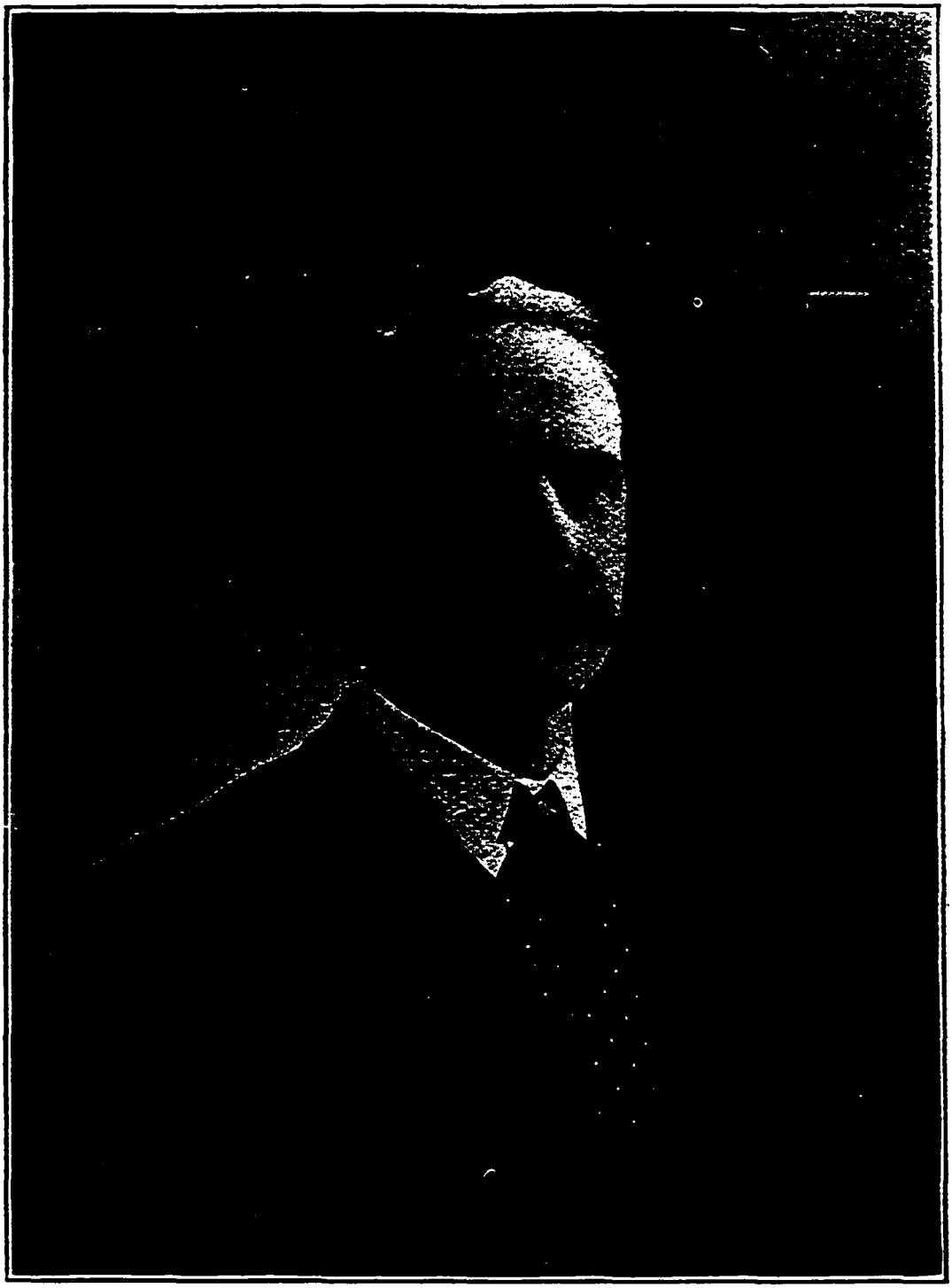
District Attorney Jerome's professional staff is made up as follows:

Assitant District Attorneys—George W. Schurman, James W. Osborne, Howard S. Gans, William Rand, Jr., Marshall B. Clarke, James R. Ely, Robert Townsend, Thomas F. Byrnes.

Deputy Assistants—Francis P. Garvan, Edward Sandford, Charles C. Nott, Jr., Paul Krotel, Charles Albert Perkins, Keyran J.

O'Connor, George W. Morgan, Karl R. Miner, Arthur C. Train, Samuel Thorne, Jr., Frank A. Lord, Charles H. Studin, Nathan A. Smyth, John H. Iselin, Charles Chadwick, Dean Sage, Jr., Isidor J. Kresel, Willis Munro, Henry G. Gray.

John J. Buckley, the Assistant Chief Clerk, who has held office under eight District Attorneys, was retained in that place by Justice Jerome.



COL. WILLIS L. OGDEN.

Colonel Willis L. Ogden, who Won His Rank in War for the Union, and Has Gained Eminent Standing as a Business Man.—A Notable Example of Unselfish Fidelity to Civic Duties.

Colonel Willis L. Ogden deserves high credit for the foremost and successful part which he took in bringing about the fusion of the anti-Tammany forces. Colonel Ogden saw from the first that disunion meant defeat, and that even weakened as Tammany was by discord among its leaders, and by the disgust of thousands of its adherents with non-resident dictatorship and organized blackmail, the union of all citizens, Republicans and Democrats, openly opposed to Tammany, would be necessary for victory.

To effect that union he bent every energy, and had repeated consultations with Senator Platt and with President Morris, of the Republican County Committee; Robert Fulton Cutting, John C. Sheehan, and other leaders, all of whom he found more than willing to do their part in bringing about a common front against the common foe. Colonel Ogden was untiring in the task which he set for himself. He had conflicting views to reconcile, and prejudicies to overcome, but the lessons of experience were on his side, and opposition gradually gave way to cordial and harmonious co-operation. The foundation was laid, sure and fast, for the battlements from which the allies of fusion sent their darts against the enemy, until Croker and his cohorts were scattered in disastrous rout.

All this work on the part of Colonel Willis L. Ogden was without hope or desire for reward, save the return which comes to every honorable man, when misrule gives place to honest government, and crime is driven from the intrenchments of office.

Colonel Willis L. Ogden belongs to the American family of that name, which has several branches, and members of which have gained distinction in various walks of life. He was born in Philadelphia in 1843, and is the son of Jonathan Ogden, who moved from Philadelphia to Brooklyn when Willis was still a child, and who was a member of the Assembly from Brooklyn in 1879. Willis was educated in the public schools, and was noted for his attention to his studies. He acquired a thorough knowledge of the essentials requisite for a useful and successful career, and with his brother,

Robert C. Ogden, now at the head, in New York, of the greatest dry-goods emporium in the world, he began at the threshold of the buisness in which both were to advance, along different lines, to wealth and celebrity.

The war for the Union came, with Willis L. Ogden not yet arrived at manhood's years. He was quick to answer the call of the nation for aid in its struggle for life, and enlisted in the Twenty-third New York, one of the most famous regiments that went from this State to the front. During the three years of his service he rose from the ranks, through non-commissioned and commissioned grades, to be Lieutenant-Colonel of the Twenty-third. This simple statement, with all that it implies of courage, daring and devotion in those years of terrible conflict, is sufficient as to the war record of Willis L. Ogden.

With the return of peace Colonel Ogden did not lose his interest in the gallant regiment which he had commanded in war. Its fair fame and its military standing have always been close to his heart, and he has given his services and aid freely to promote its efficiency and maintain its reputation as one of the leading military bodies of the State. At the same time he has declined the high rank in the regiment which has been repeatedly offered to him.

In the busines world Colonel Ogden, as a member of the well-known flannel commission house of Ogden & Brooks, has achieved large wealth and merited prominence. He also has given an admirable example of fidelity to civic duties, unaccompanied by any desire for official salary or other lucrative reward. He was a Civil Service Commissioner under Mayor Schieren's administration, in Brooklyn, and he is as practical as he is unselfish in his efforts in behalf of pure municipal government.

As indicated in the introduction to this sketch, no more important or essential work was done during the memorable struggle which ended in the election of Low than that of Colonel Ogden. After he had been instrumental in bringing fusion about, he was Chairman of the Anti-Tammany Conference Committee, which named Mr. Low for mayor, and was Chairman of the Advisory Committee, which had direct charge and supervision of the entire campaign. The results are the best evidence of what Colonel Ogden accomplished.

Colonel Ogden is President of the Civil Service Commission in

the administration of Mayor Low, having for his associates such distinguished men as Cornelius Vanderbilt and Theodore N. Banta, Treasurer of the New York Life Insurance Company. It is needless to say that his momentous services in the campaign, and his acknowledged abilities, merited and would have brought him any office he was willing to accept, but he would accept only that appointment which carried with it no financial return and which enabled him to take part in the betterment of public conditions. In addition to his work as President of the Civil Service Commission Colonel Ogden is Chairman of the Citizens' Committee on Excise, which seeks to minimize the evils of the liquor traffic by having the privilege of selling liquor on Sunday extended to restaurants, instead of being made as now, a medium for drawing custom to the improper places which in many cases are known as Raines Law hotels. Colonel Ogden also is an earnest advocate of a State law permitting localities to decide on the question of Sunday liquor-selling.

Colonel Ogden is a trustee of the Brooklyn Savings Bank and of the Brooklyn Trust Company. He is a member of leading clubs, and has a beautiful home on Brooklyn Heights.

CORNELIUS VANDERBILT, A WORTHY CHIP OF THE OLD COMMODORE BLOCK, HAS CHOSEN A CAREER OF INDUSTRY INSTEAD OF PRODIGALITY—IS A SUCCESSFUL INVENTOR AND AN EARNEST SUPPORTER OF GOOD GOVERNMENT.

There ought to be nothing wonderful or unusual in the spectacle of a young man, born to millions, and coming of ancestry that had been rich for three generations, devoting his time and his energy to industrial pursuits, and winning, by sheer force of genius and labor, an honorable place among the inventors of the age. It would have been easy for Cornelius Vanderbilt to have gained notoriety at the gambling table, and spent his days and nights in wasting the wealth which came to him by right of inheritance.

Instead of pursuing this too frequent and scandalous course, he studied from his youth how he could best improve the mechanical methods of railway transportation, and he toiled in the attire of a common workingman with as much industry as if his daily bread had been dependent on the work he was doing. His success is well known to the world. The improvements which he has effected in the motive power of railways are already widely in use, and their value has been established by the test of experience.

He also does his duty as a citizen, taking the interest which every rightminded citizen ought in public affairs, and as an officer of the National Guard he stands ready to do his duty, if called upon, in defence of law and order, and the integrity of Nation and State.

Cornelius Vanderbilt is evidently a true "chip of the old block," a worthy descendant of his illustrious namesake, Commodore Cornelius Vanderbilt, who until the close of his long life never knew, and never wanted to know what it was to rest satisfied with what he had accomplished. It is well for the fame of the Vanderbilt stock that this characteristic is so vivid in one of the descendants of the Commodore, and that the spirit which built up the great railway empire is as bright and forceful as ever in the great-grandson and namesake of its founder.

It is unnecessary to recall the Commodore to the American reader, to describe the vast railway system which he built up, or to picture the aggregation of wealth which is controlled by the des-

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CORNELIUS VANDERBILT.

cendants of William H. Vanderbilt, the son to whom the Commodore willed nearly all of his fortune. The present Cornelius Vanderbilt was born in New York City, September 5, 1873. He was educated at St. Paul's school, Concord, New Hampshire, and at Yale University, and was graduated from Yale in 1895, with the degree of B. A. Afterward he studied at the Sheffield Scientific School of Yale, and received there, in 1898, the degree of Ph. B., and that of M. E. in 1899.

It was in the Sheffield Scientific School that Mr. Vanderbilt thought out his ideas for the improvement of railway locomotives, and upon leaving the school resolved to make practical application of his plans. He entered the service of the New York Central and Hudson River Railroad Company as a draftsman in the office of the Superintendent of Motive Power and Rolling Stock. There he worked at his plans, and when these were complete, he was transferred to the engine shops at Albany, and personally directed and assisted in the construction of a locomotive in accordance with the plans. This engine was put to severe tests, and proved to be such an improvement on the old locomotives that other engines of the same kind were built, and they are coming into general use. Mr. Vanderbilt has designed other important improvements in motive power on water as well as land.

Mr. Vanderbilt took an active interest in the recent campaign for the rescue of New York from Tammany misrule, and he holds a place on the Municipal Civil Service Commission, by appointment of Mayor Low. He also is an officer in the National Guard, and a member of the Knickerbocker Club, the Metropolitan Club, the New York Yacht Club, the Seawanhaka-Corinthian Yacht Club, and the Engineers' Club.

Mr. Vanderbilt was married, on August 3, 1896, to Miss Grace Wilson, and they have two children, Cornelius and Grace. Mrs. Vanderbilt is the daughter of Mr. and Mrs. Richard T. Wilson, another of whose daughters is Mrs. Ogden Goelet, of New York, and a third is Mrs. M. H. Herbert, of England, and one of their sons married Miss Carrie Astor, of New York.

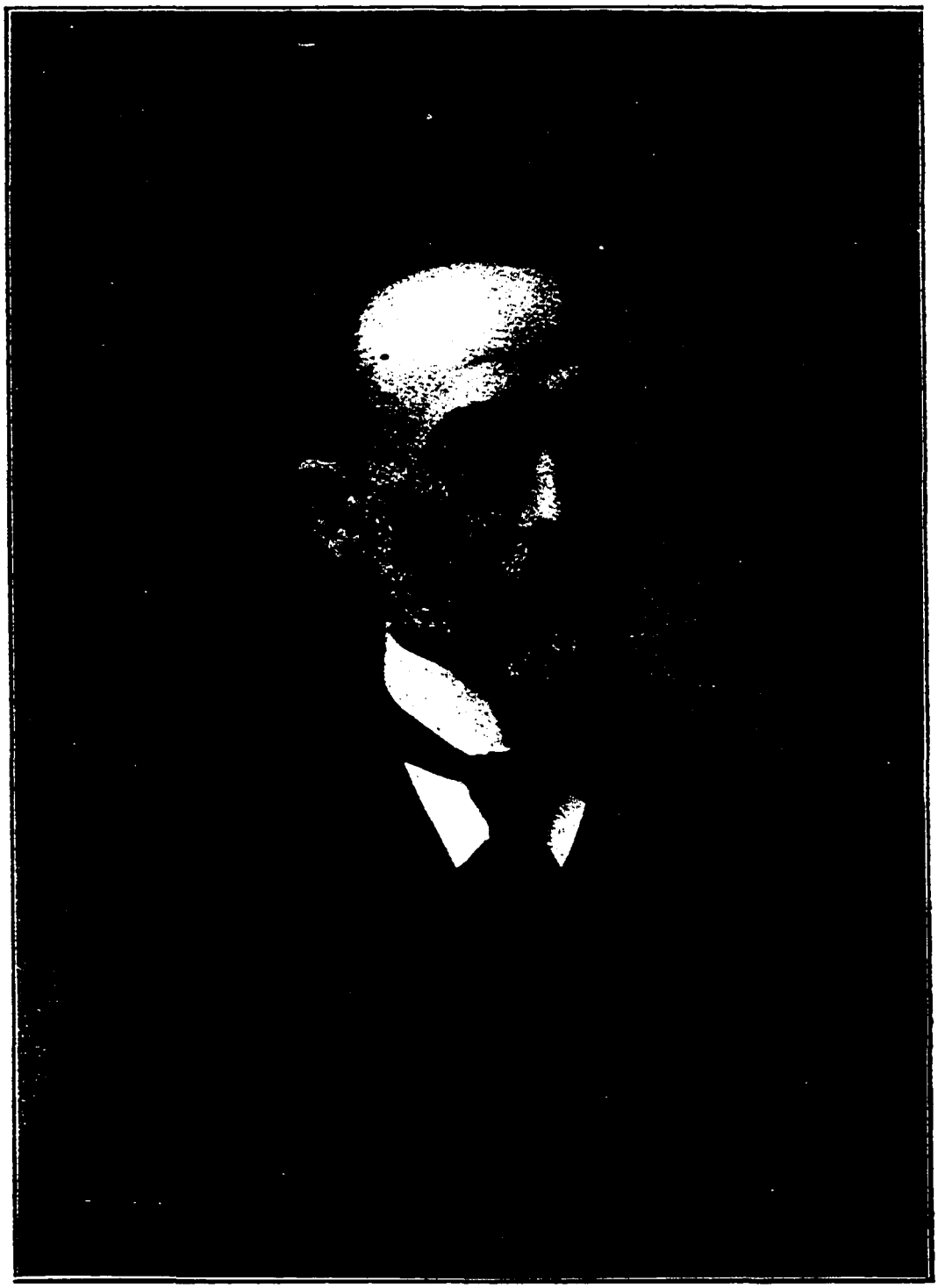
During the recent visit to New York of His Royal Highness, Prince Henry of Prussia, brother of the German emperor, the only private residence in New York to which Prince Henry accepted an invitation was that of Mr. and Mrs. Cornelius Vanderbilt.

Senator Thomas C. Platt, Republican Leader in the Empire State, Who Did His Part in Helping to Achieve Victory for Good Government Under Circumstances Which Might Well Have Provoked a Different Course.

Thomas Collier Platt has sometimes been spoken of as "The Easy Boss." It is a familiar term, not exactly respectful, and apparently not meaning much, and yet it gives the key to Mr. Platt's political success. There is nothing of the tyrant in Thomas C. Platt. He achieves his aims without acting the part of Caesar or dictator, and the Republican party, of which he is the acknowledged chief in the State of New York, generally concludes that the party has had its own way in letting Platt have his way, and that the leader has led it exactly where it wanted to go.

This, indeed, is the secret of Platt's supremacy, or, rather, it is one of the secrets. Being a sagacious, level-headed man, he perceives the drift of affairs, and guides the party in the very path which party sentiment and popular judgment indicate as the right one to pursue. Senator Platt's powerful influence in the Republican councils of State and Nation is largely if not mainly based on the fact that he is so thoroughly inclined with Republican principles and ideals that he feels the slightest throb of the party pulse, the first inspiration of each quickening impluse, and responds while others are thinking and hesitating. Hence his leadership is, after all, simply a more prompt obedience, a quicker interpretation of party wishes and aims.

This was signally illustrated in the gold standard campaign of 1896, when Senator Platt swept to one side all compromise with silver, and carried the party with him for gold—for the highest standard known to civilization as the only standard for the American Republic. It has been shown in our own State in the Raines Law, which removed the excise question, or at least the granting of licenses, from the ruck of local politics, and made it a State affair, controlled by one uniform law. At first there was a cry of protest against interference with home rule. But home rule in that case and at that time meant a system which had made the power to issue liquor licenses a club in the hands of Tammany Hall for punishment and extortion. But time proved that Senator Platt had taken the



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SENATOR THOMAS C. PLATT.

best course, that the Republican party had got what it really wanted, and that the Raines Law, with certain defects to be detected and remedied through experience, was the best excise measure in the history of New York. Not even Tammany would now dare propose to repeal that law in its entirety, and go back to the Tammany methods of former times.

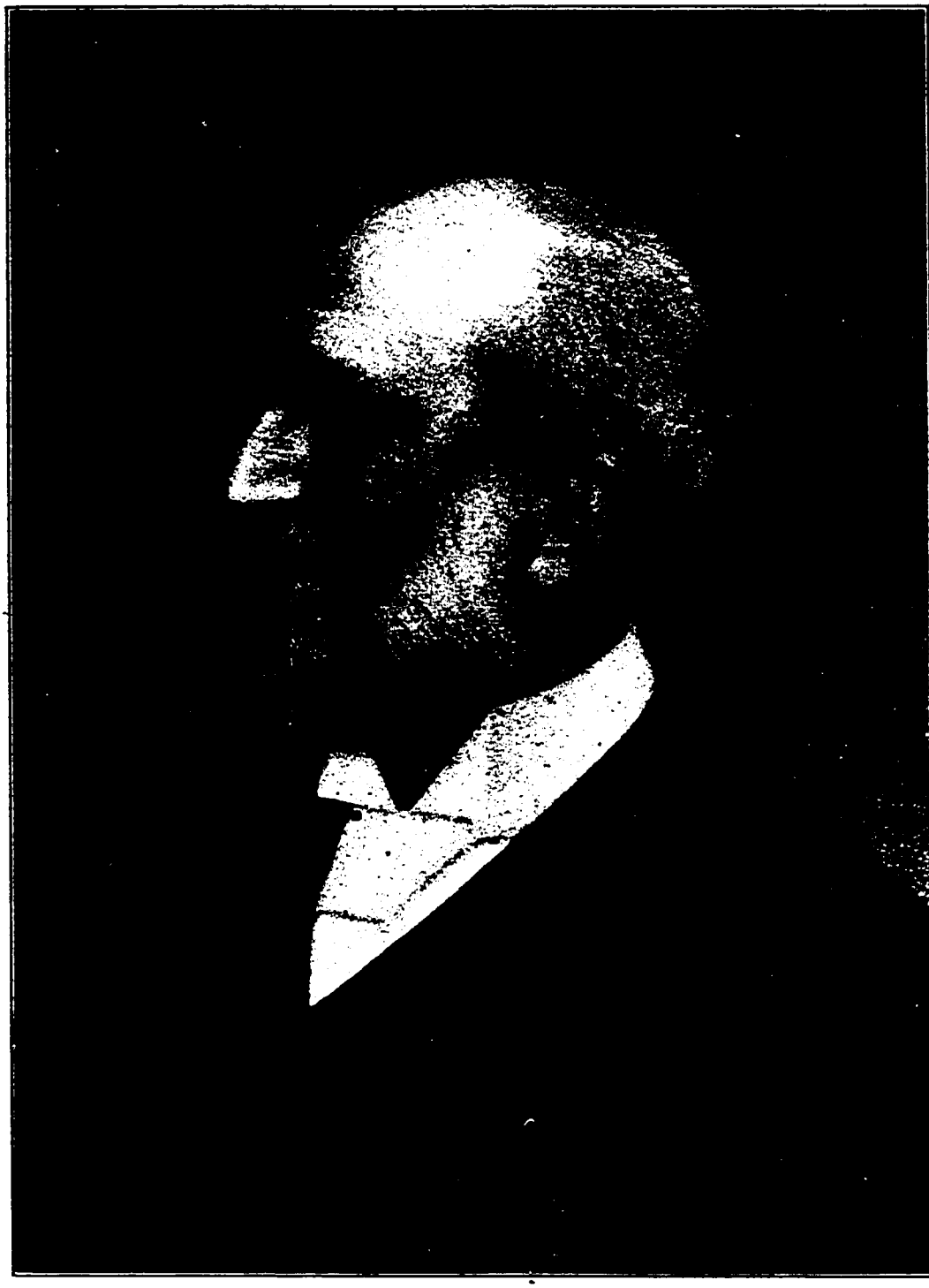
In the movements to efface Tammany's reign of crime and substitute a reign of decency, order and law, Senator Platt has never been backward. Without his active and earnest co-operation in 1894 Tammany Hall could not have been defeated in the former city of New York. Without his co-operation in 1901 Low could not have been elected mayor. The election of 1897 showed that without a union of all anti-Tammany elements Tammany was certain to win. Senator Platt was not to blame if conditions preceding that election had made it impossible for the Republican party to accept an exterior candidate. He did not create those conditions; on the contrary they caused him regret and pain. He was willing to endure without resentment any personal annoyance to which he had been subjected, but his party associates were not equally forgiving, and the result proved that good faith all around is the best rule in public, as in private affairs.

In the recent campaign Senator Platt, as chief of the Republican party in New York, voiced the will of the party, in joining in the nomination of Mr. Low. Having pledged his faith to the ticket he stood by his word, regardless of harsh and unjust criticism, and of unfounded reflections on his motives and conduct. Instead of resenting this treatment, and abandoning a camp in which he was the object of darts which ought to have been directed against the common enemy, he rallied his forces all the more resolutely in support of the nominees, and gave his critics the severest possible rebuke in the count of votes on election night. It takes a man of uncommon qualities to keep his face to the foe under such provocation, and aim his victorious blows at the enemy, while being stabbed in the back by an ally. Mr. Platt, however, is no common man; otherwise he would not have been for so many years the Republican pilot of the Empire State.

Mr. Platt always acts in good faith, and he looks for good faith in others. The thing he is most intolerant of is deceit. With first-class American blood in his veins, and with the training and in-

stincts of a gentleman, he assumes that statements and promises made to him by others will be fulfilled. For deceit he has no tolerance, and the person who has once deceived him need never expect again to have his confidence or esteem. Honest difference of opinion and a square fight rouse his mettle and command his respect. He stands by his friends. That act which seemed to be the great blunder of his life—his resignation from the Senate in 1881—but to which a calmer retrospect gives a different cast—was inspired by sterling, unwavering devotion to his friend and associate, Roscoe Conkling. It was an act of sublime self-sacrifice on the altar of loyalty, and the man capable of it must have something in his character that rises far above the ordinary selfishness and narrowness of political strife and rivalry. It serves to explain, perhaps, why Thomas C. Platt, who never abandoned a friend, has been more than once the victim of duplicity. He believes in his fellowmen, and the fact that he is sometimes mistaken in that belief, does not shake his trust in humanity. This may be a fault, but it is a generous one.

The mental powers of Thomas C. Platt show no sign of failure. His recent happy speech at the "Amen Corner" dinner was bright with humor, wit, and political wisdom. It was Platt at his best, and it indicated that the intellect which has so long conducted the Republican party of the State in the highway of success and the van of progress, is as fitted as ever for leadership, and can be trusted to grasp with firmness the issues of the future, as it has dealt faithfully and effectively with those of the past.



SENATOR CHAUNCEY M. DEPEW.

Senator Chauncey M. Depew, One of America's Great Statesmen, and Greatest Living Orator, is Still in the Prime of Intellect and Physique, and as Earnest as Ever in the Cause of Good Government for the Nation and His Native State.

As one of the great orators of our time, a statesman whose grasp of the leading issues of the present and the future is unsurpassed by any of his fellow Senators, and a lawyer and business man who stands among the foremost in the Empire State, Chauncey M. Depew has already a niche in the corridor of fame from which he will never be displaced. There is no more vigorous man either in intellect or physique than Senator Depew, and retaining as he does in a marked degree the energy of his younger manhood, joined with the sagacity of maturer years, he is likely for a long time to come to be a prominent figure in the affairs of State and of Nation. It is difficult, indeed, for anyone meeting Mr. Depew to comprehend that this young-looking man was one of the great men of New York thirty years ago, and that he has been one of the principals in bringing the New York Central system to its present magnitude and success.

And this is all the more interesting when it is recalled that Mr. Depew, although coming from an honorable family, with the blood of Huguenot and Puritan in his veins, started in life without any extraordinary advantages, and with the prospect of having to make his own way in the world. In one respect, however, this was perhaps an advantage, for it tended to bring out the genius, the energy and the determination to succeed, which, under the influence of wealth and luxury might have remained dormant; although it is hard to suppose that a nature like that of Chauncey M. Depew could have remained dormant under any circumstances.

Mr. Depew undoubtedly owes much of his advancement to his ability as an orator. As a speaker he is not merely fluent but fascinating, magnetic and convincing. He upholds the loftiest traditions of an art, which helped to establish the fame of Clay and Calhoun, of Webster, Sumner and Lincoln. His addresses on three great occasions—the unveiling of the Statue of Liberty in New York harbor, the centennial celebration of the inauguration of George

Washington as the first President of the United States, and the opening of the World's Fair in Chicago, were models of eloquence, of broad and original thought, and of finished and cultured mastery of the lessons of our history and of present conditions. Mr. Depew is thoroughly American in sentiment, as well as in lineage, proud of the past of the American Republic, and hopeful of the future. Pessimism has no share in his character. His motto is "onward," and younger America can make no better selection for guide or monitor than Chauncey M. Depew.

The Republicans of New York presented Mr. Depew as their candidate for President in the National Republican Convention of 1888, when he received the unanimous vote of the State, and ninety-nine votes on one ballot. Again in 1896 Mr. Depew was prominently considered for the highest office in the land. His election to the United States Senate sent him to Washington in another capacity, and both as orator and statesman he has well maintained the honor and interests of New York, and the principles of the party to which he belongs.

Senator Depew, having been a widower for several years, was married in December last, at Nice, France, to Miss May Palmer, of a New York family of high social position, for some time resident in France. Miss Palmer is a woman of artistic tastes, and has already become popular in the exclusive circles both of Washington and New York. Senator Depew has not much time to spare for social amenities outside of his home, but he is always a welcome guest on account of his personal graces, and the sparkling, epigrammatic wit which is one of his characteristics.

Besides his numerous business interests, he was for seven years president of the Union League Club, and upon retiring was elected an honorary life member; he is president of the Republican Club, a member of the St. Nicholas Society, the Holland Society, the Huguenot Society and the New York Chamber of Commerce.

His first wife was Elsie Hegeman, who died in 1893, leaving one child, Chauncey M. Depew, Jr., a youth of much promise.

CORNELIUS N. BLISS.

Cornelius Newton Bliss, an Honored American Statesman, and One of the Most Distinguished Citizens of New York—His Great Work for the Republican Party, and for the Redemption of the City.

No citizen of New York stands higher in the esteem of the American people, and, it might be said, of the civilized world, than Cornelius Newton Bliss, formerly Secretary of the Interior under President McKinley. As a statesman he is in the foremost rank, and as a business man he is not merely successful, but represents also the highest type of the American merchant, and of the American gentleman. This language is not used in any laudatory way—it is simply the truth, and the truth should be told.

Fortunately for the City of New York, Mr. Bliss is foremost also in another sense. He combines an earnest devotion to the betterment of State and municipal conditions with a thoroughly practical comprehension of the most effective means of bringing about desired reforms. Faithful in every fibre to the Republican party, and always an unflinching advocate of the principles for which Sumner pleaded, Grant fought, and Lincoln died, he recognized that the best interests of this great metropolis require a combination of all law abiding elements in support of honest government, and no man should be debarred, whatsoever his party allegiance, from the ranks of those who battle against the domination of vice and crime.

Cornelius N. Bliss was a tower of strength to the Republican party in the National compaigns of 1892, 1896 and 1900, and he has been a most potent factor in the struggles for the redemption of the city from Tammany's unspeakable misrule.

Descended from one of the oldest families of New England, Mr. Bliss inherits his genius, his integrity and the other manful qualities with which his name is identified, from the best of American ancestry. Already in the sixties, he is undoubtedly one of the best preserved men in America. He really looks younger than many a man twenty-five years his junior. Careful habits of life, a clear conscience and a hardy constitution no doubt account for the youthful appearance of Mr. Bliss.

It should be added that no man is more charitable that Mr. Bliss, in a practical and at the same time unostentatious way. The real

charities of New York are well aware of this fact. Mr. Bliss does not seek to make his benefactions a monument to himself. In this respect, as in others he follows in spirit as in letter the injunctions of Him who taught the Golden Rule.

A book might easily be filled with a fitting record of the public services of Cornelius N. Bliss, and these few lines are intended only as a brief testimonial to a citizen who has well earned the esteem and good will of every law abiding and patriotic American.

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J. PIERPONT MORGAN.

JOHN PIERPONT MORGAN, THE LEADING FINANCIER OF AMERICA AND OF THE WORLD.—BENEFACTOR OF THE MATERNITY HOSPITAL—HE WAS IN AN EMINENT DEGREE RESPONSIBLE FOR BRINGING ABOUT THE REDEMPTION OF NEW YORK.

The house of J. P. Morgan & Co., is famous as any in the world, not excepting the Rothschilds. It may truly be said that every empire and kingdom, and every republic in the Old World and the New, including our own United States, is watching the vast operations of J. Pierpont Morgan, the head of the house; operations as great in conception and bold in design, as they are successful in execution, and which have already struck alarm into England, lest British supremacy in commerce should be overthrown by the world-embracing plans of this great American financier.

John Pierpont Morgan, the head of this celebrated house, inherited his genius for finance and business. He is the son of Junius Spencer Morgan, and of Juliet Pierpont Morgan, daughter of the Rev. John Pierpont, who was a wellknown clergyman of Boston. The Morgans are descended from Miles Morgan, a native of Wales, who came to Massachusetts in 1636, and settled in that colony. Of the Pierponts, it may be of interest to state that they are of noble Anglo-Norman stock, and although Mr. Morgan has probably never mentioned the fact—being a thorough going American—the Pierponts are no doubt, entitled to the dukedom of Kingston, and to the arms of that once famous family. That noble house is to-day represented only by the branch of the family that settled in New England, whose pedigree is distinctly and lineally traceable to the English wearers of Kingston's ducal coronet. The Pierponts, however, have always been content to be known as Americans, and the average English duke of to-day, cuts a small figure when compared to J. Pierpont Morgan.

Junius Spencer Morgan, father of J. Pierpont Morgan, was a native of West Springfield, Mass., and was himself a great banker. He joined in forming the banking house of Morgan, Ketchum & Co., in New York in 1834, but went back to New England to go into mercantile business, and became a partner in the house of Beebe, Morgan & Co., which was one of the largest in the United States. Mr. Morgan was most prosperous in his mercantile undertakings.

While in England in 1853 he was invited to join George Peabody in the banking business, and became his partner in October, 1854. Ten years later, he succeeded Mr. Peabody in the business, under the name of J. S. Morgan & Co., which grew to be one of the largest banking houses in the world.

J. Pierpont Morgan received an excellent education, first in Boston, and afterward in the University of Gottingen. Returning to America at the age of twenty, he entered the banking house of Duncan, Sherman & Co., in New York City, in order to get a thorough knowledge of banking. Duncan, Sherman & Co. was at the time, one of the most prominent houses in New York. He was appointed, later on, American agent and attorney of George Peabody & Co., of London, a relation which was continued with J. S. Morgan & Co.

Mr. Morgan entered the banking business on his own account, in the year 1864, as a member of the firm of Dabney, Morgan & Co. This firm confined its operations to legitimate investment securities, and acquired a high reputation for reliability and a safe and sagacious policy. Investors learned to regard it as the synonym of soundness in its financial enterprises, and it was with the standing thus acquired, that J. Pierpont Morgan became junior partner in the firm of Drexel, Morgan & Co. Through the death of the senior member Mr. Morgan succeeded to the chief place in the firm, which is now known as J. Pierpont Morgan & Co.

Mr. Morgan has for some time held first rank as the leading financier of the United States and has carried through brilliantly the organization, on a vast scale, of railway and industrial properties. He owes his wonderful success to his quickness in discerning, and his courage in grasping opportunities. The boldness of his moves amazes the average operator, but after all that very boldness is the height of prudence, and is the active outcome and expression of decision arrived at with the keenest deliberation, caution, and foresight. To apply the old adage, Mr. Morgan never goes ahead before he is sure that he is right, and when he goes ahead he is sure to be right. His financial horizon is from the mountain top, and not from the canyon, or curbstone, and, scanning the world at a glance, he directs operations of world-wide magnitude as thoroughly and effectively as if they were within his immediate locality. It takes an extraordinary man to do such work as that which J. Pierpont Morgan is carrying forward, like a modern Atlas of finance; and J. Pier-

pont Morgan is an extraordinary man. He is of a type that appears, perhaps only once in a generation, and it is fortunate for the time and for his fellow men, that his genius is constructive instead of destructive, that his indomitable energies are applied to development and progress, instead of to ruin and plunder. That he has grown vastly rich out of his operations was to be expected, but America, and the world at large have profited immeasurably more than Mr. Morgan, from the achievements that gained for him wealth and fame.

During the panic in Wall Street, in December, 1899, Mr. Morgan showed his courage, shrewdness, and good judgment. Money had risen to 186 per cent., and there was a crying demand for it, even at this almost prohibitive price, when Mr. Morgan came to the rescue, and placed one million dollars at the disposal of the brokers at six per cent. This action brought the price of money down to normal rates and averted disaster.

When the death of President McKinley, from the bullet of an assassin spread consternation throughout the land, and threatened the stabilitiy of values, J. Pierpont Morgan was on the ground in Wall Street, acting with energy, promptness and thoroughness to prevent a panic. He went about in person wherever his presence was needed, and those who would have taken advantage of national calamity to break down sound investments and bring ruin on multitudes, were driven to corner by the master mind of Wall Street. That the business interests of the country suffered no bad effect from the cruel act of the anarchist assassin who took the life of our beloved President, was largely, if not chiefly, due to the resolute course of Mr. Morgan.

The history of Mr. Morgan's connection with the New York Central, is interesting. In 1860, Commodore Vanderbilt determined to dispose of large blocks of New York Central stock, and to purchase with the proceeds, roads that should be feeders to his main lines. J. Pierpont Morgan, and the London house of J. S. Morgan, bought forty million dollars of the stock thus placed in the market, and Mr. Morgan then became a factor in the development of the Vanderbilt railroads, and has retained his position ever since by reason of his intelligent comprehension of the best interests of the system, and the high regard of his associates in control for his advice and assistance. In the record of Mr. Morgan's remarkable business achievements,

the re-organization of the Buffalo and West Shore Railway, in 1885, deserves prominent place. This railroad was leased for the full legal term, to the New York Central. In 1888, Mr. Morgan re-organized the Chesapeake and Ohio Railroad, which is now the Eastern end of the "Big Four." He made the Great Southern Railway a prosperous corporation, and every railroad which he has taken in hand has been benefited by the experience. Mr. Morgan's principal interests include the United States Steel Corporation, the General Electric Co., the Cleveland, Cincinnati, Chicago & St. Louis Railway Co., the Carthage & Adirondack Railway, Clearwater & Raquette Lake Railway, Columbus, Hope & Greensburg Railway, Harlem River & Portchester Railway, Housatonic Railway, Jersey City & Bayonne Railway, Lake Erie & Western Railway, Lake Shore & Michigan Southern Railway, Mohawk & Malone Railway, New England Railway, New Jersey Junction Railway, New Jersey Shore Line Railway, New York & Harlem Railway, New York & New England Railway, New York & Putnam Railway, New York Central & Hudson River Railway, New York, New Haven & Hartford Railway, Niagara Falls Branch Railway, West Shore Railway, West Shore & Ontario Terminal Co., Western Union Telegraph Co., Pullman Co., Mexican Telegraph Co., and Madison Square Garden Co. He is also vice-president and director of the National Bank of Commerce.

In 1896 Mr. Morgan was the chief instrument in consolidating the Western Union Telegraph and American Bell Telephone companies, which has increased the profits of those organizations, while securing better and cheaper service for the public. A remarkable financial feat was his handling of the bond issue of $62,000,000, in the administration of President Cleveland, with excellent results for the government.

The organization of the leading steel manufacturing interests of the United States in one vast corporation was chiefly Mr. Morgan's work, and experience has already proved it to be a magnificent success both for the great interests directly concerned and the public. The profits made have shown the new corporation to be highly successful from a financial standpoint, while the product of its various establishments, challenges competition of the world, and is sought by foreign governments and corporations as superior to their home manufacture.

The United States Steel Corporation has also disappointed those who argued that great combinations of capital would be detrimental to the interests of labor. The employes of the works were never better paid, or more fairly treated. No employer of labor has a stronger sense of justice than Mr. Morgan, and while he will not submit to arrogant and impudent dictation, he is always willing to listen to reason, and to receive with favor any reasonable proposition.

The attitude of Mr. Morgan in regard to the recent trouble with certain labor leaders—who, by the way, labor very little themselves—was from the first eminently liberal. Paying the highest wages that skilled labor of that kind has ever received, and treating its employes not only with justice, but with generosity, the United States Steel Corporation asked only that it should be permitted to control its own affairs, and that its workers should not be interfered with in the exercise of personal freedom, as to their relations with their employers. In brief, the United States Steel Corporation, with J. Pierpont Morgan as its financial representative, stood and still stands for the American principle of liberty for labor, of freedom for the American working man to put his abilities to the best use possible, and to dispose of his labor and skill to the best advantage, irrespective of outside dictation.

Mr. Morgan treated the alleged representatives of labor with every possible consideration. He even went so far as to discuss the affairs of the United States Steel Corporation with persons who had no right to claim a moment of his time on such a subject. He took every step that honor and self-respect permitted in the direction of conciliation. But there is a limit, and when it came to a virtual demand that employers with vast capital at stake, with the interests of a multitude of stockholders intrusted to their care and with immense plants and flourishing industries requiring their personal direction, and their absolute government of every detail—when employers, in these circumstances were asked to abdicate their control, and turn the management of their business over to labor leaders, a plain issue was drawn between freedom for capital and labor on the one hand and an oligarchy of so-called labor leaders on the other hand.

Mr. Morgan saw that the labor oligarchs had gone too far, and he took his stand firmly on the determination that they should not be permitted to dictate to the workers of the United States Steel

Corporation. He took the stand that this is a free Republic, that it has been so in the past, and shall be so maintained in the future that freedom and labor must be vindicated, otherwise the rights and immunities guaranteed by the Constitution would be a mockery. Mr. Morgan had the approval of all fair-minded and intelligent men for the firmness and good judgment which he displayed from the very beginning of the controversy, and on his determination to go so far as he could, without dishonor, toward a peaceable adjustment. Fair-minded labor gave due credit to his acts and motives, and only the potential anarchist questioned his right to defend the welfare of the corporation of which he is a guardian. He was faithful to his duty, and his efforts will be fruitful of good for years to come. Capital and labor join hand in hand, to praise the man who has done so much admirable work for the best interests, both of capitalists and working men, and the day is not far distant when it will be apparent to every true American that the attitude taken and held by Mr. Morgan was as patriotic as it was sagacious. It is high time for Americans to know whether the Declaration of Independence is a delusion and whether the right to life, liberty, and the pursuit of happiness has been abrogated in favor of a dictatorship, tyrannizing alike over employer and employe, impairing capital and depriving industry of its reward.

The result of the uncalled for attack on the United States Steel Corporation by labor agitators, and their misguided dupes, amply vindicated the position of Mr. Morgan. A strike could only have been successful through violence, and while violence was resorted to, and anarchistic threats were made, the agitators did not dare to go to extremes. Again, many of those who had been misled, changed their minds upon sober second thought, and declined to be made fools of, and to impoverish their families just to gratify the labor oligarchs who thrive on the misery of others. The outcome is, that the real workingmen, in accordance with their rights as American freemen, are once more in harmony with their liberal and just employers, and earning the highest wages paid anywhere.

The successful launching of the United States Steel Corporation was not a climax for Mr. Morgan. His latest achievement has been the combination of a number of the great railway systems, with the object of benefiting the public and themselves by co-operation for the common good. Each railway preserves its identity and its indepen-

dent organization, but there is a salutary union of interests, intended to prevent waste, and to promote efficiency of service. Mr. Morgan devised the plan which made this feasible, and now, like Columbus and the egg, others wonder why it was never tried before. The arrangement involves no sacrifice of public rights, it is not in any sense a trust, it is calculated to efface much of the narrowness and consequent inefficiency which characterizes some railway lines, and to introduce modern improvements, and quicken torpid managers in parts of the country where the railways have not yet overtaken the twentieth century. It cannot fail, also, to add to the stability of the railway properties affected by the plan, and to benefit thereby the vast number of people who depend for their living on their income from railway investments.

Mr. Morgan's operations in England, where he has large financial interests, have made him as conspicuous in Europe as he already was in America. His acquisition of a controlling interest in the Leyland line, has led to exaggerated reports of his designs on British commerce, and there was much loose and sensational talk about his intended acquisition of various other steamship properties. The purchase of the Leyland line was, however, simply part of Mr. Morgan's industrial and railway programme. He bought the ships because he needed them, and not because Englishmen were willing to sell them, and he had no intention of relieving other British corporations of property that he did not need.

With the ripened experience of a career of wonderful achievements and continuous success, J. Pierpont Morgan is still in the flush of physical and mental vigor, and remarkable as his past has been, the signs are manifest that he will have a still more remarkable future. His work as an organizer and captain of finance has already made Mr. Morgan one of the greatest powers of the age. He controls nearly all the avenues of commerce that enter New York. His fortune is estimated at about eighty millions of dollars. He has a large interest in the Pacific railway system, and the Japanese and Chinese trade, and he owns stock in the famous Nippon Gusan Kaisha, of Japan.

Mr. Morgan is generous but not thoughtless in his charities. His gift of the land for the New York Maternity Hospital, and one million dollars for the building, was one of the noblest benefactions that New York City has ever witnessed, and showed the tenderness of Mr.

Morgan's heart toward the helpless and suffering. Mr. Morgan's charities are numerous, but they are not trumpeted to the world, and while he appreciates the value of good example in promoting private beneficence, he always has avoided ostentation.

No city in the world is more exacting than New York in its demands upon the wealthy citizens who are willing to assume the moral obligations and responsibilities which attach to great fortunes. The life of a man like Mr. Morgan calls attention in an eminent degree to the extent and onus of these responsibilities. Every charitable enterprise in New York City, and a good many outside of it, look to the New York millionaires for contributions, usually given without publicity or display. The various societies, established with humane or reformatory objects look in the same direction for support. Anyone who has observed how the crowds at the ferries and other public places surge heedlessly by the hospital boxes, with occasionally a penny, rarely more than a nickel or dime dropped into the silent pleader for aid for the helpless and injured, can understand how little help those institutions receive from the class that most needs their generous assistance in times of sickness or accident. It will also be evident how great the tax must be upon those of the wealthy who recognize that it is their duty to give out of their abundance. There are many who avoid these responsibilities, but Mr. Morgan has never been one of them.

Mr. Morgan is a warden of St. George's Episcopal Church, of which the Rev. Dr. W. S. Rainsford is Rector, and takes great interest in the welfare of that denomination. He recently provided a special train to carry New York delegates to the Episcopal Convention in San Francisco, and he spared nothing to make their journey and stay agreeable. It was J. Pierpont Morgan who conceived the idea of lighting St. Paul's Cathedral, London, with electricity, and he contributed $25,000 to accomplish it.

The tastes of this remarkable man are strongly literary and artistic. His town house, at 219 Madison Avenue, New York, reflects the character of the owner. Exquisite paintings and rare books and furnishings make his home one of the most beautiful in the country. He has folio editions of Shakespeare, dated 1623, 1632, 1664, and 1685. Mr. Morgan paid $25,000 for a Mazarin Bible in two volumes, published in 1450 and 1455. Nor does he confine his literary and artistic tastes to his home surroundings. He has shown in a munifi-

cent way his interest in the well-being of at least one great literary house by advancing a million dollars to Harper Brothers when that famous establishment was struggling against adverse fortune. He made possible by his great generosity the reorganization of Harpers on a basis that seems to promise a revival of former prosperity.

The reputation of Mr. Morgan as a connoisseur of ceramics is too well established to need elaborate remark in this brief sketch of a personal career. In this as in other features of his character Mr. Morgan is not selfish. He shares with the public the enjoyment of treasures of art, the collection and preservation of which has been due to his own fine taste and generous expenditure. It is no longer a secret that a splendid ceramic collection now in the Metropolitan Museum of Art, and accessible to every citizen, is owned by Mr. Morgan, and was saved by his munificence from passing into other and perhaps alien control. Mr. Morgan does not care to have his name connected with this and other acts of beneficence, and when the facts do come to public notice it is never through his agency.

Mr. Morgan also likes good horses and good dogs. He paid $7,250 for a pair of carriage horses recently. He has spent $60,000 on dogs, and his kennels at his house at Cragston, near Highland Falls, are the finest in the country. He imported the greatest collie ever bred, Rufford Ormonde, and has a splendid collection of this breed of dogs.

When the Spanish-American war broke out, Mr. Morgan showed his patriotism by donating to the service of the government his magnificent steam yacht, the Corsair, which did excellent work in West Indian waters. He built a new Corsair, which cost $300,000 and is one of the finest boats in the world. Mr. Morgan devotes considerable time to yachting. It is one of his favorite amusements, and when he was commodore of the New York Yacht Club he gave to the club a home that cost one hundred thousand dollars. He is part owner of the Columbia, which has so grandly proved her superiority over Sir Thomas Lipton's Shamrocks, and has kept America's cup on this side of the Atlantic.

Mr. Morgan was married early in life to Miss Frances Tracy, by whom he has two daughters and a son, J. Pierpont Morgan, Jr., who directs the London house.

The personality of J. P. Morgan is as striking as the vigor and strength of his character and his mental attributes would lead one to

expect. Tall and of rubust build his is a figure that would never be overlooked, but it is his face with its massive features that look as though they were hewn out of solid granite that attracts and holds attention on first meeting with this remarkable man. Quick to show either pleasure or displeasure, his countenance is a veritable mirror of his mind. As his keen, dark eyes move rapidly from one object to another, it is easy to realize that any man who once passes beneath their scrutiny, is thoroughly analyzed, and given his just and proper status in Mr. Morgan's mind. Doing nothing by halves, entering with all his strength of his wonderful mind into any enterprise with which he is identified; it is not strange that Mr. Morgan should have little toleration for half-hearted measures, or milk-and-water principles. In every action, great or small, his inexhaustible energy and vitality are expressed, and even taking into consideration his wonderful genius and executive ability, in both business and financial affairs, it is safe to say that a great deal of his success has been due to this fact and the power of his irresistible magnetism, the force of which is felt by all who come in contact with him.

Like all men of history, without distinction as to their special field of action, J. P. Morgan's face has a type peculiarly its own. In the rugged strength of its features, it calls to mind the physiognomies of Gladstone, Bismark, Beaconsfield, and Grant. Alert and fired with energy when engaged in business or in conversation. In repose his expression shows the freedom from all crankiness that is the natural attribute of the man who enjoys habitual good health.

Mr. Morgan is not a young man, but he has all the vigor of a man in his prime. Great as his work has been in the past, he gives promise, both mentally and physically, of accomplishments equally great in the future. For nearly a half a century the name of J. P. Morgan has been identified with the financial interests of the country; and always has been a synonym for honor and business probity. When disaster has threatened the ship in which the fortunes of the country are embarked on the wide ocean of enterprise Mr. Morgan has placed his sturdy hand on the helm and steered her into smooth waters. All this he has accomplished by his courage, sagacity and generosity. For many years he has stood on guard at the head and front of American enterprise, defending it against the onslaughts of those who would otherwise have taken advantage of any temporary

crisis, always a true American, watching and working for the good of his country.

Great in his undertakings, great in his successes, Mr. Morgan may truly be styled one of the great men of his time. He has proved his strong patriotism in the way that he has come to the front whenever he felt that the affairs of his country had need of him. Always alert, always watching, he engineers with a judgment that is almost magical those mighty enterprises that have gone far toward giving America the commercial rating that she has to-day. It is that rating that is making America the power that she is undoubtedly becoming in all European countries, especially England. It is because the British merchant sees in the very near future England figuring as but a suburb to America, when all the interests of each and every country will have become absorbed in the gigantic whirlpool of American enterprise. Financial factors in every European centre are looking at each other inquiringly, and asking, in actions if not in words: "If America has accomplished so much, and forged ahead so rapidly during the last quarter of a century, what may we not see during the next decade?"

And it is Mr. Morgan who has done much to bring his country to the front, and while he and Americans like him stand watching her interests, guarding her from disaster, keen to recognize opportunities for her advancement, giving their intelligence and all their energies in her cause, we may safely look for the time to arrive shortly when the United States shall take her place before all countries, not only in commercial and financial enterprises but also in Music, Art and Literature.

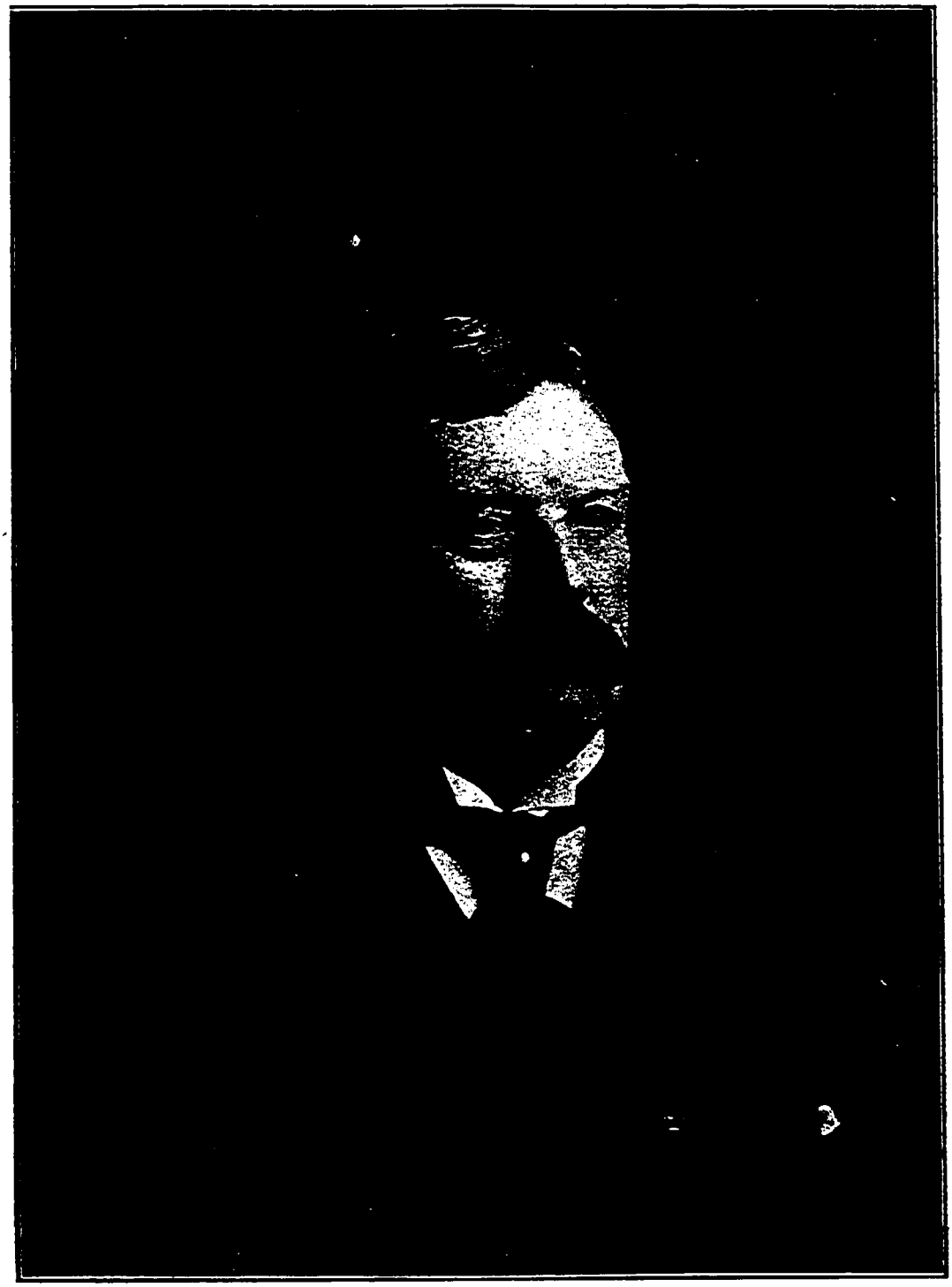
GRANT BARNEY SCHLEY, WHOSE FIRM MADE THE SUCCESSFUL FIGHT AGAINST THE UNCONSTITUTIONAL INCOME TAX, IS A NOTABLE EXAMPLE OF AMERICAN ENERGY AND SUCCESS. PROMINENT IN THE MANAGEMENT OF MANY GREAT PROPERTIES.

If for nothing else the firm of Moore & Schley would have become prominent through the successful fight against the income tax, which was pronounced unconstitutional by the Supreme Court of the United States. Apart from this achievement, however, the firm ranks high among the successful banking and brokerage houses of Wall Street, and its chief, Grant Barney Schley, is a good example of American pluck, industry and energy. Mr. Schley is of Dutch-American ancestry, the son of Evander and Olive Schley, and he was born at Canandaigua, New York State, February 25, 1845. His father was a well-to-do merchant of that place; his mother came from one of the best families of the locality, and young Schley's home training had no small influence in instilling in him those principles of probity which make for real success in every walk of life.

After acquiring a good practical education in the local schools, young Schley began his business career in 1861, at thirty dollars a month, in the express office of Wells, Butterfield & Co., and before long he was earning thirty dollars a week. In 1866 the American Express Company was formed by the consolidation of a number of companies, among them Wells, Butterfield & Co., and Mr. Schley was afterward transferred to the consolidated company's money department at the head office in New York. In 1874 he retired from the service of the express company to accept a position with the First National Bank of New York.

Mr. Schley had by this time acquired a thorough knowledge of business methods, and also he had gained an extensive and valuable acquaintance with financiers and other men of affairs. He determined, therefore, to exert for himself the talents so long and faithfully devoted to the service of others.

Mr. Schley was elected to the New York Stock Exchange in 1880, and formed, together with Ernest Groesbeck, the firm of Groesbeck and Schley, for the transaction of a general stock broker-



GRANT B. SCHLEY.

age and banking business. In 1885 Moore & Schley succeeded to the business, the senior partner being the late John Godfrey Moore, who was noted for his success in several important financial undertakings. He was a prominent figure in New York finance, and his death, June 23, 1889, was deeply regretted.

The house of Moore & Schley has enjoyed a most successful career. It is one of the most active represented on the Stock Exchange. Its customers are men of large means, and it has business connections of the first importance. It is intrusted with the conduct of enormous transactions and the financing of large corporations.

Mr. Schley has extensive interests in the American Smelting & Refining Co., American Surety Co., Chase National Bank, Chihuahua & Pacific R. R., Continental Tobacco, Electric Storage Battery Company, Manhattan Trust Company, New York, Ontario & Western R. R., Pacific Coast Company, Pittsburg Coal Company, Republic Iron & Steel Company, United States Guarantee Company, Virginia Iron, Coal & Coke Company, and Virginia & Southwestern R. R. Co.

Mr. Schley does not neglect the wholesome recreation necessary to the maintainance of that sound health of mind and body which is a requisite for success in business. He is a member of the Union League, Lotus, Metropolitan, New York, Athletic, Riding, Somerset Hills, Suburban and Riding and Driving clubs, and of the American Fine Arts Society. He takes an earnest interest in genuine movements for the betterment of local conditions, and is practical and liberal in his charities.

LEVI PARSONS MORTON, STATESMAN, FINANCIER AND PHILANTHROPIST.—DESCENDANT OF ONE OF THE PILGRIM FATHERS.—A GOVERNOR OF NEW YORK, A VICE-PRESIDENT OF THE UNITED STATES, AND AMERICA'S MINISTER TO FRANCE.

Levi Parsons Morton, Vice President of the United States, was born at Shoreham, Vt., May 16, 1824. He is a son of the Rev. Daniel Oliver and Lucretia (Parsons) Morton, grandson of Ebenezer, Jr. and Hannah (Dailey) Morton; great grandson of Captain Ebenezer and Mercy (Foster) Morton and of Daniel and Hannah Dailey of Easton, Me.; great grandson of John, Jr., and Mary (Ring) Morton and of John and Hannah (Stetson) Foster, and great grandson of John and Lettice (Hanford) Morton of Middleboro, Mass., and of Andrew Ring.

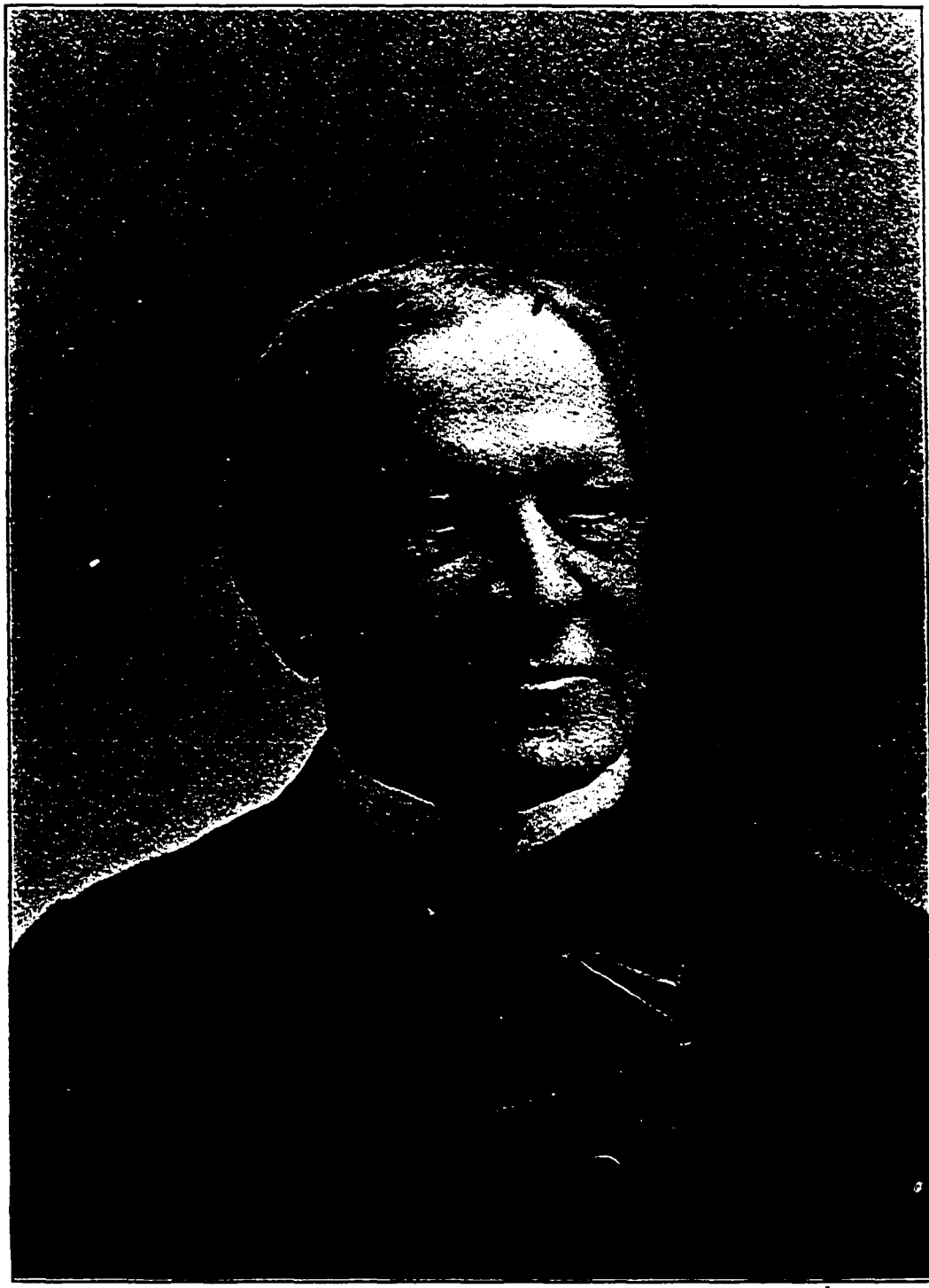
His first ancestor in America, George Morton (or Mourt), financial agent of the Plymouth colony, was born in Yorkshire, England, 1586, married in 1612, Juliana, daughter of Alexander Carpenter, and took passage in the ship Anne, which arrived at Plymouth, Mass., in June, 1623. He was the author of "Mourt's Relation," published in 1622, giving the earliest account of the Plymouth enterprise.

His maternal ancestor, Joseph Parsons, was a cornet in an English cavalry troop and was father of the first child born in Northampton, Mass.

Levi Parsons Morton was educated at Shoreham Academy and employed in a country store at Enfield, Mass., 1838-40. He taught in a country school at Bosawen, N. H., 1840-41, and after that was employed in the general store of W. W. Esterbrook in Concord, N. H. In 1842 he was placed in charge of a branch store at Hanover.

Upon the failure of Mr. Esterbrook Mr. Morton in 1845 engaged in the business for himself. He removed to Boston in 1849 to accept a clerkship, and in 1850 was taken into partnership with the firm of J. M. Beebe, Morgan & Co., in the dry goods business. In 1854 he established the dry goods house of Morton & Grinnell in New York City.

He established the banking house of L. P. Morton & Co., with Walter H. Burns and Cruger Oakley as partners in 1863. Mr. Mor-



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LEVI P. MORTON.

ton established the London house of Morton, Burns & Co., in 1863. George Bliss became a member of the New York house, 1868, the firm name being changed to Morton, Bliss & Co.

Sir John Rose entered the London house, which became Morton, Rose & Co., the Geneva award of $15,500,000 being paid through this house.

The firm of Morton, Bliss & Co., headed the syndicate formed to fund the National debt in 1872, and in 1899 went into voluntary liquidation and was succeeded by the Morton Trust Company.

Mr. Morton was a Republican representative in the Forty-sixth Congress, 1879-81. He declined to accept the nomination for Vice President in 1880 from the Republican National Convention, and was appointed by President Garfield, United States Minister to France in 1881, having declined the position of Secretary of the Navy in his cabinet first offered him. He resigned as United States Minister to France in 1885, and retired to New York.

He was elected Vice President of the United States on the Republican ticket with Benjamin Harrison for President in 1888, serving 1889-93. He was elected Governor of the State of New York in 1894, defeating David B. Hill, the Democratic candidate by a large plurality. While Governor, he signed the Bill granting the Charter to Greater New York.

Upon the close of his term in 1896, he retired from politics and gave his entire time to his banking interests and to beautifying his estate "Ellerslie," at Rhinebeck-on-the-Hudson, where also he engaged in stock raising.

He was twice married, first in 1866 to Lucy Kimball, of Flatlands, L. I., who died in 1871, and secondly in 1873, to Anna Livingston, daughter of William J. and Susan Kearny Street, of Poughkeepsie, N. Y. Their five children are daughters.

He is a member of the Century, Union League, Metropolitan, Union, Lawyers, Down Town and other clubs; and of the Sons of the Revolution and the Mayflower Descendants.

The honary degree of LL. D. was conferred on him by Dartmouth in 1881, and by Middlebury in 1882. In 1885 he gave a valuable piece of property to Dartmouth College on which to erect a memorial hall, and in 1885 he gave $10,000 to Middlebury College on condition that an equal amount be raised, the whole to found a professorship of modern language.

Mr. Morton has ever been a staunch Republican and a friend of good government. In his broad spirit of philanthropy he has stood behind every real movement for reform. He gave his wise counsel in the last campaign and contributed his wealth as well. He was one of the strong men who helped to organize the Committee of Fifteen.

COL. WILBUR C. BROWN.

Colonel Wilbur C. Brown, of Ohio and New York, One of the Successful Men of To-day, Upon Whom the Responsibility for the Future of the American Republic Will Largely Depend.

Among the young men who, at the opening of the twentieth century have already won their way to the front as leaders in the politics, commerce and finance of the metropolis and of the nation, none is better known or more highly esteemed than Colonel Wilbur C. Brown, of Ohio and New York. Colonel Brown was born in Newark, Ohio, November 20, 1863, the son of Owen T. and Eleanor Brown, both natives of Wales, who came to this country in early life. The elder Brown is a man of marked intellectual capacity and energy. He is especially known for his ability as a financier, being now at the head of the leading banking house of Fostoria, Ohio, and it is evident that the qualities which have made Colonel Brown so eminently successful in the financial world are derived in a large degree from his worthy parents, his mother being also noted for prudence, economy and thrift, as well as for literary taste.

Young Brown was educated in the excellent public schools of Newark and Fostoria. He was a bright and studious pupil. At the age of fourteen he edited and printed an amateur newspaper, and at seventeen he became city editor of the Daily Jeffersonian, at Findlay, Ohio. This latter experience was undoubtedly a good training for his subsequent career in business and finance, quickening the faculties and giving a knowledge of men such as, perhaps, only active newspaper work can convey.

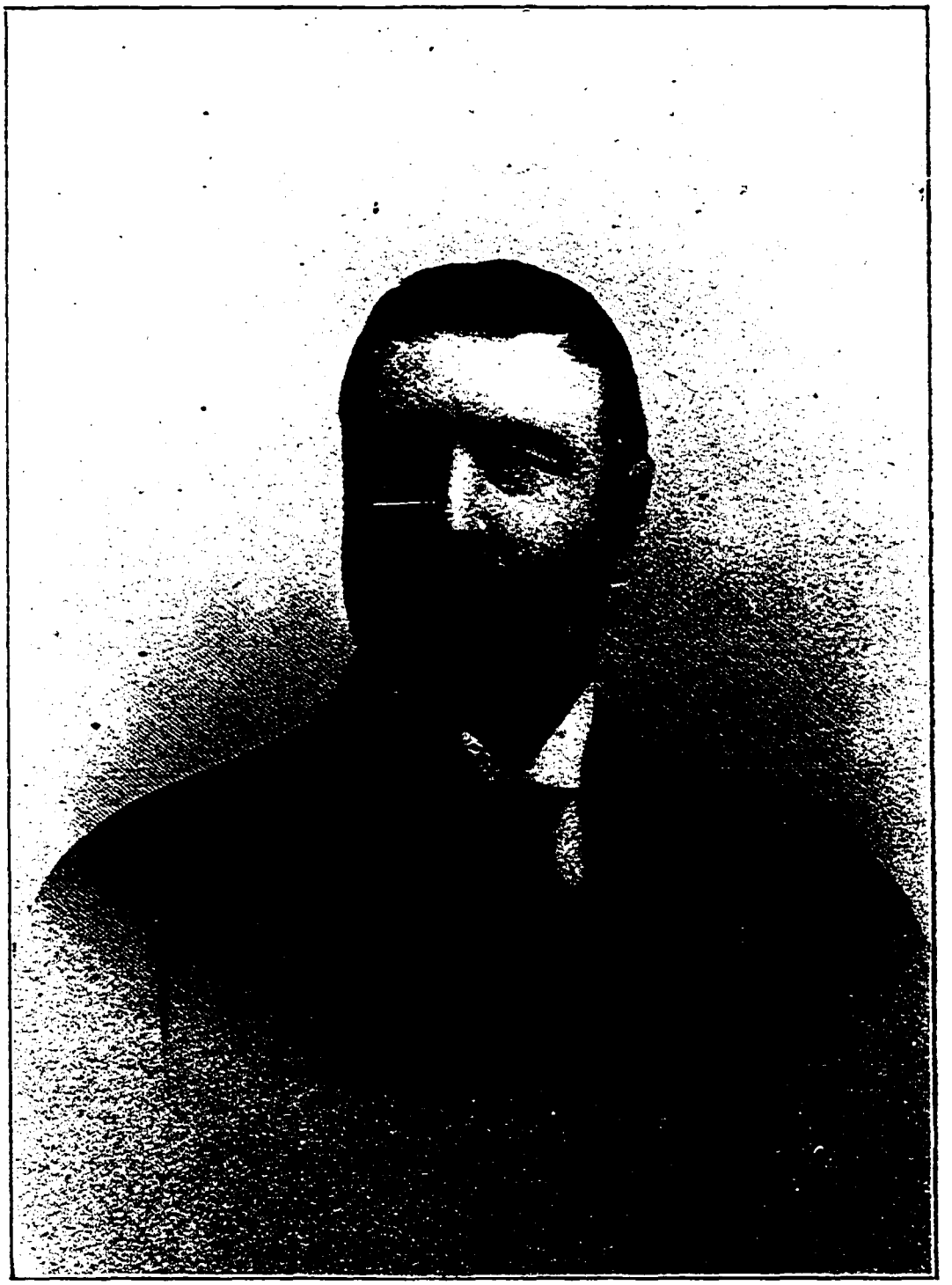
In April, 1882, young Brown, then under nineteen years of age, left newspaper work to enter the banking house of Governor Foster, of Fostoria, Ohio. After about six years in the banking house, during which the young man gave high satisfaction to his employers by his industry, fidelity and ability, he accepted the place of treasurer and financial manager of a large flouring mill company in Fostoria organized by the late M. D. Harter. It was a most responsible post for a young man under twenty-five years of age, as the company operated the most extensive winter wheat milling plant in the United States, and Mr. Brown devoted his entire energies to its interests, with steadily increasing reputation for brilliant business abilities and

successful management. The sudden death of Mr. Harter threw the entire weight of the business on Mr. Brown, and he met this new and immense responsibility with courage, resolution and determination that overcame every obstacle, and carried the affairs of the company through a most trying period to the complete satisfaction of all concerned.

Mr. Brown was a close personal friend and admirer of the late President McKinley, and when the martyred President was Governor of Ohio, Mr. Brown was a member of his staff with the rank of colonel. The friendship then formed was lifelong, but Colonel Brown always declined to accept public office or other political favors. His acquaintance with the McKinleys led him to entertain an offer of partnership with Mr. Abner McKinley, brother of the late President, in his New York office, and Colonel Brown has for several years been Mr. McKinley's associate. New York proved a field worthy of Colonel Brown's talents for business and finance, and he is already, at under forty years of age, one of the most brilliant, influential and successful of New York's public men, a high authority in financial affairs, and concerned in many railway and industrial enterprises.

Although declining political office, Colonel Brown always has been an earnest and aggressive Republican. He was a delegate to the Republican National Convention at Minneapolis in 1892, and acted as secretary of the Ohio Delegation, and was one of the alternate delegates-at-large from Ohio to the Republican National Convention in 1900. He is an effective campaign speaker, especially on the theme of a sound currency, and other financial issues which were prominent in the recent National contest. His work for McKinley and Roosevelt in the States of New York, New Jersey, West Virginia and Ohio evoked earnest commendation.

Colonel Brown is too active a business man to spare much of his time for club life, but he does not neglect the amenities of social and professional life, and is a member of the Lawyers' Club, the Ohio Society, the Republican Club, and Transportation Club, of New York. He is in all respects a typical American, animated by the true American spirit of progress and patriotism, of pride in the past and earnest faith in the future of the Republic, and it is on such young men as Colonel Wilbur C. Brown that the responsibility for that future will depend when the veterans of the past will have gone to their well-earned rest.



RICHARD DELAFIELD.

Richard Delafield, President of the National Park Bank, Trustee of Trinity Church Corporation and Eminent in Finance and Commerce.—A Devoted Worker in the Interests of Religion and Practical Charity.

The Seaside Home on Long Island is one of the noblest of the New York charities and Richard Delafield, who is its President and patron, has shown in this and other efforts to relieve the lot of the poor that his feeling for less fortunate humanity has not been warped by his personal prosperity. Prominent in business and finance Mr. Delafield also is deeply interested in the religious betterment of the metropolis and in the various works of beneficence in which the Protestant Episcopal Church is so actively engaged. As a vestryman of Trinity Church he shares the important responsibilities of that corporation, which has done so much for the religious and moral improvement of our city, and also has taken an earnest part in promoting civic and national celebrations which appeal to the pride, and foster the patriotism of Americans. A man of Mr. Delafield's character has therefore very justly a place in this book devoted to the story of the struggle for good government in New York, for every religious and moral agency that tends to the improvement of popular conditions does its effective part in the conflict against evil.

Richard Delafield comes from ancestors celebrated in Old World history and with an honorable record in the city in which he holds an eminent place. The Counts de la Feld of Alsace, were famous in that early period of France when a Count was a sovereign in his own right, and more independent often than a king. Hubertus de la Feld was one of the noblemen who accompanied William of Normandy on his great expedition to assert his title to the Crown of England, and he shared in the grants of land with which the Conqueror rewarded his faithful retainers. The de la Felds continued to hold a prominent and commanding place among the barons of England under the Norman kings who followed William on the throne, and they took a gallant part on the Lancaster side in those Wars of the Roses which decimated the English nobility and paved the way for the Tudor autocracy.

In the latter part of the seventeenth century many of the loyal

cavaliers sought use in foreign wars for the swords that were no longer needed in the cause of their King, and among them was John Delafield—as the name has come to be spelled—who entered the service of the German King and fought so gallantly against the Turks that he was created a Count of the Holy Roman Empire, a dignity inherited by his male descendants.

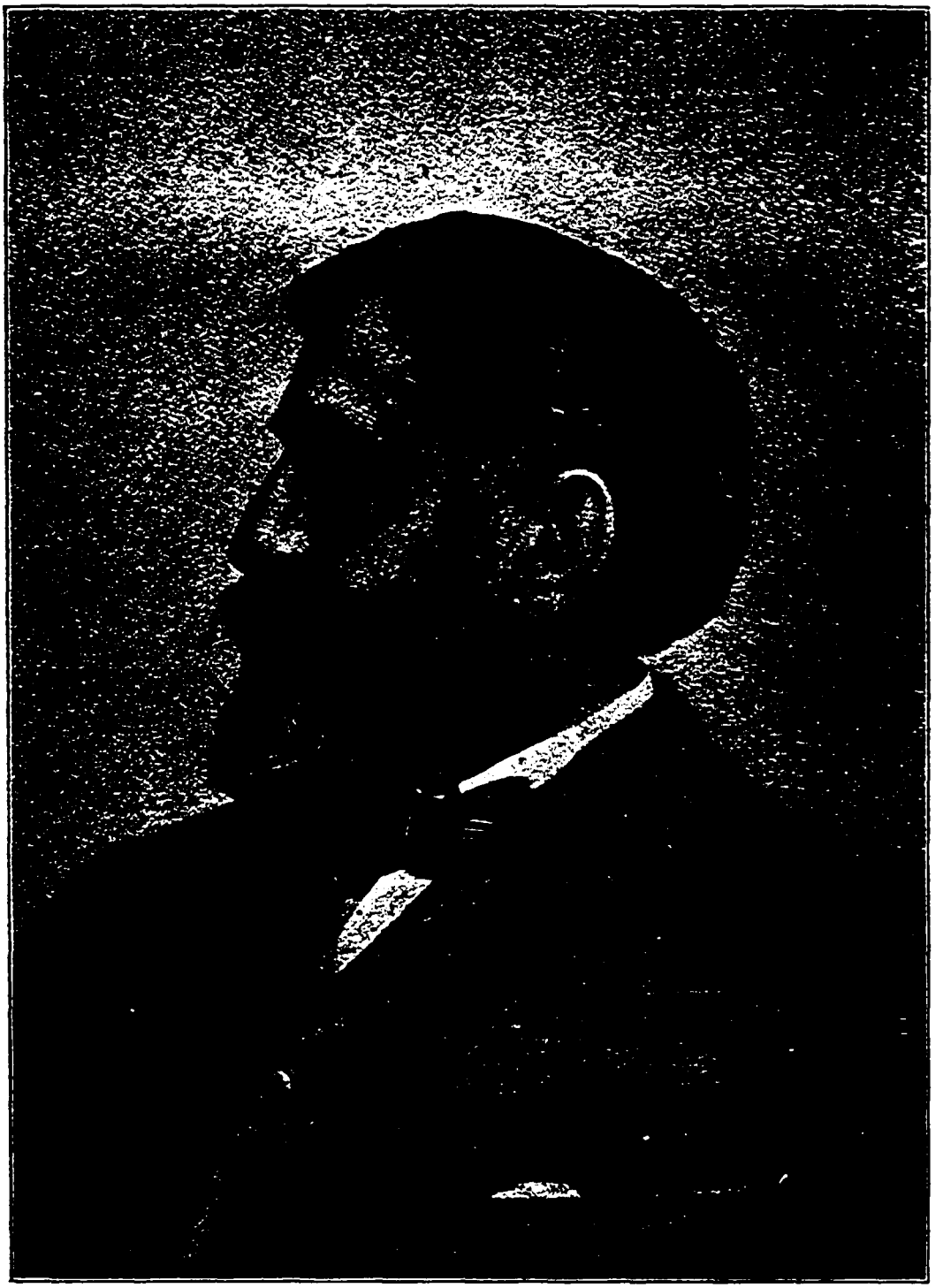
From John, Count Delafield, sprang the American family of the name. The great-great-grandson of the first Count came to America in the latter part of the 18th century. He married Anne Hallett, of Hallett's lane, now Astoria, within the limits of Greater New York, and was well known in his day as an active and public-spirited citizen. Rufus King Delafield, one of his sons, married Eliza Bard, daughter of William and Katherine Cruger Bard, descended, as may be seen by the names, from old New York families, with lineage going back to the settlement of New Amsterdam. Richard Delafield, the son of Rufus King and Eliza Bard Delafield, was born at New Brighton, Staten Island, September 6, 1853.

Young Delafield was educated at the well-known Anthon Grammar School, New York City. He chose a mercantile career, and after reaching the highest point that could be obtained in the service of others he founded in 1880 the house of Delafield & Co. This firm built up a most prosperous business and has houses in New York, Chicago, St. Louis and San Francisco.

Mr. Delafield also is President of the National Park Bank, one of the great financial institutions of New York, with a distinguished directorate. He is First Vice-President of the Colonial Trust Company, director of the National Security Company, and director of several fire insurance and other prominent corporations in America and Europe.

Mr. Delafield is a member of the Union League, Merchants, Tuxedo and New York Athletic clubs, and he is President of the Staten Island Philharmonic, and Secretary of the New York Symphony societies. As already stated he is identified with many charities.

Mrs. Delafield was formerly Miss Clara Foster Cary. Philip Hone, Mayor of New York in 1826, was her great uncle, and her family is one of the oldest and most distinguished in the history of the city.



EDWARD LAUTERBACH.

EDWARD LAUTERBACH, THE BRILLIANT LAWYER AND REPUBLICAN LEADER, WHO HELPED TO MAKE THE ST. LOUIS GOLD STANDARD PLATFORM, AND WHOSE WIFE HAS DONE MUCH FOR THE POOR WORKINGWOMEN OF NEW YORK.

The name of Edward Lauterbach has been associated for years with every practical effort to improve conditions in New York. Born in New York, August 12, 1844, Mr. Lauterbach has a deep and earnest pride in his native city, and wishes to see it in all respects the model metropolis of America. He is himself an excellent example of New York energy, grit and success, and he cordially appreciates the value of the institutions and surroundings which have given the opportunity to succeed.

Mr. Lauterbach is in no sense a pessimist. He believes in looking at the bright, as well as the dark side of the shield, and in aiding the right as well as resisting the wrong. The individual who sees only evil in existing conditions would get cold comfort from Mr. Lauterbach, who recognizes that this is a human world, and that angels belong in another one. The acknowledged sound sense and broad, prudent judgment of Mr. Lauterbach have long gained for him a respectful hearing on the part even of political opponents, while his steadfast adherence to principle has commanded the esteem and confidence of all.

Mr. Lauterbach obtained his education in the public schools and in the College of the City of New York, from which he was graduated with honors in 1864. Upon receiving his degree he began the study of law in the offices of Townsend, Dyett & Morrison. He became a member of the firm upon being admitted to the bar, the firm being reorganized under the name of Morrison, Lauterbach & Spingarn, and when Mr. Spingarn died, Mr. Lauterbach joined the present firm of Hoadly, Lauterbach & Johnson.

From the beginning of his career as a lawyer Mr. Lauterbach made a special study of the laws and precedents bearing on corporations, and as his merit in this field of practise became recognized he was more and more in demand for counsel in important cases. These cases did not always, or perhaps generally, get into the courts, for Mr. Lauterbach is noted for his tact and success in bringing about settlements between actual or intending litigants. Mr. Lauterbach

is also well known as an organizer of corporations, and as having brought about some of the largest consolidations of local railway interests. Also he is a director in various railway companies.

Mr. Lauterbach is prominent in politics, as well as in law, business and finance. Always a Republican, he has never failed in fidelity to his party and its principles, and the highest interests of the party in the county of New York have been confided to his charge. He was chairman for several years of the Republican County Committee of New York, and conducted its affairs with dignity, fairness and dispatch. With Thomas C. Platt, Chauncey M. Depew, Frank Hiscock and Frank S. Witherbee, Mr. Lauterbach acted for some time as an advisory committee to the Republican State Committee.

In the Republican National Convention of 1896 Mr. Lauterbach took part in drafting the platform which presented to the country the issue squarely drawn, between a gold standard for American currency on the one hand, and unlimited coinage of silver on the other. This platform was undoubtedly the mainstay of the Republicans in the election, and made their great victory certain from the first. Mr. Lauterbach was one of the three delegates at large from the City of New York to the Constitutional Convention in 1894, and was Chairman of the Committee on Public Charities.

Mr. Lauterbach's greatest public service to his native city, and one which cannot be too earnestly commended, or too gratefully remembered, was his part in having the wires which were such a danger and disfigurement to New York streets put underground. It was a most difficult fight against powerful corporations which spared no effort or influence to defeat the underground movement. Mr. Lauterbach conducted not less than thirty suits, carrying them on from court to court, until at length the opposition was driven to surrender, and the wires went where they ought to have gone long before—out of sight beneath the surface. This great public service made New York a far safer city to live in, and added immeasurably to the attractive appearance of New York's thoroughfares.

Mr. Lauterbach has a beautiful home. Mrs. Lauterbach is well known in society, and also for her part in works of charity, and in beneficent efforts to uplift her sex and to promote the general welfare and progress of the community. She is especially an advocate of the humane treatment of workingwomen in stores and factories.

and the lot of these less fortunate sisters has been made much brighter by her efforts. Mr. and Mrs. Lauterbach have four children. The oldest, a son, already admitted to the bar, bids fair to follow in the honorable footsteps of his father.

As Chairman of the Board of Trustees of the College of the City of New York, Mr. Lauterbach is pushing vigorously the preliminaries of construction of the proposed new building uptown. The Legislature in 1895 passed an act granting $600,000 for a site for the new college building, and the amount was subsequently raised to $800,000. The desired ground at 138th and 140th Streets, Amsterdam Avenue and St. Nicholas Place, has at length been obtained, and it now remains for the Board of Estimate and Apportionment to provide the $575,000 authorized by the Legislature for the building. Mayor Low is understood to be in full sympathy with the undertaking, and there is reason to believe that this much-needed improvement will shortly be commenced. Mr. Lauterbach has associated with him on the Board of Trustees Edward M. Shepard, and Messrs. Fordham Morris, Joseph F. Mulqueen, Theodore F. Miller, Edward B. Amend, Fred. L. Bellamy, and Charles Putzel, Secretary.

CHARLES BROADWAY ROUSS, THE EMINENT MERCHANT-PHILANTHROPIST, WHOSE CAREER HAS BEEN A SIGNAL EXAMPLE OF HIGH SUCCESS ACHIEVED UNDER EXTRAORDINARY DIFFICULTIES. HIS EXAMPLE WILL HAVE A LASTING AND BENEFICENT INFLUENCE.

New York, the Imperial City of the West, lay writhing in the toils of the twin vampires, Protected Vice and Blackmail. The fangs of the monsters were fastened in her fair form; their poison had already entered her veins. To her rescue came her true-hearted sons, who buckled on their armor, and forced the demon pair to loosen their hold. Setting political differences aside, each man recognized the need for his individual effort, and at the late election the result of that unity of purpose was seen. The grip of the twin monsters relaxed; the first victory in the war between Morality and Vice was won, and the defiant crest of Crokerism was lowered.

The great fight has but commenced. The co-operation of every citizen is needed to raise New York's standard of morality from the dust in which it has trailed too long; to the heights where it shall float pure and unstained on the winds of heaven. Prominent men are working, some publicly, some privately, but all with the one object—the redemption of their city.

One of the most earnest workers in this cause is Charles Broadway Rouss, the well-known Broadway merchant. Rendered sensitive by his sad affliction (Mr. Rouss is blind), he shrinks from public notice, but his heart is in the work, and he is ever ready to assist and advance the cause in every way—whether it be financially, with his well-known generosity, or by his widespread personal influence. Quietly and without ostentation Mr. Rouss has always taken a keen interest in the welfare of New York, and to-day there is no more earnest worker for her advancement in every way than this well-known merchant philanthropist. Many a story of the good he has done is known by the newspaper writers in different cities, but they do not get into the newspapers, because Mr. Rouss "would rather that they did not."

Mr. Rouss most strongly demonstrated his sentiments during the late election. Himself a life-long Democrat, he did not hesitate to set aside for the time his political opinions and with both his money

THE LATE CHARLES BROADWAY ROUSS.

and influence he supported law and order as represented in the forces arrayed against the Tammany autocracy. It is rarely that Mr. Rouss is tempted from his retirement sufficiently to make his sentiments public, either in person or in writing, but on this occasion he felt that every man was called on to uphold the right at that crisis in the affairs of the city. His letter to the Committee of the City Vigilance League is a strong testimony of the interest he takes in the well-being of he city in which he makes his home. His sentiments cannot be given better than in the words of that letter, quoted below:

"To the Committee of the City Vigilance League:

"I never made a contribution for any purpose whatever with more pleasure than that which I now make to the cause which your Association represents, for it means the salvation of our city from the corrupt methods of government which are not only robbing the people through unjust and onerous taxation, but are fostering in its administration wide-spread corruption in the interest of personal gain.

"I do not believe it possible to have a pure and honest administration of municipal affairs where politics are permitted to assert control, yet when this means the control of an organization under the leadership of one man, who claims unchallenged the right to rule with autocratic power and to whose authority all others bow like underlings, then truly the Order of 'Bossism' has been created, and the right of the people to select their own rulers is thereby made a farce and a nullity.

"To my mind, the overshadowing issue of the campaign is 'Crokerism,' or 'No Crokerism.' So long as Tammany remains under the leadership, or rather under the domination of Croker, it matters little who is its candidate for Mayor, for the stream can rise no higher than its source. The man who will accept Croker's nomination for Mayor must, in all vital and important particulars, yield to his wishes. Mr. Shepard cannot claim to be more immaculate than others who stand as high as he does.

"If, then, we are to be delivered from our evils of unworthy men in office, and consequently of dishonest administration of affairs, Tammany must be beaten and must stay beaten so long as she permits one man, no matter who he is, to dominate its organization and thus to silence and defeat the will of the people. Such a man is a

standing menace to public virtue and the well-being of society, and such a power is subversive of the integrity of our institutions, because inevitably corrupting.

"And when it is considered how great is the political influence wielded by the Empire City upon the State, and therefore upon the whole country, the magnitude of the results ensuing, becomes appalling, and our action one of the greatest responsibility. For Tammany to succeed now, means the continuance of Croker, Murphy and Devery in power, or of others equally obnoxious, the change being only in names, and this means not only the continuance of the same arbitrary methods, with the perpetuation of existing corruption, but the continued ostracism of our best and purest public men, not only in this city, but in the State, and throughout the country, in the interests of his own favorites.

"It is a well-known fact in this connection, that this man has asserted more than once, the controlling influence, through his power as Tammany's Boss, in the selection of the Chief Magistrate of the State, and even of the United States. He startlingly exercised this power at the last Democratic National Convention, by naming the candidate, for Vice-President, a man without any national reputation, and his will was only thwarted by the declination of the one selected, because of impediments that could not be removed. Is this not a monstrous power to wield? Can we submit tamely to be used in this way?

"It is important then, that Tammany should be beaten no matter who is its leader, for only in this way can we get rid of Croker and his chosen confederates.

"I have been a Democrat of the most pronounced type, and it is not pleasant to feel compelled to aid in the defeat of my party, but when that party prefers spoils to principles, and turns its back on the time-honored principles on which it was founded, and is willing to place its organization in the hands of selfish and corrupt men and methods, I must do what I can to rescue it from total ruin, even if it be only to the extent of my one vote.

"No one doubts the ability of either of the candidates to fill the position in question, but there is a great difference between them in their political environment and affiliation. The election of Mr. Shepard means the success of Tammany under the continued leadership of Croker, while the election of Mr. Low means the defeat of

Tammany, and the downfall of Croker, and his baleful influence. In other words, the election of Mr. Shepard carries with it no reform at all, but only a continuance of the same evils, for he must defer to a great extent to Croker's wishes.

"If it be said for unworthy political effect that Low is in the party with Platt, the answer is, that he did not obtain his nomination from the Republican leader, but in spite of his opposition; nor is he the nominee of the Republican party, that organization simply acquiescing, and he is, therefore, under no obligation to either party, or its leader; while Mr. Shepard received his nomination directly as the choice of Mr. Croker, and as against all others, and especially as against Mr. Coler, who was the favorite of the people because of his manly and independent course in defeating corrupt schemes, to the dismay of Mr. Croker and his friends.

"It does not avail anything that Mr. Croker has given to the people in his candidate, a good man, for he is shrewd enough to know that it is necessary to mix the good with the bad, in order to induce the people to swallow the whole political dose. The point is, that whether good or bad, the people who must pay for the misgovernment are allowed only to vote for Croker's selection to the utter exclusion of their say.

"It is unnecessary to say anything in behalf of Mr. Low's eminent fitness for the position in question, for that is universally recognized, and that he will discharge its duties with ability, honesty, and independence, his past record as a public man is the best witness and guarantee. Very truly,

"CHARLES BROADWAY ROUSS."

Mr. Rouss most fully lives up to the principles set forth in his letter, and is to-day working as earnestly in his individual efforts to purge from New York the foul stain of Crokerism, as at the time of the election. With many other good and true men, equally modest in their desire to do good by stealth, Mr. Rouss is working hand in hand, with those zealous reformers who are publicly using the most strenuous endeavors to purify their city.

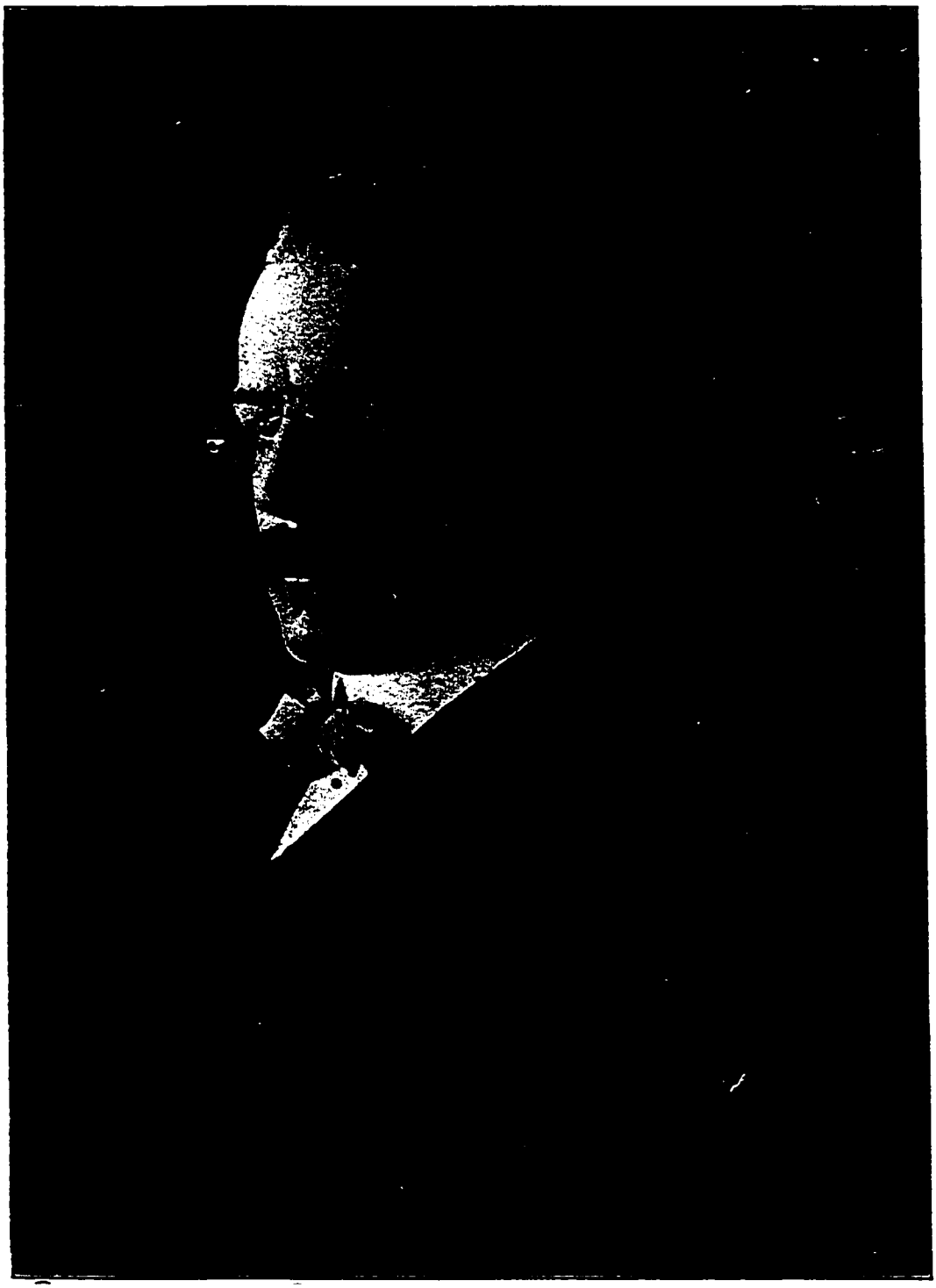
Honest effort, and high principled motives never yet failed to accomplish their object: and in a few years, when New York has risen, a new city, from the loathsome slough in which she was cast by selfish, grasping and unprincipled municipal rulers, among the

many names enrolled as her champions—those who gave their time, money and influence for her redemption—high in the list will stand that of Charles Broadway Rouss.

Since the foregoing was sent to press the noble personality of Charles Broadway Rouss has passed from the scenes in which he was such a potent and estimable factor. The death of this able and eminent man is a signal loss not only to the world of business in which he figured so prominently, but to humanity in the broadest sense; to his country which he loved, to the city which he helped to make the leading community of the western hemisphere, to the mass of struggling, aspiring, energetic Americans to whom his career was an inspiration and an example in the highest degree, an incitement to never-failing perseverance under difficulties however discouraging, an assurance of the reward which comes to efforts well-directed, and ever-guided by principles of probity and integrity, and fidelity to justice and to truth. The example of Charles Broadway Rouss, however, lives after him, and will continue to live, a pillar of light to human kind, a beacon to all who are seeking success under the motto of the Golden Rule.

His son, Peter Winchester Rouss, who was for a number of years associated with his illustrious father in the management of his affairs, has already proved his ability to handle the reins of the immense and successful business founded by his departed parent, and will no doubt worthily maintain the great reputation built up by the lamented Charles Broadway Rouss.

MILO T. BOGARD.



GEORGE B. CORTELYOU.

George Bruce Cortelyou, Secretary to the President of the United States.—The Best Trained Man Who Has Ever Held that Honorable and Responsible Post in the History of the American Republic.

It is safe to say that no former Secretary to the President of the United States was so well qualified for that office as George Bruce Cortelyou. Among private secretaries to our chief magistrates have been men of much talent and ability, who became distinguished in the Nation's history, but not one of his predecessors had Mr. Cortelyou's special training for the office, not one had from boyhood up a career which seemed to point to that most important trust as its crown and its goal. If Mr. Cortelyou had started out in life with the object of becoming what he is—Secretary to the President—he could not have pursued a course better calculated to fit him for the place than that which he did pursue. Not a step was wasted; every experience had its useful side in adding something to his valuable equipment for a position which is not second in real importance to any Cabinet office.

George B. Cortelyou, Secretary to President Roosevelt, was born in New York City, July 26, 1862, and comes from forebears distinguished in the Colonial and Revolutionary history of the State. Among the friends and associates of Peter Crolius Cortelyou, Secretary Cortelyou's grandfather, were Horace Greeley, Henry J. Raymond, Hugh Hastings, Thurlow Weed and other brilliant journalists and politicians of that period. Peter Crolius Cortelyou, Senior, was the partner of George Bruce in conducting the leading type-house in the world, and Peter C. Cortelyou, Jr., the father of George B. Cortelyou, was connected with the business.

George B. Cortelyou had the best home training and associations. He studied earnestly and thoroughly in public and private schools, and after being graduated from the Hempstead Institute in 1879, at the age of sixteen, entered the State Normal School at Westfield, Mass. Completing an advanced course of study there he was graduated with honor at nineteen, having prepared for Harvard University. Upon leaving the Normal School, however, he entered the New England Conservatory of Music at Boston, pursued several courses of study, and tutored in English literature classes of teachers

from the Cambridge High School. Upon his return to New York he continued the study of music, and, having a certain amount of time at his disposal, devoted it to the acquirement of shorthand as a means of fitting him for an active business career. He became an expert stenographer, and successfully passed an examination for the place of stenographer and private secretary in the office of the appraiser of the port of New York.

This was the entrance on the path which has brought Mr. Cortelyou, while yet a young man, to his desk in the White House. For some years Mr. Cortelyou was employed in reporting in the courts; from 1885 to 1889 he was the principal of college preparatory schools in New York, and in autumn of the latter year he became private secretary to the Postoffice Inspector in charge at New York. In March, 1891, he was appointed confidential stenographer to the Surveyor of the Port of New York, and in July of the same year private secretary to the Fourth Assistant Postmaster-General.

Mr. Cortelyou's excellent work brought him prominently to the notice of the Postoffice Department, and at length attracted the attention of President Cleveland. In November, 1895, Mr. Cortelyou was appointed stenographer to the President, and when Congress, in 1898, provided an additional assistant secretaryship to the President, Mr. Cortelyou was at once designated for the place. He performed the duties of his new post with such marked ability that, when Mr. Porter resigned the Secretaryship, April 13, 1900, on account of ill health, Mr. Cortelyou's appointment as his successor was a well-merited honor, and his splendid record as Secretary both to Presidents McKinley and Roosevelt has in every way demonstrated the wisdom of the selection.

Mr. Cortelyou is a graduate of the law department of the Georgetown University, D. C., from which he received the degree of L.L. B. in 1895, and the following year, upon completing the post-graduate course of the Columbia University Law School, he received the degree of L.L. M. from that institution.

In September, 1888, Mr. Cortelyou married the youngest daughter of Dr. Hinds, principal of the Hempstead Institute. They have four children.

COL. ALEXANDER P. KETCHUM.

Alexander Phoenix Ketchum, Son of that Edgar Ketchum Who Was a Model of Integrity and Fidelity Among Public Officials.—Takes an Earnest and Practical Interest in the Betterment of Public Conditions.

Every New Yorker who was old enough to vote twenty years ago knew and respected Edgar Ketchum. If one had been asked to indicate the ideal public official of that period, the man who par excellence commanded the regard of old and young, whose name was a synonym of integrity, for conscientious fidelity to every obligation, and the complete performance of duty without sensational accessories, Edgar Ketchum would have inevitably come to mind. Born in New York in 1811 Edgar Ketchum was a member of the bar and a public official in this city for nearly fifty years. He held in early years the offices of Public Administrator and United States Loan Commissioner. President Lincoln appointed him Collector of Internal Revenue, and for a number of years he was Register in Bankruptcy under the old Federal bankruptcy law. Many a man, then and since prominent in the business affairs and social life of New York had a hearing in bankruptcy before Register Ketchum, and never was a word uttered against the absolute justice and equity of his decisions. He died in 1882, mourned by the community which loved and honored him.

Edgar Ketchum was of fine old New York stock, dating back to the days of the early Dutch settlement. He was a descendant of Cornelius Van Tienhoven, secretary of the New Netherlands, and of his wife, Rachel, a daughter of Guleyn Vigne, the lineage descending through the Jaunceys and the Ketchums to the present Ketchum family. Edgar Ketchum's wife was Elizabeth Phœnix, a daughter of the Rev. Alexander Phœnix, son of Daniel Phœnix, who was a well-known New York merchant of a century ago, and who, as chairman of the Delegation of Merchants, delivered the address of welcome to General Washington when he arrived in New York to be inaugurated as first President of the United States. The original spelling of the name Phœnix was Fenwicks, and as such the family figured prominently among the Knickerbockers of the seventeenth century.

Alexander Phœnix Ketchum, son of Edgar Ketchum, was born

May 11, 1839, at New Haven, Connecticut, when his parents were on a visit to that city. After passing through minor schools he was educated in the College of the City of New York, from which he was graduated in 1858. Ketchum was one of the first to receive a degree from the College, which had been endowed with collegiate powers and privileges in the year 1854. He was the orator of his class, and obtained prizes for oratory, mathematics and drawing. He remained in the College as teacher of mathematics for a year after graduation, and received the degree of M. A. in 1861. He studied law in the Albany Law School where he took the degree of Bachelor of Laws.

Young Ketchum answered the Nation's appeal for defenders, and volunteered for the war, serving with distinction on the staff of General Rufus Saxton, Military Governor of South Carolina, and afterward on the staff of General O. O. Howard, as acting assistant adjutant-general in Charleston and Washington. President Grant appointed Colonel Ketchum Assessor of Internal Revenue, and later Collector of Internal Revenue. In 1874, under President Grant's second administration Colonel Ketchum was appointed General Appraiser of the Port of New York, and President Arthur, who when Collector had learned to esteem his abilities and services, appointed him Chief Appraiser.

Colonel Ketchum, since retiring from official life, has devoted himself to the practice of law, and is regarded as a high authority on questions affecting the customs revenues, and other issues arising under the administration of the Federal statutes. In this connection he has had successful charge of many important cases. Mr. Ketchum also attends to the management of estates and the transfer of property.

Colonel Ketchum is a thorough-going Republican, and an earnest supporter of every practical effort for the improvement of civic conditions. He has long been prominent in connection with the Young Men's Christian Association, the Presbyterian Social Union, the New York Collegiate Institute, and other educational and religious agencies which promote the wellbeing of the community. He was a member of the Board of Education under Mayor Strong, and afterward of the School Board for Manhattan and the Bronx. He is President of the City College Club, and was for four years President of the Alumni Association of the College. Colonel Ketchum is a

member of the Military Order of the Loyal Legion, of the New York State Bar Association, of the American Geographical Society, and the Archæological and Numismatic Society, of the New York Republican Club, and the Republican Club of Harlem, the Alpha Delta Phi, and the New York and Atlantic Yacht Clubs.

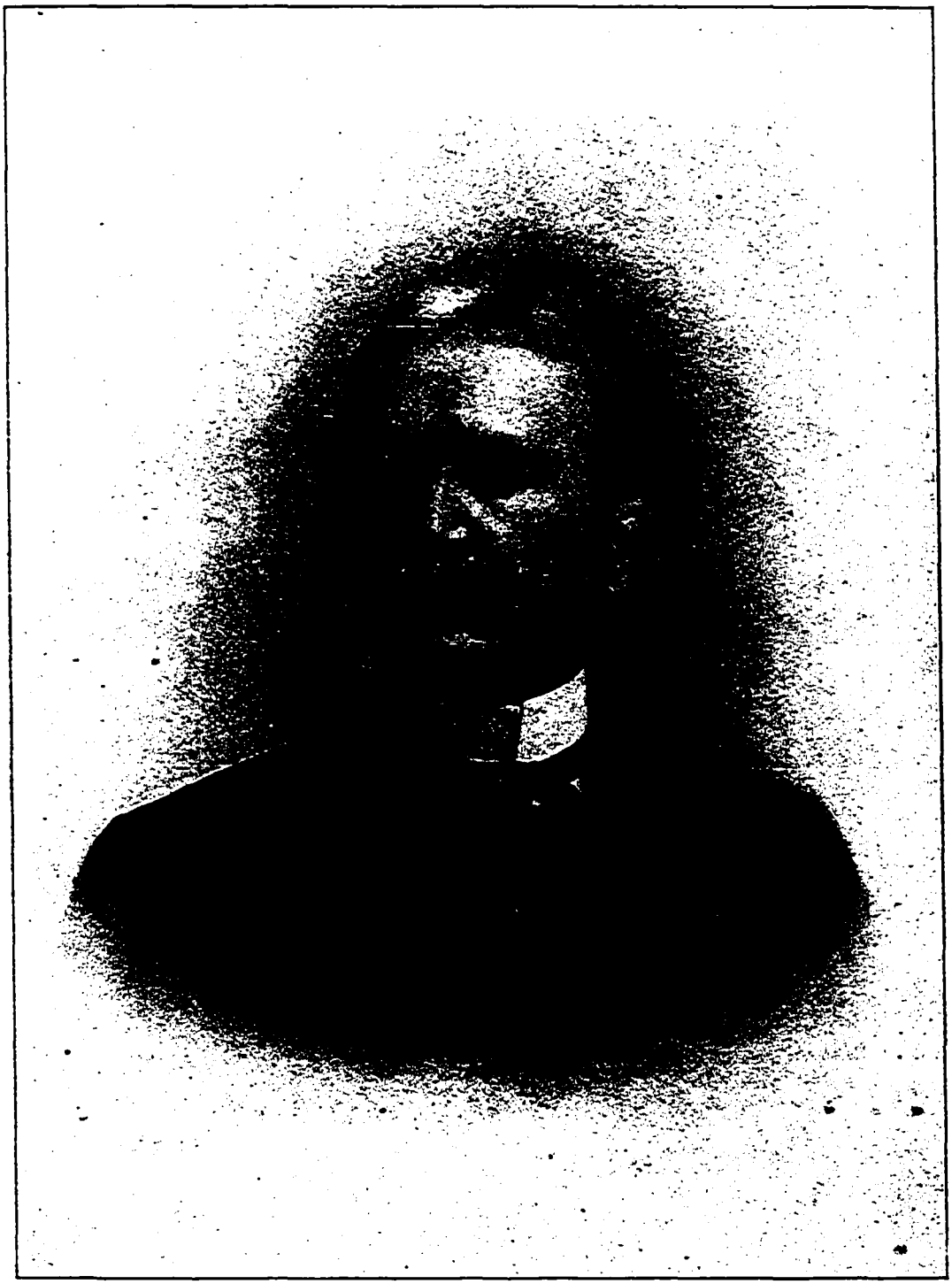
In the prime of life and of vigorous frame Mr. Ketchum bids fair to hold a leading part in the professional, educational and religious activities of the metropolis for many years to come. In his charities he is liberal and discriminating, and his extensive public experience has taught him to be an excellent judge of men.

General Henry L. Burnett, Who Studied With the Martyred Garfield, Prosecuted the Assassins of Lincoln, and is Now the Efficient United States Attorney for the Southern District of New York.

It is a fact of more than ordinary interest that the Southern District of New York has for United States Attorney one of the judge advocates who prosecuted the assassins of Abraham Lincoln. General Henry L. Burnett is far from being old in appearance, and can hardly be called an old man in years, yet he took a gallant part in the civil war, was a prominent figure in its closing tragedy, and is to-day regarded by his superiors and by the public as one of the most efficient of the long list of distinguished men who have held the honorable and responsible place which he occupies.

Like some others who are distinguished in the public life of New York, General Burnett is descended from ancestors eminent in Colonial and Revolutionary history. William Burnett was Governor of the provinces of New York and New Jersey in 1720-28, and afterwards of Massachusetts and New Hampshire, under appointment by the crown. The Burnetts, however, were uncompromising patriots, and another William Burnett, well-known as a successful physician in New Jersey, was a member of the Continental Congress, and served as Surgeon-General of the American forces during the Revolution. Samuel Burnett, of New Jersey, also stood by his country in the struggle for independence, and after the war he joined in the pioneer movement to Ohio, and founded a new home in the West. He had a son, Henry Burnett, who married Nancy Jones, a daughter of one of the old families of Virginia, and Henry L. Burnett was born to them at Youngstown, Ohio, December 26, 1838.

Young Burnett got his first rugged training in the district school —the rude mold of some of our greatest statesmen—and, being ambitious of higher education, he walked seventy-five miles to Chester Academy, where James A. Garfield was one of the pupils. While attending the academy he worked for the academy to get money for his support and tuition, and in the same way partly maintained himself at Hiram College, where Garfield was a tutor. Burnett had a decided bent to the profession of law, and after being graduated



GENERAL HENRY L. BURNETT.

from the Ohio State and National Law School, he was admitted to the bar.

When North and South met in the inevitable conflict, young Burnett, like Garfield and McKinley, hastened to fight for the Union, and served with distinction from the beginning to the end of the struggle which made us one people forever. Secretary Stanton appointed him to take charge of the inquiry into the facts of Lincoln's assassination, and as one of the judge-advocates he assisted in the prosecution and conviction of the conspirators.

After practicing law with success and repute at Cincinnati and Washington for some years, General Burnett came to New York in 1872, and quickly took a leading position at the bar, as counsel in some of the most celebrated litigations of the time. At present he is United States District Attorney for the Southern District of New York.

General Burnett's wife is, like himself, of honorable American ancestry, being a descendant of Governor Tailer, one of the colonial governors of Massachusetts. Their home is a center of social, literary and artistic attractions, maintaining in a singular degree the "noblesse oblige" which attaches of right to the General and his charming and intellectual helpmate.

JOHN DE WITT WARNER, DISTINGUISHED LAWYER, STATESMAN, AND AUTHORITY ON SHAKESPEARE AND ART.—A FOREMOST CHAMPION OF MUNICIPAL REFORM.—DESERVEDLYY REGARDED AS THE DEMOCRAT BEST FITTED TO LEAD THE FORCES OF FUSION.

John DeWitt Warner has been recognized for years as one of the strongest men of the Democratic party. He has convictions, and the courage to advocate them, whether popular or unpopular. He is a positive man, and like all positive men he makes enemies, who sometimes, however, upon further and clearer knowledge of the man and his character, become his friends.

John DeWitt Warner has had a great influence on the reform movement in New York City. He did not mince words when he attacked a public wrong, and his blows left a sting, and sometimes a scar. He fought on for the cause he knew was right, and he saw the right triumph in the end.

In his veins are combined the blood of the English and Dutch settlers of North America—of the Puritan and the Burgher of New Amsterdam. And in this regard it may be mentioned that a famous Dutch statesman named DeWitt gave up his life because he refused to compromise with what he knew to be wrong, although he also knew that the wrong was popular with the unreasoning multitude. As for the Warner—the Puritan—side, America knows what that did.

The first Warner in America was Andrew Warner, of Hatfield, Gloucestershire, England, who came over in the great Puritan immigration, and in 1632 was one of the proprietors of Cambridge, Mass. From him John DeWitt Warner is descended. Dr. John Warner, grandfather of John DeWitt, removed from Vermont to New York State about 1810, and married Mary DeWitt, whose ancestors came from Holland to this country prior to 1665.

John DeWitt Warner was born near Watkins, Schuyler County, N. Y., October 30, 1851, being the son of Daniel DeWitt and Charlotte Gordon (Coon) Warner. He was fitted for college at Starkey Seminary, Eddytown, N. Y., won a scholarship in Cornell University, and was a member of the first class to enter that institution. He was graduated in 1872, and, after devoting some time to educational

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work, studied law and in 1876 was admitted to the bar and received from Union University the degree of L.L. B. He started practice in New York City as junior member of the firm of Iselin & Warner; in 1883 formed the firm of Warner & Frayer, and in 1893 he became a member of the firm of Peckham, Warner & Strong, with which he is still connected.

Mr. Warner took an early stand in favor of tariff reform, and his writings and speeches on this subject, addressed especially to wage earners, in the second campaign of Mr. Cleveland for the Presidency attracted wide attention.

He was chairman of the sound currency committee of the Reform Club in 1895-96, and in 1897 he was chairman of its committee on municipal administration. In 1890 Mr. Warner was elected to the Fifty-second Congress from the Eleventh District of New York, the greatest manufacturing district in the United States, and in 1892 he was returned, this time to represent the new Thirteenth District, comprising a part of his old district, and constituting the wealthiest parliamentary district in the world.

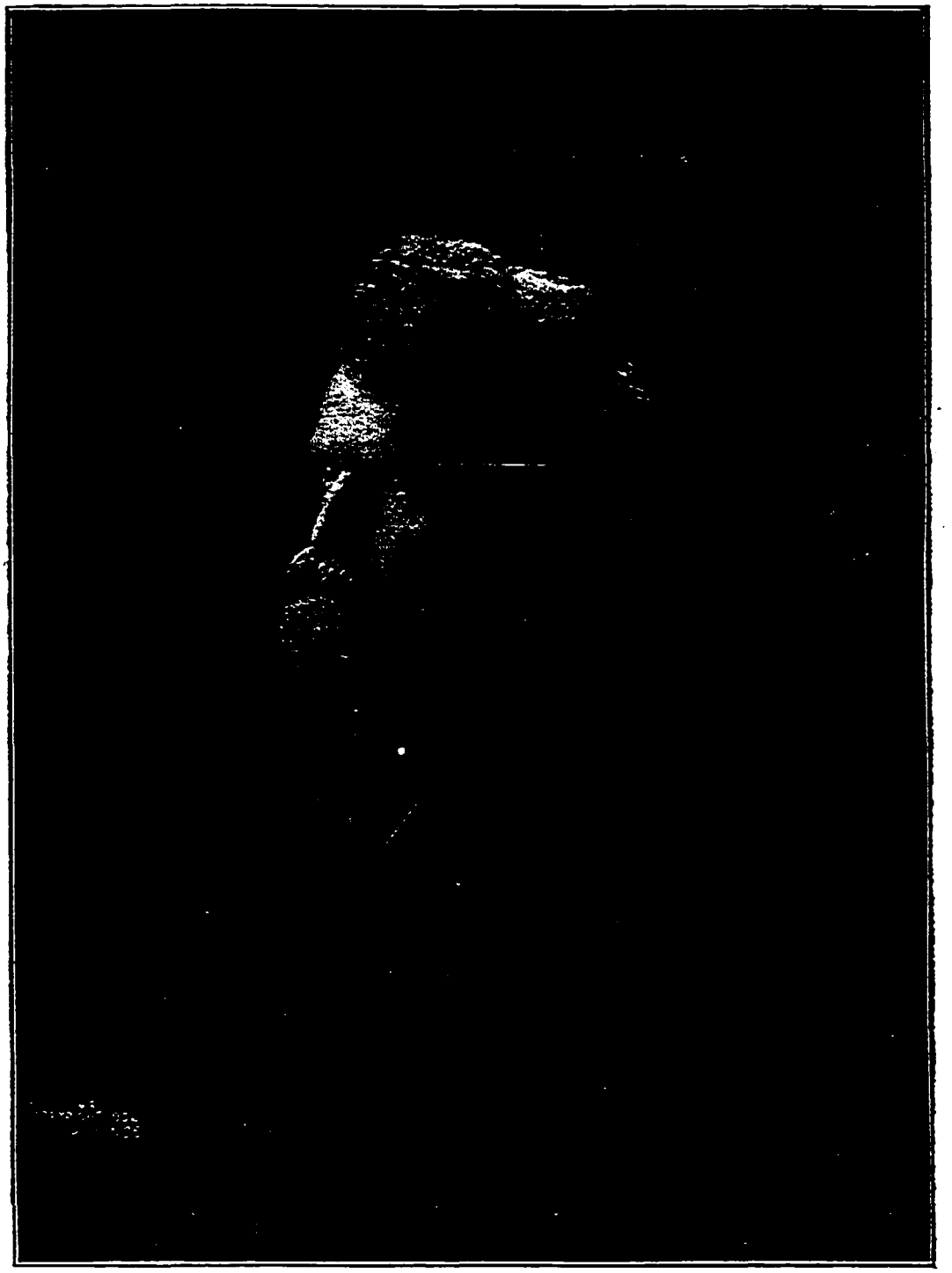
In the Fifty-second Congress he was Chairman of the House Sub-Committee to investigate the sweating system, and was active in support of the repeal of the purchasing clause of the Sherman Act, and of the Federal Election laws, and the passing by the House of the Wilson Tariff Bill, to which he secured the free sugar amendment. He advocated the Torrey Bankruptcy Act, opposed the Bland seniorage bill, and brought about an investigation of Federal buildings at New York City, which resulted in important reforms and large appropriations for construction and repairs. In the Fifty-third Congress Mr. Warner was the only representative of the State and city of New York on the House Committee on Banking and Currency, and was prominent in efforts for bank note currency reform and provision for State bank currency. Mr. Warner fought the Sugar Trust both in and out of Congress.

Mr. Warner has long been associated with movements for municipal reform and for the city's embellishment. He served on the Committee of One Hundred in 1901, and was the leading Democratic candidate for Mayor, among the Fusionists. The Citizens' Union and the German American organizations selected Mr. Warner as their first choice. The assassination of President McKinley (whose policy Mr. Warner had opposed) so affected public sympathy that

it was deemed best to name a Republican for Mayor, and Mr. Low received the nomination. John DeWitt Warner gave most loyal and earnest support to the ticket, and no one rejoiced more at its success.

Mr. Warner was one of the founders, and has served as president of the Reform Club, Cornell University Club and the Delta Kappa Epsilon Club of New York City; one of the founders and a director of the National Sculpture Society; president of the Municipal Art Society of New York, and of the Art Commission for this city. He was a founder and is president of the Shakespeare Club of New York, and author of "Sound Sequence in Shakespeare" and other papers on Shakespearean subjects. He has written extensively on tariff and currency questions, and latterly on questions of city administration and embellishment. He is a contributor to many leading periodicals including "The Forum," "Harper's Weekly," "The Independent," "Review of Reviews," "Municipal Affairs," "Law Times" of London, "Die Zeit" of Vienna, etc.

Mr. Warner is a member of the Tilden Club, Bar Association, Nineteenth Century Club, and other organizations. He married Lillian A., daughter of Joseph and Harriet C. Phelps Hudson, of Ithaca, N. Y., June 14, 1877. They have a son and a daughter.



SENATOR WILLIAM A. CLARK.

WILLIAM ANDREWS CLARK.—ONE OF THE GREATEST FIGURES IN THE RISE AND PROGRESS OF THE NORTHWEST.—HIS EXCELLENT ANCESTRY.—FROM PRAIRIE FARM TO A SEAT IN THE UNITED STATES SENATE.—AMONG THE PIONEERS OF MONTANA.

The most commanding figure in the Northwest, and one of the most prominent in the United States, is that of William Andrews Clark, United States Senator from Montana. Mr. Clark did not arrive at his wonderful height of success by chance. His is a remarkable example of achievement due to American courage, genius and energy, combined with inexhaustible industry, and the ability and purpose to overcome every difficulty and master every detail of his varied enterprises. Of that Scotch-Irish ancestry which has given presidents to the United States, as well as some of the greatest captains of trade and industry that the world has known, William A. Clark started out well equipped in mind and body for the battle of life.

He was born January 8, 1839, near Connellsville, Fayette County, Pennsylvania. His father and mother, John and Mary (Andrews) Clark, were both natives of that county. The father of John Clark, whose name also was John, emigrated from the County Tyrone, Ireland, and settled in Pennsylvania soon after the Revolutionary War. He married Miss Reed, of Chester County, in the same State, whose parents also came from the North of Ireland. On the maternal side, William and Sarah Andrews, the grandparents of Senator Clark, were also from County Tyrone, Ireland, and settled in Pennsylvania about the beginning of the last century. The maiden name of Sarah Andrews was Kithcart. She was a descendant of the Cathcart family of Scotland, to which belonged the two distinguished British generals, William, Earl Cathcart, who took a leading part in the campaigns against Napoleon, and his son, Sir George Cathcart, who was aide-de-camp to Wellington at Waterloo. The Cathcarts were of Huguenot origin, having removed from France to Scotland, on account of persecution in the former country. When they moved to Ireland, the name through some error made by a registrar in the transfer of a tract of land, was entered as "Kithcart." Subsequently they emigrated to the United States, and dif-

ferent branches of the family settled in New York and Pennsylvania.

There could be no better stock than that of the Scotch-Irish settlers of Pennsylvania. The troublous political times in their native countries doubtless had much to do with their emigration hither. The star of the Stuart line had set, never to rise again, and its bright and hopeless flicker in the days of '45 was extinguished in the blood of Scotland's noblest sons. But while order reigned, content was far from prevailing, and many a brave heart sought, on the distant shore of America, to forget the anguish of the past in the building of a prosperous future. On the very frontiers of civilization those Scotch and Irish settlers built their rude cabins, and helped to establish a great and prosperous commonwealth. A Virginia cavalier of that day, accustomed to the graces and politeness of a slave-owning aristocracy, affected to sneer at their humble abodes, forgetting that a cabin is more often than a palace the cradle of the purest patriotism, and that as true American hearts beat in those huts in the wilderness as is in the courtly precincts of Richmond.

Of such descent came William Andrews Clark. His parents resided in Pennsylvania until 1856, when they moved to Van Buren County, Iowa, where John Clark died in 1873, aged 76 years. In religious belief he was a Presbyterian, and an elder in that church for forty years before his death. Mrs. Clark now lives at Los Angeles, California, and is over eighty-nine years of age. Senator Clark always has been a devoted son, and alike in his earlier struggles and later prosperity he never forgot his parents.

The Senator worked as a boy on his father's farm in Pennsylvania, and went to school three months in the year. In Iowa young Clark helped to break the prairie sod, but his schooling continued, his parents evidently realizing the value of a good education for their son, the latter being as thorough in his studies when opportunity offered, as afterward in business pursuits. He taught school in winter, and later followed the study of law for over two years in the University of Mount Pleasant. Although Mr. Clark never practised as a lawyer, there is no doubt that the knowledge acquired in the university has been of great use to him.

Young Clark left home when about twenty-one years of age, and "worked his way" to the mining regions, teaching school for a while in Missouri. He crossed the plains in 1862, driving a team to the

South Park, Colorado, and worked in the quartz mines of Central City. From Colorado he went with an ox-team to Bannack, the journey taking sixty-five days. Mr. Clark arrived at Bannack just in time to join in a rush for Horse Prairie, where he secured a claim, which he worked during that and the following season, saving fifteen hundred dollars the first summer. This was the foundation of the vast fortune which Mr. Clark has since accumulated.

He saw that the opportunities for making money in trade were greater than in mining operations, and with the capital he had saved proceeded to invest in provisions and other articles needed in the mining camps. His first venture was to bring in a load of provisions from Salt Lake City, which he sold at a large profit—not excessive, however, when the difficulties and risks of the undertaking are considered. He carried on his trading business from small beginnings until he had one of the largest wholesale mercantile establishments in Montana, conducted on the soundest business principles, and commanding the confidence alike of dealer and consumer. His word was a guarantee of the quality of goods which he handled, and gave his customers the article for which they paid. Mr. Clark's methods, and his example as a straight, up-to-date trader had no small influence in raising the standard of commercial transactions in the Northwest, where too many others had followed the idea that "anything was good enough for the miners." Mr. Clark acted on the rule that "nothing was too good for the miners," and gave them the best.

In October, 1866, Mr. Clark made a journey down the Missouri in a fleet of Mackinaw boats. Of this journey he said in a recent letter to the writer of this sketch, who made a similar trip in 1867-68: "I went down in the fall of '66 in an open boat, a part of the fleet of the Mackinaws, leaving Fort Benton in October. A Captain Rucker, who lived somewhere in Missouri, was the owner of the boat, and we paid so much for passage, about $60. There were sixty passengers on the boat. We were about thirty-five days going to Yankton, where I took a stage, and went to Sioux City, by rail from there to Council Bluffs, and from thence to Bentonsport, Iowa, where my father then lived."

So Mr. Clark's first thought, on coming from the Northwest with the fortune he had earned was to see his parents—those parents who had given to him the training which fitted him for his successful and eminent career. What an impressive illustration of the promise

of Divine Scripture—"Honor thy father and thy mother, and thy days shall be long in the land which the Lord, thy God, giveth thee!"

It will be noted how briefly Mr. Clark, in the note quoted, passes over his journey down the Missouri. And yet it was a journey full of danger. The hostile Sioux were on many points along the river, and they dared even attack garrisoned frontier posts. The men in that open boat took their lives in their hands on that long journey from Fort Benton, and they could hardly feel entirely safe until very near Yankton. Those were the perilous pioneer days, when the red man had not yet been taught that he must give way to the white man, and when leaders like Sitting Bull still hoped that they could defend successfully the plains which they claimed as their birthright. It is a pity that no record was kept of that Mackinaw journey. It would have thrown an interesting light on one phase of State building in the Northwest, on those days to which the words of Whittier so vividly apply:

"I hear the tread of pioneers,
Of nations yet to be,
The first low wash of waves, where soon
Shall roll a human sea.
The rudiments of empire here
Are plastic yet and warm;
The chaos of a mighty world
Is moulding into form."

After a sojourn at the parental home, Mr. Clark visited the principal cities of the Union, also spending some time in the South, and everywhere adding to his stock of practical knowledge. He obtained a contract for carrying the mail between Missoula, now a busy and flourishing centre, and Walla Walla, a distance of about four hundred miles. It was a difficult and dangerous route, but Mr. Clark took hold of the task with his usual hustle and energy, and carried out his obligations to government to the letter, at the same time giving accommodations to the public which greatly aided the development of that remote region. Mr. Clark had no thought, however, of giving his time and enterprise for any length of time to carrying the mails. He kept watchful eyes on the opportunities which were ripening with the growth of settlements and the accretion of wealth, and saw that the time had come for him to take the lead in the mercantile and banking business of Montana.

Mr. Clark journeyed again to New York City in 1868, and there he formed a partnership with R. W. Donnell. This was the beginning of one of the strongest firms in the Northwest, and one of the best known in the world. Early in 1869 the new firm sent a large stock of general merchandise up the Missouri River, and established at Helena, a large wholesale house. This was afterward transferred to Deer Lodge, and consolidated with that of Mr. Donnell in the latter city. S. E. Larabie was admitted as a member of the firm, which took the name of Donnell, Clark and Larabie, and entered upon a career of prosperity. The firm closed its mercantile business, and devoted its attention exclusively to banking, first at Deer Lodge, and afterward both there and at Butte City.

Mr. Clark, with ample capital at his command, saw that the time had come when he could invest with a certainty of large and lasting returns in the mining properties which already gave promise of Montana's future greatness. He did not, however, go about this business rashly or hastily. He determined that he would not have to rely altogether on the judgment of others as to the value of mining properties, and set about to become an expert himself. Having acquired in whole or in part the Original Colusa, Mountain Chief, Gambetta, and other mining properties, he went to New York City, and took a course of practical assaying at the School of Mines, Columbia College, in order to qualify himself for a successful and intelligent management of his mining interests. The knowledge thus acquired proved of the greatest practical value to Mr. Clark, who was thus always able to tell at first hand the qualities of the ore from his various properties, and the amount of profit likely to be derived therefrom. Most of Mr. Clark's mines turned out to be fabulously rich, and thus proved the correctness of his judgment in regard to them.

Having entered upon mining, Mr. Clark did not halt at any step necessary to make his investments pay adequate returns. He aided the erection of the first stamp mill in Butte in 1876, and organized the company which put up the first smelter of any importance in that place. The corporation was known as the Colorado Smelting & Mining Company, in which Mr. Clark was one of the principal stockholders. Senator Clark is President of the Moulton Mining Company, one of the most important and prosperous concerns in

the State, and his brother, Joseph K. Clark, is manager. This company, organized in 1880, erected the Moulton Mill and developed the mine. The company built a complete dry-crushing and chloradizing forty stamp mill, sank a three compartment shaft 800 feet, put in modern pumping and hoisting works, made a thorough exploration of the property, and developed and worked immense quantities of valuable silver ores. A water plant has been organized, as an auxiliary of this concern, which furnishes water supply for a large portion of the city, as well as mining plants.

Senator Clark and his son, Charles Walker Clark, own the Colusa Parrott Mining & Smelting Company, which comprises a number of valuable and well-developed mines and large reduction works. The Senator owns a large number of undeveloped claims in the Butte district which are known to possess immense values. In addition to these properties, Mr. Clark owns valuable copper, silver, lead and coal mines and stone quarries in Utah, Idaho, Arizona, Wyoming, New Mexico and Maine, as well as some gold mines in Old Mexico. He owns with his brothers, J. Ross and J. K. Clark, a large sugar plantation and refining works in California, as well as a very large tract of coffee, vanilla and rubber lands in the State of Vera Cruz, Mexico. The United Verde Copper Company property in Arizona is believed to be the richest and most extensive copper mine in the world. Senator Clark has built and equipped a railway known as the United Verde & Pacific, connecting his mining properties at Jerome, Arizona, with the Santa Fe system. He has erected one of the largest smelting and refining plants in the world at this place, with all of the modern improvements. He also has established an electric light and water plant at this place and a hotel which is said to be the best building in the territory of Arizona.

Senator Clark's attention was called in 1890 to the great advantages that would be derived from a railroad connecting Salt Lake City with Los Angeles. After carefully examining into the resources of the new district through which the proposed road would pass, he proceeded to organize a company for the purpose of building a road to be known as the San Pedro, Los Angeles & Salt Lake Railway Company. After consulting a few friends, the company was organized with a capitalization of $25,000,000. Mr. Clark was elected President of the company and owns the control of the stock. About one hundred miles of the road have been completed, and the work

is being pursued and contracts let as fast as possible to complete a through line from the Pacific Coast to Salt Lake City, which will shorten the route to the Southern Pacific Coast many hundred miles with a corresponding saving in time.

Messrs. Clark & Larabie purchased the interests of Mr. Donnell in their Montana business in 1884, and subsequently Mr. Clark and his brother, J. Ross Clark, came into full ownership of the Butte bank, disposing of the Deer Lodge interest. The banking house of W. A. Clark & Brother at Butte City, Montana, has since then grown to be one of the strongest financial institutions in the United States. The success of this great banking house is not due to chance. When Senator Clark entered upon the banking business he made a careful and thorough study of finance, and the results have shown that he learned his lessons well. As a financier he is among the first in the United States.

The City of Butte owes much to the energy and liberality of Senator Clark, whose enterprise and capital have served to place this Northwest community on a plane with the foremost cities of the East in the enjoyment of all modern improvements. Senator Clark established the water system and the electric lighting plant at Butte, as well as the rate to miners of three dollars and fifty cents per day. He is the owner of the *Butte Miner,* one of the leading daily newspapers of the Northwest, as well as several other papers in Montana, Utah and California. He is the proprietor of the electric railways in that flourishing city of the Treasure State, and has mining, milling and mercantile interests scattered throughout the State.

Senator Clark is warm hearted and generous in his charities, and always ready to respond to any call made upon him in the interests of the public. He has recently built a modern, up-to-date hospital for the poor and indigent at Butte, fully equipped with physicians, nurses, and everything necessary to care for anyone who is passed upon by the associated charities as worthy of the consideration which it affords. This hospital is a memorial to his youngest son, deceased, who during his life had a fondness for charitable work; and it is called the Paul Clark Home.

Earnestly democratic in politics, he is devoted in the broadest sense to the interests of the State, and has never shrunk from the summons of duty, even when it involved personal danger, as when in 1878 he led, as Major in command, the Butte Battalion to the

front against the insurgent Chief Joseph and Nez Perce Indians. As Grand Master of the Masons of Montana, to which august office Senator Clark was chosen in 1877, he fulfilled his duties to the credit of the order, and has done much without ostentation to promote the welfare of that ancient and honorable brotherhood. It has been said of Senator Clark that he has conferred every degree in Masonry with the single exception of the thirty-third.

Senator Clark's education in early life and the knowledge which he has since acquired, as well as a natural gift of oratory, and a broad and intelligent power of observation and analysis, made him long ago popular as a public man, and a fitting representative of Montana. Governor Potts appointed him State Orator to represent Montana at the Centennial Exhibition in 1876, and the oration which he delivered on that occasion evoked favorable comment throughout the United States, and did much to spread the fame of Montana's teeming wealth and resources, and to attract desirable immigrants to the Territory, then already aspiring to Statehood. In 1884 Senator Clark was chosen President of the first convention to frame a State Constitution for Montana, and he presided with ability that proved his mastery of parliamentary laws. In the same year, President Arthur appointed Mr. Clark one of the Commissioners of the World's Industrial and Cotton Exhibition at New Orleans, where Mr. Clark spent several months in the interests of Montana.

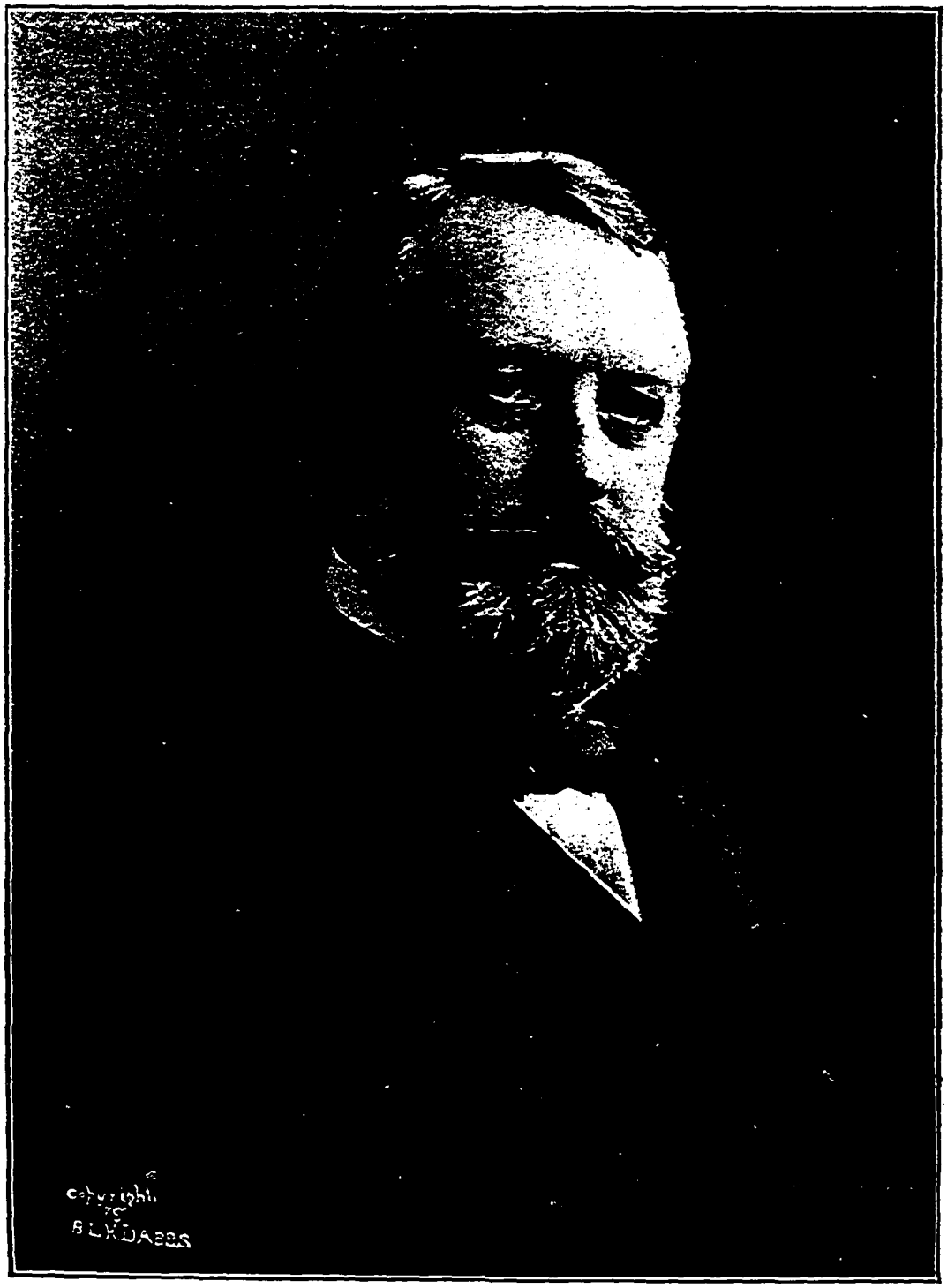
Mr. Clark received the Democratic nomination for delegate to Congress in 1888, and although he was defeated through treachery in the party, the splendid canvass that he made won for him many new friends, and paved the way to subsequent success. Upon the admission of Montana into the Union as a State in 1889, a second convention was called to frame a constitution, and Mr. Clark was again the presiding officer. He rendered such admirable service in that capacity, in framing the fundamental law of the great Northwestern commonwealth, that his position as chief representative of his party, and political leader of the new State, was finally and permanently established. The Democratic legislature of 1890 elected Mr. Clark, with Martin Maginnis, to the United States Senate, but the rival Republican legislature, which organized separately, owing to certain disputes about the returns, elected two candidates of its own political faith to the places, and the latter were seated by the Republican party majority at Washington. In 1892 Mr. Clark

headed the Montana delegation to the Democratic Convention at Chicago, and in 1893 he was again the Democratic nominee for the United States Senate, and came within two votes of an election.

If any one supposed, however, that these political disappointments, in the denial to him, through methods not necessary to characterize, of the reward of his eminent services to the people of Mantana would quench the spirit of William A. Clark, or weaken his loyalty to his adopted commonwealth, they did not know the man. When the contest was over, the location of the State capital came up in 1894. Mr. Clark stood forth with all his energies for Helena. Every cherished tradition, every argument based on justice, reason, and popular rights and interests, favored the choice of Helena, but most powerful influences contended in favor of Anaconda, and these would undoubtedly have been successful but for the magnificent campaign made by Mr. Clark in behalf of the ancient capital. He displayed an energy that won the admiration of his opponents and the gratitude of those whose battle he was fighting. His eloquence gained him new fame as an orator, and his appeals, which went right home to the hearts of the people, made Helena's victory certain, where defeat at first seemed assured. Helena was chosen to be the capital of the State, and her citizens in an outburst of gratitude to Mr. Clark bore him on their shoulders from the train to his carriage, and then dragged the carriage in triumph through the streets.

It is needless in this sketch of a great career to recite the long story of the struggle which finally resulted in placing Mr. Clark where he is to-day, in the Senate of the United States, as the honored respresentative of Montana. A really great man is bound to arouse hostility and envy. All American history bears witness to the bitterness with which all great Americans have been assailed. Washington himself, the Father of our country, was the object of attacks, so cruel and unjust that to-day it seems almost incredible. The truly good cannot escape the shafts of malice. Their very eminence makes them fair targets. Senator Clark has had more than his share of this kind of abuse, but it has only served to bring out more signally and conspicuously the sterling qualities that have raised him from a prairie farm to a place in the highest council of the nation. There is nothing vindictive about Senator Clark. He is too broad-minded, too big-hearted, too magnanimous to triumph in the dis-

comfiture of his enemies. Now in the vindication which an undisputed election to the Senate has given him, he can afford to ignore the past, and to leave petty and already forgotten assailants to the punishments of their own reflections. Senator Clark will live in history as one of America's great men, when his antagonists will long have sunk into merited oblivion.



HENRY C. FRICK.

Henry Clay Frick, the Builder of the Vast Coke Industry of Western Pennsylvania, and the Man who Made the Carnegie Steel Interests the Success of the Age, Has no Superior as a General of Industry.

The great steel industries of Pennsylvania have produced some remarkable men, some who are not merely captains, but generals of industry, and whose names will live for all time in the annals of American progress. The most prominent of these, both on account of his talents as a builder and manager of great enterprises, and as a chief of men, is Henry Clay Frick, of Pittsburg. Always open to the appeals of justice and humanity, and ever sympathetic toward the struggling and the unfortunate, Henry Clay Frick is as adamant to any attempt at unfair influence or compulsion, whether it comes from labor on the one hand, or capital on the other. His quiet, considerate and deliberate manner, and his readiness to accept a suggestion which his conscience and judgment approve, have sometimes led shallow minds to make the mistake of endeavoring to coerce him into a course which he did not approve; but the mistake was never repeated by the same parties. One encounter with Henry Clay Frick as an antagonist has been enough, whether for labor agitator or grasping capitalist. They always came to his terms, not he to theirs, simply because he always had right on his side, and the courage and resolution to maintain the right.

Mr. Frick is still a comparatively young man. He was born December 19, 1849, in the village of West Overton, Westmoreland County, Pennsylvania. His parents were John W. and Elizabeth Overholt Frick. His father was of Swiss and his mother of German ancestry, and it is not difficult to discern in the character of Henry Clay Frick something of that indomitable courage and firmness which animated the brave mountaineers of Switzerland in the assertion and defence of their independence. His mother's father, Abraham Overholt, was one of the largest landowners and the leading miller of his time in southwestern Pennsylvania.

Mr. Frick acquired an education in the schools of the neighborhood. It was a sufficient equipment for the practical business career on which he started early in life, and in which he soon found the path to his ultimate success. Beginning as a clerk in Mount Pleas-

ant, he became in 1869 bookkeeper in the office of his grandfather, at Broad Ford, Fayette County, Pennsylvania. Young Frick attended carefully to his books, but also kept his eyes open for larger opportunities. The coking-coal deposits in the vicinity of Broad Ford drew his attention, and after a thorough study of the subject of coke-making, then in its infancy, and of the value of the deposits, he concluded to form a company to buy the coal land and undertake the manufacture of coke. Mr. Frick was selected as manager of the enterprise.

He was therefore very young when he entered upon the business which brought him wealth and fame. From the first there was an increasing demand for the coke, and the capacity of the plant was enlarged as the market for its products extended, until in 1873 the firm had two hundred ovens.

The general prostration of business in 1873 injured the coke-making industry, and some of those associated with Mr. Frick, being straitened for funds, desired to withdraw from the enterprise. It was necessary for Mr. Frick, therefore, to procure financial support in some other quarter, and this he had no difficulty in obtaining from friends who had faith in his ability. He bought the interests of his partners, thereby acquiring control, and he purchased considerable tracts of coal lands which were on the market at low prices during the period of depression. When business revived the income from the coke business fully justified the confidence which Mr. Frick had shown in its future. The profits paid over and over again for the investment, and the firm of H. C. Frick & Co. became known as one of the most solid and prosperous in Pennsylvania, and the largest coke producer in the world. In 1882 the firm was merged in the H. C. Frick Coke Company, and Carnegie Brothers & Co., Limited, were large purchasers of the stock.

Andrew Carnegie was quick to discern the masterful genius of Henry Clay Frick, and the advantage to be gained for the Carnegie interests by association with such a man. At this time—in 1889—Frick was already the most conspicuous figure in the American industrial world. But forty years of age, he stood head and shoulders in business leadership above his older competitors. He was not only the present, but the coming man, and it did not need shrewd reckoning to discern that the best way to assure continued and greater success for the Carnegie steel interests was to obtain the co-opera-

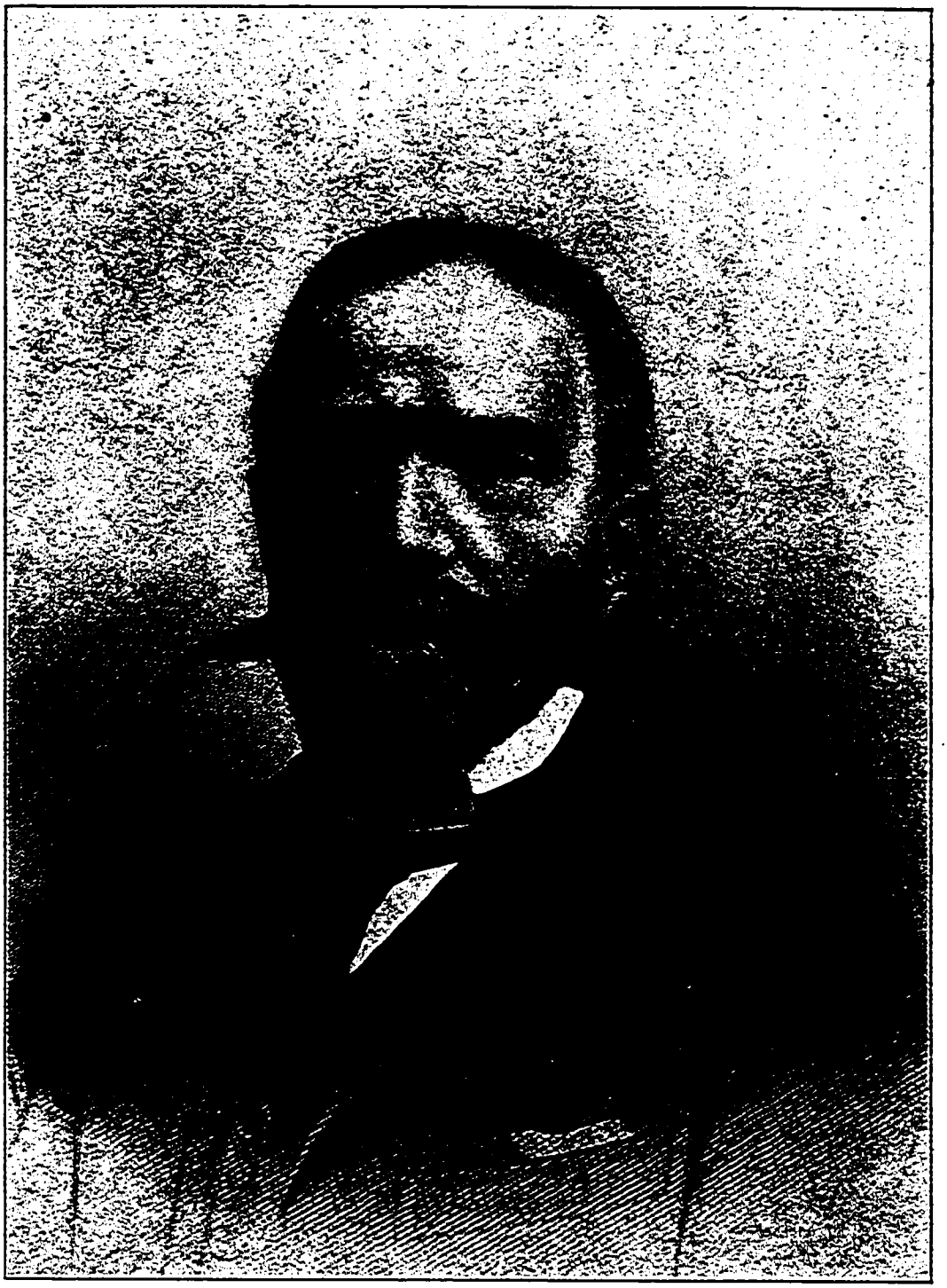
tion of Henry Clay Frick. Mr. Frick was willing to enter the Carnegie firm, and accepted an offer of an interest in and official connection with the Carnegie concerns. He became chairman of Carnegie Brothers & Co., Limited, and of its successor, the Carnegie Steel Company. When in 1895, at the request of Mr. Frick, the duties of the chairman were divided, most of the executive details being transferred to the newly created office of president, Mr. Frick retained the official title of chairman of the Board of Managers. Under his direction and control the business grew with unexampled strides, and increased immensely in value. With characteristic firmness, justice and decision Mr. Frick overcame every obstruction to the company's growth and development, undeterred by menace and even violence in his steadfast adherence to the policy of fair-dealing with all concerned in the company's affairs. Those who sought to do him injustice, and to deprive him of interests to which he was lawfully entitled soon perceived that they were in the position of pygmies assailing a giant, and shrank from the encounter they had themselves provoked.

When it was proposed to consolidate the steel interests, and form the United States Steel Corporation, J. Pierpont Morgan suggested Frick as head of the new corporation, which was to take over interests so largely built up by Mr. Frick. The latter, however, did not care to add this responsibility to his other extensive engagements. Content with the recognition of his just claims he preferred to leave to others the further guidance of the great industry which he had done so much to develop, and with which his name will be forever associated.

Resolute and unyielding in asserting his rights, and protecting the rights of others intrusted to his charge, Mr. Frick is generous, kind and sympathetic in his personal relations. He has a tender regard for the helpless and suffering, and is substantial and practical in his charities, his keen judgment of character causing him to be seldom, if ever, mistaken as to those who appeal for aid. He seeks no notoriety for his benefactions, nor does he intend them to be a monument to his name. He does good from a sense of duty, and for the pleasure it affords to his well-balanced mind.

Mr. Frick was married, December 15, 1881, to Adelaide Howard, daughter of the late Asa P. Childs, of Pittsburg, and they have had two boys and two girls, of whom one boy and one girl sur-

vive. Mr. Frick is a member of the Union League Club, and also is a member of the Metropolitan, Engineers' and Lawyers' Clubs, of New York City, and devotes sufficient of his time to wholesome recreation to maintain the perfect health necessary for due attention to his vast and growing interests.



JAMES R. KEENE.

JAMES ROBERT KEENE, THE SUCCESSFUL AND INDOMITABLE FINANCIER, AND BRILLIANT PATRON OF THE TURF, WHO HAS PROVED IN A PRACTICAL AND SUBSTANTIAL WAY HIS SYMPATHY WITH THE CAUSE OF GOOD GOVERNMENT.

The success which James Robert Keene has achieved in the stock market is the result not of daring, but of judicious speculation. Mr. Keene is never reckless. He has sometimes met with misfortune, for no man is infallible, but his good fortune has never been the outcome merely of chance. He is not a "plunger," but takes his bearings in Wall Street with as much caution as a Missouri River pilot when the water is low, and the channel lost among sandbars. If Mr. Keene clears millions at times when others lose or make only thousands, it is because he has the superior insight necessary to gauge with accuracy the conditions of the market, and the courage and means to act upon his conclusions.

These are events which no man can foresee—for instance the sudden death of former Governor Flower, or the assassination of President McKinley, and these may bring disaster even to the most prudent and calculating, but as a rule remarkable success in stock transactions is due to remarkable equipment, natural and acquired, for that form of financial enterprise. An essential part of this equipment, and one that is conspicuous in the career of Mr. Keene, is the indomitable spirit that will not be downed by misfortune, and that makes of every stumbling-block a stepping-stone to higher achievement. The "quitter" is always beaten in advance, even when he meets with temporary advantages, for his faint-heartedness invites disaster which would have shunned the path of a resolute and determined man. James R. Keene has succeeded, in a word, because he deserved success.

Mr. Keene is a young-looking man, as vigorous in mind and body as most men of forty, and it is difficult, therefore, to believe that he was born in 1838. Mr. Keene's father was a rich merchant of London, England, and the boy from the start had a careful education, first at a private school in Lincolnshire, and afterward in a school of preparation for Trinity College, Dublin. The elder Keene, however, met with misfortune in business, and the future Wall Street magnate had to give up his prospect of a college training. The

family came to the United States, and settled at Shasta, California, in 1852. Young Keene went to work taking care of horses, and soon saved enough money to buy a miner's outfit, and join in the search for gold.

The Comstock lode brought good luck at last. Young Keene went from California to Nevada, after the discovery of the lode, and traded in mining property until he had made enough money to go to San Francisco and begin his career as a speculator in stocks. He made one hundred and twenty-five thousand dollars in a few months, and felt himself well enough off to get married. His wife was Sara Daingerfield, daughter of Colonel Daingerfield, of Virginia, and sister of Judge Daingerfield, of California. She proved a devoted helpmate in shadow as well as sunshine, and nobly stood by her husband in the financial losses which soon afterward overtook him; for a crash came in mining stocks, and his comfortable fortune was nearly all swept away.

Keene did not waste time mourning over what he had lost; he started right in to make up for his losses. Senator C. N. Felton became his friend, and employed him as his broker. Mr. Felton was appointed Assistant United States Treasurer, and he disposed of his seat on the Stock Exchange to Mr. Keene, giving the latter time to pay for it.

James R. Keene was now in his element—in the place for which he had long foreseen that he was best fitted. As a member of the Exchange he quickly made his way to a leading place, and was recognized as one of the shrewdest operators on the Pacific coast. He also was popular on account of his personal qualities, his sense of equity and fair dealing, and when a vacancy occurred he was elected President of the Exchange. His fortune grew apace, and ere long he was the possessor of over six millions of dollars.

Mr. Keene was now fully launched on a financial career which has never since been out of range of the limelight. One of his earliest acts as a millionaire was to assist, or rather to lead in saving the Bank of California from a suspension, which would have involved widespread ruin to business. Mr. Keene was one of the four contributors who paid $1,000,000 each into the guarantee fund of eight millions needed to secure the depositors from loss, and to help the bank to keep its doors open. Mr. Keene also was influential in persuading the San Francisco Stock Exchange to contribute half

a million dollars more, and he likewise induced individual members to advance about the same amount. But for this timely aid the bank would have closed its doors, and every nerve of trade on the coast would have been paralyzed by the blow.

Mr. Keene entered Wall Street by accident. He started for Europe in 1877 on a tour of rest and recuperation. When he arrived in New York he found the stock market in a condition of collapse, values away below the normal, and everybody afraid to buy. The situation was one which at once challenged his quick and sagacious instinct. He deferred his journey, bought stocks freely, and kept making money as the market grew better and better, until, more than two years after he had set out from California for Europe, he continued his journey with nine millions of dollars more to his credit than he had when he stepped into Wall Street. When Mr. Keene got back from Europe he made his residence in the vicinity of New York, and here he has remained, one of the most prominent figures in finance, an eminent patron of the turf, and a liberal donor to charity and the cause of good government.

Mr. Keene has original and practical views on the subject of charity. He believes in giving money when people need it, and to people who are in actual want, regardless of the causes of their want. "If a man is hungry, he should be fed, and at once," said Mr. Keene. "Never mind what his past has been. If it be a woman who is in need it is of no importance whether she has fallen or not. The questions whether she is hungry, or in need of clothes or shoes or coal are of importance. That's my idea of charity.

"If I could give whatever money I am able to spare to persons who, through adversity, have been reduced from prosperity to want, I would prefer it, but these are the ones who are too proud, in most cases, to make their wants known."

Mr. Keene's attitude toward the campaign for the redemption of New York was an excellent example for others who have large interests to protect from the evils of corrupt and criminal misgovernment, and he therefore deserves a place on the roll of honor of that memorable victory.

Mr. Keene's home at Cedarhurst, Long Island, is one of the finest in the United States. His children are Foxhall Parker Keene, who married Miss Lawrence, of Bayside, L. I., and Jessie Harwar Keene, wife of Talbot J. Taylor.

ISAAC N. SELIGMAN, HEAD OF THE FAMOUS AMERICAN HOUSE THAT HAS EVER BEEN ON THE SIDE OF PURITY IN GOVERNMENT.—A BANKER AND PHILANTHROPIST OF WORLD-WIDE FAME WHO HELPED TO FOUND THE CITIZENS' UNION.

In every civilized country of the world, but particularly in Germany, France, England and the United States, the bankers have been vital factors in the history of the nineteenth century. Through their efforts governments have been maintained and the public credit sustained, while in time of war their services have supplemented and made possible those of the soldiers. Every man of intelligence knows that the bankers and the owners of railroads in America are not merely the "bloated bondholders" so dear to the caricaturist, but are, in fact, most potent instruments in the development of the country and in the prosperity of the whole people.

The German strain of our nation-makers cannot be given too much credit, and while the famous Seligman family of bankers was was not identified with this country in Colonial times, its services in more recent periods have been of the highest order. The American branch of the family had its origin in Baiersdorf, Bavaria. There Joseph Seligman was born on Sept. 22, 1819, the eldest of seven brothers. Nowhere is education more highly esteemed than in Germany, where the greatest scholars have taught in the universities practically without remuneration, being satisfied with the honor conferred by their country. As has been the case with all his descendants, Joseph Seligman was given a college career, attending the near-by University of Erlangen. His training brought early results for, upon coming to this country in 1838, he was appointed private secretary to Joseph Asa Packer, of Pennsylvania. The latter afterward organized a bank in which Mr. Seligman became cashier. At various times his brothers followed him to America and ultimately they joined him in partnership, first, in an extensive clothing business, which was commenced in 1848, and proved a rich investment during the Civil War; and later in the establishment of the now celebrated banking house which bears the honored name of the family. Its various titles and locations are: J. W. Seligman Co., of New York; the Anglo-California Bank, Limited, of San Francisco; Seligman, Hellman Co., of New Orleans; Seligman Brothers, of London; Sel-

ISAAC N. SELIGMAN.

igman Freres et Cie, of Paris; and Seligman Stettheimer, of Frankfort.

Joseph Seligman, the founder and long the master mind in this world-wide firm, enjoyed the intimate friendship of Gen. U. S. Grant, and when the latter became President he urged Mr. Seligman to accept the treasury portfolio in his Cabinet. Private business, constantly increasing in volume and importance, causing the flattering offer to be declined.

Isaac Newton Seligman, second son of the founder both of the banking house and of the American branch of the family, was born on Staten Island, New York, July 10, 1855. Following the traditions associated with his name, his educational training was of the highest order. Prepared from his tenth year at Columbia Grammar school, he afterward visited Europe, and on his return in 1872 matriculated at Columbia College. Here he was a leader in both scholarship and athletics, and was a member of the successful university crew at Saratoga in 1874 in competition with Harvard, Yale and others. He was graduated with honors in 1876, and in the following year gained his first business experience by entering the New Orleans branch of the Seligman banking house. In 1878 he was called to New York and became active in the operations of the firm in that city. Upon the death of his father in New Orleans, April 25, 1880, he was admitted to partnership, and became the recognized head upon the death, in 1895, of his uncle Jesse Seligman.

No financiers have been more closely identified with national affairs than the Seligmans, except during the Cleveland administration the house has been the financial agent of the Navy and State Departments continuously from 1876. It is also the accredited naval and fiscal agent of the United States Government both at home and abroad. It was of immense aid in sustaining our credit during the first Grant administration, and united with the Rothschilds in subscribing the bonded loan of $150,000,000, which Secretary of the Treasury Sherman issued in 1879. The firm reorganized the famous Cramp Shipbuilding Company, of which the Seligmans are now the largest stockholders.

Although, like his father, Mr. Seligman had never been active in political life he had nevertheless been a member of the Finance Committee of the Republican National Committee, and was appointed by Governor Morton as one of the five directors of the Man-

hattan State Hospital, an appointment which was repeated by Governor Roosevelt. Also he consented to act as a member of the City Committee of the Citizens' Union.

The vast business enterprises in which he is interested are manifold. He is chairman of the reorganization committee of the St. Louis and San Francisco Railroad, a director of the Western New York and Pennsylvania Railroad, acquired last year by the Pennsylvania Company; a trustee of the Munich Fire Insurance Company, and a director of the Audit Company and of many other corporations.

The list of the organizations to which he gives the aid of his knowledge, wealth and influence, but from which he derives no financial remuneration, shows the breadth of his mind, his charity and his taste. He is associated with Messrs. Mills, Vanderbilt and Cutting in the City and Suburban Homes Company, which provides model tenements for the worthy and industrious poor. He is a member of the National Conference of Charities and Corrections; director of the Sound Money League; trustee of the Co-operative Committee on Play Grounds, the St. John's Guild, the People's Institute, and of the Hebrew Charities Building, erected by his father-in-law, Mr. Loeb. He was the director-general of the Grant Tomb Committee.

Mr. Seligman is a member of the Chamber of Commerce and was appointed by that body as one of the delegates to represent it at the banquet of a year ago given by the London Chamber of Commerce. Also, he was a member of the staff of Gen. Horace Porter at the first inaugural ceremonies of President William McKinley.

Since graduation he has maintained an intimate association with Columbia University, in which his brother, Edwin R. A. Seligman, is professor of political economy. He is active in its alumni association and has been president of its boat club. He was chairman of the Schurz Fund of Columbia and of the Columbia Memorial Hall Committee, and has given $50,000 to various objects connected with the university.

He is a liberal patron of art, science and literature, occupying that position also in a technical sense toward the American Museum of Natural History, the American Fine Arts Society, and of the New York Free Circulating Library. He is a member of the National Arts Club, of which he is also a trustee, and of the Lotus, University,

Lawyer's, St. Andrew's, Lakewood Country, Garden City Golf, Seabright Golf and Ocean Country Clubs, as well as of many exclusive organizations in the capitals of Europe.

He was married in 1883 to Miss Guta Loeb, the daughter of Mr. Solomon Loeb, the well-known merchant and philanthropist of New York. The ceremony took place in Frankfort, Germany. The residence of Mr. and Mrs. Seligman in West Fifty-fourth street is all that can be pictured as the results of wealth and culture. Their two children, Joseph L. and Margaret V., are now respectively fourteen and six years of age.

So, in language beggared by imprisoned space must the life story be here told of one of the truest representatives of American citizenship yet in reality it is not Mr. Seligman's life story, for at the age of forty-six it can not, let it be hoped, be more than half completed. Absolutely in the prime of life, there are years before him in which to enjoy personal happiness, and to be of aid to education, philanthropy and the state.

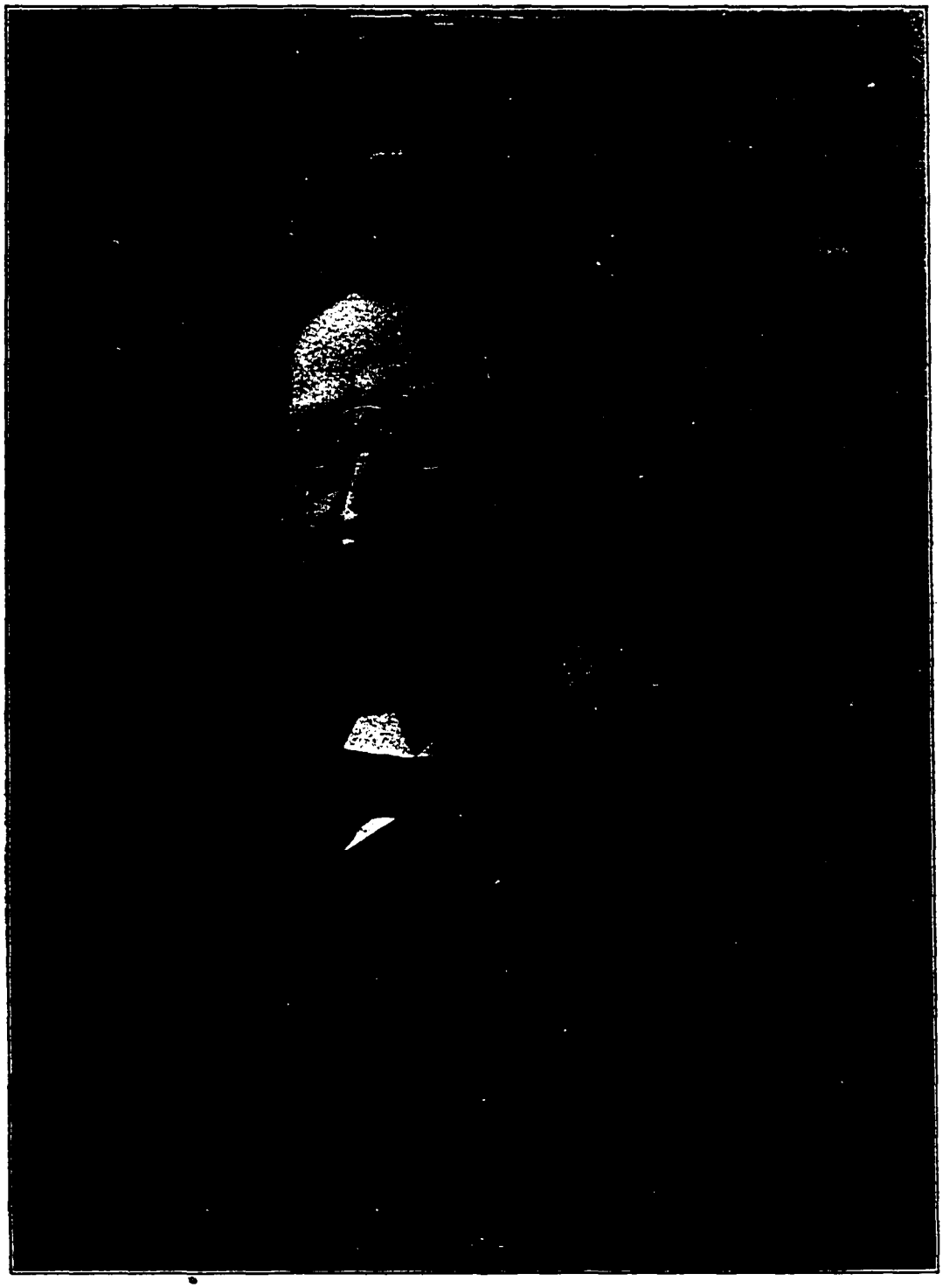
De Witt J. Seligman, of the House of Seligman, Which Always Stood by the Government.—One of New York's Great Financial Leaders Who Is a Volunteer Worker in the Cause of Good Government.

De Witt J. Seligman, eldest son of the well-known banker, James Seligman, and a cousin of Isaac N. Seligman, was born in New York City, March 22, 1853. He takes a deep interest in all that concerns good government in Greater New York. He is a delegate from the Seventeenth Assembly District to the Central Citizens' Committee of the Citizens' Union. De Witt J. Seligman believes that New York needs more men of good standing in the community—men of the Seth Low type—in public life, or at least that more of them should take more interest in the city's affairs.

De Witt J. Seligman has been out of active business a good many years. He is a member of the New York Bar, the New York Stock Exchange and a trustee of the New York Association for Improving the Condition of the Poor. He has occupied the following-named positions: A member of the Board of Education from 1884 to 1889; a director of Mt. Sinai Hospital; a member in 1893 of the Mayor's Committee of One Hundred for the celebration of the Columbus Centennial and a member of Mayor Strong's Advisory Committee on Small Parks.

In 1878 Mr. Seligman married Addie S. Bernheimer, daughter of the late Simon Bernheimer, and has two daughters and a son.

DeWITT J. SELIGMAN.



E. R. A. SELIGMAN.

Edwin R. A. Seligman, Political Economist Who Represented the Great Family of That Name on the Committee of Fifteen.—A Professor in Columbia College and Author of Standard Works on Political Science.

Still another of the Seligman family who took an active part in the routing of Tammany Hall is Edwin R. A. Seligman, professor of Political Economy at Columbia University. He served as a member and as Secretary of the famous Committee of Fifteen, which paved the way for the success of the Fusion ticket. E. R. A. Seligman was born in New York City on April 25, 1861, and was educated by the famous juvenile writer, Horatio Alger, Jr. For a few years he attended the Columbia Grammar School and then entered Columbia University, being graduated therefrom in 1879, as an honor man. Then he studied for three years in Germany, France, Switzerland and Italy, pursuing the general subjects of political science. Upon his return, in 1882, he entered the Schools of Law and Political Science at Columbia, and in 1884 received the degrees of LL. B. and Ph. D. One year later he was appointed prize lecturer in Political Economy at Columbia University. He was made Adjunct Professor of Political Economy in 1888, and Professor of Political Economy and Finance in 1891. He was one of the founders of the American Economic Association in 1885, and for a time was its treasurer and a member of its publication committee.

He is one of the Board of Editors of the "Political Science Quarterly," and managing editor of the Studies in History, Economics and Public Law," edited by the Faculty of Political Science, Columbia University. Among his books are "Essays on Taxation" and "Economic Interpretation of History." Others of his books are on railway tariffs, and the Interstate Commerce Law, the taxation of corporations, the shifting and incidence of taxation; progressive taxation, theory and practice. Some of Prof. Seligman's books have been translated into foreign languages.

Professor Seligman is President of the American Economic Association, Chairman of the Taxation Department of the National Civic Federation, and Chairman of the Committee of Education of the Educational Alliance. He is a member of the National Arts Club, the City Club of New York, the Authors' Club and the Columbia Alumni Association.

PERCIVAL KUHNE, ONE OF NEW YORK'S YOUNG FINANCIERS AND HEAD OF SEVERAL OF THE STRONGEST INSTITUTIONS IN AMERICA AS WELL AS A BANKING HOUSE IN EUROPE.—A LEADER IN THE WORK OF RELIEVING THE POOR.

Percival Kuhne, a leader in New York's financial and social affairs, was born in New York, April 6, 1861. His father Frederick Kuhne was a banker before him, and of international reputation. The elder Kuhne was born in Magdenburg, Germany. He established a banking house in his own country, and then came to America to start a branch. He found such a great financial centre here that he remained, and his banking business in Germany became the branch. For sixteen years prior to the close of the Franco-Prussian war he was the financial representative of many of the German States now forming the German Empire.

Frederick Kuhne married Miss Josephine Miller. Her father was George J. Miller, a descendant of an old and aristocratic English family.

Percival Kuhne was educated in the New York schools and then went to Germany to complete his education in financial affairs. On his return home in 1884 he entered the banking house of Knauth, Nachod & Kuhne, which had been founded by his father. His marked ability as a financier brought him rapidly to the front in the big transactions of Wall Street, and his co-operation was eagerly sought by a number of large corporations.

Through his own efforts he founded the Colonial Trust Company, of which he is a trustee. He is one of the leading factors in the Citizens' Savings Bank, being a member of the Executive and Finance committees of that institution and a trustee as well. He is heavily interested in the Lincoln Safe Deposit Company and the Colonial Safe Deposit Company, being a trustee of both institutions.

He is a member of the Chamber of Commerce and several other institutions. When Prince Henry of Prussia visited here this year, Mr. Kuhne was one of the Captains of Industry chosen to receive him.

He has always been a staunch Republican, and in the Fusion campaign he gave his hearty support to Seth Low and the whole ticket.

PERCIVAL KUHNE.

Although a man of great wealth and the moving spirit of giant enterprises which make every minute of his time of greatest value, he finds time to aid his brother man. He is particularly interested in works that furnish public amusement and instruction. He is therefore a supporter of the New York Botanical Garden, the New York Zoological Garden, the American Academy of Political and Social Science, the Metropolitan Museum of Art and other like organizations.

In Masonic circles he is prominent as a member of Holland Lodge, No. 8. In club life he is a member of the Metropolitan, Union, Union League and Calumet.

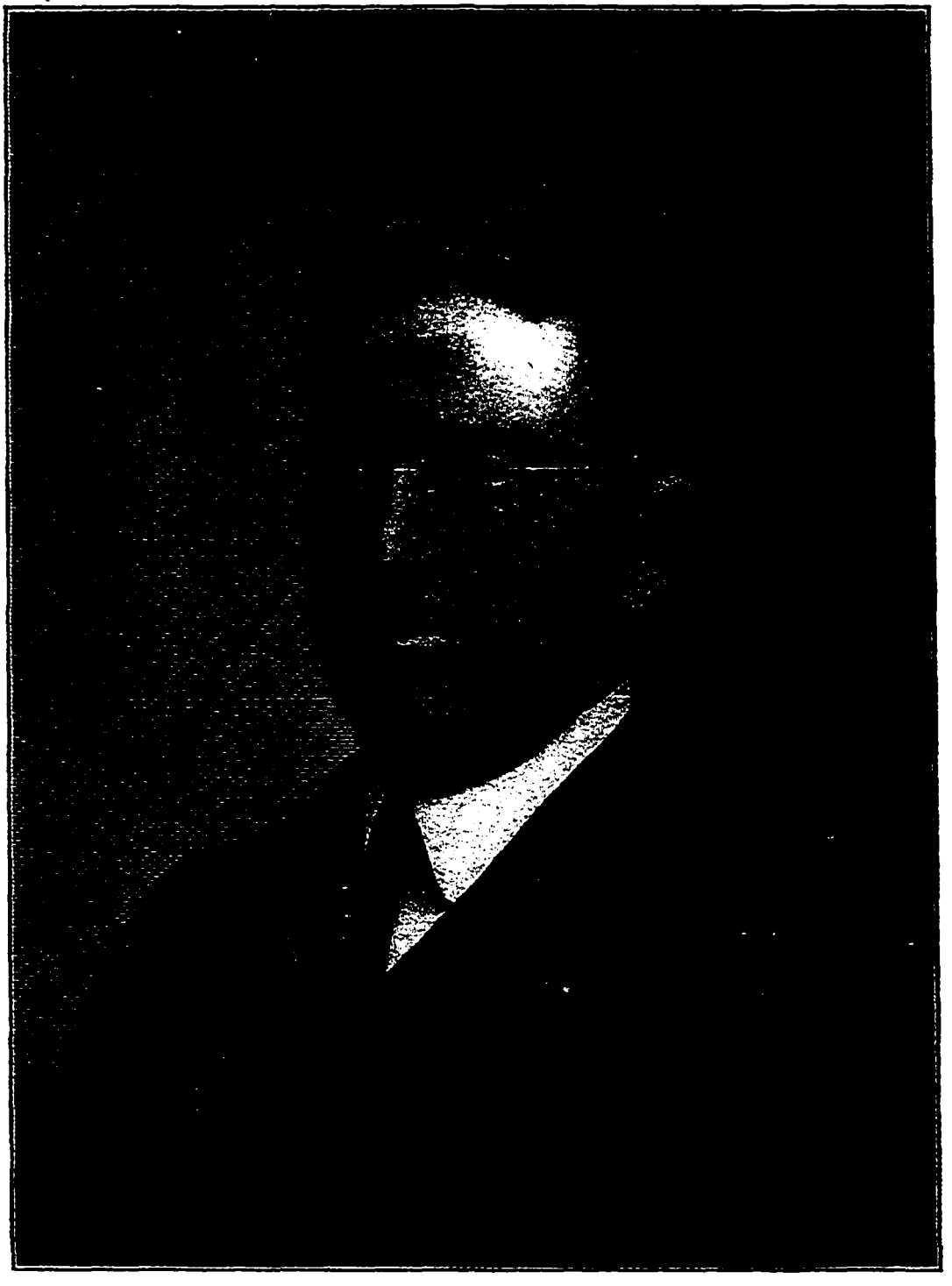
Mr. Kuhne married Miss Lillian Middleton Kerr, daughter of Hamilton R. Kerr. She is a granddaughter of John Kerr, founder and First President of the Broadway and Seventh Avenue Railway Company. Her maternal great grandmother, Margaret Worthington Smith, was a lineal descendant of Nicholas Worthington, who took the oath of allegiance to King Charles II. in 1678. His family is traced back in Burke's Peerage to King Henry III., of the Plantagenet line.

Fairfax Stuart Landstreet, a Son of the Sunny South, Who Began as a Clerk, and is Now General Manager and Director of Great Corporate Properties—Lesson of a Successful Career.

New York has always been hospitable to the sons, and daughters, too, of the sunny South. In both the social and business life of New York they hold prominent place, and among those who have come from below Mason and Dixon's line to do their share in building up this metropolis, and carrying on its great enterprises, none is more favorably known than Fairfax Stuart Landstreet. Born in Paris, Fauquier County, Virginia, June 17, 1861, Mr. Landstreet may be said to have been cradled in the storm of war which was then sweeping over his native state, to give way, after four terrible years, to the clear skies and sunshine of peace and harmony between North and South. His father was John Landstreet, a Methodist minister, who was a chaplain in the Confederate Army, under General J. E. B. Stuart. His grandfather came to Baltimore in 1800, and was in the war of 1812 as one of the "Old Defenders" of Baltimore against the invading British. Mr. Landstreet's mother was of English descent, and came from the renowned and honorable Fairfax and Lindsay families of the Old Dominion.

Young Landstreet received an excellent practical education in the schools of Maryland. He entered the service of the Davis Coal & Coke Company in 1879 as a clerk at a coal mine, and filled various other places with the same company connected with their mining, railroad and banking interests, until 1893, when he was appointed General Manager of the Company, and became personally interested in the property.

Mr. Landstreet, it is almost needless to say, had received a training in the Company's service which qualified him thoroughly for the onerous and important duties of General Manager. He already knew, by experience and observation, what was to be expected from the various employes, and he was thoroughly familiar with the property. Indeed, the evidence which he had given of his ability to deal successfully with all branches of the Company's interests was the cause of his election to the place, and he promptly showed by his



FAIRFAX S. LANDSTREET.

successful management that the Company had made the best choice possible.

The Company has grown greatly in wealth and property since Mr. Landstreet took charge, and his eminently successful management of this as well as other properties, has served to bring him into prominence, and to achieve for him a place in the foremost rank of New York's business men.

Besides being General Manager of the Davis Coal & Coke Company, he is Director and Manager of the Coal Department of the West Virginia Central Railway, Vice-President and Director of the National Bank of Davis, W. Va.; President of the Tucker County Bank, W. Va.; Vice-President and Director of the Citizens' Trust Company, Parkersburg, W. Va.; Vice-President and Director of the Boreel Mining Company, N. Y., and President of the Davis Electric Light Co., of W. Va.

Mr. Landstreet married at Piedmont, W. Va., December 6, 1886, Mary Davis, daughter of the late William R. Davis, and they have a delightful home and two charming children, Fairfax Stuart Landstreet, Jr., and Mary Davis Landstreet.

The career of Mr. Landstreet is an example of success achieved by careful, faithful and thorough discharge of duty in minor capacities, thereby qualifying oneself for higher and more responsible trusts. Without the exceptional natural ability, however, which Mr. Landstreet possesses, his other admirable qualities would hardly have been sufficient to elevate him to his present eminence.

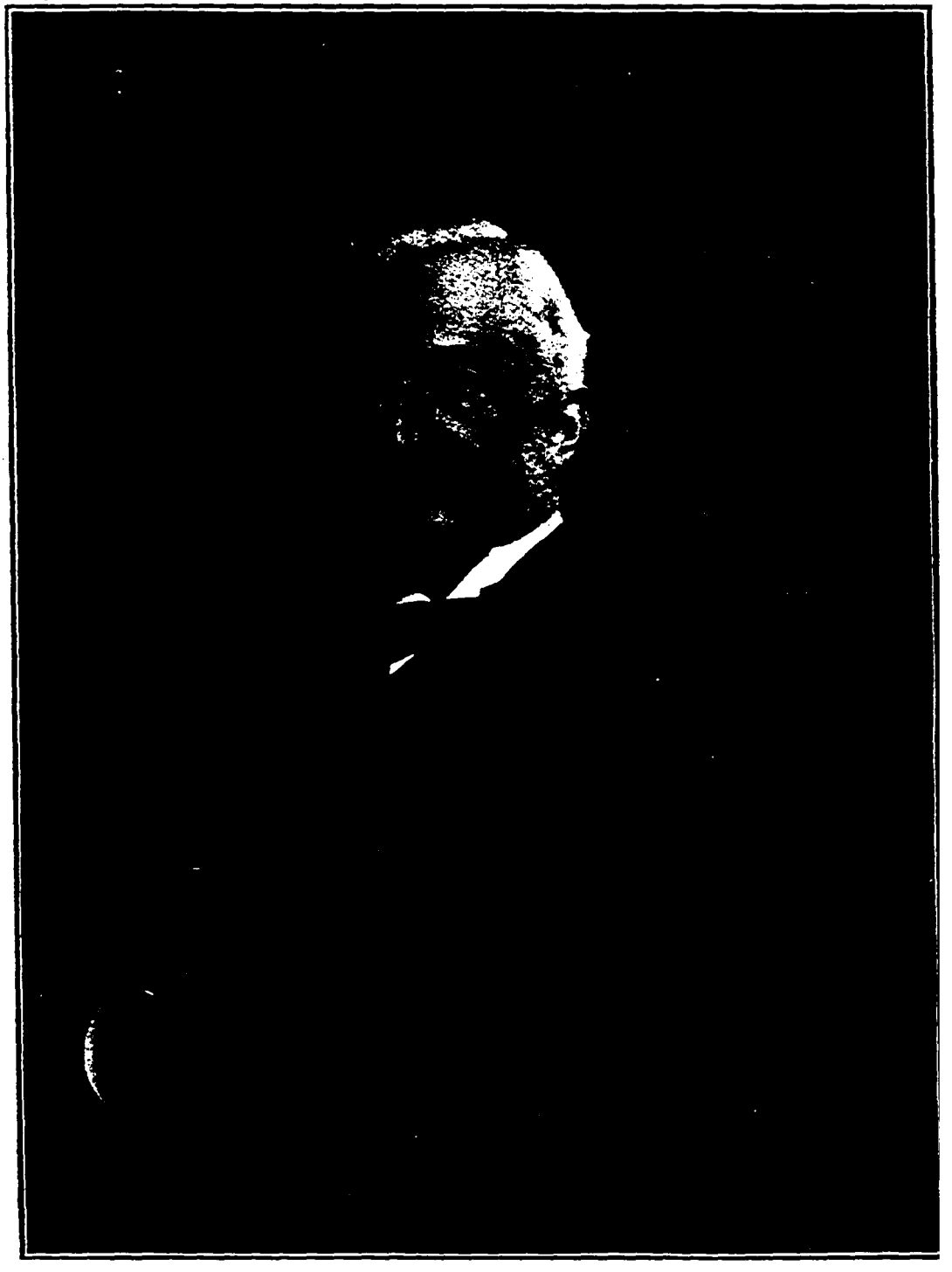
JOHN HENRY WASHBURN, A MAYFLOWER DESCENDANT WHOSE LIFE IS AN INSPIRATION TO STRUGGLING YOUNG MEN.—HIS EARNEST EFFORTS AND MARKED ABILITY MADE HIM PRESIDENT OF A GREAT INSURANCE COMPANY.

John Henry Washburn is a splendid example of sturdy American manhood. By his ability, persistence and close attention to business he became president of one of the great insurance companies, and carved for himself a name in the financial history of the nation. He was born in Amhurst, Mass., October 27, 1828. His father was the Rev. Royal Washburn, and was descended from John Washburn, First Secretary to the Governor and Company of the Massachusetts Bay Colony. Likewise, he is descended from Francis Cooke of the Mayflower and from Governor William Pynchon; also from Col. John Stoddard, of Northampton. All his ancestors came from England. They were royalists, and lost their fortunes in the cause of King Charles I.

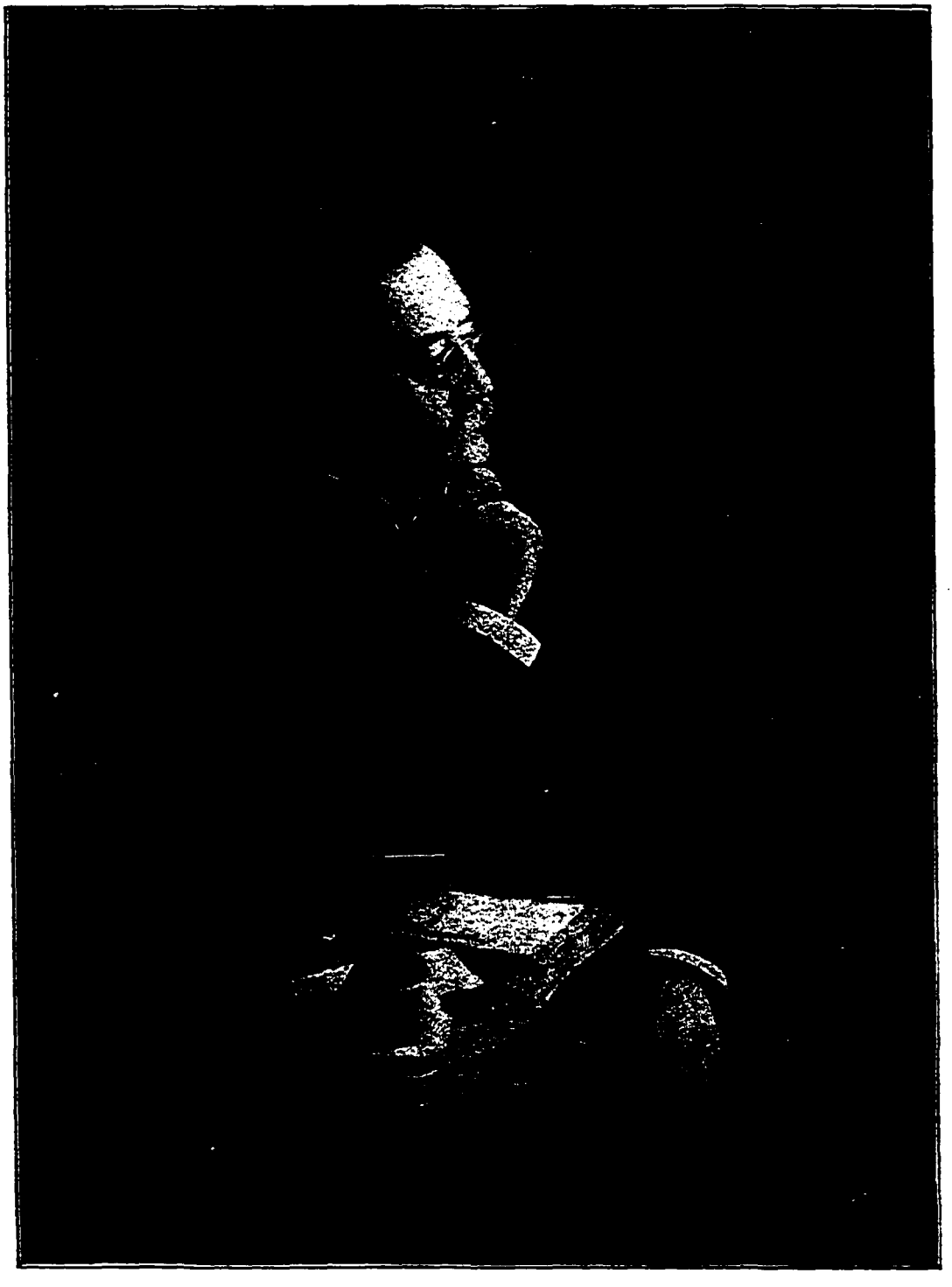
Mr. Washburn was educated in Amherst Academy, Williston Seminary and Amherst College. He read law, but never practised, turning his attention to the insurance business. Entering the office of the Home Insurance Company of New York in 1859 as agency clerk and correspondent, he was promoted to Assistant Secretary, Secretary, Vice-President, and finally became President of that great property.

His influence as a financier has been felt in many of the big institutions of the city. At present he is a director in the Chatham National Bank and the Van Norden Trust Company.

His membership in the City Club stamps him as a friend of good government. He is a member of the New England Society, Society of Colonial Wars, Sons of the Revolution, Mayflower Descendants, Amherst College Alumni Association, National Arts Club, Lotus Club, Order of Founders and Patriots, and Descendants of Colonial Governors. He married Miss Jane Ives at New Haven, October 17, 1853. She died in 1898. They have one son, William Ives Washburn, who is a prominent member of the bar.



JOHN H. WASHBURN.



RICHARD A. McCURDY.

One of New York's Leading Financiers.—Richard A. McCurdy, President of the Mutual Life Insurance Company.—Able Lawyer and a Successful Man of Affairs. Identified With Many of the Large Metropolitan Corporations.

Richard Aldrich McCurdy, President of the Mutual Life Insurance Company of New York, has been in a large degree identified with the rise and progress of this great corporation, which was organized sixty years ago. Its investments are made with the greatest care, are solid and secure, and never speculative. It is a company of policy-holders conducted for their benefit, and the Board of Trustees are gentlemen of prominence at the bar, among banking institutions, railways and mercantile houses.

Mr. McCurdy was born in the City of New York, January 29, 1835. The great-great-grandfather of Mr. McCurdy was the Rev. James McCurdy, a Scottish clergyman who removed to the County of Antrim, in the North of Ireland. He went back to Scotland and was created a D.D. by the University of Aberdeen. During his residence in County Antrim John McCurdy, his son, was born. John McCurdy came to America, and settled at Lyme, Connecticut. He was the great-grandfather of Richard A. McCurdy. Richard, the son of John, and grandfather of Richard A., was born at Lyme, Conn., and was graduated from Yale College. He studied law, and was admitted to the Connecticut bar, but never practised his profession. His son, Robert Henry McCurdy, was born at Lyme, and came to New York to follow a mercantile career. He married Gertrude Mercer Lee, of Newark, N. J.

Richard A. McCurdy was educated at Harvard University, and studied law. He received the degree of LL. B. from the Harvard Law School, and was admitted to the bar of New York State in 1856. In 1860 he became attorney for the Mutual Life, in 1865, was elected vice-president, and in 1885 president.

He is director of the Mutual Life Insurance Company, of the Continental Insurance Company, the Morris & Essex R. R. Co. of New Jersey, the W. A. & N. R. R. Co., Mass., Girard Trust Company, Philadelphia; Industrial Trust Company, Providence, R. I.; Morristown Trust Co., N. J.; Guaranty Trust Co., N. Y.; U. S.

Mortgage & Trust Co., N. Y.; Mutual Alliance Trust Co., N. Y.; Morton Trust Co., N. Y., and Commercial Trust Co., Jersey City, N. J. He is a member of the Metropolitan and Lawyers' Clubs, New York; the Morristown Club, N. J.; Morris County Golf Club, N. J., and the St. Stephens Club, London, England; of the Chamber of Commerce, the Metropolitan Museum of Art, American Museum of Natural History, and the New England Society.

He was married in 1856 to Sarah Ellen, daughter of Charles Coffin Little, of Cambridge, Mass., and resides at Morris Plains, N. J.

DARIUS O. MILLS.

Darius Ogden Mills, a Friend of Good Government and a Philanthropist Who Has Devised Original Methods for Aiding Those Whose Burdens are Heavy and Whose Purses are Light.

Some men are milestones in the march of human progress. Darius Ogden Mills is such a man. His early life was a struggle. His later years have been employed in easing the burdens of others. Philanthropy has been a life study with him, and in a large measure he has succeeded through his magnificent charity in establishing the Mills Hotels for men of moderate means, in his efforts to give comfortable houses at a minimum of cost to the poor, in his endowments to colleges, and in the founding of the School for Trained Male Nurses at Bellevue Hospital. Most of the good he does the public never hears of.

The Mills family came from the north of England in the Eighteenth Century and settled in Long Island. Later one branch removed to New Salem in Westchester County, where D. O. Mills was born September 25, 1825. His father was James Mills, a farmer. He inherited nothing but rugged honesty.

Starting as a clerk in a banking house in New York at the age of seventeen, he was called to Buffalo four years later, where he was taken into partnership with E. J. Townsend in the Merchant's Bank of Erie County. He went to California during the gold excitement, and became a trader at Stockton, where he cleared $40,000 in six months. He returned East and made profitable investments. He established the present D. O. Mills bank in Sacramento, Cal., in 1850. His greatest financial record in the West was in founding the Bank of California, and later saving it in the panic of 1873.

Mr. Mills is one of the leaders of finance in New York, a trustee of a number of great educational institutions, and a member of practically all the leading clubs. His son, Ogden Mills, is prominent in finance and society. His daughter Elizabeth is the wife of Whitelaw Reid.

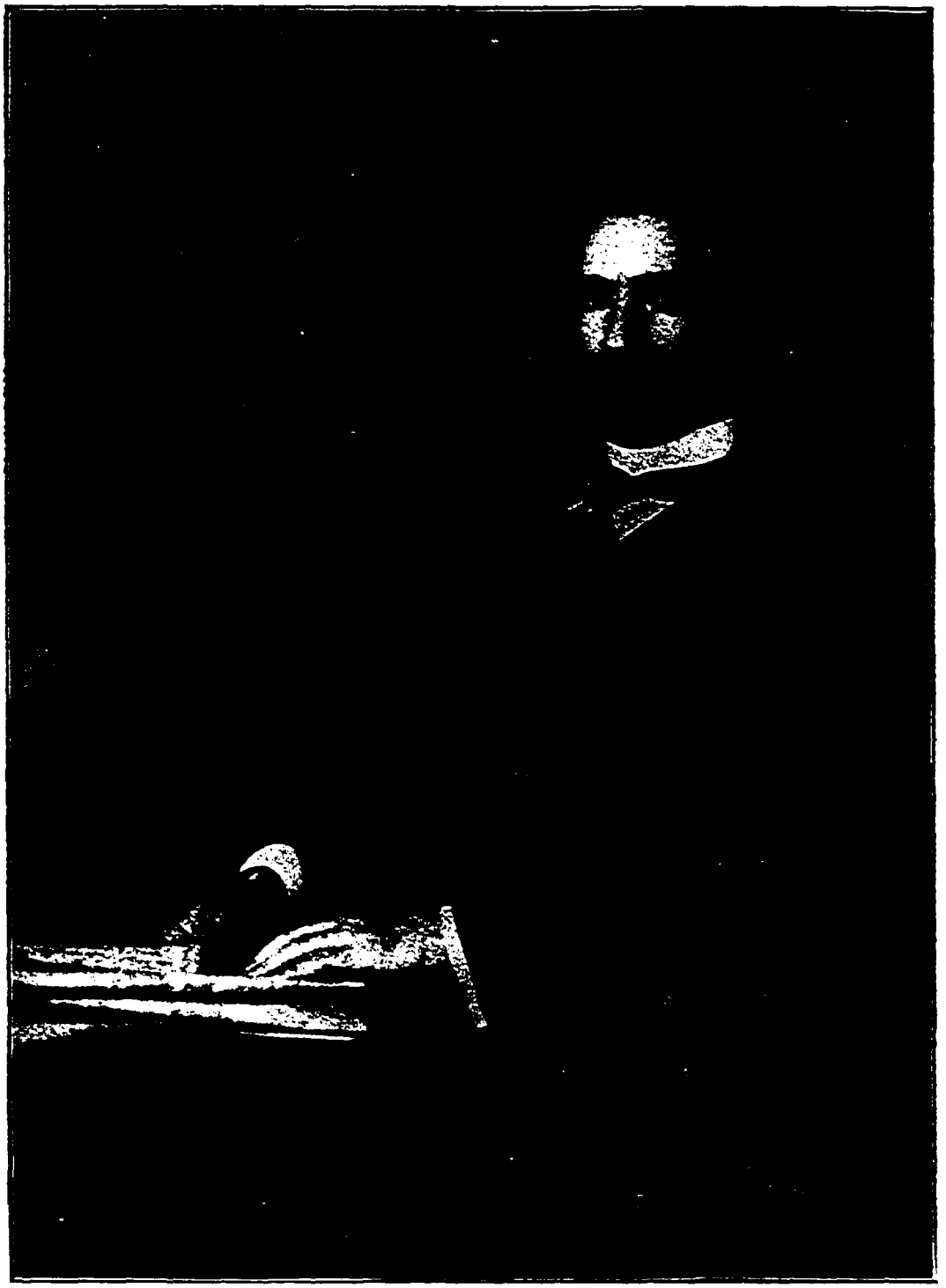
William Salomon, of Patriotic American Ancestry, Has Reached a High Place in American Finance, But Has Found Time Notwithstanding, to do Earnest Work for Good Government in Nation, State and Metropolis.

There is no more distinguished Hebrew name in the United States than that of Salomon. Americans have occasion to remember it gratefully, for Haym Salomon, the rich Hebrew, banker of Philadelphia of the time of the Revolution, did not hesitate to place his fortune at the service of the patriot cause at a time when the Americans were sorely in need of funds to carry on the war. At a critical period, when it appeared that the struggle for independence might collapse for lack of the means to maintain it, Haym Salomon supplied the money which was so urgently needed, and enabled the government to keep up the conflict. From this Haym Salomon is descended William Salomon, now the head of a flourishing banking-house, and the resident partner until a recent period of the famous international banking firm of Speyer & Co.

On his mother's side, too, Mr. Salomon is of illustrious Revolutionary descent. Her maiden name was Rosalie Alice Levy, and she was a granddaughter of Jacob de Leon, of Charleston, South Carolina, who fought bravely in the patriot ranks, when his native State was devastated by the ruthless hordes which used the British flag as a cover for cruelty and outrage. She was also a great-granddaughter of Hayman Levy, a leading New York merchant of the olden time, when John Jacob Astor and Nicholas Low were acquiring, in Mr. Levy's establishment, the knowledge and experience which proved the "open sesame" of their great success.

Mr. Salomon is a native of the South. He was born at Mobile, Alabama, October 9, 1852. While he was yet a child the family removed to Philadelphia, where in 1861 he suffered a loss in the death of his admirable mother, which nearly brought about his own death from grief and consequent illness. In 1864 young Salomon was sent to New York, and here he studied under private tutors in the household of the Rev. J. J. Lyons, a leading Hebrew rabbi. He next attended the Columbia Grammar School, where Felix Adler and Frank Lathrop were among his fellow-pupils.

Having completed his studies at the Grammar School, Salomon,



WILLIAM SALOMON.

when but fifteen years old, entered the service of Philip Speyer & Co., which was the designation at that time of Speyer & Co. While acquiring with this firm a most valuable knowledge of finance, Salomon did not neglect other branches of education. He studied the German and French languages, and became proficient in both, thus qualifying himself for a career abroad as well as at home. When thoroughly versed in the methods of the New York office, he obtained a transfer to Frankfort-on-the-Main, Germany, the headquarters of the house.

The two years which Mr. Salomon spent in Frankfort not only gave him opportunity to perfect himself in the service of finance under the best of tutelage—that of the members of the Speyer family and firm—but it gave the firm an opportunity to become directly acquainted with Mr. Salomon's exceptional talent for financial management. The result was that Mr. Salomon, who returned to New York in 1872, was promoted, about three years later, to general charge of the office in conjunction with an associate. In 1882 Mr. Salomon was admitted as a member of the firm.

Mr. Salomon had a most important share in handling the great railway bond issues, which have been a specialty of Speyer & Co. His abilities in this direction made him an authority on the subjects of railway indebtedness and reorganization, and his advice and services were sought for by many corporations. Mr. Salomon had a prominent part in the reorganization of the Baltimore & Ohio Railroad, and was for some time Chairman of its Board of Directors.

Mr. Salomon has established a banking house of his own at No. 25 Broad street, and is already doing an extensive and prosperous business. He has an attractive personality, a frank and courteous manner, and that knowledge of the world, gained by travel and observation, as well as reading, which so finely rounds out the "tout ensemble" of a gentleman.

Mr. Salomon married Mrs. Helen Forbes Lewis in 1892. She is a daughter of William McKenzie Forbes, of Tain, Rossshire, Scotland, the family, as the names indicate, having had a prominent share in the history-making of North Britain.

In politics Mr. Salomon is a Democrat, an earnest supporter of good government, and an admirer of Mr. Cleveland, whose election to the presidency he actively supported.

JAMES TALCOTT, ONE OF NEW YORK CITY'S LEADING MERCHANTS AND PHILANTHROPISTS, DESCENDED FROM AN OLD AND HONORABLE NEW ENGLAND FAMILY.—HIS CAREER AN ILLUSTRATION OF STERLING NEW ENGLAND TRAITS.

It is well known that the growth and eminence of New York City have been largely due to men of New England birth. Here they find a field in which the sterling qualities derived from Pilgrim and from Puritan help to gain the success which could hardly have been attained in the limited opportunities of New England. New York has always received them well, for it knows the value of the old New England strain in building up and maintaining the greatness of this cosmopolitan community.

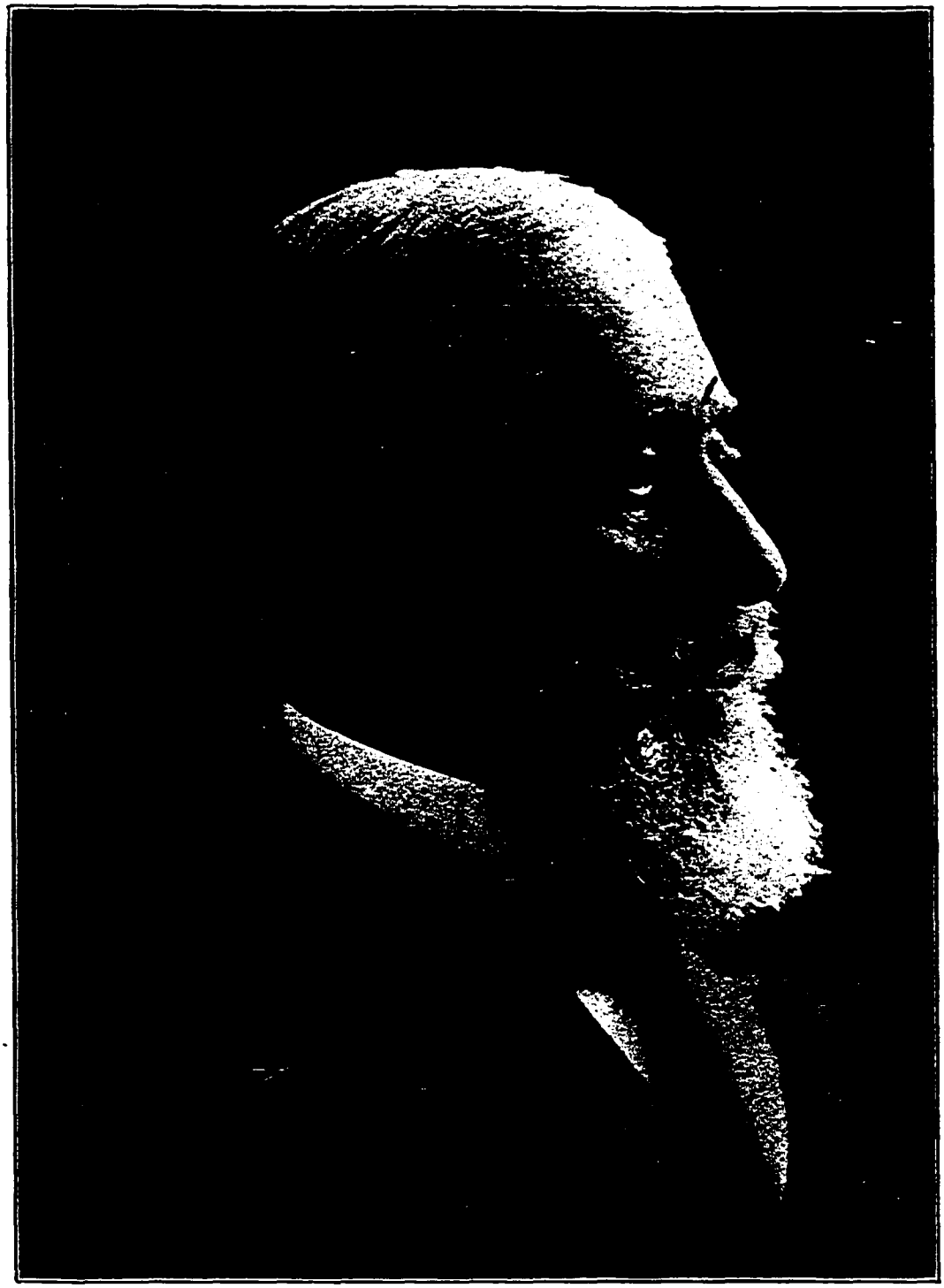
There is no better blood in New England than that of the Talcotts. It was of a strain famed in old England, where its heraldic motto, *Virtus Sola Nobilitas* (Virtue the Only Nobility), may serve to explain why this family joined other Puritan households in emigrating to America from the corrupt misrule that then prevailed in England, and seeking in the wilderness "freedom to worship God."

John Talcott, the first of the Talcotts in America, came to New England in 1632, and was one of the founders of Hartford. The Talcotts soon gained distinction in public and private life. One of the family was Governor of Connecticut from 1724 to 1741, and others were distinguished in the various struggles of the American colonists; first for existence, and afterward for independence.

James Talcott, the subject of this sketch, also is descended from the Reverend Thomas Hooker, the first settled clergyman of Hartford, who is represented on a bas relief in the present capitol building at Hartford, as being surrounded by a group of colonists. The Rev. Mr. Hooker was one of the most celebrated clergymen of his day, and while strictly Puritan in his teachings, his character had a sympathy and tenderness lacking in some of his contemporaries.

It is no wonder that, with ancestors like these, the descendants have continued to show those traits of courage, virtue and devotion to religion and education which marked their progenitors.

Mr. James Talcott was born in West Hartford, Connecticut, in 1835—an age which would hardly be suspected by anyone not acquainted with the fact, for Mr. Talcott looks much younger than



JAMES TALCOTT.

most men of sixty. He was educated in his native town, at Westfield Academy and Williston Seminary in Massachusetts.

When he was but thirteen years of age his father died, making it necessary for him to remain at home to care for the interests of the family. He was a devoted son, and, while he was careful not to neglect his education, he gave all possible attention to the welfare of the dear ones who were virtually in his charge. He grew up to be strong and healthy, and well equipped both mentally and physically, to make his way in the world.

Mr. Talcott came to New York City early in life. He started in business in a limited way, but devoted thorough attention to his affairs, gradually winning his way to the front rank until he took his place among the leading merchants of the metropolis. As his wealth accumulated he proved his unselfish regard for his less fortunate fellowmen by his deep and earnest interest in religious, educational and charitable undertakings.

He was one of the founders of Barnard College, New York, and he has been interested in Oberlin College, Ohio, and Mt. Holyoke College, Massachusetts. He has given substantial aid to the Young Men's and the Young Women's Christian Associations of this city. He erected, some years ago, a fine library building in his native town. He also built a library for the Moody Schools at Northfield, and was a warm friend and constant supporter of Mr. Moody from his first successes in the Hoppodrome and New York down to the time of his death. His charities have never been ostentatious, while always directed to the betterment of humanity in the way best calculated to do good without injuring the beneficiary. He regarded the redemption of New York as a noble effort, and out of the greatness of his heart he gave of his wealth to aid the cause.

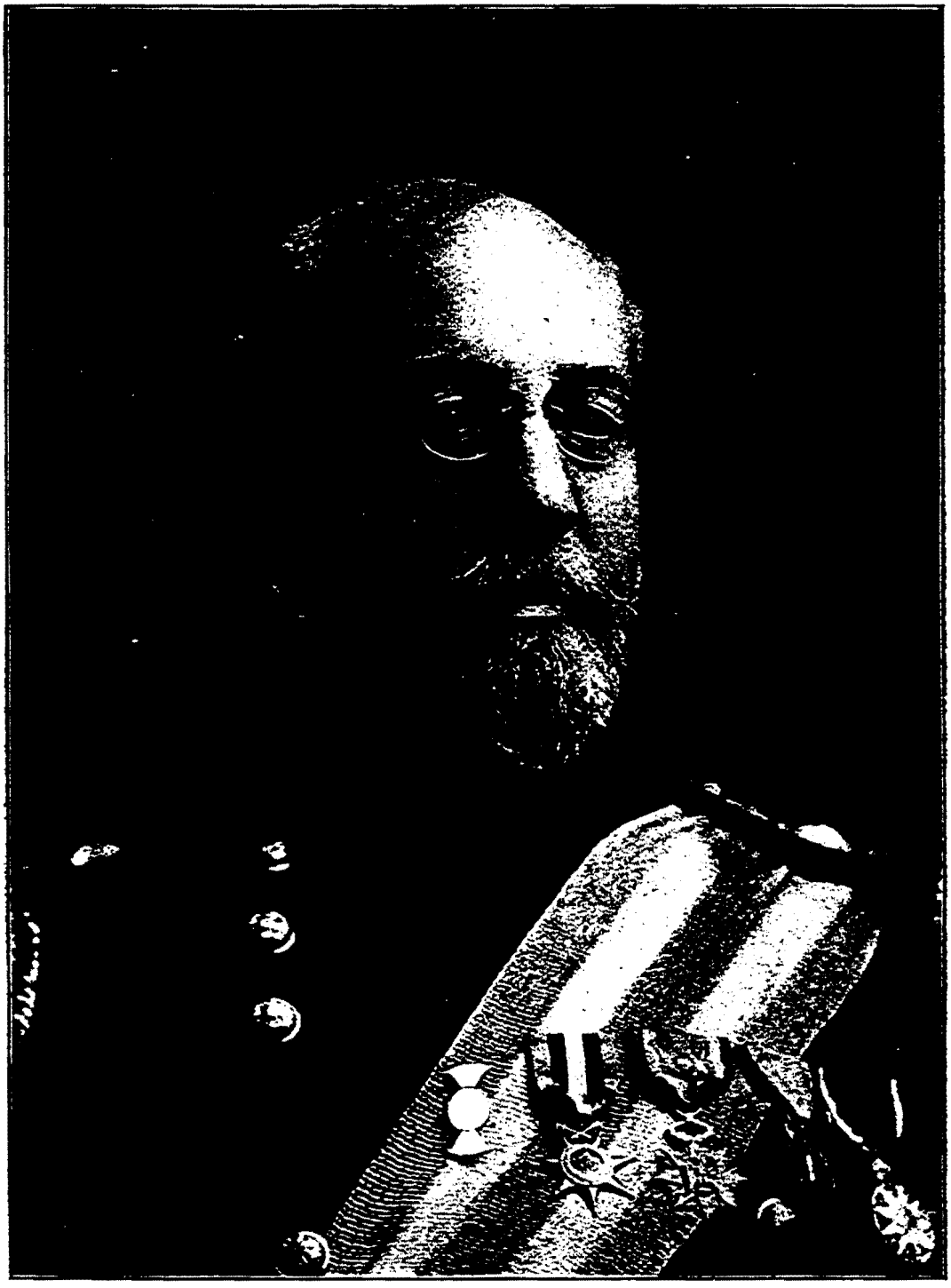
Mr. Talcott, as representative of some of the largest manufacturing establishments of New England, has long held place among the foremost of New York City's business men, a position as well-established as it is well deserved; by a long career of mercantile probity and success, and he gives promise of being, for many years to come, a vigorous and active man of affairs.

Major-General Charles Francis Roe, Descended from a Soldier of the Revolution, Has Achieved Distinguished Honor Himself in the Military Service of the Nation and of the State of New York.

Major-General Charles Francis Roe comes rightfully by the ability which has brought him to the front as a military leader in State and Nation. He is of English, Irish and Huguenot descent—an admirable combination for soldier and citizen—and one of his ancestors, Stephen Roe, served bravely in the cause of American independence. Stephen Roe settled in Ulster County, New York, and his grandson, Stephen Romer Roe, was a well-known captain on the Hudson River, when the steamboats on that river held the bulk of the traffic, and were the talk of the world for their admirable service, symmetry and speed. Among the vessels which he commanded were the DeWitt Clinton, the Empire, the New World, the Iron Witch, and the Daniel Drew, of the Albany line, and in the exciting rivalries of the time Captain Roe held his own, always without endangering the lives intrusted to his care.

Captain Roe's son, Charles Francis Roe, born in New York City, May 1, 1848, is a chip of the old block. He was educated at Churchill's school, Sing Sing, where he received a thorough preparatory training, and was appointed to the United States Military Academy, West Point, July 1, 1864. While the Civil War had been over for some time when young Roe was graduated from West Point in 1868, there was plenty of opportunity for a vigorous young officer on the western plains, where the hostile Indians were still powerful and aggressive. Roe was commissioned as Second Lieutenant in the United States army, and assigned to the First Cavalry, from which he was transferred in September, 1870, to the Second Cavalry.

In 1869 Lieutenant Roe distinguished himself by riding one horse one hundred and fifty miles in twenty-two and a half hours, from Camp Harney to Camp Warner, Oregon, to prevent an Indian outbreak and the killing of settlers. This has been called the world's record for long-distance riding—without injury to the horse. At the time of the terrible Custer massacre in June, 1876, Lieutenant Roe's command was the first to reach the field after that fearful fight, the most disastrous military event since the Civil War. From



GENERAL CHAS. F. ROE.

November, 1876, to March, 1878, Lieutenant Roe served as adjutant, and in December, 1880, he was promoted to the rank of First Lieutenant, serving as Adjutant again until May, 1886. In 1888 Indian fighting was virtually over, the army had settled down to peaceful garrison duty, and the interests of his family summoned Lieutenant Roe to civil life.

Lieutenant Roe's military tastes and abilities were too pronounced, however, for him to remain apart from military affairs. He was chosen captain of the New York Hussars, which were mustered into the State service as Troop A, in 1889. Owing chiefly to the efforts of Captain Roe it became one of the first, and in the opinion of many military critics, the finest cavalry organization in the United States, doing excellent service in the Buffalo riots of 1892, and Brooklyn riots in 1895.

Governor Black nominated him to be Major-General in command of the National Guard of the State of New York, February 9, 1898, and the nomination was unanimously confirmed by the State Senate without reference. President McKinley in the Spanish War, appointed General Roe a Brigadier-General of United States Volunteers, and the splendid part of the soldiers of New York in that brief and glorious struggle was due in an eminent degree to the efforts of General Roe. Under his command the National Guard has increased greatly in efficiency, discipline and strength, and rendered most excellent service at the Croton Dam strike in 1900 and the Albany riots of 1901.

General Roe was married in 1874 to Miss Katherine Bissell Bogert, of New York. He is a member of the United Service, Union League, University, Barnard, St. Nicholas, and New York Athletic Clubs, Order of Indian Wars, Foreign War Society, Colonial War Society, the Sons of the Revolution and the American Geographical Society. With important private interests engaging his attention, besides his military duties, General Roe has always taken an earnest part in movements for the betterment of the metropolis.

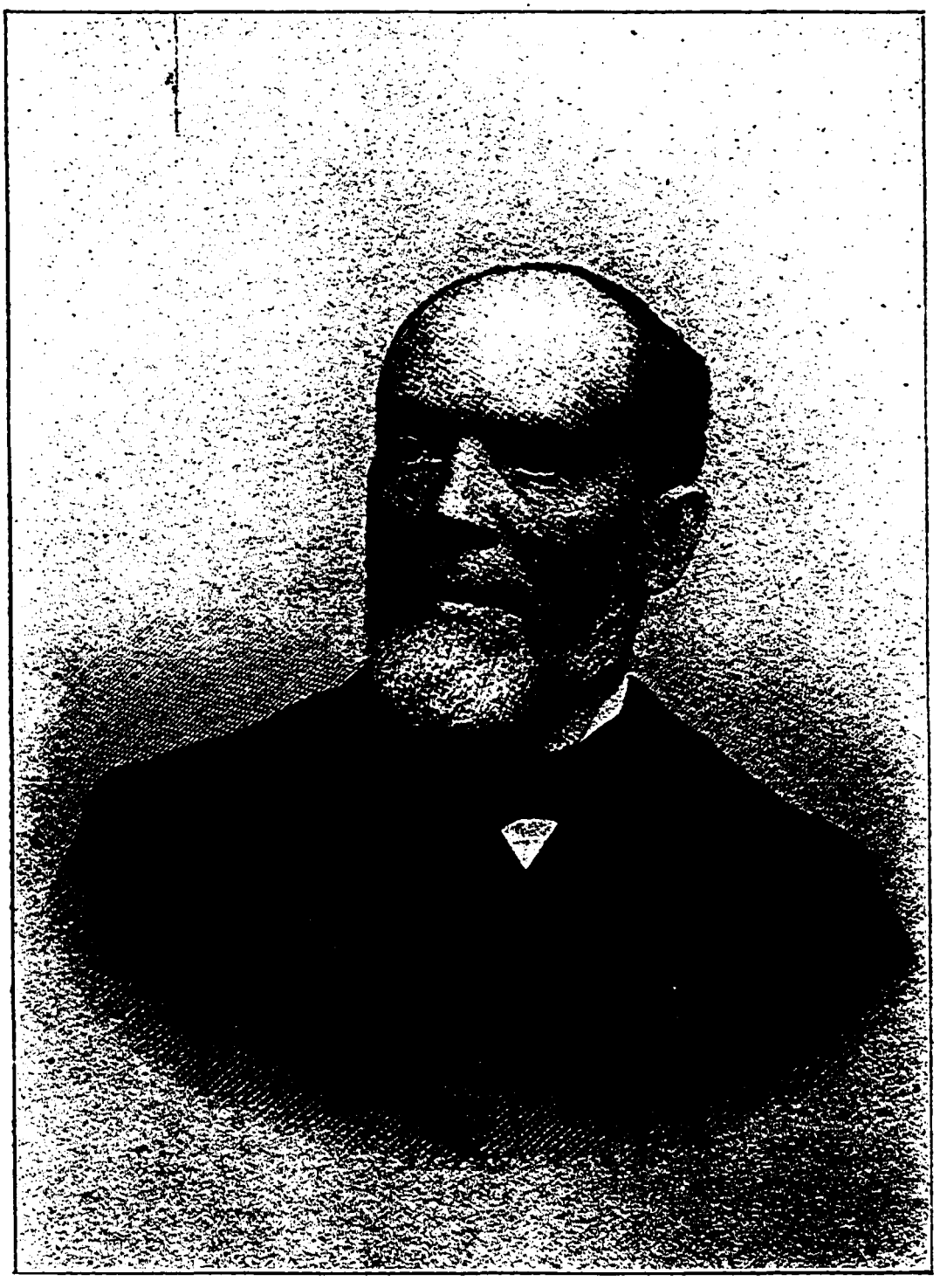
General and Mrs. Roe have one surviving child, a daughter, Josephine Bissell, married, February 8, 1902, to Mr. Prescott Slade, son of Mr. John M. Slade, a well-known dry goods commission merchant. Mr. Prescott Slade is about thirty-three years of age, a member of the firm of Simmons & Slade, a veteran of Squadron A, and a member of the Calumet and other clubs.

Anton Adolph Raven, a Worker for Reform. For Over Fifty Years With a Great Insurance Corporation, of Which He Is Now President—A Remarkable Illustration of Persistence and Fidelity Combined With Extraordinary Business Capacity.

There is certainly one prominent citizen of New York who feels a deep personal interest in the cession of the Danish West Indies to the United States. He is Anton Adolph Raven, the well-known chief of a great corporation, the Atlantic Mutual Insurance Company, of New York City, who has devoted more than half a century of his life to the building up of that company, but whose early years were spent in the islands. "I believe that the United States should by all means acquire the Danish West Indies," said Mr. Raven to the editor of this work. "There are two important reasons, in my opinion, for such a step. Holding Porto Rico, it is necessary for the protection of Porto Rico that we should also hold St. Thomas. That island can be made a powerful naval station, and be of great value to the American navy. Another reason for acquiring the Danish West Indies is that Denmark would not be able to hold the islands, and Germany would probably try to get them, if we did not, and this would lead to trouble with Germany, a power with which we have every motive, and desire to remain at peace."

Mr. Raven is also of opinion that the commercial interest of the islands will be promoted by annexation to the United States.

Anton Adolph Raven was born, September 30, 1833, at Curacao, in the Dutch West Indies. His father, John R. Raven, was of English ancestry. His mother, Petronella (Hutchings) Raven, was of New York Knickerbocker stock, her progenitors having emigrated from Holland to New York, and afterward removed to Curacao. Young Raven lived in the Danish West Indies, until about seventeen years of age, when he came to New York and entered the service of the Atlantic Mutual Insurance Company, January 4, 1852. Starting as a clerk, he was promoted to underwriter, then to fourth vice-president, next to third vice-president, and after ten years in the last mentioned office, to second vice-president. In 1895 he was elected vice-president, and in 1897 he was chosen president of the company. It is hardly necessary to say that the present flourishing condition of



ANTON A. RAVEN.

the great corporation over which Mr. Raven presides is in a large degree due to his devotion to its interests, and the ability which he has displayed in its service. Although never holding or desiring political office, Mr. Raven has always been a sincere supporter of good government in the municipality in which he has spent so many years of his useful and fruitful career.

Mr. Raven is a member of the American Geographical Society, the American Museum of Natural History, the Metropolitan Museum of Art, and also of the Montauk Club, of Brooklyn. He takes an earnest part in the work of the Society for improving the condition of the poor in Brooklyn, and is quietly and unostentatiously charitable. Mr. Raven married Miss Gertrude Oatman, of New York, in 1860. They have four children, one of whom, John Howard Raven, is Professor of Hebrew and Old Testament exegesis in the Theological Seminary at New Brunswick, N. J.

Colonel John Bogart, the Famous Engineer Who Built the New York and Brooklyn Parks, and Harnessed Niagara Falls.—Comes of Sturdy Revolutionary Stock and is Himself a Soldier.

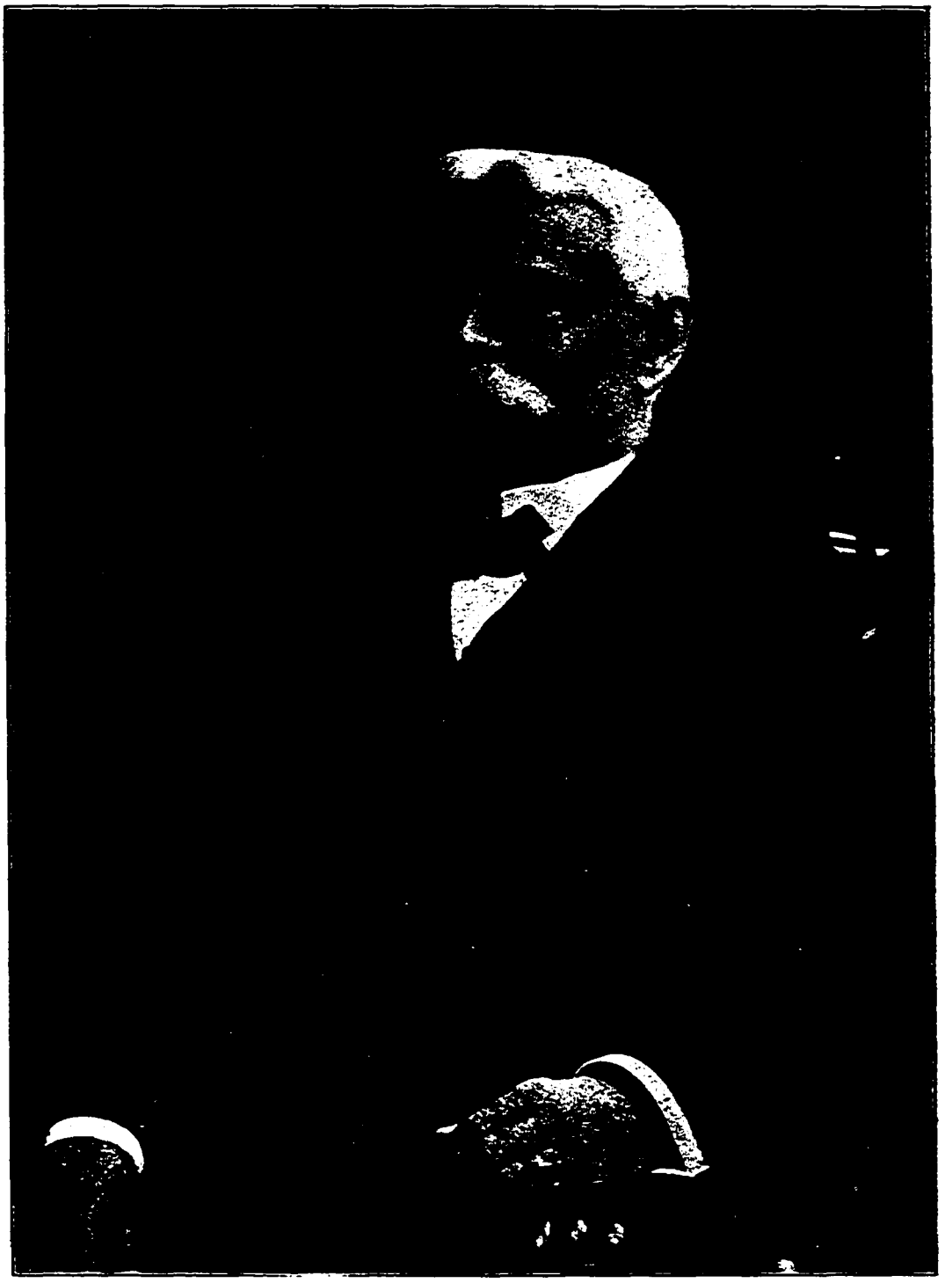
Few men have erected for themselves so many monuments as Col. John Bogart, whose engineering skill has been a part of the great improvements all over America in this generation. Himself a soldier of renown, he is descended from Revolutionary stock. His grandfather and great grandfather were officers in the Continental Army. The former was John Bogart who died in Albany in 1853 at the age of 91. His great grandfather was Isaac Henry Bogart.

John Bogart was born in Albany, February 8, 1836. His father, John Henry Bogart, was a hardware merchant in that city and New York. He died December 27, 1901, at the age of 92 years and four months. His progenitors came of sturdy Holland stock. They settled in Albany in 1642.

John Bogart received his early training in the schools of Albany and at the Albany Academy. Also he is a graduate of Rutgers College at New Brunswick, N. J., where he received the degree of A. M. He entered the engineering department of the New York Central Railroad where his great talent soon found recognition. At the breaking out of the war he enlisted with the Federal Army, from 1861 to 1866 giving distinguished service as an Assistant United States Engineer.

He was called to the Engineer Department of the State of New York where he did splendid work on the State canals. He was one of the engineers on the original construction of Central Park.

His first great work after the Civil War was the building of Brooklyn's magnificent system of parks. He was the chief engineer of the Brooklyn Park Commission from 1866 to 1872, when he left there to take charge of the engineering work for the City of New York. The city's great breathing spots under course of construction at that time all bear the impress of his genius. So great was his fame that his advice was sought for on public works in almost all the principal cities. In the period from 1870 to 1890 he was consulting engineer on public works in New Orleans, Albany, Nashville, Chicago and Austin.



COL. JOHN BOGART.

He has a splendid record in newspaper work, having been editor of Transsections for the American Society of Civil Engineers. When the project of harnessing Niagara Falls was undertaken his advice in the great problem was sought, and he became the consulting engineer on that work. Immediately after that he repeated his success at Sault Ste. Marie, following that with a great engineering work at Massena.

Mr. Bogart has also been consulting engineer for the New York Central and Hudson River Railroad, for the State Board of Health of New York, on sewage systems for various cities, for the Essex County Commission of New Jersey, and from 1888 to 1891 he was State Engineer of New York.

An idea of his vast enterprises may be gathered from the fact that he is at present consulting engineer of the Niagara Falls Power Company, Consolidated Lake Superior Company, St. Lawrence Power Company and the Knoxville Power Company.

He was engineer of the Third Brigade, National Guard of New York from 1892 to 1898, when he was chosen engineer and inspector of engineers of the National Guard with the rank of Lieutenant-Colonel. He is a delegate from the United States to the Government to the Congress of Engineering Navigation at Dusseldorf, Germany, this year.

Colonel Bogart married Emma Cherrington Jefferis, of West Chester, Pa., in 1870. They had a son and daughter, John and Eliza, both of whom are dead.

He is a member of the American Society of Civil Engineers, British Institution Civil Engineers, St. Nicholas Society, Holland Society, Century, University, Engineers and Delta Phi Clubs in New York, and the Fort Orange Club of Albany.

William Ives Washburn, Worthy Son of Worthy Parents. He Holds Honorable Place in Law in Church Work and the National Guard.—Active in the Home Missionary Field.

To be the son of John Henry Washburn was a good introduction to the world, but William Ives Washburn has carved a name for himself. It is needless to recite the ancestry of the Washburn family, from Plymouth Rock and the Puritans to John Henry Washburn, and his son, William Ives Washburn. It is a lineage which includes many distinguished names, and scores of brave men who fought in defense of the existence and the liberties of the infant colonies. And, unlike some other famous families descended from Pilgrim and Puritan, the Washburns have continued to make their mark; they have continued to be in the pioneer rank of American progress, of American growth and greatness, of American advancement to the hegemony of the world. The name of Washburn has never been more honorably conspicuous than within recent years. In the Old World as well as the New, American Washburns have been associated with great events, and have acted their parts in a manner worthy of the Washburn name.

William Ives Washburn was born August 30, 1854, at Bridgeport, Connecticut, the son of John Henry and Jane (Ives) Washburn. On his mother's side he is directly descended from William Ives, one of the signers of the New Haven compact, and founder of a family which has held distinguished place in the annals of Connecticut and other States, including New York. When young Washburn was old enough to go to school, his father was established in New York, in the office of the Home Insurance Company, and the boy was carefully prepared for higher education in New York private schools. He subsequently studied at Williston Seminary, Northampton, Mass., and at Amherst College. He received from Amherst the degrees of A. B. in 1876 and of A. M. in 1878, and from the Columbia Law School, after a course there under Professor Theodore W. Dwight, he received the degree of LL. B. A year in the office of Austin Abbott, LL. D., one of the most eminent authorities on law at that time, served to fortify Mr. Washburn with an excellent practical knowledge of his chosen profession.

WILLIAM IVES WASHBURN.

Mr. Washburn was at once admitted to the bar upon his graduation from Columbia Law School. With the exception of his first year, when he was a member of the firm of Stone & Washburn, he has always been in practice alone. He has become one of the leading and most successful lawyers of New York, with a select and extensive business as counsel for religious associations, and insurance and other corporations, and he has appeared in some of the most famous legal controversies of the day, including the Worden will case, in which he was associated with Samuel Fessenden, and the difference between the Madison Avenue Congregational Church and the Rev. Dr. John D. Newman. Mr. Washburn's interest in religious affairs is shown by the fact that, notwithstanding his large law practice, he gives devoted service to various organizations connected with the Congregational Church, having been a member of the Executive Committee of the Congregational Home Missionary Society from 1885 to 1901, and its chairman from 1890. He is a member of the Board of Trustees of the Broadway Tabernacle Church, a member of the Church since 1868, and its clerk from 1879 to 1900. Mr. Washburn also is a trustee of the Hartford Theological Seminary, and a member of the Congregational Club.

He takes a patriotic interest in military affairs, being judge advocate of the First Brigade of the National Guard, with the rank of Major, and he belongs to the Sons of the Revolution, Society of Colonial Wars, Society of Descendants of Colonial Governors, the Bar Association, Indian Harbor Yacht Club, Century Club, Alpha Delta Phi Fraternity and Club, and Adirondack League Club.

Mr. Washburn was married, November 15, 1883, to Miss Carrie W. Fisher, daughter of the late Nathaniel Fisher, of New York City. They have two surviving children, Grace Ives Washburn and William Ives Washburn, Jr. The city residence of the family is No. 39 West Forty-seventh street, and the country home is "Cedarcroft," at Greenwich, Connecticut.

History of a Self-made Man Who is a Champion of Good Government.—Reese Carpenter, Financier, Promoter and Manufacturer of Railroad Appliances.—Reared on a Farm, He Became One of New York's Most Successful Business Men.

Prominent among the financiers who stood on the side of good government was Reese Carpenter, whose ancestors, likewise, have figured in American history for many generations. His great grandfather was a soldier in the Revolutionary War.

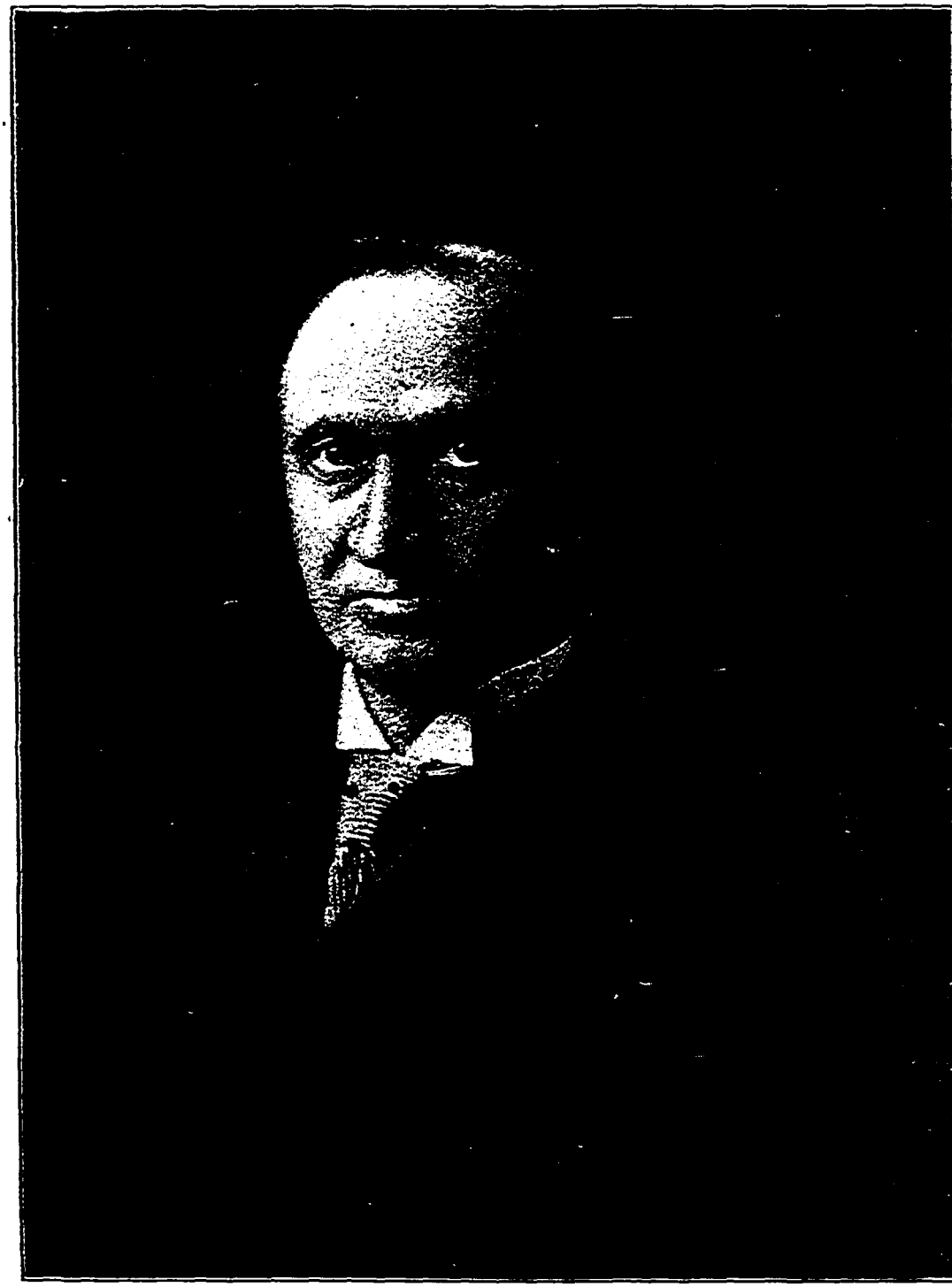
He was born in North Castile, and the family cottage is still standing near Wampus Lake. His father was David Carpenter, and he is the namesake of his great grandfather who inherited a large estate in Byrum Valley over 100 years ago. His grandfather on the maternal side was John Owen, of Somers, Westchester County. Mr. Owen was one of the pioneer paper manufacturers of America, and made the first bank note paper used by the State of New York. His mother's grandfather married Ruth Woolsey, a descendant of the family from which sprang Cardinal Woolsey, the famous prelate of the reign of Henry VIII.

Reese Carpenter was educated in the country schools at his home, but at the age of seventeen embarked in business for himself. He was successful, but the field was too narrow. Hence he came to New York. He was twenty then. As a clerk in an iron firm he learned the business and established himself in the same line. He has been identified with the iron and steel industry ever since.

American railroads were being developed. He saw many ways in which appliances could be improved. He did it, and they brought him a fortune. Also he is a manufacturer of railroad signals and improved car trucks.

Mr. Carpenter organized and designed Kenisco Cemetery. The system he adopted there was so successwul that he has since founded Forest Lake Cemetery of Washington, D. C., Druid Ridge Cemetery of Baltimore, Somerton Hills Cemetery of Philadelphia, Lakeside Cemetery of Buffalo, Lakeside Cemetery of Erie, Pa., Forest Park Cemetery of Troy, N. Y., Knollwood Cemetery of Boston, and Greenlawn Cemetery of Syracuse, N. Y. Also Mr. Carpenter is Comptroller of the Cemetery Association.

REESE CARPENTER.



WILLIAM B. HORNBLOWER.

William Butler Hornblower, the Eminent Lawyer, Whose Manly and Independent Stand Against a Corrupt Party Machine Prevented Him from Being Confirmed for Justice of the Supreme Court of the United States.

William Butler Hornblower has no superior as an authority on Federal law and precedent. His opinion is sought on important questions by leading corporations, and the highest court in the land listens with deference to the arguments of this distinguished lawyer, who, when named for a seat on the Supreme Court bench, was defeated only because he had refused to be the tool of political tricksters. It may be said in parenthesis that William Butler Hornblower stood and stands far higher as an eminent jurist and self-respecting citizen than if he had sacrificed independence and self-respect for the sake of a seat in the august tribunal to which he was nominated by President Cleveland. Henry Clay said that "he would sooner be right than President," and William Butler Hornblower might well say that he would sooner be a private citizen with the esteem of his own conscience and of all right-minded men, than be a Supreme Court Justice by the grace of political wirepullers.

Mr. Hornblower always has been a sincere and practical supporter of good government, and he comes honestly by his spirit of independence, and his unflinching advocacy of the right. Descended from Josiah Hornblower, an English civil engineer of high repute, who came to America on the invitation of Colonel John Schuyler in 1753, William Butler Hornblower can look back to a line of progenitors, who served their country in war and in peace. Josiah Hornblower himself fought as captain in the long struggle between the British colonies and the allied French and Indians. When the Declaration of Independence summoned patriots to defend their rights against King George and his ministers Josiah Hornblower stood faithfully and bravely by his adopted country.

The people of New Jersey, where he resided, recognized his worth. He was elected to the State Senate and to Congress, and was for some time Speaker of the Lower House of the New Jersey Legislature. Also he was a lay Justice of the Court of Common Pleas of that State. Joseph C. Hornblower, son of Josiah, studied for the legal profession, and held many positions of high distinction. He was

Chief Justice of New Jersey in 1832, a member of the Constitutional Convention of 1844, Professor of Law at Princeton in 1847, and vice-president of the first Republican National Convention in 1856, and he was one of the founders of the American Bible Society. William Henry Hornblower, his son, was a leading Presbyterian minister, professor, for twelve years, in the Western Theological Seminary at Allegheny, Pennsylvania, and pastor, for twenty-seven years, of a church at Paterson, New Jersey. His wife, Matilda Butler, of Suffield, Conn., was descended from the Puritan ancestry which laid fast and sure the foundations of virtue, religion and liberty in New England.

William Butler Hornblower, the second son of the Reverend William Henry and Matilda Butler Hornblower, was born at Paterson, N. J., in 1851. He was a pupil in the Collegiate School of Professor Quackenbos. Afterward he entered Princeton, and was graduated with honor from that university in 1871. Then he went through the course in the Law School of Columbia College, where he studied with a thoroughness that attracted the attention both of his teachers and classmates, and was graduaed with high credit in 1875. In the same year he was admitted to the bar in New York, and became associated with the firm of Carter & Eaton. In 1888 the firm of Hornblower & Byrne was formed, which became subsequently Hornblower, Byrne & Taylor.

Mr. Hornblower has long been in the foremost rank of New York lawyers. He has been counsel for the New York Life Insurance Company since 1880, and he has been connected with some of the most important cases before the civil courts, some of them of national, and even international interest.

In politics Mr. Hornblower always has been a Democrat, but without subserviency to the corrupt methods of a party machine. He was an earnest supporter of President Cleveland, and, with many other independent Democrats, he advocated the cause of sound money in 1896. His nomination for the Supreme Bench of the United States by President Cleveland in 1893 was received with universal approval by the public generally, apart from political leaders to whom Mr. Hornblower had refused to "kowtow," but who had influence enough in the Senate to prevent his confirmation. This was an injury to the American people, deprived of the services of one so eminently qualified for the place, more than to Mr. Hornblower, who

continued to enjoy an income far larger than that of a Supreme Court Justice from his large and profitable practice.

Mr. Hornblower's first wife was Miss Susan C. Sanford, of New Haven, a lady of old New England ancestry. She died in 1886, leaving three children. In 1894 Mr. Hornblower married Mrs. Emily Sanford Nelson, a sister of his first wife, and widow of Colonel A. D. Nelson, of the United States Army. They have a beautiful residence in New York City, and a summer home at Penrhyn, Southampton, L. I. Mr. Hornblower is president of the State Bar Association and a member of the Metropolitan Club, and of other social and professional organizations. Still a comparatively young man, and in the zenith of physical and mental vigor, it seems certain that he will yet fill a place in the public service for which he is so signally qualified by his learning, his virtues and his well tried and extraordinary abilities.

JACOB A. CANTOR, PRESIDENT OF THE BOROUGH OF MANHATTAN, A CHAMPION OF CIVIC REFORM.—LEFT TAMMANY BECAUSE IT WAS CORRUPT, AND HELPED TO ORGANIZE THE GREATER NEW YORK DEMOCRACY.—FATHER OF THE BEST OF THE SCHOOL LEGISLATION.

Jacob A. Cantor, President of the Borough of Manhattan, is a Democrat, and as such drew to the support of the Fusion ticket thousands of voters of that political belief in addition to the great throng of others who favored good government and the platform upon which Mr. Cantor stood. All organizations to the Fusion admit that Mr. Cantor's great personal following on account of his splendid record in the State Legislature had much to do in overcoming the power of Tammany.

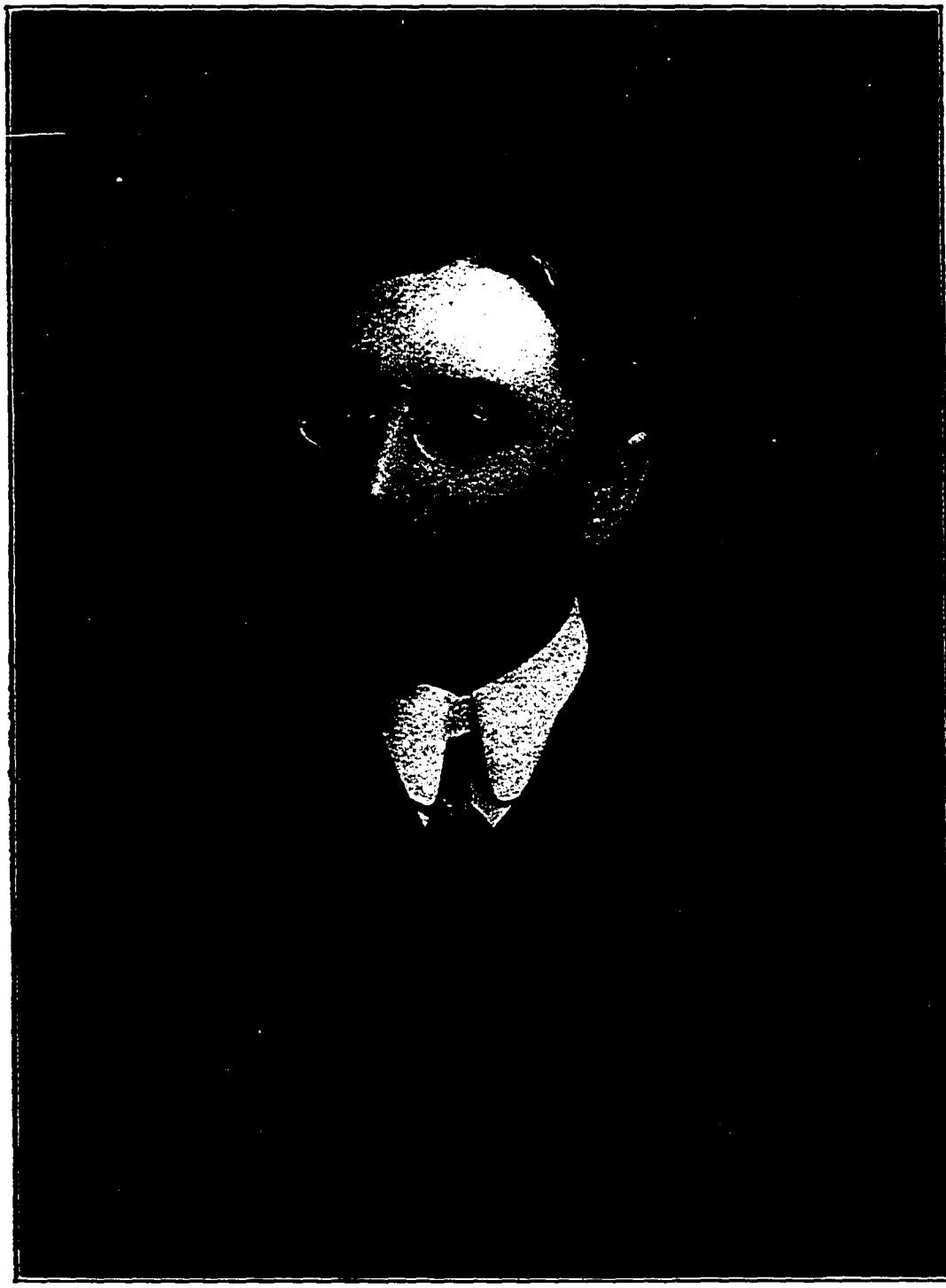
Likewise Mr. Cantor was a powerful factor on the stump in the last campaign. The people knew his record. They knew that he had been Democratic leader in the Senate and a member of Tammany Hall, but when the organization became corrupt he threw aside his official position and resigned from the Croker organization. These facts were proof of his honesty of purpose, and the people followed him.

Mr. Cantor was one of the men who brought about the fusion. With John C. Sheehan and others he organized the Greater New York Democracy and helped to swing the organization in line for the campaign of 1901. He was a member of the conference committee which chose Seth Low for the Mayoralty nomination. His magnificent arguments before that committee for the nomination of a Democrat to head the ticket won the admiration of his confreres. They offered the nomination for President of the Borough of Manhattan to him.

Throughout the campaign he gave valliant service and, on account of his great oratorical powers, was in constant demand for the principal meetings during the fight.

Since his inauguration he has instituted many reforms. He has corrected abuses and abolished sinecures for which the people were taxed. The secret of it was that from his long experience in public life he knew how and his honesty made him act.

Mr. Cantor was born in New York December 6, 1854. Much of



JACOB A. CANTOR.

his success in life is due to the fact that he had to struggle. He attended the public schools in New York, but at the age of fourteen he had to go to work, entering the law office of William W. Peck. He entered the employ of Webster & Craig in 1870. The senior member of the firm was a son-in-law of Hamilton Fish, then Governor of New York.

Two years later Mr. Cantor began newspaper work, becoming a reporter on the New York World. He remained there until 1877, meanwhile taking a course in the University Law School. He began the active practice of law with William D. Hennen, author of the Louisiana Digest, and subsequently in partnership with Charles E. Coddington, who is best known through his treatises on trade mark law.

He was elected a member of the Assembly from the Twenty-third District in 1884. There were only 55 Democrats to 73 Republicans, but the minority, through the efforts of Mr. Cantor, had such weight that he was at once recognized as a leader.

He was returned to the Assembly up to 1887, and always had a place on the more important committees. His best known piece of legislation during that time was what is known as the "Cantor Act," which compels the sale of street railway franchises at auction and the payment by the street railways organized under it of a percentage on their receipts to the cities through which they run for the use of their streets.

He was elected to the State Senate in 1887 and served in that body continuously until 1897. Besides being the Democratic leader of the Senate, he was on the committees on Finance, Rules, Judiciary and Insurance. Among the more important pieces of legislation he introduced and had passed were:

Providing for the disposition of the State buildings at Atlanta, Ga.

Converting the Manhattan Hospital for the Insane into a State institution.

Providing for the payment of $1,000,000 arrears of taxes due the State from New York City.

Remitting water assessments of charitable institutions and hospitals.

Concerning oaths and acknowledgments by persons in foreign countries.

Defining the powers of the departments of Charities and Corrections in New York.

Defining the Mechanics' Lien Law.

Authorizing the Board of Estimate and Apportionment to allow claims against cities.

Concerning insolvent debtors.

Appropriation for a monument to the Third Calvary in the Shenandoah Valley.

Incorporating the Elevated Railroad Passengers' Insurance Company.

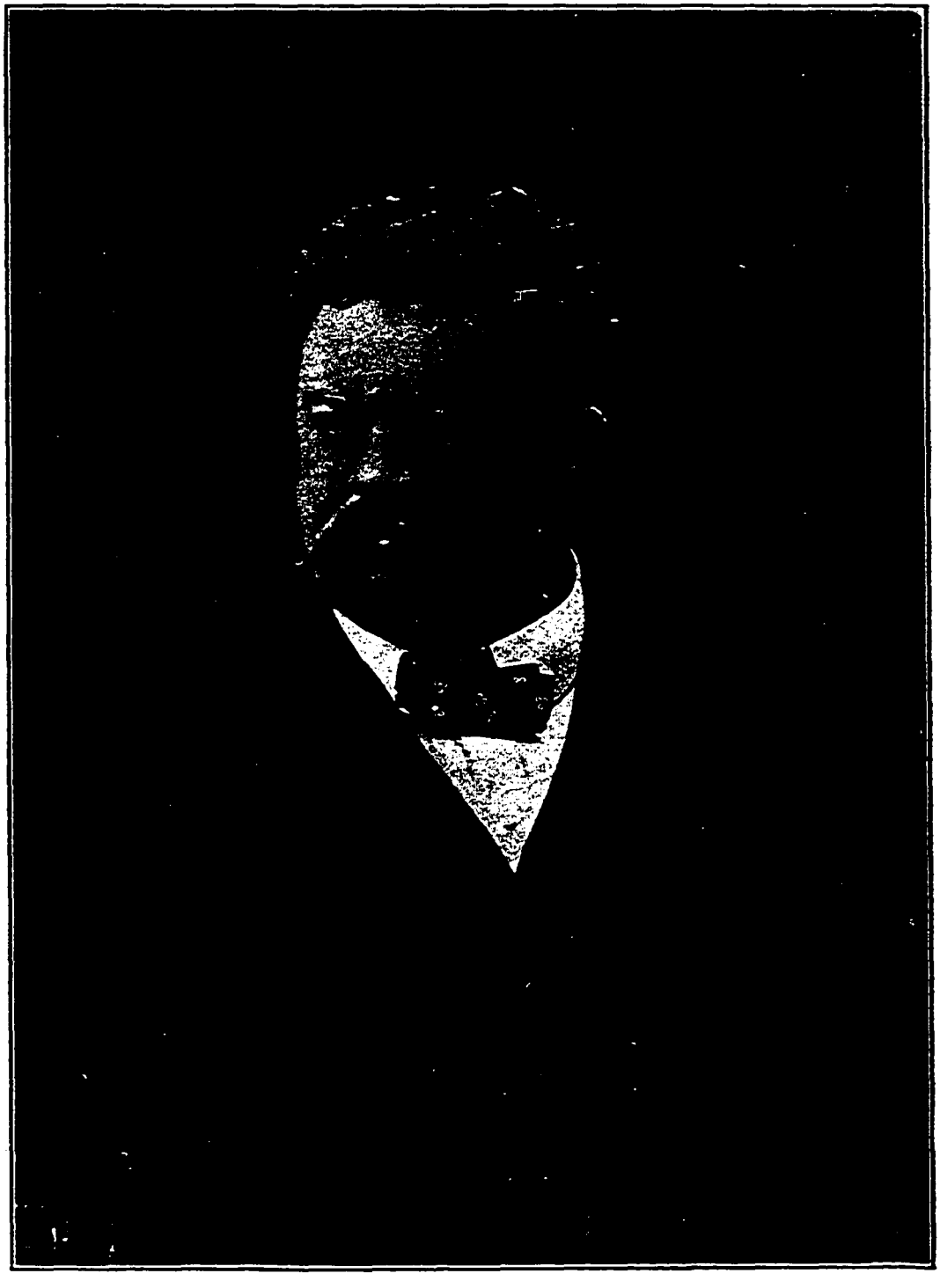
Aided in securing the passage of all the school legislation accomplished during his service in the Legislature.

Providing for the prosecution and punishment of trusts.

Appropriation for the College of the City of New York.

Appropriation for the new Capitol.

President Cantor has surrounded himself with the following cabinet: George W. Blake, Secretary of the Borough of Manhattan; George Livingston, Commissioner of Public Works; James G. Collins, Superintendent of Highways; W. H. Michaels, Superintendent of Sewers; W. H. Walker, Superintendent of Public Buildings and Offices; Perez M. Stewart, Superintendent of Building; Richard E. Taylor, Superintendent of Baths.



JOSEPH CASSIDY.

QUEENS THE ONLY BOROUGH WHICH FAVORED SHEPARD.—PRESIDENT CASSIDY AND HIS SUCCESSFUL LEADERSHIP.—TOO POPULAR FOR THE FUSION FORCES.—ELECTED BY A LARGE MAJORITY.

Joseph Cassidy, President of the Borough of Queens, was born at Laurel Hill, part of the Borough over which he presides as Chief Executive. He was educated in the public schools, and his first entry into business was in the fur department of Arnold, Constable & Co., New York City. He afterward engaged in the fur business on his own account at Thirty-seventh street and Broadway. Subsequently he gave up this store and entered into partnership with his father, a well-known business man of Long Island City, the firm being Cassidy & Son.

Mr. Cassidy married Miss Elizabeth Casey, of Connecticut, and he resides with his family in a beautiful home in Long Island City, almost within sight of the place where he was born.

Mr. Cassidy's entry into public life was as a member of the Board of Excise of Long Island City. He performed valuable services in connection with that department. Later he was elected to the Board of Aldermen of Long Island City and was a vigorous and active member of that body. When consolidation took place, he was elected one of the members of the Municipal Council to represent the Borough of Queens, and the ability he displayed in that position and his unswerving devotion to the best interests of his constituency resulted in his receiving the Democratic nomination for President of the Borough, and his election followed by one of the largest majorities ever known in the County of Queens.

Mr. Cassidy always has been a staunch Democrat and it is a singular but significant fact that while he was acting as leader of the Democratic party of the Borough of Queens, that Borough was the only one that recorded a majority for the Democratic candidate for Mayor of Greater New York, Edward M. Shepard.

THE ONLY TAMMANY MAN ELECTED IN THE BRONX.—HE REPRESENTS THE BETTER ELEMENT IN THE ORGANIZATION.—AN ABLE OFFICIAL WHOM JAMES L. WELLS, THE FUSION CANDIDATE WAS UNABLE TO DEFEAT.

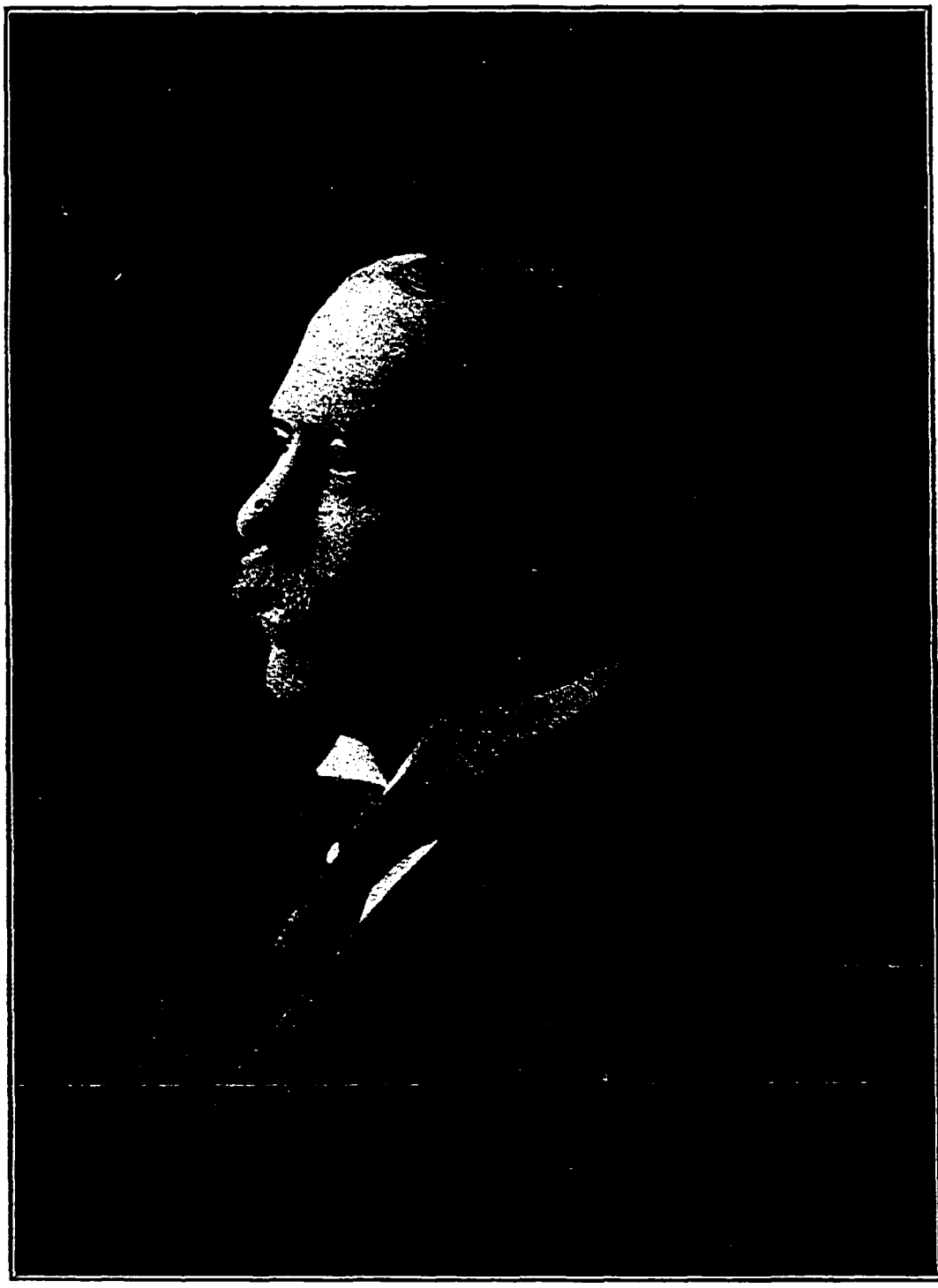
Louis F. Haffen, President of The Bronx, enjoys the unique distinction of being the only Tammany man in that Borough who was chosen to office last November. His election was due to several reasons, the chief one being that he had made an able public official and that he is extremely popular in The Bronx, in which he was born and has lived all his life.

The Fusion forces named James L. Wells, who made a hard fight, but found the popularity of Mr. Haffen too much for him. Wells was defeated by 1,549 votes, and Mayor Low appointed him President of the Board of Tax Commissioners.

Mr. Haffen has been the Tammany leader of the Thirty-fifth Assembly District for several years and is entrenched strongly in the affections of the voters of the district.

Louis F. Haffen was born of German and Irish parents, November 6, 1854, at Melrose, which was then in the County of Westchester, and is now in the Twenty-third Ward, in the Borough of The Bronx. The family settled in Melrose in the year 1850. He was educated in the village school, in the public schools, in St. John's College, at Fordham, and in the School of Mines, Columbia College. He practiced his profession of civil engineer and was City Surveyor from June, 1879, to December, 1890. From 1891 to May, 1893, he was Engineer in charge and Superintendent of Parks in the Twenty-third and Twenty-fourth Wards. He was Commissioner of Street Improvements from May 1, 1893, to January 1, 1898, and from January 1, 1898, he has been President of the Borough of The Bronx. Mr. Haffen is said to be a member of more clubs and societies any other man in The Bronx.

LOUIS HAFFEN.



J. EDWARD SWANSTROM.

J. Edward Swanstrom, President of the Borough of Brooklyn.—An Earnest Advocate of Public Schools.—Refused to be Swayed by Politics in Naming Public Officials.

In J. Edward Swanstrom Brooklyn Borough has a President who has practically devoted his life to public work. Although not in the ordinary acceptation of the term, a politician, Mr. Swanstrom has been interested in many independent movements in Brooklyn, and has been identified with those organizations that have sought a better municipal government. For years he was President of the Board of Education, and to-day the educational system of the city is his hobby. He was the first of the Presidents of the old Board of Education to have women as associates.

He was graduated as a lawyer from the University of New York with high honors, winning all prizes possible. On this prize money, a few hundred dollars, he took to himself a wife, having no anxiety as to whether he would be just as able to support two as one.

He shared a law office with Mr. John E. Miller at No. 20 Nassau Street, Manhattan, where he and Mr. Miller still practise law, and he became one of the most successful lawyers of Brooklyn. As Borough President his time is so absorbed by city affairs that he was compelled to place his law practice in the hands of another man, for the first time forming a firm, the same being known as Swanstrom and Keyes. Mr. Swanstrom has a sense of gratitude toward the political parties that nominated him for his high office. He believes in organization, but he will not permit politics to take precedence of efficiency. He is instituting many reforms.

Mr. Swanstrom believes that men, as well paid as are those in municipal employ, should work a fair number of hours, and he changed the working time from 9 to 4 to 9 to 5, and this change was copied throughout the greater city. In the Board of Estimate and Apportionment Mr. Swanstrom has become a leading force, and in his efforts for economy and progress he displays no niggardly spirit. He is one of the real successes of the Fusion movement.

Born in Brooklyn, July 26, 1853, and living there all his life he has intensely for Brooklyn. His father was the Rev. John P. Swanstrom, whose good deeds as a minister among the poor of Brooklyn, live after him.

George Cromwell, Only Republican City Official During His First Term as President of the Borough of Richmond—His Famous Contest for the Office with Dr. John L. Feeny.

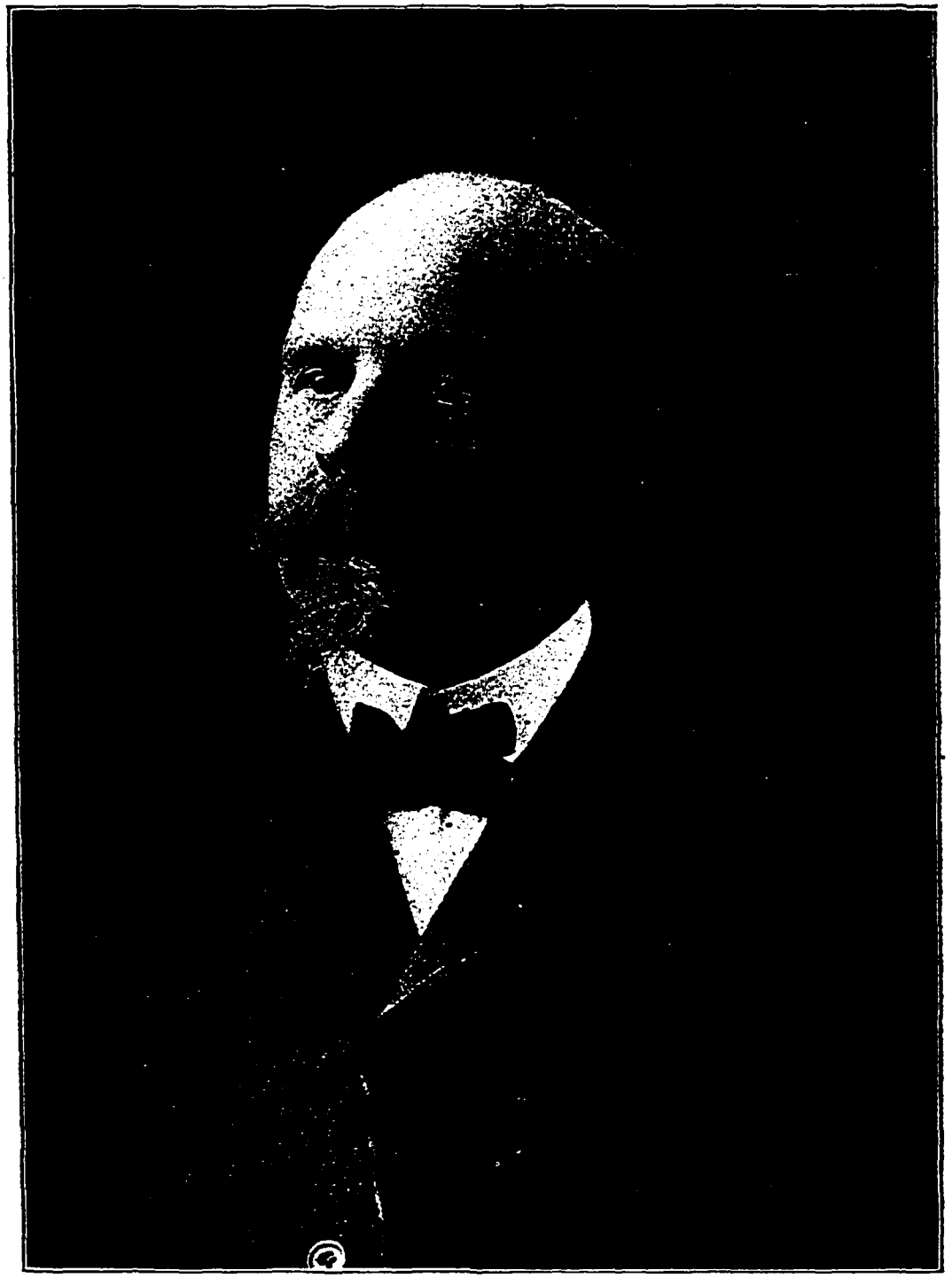
George Cromwell, who was re-elected President of the Borough of Richmond on the Fusion ticket, has held that office ever since it was created by the Greater New York charter, and is in the fifth year of his incumbency. He was the only Republican official elected in 1897, defeating his opponent, Dr. John L. Feeny, the Democratic machine candidate, by only a few votes.

For months the question as to which had been elected was in doubt, and was finally decided by the Court of Appeals after a famous contest. Later an appointive place was given to Dr. Feeny by the Tammany administration, and he held it until his death, about a year ago.

Mr. Cromwell is the leader of the Republicans in the Board of Aldermen, of which the Borough Presidents are members by virtue of their offices.

George Cromwell comes of sterling stock, being the founder of the Cromwell line of steamships and a descendant of Oliver Cromwell. He is in the thirties, a graduate of Yale and a lawyer. Mr. Cromwell is a man of independent means, with a fine home on Staten Island, which composes the Borough of Richmond. He was a member of the Charter Revision Commission and has performed other important public services. Mr. Cromwell is a member of several leading clubs.

GEORGE CROMWELL.



CHARLES V. FORNES.

Life Struggles and Successes of Charles V. Fornes, President of the Board of Aldermen.—From a Poor Boy Helping His Widowed Mother, by Industry and Honesty, He Became a Power in the Mercantile as Well as the Political World.

From a poor boy tilling a farm to help support his widowed mother to being President of the Board of Aldermen of New York is the gamut of human existence which Charles V. Fornes, presiding officer of Greater New York's legislative body, has experienced. The rugged honesty of the boy and of the man which made him successful and esteemed in business life has brought to him a like measure of success in an official capacity.

The turbulent minority of Tammany Aldermen who tried at the outset to hamper and delay the work of reform has found that President Fornes is a man of red blood and determination. To have reduced the Board of Aldermen to a working body is in itself a victory for reform.

Mr. Fornes is a son of John Fornes, who came of an old French family. His father came to this country in 1820 with his parents who bought a farm near Buffalo. John Fornes married Miss Krumholz, who was a native of Baden, Germany. They settled on a farm in Erie County, N. Y., and after living there for fifteen years, moved to Niagara County where Charles Vincent Fornes was born in 1848. Charles was the third youngest of nine children, and when his father died he was only four years old.

By a brave struggle the widow was able to save the home and provide for her large family. When Charles was six he was sent to the district school. At his home nothing but German had been spoken, as his mother was not familiar with French, so when he started to school Charles had not only to master the mysteries of the A. B, C's but the English language as well. And when he got out of school there were chores to do at home. Besides there was a debt hanging over the homestead, and he had to help lift it. As he grew older he not only worked on his mother's farm but for his neighbors as well. At the age of ten he could no longer attend school in summer; his strength as a breadwinner was needed.

But he was studious and made good use of his time. With the

portion of his earnings he was allowed to keep he bought school books and continued his studies. By dint of hard labor he was able to pay his own way through the Lockport Union Academy.

B. M. Reynolds, Principal of the Academy, took an interest in and gave lessons to him in Latin and Greek after school hours. He was so impressed with the abilities of the boy that he offered to pay his expenses through Yale College, but his mother did not want him to go so far from home. He obeyed his mother.

His first business experience was gained as a clerk in the office of a Buffalo grain merchant during the shipping season. Soon after he received a call to teach a district school in Erie County near his home. He taught there for two winters with such success that he was invited to Buffalo to become principal of a school. He remained in that position three years.

His entrance into the cloth business was immediately after that when he became cashier and bookkeeper for a wholesale woolen house in Buffalo.

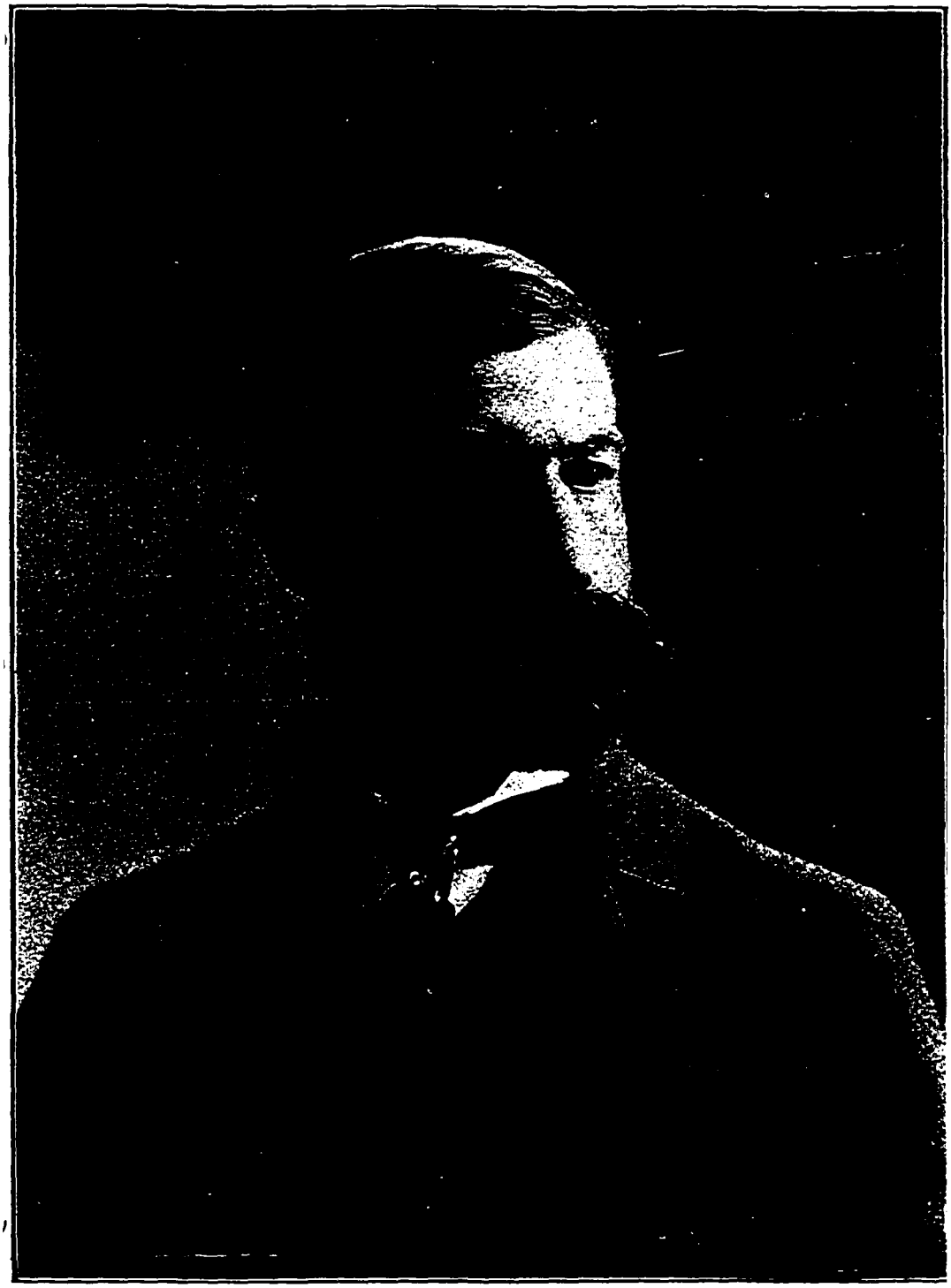
So thoroughly had he mastered it that when he came here in 1877 and founded the wholesale woolen firm of Dahlman & Fornes it was a success from the start. The firm name was changed to C. V. Fornes & Co. a year later, and is to-day one of the strongest houses in the dry-goods district.

Mr. Fornes was President of the Catholic Club from 1889 to 1894, and took a great interest in building the club's magnificent home at No. 120 Central Park South. Since 1896 he has been Treasurer of the Catholic Protectory.

He was a member of the Committee of One Hundred who had charge of the Columbus Centennial Celebration, and has given his time and financial aid to most of the public movements since that time.

Mr. Fornes was one of the incorporators of the City Trust Company, of which he is still a trustee. Also he is a trustee of the Emigrant Industrial Savings Bank.

In politics he is an independent Democrat, but was always a great admirer and supporter of the Martyred President, William McKinley. His only appearance in politics prior to this time was in 1896 when he received a nomination for Congress in the Fourteenth District as a Sound Money Democrat. There was a three-cornered fight and he was defeated.



EDWARD M. GROUT.

Comptroller Edward M. Grout, a Fearless Democrat Who Received the Largest Majority on the City Ticket.—He Unearthed the Ramapo Steal, and Has Always Been the Relentless Foe of Municipal Corruption.

Edward M. Grout, Comptroller of New York City, is of New England ancestry and was born in New York City in 1861. His paternal grandfather was Paul Grout, an old-time Democrat, who was an Assemblyman from New York City from 1839 to 1841.

Mr. Grout's early education was obtained in the public schools of New York and Brooklyn. He entered Colgate University and was graduated from the class of 1884. He is a trustee of Colgate University.

Upon leaving college Mr. Grout studied law with General Stewart L. Woodford, recently Minister to Spain, and was admitted to the bar in 1885. He practiced with General Woodford's firm until 1893, when his conduct of the Adamson taxpayers' suit to prevent the street surface railroad franchise frauds in Brooklyn attracted the attention of William J. Gaynor, and a partnership resulted on the first of January, 1893. In the year following Judge Gaynor was elected to the Supreme Court Bench. At the present time Mr. Grout is associated with his brother, Paul Grout, in the practice of the law. During 1893 Mr. Grout took part in the litigation over the Columbian celebration bills, the New Utrecht gas case and the McKane prosecution which followed Judge Gaynor's election to the bench of the Supreme Court.

In 1895 he became the regular Democratic nominee for Mayor against Frederick W. Wurster. He began his campaign with an adverse majority of over 33,000, by which Mayor Schieren had beaten Mr. Boody at the preceding election, but he was beaten by a plurality of only 2,000, running ahead of his associates on the ticket. In this campaign he was supported by the Citizens' Committee of One Hundred.

As a candidate for Borough President in 1897 Mr. Grout received a larger plurality than any candidate on the city or county ticket. He found the office one to which practically no power had been given by the Legislature, but through force of character and persistence he succeeded in making himself a factor in securing for

Brooklyn many improvements which the city administration was apparently inclined to deny the borough.

Probably his greatest service to the borough from which he was elected was that of leading in the movement for borough home rule. In this he not only took the initiative in Brooklyn, but in all the boroughs outside of Manhattan his suggestions were followed to a great extent, and his arguments as advanced in newspapers, circular letters and pamphlets went a long way toward convincing municipal students in Manhattan that borough home rule is not only a borough right but the most effective means of correcting abuses in the city government and of reducing expenses. He sent a circular letter to all the members of the Legislature of 1900 urging legislation giving borough officials more power, and while early in the session there was a tendency toward this end later on so many questions arose that the whole matter was referred to the Charter Revision Commission. Mr. Grout appeared before this Commission, and at its request submitted a brief on charter changes. Of the suggestions in this brief the following were adopted by the Charter Revision Commission:

> Giving each Borough President a seat in the Board of Estimate and Apportionment.
>
> Providing for facilitating the opening of streets, etc., by authorizing the establishment of a topographical bureau in each borough under borough control.
>
> The abolition of the Board of Public Improvements—a stumbling block in the municipal government.
>
> Increase of power for local boards by empowering them to authorize assessable improvements with the approval only of the Board of Estimate and Apportionment.
>
> Giving Borough Presidents the right to appoint certain administrative officials in the boroughs.

As a member of the Board of Public Improvements Mr. Grout was the first to attack the Ramapo Company's proposal to furnish water to the City of New York under contract, and it has been well established that the information obtained by his attacks furnished the ammunition by which the proposed contract was finally success-

fully assailed. When the history of Ramapo is written it will be noted also that an injunction to prevent the making of a Ramapo contract, obtained by Mr. Grout from Judge Smith on November 8, 1899, at his own expense, was the only safeguard against a Ramapo contract for a period of four months. This was due to the fact that the other injunctions obtained against the company were denied in December, 1899, while the Legislature's action removing the Ramapo menace did not become operative until April 5, 1900. Mr. Grout's injunction remained in force, however, until April 10, 1900, and those who are familiar with the record of the Tammany officials who proposed making the Ramapo contract believe that had it not been for Mr. Grout's injunction such a contract would have been made during that period of four months, notwithstanding public opinion.

Mr. Grout's nomination for Comptroller by the various organizations opposed to Tammany Hall came to him without solicitation. He made a vigorous campaign, standing before the people as a Democrat who did not recognize Tammany Hall as the Democratic organization of the City of New York, but as an organization having for its purpose the personal profit of its leaders. He was elected by a vote larger in each of the five boroughs of the city than that given to any of the anti-Tammany fusion candidates on the city ticket. His plurality was 45,994, while that of Seth Low, candidate for Mayor, was 29,864.

Aside from his work as an official, no public movement has taken place in Brooklyn in recent years in which Mr. Grout has not taken an active part. He was an advocate for Greater New York, was Chairman of the Consolidation League and made several arguments before the Legislature on that subject. He appeared before committees in the Senate and Assembly in favor of the one-dollar gas bill. He has been a student of the question of municipal ownership and his writings on that topic have been very freely quoted.

Mr. Grout is President of the Brooklyn Club, a member of the S. K. E. Society, the Manhattan, the Hamilton, Montauk, Riding and Driving, Crescent Athletic and Brooklyn Chess clubs. He is a veteran of the Twenty-third Regiment and Judge Advocate of the Second Brigade, ranking as Major on the staff of Brigadier-General McLeer. He was married on June 4, 1889, to Ida L. Loeschigk, and has two children.

THE YOUNG MAN IN POLITICS.—N. TAYLOR PHILLIPS, FIRST DEPUTY COMPTROLLER, WHO HAS MADE A NAME FOR HIMSELF. SUCCESSFUL IN POLITICS, LEGISLATION AND LAW.—A FRIEND OF LABOR AND THE PLAIN PEOPLE.

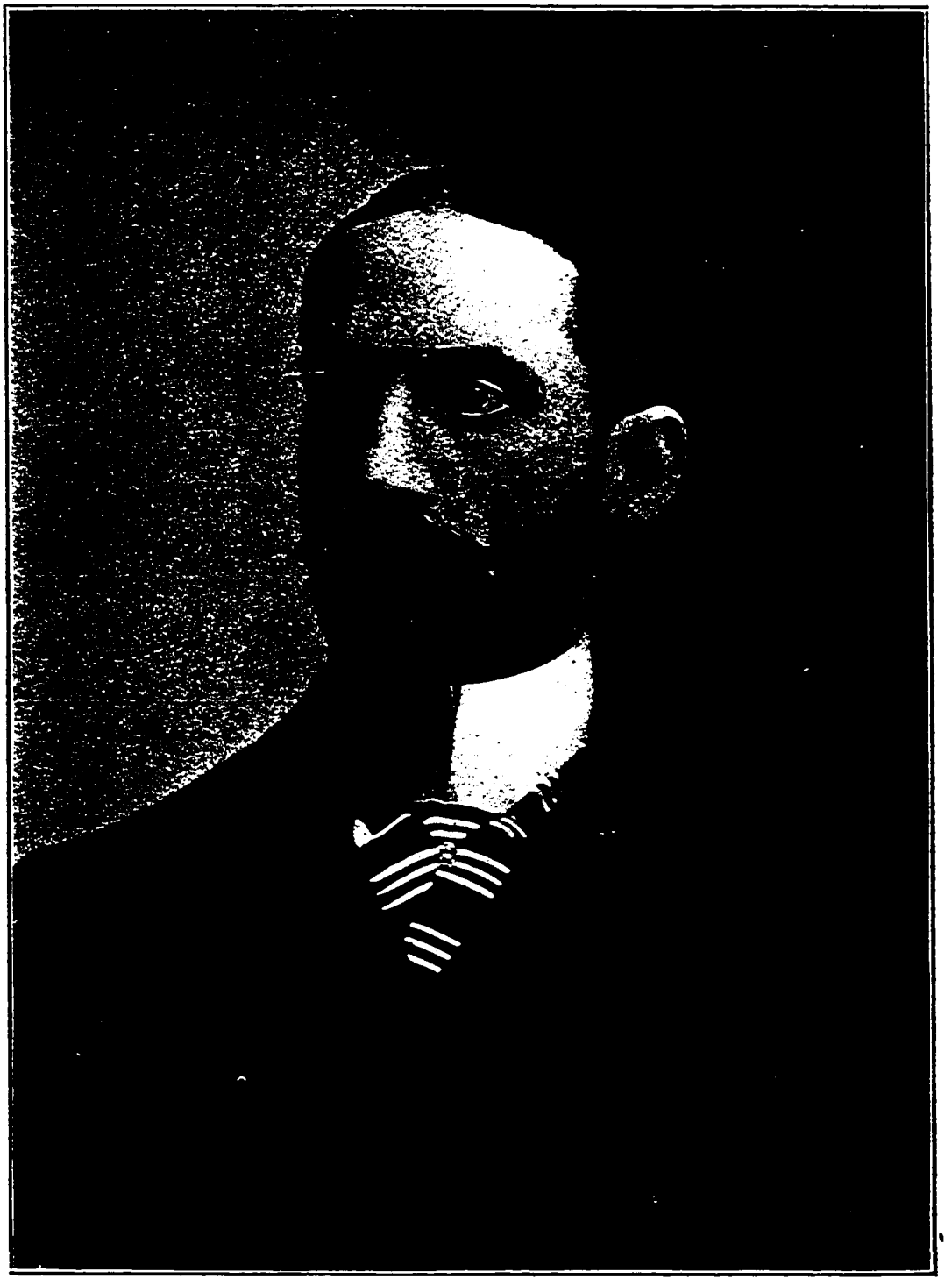
N. Taylor Phillips, First Deputy Comptroller, and head of New York's Finances under Comptroller Edward M. Grout, typifies the young man in politics. Only thirty-four years old, Mr. Phillips has made a place for himself in politics, in legislation and in the practice of the law. He is one of the leaders of the Greater New York Democracy. Much of his talent he inherited. He is the son of the late Isaac Phillips, for many years Appraiser of the Port of New York, editor of *The New York Courier and Enquirer,* Commissioner of Education and prominent member of the Chamber of Commerce.

Born in New York City in 1868, Mr. Phillips was educated in Columbia Grammar School and Columbia College, from which he was graduated in 1888. He succeeded to the law practice of his father, and like the latter, made a specialty of the tariff and revenue laws of the United States.

His great-grandfather, Jonas Phillips, fought in the war of 1812 and the Mexican war; Jonas Phillip's grandson was in the Civil War, and his great-grandson in the Spanish American war. Several ancestors of Mr. Phillips participated in the Revolution, and one of them was an aide-de-camp to General Washington.

Mr. Phillips is a member of the New York Historical Society and Councillor of the American Jewish Historical Society. He is a member of the Masonic fraternity, in which his father was a Grand Master of the State of New York. He belongs to the Royal Arcanum and other fraternal societies. Mr. Phillips was admitted to the bar in New York when twenty-one years old, and to practice before the Supreme Court of the United States three years later. He inherited a competency, to which he has added largely by the successful practice of his profession.

Mr. Phillips was elected to the Assembly from the Ninth New York District in 1897, and re-elected in 1898 and 1899, by the largest majorities ever given to a candidate for public office in that district. He is a fluent and forcible orator. As one of the Democratic leaders in the Assembly, he was opposed to Croker and Crokerism, and a



N. TAYLOR PHILLIPS.

friend of organized labor. His vote and voice were in favor of every public measure for the relief of the people, such as cheap gas, cheap telephones, constitutional anti-trust law, school teachers' salary bill and others of similar character.

He has received the thanks, in writing, of the American Federattion of Labor and the Merchants' Association of New York, as well as of prominent business houses of New York City for his work on the floor of the Assembly in behalf of measures contributing to the people's welfare. His magnificent fight for the bill to prevent four trolley tracks in Amsterdam Avenue, as well as his position as one of the leaders in behalf of the Ford franchise tax bill, which is intended to oblige corporations to pay their just share of the burden of public taxation, stamped him as a man absolutely incorruptible and not susceptible to improper influences of any kind. His was one of the votes by which the Ford bill was passed. He was instrumental also in the legislation which killed the Ramapo scheme. Mr. Phillips was appointed a member of the Joint Statutory Revision Commission of the Senate and Assembly named in 1900 to prepare a plan for the revision of the laws of New York State. The Commission reported to the Legislature of 1901 and its report received the unanimous approval of all the Bar Associations throughout the State. Mr. Phillips resides at No. 250 West Seventy-fifth Street. His law office is at 120 Broadway.

DEPUTY COMPTROLLER STEVENSON FIRST FUSION OFFICIAL TO TAKE OFFICE.—THE RAPID RISE OF A CLEVER YOUNG NEWSPAPER MAN.—ONE OF THE MEN WHO MADE THE NEW CHARTER.

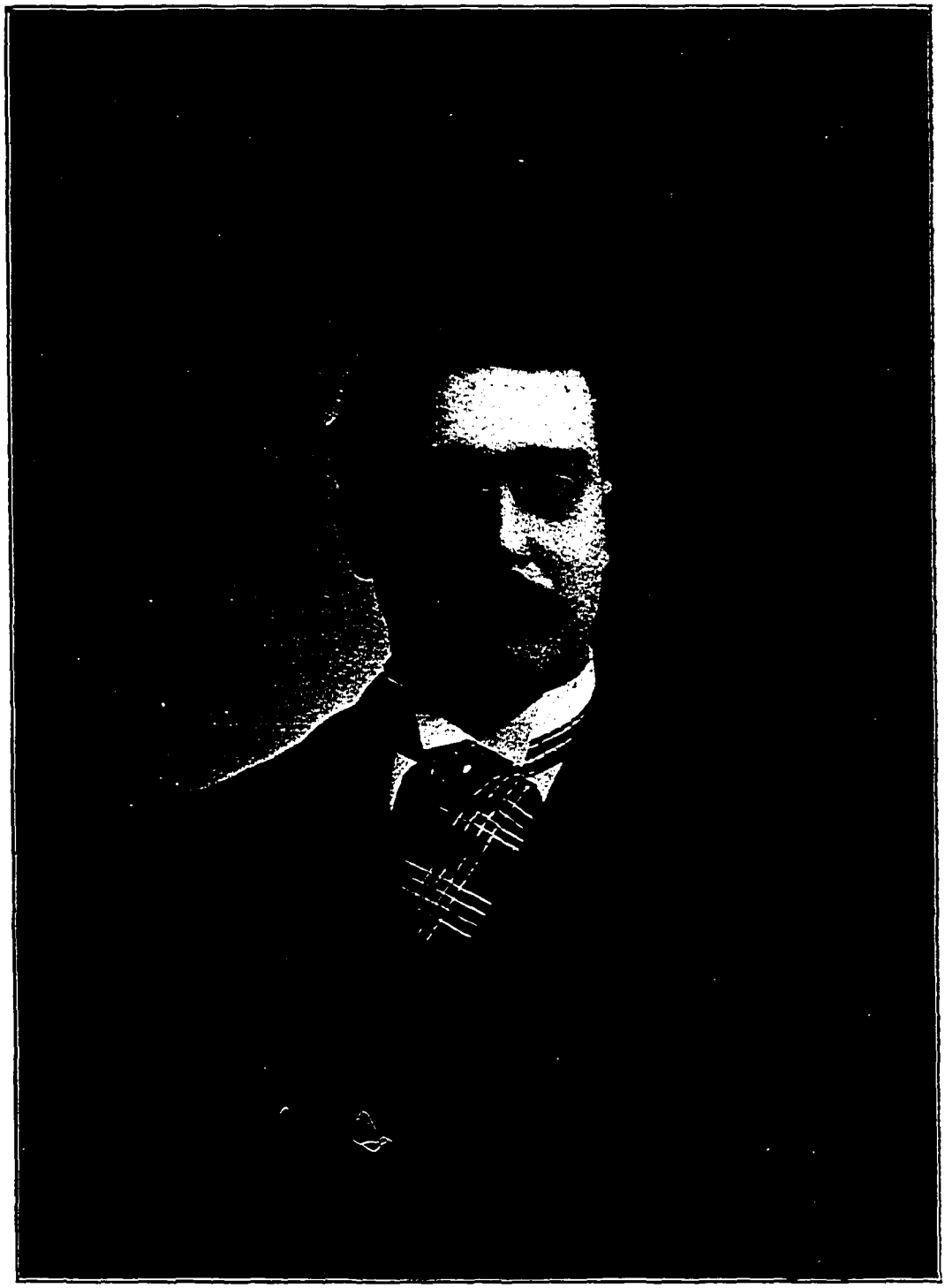
James W. Stevenson, Deputy Comptroller, was born on his father's farm in Jefferson County, on August 24, 1870. He was educated in local schools and at Grove City College, Pa. After leaving college he learned the rudiments of newspaper work on various papers in Western Pennsylvania. He joined the staff of the *New York World* in 1892. He was one of the first men taken from the *World* by the *Journal* and continued with the *Journal* until after the first Greater New York mayoralty election, when Edward M. Grout, then newly-elected Borough President of Brooklyn, appointed Mr. Stevenson Secretary to the Borough President.

After Mr. Grout's election as Comptroller in 1901, Comptroller Coler offered to appont as his Deputy to succeed Edgar J. Levey, who had resigned, some one of Mr. Grout's selection and Mr. Stevenson was named by Mr. Grout for the position. He was appointed December 1, 1901.

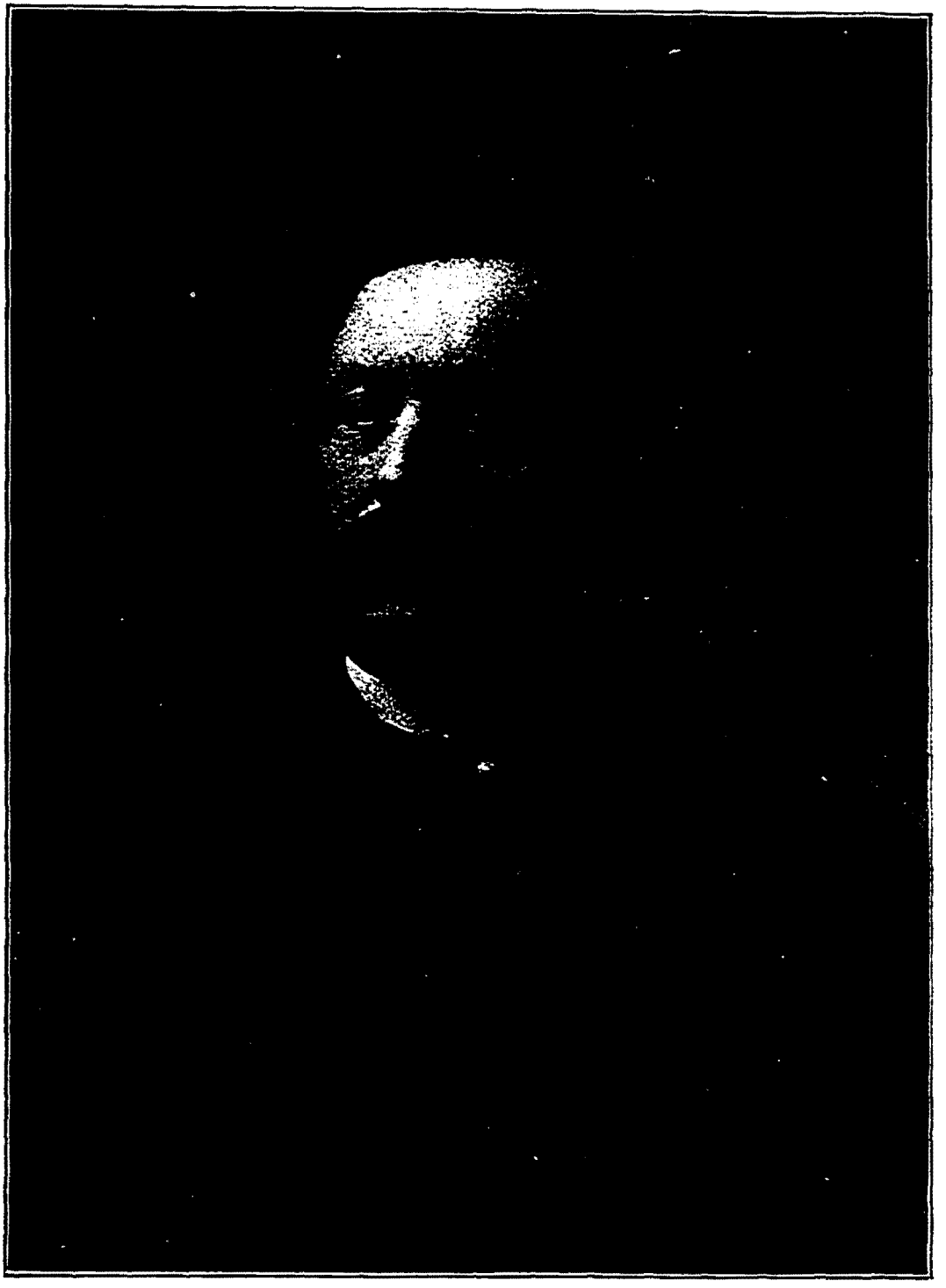
As Deputy Comptroller he has been placed in charge of the details of the work of the Board of Estimate and Apportionment and has been made Secretary of that Board. He is particularly qualified for these duties because of a thorough knowledge of the Greater New York charter. In fact, many of the provisions in the charter are of his suggestion as is shown by the following extract from a letter written to Mr. Coler by Mr. Grout at the time of Mr. Stevenson's appointment:

"I do not know of any other person who is not a lawyer, nor indeed of many lawyers, who has as thorough an acquaintance with the charter of the city as Mr. Stevenson has, and I do not believe that any person not now in the Comptroller's office could enter it with as clear an idea of the duties imposed upon it. Very many of the changes made in the charter and taking effect on the 1st of January were due to suggestions first made by Mr. Stevenson and afterward urged by me on the charter revisers."

Mr. Stevenson is a member of the Masonic and Royal Arcanum orders and of the Bushwick and Andrew Jackson Clubs.



J. W. STEVENSON.



JOHN McCULLAGH.

Illegal Voters Restrained.—Kept from the Polls by Fear of Arrest.—The Work Performed by John McCullagh, Superintendent of Elections.—How He Was Forced Out of the Police Department by Tammany Hall.

Practical politicians concede that thousands of fraudulent votes against the fusion forces were prevented by the work of John McCullagh, Superintendent of Elections of the Metropolitan District. Under his direction his deputies did notable work, making many arrests for illegal registration. "Repeaters" for Tammany Hall knew that they were being watched and would be arrested when they should attempt to go to the polls. They staid away, to the dismay of more than one Tammany leader, who had counted on their aid to keep vice and crime in power.

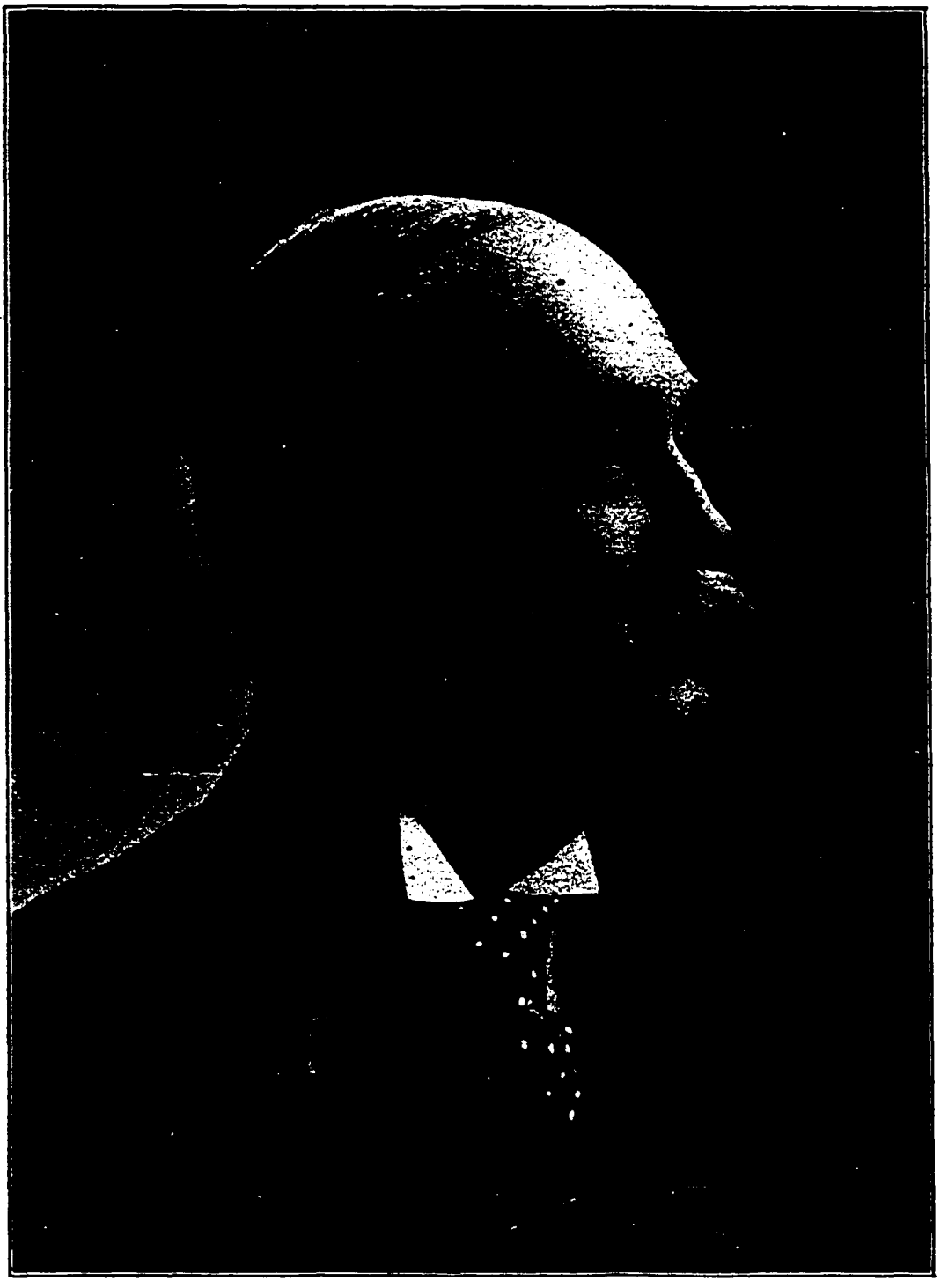
For twenty-eight years Mr. McCullagh had been a policeman in New York and no man was better qualified to do the work. How well he did it is a matter of history. Doubtless, Mr. McCullagh relished the work, for he had scarcely risen to the head of the police force of the new world's imperial city when he was forced to retire by Tammany Hall because he would not do its bidding.

John McCullagh is a fine type of the self-made man and looks a decade younger than his fifty-seven years. He was born in Ireland and came to New York when he was a boy. He was educated in the public schools and was appointed a policeman in 1870, roundsman in 1873, sergeant in 1876, captain in 1883 and acting inspector in 1895. On August 24, 1897, he was chosen Chief of Police of the old City of New York. He was the last Chief of the old city and the first Chief of Police of the Greater New York. He reorganized the Police Department, taking in the forces of Brooklyn, Queens, Richmond and Westchester and laying out the inspection districts and precincts. Tammany Hall came into power in 1898. McCullagh refused to administer his department to suit that political body and its Police Commissioners forced him to retire, which he did upon a pension equal to one-half his salary as Chief.

But he was not allowed to remain idle long. The Republicans determined to take measures to insure more honest elections in New York City. A special session of the Legislature was called and a law passed for a Bureau of Metropolitan Elections under State control.

Governor Black appointed Mr. McCullagh as Superintendent of this Bureau.

At the close of the Spanish-American War, in December, 1898, the police force of Havana was sadly in need of reorganization. Generals Francis V. Greene and Avery D. Andrews called Mr. McCullagh to Havana, President McKinley approving the appointment. Mr. McCullagh organized a force of 1,100 men, and laid out Havana in inspection districts and precincts. In three months he had a well-organized and efficient police force in the former Spanish city and returned to his duties in New York with added laurels. Mr. McCullagh is one of the few men who have been head of the New York police force who has not been accused of sharing in police blackmail.



FREDERICK S. GIBBS.

Frederick Seymour Gibbs, One of the Great Political Leaders Who Made the Fusion Possible.—His Brilliant Record in Business Life and in Politics.—Now New York's National Republican Committeeman.

Frederick Seymour Gibbs, whose keen political insight and earnest labors contributed so much to the reform victory in New York, has a record of over twenty years of leadership in the Republican party. Now he is National Republican Committeeman for the State of New York, and one of the city's foremost citizens in the business world. As an evidence of his activity he has been Assemblyman, State Senator, and Republican nominee for Mayor of New York.

Mr. Gibbs, since 1882, has been a delegate to all the New York State and New York County conventions of the Republican party; also the first City Convention of Greater New York in 1897. He is a member of the Executive Committee of the present Republican County Committee.

Always a powerful factor in National politics, he represented his State in the Republican National Conventions of 1888, 1892, 1896, and 1900; since 1896 he has been the Republican National Committeeman from the State of New York.

Great as have been his services to his party, the public owes him greater debt for his labors as a lawmaker. He was sent to the State Senate from the Eighth New York District in 1883, establishing such a record as a leader that he was made Chairman of the Senate Committee of Affairs of Cities for the sessions of 1884 and 1885, and a member of the Committee on Grievances.

He was the choice of his party for the Mayoralty of New York in 1884. It was a three-cornered fight between him, William R. Grace and Hugh J. Grant. Grace was elected.

Mr. Gibbs returned to the State Legislature in 1889 and 1890 as the Assemblyman from the Thirteenth Assembly District of New York, serving as Chairman of the Committee on Public Health and on the Committees on General Laws and Affairs of Cities. Quite a number of the best laws on the statute books were placed there by Mr. Gibbs who presented the measures and obtained their passage. Among them are:

Act authorizing the creation of the original Commission which resulted in the creation of Greater New York.

Pensions for Police and Firemen in New York City; passed in 1884.

Law making the offices of Comptroller of New York City and President of the Board of Aldermen elective.

Act providing for the investigation of New York City departments by the members of the Senate from New York.

Mr. Gibbs was chairman of the latter commission; also of a committee to investigate the Department of Public Works. On the findings of these bodies he prepared, introduced and had passed many measures abolishing abuses in the departments of New York.

Mr. Gibbs comes of Revolutionary stock, his great grandfather, Spencer Gibbs, having been a sergeant in the Continental Army. His ancestors lived in Connecticut for over one hundred years. The family is an English one, and collateral with the famous Gibbs family of South Carolina.

Frederick S. Gibbs was born in Senaca Falls, N. Y., March 22, 1845, his parents being Lucius S. Gibbs and Jane Wilson. His mother was born at Ogdensburgh, N. Y., of Canadian parentage and Scotch descent.

His father was a carpenter and builder. Young Gibbs attended the public schools at his home until he was thirteen, when he started life as an office boy for Cowing & Co., pump manufacturers. He remained in their employ until 1862, when he enlisted in Company A, One Hundred and Forty-eighth New York Volunteers, serving with his regiment until it was mustered out at Elmira, N. Y., June 30, 1865. He rose from the ranks to Second Lieutenant, and was brevetted First Lieutenant for "gallant and meritorious services." Wounded in the face at the battle of Cold Harbor, June 3, 1864, he refused to retire to the rear, and again before Petersburg when hit by a piece of shell he displayed the same heroism, remaining at the front until he witnessed the surrender of Lee at Appomatox Court House.

At the close of the war he resumed his old place as shipping clerk for Cowing & Co., remaining in their employ until 1875. At that time he became manager of the New York City business of the Goulds Manufacturing Company, pump manufacturers of Seneca Falls. He continued at the head of that business until the forma-

tion of the Metropolitan Water Company, since which time he has been managing director of that corporation with offices at No. 1 Madison Avenue.

Mr. Gibbs married Miss Carrie A. Mynderse, of Seneca Falls, in 1867. She died in 1894. He subsequently married Miss Daisy M. Meade, daughter of Judge Clarence M. Meade, of New York. By his first marriage he has a daughter who is now Mrs. Courtney N. Kennelly. By his present wife he has two sons.

Among the organizations of which he is a member are: The Republican Club of the Ninth Assembly District, Atlantic Lodge, F. & A. M., the Royal Arcanum, Ancient Order of United Workmen, American Legion of Honor, Knickerbocker and New York Athletic Clubs, Metropolitan Museum of Art, Republican Club of the City of New York, Salmagundi Club, National Art Club and a Fellow of the American Geographical Society.

William H. Ten Eyck, Statesman and Republican Leader Whose Wise Counsel Did so Much to Make the Fusion a Success.—The Aqueduct Commissioner's Long Record of Service to His Party and the Cause of Good Government.

William H. Ten Eyck, President of the Aqueduct Commission, was born on March 7, 1847, at the corner of Reade Street and West Broadway. He attended the public schools in Yorkville and Harlem, and was graduated from the Harlem Public School on 125th Street.

In 1864, and until 1872, Mr. Ten Eyck was engaged in the paper business, retiring from this trade in the latter year to engage in the real estate business, in which he has been very successful.

During all these years Mr. Ten Eyck has been active in politics, but not from the personal side. His time, outside of his regular business, has been spent in furthering the interests of his party.

He is a member of the Republican Club of the Thirty-fourth Assembly District, the North Side Republican Club, of which he was Chairman of the Executive Committee from 1884 to 1898, the Republican Club of the City of New York and the Union Republican Club of the Thirty-fifth Assembly District. Mr. Ten Eyck also has been President of the Twenty-third Ward Republican Association, succeeding himself in that capacity for ten years. He has been a delegate to the Republican County Committee almost continuously since 1880, and is still a member of that body. He was Secretary of the Committee in 1894, and is now Chairman of the Executive Committee of the County Committee, which position he has occupied for three years. He has been a member of the Republican State Committee since 1898, and has been a member of the City Committee of the Republican Party of Greater New York since 1897, and is now Chairman of the Executive Committee of the City Committee, which office he has filled since the year 1900. In 1900 he was elected by the Sixteenth Congressional District as a delegate to the National Convention, held at Philadelphia.

A glance at the above is sufficient to show that Mr. Ten Eyck's connection with the Republican party of his district, city and State, has not been a sinecure. His capacity for hard work, coupled with

WILLIAM H. TEN EYCK.

his loyalty and earnestness was the means of making him Clerk of the Board of Aldermen during Mayor Strong's term; having been elected by the members of the Council, which consisted of 14 Democrats, 14 Republicans, and 3 Independent Democrats. Under the present city administration he was chosen as President of the Aqueduct Commission.

Mr. Ten Eyck is working just as hard in his present position in the interest of the city as he has in the past in private enterprises, and no one who knows him doubts but that he will give a good account of himself.

LABOR'S PART IN THE CAMPAIGN.—WILLIAM J. O'BRIEN, A MAN HONORED OF WORKINGMEN, NOMINATED FOR SHERIFF.—OPPOSED UNSUCCESSFULLY BY ONE OF THE MOST POPULAR MEN IN TAMMANY HALL.

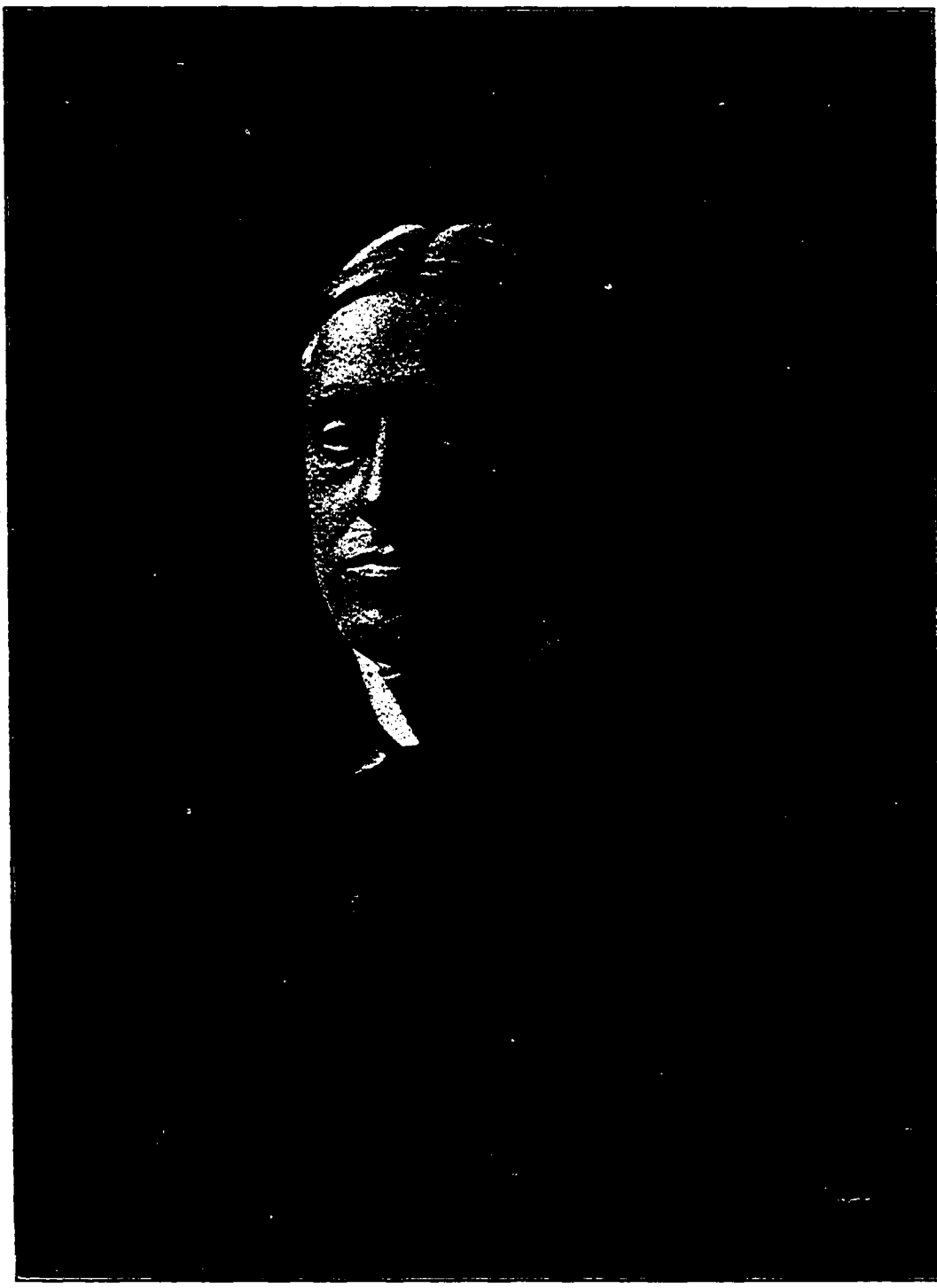
Workingmen have given several striking instances within six months of their power in politics. They have elected one of their number Mayor of SanFrancisco, another Mayor of Bridgeport, Conn., and a third Sheriff of New York County. The Fusion forces, seeking to present a ticket to the voters of the Greater New York, which should represent and appeal to all classes of the Community, decided to nominate for an important place a representative workingman. They selected William J. O'Brien, and the showing he made at the polls vindicated their judgment.

Mr. O'Brien's career is exceptionally creditable. Born in Westfield, Mass., in 1857, he came to New York in 1868. He was educated in the public schools and served an apprenticeship as a granite cutter. His father, who was a member of Company G, Heavy Artillery, Second Massachusetts Volunteers, died in Andersonville Prison, in 1864. William J. O'Brien worked at his trade for a number of years. He was President of the Board of Delegates of the Building Trades Council of New York City for twenty-seven consecutive years, representative of the New York Branch of the Granite Cutters National Union for thirteen years, President of the Workingmen's Association of New York State for four years, and a representative and delegate to the old Central Labor Union for four years.

He was appointed a member of the Tenement House Commission by Governor (now President) Roosevelt and served as a member of the Committee of Fifteen which helped to pave the way for the election of the Fusion ticket.

Mr. O'Brien is a Democrat. He was President of the Independent Labor Party in 1899, in which year he was nominated by that party for Sheriff and polled 95,000 votes—a phenomenal showing under the circumstances.

WILLIAM J. O'BRIEN.



NORMAN S. DIKE.

Sheriff Norman S. Dike, of Kings County.—An Able Lawyer and Fond of Athletics.—Socially and Politically the Opposite of Charles Guden.—A Man of Broad Experience in Public Affairs.

Norman S. Dike, Sheriff of Kings County (Brooklyn) by appointment of Governor Odell in place of Charles Guden, is a striking figure. His legal training and his strong judicial bent were shown in the patience he exercised and the common sense he showed in gaining possession of the Sheriff's office after his appointment, in strong contrast to the conduct of his opponent, Guden.

Sheriff Dike comes from one of the oldest and best families in Brooklyn, being the son of the late Camden C. Dike. He is about forty years old and was graduated in 1885 from Brown University, and in 1887 from Columbia Law School.

Mr. Dike is a man of means, aside from his large law practice. He is tall, athletic and keen, and has won an enviable reputation at the bar. Sheriff Dike is a Republican, being an associate of such men as ex-Mayor Charles A. Schieren and Colonel Willis L. Ogden. He served a term as Supervisor of Kings County from the First Ward of the old City of Brooklyn, and was elected president of the Board in 1895.

For five years he has been president of the Brooklyn Homeopathic Hospital and in 1901 was appointed by Governer Odell a Trustee of the State Hospital for Consumptives of which Howard Townsend, of New York City, is chairman. In 1896 the late Gen. W. C. Wallace appointed him Assistant Judge Advocate General of the New York National Guard. He received his commission as Lieutenant-Colonel from Governor Morton.

Colonel Dike is identified with the University Club of New York, the Hamilton and Dyker Meadow Clubs.

JAMES W. OSBORNE, A STERLING DEMOCRAT AND MEMBER OF TAMMANY WHO HAS BEEN RETAINED AS AN ASSISTANT DISTRICT ATTORNEY BY JUDGE JEROME ON ACCOUNT OF HIS GREAT ABILITY AS A PROSECUTOR.

The one man in New York whom the criminals, whether they be of high or low degree, fear most is Assistant District Attorney James W. Osborne. Always a Democrat and a member of Tammany Hall as well, he recognizes no controlling power but duty. His fidelity to duty in prosecuting successfully the police blackmailers is well known. He was prominently mentioned last Fall for District Attorney.

Mr. Osborne is known as the most powerful prosecuting attorney New York has ever had, and justly so. While he pursues criminals relentlessly, he is ever the first to aid in uncovering honest testimony that would tend to clear the prisoner of the charge.

Like many of New York's distinguished men, Mr. Osborne was not born here. Charlotte, N. C., was his birthplace and the time January 5, 1859. He acquired his education in the schools of his native town, and then attended Davidson College in North Carolina from which institution he was graduated in 1879.

Four years later he came to New York and entered the Columbia Law School. He was graduated in 1885. So keen was his insight into legal affairs at that time that he was employed to teach law at night. This arduous work was in addition to his labors at the practise of law during the day.

His marked ability soon attracted the attention of men prominent in the profession, and he was taken into partnership in a firm that was known as Shepard, Osborne & Prentice. Later he entered the law partnership of Lamb, Osborne & Petty, with which he is still associated. Mr. Petty is one of the instructors in the New York Law School.

He was appointed an Assistant District Attorney in 1891 by Delancy Nichol. His resourcefulness and brilliancy brought him at once into prominence, and since that time he has been associated with almost all the criminal cases that have been at all notable in the County of New York. So well was his work recognized that he was retained under Fellows, Olcott, Gardiner and Philbin, and when

JAMES W. OSBORNE.

Judge Jerome was elected he selected Mr. Osborne as his second assistant.

Among the convictions he has obtained in celebrated cases are Koerner for murder in the second degree, Dr. Buchanan, murder in the first degree; Roland B. Molineux, murder in the first degree; Wardman Bissert, Captain Diamond and many others.

It was Mr. Osborne's splendid work that brought about the conviction of Edward Glennon, Devery's chief lieutenant. The power of the Tammany police department and the gambling combine was behind Glennon. His word for years had been law in the police service. He made and unmade captains and gave good or barren berths to them at his pleasure. Despite all this, Mr. Osborne was convinced that Glennon was guilty and prosecuted the case in defiance of orders from "higher up."

Mr. Osborne's latest triumph was obtaining the conviction of Albert T. Patrick for the murder of Millionaire William Marsh Rice.

Mr. Osborne married the daughter of former Justice Augustus Van Wyck. He is a member of the Southern Society, the Narragansett, Democratic, and other clubs.

JOHN H. J. RONNER, THE NEW REGISTER FOR THE COUNTY OF NEW YORK, ONE OF THE BRAINY MEN OF THE GREATER NEW YORK DEMOCRACY AND A LEADER OF THE PEOPLE IN THE BOROUGH OF THE BRONX.

John H. J. Ronner, Register of the County of New York, is a Democrat. He was born forty-six years ago at the corner of Elm and White streets, in the Sixth Ward of New York City in a house then owned by the late Sheriff Brennan. He received his early education in the Public Schools, and took a supplemental course in a private school. After leaving school, he devoted himself to the business of cabinet manufacturing at No. 45 Ann Street, where he was located for many years.

His parents moved to what is now known as the Borough of the Bronx forty years ago, and Mr. Ronner has lived in the same neighborhood ever since. From his early manhood he was interested in public affairs and enjoys a personal acquaintance with almost everybody in his home borough. He early went into politics and his popularity soon forced his recognition by Tammany Hall. He joined that organization, and subsequently became a member of the Tammany Hall Executive Committee.

When the late Louis J. Heintz ran as an independent candidate for Commissioner of Street Improvements in the Twenty-third and Twenty-fourth Wards, Mr. Ronner, who was his close personal friend, left Tammany Hall and managed Mr. Heintz's campaign. As is well known, Tammany sustained a crushing defeat north of the Harlem River in what is known as the "Heintz Year." When Mr. Heintz assumed the duties of his office, he finally succeeded in prevailing upon Mr. Ronner to accept the post of Deputy Commissioner. Mr. Ronner protested that his business would be ruined if he neglected it by accepting a public office, but his friends finally prevailed. As he had anticipated, his acceptance of the position entailed a sacrifice of his business interests.

In connection with Mr. Heintz, he perfected the details for public improvements in the Bronx, which have added $50,000,000 to the realty valuations in that borough. They conceived the idea for the Grand Concourse and with the aid of Chief Engineer Louis A.

JOHN H. J. RONNER.

Risse, completed the details and had the maps and plans ready inside of two years.

Every cent allotted to improvements during the Heintz regime went into the public works for which it was appropriated.

Mr. Ronner has always been prominent in the social life of the northern part of the county. He was the organizer of the famous Schnorer Club in Morrisania and served as its President for five years. He enjoys the distinction of being the only honorary member ever chosen to that organization. This honor was conferred upon him at the expiration of his last term as President of the club.

Mr. Ronner became one of the founders of the Greater New York Democracy and assisted greatly in the organization of the Fusion movement of last year. So great was the respect of his conferees for him that they offered him the nomination for Register. He accepted, made the fight and won. It is admitted that his personal popularity among those who know him best, won the Borough of the Bronx to the Fusion cause.

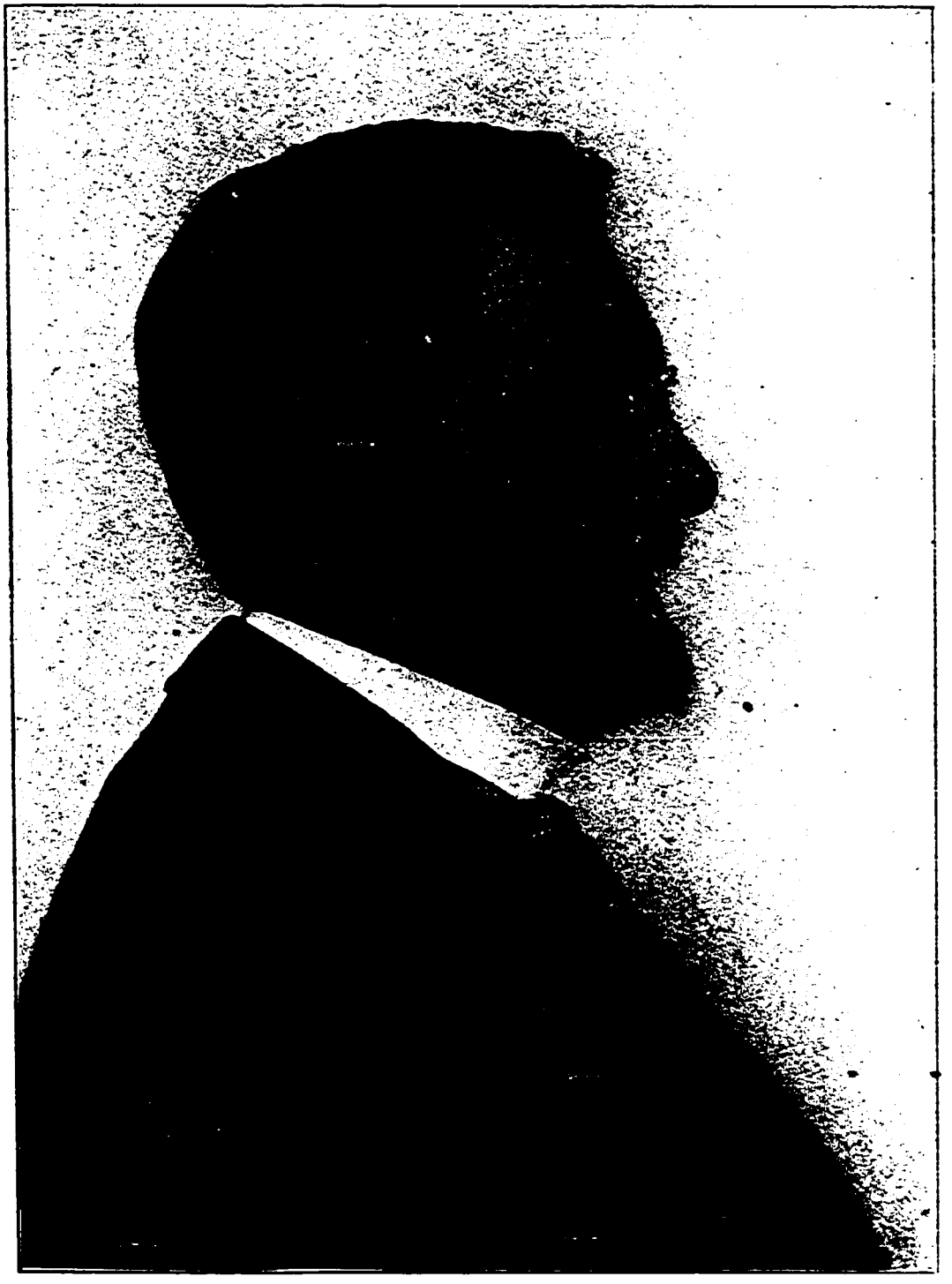
Since he has been in office, he has introduced many reforms and is already known as the best Register New York County has ever had.

Robert Weeks De Forest, First Tenement House Commissioner of the City of New York Under the New Charter of 1901, is Thoroughly Qualified by a Life Largely Devoted to Practical Charity, to Deal With One of the Gravest Problems of the Metropolis.

Mayor Low could have made no better selection for the new office of Tenement House Commissioner than that of Robert Weeks De Forest. No man has given more thorough, systematic and sympathetic study to the needs of the poorer class of tenement house dwellers than Mr. De Forest, and at the same time his training, associations and antecedents give assurance that in the enforcement of the law no injustice will be done, and no vested right violated.

Mr. De Forest is practical in his ideas of municipal betterment. He believes that the whole community is injured by conditions which tend to plunge any part of it in wretchedness and degradation, and that, on the other hand, Fifth Avenue and Riverside Drive share in the benefit which results from improved conditions in the Lower East Side. He believes that the plague spots of New York, wherever situated, should give place to habitations sufficiently clean and wholesome for the dwellers therein to have an opportunity to keep clean and wholesome themselves, and that a building which in its very structure, makes it impossible for its tenants to be healthy, is a public nuisance.

Mr. De Forest is all the better qualified for his position, also, by his knowledge of the poor of New York, acquired in many years of connection with benevolent work and charitable organizations. As President of the New York Charity Organization Society he has done what he could to direct the gifts of the generous and well-to-do into the most deserving channels, and to detect and put a stop to abuses and frauds which have consumed a large share of public and private beneficence. In helping to found the Provident Loan Society the philanthropic pawn shop of the City of New York, of which he was first president, Mr. De Forest sought to assist in relieving the needs of the self-supporting in temporary distress, without exacting the extortionate rates of the pawnbroker, while at the same time allowing the beneficiary to retain the self-respect and independence which always attend the payment of a loan.



ROBERT W. DEFOREST.

Mr. De Forest also is one of the managers of the Presbyterian Hospital, which receives sufferers without regard to race, color or creed, and has been for many years a trustee of the Metropolitan Museum of Art, of which his father-in-law, John Taylor Johnston, was first president.

Mr. De Forest is a native of New York City, and was born April 25, 1848, being the son of Henry G. and Julia Brasher Weeks De Forest. His father was a lawyer and was himself a son of Lockwood De Forest, a well-known merchant in the older days of New York. His mother was a daughter of Robert D. Weeks, first president of the New York Stock Exchange.

The De Forests are of Huguenot origin. The first of the name in America was Jesse de Forest, who fled from France to Leyden, Holland, upon the revocation of the Edict of Nantes, and from Holland came to New York, in 1623. The family had a distinguished part in the early annals of New York, and intermarried with other prominent houses of Knickerbocker and English blood.

Robert Weeks De Forest received his early education in this city. He then went to Easthampton, Mass., where he attended the Williston Seminary. Then he entered Yale University, from which he was graduated with honors in 1870. From Yale Mr. De Forest went to the Columbia College Law School, which bestowed on him the degree of LL. B., in 1872. Mr. De Forest was admitted to practice in the Supreme Court of New York in the spring of 1871, but he concluded to round out his training with postgraduate study at the University of Bonn, Germany—the famous institution in which the German emperor was educated, and in which the Crown Prince is a student.

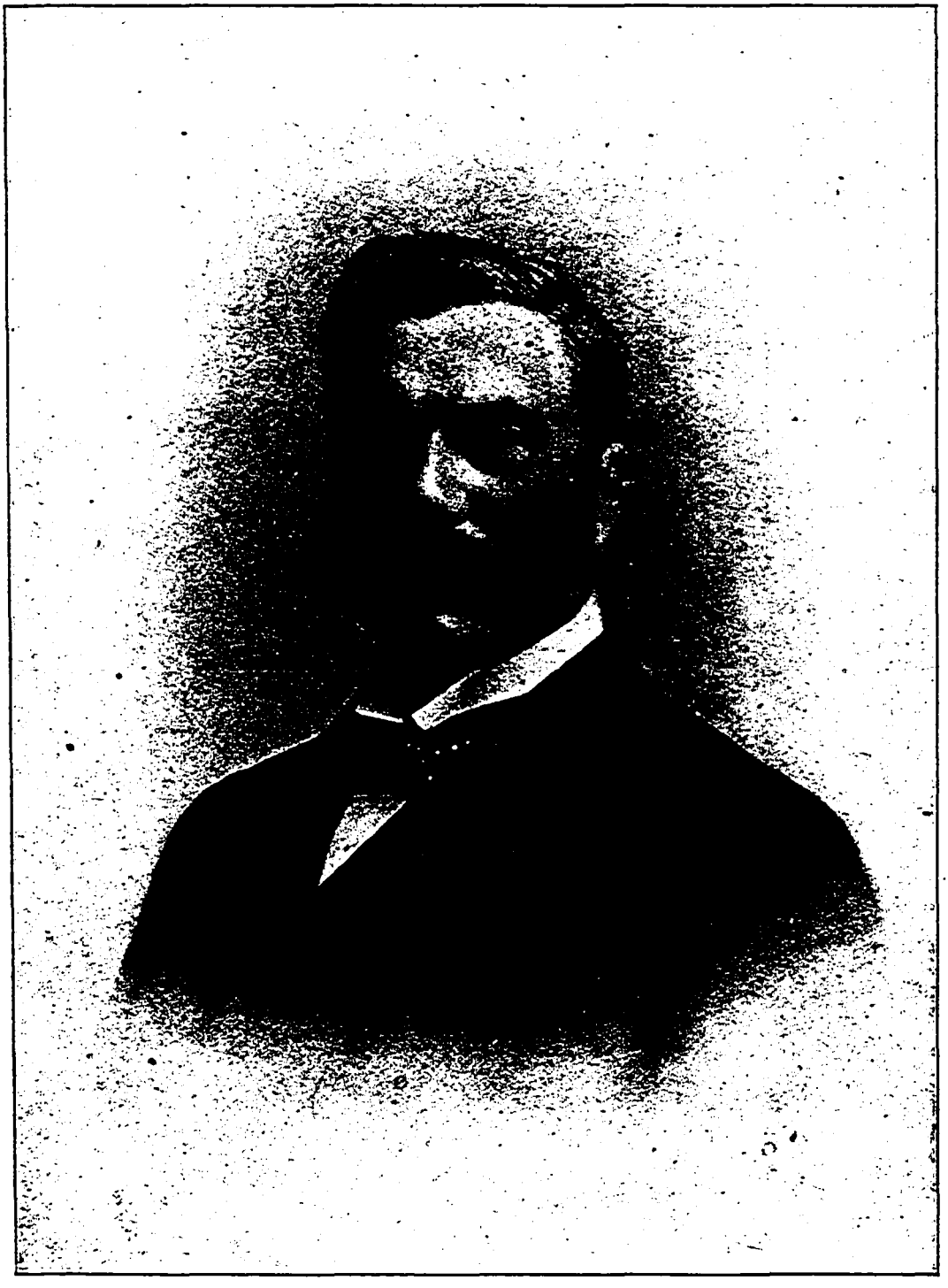
Upon his return from Bonn Mr. De Forest entered upon the practise of law, in which from the first he proved most successful, being at present associated with his younger brother in the firm of De Forest Brothers.

Robert Weeks De Forest has been for a number of years, general counsel to the Central Railroad of New Jersey, his connection with that corporation dating back to 1874. He is President of the Hackensack Water Company, trustee of the Continental Trust and Hudson Trust Company, a director of the Niagara Fire Insurance Company, and other corporations.

Mr. De Forest believes in wholesome recreation for himself as

well as others, and his social side is represented by his membership in the University, Century, Grolier, Jekyl Island, Sewanhaka Yacht and other clubs.

He married Miss Emily Johnston, daughter of John Taylor Johnston, President of the Central Railroad of New Jersey, and one of the Council of the University of the City of New York. They reside in the fine old mansion on North Washington Square, built by Mrs. De Forest's grandfather, John Johnston, in 1833, and their country home is at Cold Spring Harbor, Long Island. They have four children, two sons, Johnston and Henry Lockwood, and two daughters, Ethel and Frances Emily.



THOMAS W. HYNES.

Thomas W. Hynes, Commissioner of Correction.—Has Established a School for Boy Prisoners to Aid in Reforming Them.—Was a Member of Low's Cabinet in Brooklyn, and Has Had Wide Experience in His Present Line of Work.

Thomas W. Hynes, the Commissioner of Correction, has been for a number of years active in public life. During Mr. Low's administration as Mayor of Brooklyn, Mr. Hynes was a member of the Board of Education and later was appointed as one of the three Commissioners of the Department of Charities and Corrections. Mr. Hynes made an excellent record then. He was the conservative member of the Board and always studied the interests of the city, and carefully watched the care and treatment given to the poor committed to the institutions. It was this that impressed Mayor Low, and when filling the important place of the Commissioner of Correction for the present administration he selected Mr. Hynes, knowing well his ability.

When Mr. Hynes entered upon his duties he found many things that required immediate attention. The most important was the new city prison. Work was almost at a standstill because of differences among the contractors and architects. One of the first things done by Mr. Hynes was to bring the contractors and architects together with the result that work on the new building is rapidly progressing.

A new departure in the Department of Correction is the establishment by Mr. Hynes of a reformatory school for boys committed to the institutions of the Department. The school has been established at Hart's Island, and there are about 100 boys there under instruction. The suggestion of the school was impressed upon the Commissioner when he found youthful prisoners forced into companionship with older and more vicious persons.

Mr. Hynes was for a number of years prominent as a manufacturer of straw goods and hats. At the time of his appointment as Commissioner he was head examiner of accounts of charitable institutions in the Comptroller's office under Mr. Coler. Mr. Hynes resides in Brooklyn. He has been a member of the Society of St. Vincent de Paul for nearly thirty years, and its president for twenty years.

PARK COMMISSIONER WILLCOX'S CREDITABLE CAREER.—SUCCESSFUL IN POLITICS AND AN ABLE LAWYER.—AN ADVISOR OF SETH LOW DURING THE CAMPAIGN.—INAUGURATING MANY REFORMS IN HIS DEPARTMENT.

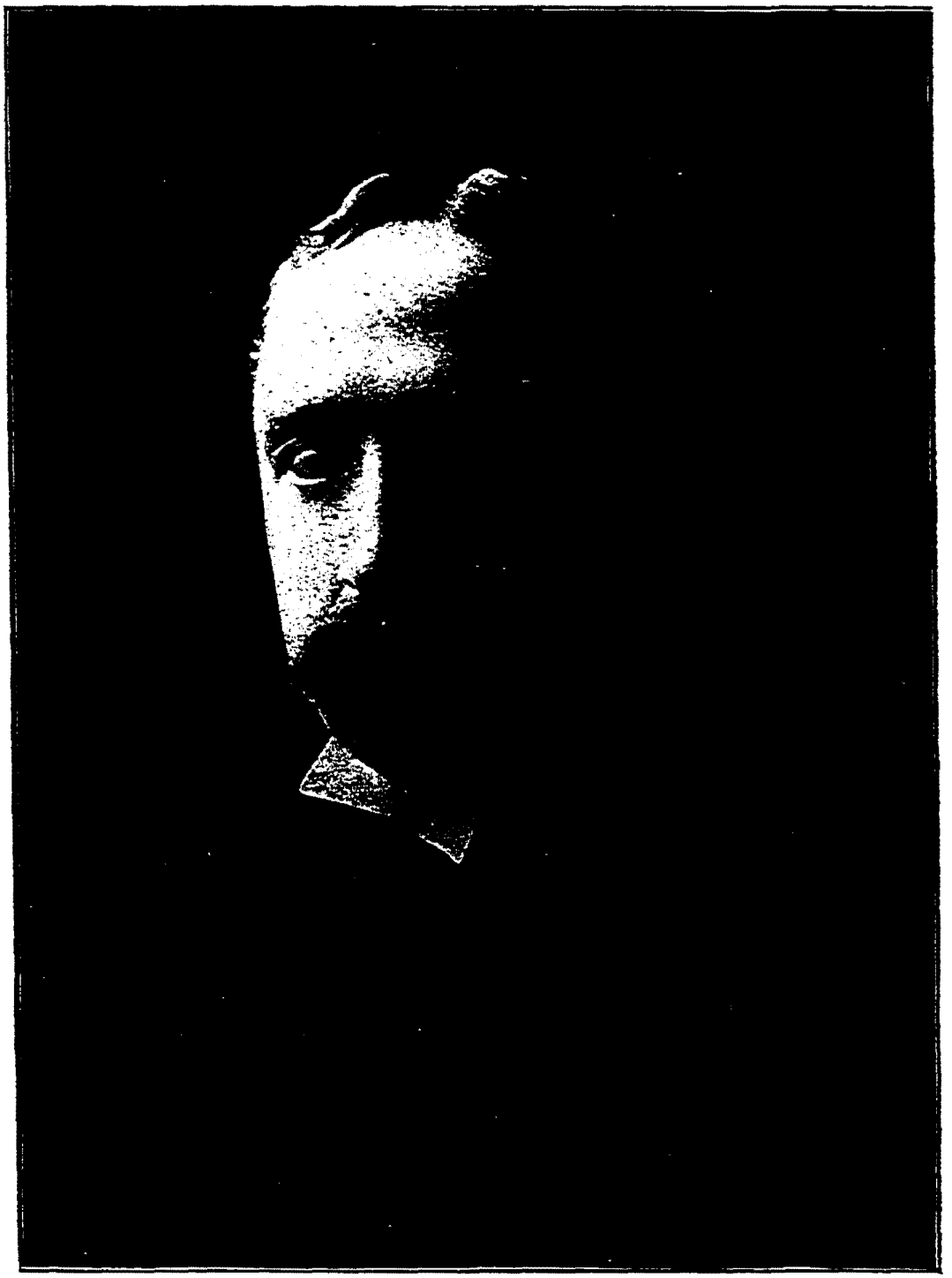
William R. Willcox, Commissioner of Parks for the Borough of Manhattan and Richmond, and President of the Park Board, is less than forty years old, but he has already made for himself an enviable reputation in the practise of law and in politics.

Like many successful men, Mr. Willcox was born in the country, in Chenango County, N. Y., in 1863. He attended the common schools and was graduated from the University of Rochester. Then he taught school for several years, burning the midnight oil and preparing himself for a still higher education. Well equipped with a splendid groundwork for his chosen profession, Mr. Willcox next studied at the Columbia University Law School, from which he was graduated in 1890. For twelve years he has been practicing law in New York City and has made a name at the bar equalled by few men of his years.

Mr. Willcox received the Republican nomination for Representative in Congress from the Thirteenth Congressional District in 1890. He made a spirited contest, but was defeated by O. H. P. Belmont, the Tammany nominee.

Mr. Willcox is a close personal friend of Seth Low, and during the fusion campaign was one of his most trusted advisors. Active in Republican politics for years, Mr. Willcox was doubly alert last November and did effective work for the reform ticket.

The President of the Park Board has many difficult problems with which to deal, but Mr. Willcox is filling the place to the satisfaction of the administration. He has inaugurated reforms of importance and gives promise of making a brilliant record as a city official.



WILLIAM R. WILLCOX.

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CHOSEN COMMISSIONER AS A REPRESENTATIVE CATHOLIC.—GEORGE J. GILLESPIE, THE YOUNGEST MEMBER OF MAYOR LOW'S CABINET.—ACTIVE IN EDUCATIONAL AND CHARITABLE WORK.

The office of Tax Commissioner came to George J. Gillespie absolutely without any solicitation on his part. He was not a member of any political organization or club, nor had he been active in the Fusion campaign. It may be said that he was chosen as a representative Catholic, active in all Catholic work, religious and educational particularly connected with St. Patrick's Cathedral, New York. It is well known that Mr. Gillespie is very friendly with and enjoys the confidence of Archbishop Corrigan and other Catholic dignitaries and distinguished laymen.

George Joseph Gillespie, whose ancestry is Irish, was born in New York City on February 24, 1870. He attended Grammar School No. 18, the College of St. Francis Xavier and the Metropolis Law School, being graduated from the last-named institution in the class of 1893. Mr. Gillespie devoted himself to corporation, surrogate and real estate practice and is attorney for several large corporations and estates.

Mr. Gillespie is a member of the Lawyers' Club, the Society of Medical Jurisprudence and of the Board of Managers of the Catholic Club; a member of St. Xavier Alumni Sodality and also of the Xavier Alumni Society; a member of the Board of Managers of the Roman Catholic Orphan Asylum; Vice-President of Particular Council of the St. Vincent de Paul Society of the City of New York, and President of St. Patrick's Cathedral Conference; a member of the Board of Trustees of the Catholic Home Bureau for Dependent Children; one of the organizers of the Cathedral Free Circulating Library, and a member of the Board of Trustees of the New York Branch of the Catholic Summer School.

Mr. Gillespie married Miss Frances Farley, of New York City, and has two children, a boy and a girl.

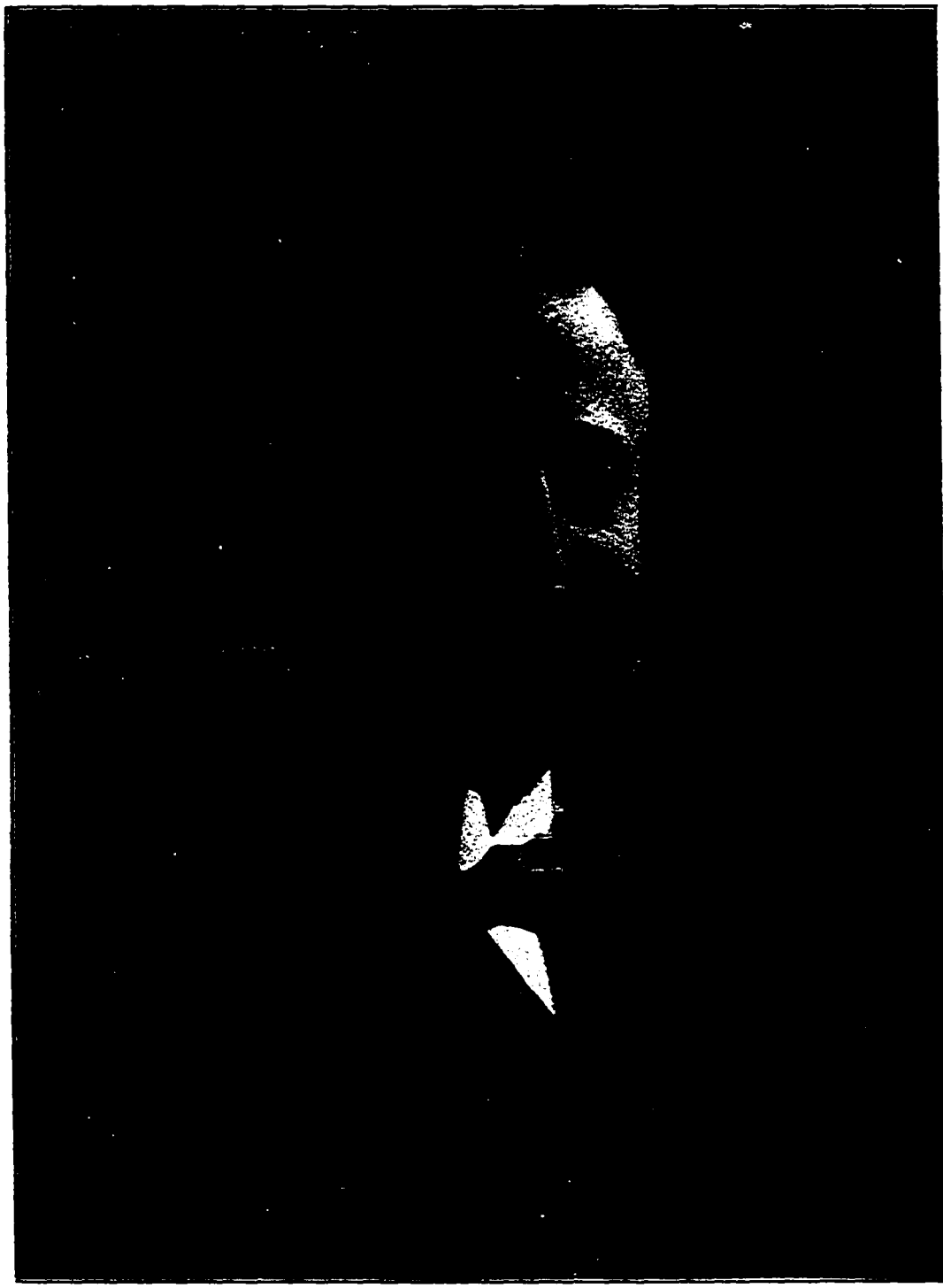
TAX COMMISSIONER STRASBOURGER, A YOUNG LAWYER WHO HAS WON SUCCESS IN POLITICS.—ALL HIS LIFE HE HAS BEEN AN ACTIVE WORKER IN THE REPUBLICAN RANKS.—HE PERSEVERED IN SPITE OF DEFEATS.

The youngest of the Tax Commissioners, Samuel Strasbourger, has already made an enviable record for himself at the bar and in politics. Mr. Strasbourger was born in New York City, May 23, 1867. He attended the public schools and the City College, and was graduated from the New York University, with the degree of LL. B., in 1890. In that year, also, he was admitted to the bar. His success in law was almost instantaneous and to-day he is the head of the law firm of Strasbourger, Weil, Eschwege & Schalleck, at 132 Nassau street.

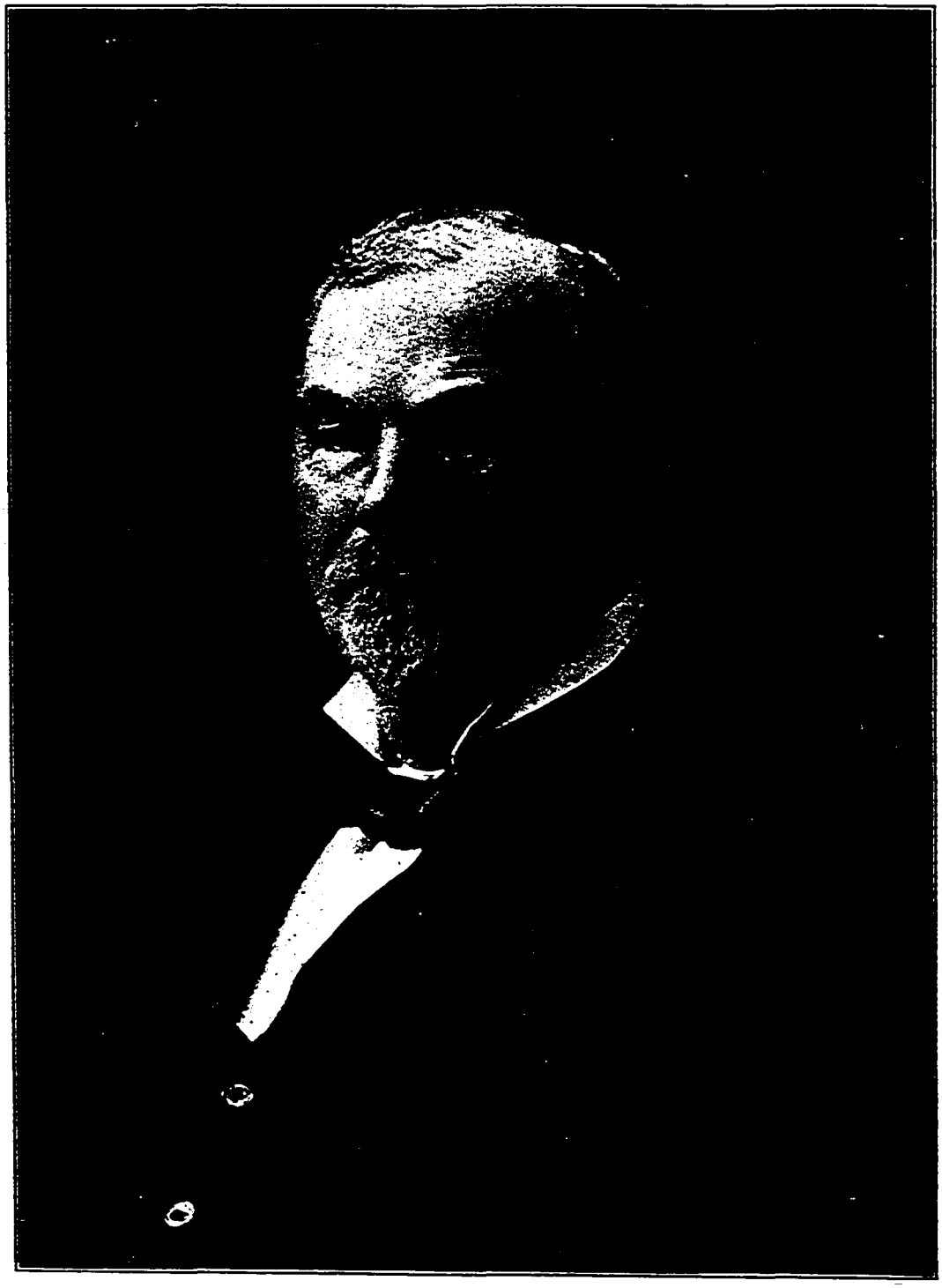
When only twenty-three years old, he was the Republican nominee for Assembly in the Eighth District, but the large Democratic majority was more than he could overcome. In 1899 Mr. Strasbourger demonstrated his personal popularity and ability, as the Republican candidate for Civil Justice in the Ninth District. The fight seemed hopeless, owing to the overwhelming Democratic majority. As it was, however, Mr. Strasbourger reduced the normal Democratic majority more than fifty per cent.

Mr. Strasbourger is a member of the Republican County Committee, a member of the Campaign Committee of the Republican Club, the Harlem Republican Club, and the Mount Morris Republican Club, and President of the Central Republican Club. He is a director of and counsel for the Jefferson Bank.

The Commissioner is identified with many charities, including the Lebanon Hospital, the Mt. Sinai Hospital, the Montefiore Home for Aged and Infirm Hebrews, the Hebrew Orphan Asylum, and Aryeh Lodge, I. O. F. S. I. He is a member of Mt. Neboh Lodge, F. & A. M., and the Columbia Club. Commissioner Strasbourger is a bachelor.



SAMUEL STRASBOURGER.



RUFUS L. SCOTT.

An Active Worker for Good Government.—Rufus L. Scott, President of the Brooklyn Democracy and a Tax Commissioner.—A Practicing Lawyer in New York for More Than Forty Years.

Rufus L. Scott, Tax Commissioner, has always been an independent in local politics. In State and National politics he is a Democrat, when the nominations are truly representative of old-time Democratic doctrines. In the last campaign Mr. Scott was President of the Brooklyn Democracy and Chairman of the Executive Committee of that body. He took an active part in the nomination of the Fusion ticket and also in the campaign which followed.

Mr. Scott was born March 31, 1835, at Lanesboro, Mass., and has been active in the practise of law in New York and Brooklyn for more than forty years. He was educated in the common schools and an academy. Then he taught school, in his spare moments preparing himself for the study of law. He is essentially a self-made man. Mr. Scott studied law in the office of the late Attorney General Louis F. Chatfield and the late Judge Joseph Neilson, in New York City, and was graduated from the New York University Law School in 1861. He has been in active practise ever since. Associated with him, at No. 99 Nassau street, is his son, Rufus L. Scott, Jr., who received his education at Amherst College and the New York Law School.

In the old city of Brooklyn Mr. Scott was Collector of Arrears of Taxes; an Alderman during the last two years of Mayor Low's administration, co-operating with the Mayor in almost every measure, and for several years a member of the Board of Education.

Commissioner Scott is descended from two of the oldest and best families in New England, the Scotts and the Dickinsons. His maternal ancestor, Nathaniel Dickinson, settled in Hadley, Mass., in 1659, and his paternal ancester, William Scott, soon after.

Mr. Scott, on his mother's side is a relative of Don M. Dickinson, of national fame, and of the late Daniel S. Dickinson, Attorney General of the State of New York. Personally, Rufus L. Scott is a type of the old-school gentleman and popular with the younger element in politics.

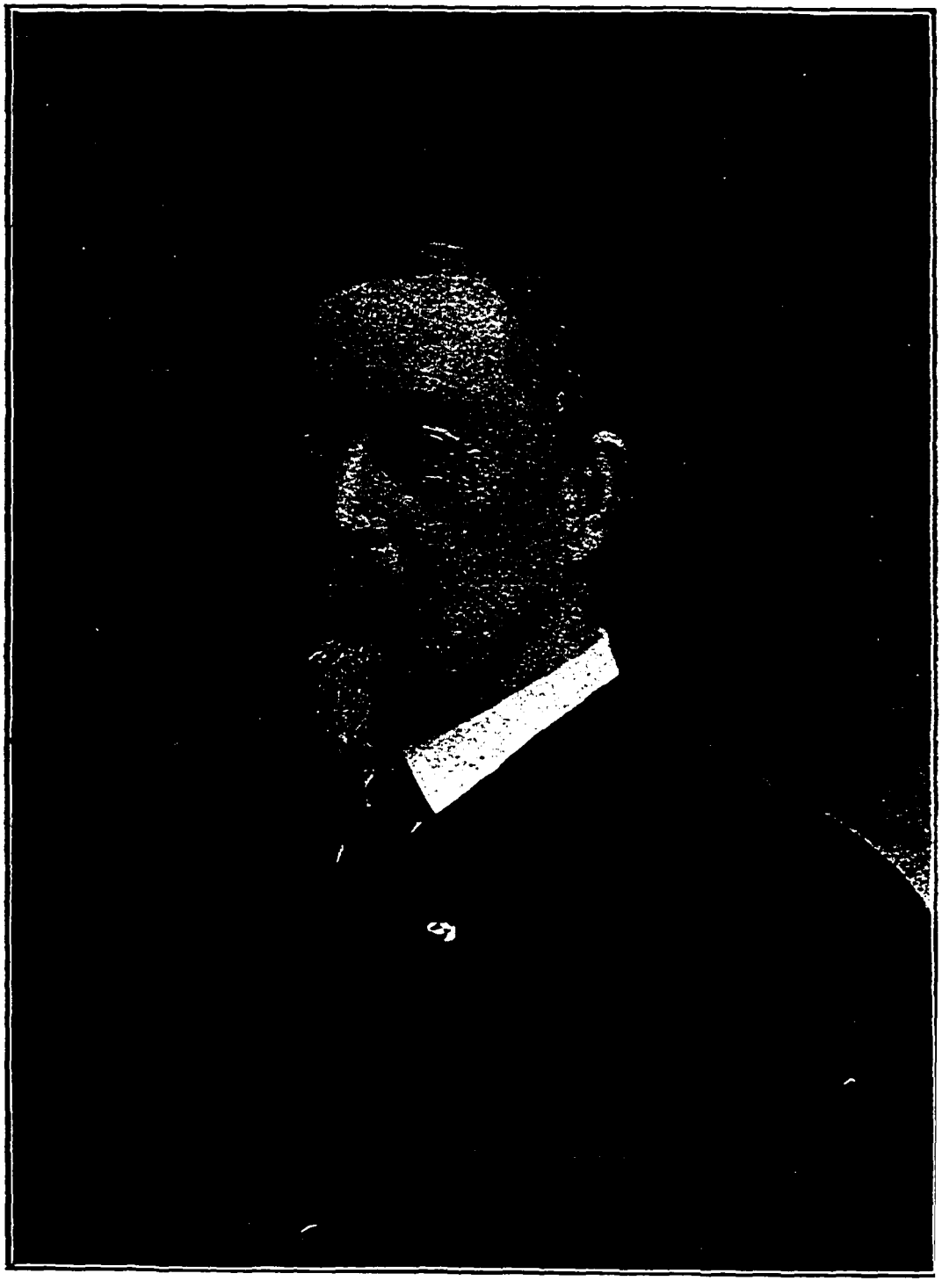
LIEUTENANT COLONEL COGSWELL, TAX COMMISSIONER.—WON HONOR IN THE ARMY AND DISTINCTION AT THE BAR. MARCHED WITH SHERMAN TO THE SEA.—AN ORGANIZER OF THE CITIZENS' UNION.

Lieutenant Colonel William S. Cogswell, Tax Commissioner, is a six-footer of military appearance who looks younger than his years. He is noted for his brevity, and gets through much business in the course of a day. Colonel Cogswell, whose home is in Jamaica, Queens County, was with the Citizens' Union in the campaign.

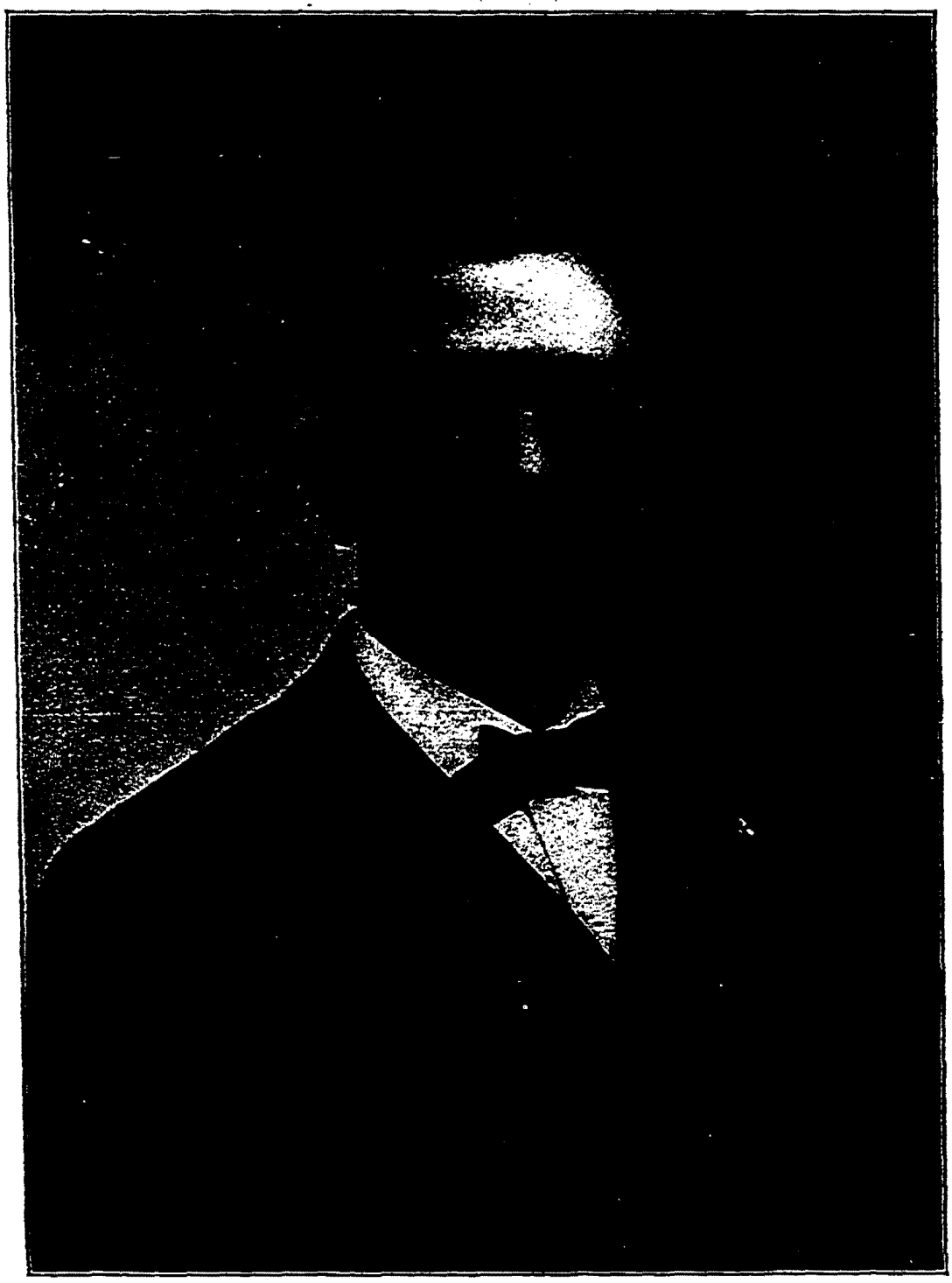
William S. Cogswell was born in Jamaica, December 29, 1840. He was graduated from Trinity College in 1861, and in May of that year entered the Army as First Lieutenant of the Fifth Regiment, Connecticut Veteran Volunteers. He served until August, 1865, returning home with the rank of Lieutenant Colonel.

He was with the expedition which captured Hilton Head. Next he served with Banks and under Pope in the Shenandoah Valley, until after the Battle of Antietam, in which he was not engaged. His next service was in the Army of the Potomac, and was at Chancellorsville and Gettysburg. After that he went West and later marched with Sherman to the sea.

Taking up peaceful pursuits, he was admitted to the bar in May, 1866, and practised law in Brooklyn until 1889, since which time he has practised in Manhattan. Lieutenant Colonel Cogswell has been as successful in the practise of law as he was in the defense of his country.



WILLIAM S. COGSWELL.



COL. JOHN N. PARTRIDGE.

THE NEW POLICE HEAD.—COLONEL JOHN N. PARTRIDGE HAS ALREADY JUSTIFIED THE WISDOM OF HIS APPOINTMENT BY MAYOR LOW.—BOWERY DIVES, UNMOLESTED DURING TAMMANY'S REIGN, RAIDED UNDER HIS REGIME.—MERIT THE ONLY RECOMMENDATION FOR PROMOTION.

When Mayor Low named Colonel John N. Partridge for Police Commissioner the people were confident that there would be important reforms in that department, and the Colonel's administration has so far proved that the people were right. Already the rank and file of the 7,500 policemen of Greater New York have been brought to realize that now the only recommendation for promotion in the department is merit, and that they must do their full duty all the time and under all circumstances. The owners and managers of licensed resorts know that the laws governing them will be enforced, and they are conducting their resorts accordingly.

Col. Partridge has done nothing hastily. Like Davy Crockett, he has made sure he is right before going ahead. Much complaint had been made of certain resorts on the Bowery and Park Row. The Commissioner gave orders that they must observe the law, and he put trusted men to work to obtain evidence of any violation of the law. The men worked for weeks. The divekeepers, alarmed at first by thoughts of what the new Commissioner might do, settled again into a sense of security. Then on a Saturday night, when the resorts were crowded, the police swooped down upon them, backed with warrants and ample evidence and closed them up.

In other ways the Commissioner has demonstrated that police blackmail will not be permitted, and that all of his subordinates, from Inspectors down, must earn the money which they draw from the pockets of the taxpayers.

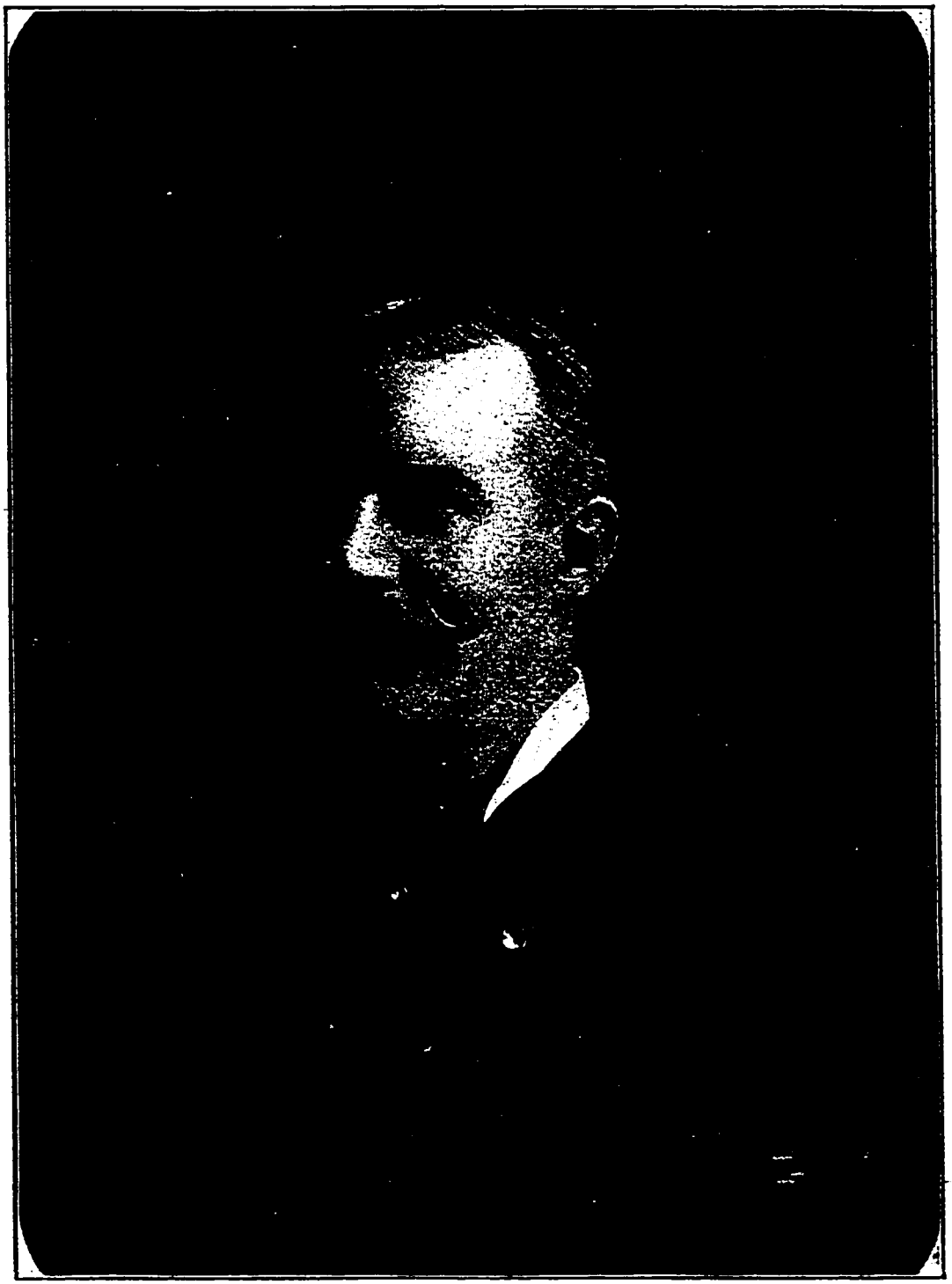
Finding that the three-platoon system inaugurated by his Tammany predecessor, Col. Michael C. Murphy, resulted in only one-half the usual number of policemen being on post at night, he has abolished it and returned to the old system, which insures that all posts shall be covered at night and the lives and property of citizens properly protected.

Colonel John N. Partridge has an honorable record. He was appointed Fire Commissioner in the former city of Brooklyn in 1882

and served two years. At the expiration of that period he was appointed Police Commissioner and held that office for two years also He made records in both the Police and Fire Departments. In 1887 he was chosen Colonel of the Seventy-third Regiment, N. G. N. Y In 1894 he resigned that office.

Colonel Partridge has served the people for many years, always with honor to himself and fidelity to the interests of the public. He is noted for his systematic methods, and the fact that, while transacting public business, he has never been known to lose his temper.

Colonel Partridge was appointed in 1899 by Governor Roosevelt as State Superintendent of Public Works, which office he resigned to become Police Commissioner. He is a veteran of the Civil War having served in the Twenty-fourth Regiment, Massachusetts Volunteers. Colonel Partridge is a delightful man, socially, and popular with all who know him, except law-breakers. He is a member of the Hamilton, Crescent, and Riding and Driving clubs of Brooklyn, in which borough he has made his home for many years.



COL. NATHANIEL B. THURSTON.

First Deputy Police Commissioner Thurston the Antithesis of Devery.—He Has No Dark Lantern Methods, and Administers His Office at Police Headquarters, Not at a Corner Saloon.—His Record as a Soldier.

Deputy Police Commissioner Thurston is the antithesis of his predecessor, William S. Devery, who was made one of the issues in the campaign—in fact almost as much of an issue as Richard Croker himself.

The Deputy Commissioner has no favorite corner at which, under cover of darkness, he transacts part of the police business. He does all his work at Headquarters and in broad daylight. Like Commissioner Partridge he is at his desk promptly at nine, whereas Devery used to appear about noon, and he seldom leaves his desk before six o'clock at night. Firm, but fair and kindly he has endeared himself to the rank and file of the department.

Lieutenant-Colonel Nathaniel B. Thurston was born in New York City, April 12, 1856. He was graduated from Grammar School No. 35, in West Thirteenth Street, and enlisted in Company E Twenty-second Regiment, as a private on August 6, 1877. He was promoted Corporal, April 6, 1878, and First Sergeant, Sept. 20, 1879. He was commissioned Second Lieutenant, Feb. 20, 1880, and First Lieutenant, April 6, 1880. He was commissioned Captain Dec. 26, 1886; Major, July 28, 1896; Lieutenant-Colonel, May 14, 1898. He served as Lieutenant-Colonel of the Twenty-second Regiment, from May 24 to Nov. 23, 1898, during the Spanish-American war.

On December 31, 1898, he was appointed Lieutenant-Colonel and ordnance officer on the staff of Major-General Charles F. Roe, commanding the National Guard, with rank from May 14, 1898. Colonel Thurston is a member of the Society of Colonial Wars, of the Sons of the Revolution, of the Military Order of Foreign Wars and of the Military Service Institute.

Deputy Police Commissioner Ebstein a Soldier With a Brilliant Record.—Brevetted for Gallantry in the Indian Campaign.—Has Command of the Police in Brooklyn and Queens.

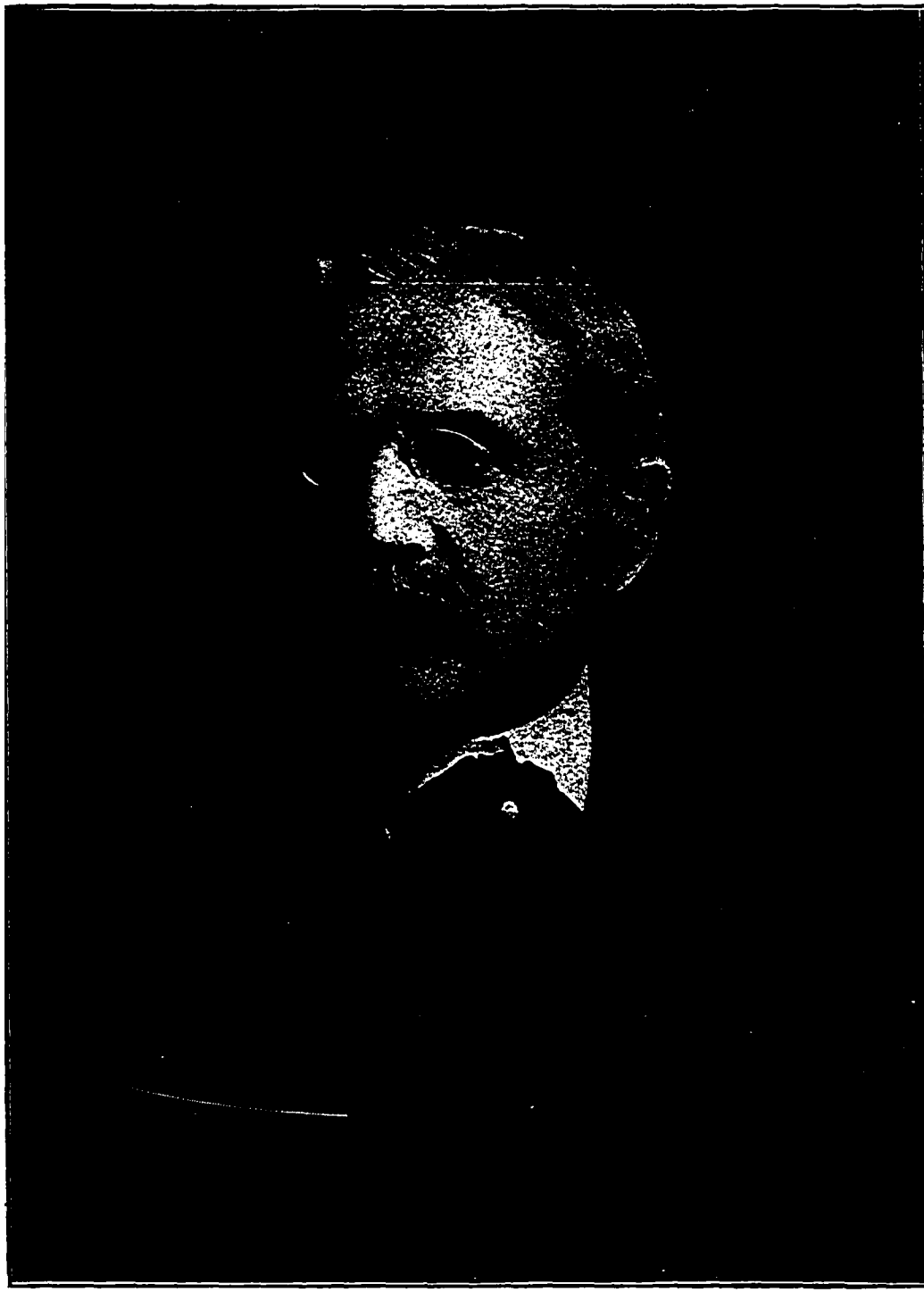
Major Frederick H. E. Ebstein, U. S. Army, retired, was born in Germany, April 21, 1847. He came to this country with his parents in 1857 and was educated at the Riverview Military Academy Poughkeepsie, N. Y. During the Civil War he served in Company H, Fourth U. S. Infantry and was promoted to Second Lieutenant in the Eighteenth U. S. Infantry in 1867.

He served on the western frontier and took part in compaigns against the Apaches, Sioux, Nez Percé and other hostile Indians, being a First Lieutenant in the Twenty-first U. S. Infantry in 1873 and Regimental Quartermaster three years later. He served as Chief Quartermaster on the staff of Gen. O. O. Howard during several Indian campaigns, and was brevetted for gallantry in actions against Indians at Cottonwood, Idaho, July, 1877; at Camas Meadows, Montana, August, 1877, and Umatilla, Oregon, July, 1878.

He was promoted to Captaincy in 1885. During the Spanish-American War he was in command of the Twenty-first U. S. Infantry and took part in the Santiago campaign and the battle of San Juan Hill. He was mentioned for conspicuous gallantry in that battle and recommended for brevet. At the close of the campaign he became a Major. Shortly after, having served more than thirty-five years, he retired from active service and returned to Brooklyn to live.

He was appointed by the Secretary of War as professor of Military Science and Tactics at De La Salle Institute, New York, which position he relinquished to accept the appointment of Second Deputy Police Commissioner. He is in charge of police matters in the Boroughs of Brooklyn and Queens.

MAJ. FREDERICK H. E. EBSTEIN.



JOHN C. CLARK.

JOHN C. CLARK, THE CAMPAIGN SECRETARY WHO WENT THROUGH TWO POLITICAL STRUGGLES WITH MR. LOW AND EFFICIENTLY DISPOSED OF THE ROUTINE WORK OF THE BATTLES.—A LAWYER OF GREAT ABILITY, HE NOW IS COUNSEL TO THE MAYOR.

Every newspaper man remembers with pleasure and satisfaction the obliging conduct of John C. Clark at Fusion campaign headquarters. Always ready to give proper information by day and by night while at the same time busily engaged in attending to his engrossing duties as Secretary to the Advisory Committee, Mr. Clark was an example, unhappily too rare, of an effective worker in the field of politics with all the attributes of a gentleman. In doing his best—and that was the best that could be done—for the success of the Fusion nominees, Mr. Clark never forgot that the public were concerned even more than the candidates in the result of the election.

John C. Clark, Counsel to the Mayor, was Mr. Low's campaign secretary both in 1897 and last year. Also he was Secretary of the Advisory Committee, and as such most of the detail of the campaign work fell upon his shoulders. But he is a diplomat and nothing worries him.

He was born in Plattsburg, N. Y., thirty-eight years ago. His father, George L. Clark, died in Washington several years ago.

Mr. Clark was graduated from Wesleyan University in 1886, and from Columbia Law School three years later. He was admitted to the New York bar that year.

His ability was recognized by Olin, Rives and Montgomery, which firm made him its managing clerk. For a number of years since he has been practicing law under his own name at No. 141 Broadway.

Having taken an active interest in the work of the Committee of Seventy in 1895, he followed up that work by assisting in the formation of the Citizens' Union in 1897, becoming its first secretary. He resigned in 1898 and was succeeded by Thomas A. Fulton.

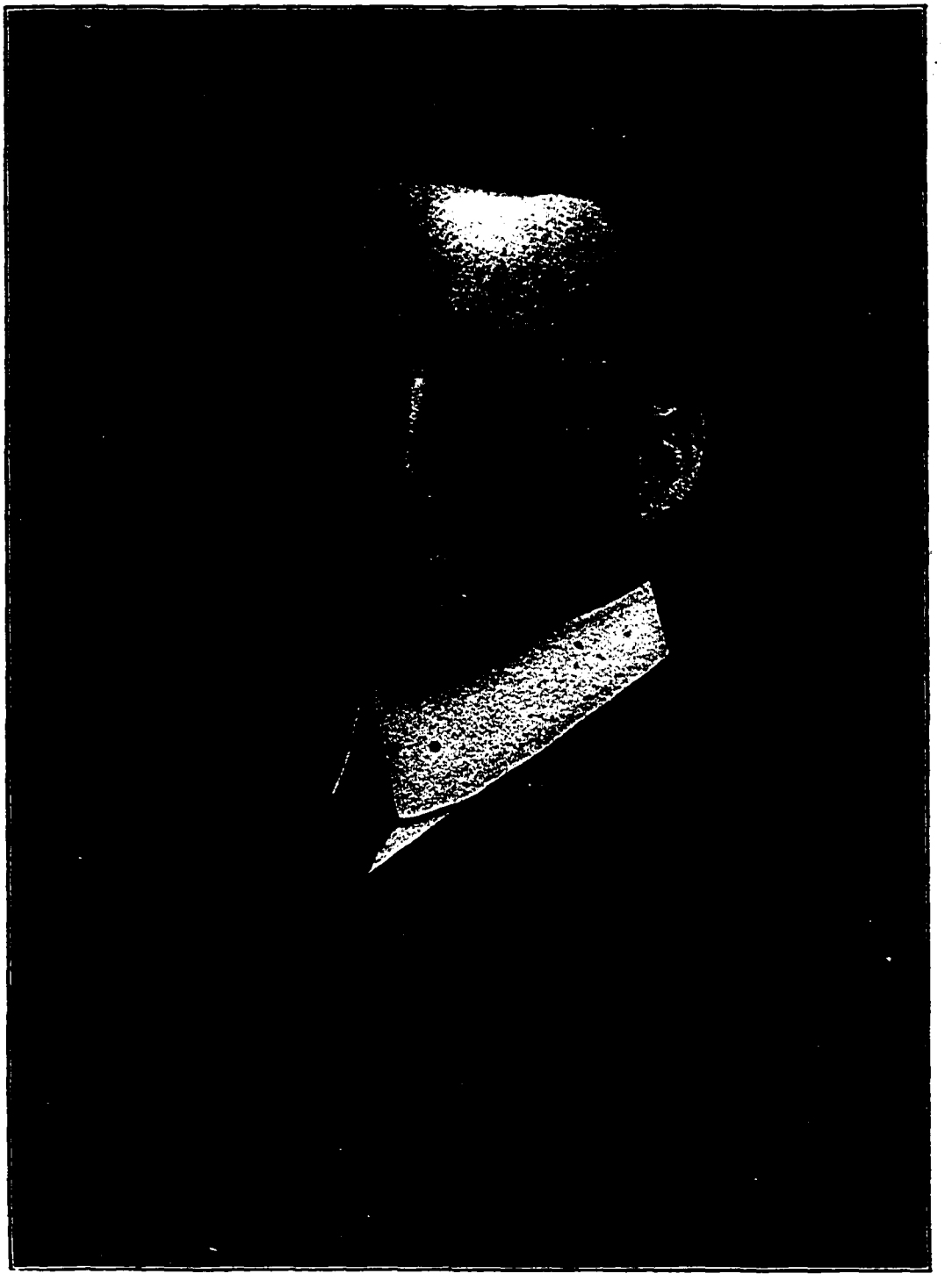
Mr. Clark is a director of the Young Men's Christian Association and a member of the Phi Beta Kappa Fraternity and the Psi Upsilon Society.

Bernhard Frederic Hermann.—A Young Man Showed a Good Example to Other Young Men of His Native City by His Earnestness in Helping to Oust Faithless Public Officials from the Power They Had Abused.

Among the promising young men of Wall Street who no doubt will figure in time among the captains of finance is Mr. Bernhard Frederic Hermann, with Speyer & Co., 30 Broad Street. Young Mr. Hermann's father, Ferdinand Hermann, is a partner in the well-known international firm of Speyer & Co., and is an able and experienced financier, being regarded as an authority on the important transactions in which Speyer & Co. are concerned, and Bernhard's mother was Sarah Speyer before her marriage to Mr. Hermann. Both on father's and mother's side the family came originally from Bavaria, and can be traced through long lines of notable ancestors. The senior Hermann was born at Frankfort-on-the-Main, Germany, the great centre from which some of the most important banking houses in the world made their start. Mrs. (Speyer) Hermann was born in New York City.

Bernhard was fitted in preparatory schools for a university training, and spent four years in the School of Applied Science at Columbia. The young man has always taken a deep interest in science and is a member of the Engineers' Club.

In the late campaign he gave a good example to other young men by his active and intelligent share in urging the cause of good government. Young Mr. Hermann showed that he was fully alive to the fact that the young men who have an interest in the city, and who intend to make it their home should be among the foremost to protect the municipality from a reign of ruffianism, of terror and blackmail, and to help to put and to keep in power a city administration that will protect all citizens in their rights, and safeguard property from the raids made upon it by dishonest plotters and schemers "looking out for their own pockets all the time."



R. W. G. WELLING.

R. W. G. WELLING, WHO DIRECTED THE BRILLIANT CAMPAIGN FOR THE CITIZENS' UNION.—AN ABLE AND BUSY LAWYER, HE TEMPORARILY GAVE UP HIS PRACTICE TO LABOR FOR THE CAUSE OF MUNICIPAL REFORM.

Richard Ward Green Welling, Chairman of the Committee on Speakers and Meetings for the Citizens' Union, was born at North Kingston, R. I. He was graduated from Harvard in 1880, and after attending the Harvard Law School was admitted to the New York Bar in 1883.

He has been an earnest worker for civic reform all his life, and in that line of labor became one of the founders of the City Reform Club. For several years he was its president. In fact he has been prominent in almost every real reform movement in nearly twenty years. Among the projects in which he took an active part were:

As Secretary and Treasurer of the Commonwealth Club during the campaigns in favor of the Australian Ballot; one of the original members and Campaign Secretary of the People's Municipal League in 1890; an original member and for several years a trustee of the City Club; Chairman of the Committee which organized the Good Government clubs and was general president of the clubs; Chairman in 1897 of the City Club's Municipal Government Committee which made a report on the water waste; a member of the Merchants' Association Anti-Ramapo Water Committee in 1898.

In the war with Spain he enlisted in the navy and was commissioned an Ensign. He was stationed at Guantanamo, Cuba, and gave a good account of himself.

In the campaign last year he was chairman of the committee which drew the certificates of nominations. Also be devoted much of his time to the general conduct of the campaign.

Mr. Welling is a member of the Century, City, Tuxedo and University clubs, the Society of Colonial Wars and Treasurer of the Tenement House Building Company. He is deeply interested in music, and for many years was Secretary of the Symphony Society and a member of the Wagner Society.

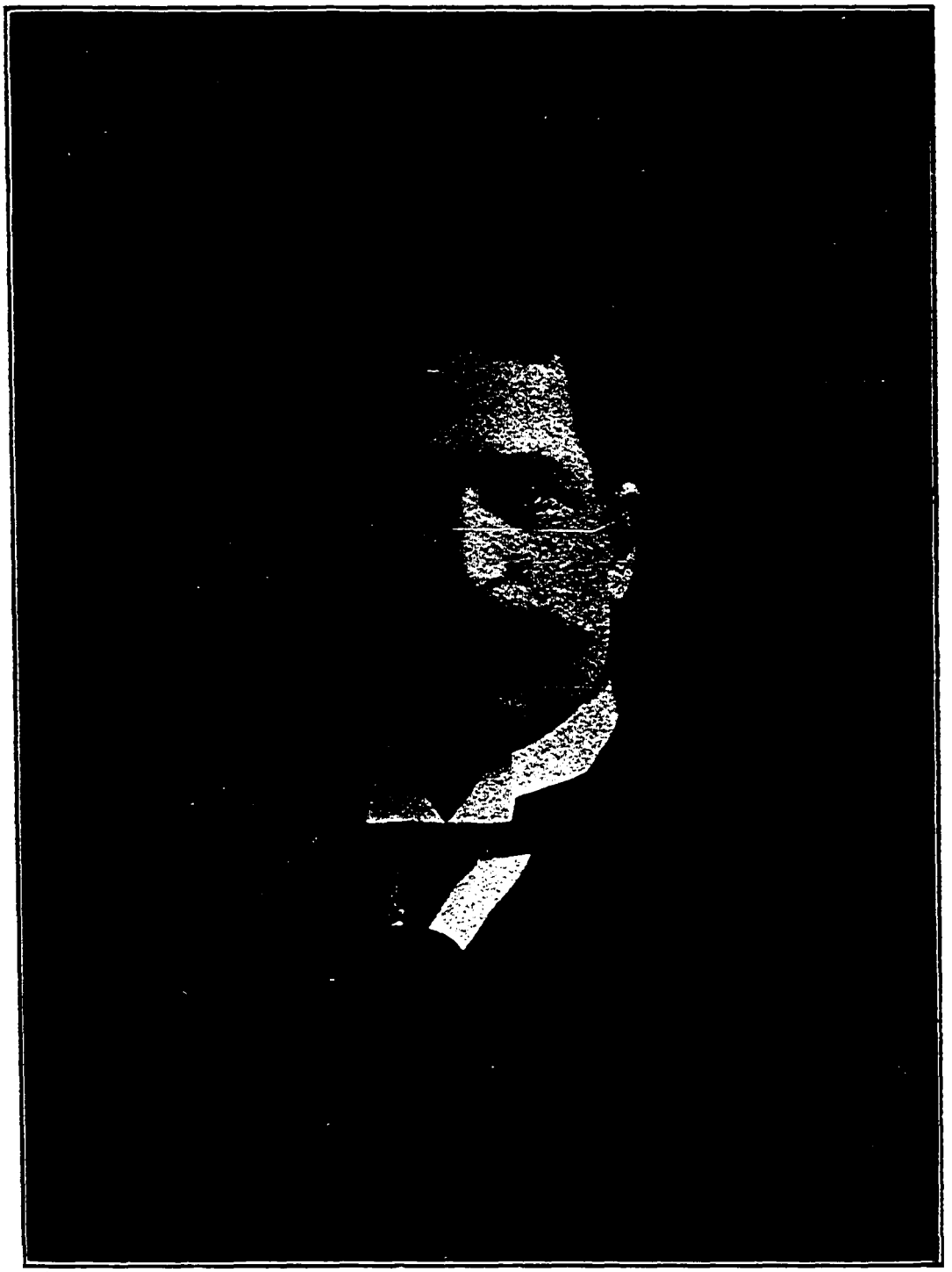
Achievements of John C. Eames, of the Great H. B. Claflin Company.—Second Vice-President of the Merchants' Association.—A Merchant Prince Who Finds Time to Aid in Bettering the Condition of His Fellow Man.

Working in harmony with Presidents King and Dresser in the Merchants' Association for the benefit of New York City was the Secretary, John C. Eames, who has been elevated to the office of Second Vice-President of that powerful organization. Mr. Eames was born August 1, 1860, in New York City. His father was Edward Everett Eames, born in Massachusetts, and his mother, Mary Capen, born in Maine. He was married, October 7, 1886, to Miss Sophia Stokes Cary, of Denver, Colorado, a native of Louisville. They have one child, a boy. Mr. Eames was at that time residing in Denver, where he lived sixteen years, being engaged in the mercantile, cattle and mining business.

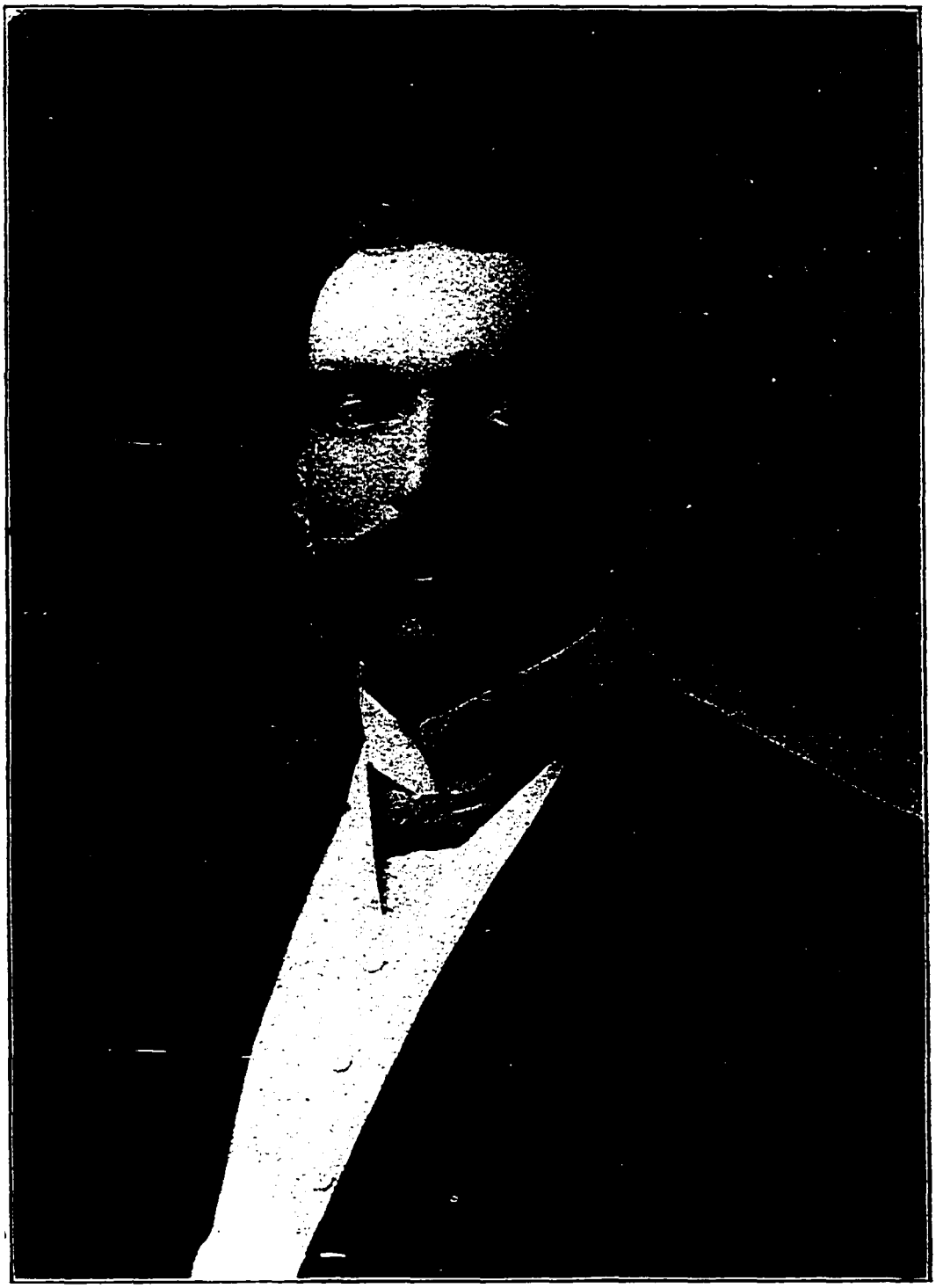
Mr. Eames is Second Vice-President and General Manager of the H. B. Claflin Company, the greatest concern of its kind in the world.

He is a Republican and a zealous worker for good government and reciprocity. In Denver Mr. Eames managed large bodies of men and he has always remained in close touch with Western ways. His capital may be said to be largely his knowledge of men. His connection with the house of H. B. Claflin Company began in 1878, but was severed during the time he was in the West. Mr. Eames did not inherit the position of Second Vice-President and General Manager of the H. B. Claflin Company, with its vast responsibilities, but earned it by zealous work. He is a cousin and very close friend of Mr. John Claflin, President of the H. B. Claflin Company. That corporation does the largest business of any house of its kind in the world. Its export trade is increasing constantly, the belief of the corporation and Mr. Eames being that the solution to overproduction is in extending our foreign trade. The company is adding new lines yearly. It has offices in Manchester, Paris, and Hamburg, and business connections with the largest houses in all foreign centers.

Mr. Eames is noted for his affiability and approachability. He is fond of hunting and sports.



JOHN C. EAMES.



D. LEROY DRESSER.

William F. King's Worthy Successor as President of the Merchants' Association, D. Le Roy Dresser, Who Gave His Time and His Wealth to the Reform Movement.—His Plans for New York's Future Benefit.

While Mr. King has retired as the active head of the Merchants' Association of New York he has been succeeded by an equally active and able man, Mr. D. Le Roy Dresser. Already Mr. Dresser has proved that he is able, resourceful and a splendid executive as well as a fine presiding officer. Mr. Dresser's height—six feet six—adds greatly to the dignity of the office.

A neat twenty-page publication, containing no advertising, and called *The Merchants' Association Bulletin,* has been started under the direction of Mr. Dresser, the first number appearing in December last. It is a monthly, and is exceptionally well written and edited. Much of the credit, doubtless, for the editing is due to Mr. William R. Corwine, of the Association, who was for years an active New York newspaper man and who is an authority upon all matters relating to commerce. Mr. Corwine seconded the work of Mr. King ably and he is, next to Mr. Dresser and Second Vice-President Eames, perhaps, the most active factor in the Association, to which he gives his undivided time. The *Bulletin* deals only with the work of the Association and supplies all the news necessary to all of the members monthly.

Personally, President Dresser is a gentleman of dignified but modest demeanor. He is a native of New York, having been born in this city in 1867. He is a graduate of Columbia University. After being graduated, he went into business, founding the silk and hosiery commission house of Dresser & Co., of which he is the head, at Nos. 15 and 17 Greene Street. Mr. Dresser is a director in the following-named corporations: American Brass Company, Holmes, Booth & Hayden, Benedict & Burnham Manufacturing Company, American Pin Company, Waterbury Watch Company, and represents a number of silk and hosiery mills. He is a member of the New York Yacht Club, the Merchants' Club, and St. Anthony's Club.

Archer Brown, of the Great Pig Iron Firm of Rogers, Brown & Company, Was the Historian of a Moral Crusade Twenty Years Ago, and Feels an Earnest Interest in Good Government.

A trained and successful journalist who has become the Eastern head of a great iron establishment—such in brief is the record of Archer Brown. When Mr. Brown was a prominent newspaper man twenty years ago, he made money enough for a trip to Europe by his well-written history of a remarkable movement in the interest of morality in the State of Ohio, and it is hardly necessary to say that even the vast and absorbing business affairs which Mr. Brown now directs and controls have not effaced his interest in the cause of good government.

Archer Brown comes of good stock. His American forefathers came here from England about the time of the Revolutionary War, first settled in Connecticut, and then removed to Central New York. Archer Brown was born near New Berlin, Otsego County, N. Y., March 7, 1851. His father, E. Huntington Brown, died when Archer was but six months old, and his widowed mother, some years later, was married to Hiram Adams, of Flint, Michigan. Archer attended preparatory schools in Flint, and afterward entered the University of Michigan, from which he was graduated.

Mr. Brown had shown an inclination to journalism while in college, and in 1872 he joined the staff of the Cincinnati *Gazette*. There he soon proved his worth, and rose to the position of managing editor, which he held for five years. Also, he corresponded with the New York *Times* and Chicago *Tribune*.

Meantime young Brown saved money, and with $8,000 of capital he joined W. A. Rogers in forming the pig iron firm of Rogers, Brown & Co., of Cincinnati. The firm has grown with rapid strides, until now it handles a large share of the pig iron in the American market. Mr. Brown came to New York in 1895 to take care of the Eastern interests of the company.

Mr. Brown is chairman of the executive committee of the Empire State Steel and Iron Company; he is vice-president of the Tonawanda Iron and Steel Company, and a director of the Plan Manu-

ARCHER BROWN.

facturing Company, of Chicago. He is a member of the Lawyers' Club of New York, the Commercial Club of Cincinnati, and other clubs.

Mr. Brown has a delightful home in East Orange, N. J. His wife was Miss Adelaide Hitchcock, daughter of the Rev. Dr. Luke Hitchcock, of the Methodist Book Concern, Cincinnati, and they have four children.

A Reform Club Member Who Gave Strong Support to the Movement Which Elected Seth Low.—Son of a Great Statesman and Jurist, He is Himself a Lawyer and a Diplomat.

Frederick Hobbes Allen as a member of the Reform and City clubs has been one of the strong supporters of the good government movement. He is a son of Elisha Hunt Allen, who was a leader in Congress and afterward cast his fate with the Hawaiian Islands. A brilliant lawyer, he forged to the front in that beautiful kingdom, becoming Chief Justice and Chancellor of the islands. Later he was made Envoy Extraordinary and Minister Plenipotentiary from the Hawaiian Islands to the United States.

Frederick Allen was born in Honolulu. His mother was Mary Harrod Hobbes. He comes of a long line of patriots. His grandfather, Samuel Clesson Allen, was a lawyer and a member of Congress.

His first ancestors to come to America had belonged to Oliver Cromwell's famous Ironsides which were said to have been the finest body of soldiers the world has ever seen. But Cromwell died and Charles II. regained the throne. The Allens fled to America to escape persecution. Since then the name has figured prominently in the Colonial wars and the Revolution.

Mr. Allen received his education in Switzerland and Germany, and then took a course at Harvard from which he was graduated

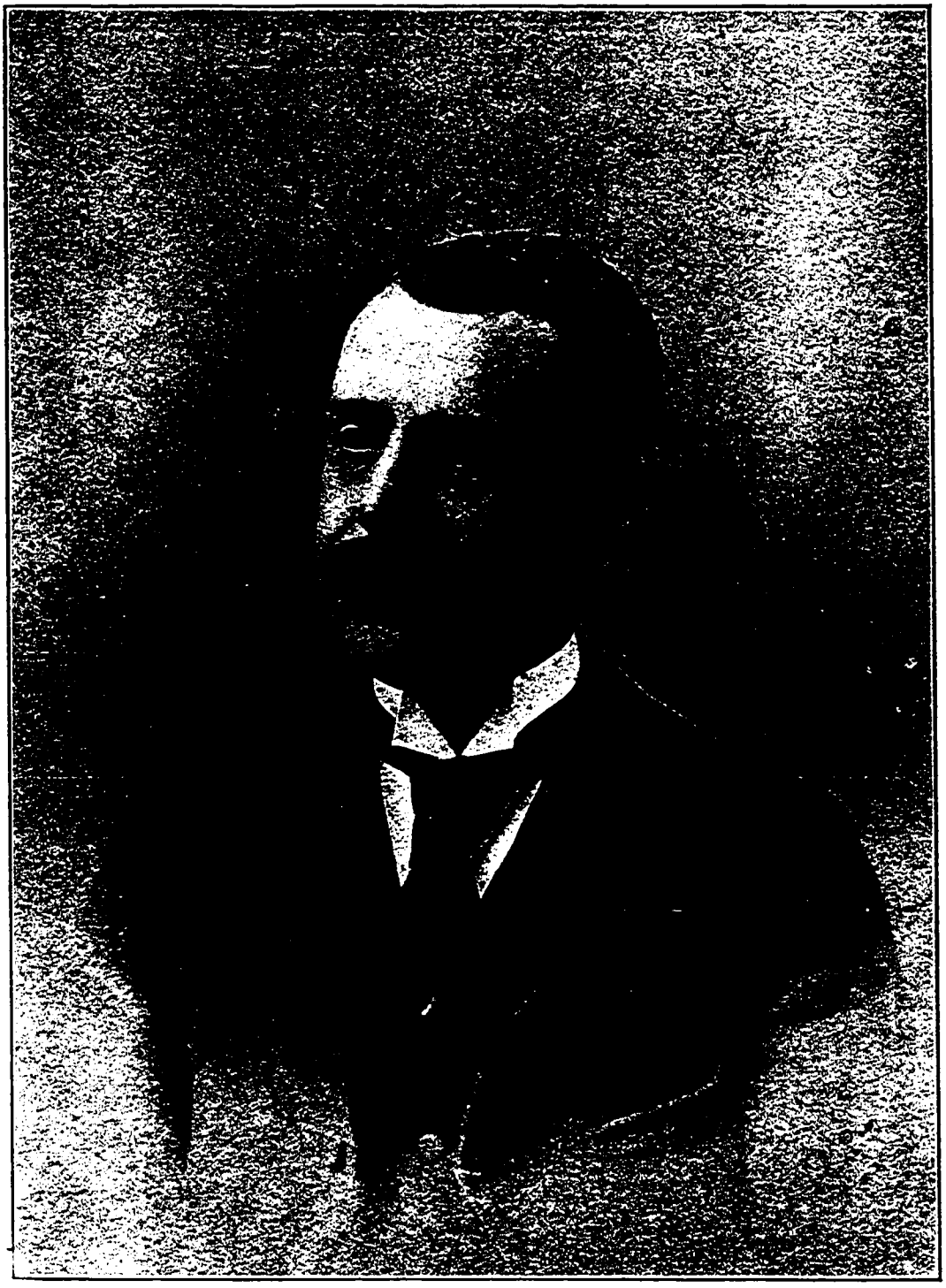
He was Secretary of the Hawaiian Legation, and at the death of his father became Charge d'Affaires, but resigned the same year to begin the practice of law at the New York bar.

He was managing clerk for Miller, Peckham & Dixon. Subsequently he practiced law in connection with Maj. Hugh L. Cole, and in 1895 formed a partnership with George H. Adams under the firm name of Adams & Allen. Upon the death of Mr. Adams in 1900 he formed the present partnership with W. C. Cammann under the name of Allen & Cammann, at No. 63 Wall Street.

Besides his membership in the City and Reform clubs, he belongs to the Knickerbocker Athletic and Union clubs, the Sons of the American Revolution and the Society of the Colonial Wars.

He married Miss Adele Livingston Stevens in New York, June 30, 1892.

FREDERICK H. ALLEN.



ALFRED R. CONKLING.

Alfred Ronalds Conkling, Young in Years But a Veteran in the Cause of Honest and Decent Administration, Won His Spurs Years Ago, as Champion of Good Government for All the People.

Alfred R. Conkling is one of the veterans in the increasing warfare against the evil elements which seek to control the City of New York, and which, in one form or another, are always active, aggressive and defiant of law, order and morality. Mr. Conkling is not a fair weather reformer. He has fought for reform against abuse, misrepresentation and injustice. He has stood at the front when others were lagging behind, and he has upheld the right when some who have since come over to the same side as Mr. Conkling, were open or secret allies of wrongdoers. In the council chamber and at Albany Mr. Conkling always has been a consistent advocate of the public interests, and of the public welfare, moral and material, against all odds, and his purity of motive has never been assailed, even by his most unscrupulous antagonists.

It is not strange, however, that Alfred R. Conkling should be the man that he is. He is of that kind of blood. The spirit of integrity, of refusal to tolerate or compromise with wrong, is in the very nature of the Conklings, and prominent as they have been in American politics, statesmanship and jurisprudence, this feature of their character ever has been conspicuous.

John Conkling, the founder of the family in America, settled in Salem, Massachusetts, about the year 1635, and fifteen years later the family moved to Suffolk County, L. I., where its members acquired influence and position. Judge Alfred Conkling, grandfather of Alfred R. Conkling, was born at Amagansett, Suffolk County, in 1789, and, after being graduated at Union College, settled at Canajoharie, Montgomery County, N. Y., which was the birthplace of Frederick A. Conkling, father of Alfred R. Conkling. Frederick A. Conkling married Eleonona Ronalds, daughter of Thomas A. Ronalds, and a granddaughter of Peter Lorillard, the elder, and Alfred Ronalds Conkling takes his middle name from his mother, who was a woman of unusual beauty and culture, and who took a deep interest in the proper training of her son.

It may be mentioned here that Frederick A. Conkling was not

only a successful business man, but also of marked literary tastes. To his efforts was largely due the organization of the capital necessary to purchase of the New York *Sun* for the company represented by the late Charles A. Dana.

Alfred R. Conkling, who was born September 28, 1850, in New York City, first studied in Grammar School No. 35, and afterward in the Mount Washington Collegiate Institute. He next took a course in mining and metallurgy in the Sheffield Scientific School at Yale. Four years later he received the degree of bachelor of philosophy. He then attended the course of post graduate lectures at Harvard, studying under such distinguished scientists as Professors Agassiz, Whitney, Wyman, Cooke and Shaler. Mr. Conkling spent some months in travel, and then entered the University of Berlin, where he devoted special attention to geology and mineralogy. After further preparatory study and travel Mr. Conkling was taken into the service of the United States as geologist, and he explored portions of Colorado and other States and Territories.

Leaving the United States service in 1877 Mr. Conkling studied law in New York, and soon gained an honorable position at the bar, being for some time Assistant United States District Attorney. His character and abilities attracted attention to him as a fitting candidate for office. As Republican nominee he made a splendid run for Congress in the Democratic Seventh District in 1884, and in 1886 he was elected Alderman. He earnestly supported Mayor Hewitt's reform policy, denounced corruption, and urged important measures for the improvement of the city. As a member of the Committee on Railroads he gave his vote and influence to the project for the construction of an underground road, advocated before the committee by Alexander E. Orr, now President of the Rapid Transit Commission; by Morris K. Jesup, President of the Chamber of Commerce, and other men of eminence. Mr. Conkling's interest in good government has been the same, in office or out of office, and while he has the esteem of all rightminded citizens, it is safe to say that few men are less popular with the enemies of honest and decent administration.

JAMES L. CONWAY.

JAMES LOUIS CONWAY, ONE OF THE STERLING BUSINESS MEN WHO ORGANIZED THE GREATER NEW YORK DEMOCRACY.—A PROMINENT DEMOCRAT WHO REVOLTED AGAINST THE CORRUPTION PERMITTED BY TAMMANY.

James Louis Conway, a founder of the Greater New York Democracy, and a leader in the cause of civic reform, is one of the prominent business men who wanted a Democratic organization that would truly represent the Democracy. He was born in Jersey City, August 21, 1863. His father was John M. Conway, at that time the head of the wholesale dry goods firm of John M. Conway & Co.

His early education was received in the public schools, and later he was graduated from Mt. St. Mary's College, Emmittsburg, Maryland. Mr. Conway began his business career immediately after leaving college. His first employment was in the dry goods jobbing house of Charles Lockwood & Co.

After a thorough training in that house he returned to his father's establishment where his marked ability soon won for him a place in the business world. On the death of his father he became a member of the firm of R. T. Palmer & Co., manufacturers of bed comforters. The firm has its factory at New London, Conn., and its business house at No. 113 Worth street.

He has never accepted any public office, but prefers to be an earnest worker in the ranks. Mr. Conway is a member of the Catholic Club, Friendly Sons of St. Patrick, American Irish Historical Society, Nameoka Club, Hudson Democratic Club and the United Real Estate Owners Association of New York.

Mr. Conway married Miss Anna McGauran in the Roman Catholic Cathedral of St. Patrick in New York City on June 1, 1893. They have two children.

Abraham Gruber, the Typical New Yorker, Who Began as an East Side Newsboy and Won His Way to Admission to the Bar and to Political Prominence as a Respected Republican Leader.

Abraham Gruber is a typical New Yorker in all that the term implies. Born in respectable poverty, starting without a cent, toiling with his little hands and childish voice for a living on the streets of New York, studying when others were loafing, and winning his way to admission to the bar without aid of law school or college diploma, this young New Yorker continues as ever a man of the people, with his heart full of sympathy for those who toil as he toiled, and who strive as he has striven. While he has not achieved wealth, he has gained what is better, the good-will and esteem of all rightminded men, and such success as he has met with has not made him look with coldness on those who are still at the foot of the ladder.

Mr. Gruber's father was Charles Gruber, a native of Bingen-on-the-Rhine, and his mother, Mary, was born in Bohemia. The father was a barber, and Abraham Gruber was born March 12, 1861, in New York City. The father was a Catholic and the mother a Jewess, and the father dying when Abraham was three years old, Abraham was brought up by his grandmother in the orthodox Jewish faith. As a child, Abraham went to Grammar School No. 15 in East Fifth Street, and later went to the College of the City of New York for about six months to get the best education within his reach, but was obliged to leave the College to go to work for a living.

As early as five years of age, Abraham was selling newspapers on the East Side to bring in money to the little home back of a grocery store in East Fifth Street, and also he helped to run the store. It was in such circumstances as these that the bright and ambitious little New York boy got such knowledge as he was able to obtain, which, with honest training and a will-power that nothing could daunt, formed the foundation for future achievement.

When about thirteen years of age Abraham entered a law office, and served there until his nineteenth year. He then spent three

ABRAHAM GRUBER.

years in the collection department of a New York drygoods house. Meantime he studied law at home at night, and without having gone to any college or law school, he was admitted to practise three months after he came of age.

Mr. Gruber married happily, April 30, 1883. His wife had been a widow, Mrs. Anna Krause, who, as Mr. Gruber has said, "had nothing but her love for him, and two children."

From the first he did well as a lawyer. He has always been noted for his frankness and honesty in dealing with clients, and while he "puts up" an excellent and usually a winning fight for those who intrust him with their interests, he will never do anything mean or dishonorable. Abraham Gruber's word is his bond, and is so considered alike by judges and litigants. The former East Side newsboy has proved by his example that as fine a specimen of true manliness can grow amid surroundings of East Side poverty as in the mansioned blocks of Fifth Avenue or Riverside Drive.

Mr. Gruber has always taken an active interest in politics. He is one of the recognized leaders of the Republican party in New York City, and is President of the 21st Assembly District Committee. As such he was both earnest and influential in his efforts to drive Tammany Hall out of power and to redeem the city from misgovernment by electing the Fusion ticket. His share in the victory of last November was undoubtedly very important, and could not justly be omitted from a work giving the history of the city's redemption.

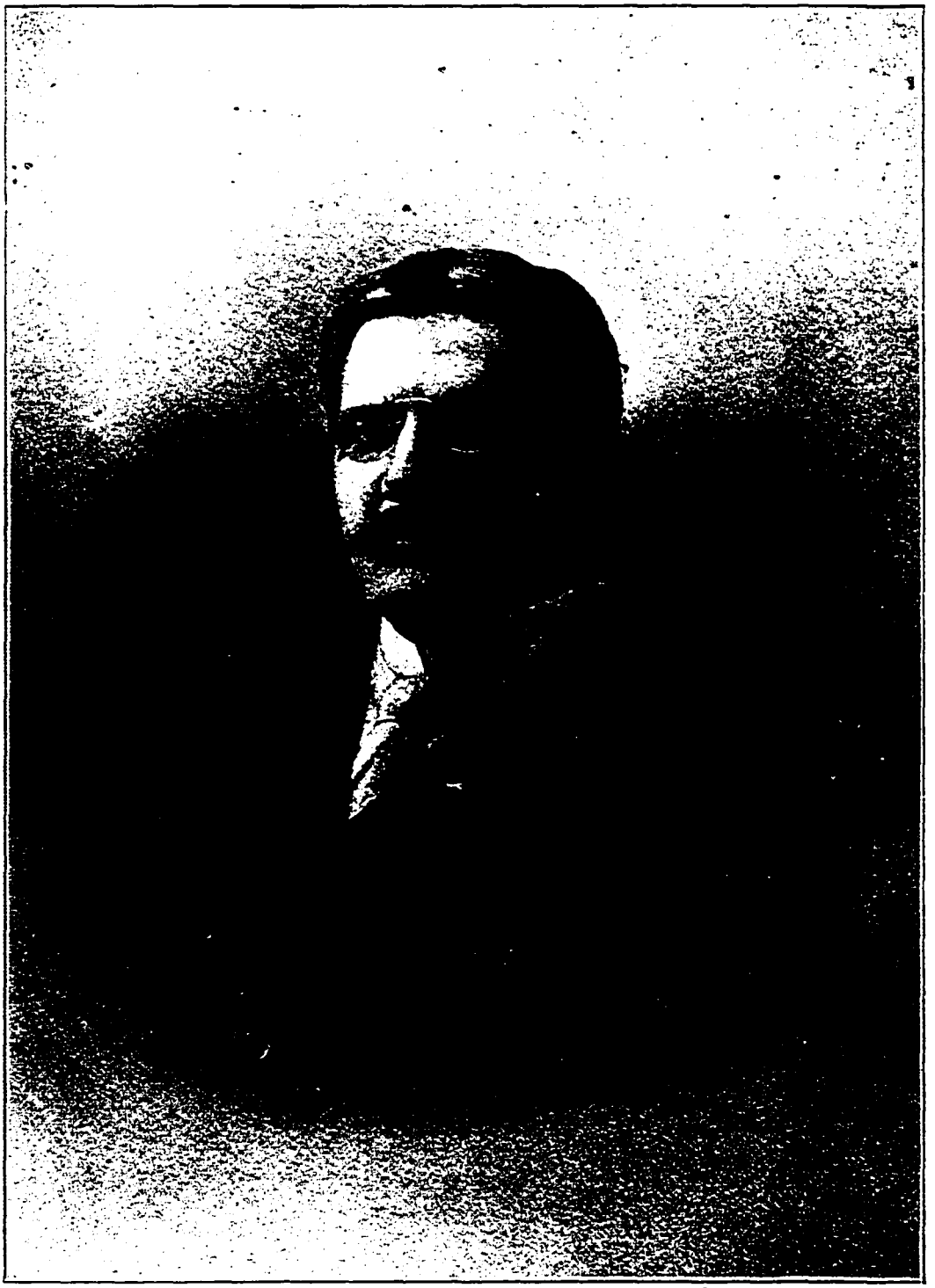
Mr. Gruber is a domestic man, and in his opinion there is no place like home. But he is also sociable in a broader sense, and is a member of the Republican Club, the Liederkranz, and Hope Lodge F. & A. M. When asked to tell something of himself and his views of public affairs, Mr. Gruber replied:

"A New York boy with nothing in front of him but barriers, to whom our free institutions gave a chance to win if he fought and persevered—that was my early history. At forty years of age, I have had to earn money for thirty-five years. I want to do something good and lasting, be it ever so small, for those who must toil to-day for the bread of to-morrow; but I want to do it only for their sake. I love humanity. I despise those who rob any of the people, either of their money, their opportunities, or their natural rights. I love my country, but only as Washington left it, and Lincoln saved it. Especially do I despise fakirs and shams in public life, and those

who make large promises and boast of their own goodness, while all their aim is to serve their own selfish ends."

Even his antagonists respect Abraham, or as he is affectionately known, "Abe" Gruber, and the more they know him, the more they are sure to respect him.

The careers of Governor Brady, of Alaska, of ex-Governor Waller, of Connecticut, and of that Nestor of the New York bar, the late Charles O'Conner, illustrate what is possible for the New York boy who starts in life without the advantages of parental wealth or influence. Rocked in the cradle of necessity he sees from his earliest years the hard and practical side of life. And also he sees its tenderest side, for the great beneficences of the rich are but a drop in the bucket to the kindnesses of the poor and struggling toward each other. The philanthropy of wealth relieves acute suffering which can no longer be concealed; the poor give to each other that helping hand which enables the toiler and his family to breast the tide of adversity without loss of self-respect. If the boy has the true grit in him he will become the right kind of a man, and perhaps if also he has exceptional ability he will win distinction and success, as Abraham Grûber has done, all the more readily on account of his experiences in the training school of poverty. For this reason the story of Abraham Gruber is a lesson of eminent value to American youth and American manhood.



EMERSON MacMILLIN.

EMERSON MACMILLIN, PIONEER IN GAS AND ELECTRIC CONSOLIDATION—WORKED AS A BOY IN IRON WORKS, FOUGHT AS A BOY FOR THE UNION, AND AMIDST SUCCESS DOES NOT FORGET HIS LESS FORTUNATE FELLOWMEN.

Emerson MacMillin is a rich man with a heart as well as brains. He does not advertise the fact, nor does he want it advertised, but the public know it nevertheless, and they are entitled to know it. He showed that he had a heart when he went to the war at seventeen years of age, and fought until its close, winning promotion by his bravery. He showed that he had a heart when years ago he established, fifty miles out of New York City, a pleasant vacation home for East Side girls, and still maintains it at his own expense, when he provides the funds for sending thousands of babies to the country every summer, when he established in New York and other cities a system of Emergency Relief for promptly but temporarily aiding the distressed; and when, a few weeks ago, he went on the bond of a poor father, who, maddened by the loss of his babe, had attempted wrongfully to obtain redress, and sent the hapless man home to his weeping wife and child. All these things show that Emerson MacMillin has a heart not hardened by his well-earned wealth.

Emerson MacMillin was born near Ewington, in Gallia County, Ohio. His father was the manager of iron furnaces in that neighborhood and young Emerson began early in life to follow the same trade. While working he attended school at intervals, and proved a bright and attentive scholar. He was still a boy when Abraham Lincoln appealed for soldiers to save the Union, but, young as he was, he offered himself for enlistment and on account of his excellent physical development, he was readily accepted. He went to the front and did his duty as a soldier from start to finish. Wounded severely more than once, he was promoted in reward for his bravery. It was a family of soldiers and patriots. Five of Emerson's brothers and his father were in the Union ranks, and three of the brothers were killed or died from wounds.

About two years after the war Mr. MacMillin became interested in the business which proved his highway to fortune. He was appointed manager of a gas works and devoted his attention for some

years exclusively to this branch of industry. Later, and while still continuing his connection with gas works, he became identified with the manufacture of iron and steel and with mining industries.

During the first twenty-five years of his business life, many hours of each day or night were devoted to scientific studies, especially chemistry, civil and mechanical engineering and geology, and to the knowledge thus acquired he attributes his later success in the business world. In the early eighties he began to acquire small gas works in the West, and in 1888 acquired control of the Columbus, Ohio, gas property. The following year he brought about the consolidation of the four gas companies in St. Louis, since which time the price of gas has been reduced by nearly one-half and the net earnings of the properties more than doubled.

Like other successful and energetic Western men, Mr. MacMillin concluded that New York was the fitting headquarters for his large and increasing business of the purchase and consolidation of gas companies, which involved also the handling of their securities. On August 1, 1891, the firm of Emerson MacMillin & Company, Bankers, opened at No. 40 Wall Street, and has ever since done an enormous business in the line of which Emerson MacMillin may be called the pioneer. New York itself needed just such a man. While others have talked about tunnels he has constructed one, under the East River, between Long Island City and New York, to convey gas from the works of the East River Gas Company, on Long Island, to consumers in Manhattan.

Among other gas properties acquired are Milwaukee, Wisconsin; Madison, Wisconsin; St. Paul, Minnesota; Denver, Colorado; St. Joseph, Missouri; Grand Rapids, Michigan; Jackson, Michigan; Detroit, Michigan; Binghamton, New York; Montgomery, Alabama, and Long Branch, New Jersey. Also electric lighting properties in St. Paul, Denver, Madison, Wisconsin; Long Branch, New Jersey; Montgomery, Alabama; Quebec, Canada. The firm have constructed hydraulic power plants in several sections of this country and near Quebec for the generation of electricity. They have also been largely interested in street railway properties, notably in Columbus, Ohio; Oshkosh, Wisconsin; and vicinity, and in San Antonio, Texas.

While the banking firm has devoted itself chiefly to gas, electric lighting and street railways, many of its largest undertakings have been outside these industries.

In the prime of life, with a splendid physique, and in all respects an example of a temperate, well-ordered life, Mr. MacMillin has undoubtedly even more signal financial success in prospect than he has achieved in the past, and it is gratifying that all his success has not made him deaf or blind to the sufferings of the less fortunate.

BRUCE PRICE, ARCHITECT, WHOSE EVERY WORK IS A MONUMENT TO HIS FAME.—STUDIED THE ACTUAL HANDIWORK OF GREAT MASTERS THAT HE MIGHT ACHIEVE GREATNESS FOR HIMSELF.

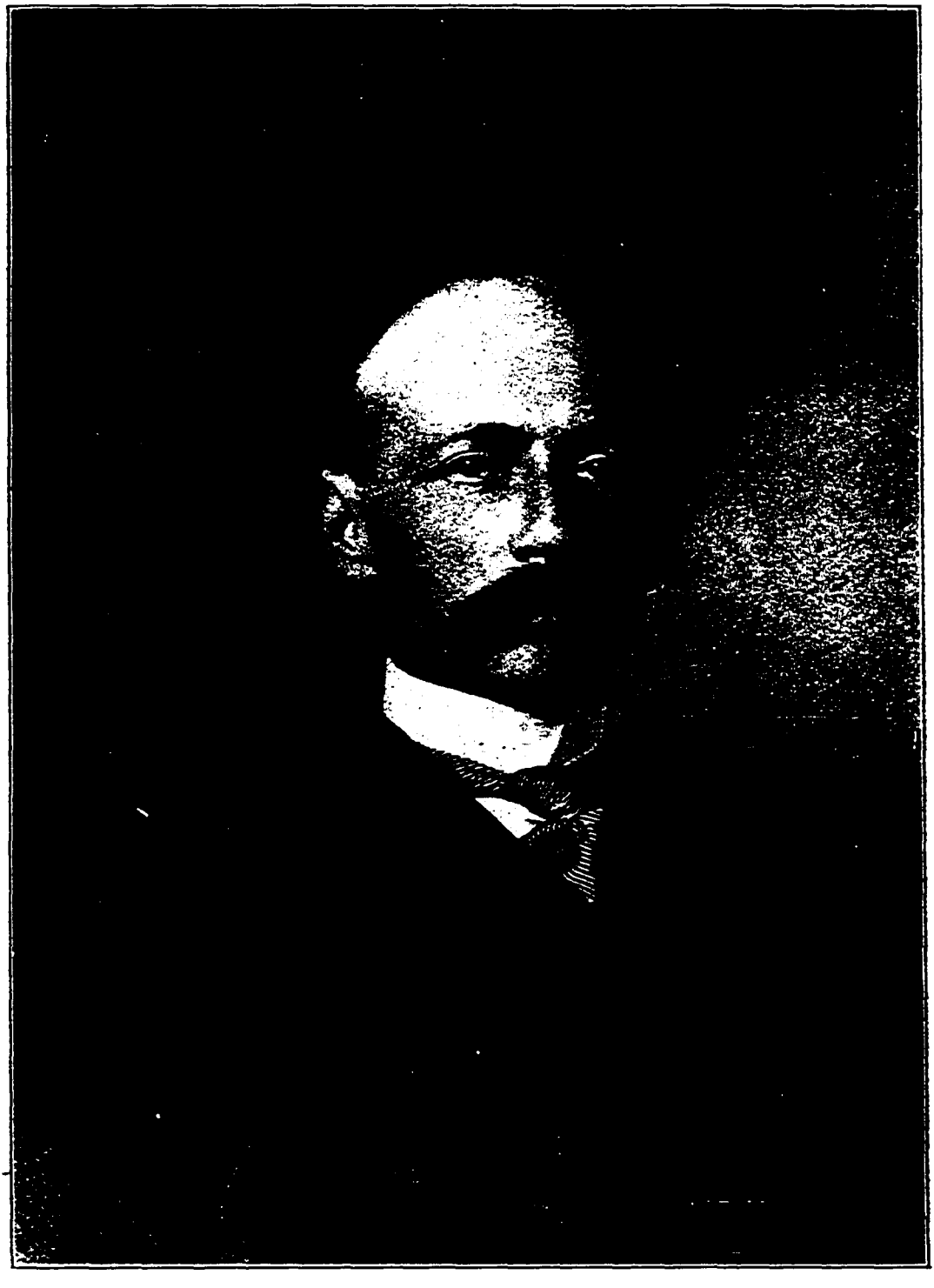
One of the great men who has spent a lifetime in making New York beautiful is Bruce Price, architect. Monuments of his contructive art are to be found everywhere, not only in New York, but scattered all over America. In providing comfortable and artistic homes few men have done more to make life worth living than Bruce Price.

He was born in Cumberland, Md., December 12, 1845, where the mountains impressed him with the grandeur of nature, and taught him in his youth that man can only supplement nature. All his architectural works since have been done in that spirit, and the consonance of his art with the handiwork of the Almighty has been the keynote of his success.

Mr. Price was educated in Lawrenceville, N. J., and immediately began the study of architecture. When he had reached the stage where most men would have said they were ready to begin active work, he yearned for further knowledge. He wanted to see the originals about which he had been taught. For that purpose he traveled all over Europe, studying the records as they were left by the hands of the masters, some of them many centuries ago. The result was that his first work after his return, brought him fame, and those he has accomplished since have but added to the glories of a useful life.

Among the members of his profession he is regarded as a leader. They chose him for President of the Architectural League of New York. Also he is a Fellow of the American Institute of Architects. Mr. Price has made New York his home since 1887, and is a member of the following clubs: Union, Century, Racquet, Calumet and Tuxedo.

BRUCE PRICE.



COL. ROBERT GRIER MONROE.

Col. Robert Grier Monroe, Counsel for the Committee of Fifteen.—His Life a Record of the Notable Reform Movements for the Past Decade in the City of New York.

Col. Robert Grier Monroe, counsel for the Committee of Fifteen, whose distinguished services both in that capacity and in all lines of civic reform have been great factors in the overthrow of Tammany, was born in Philadelphia in 1860. He prepared for college in St. Paul's School at Concord, N. H., was graduated from Princeton in 1881 and from Columbia Law School in 1883.

Always deeply interested in politics, he was one of the organizers of the National Association of Democratic Clubs. He was a great admirer of President Cleveland and as such Secretary of the Anti-Snapper Committee in the campaign of 1888.

During the Strong campaign of 1894 he organized the State Democracy which aided in that victory of the people. He was identified with the Gold Democracy in 1896, and fought earnestly for Palmer and Buckner. In that campaign he was a candidate for Congress in his district, but was defeated in a three-cornered fight.

Colonel Monroe was chairman of the Executive Committee of Fifty, which conducted Justice Joseph F. Daly's campaign against Tammany for the Bar Association. He acquired his title of Colonel through being appointed on Governor Flower's staff.

While most of Colonel Monroe's efforts have been directed along the lines pursued by the Reform Club, he is also prominent in many other organizations. He is identified with the University, Union and Princeton Clubs, is a member of the Bar Association, and has frequently been a member of the Committee on Judicial Nominations for that organization.

FRANCIS JOHN TORRANCE, A STRONG REPUBLICAN AND AN EARNEST WORKER FOR CIVIC REFORM.—SPLENDID RECORD OF A MAN WHO HAS ACHIEVED GREATNESS IN HIS YOUTH. A POWER IN DEVELOPING AMERICA'S RESOURCES.

One of the industrial giants of Pittsburg who is as much at home in New York as in the metropolis of western Pennsylvania is Francis John Torrance. He is a member of a number of prominent clubs in this city and has a national fame as an advocate of good government. He is one of the young men who have long been associated with great enterprises, and now is the Vice-President and Chairman of the Executive Committee of the Standard Sanitary Manufacturing Company, a consolidation of ten manufacturing plants in the enameled iron trade.

Mr. Torrance was born in Allegheny, Pa., June 27, 1859. His parents were Francis Torrance and Jane Waddell. They came from the North of Ireland. The elder Torrance was extensively engaged in real estate business and founded the Standard Manufacturing Company.

Mr. Torrance was educated in the public schools of Allegheny and was graduated from the Western University of Pennsylvania. On leaving school he entered his father's enameling plant, and from 1875 to the present time has held every position in it from office boy to treasurer.

With other men in the same line he organized the corporation of which he is practically the head. It is stocked at $7,500,000, has plants at Pittsburg, Louisville, New Brighton, Pa.; Ellwood City, Pa.; Rome, N. Y., and Detroit, with stores and offices all over the world.

He is extensively interested in electric railway development. With Senator Arthur Kennedy he built the Indiana Railway, an electric line connecting the large towns and cities in northern Indiana between South Bend and Goshen. They own and operate that system and are extending it to Niles and St. Joseph, Mich., under the name of the South Bend and South Michigan Traction Company. Mr. Torrance also is building the Washington and Cannonsburg Railway in Pennsylvania, and the Santa Fe Central Railway from Santa Fe to Torrance, New Mexico.

FRANCIS J. TORRANCE.

In addition to these great properties he also is interested as follows: President of the Washington Electric Railway Company, Pittsburg Natatorium Company, Western Pennsylvania Exposition, Monongahela and Ohio River Transportation Company, National Weather Strip Company; Vice-President North American Savings Company, Standard Sanitary Manufacturing Company; Director Mechanics' National Bank, Pittsburg; Director Tradesmen's National Bank, Pittsburg; Director Third National Bank, Allegheny; Director Sewickly Valley Trust Company, Standard Security Trust Company, Pittsburg; Indiana Railway Company and Santa Fe Central Railway.

He has been active in politics, and represented his Congressional District in the National Republican conventions of 1892 and 1896. He has been chairman of the Republican City Committee at his home, President of Select Council in Allegheny and President of the Board of Public Charities of Pennsylvania. He married Marie R. Dibert in Johnstown, Pa., in 1884. They have one daughter, Jane.

Mr. Torrance is a member of the Strollers and Fulton Clubs and the Pennsylvania Society in New York, and of the Duquesne, Press, Country, Brighton Country, Gentlemen's Driving, Union and Pittsburg Clubs in Pittsburg.

STORY OF A LONG LIFE THAT HAS BEEN DEVOTED TO REFORMS AND GOOD DEEDS.—JOHN SULLIVAN SCULLY, A PIONEER IN THE FIGHT FOR GOOD ROADS.—ONE OF PITTSBURG'S LEADING BANKERS.—FROM FARM BOY TO FINANCIER.

John Sullivan Scully, to whose efforts almost every State in the Union owes a debt of gratitude for his manly fight for reforms and good roads, is Vice-President of the Diamond National Bank of Pittsburg.

He was born on a farm at Scully's Springs in the Chartiers Valley, Allegheny County, Pa., August 14, 1844. His father, Cornelius Scully, was born on the same farm. His father was a surveyor. His mother was Matilda Duff Scully.

His ancestors came from Ireland where his grandfather, John Sullivan Scully, had been successfully engaged in the East Indian trade.

The clay roads were an eyesore to young Scully as a farmer's boy, and soon as he had reached a place in the world where he could afford it he began his crusade for good roads which he has kept up for many years with gratifying results. Through his efforts many miles of splendid macadam highways have been built, and his writings and efforts throughout the nation have brought similar results elsewhere. At the same time he was a friend of good government. He always advocated that if the public money was honestly expended there would be plenty to build public highways of which every citizen could be proud. It was in this fashion that he became an interested contributor to the work of reforming New York.

He was educated in the public schools in his home and afterwards took a business course at Curry University, Pittsburg. Besides this he assisted his father as a civil engineer.

He left the farm at the age of eighteen to accept a position in the old Pittsburg Trust Company which is now the First National Bank of Pittsburg.

Mr. Scully has never sought or held any political position, but has ever been a liberal contributor to all movements for good government. His time has always been fully occupied with his immense business interests and his work for good roads. Besides being a

JOHN S. SCULLY.

bank president he is President of the West Side Belt Railroad Company.

Mr. Scully is a member of the Duquesne Club, the Masonic Order, Academy of Science, University Extension Society and Treasurer of the Allegheny County Good Roads and Tree Planting Association.

He married Mary E. Negley on September 12, 1871. She was a member of a famous old Pittsburg family of that name. Their children are Margaret Scully Waters, John Sullivan Scully, Jr., Cornelius Decatur and Mary Elizabeth.

Mr. Scully was the oldest of a large family and practically had to obtain an education for himself. Everything he has attained has been won by his own efforts, and he is proud of it.

JOHN WILLIAM O'BANNON, A SUCCESSFUL AMERICAN WHO STARTED IN LIFE AS AN OFFICE BOY.—NOW HE IS THE HEAD OF A CORPORATION OF NATIONAL REPUTATION.—HE LIKED HARD WORK.

Seventeen years time has changed J. W. O'Bannon from office boy in the employ of a railroad to head of one of the most widely known bookbinders' supply houses in the United States. He is one of the sterling business men who fight for honesty in the city government.

John William O'Bannon, born November 12, 1868, in St. Louis, is the son of John William O'Bannon, a millwright, native of Dublin, Ireland, his mother being a native of Hamburg, Germany. After receiving a common school education he started in the business world as office boy in the employ of the Wabash Railway Company at St. Louis. He was quick to grasp business ideas and performed his duties to the entire satisfaction of his employers, and more than one of the men in authority predicted that he would some day be a railroad president. But he wanted to come to New York City and take his chances here. To think was to act with him. He therefore took what to a boy eighteen years of age was a bold step. He resigned his position of clerk, for he had been promoted from office boy, made the trip to New York and obtained employment as stock clerk in a bookbinders' supply establishment.

Two years of diligent work in stock gave Mr. O'Bannon a clear conception of the values of materials, and he was soon considered an expert, being consulted by members of the firm in matters where his opinion and judgment alone would save hundreds of dollars in a single day.

The broader his field of operation the more energetic he became, and it was not long before he began to reveal those special qualities of shrewdness and business intuition which have been the controlling forces of his exceptional career to this time. He was always ready with clever suggestions and showed a capacity for mastering details that was remarkable.

Later he became a traveling salesman for the firm. For six years Mr. O'Bannon was one of the most popular salesmen on the road.

JOHN W. O'BANNON.

Mr. O'Bannon determined to launch into business for himself. Therefore in 1895 he incorporated the J. W. O'Bannon Company, investing every dollar of his savings in the stock, and selling his own goods for two years. Now that the business is firmly established he remains in New York.

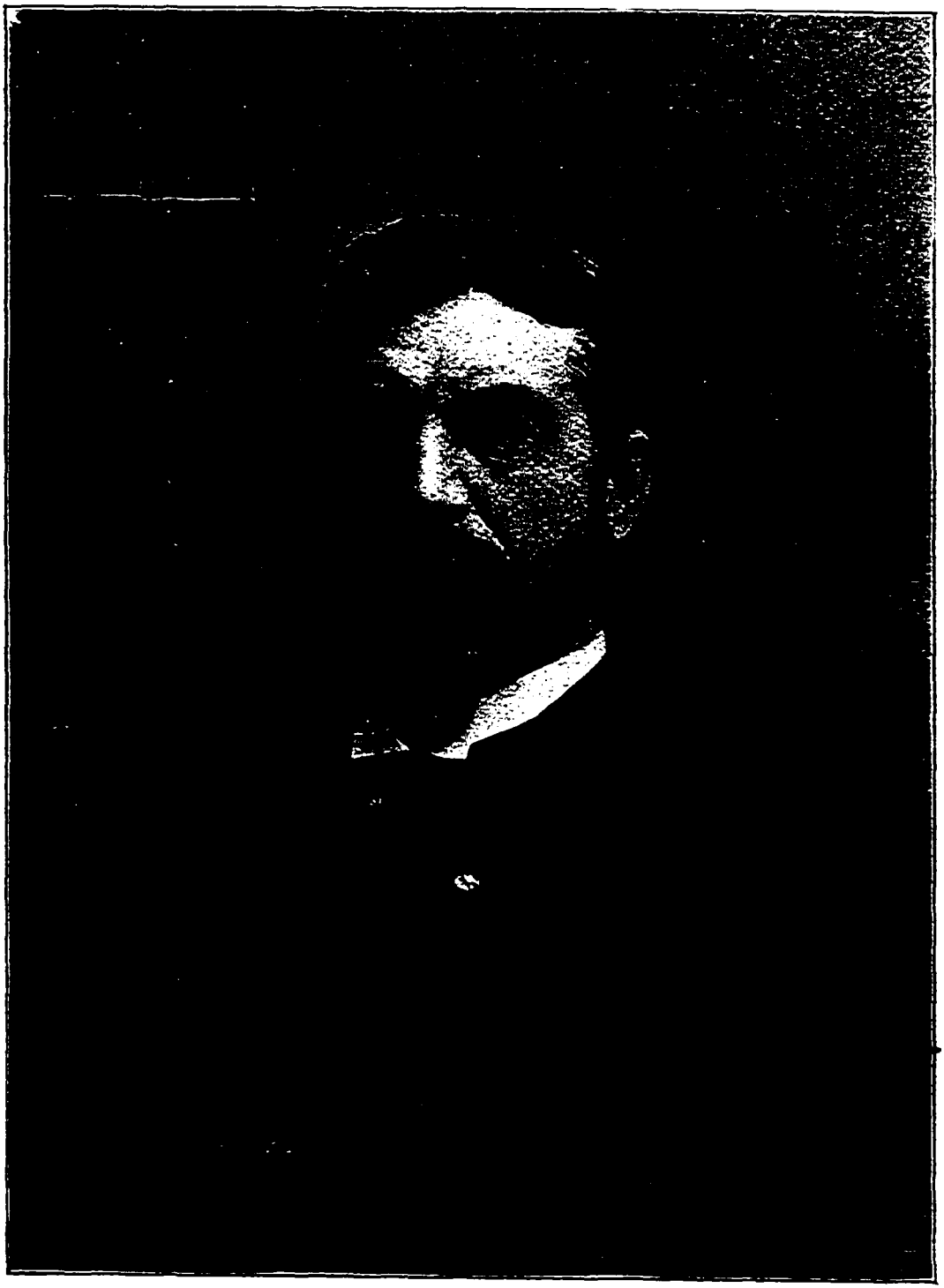
The J. W. O'Bannon Company, with a capital stock of a quarter of a million dollars, manufactures book cloth and deals in bookbinders' supplies. The New York offices and warehouses are at No. 74 Duane street, one-half block from Broadway; the book cloth factory at Drownville, Rhode Island. This corporation is favorably known wherever bookbinders need materials. J. W. O'Bannon made this business what it is to-day, by his strict application to business, earnestness, integrity and broadness of vision.

Mr. O'Bannon is President of the Anawamscott Mills, located at Drownville, Rhode Island. He is a member of the New York Athletic Club, the Suburban Riding and Driving Club, the Chicago Athletic Association and the Arkwright Club.

William Rush Taggart, One of the Noted Men Who Have Come from the West to Take a Leading Part in the Great Concerns Which Have Their Headquarters in the American Metropolis.

Among noted men who have come from the West to find in New York a greater field for their energy and genius none is better known than William Rush Taggart, solicitor for the Western Union Telegraph Company, and connected with a number of other prominent corporations. Mr. Taggart comes from distinguished Revolutionary ancestry. His progenitors emigrated from the North of Ireland to the United States about 1762—the period when much of that sturdy stock which made western Pennsylvania what it is came across the Atlantic to plant their new homes in the wilderness. An ancestor of Mr. Taggart took a gallant part in the War for Independence, serving in the regiment of General Anthony Wayne, whose daring capture of Stony Point is one of the thrilling events of the Revolution. When the struggle was over the pioneer Taggart, like many other veterans of Washington's army, pushed farther into the West, settling in southern Ohio, which the military genius and courage of Anthony Wayne rescued from the Indians, and opened to American occupation.

William Rush Taggart was born at Smithville, Ohio, September 4, 1849. His father was William Wirt Taggart, a highly respected physician of that place, and his mother, Margaret, belonged to an excellent family.. William Rush Taggart attended the local schools. He received his literary training in the High School of Wooster Ohio, and he then entered the University of Wooster, from which he was graduated with honor in 1871. Desiring to follow the profession of law young Taggart afterward took a course in the Law Department of the University of Michigan, and was graduated from that institution in 1875. Meantime, however, he taught high school for a period in Wooster and was connected with the United States Geological Survey during the years 1872 and 1873. In this latter service he acquired knowledge which has since proved of considerable value in his connection as an adviser and director of railway and other corporations.



WILLIAM RUSH TAGGART.

Mr. Taggart did not have to wait long after his graduation at law and admission to the bar, before entering upon important legal practise. A place was offered to him in the office of the Solicitor for Ohio of the Pennsylvania Railway Company. He performed his duties so satisfactorily that when, two years later, the solicitor was made General Counsel for the Pennsylvania, Mr. Taggart was appointed solicitor in Ohio for the Northwestern lines of that railway. He continued to hold that place until 1887, when he came to New York to the office of Dillon Swayne, counsel to the Western Union Telegraph Company. In New York Mr. Taggart has gained a reputation as one of the ablest lawyers in his special line.

Among important places which Mr. Taggart holds are those of Director of the Cincinnati, Hamilton & Dayton Railroad Company, Director of the Northern Alabama Coal & Iron Railway Company; Director of the Kern Incandescent Gas Company, and also of the Citizens' Electric Railway, and Light and Power Company, of Mansfield, O. Besides being solicitor for the Western Union Telegraph Company, he acts as attorney for the Wabash Railway Company, and the Texas & Pacific Railroad Company.

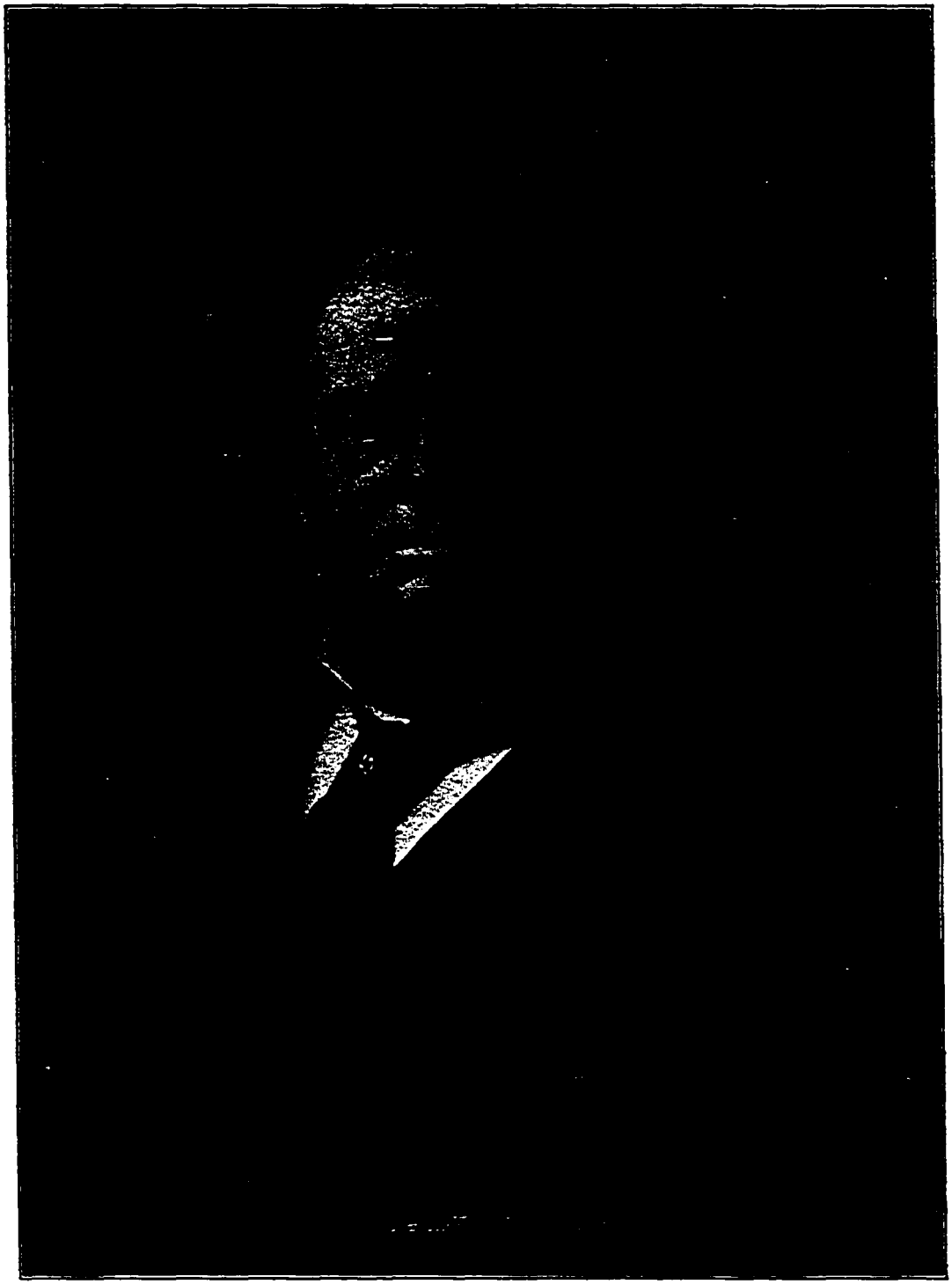
Mr. Taggart is a member of the Ohio Society, Sons of the Revolution, Colonial Club, the Presbyterian Union, and Quill Club. He was married September 13, 1877, at Salem, Ohio, to Margaret Waterworth, and they have three children, Margaret Waterworth Taggart and Alice Taggart, and William Rush Taggart, Jr.

JOHN SERGEANT WISE, DESCENDED FROM ONE OF THE MOST DISTINGUISHED FAMILIES OF THE OLD DOMINION, AND WITH A GALLANT ARMY RECORD, HAS WON MERITED RECOGNITION AT THE NEW YORK BAR.

Among the prominent southern men who have come to New York as the business center of the Republic, to achieve success and celebrity, none is better known than John Sergeant Wise, son of Henry A. Wise, of Virginia, and of Sarah, daughter of John Sergeant, of Philadelphia. Mr. Wise is descended from one of the first families of the Old Dominion, honorably distinguished in its annals from the earliest days. John Sergeant Wise was born at Rio de Janeiro, Brazil, December 27, 1846, his father having been at the time United States Minister to Brazil. From 1856 to 1860 Henry A. Wise was governor of Virginia, and young John Sergeant Wise, after attending the minor schools, entered the Virginia Military Institute at Lexington. The school corps joined General Breckenridge in May, 1864, and took part in operations against the Federal forces, young Wise being wounded in the battle at New Market, May 15, the same year. He was promoted to lieutenant that summer, was in several engagements, and served in the Richmond defenses as adjutant of a reserve battalion of artillery. When Richmond was evacuated Wise was sent by Jefferson Davis with a dispatch to General Lee. Wise delivered his message, and carried General Lee's reply to Mr. Davis at Danville. This was the last official communication which passed between the President and the General-in-Chief of the Confederacy. Mr. Davis sent Wise back with other dispatches to Lee, but hearing on the way that Lee had surrendered, Wise turned South, and joined the army of General Johnston, with which he remained until the end.

Wise went back to study after the war, was graduated with honor from the University of Virginia in 1867, and began the practise of law in Richmond, being partner of his father until the death of Governor Wise in 1876.

Mr. Wise is an incisive writer, as well as an able orator, and when he attacked in a series of newspaper letters the unfair methods of the Democratic machine in Virginia; his arguments and appeals excited widespread attention. Mr. Wise had decidedly the best of



JOHN S. WISE.

the arguments, and he had many followers. The Ring which he assailed made things as uncomfortable for him as possible, and he finally withdrew from the Democracy and worked on independent lines.

In 1882 Mr. Wise was elected Congressman-at-large from Virginia, and he acted with the Republican party in Washington. In 1885 he was Republican candidate for Governor of Virginia, and his friends have always claimed that he was elected, and that General Fitzhugh Lee, the Democratic candidate, was counted in.

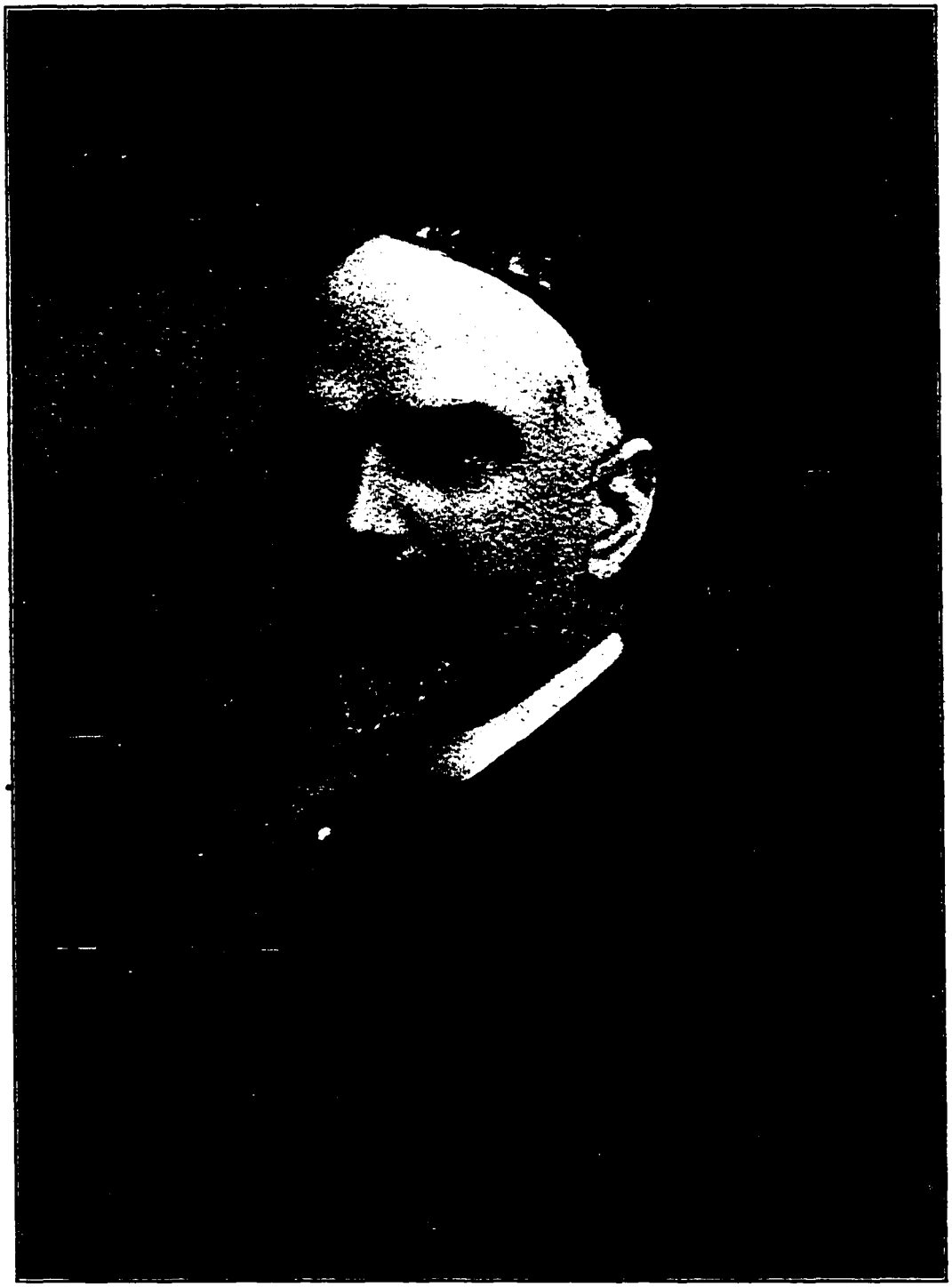
Mr. Wise came to New York in 1887, in connection with the business of an electric company for which he was counsel, and he formed such a favorable opinion of the city that since 1888 he has resided here and practised law. He has given much attention to the electric railways, telephone, and other corporations, and is recognized as a high authority on these and similar subjects. He is prominent in politics as a Republican, gives some of his spare time to literature, and is a member of several leading clubs. Socially and professionally Mr. Wise well maintains the *noblesse oblige* of his ancient house, and there is every reason to believe that he has yet before him many years of honor and usefulness.

JOHN MURRAY MITCHELL, SON OF A DISTINGUISHED JURIST.—HE TWICE FOUGHT AND DEFEATED THE TAMMANY TIGER IN ITS LAIR, AND HELPED TO WIN THE GLORIOUS VICTORY OF 1901.

Few men did more earnest and fruitful work in the cause of the people and honest government in the late election than John Murray Mitchell, member of Congress from the Eighth Congressional District, and a life-long foe of Tammany corruption and oppression. Mr. Mitchell has never been satisfied with merely calling himself a Republican and waiting for others to do the working and voting. He has gone right into the Tammany stronghold, with districts where it has sometimes been dangerous for a man to avow opposition to Tammany's reign of terror and blackmail, and there he has boldly charged the minions of the Fourteenth Street Ring with the crimes of which they were guilty, with their levies on vice, their abuse of the poor, and their organized system of plundering the city treasury.

John Murray Mitchell is a lawyer of high standing, and the son of one of the most distinguished of New York's jurists, the late William Mitchell, who was Presiding Justice of the General Term of the Supreme Court (now known as the Appellate Division), and a Jusitce of the Court of Appeals. Judge Mitchell also has been vice-president of the Bar Association, and he was the editor of an excellent edition of Blackstone's Commentaries, with references to American cases, which was published in New York in 1841. With characteristic modesty Judge Mitchell declined to let his name be published on the title page, as editor, and instead appeared the words: "By a member of the New York Bar." Judge Mitchell died, full of years and honors, October 6, 1886, at eighty-five years of age. The maiden name of Congressman Mitchell's mother was Mary P. Berrien, and she belonged to an old Huguenot family.

The paternal grandfather of John Murray Mitchell was the Reverend Edward Mitchell, a native of Coleraine, Ireland, who came to the United States in 1791, and died in 1834. For many years, and at the time of his death he was pastor of the "Society of United Christians." Edward Mitchell, elder brother of John Murray Mitchell, served honorably in the civil war, and was for some years



JOHN MURRAY MITCHELL.

Chairman of the Republican County Committee. Mr. Mitchell also was United States District-Attorney for the Eastern District of New York under President Harrison, and is now practising law with his brother, William, at 44 Wall Street.

Mr. Mitchell was born at 60 West Ninth Street, New York City, March 18, 1858, and is therefore still comparatively a young man. At fifteen years of age he entered Columbia College as a student, and was graduated at the age of nineteen, being valedictorian of his class. He pasesd through Columbia Law School, and was admitted to the bar when just twenty-one years old. He then traveled abroad, not for pleasure, but for culture, studying the French, German and Italian languages, and international law.

He has been successful at the bar, but he has the faculty—not a common one among lawyers—of being successful also in lines outside the profession. He showed remarkable foresight in regard to the use of electricity as a motive power, as proven by the fact that he built five of the first electric railroads constructed in the United States, at a time when a man of reputation in the field of electric science doubted whether electricity could be used as a practical motive power. Mr. Mitchell also has had a prominent and successful share in other business enterprises.

His abilities as an orator and his statesmanlike qualities long ago attracted the attention of the leaders of the Republican party, and he was one of the Republican nominees from the Seventh District, in 1893, as a delegate to the Constitutional Convention. He was twice elected to Congress, in 1894 and 1896, and conducted campaigns which are memorable in the political history of New York. He went fearlessly into the haunts of Divver and "Dry Dollar" Sullivan, and took upon himself the task of fighting Crokerism, where Crokerism seemed invincible, in the Second, Third and Seventh Assembly Districts. It was no holiday affair, but a battle which never ended until election night in a section of the city that had been given over to Tammany without question, and he had his headquarters at 108 Park Row, in the heart of Tammany's stronghold. He conducted a fight full of energy, life and fire, speaking five times a night, addressing workingmen in their factories, and appealing to them, with facts and arguments, day after day, in their various establishments, at the dinner hour, whenever they could spare a few minutes to listen. Mr. Mitchell succeeded because he deserved success, and it may

truthfully be added that the debt of gratitude which the people of New York owe to him for his subsequent part in the sweeping victory of 1901 merits for him a prominent place among those who have labored so splendidly and successfully for the redemption of America's metropolis from a reign of chartered brigandage and protected vice.

Mr. Mitchell is a member of the Bar Association of the City of New York, and of other well-known clubs and societies, including the Fencers, St. Anthony, Metropolitan, Down Town, The City Midday, Riding and New York Athletic clubs, Holland Lodge No. 81, F. and A. M. and the Huguenot Society of America. Mr. Mitchell is an ex-commodore of the American Yacht Club, and a member of the New York, Seawanhaka and Corinthian Yacht clubs. Likewise he is a member of the New York Academy of Sciences, the Prison Association, Charity Organization Society and Society of Electrical Engineers.

The Saying that "Blood Will Tell," Exemplified in the Case of Henry Burrall Anderson, a Young New York Lawyer, Who is Showing Himself the Worthy Son of an Eminent Sire.

Henry Burrall Anderson is one of those younger members of the bar who are evidently destined, as judged by character, talents and progress in the profession, to take rank among the legal giants of the not distant future. He comes of excellent New England stock, both on the father's side and the mother's, his paternal ancestors having emigrated from Scotland where the family held honorable rank among a people noted for their love of liberty and their respect for religion and law. The Andersons who came from Scotland to New England shared the earnest religious spirit which has had for hundreds of years such a potent influence on Scottish destinies. One of the noted members of the family was the Rev. Rufus Anderson, of North Yarmouth, Maine, for thirty-four years Secretary of the American Board of Commissioners for Foreign Missions, and a leading divine, author and lecturer. The Rev. Rufus Anderson had a son named Henry Hill Anderson, born in Boston in 1827. He was graduated from Williams College in the class of 1848, and came to New York City to pursue the study and practise of law. Henry Hill Anderson grew to be eminent in the legal profession, and came to be recognized as one of the distinguished citizens of the metropolis. His business interests, apart from the practise of law, were extensive, and his social position was in the front rank. He made a reputation which in itself was a stimulus and incentive to his children to achieve and maintain the same honorable distinction. Henry Hill Anderson married Miss Sarah B. Burrall, a daughter of William P. Burrall, of Hartford, Conn. Their eldest son, Henry Burrall Anderson, was born in New York City in 1863. After careful study in preparatory schools, young Anderson went to Yale University, from which he was graduated honorably in 1885.

Mr. Anderson had from the first shown a decided preference for his father's profession, and returned to New York to study law. After admission to the bar, he joined the firm of Anderson, Howland & Murray, of which his father was the senior member. The

young man soon proved himself worthy of his distinguished parent, and was consulted in important cases.

The elder Anderson died in 1896, and Henry Burrall Anderson has well sustained the admirable reputation inherited, as the most precious legacy, from his departed parent. He has gained for himself and on his own merits a select and profitable practise. He is one of the hardest working lawyers in New York, for he always makes it a point to master a case presented to him, and sometimes surprises his opponents by his knowledge of some legal point which they had kept carefully in reserve. Mr. Anderson goes on the principle that one cannot be too well equipped with a knowledge of law, and this thoroughness largely explains his success.

Mr. Anderson has never sought office, but always has been deeply interested in the cause of good government for city, State and Nation, and he has taken especial interest in the efforts to rid New York of Crokerism.

He married Marie, daughter of the eminent lawyer, Joseph Larocque, and they have a pleasant home in East Fifty-seventh street, and a summer residence at Great Neck, L. I. Mr. Anderson is a member of the University Club, of which his father was one of the founders and first president, and also of the New York and City Clubs. But Mr. Anderson never allows club life to interfere with devotion to his home and his profession.

Paul Sheldon, a Brilliant Example of the Successful Young Man in Business.—Already in the Forefront of the Legal Profession, He is Interested as well in Many Large Enterprises.

This is an age remarkable for the development of young men in business, and in the foremost rank of that class is Paul Sheldon. Although still under thirty he is a man of vast affairs, as well as head of the law firm of Sheldon & Gwynn in the Bank of America Building at No. 44 Wall Street. Likewise he is a sturdy advocate of honesty in municipal government.

He was born in Jersey City, July 17, 1873, and received his education in the public schools of Hoboken. He went to work immediately after that as an office boy for Stern & Myers at No. 40 Wall Street. That was in 1887. Young Sheldon wanted to be a lawyer; and that office was his practical school. He desired to be thorough, so took up the study of bookkeeping and stenography together with fourteen other subjects which he figured out were needed in his own schedule of success before he could begin the study of law. Completing that line of study, he entered the New York Law School during the evening sessions, continuing his labors in the office of Stern & Myers. His honest efforts brought the result, and his name was in the honor list when he was graduated in 1896. He was admitted to practice in the Supreme Court of New York, to the United States Circuit and District Courts and later to the Supreme Court of the United States.

As an attorney success attended him from the start. He was chosen as managing clerk for Nathaniel Myers, the famous corporation lawyer, who is now retired. Then he became managing attorney for former District-Attorney DeLancy Nicholl. In that position his private practice increased so rapidly that he was obliged to work independently, opening an office at No. 52 Broadway. Later he formed an association with Assistant Corporation Counsel James Flynn and J. Bradley Tanner. He made his present partnership with St. Charles B. Gwynn in July, 1901. Robert Wheelan, who is well-known in fianancial circles, also is associated with the firm.

He has won for himself a prominent place in the State and Federal Courts, and his ability in managing estates is well known and

appreciated. He has been counsel in the consolidation and organization of several corporations which give evidence of becoming important factors in fianancial circles.

In the business world he is an important factor. He was trustee of the famous Hutchinson Trust. He is President of the Colonial Exploitation and Trading Company, President of the American Coke and Gas Company, Trustee of the Fort Dearborn Iron Company, Director of the Mack Paving Company and President of the American Leather and Cloth Company.

He is well connected in social circles, is a member of the American Bar Association, Dwight Alumni Association, Harlem Club and Columbia Club. He married Miss Blanche Shirley Davis of Kenton, Ohio, October 29, 1901.

Mr. Sheldon personally is a diplomat as well as an orator, and combines with those powers a tireless energy that has been the secret of success.

William Henry Crossman, Who is Fighting to Maintain the Commercial Supremacy of New York, Yet Finds Time to Aid the Work of Civic Reform.—A Successful Young Business Man.

Nothing is dearer to William Henry Crossman than the fair fame and business standing of New York. He has labored earnestly for years to that end. At present he is a member of the Freight Rate Discrimination Committee of the New York Produce Exchange, and is fighting to overcome the differential freight rates against the port of New York which are now in favor of the other Atlantic coast cities.

He was born at No. 109 East Thirty-first street, October 9, 1864. His father was William H. Crossman, founder of the house of W. H. Crossman & Bro. Young Crossman took a preparatory course in a private school and afterward was graduated from the College of New York. He was greatly aided in his school work by his mother who was Charlotte Barclay Bache, a member of the famous Puritan family of that name, which is best known through the services rendered by Theoffilac Bache.

Mr. Crossman spent two years as a clerk for his father, two years with Siegmond Robnow & Sons, of Hamburg, and one year in the office of Merck & Co., bankers, at Lisbon, Portugal. That completed his foreign training, and ever since he has been identified with the firm of W. H. Crossman & Bro. He at once became one of the leaders in his line of business, and has the esteem and confidence of all his associates. He is untiring in his efforts, and the business world owes him a great debt for the reforms he has accomplished for New York.

He is an enthusiastic yachtsman and a member of the Larchmont Yacht Club. He married Miss Effie Underhill, of Bronxville, N. Y., March 27, 1895. Their children are William H. Jr., and Grace Thorne.

JACOB WENDELL, JR., ONE OF THE STERLING YOUNG BUSINESS MEN OF NEW YORK.—DESCENDED FROM FOREBEARS WHO WERE FAMOUS IN MANHATTAN'S HISTORY, HE HAS CARVED A NAME FOR HIMSELF.

Jacob Wendell, Jr., is a splendid example of a scion of one of New York's famous families who was not content to rest on the laurels of his ancestry. He has won a place for himself in the world. Born in New York, April 13, 1869, he is now one of the leading dealers in street and steam railroad supplies and is interested in developing street railway systems all over the country.

His ancestors were the sturdy Dutch who first settled Manhattan Island. The first of the name in America was Evert Jansen Wendell who came here in 1640. His father is Jacob Wendell, merchant, and his mother, Mary Bertodi Barrett.

He was educated in Berkely School and entered Harvard College, from which he was graduated in 1891. He traveled abroad for several months and then entered the employ of the New York Central Railroad where he remained a year.

Realizing the great opportunities offered in the sale of railway supplies, he formed a partnership with Rufus L. MacDuffie, and under the firm name of Wendell & MacDuffie they have continued in business ever since. Under their management the enterprise has grown rapidly. They are interested in selling supplies and merchandise and have established a large export trade. Also they are active factors in developing street railway properties in various sections of America.

He is a member of the University, Union League, Harvard, Players' New York Yacht, Transportation, Amateur Comedy, Seawanhaka Yacht, Corinthian Yacht and Tavern clubs, as well as of the Holland and New England societies.

Mr. Wendell married Marian Fendall in Washington, April 16, 1895. Their children are Reginald Lee and Anne Catherine Tredick Wendell.

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HARRY PELHAM ROBBINS HAS NOT ONLY SHOWN THAT HE POSSESSES ABILITY TO TAKE CARE OF IMPORTANT INTERESTS, BUT ALSO IS ATTENTIVE AND FAITHFUL IN THE PERFORMANCE OF HIS CIVIC DUTIES.

Henry A. Robbins is fortunate in having for an associate in charge of his important interests a bright and capable son like Harry Pelham Robbins. Born in New York City May 10, 1872, young Robbins has already proven himself a capable business man, while at the same time showing that he is devoted to the welfare of his native city, and anxious to do his full civic duty in promoting that welfare.

Harry Pelham Robbins is of Anglo-American ancestry, both on father's and mother's side. On the father's side he is descended from John Robbins, who settled in Connecticut in the seventeenth century, when the infant colony was yet engaged in a struggle for existence, in which John Robbins and his offspring took an honorable part. On the side of his mother, Lizzie Pelham (Bend) Robbins, he is descended from the Rev. Dr. Bend, who settled in Baltimore in the eighteenth century, and is remembered to this day as one of the eminent and learned pastors of that age in Maryland.

Young Robbins was educated in Cutler's School and in Columbia University. He was graduated from the School of Arts, Columbia, in 1894. After having been employed by George Vassar & Son, builders, for several months be became a partner in the firm, as George Vassar's Son & Co., and afterward retired from the firm to take charge of the interests of his father, Henry A. Robbins. Young Mr. Robbins is a director of the American Waltham Watch Company, and is a member of the Knickerbocker, University, Riding and Southampton clubs, and Lambda Chapter of Psi Upsilon. He is sincere and outspoken in his support of good government, and fairness requires that an example such as he gives should not pass unnoticed.

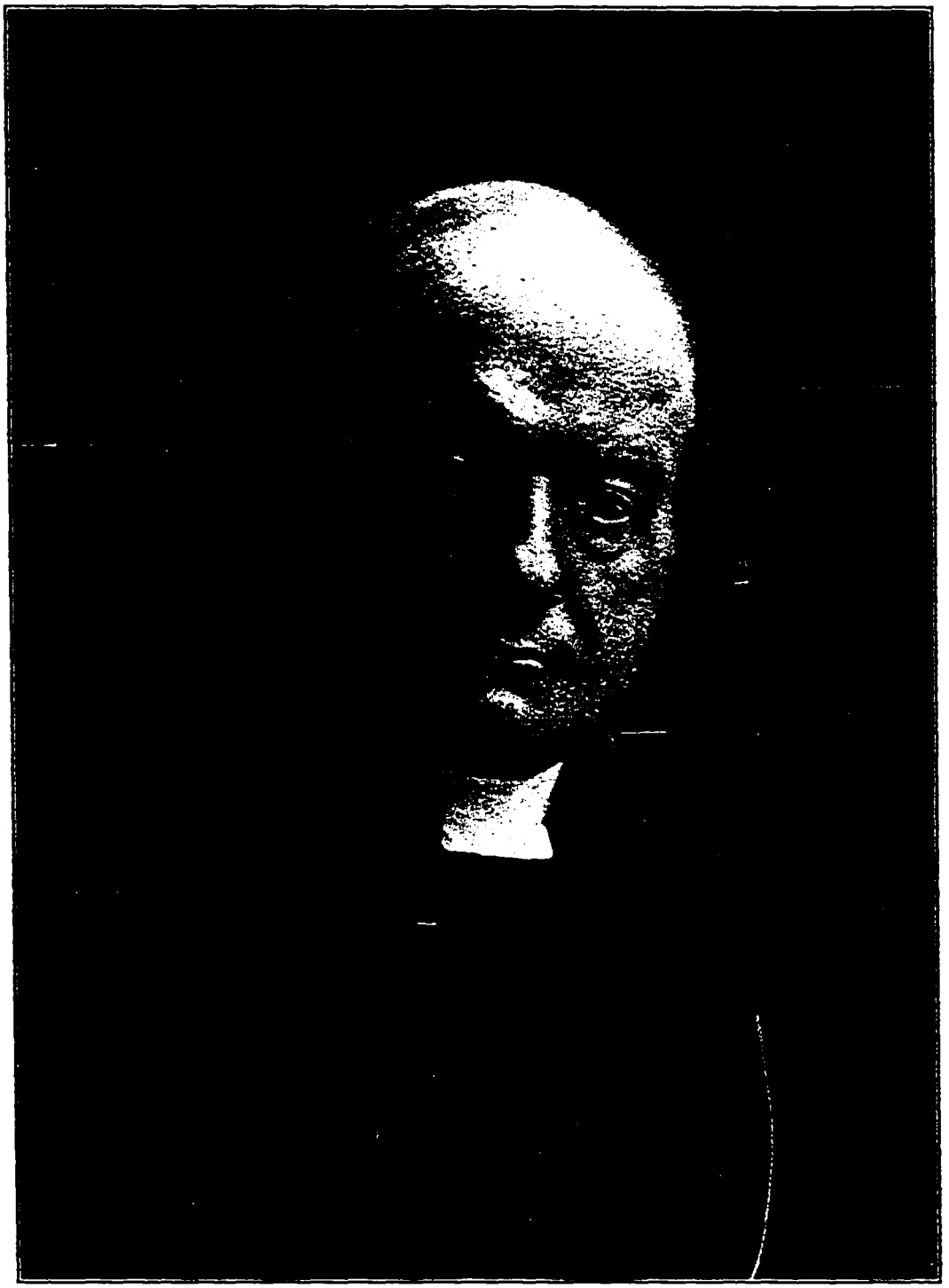
HENRY CODMAN POTTER, BISHOP OF NEW YORK, WHO LED THE MINISTRY IN THE FIGHT AGAINST TAMMANY CORRUPTION AND VICE.—HIS FAMOUS LETTER TO MAYOR VAN WYCK THE OPENING GUN IN THE GREAT BATTLE FOR REFORM.

From the beginning to the end of the battle for the redemption of New York, the ministers of the Gospel were ever in the van. Led by Bishop Potter they brought the matter of the regeneration of New York to issue. Not only from their pulpits did they aid in the work, but they went among the people as well and persuaded many to enlist in the cause of Civic Reform.

The ministers became actively interested after Captain Herlihy, of the Red Light District, grossly insulted the Rev. Dr. Paddock, Rector of the Pro-Cathedral in Stanton Street, when that Reverend gentleman went to him to complain of the infamous condition which surrounded his parishioners. The Diocesan Convention of the Protestant Episcopal Church of New York took up the matter and requested Bishop Potter to write a protest to Mayor Van Wyck. The Bishop's letter was a stinging indictment of Tammany Hall and was the beginning of the fight. It was written November 15, 1900, and was in part as follows:

"I affirm that this virtual safeguarding of vice in the city of New York is a burning shame to any decent and civilized community and an intolerable outrage upon those whom it especially and pre-eminently concerns. I am not, I beg to say, unmindful of the fact that the existence of vice in a great city is, practically, an inevitable condition of the life of such a community. I am not demanding that vice be 'stamped out' by the police or any other civil authority. That is a task which would demand for its achievement a race of angels and not of men.

"But I approach you, sir, to protest with all my power against a condition of things in which vice is not only tolerated, but shielded and encouraged by those whose sworn duty it is to repress and discourage it, and, in the name of unsullied youth and innocence of young girls and their mothers, who, though living under conditions often of privation and the hard struggle for a livelihood, have in them every instinct of virtue and purity that are the ornaments of any so-called gentlewoman in the land.



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RT. REV. HENRY C. POTTER.

"I protest against the habitual insult, the persistent menace, the unutterably defiling contact to which, day by day, because of the base complicity of the police of New York with the lowest forms of vice and crime, they are subjected.

"And in the name of these little ones, these weak and defenseless ones, Christian and Hebrew alike, of many races and tongues, but of homes in which God is feared and His law revered, and virtue and decency honored and exemplified, I call upon you, sir, to save these people who are in a very real way committed to your charge from a living hell, defiling, deadly, damning, to which the criminal supineness of the constituted authorities, set for the defense of decency and good order, threatens to doom them.

"'Vice not only flaunts in the most open and ribald forms, but hardworking fathers and mothers find it harder than ever to-day to defend their households from a rapacious licentiousness which stops at no outrage and spares no tenderest victim. Such a state of things cries to God for vengeance and calls no less loudly to you and me for redress."

This splendid appeal was unheeded by Mayor Van Wyck, but it aroused every God-fearing man in the city to a sense of his duty. From that time every minister took up the fight. They touched elbows on the firing line until the power of their labors and their progress was recorded in the ballot boxes last November.

This is not the only good work which Bishop Potter has brought to a successful conclusion. He is as much the friend of the laboring man as the millionaire. In appreciation of his national reputation for fairness he has repeatedly been chosen as an arbiter in labor disputes, nor have his findings ever been questioned.

Coming of ancestry that has been American for generations, he typifies all ideals of an American gentleman combined with the wonderful force and powers which have made him world-famous as the Bishop of America's Imperial City.

Actively engaged with Bishop Potter in the work of redeeming the city were pastors of every creed. Included in the honor roll of that righteous cause are the following, whose names and faces are already well-known to the people of New York:

THE REV. DR. W. S. RAINSFORD, A NEW FORCE IN THE CHURCH WORLD.—REMARKABLE ACHIEVEMENTS OF THE MAN WHO IS MAYOR LOW'S PASTOR.—INNOVATIONS HE HAS MADE IN ST. GEORGE'S PARISH.

The Rev. Dr. W. S. Rainsford is an Irishman born. He is rector of St. George's, where Mayor Low for years taught a Bible class. Dr. Rainsford has become one of the greatest ministers of the age, because he knew how to apply Christianity to every-day life.

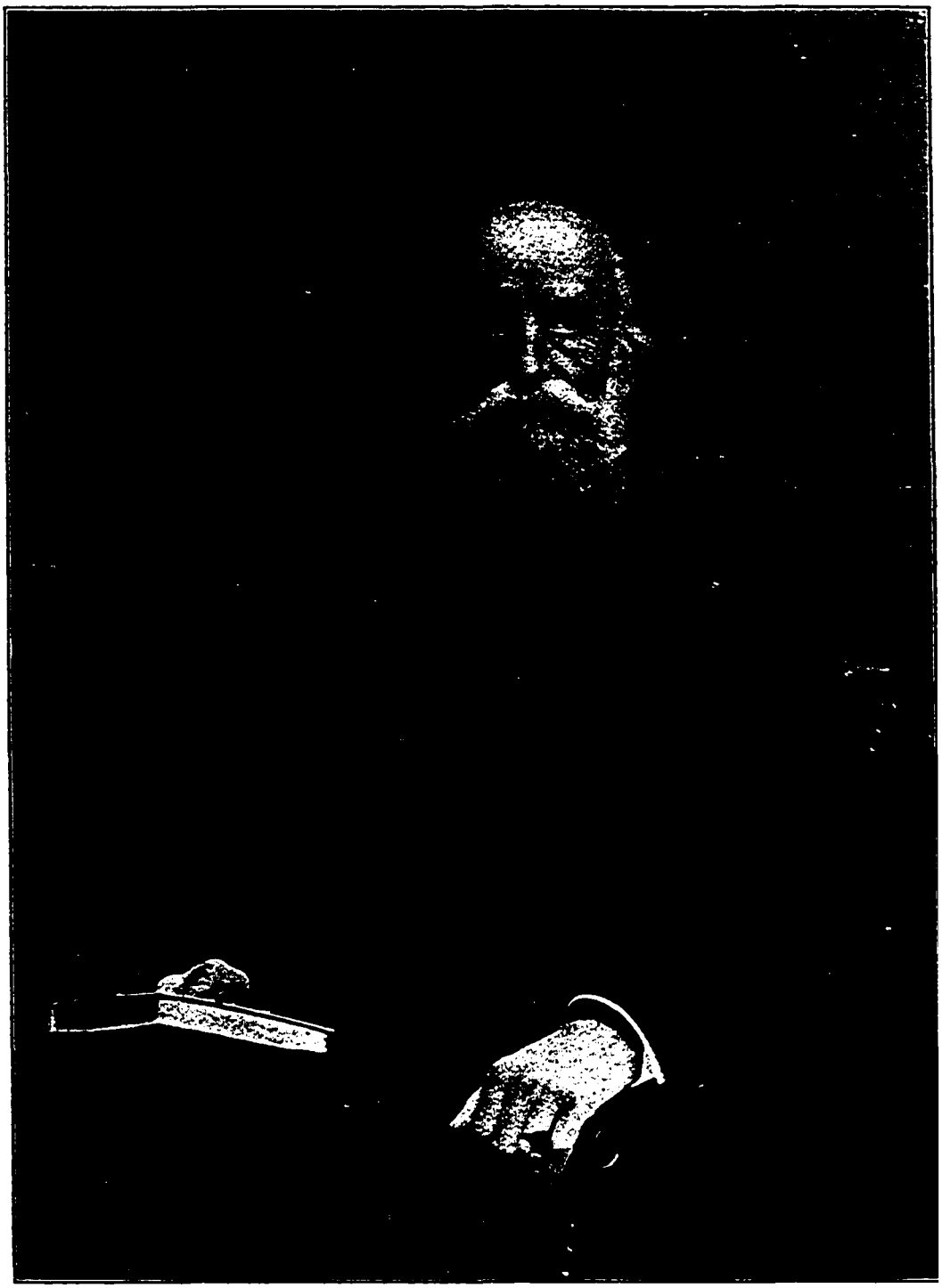
He emigrated to Canada when a very young man. One of his first achievements was, as a hunter, to ride horseback across the United States from St. Paul to the coast. On several occasions he had narrow escapes from Indians.

The next time he came into prominence was twenty years ago. St. George's Church was in debt and almost deserted. He was then preaching in Toronto. A brilliant offer was made to him but he refused to accept unless the church would give him $10,000 a year for three years to spend as he pleased in the parish. His conditions were met. There were seven families on the church roster then. There are close to 2,000 now.

The people of the parish are one family. The church itself is practically a big club, including a gymnasium, mechanical training school, rifle gallery, dancing classes and cooking schools. Members of the church hold three championships in wrestling, and from the shooting gallery fifty odd young men were sent out to fight for their country against Spain. Every member of the church was a worker for the fusion movement.

Dr. Rainsford is himself an athlete, and the work he has founded is one of the milestones in the march of human progress.

REV. W. S. RAINSFORD, D. D.



REV. LYMAN ABBOTT, D. D.

The Rev. Dr. Lyman Abbott, Famous as a Pulpit Orator and Literateur.—Succeeded Henry Ward Beecher as Pastor of Plymouth Church.—Now Editor of The Outlook.

One of the grand old men in the ministry of the Gospel is the Rev. Dr. Lyman Abbott, editor of The Outlook, whose life work in the field of civic advancement has left a lasting impress upon the people of New York. He inherited his inclination for teaching, the ministry and literature from his father, the Rev. Jacob Abbott, who was well known in all those lines of effort. He was born at Roxbury, Mass., December 18, 1835. His mother was Harriet Vaughan. Dr. Abbott's ancestors came of Puritan stock, many of them having been clergymen and teachers.

Dr. Abbott was educated in the New York University, and then studied law. He practised his profession in partnership with his brothers, Benjamin V. and Austin Abbott, but his natural inclination toward the ministry led him to study theology under his uncle, the Rev. John S. C. Abbott.

He was ordained a minister in 1860, and accepted a call to the Congregational Church of Terre Haute, Indiana. He continued there until 1865 when he was called to New York to become Secretary of the American Union Commission. Also he was pastor of the New England Church of New York.

With Henry Ward Beecher he became associate editor of the Christian Union and later its editor-in-chief, which position he now holds, the name of the publication having been changed to The Outlook. He succeeded Mr. Beecher as pastor of Plymouth Church, and had charge of that great congregation for ten years.

He is a member of the Aldine Association, National Arts and Union League clubs. He married Abbey Frances Hamlin. Their children are Lawrence Fraser, Herbert Vaughan, Ernest Hamlin, Theordore Jacob, Mrs. Francis Jordan and Beatrice Vail.

THE REV. EDWARD WALPOLE WARREN, D.D., A DESCENDANT OF A NORMAN CONQUEROR, WHO ENGAGED IN THE BATTLE OF HONESTY AGAINST DISHONESTY.—RECTOR OF ST. JAMES AND RHINELANDER MEMORIAL CHURCHES.

The Rev. Edward Walpole Warren, D.D., Rector of St. James Protestant Episcopal Church, has for years been prominent in the work of municipal reform and improving the condition of the poor. He was born in London, November 28, 1839, a lineal descendant of the Earl de Varenne, who came to England with William the Conqueror.

His father, Samuel Warren, K.C., D.C.L., F.R.S., was a member of Parliament for Midhurst. He was Master in Lunacy, and author of "A Diary of a Late Physician," "Ten Thousand a Year," and other novels as well as many legal works including Blackstone's Commentaries and Parliamentary Law. His grandfather was an Admiral in the British Navy, who afterward settled in America. Samuel Warren also was a Methodist minister in early life, but left that denomination and became a rector in the Chester Diocese.

Dr. Warren was educated in Kings College School, Magdalene College and Cambridge. He held the Curacy of Claudown, was in charge of the parishes of East and West Cranmore, and later Rector of Compton Martin, Somerset, of which parish he still holds the advowson. The church dates back to the Norman Conquest and the chancel is practically as it was then.

He became Vicar of Holy Trinity, Lambeth, in 1883, and was called to the Church of the Holy Trinity in this city in 1885, originating a cause celebre, as an attempt was made to stop him from landing on the ground that he came as a contract laborer. He became Rector of St. James when his church consolidated with that one. Also he is a Rector of the management of the East Side Church (Rhinelander Memorial) Holy Trinity in connection with St. James.

He is a member of the Century, Players, St. George's and British Schools and Universities clubs. He is President of the Peabody Home, and is connected with many other societies.

He has been married twice. His first marriage was to Miss

REV. EDWARD WALPOLE WARREN, D. D.

Agnes Sarah Kennedy in 1864. She was a daughter of John Kennedy, Administrator General of British Guiana. Their children are Agnes Emily, Aldred Kennedy and Katie Louise. His second wife was Mrs. Lilla Warner Browning, daughter of H. R. Kunhart of this city. They have one child, Edward Kunhardt.

The Rev. Morgan Dix, D.D., for Forty Years Rector of Grand Old Trinity.—His Stinging Denunciation of Vice Made Votes for Reform.—Record of His Long and Well-spent Life.

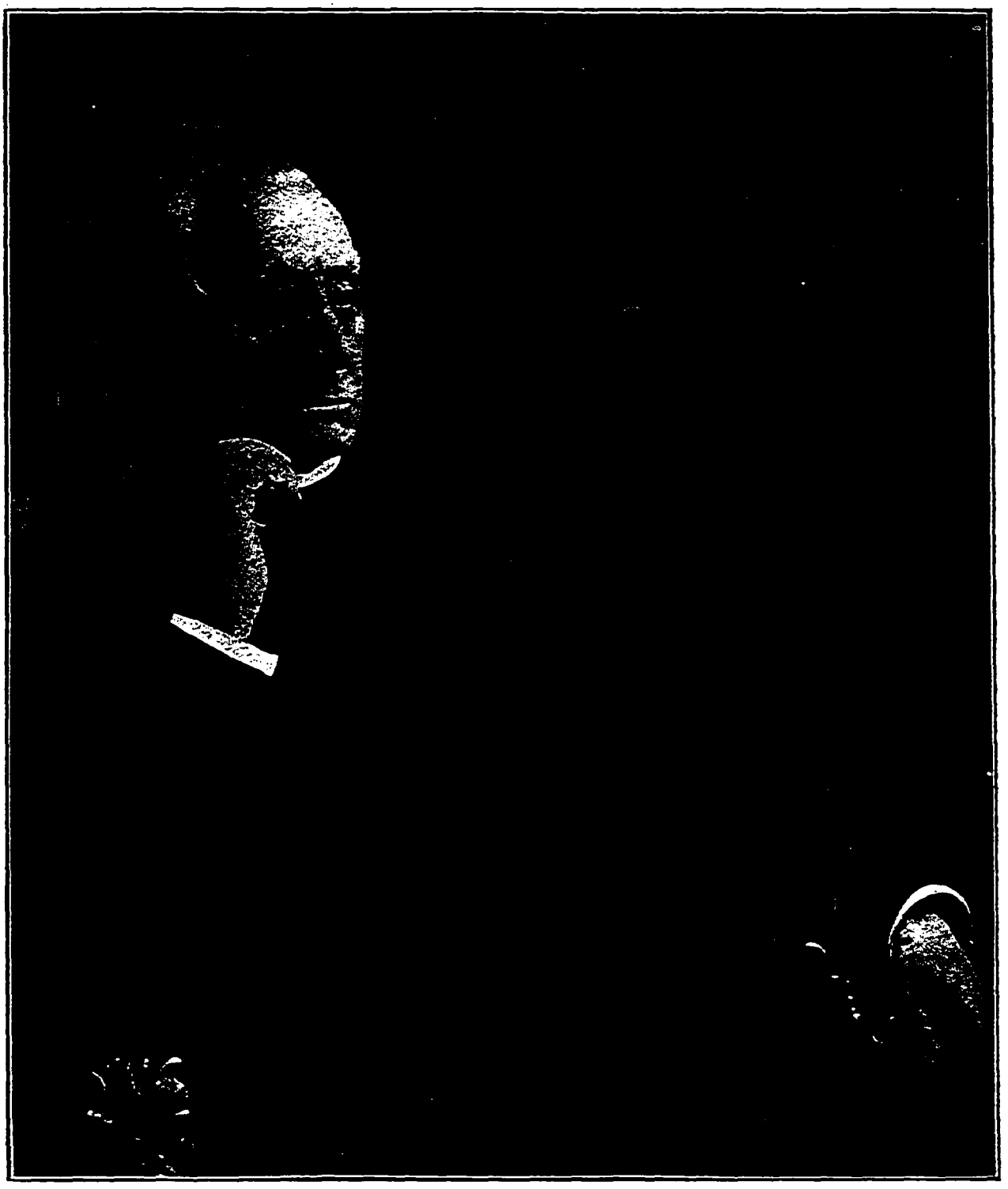
There is not in the world a more truly beautiful sight than the old age of a well-spent life. The beauty of youth is seen and appeals to the senses; the beauty of age is felt, and appeals to the soul. This influence is a distinctive attribute in the Rev. Dr. Morgan Dix, the widely known and honored rector of Trinity Church, New York. Although Dr. Morgan Dix has passed his seventy-fourth birthday, he is still more erect and active than many men twenty years younger.

Dr. Dix has been associated with Trinity Church since 1855. He became rector in 1862. During the Lenten season of 1888, he attracted much attention, and caused a great deal of comment, by preaching a remarkable sermon on "Lust." He did not fear to clothe his sentiments and opinions in forcible Anglo-Saxon, and denounced, with fire and spirit, the vices of New York and other cities.

Dr. Dix is the son of Major-General John A. and Catharine M. Dix, and was born in New York, November 1, 1827. His father was at one time Governor of the State of New York, and his mother was the niece and adopted daughter of John Jordan Morgan, a wealthy and honored resident of New York, during the early part of the last century. On the paternal side, Dr. Dix's family is English, on the maternal side it is of Welsh extraction.

Young Morgan Dix entered Columbia College, and was graduated in 1848. He commenced to study law, but soon realized that he had a call to the ministry, and entered the General Theological Seminary. He was ordained deacon in 1852.

Dr. Dix was admitted to the priesthood by Bishop Alonzo Potter, of Pennsylvania, in 1855. He first officiated as assistant rector to the Rev. Dr. Wilmer, at St. Mark's Church, Philadelphia. After that he went to Europe, making a tour of most of the European countries. In 1855 he became one of the assistant ministers of Trinity Church, and assistant rector in 1858. In 1862 he became rector, succeeding the Rev. William Berian, deceased; and he has held that high office ever since. He has ever been an earnest worker for reform.



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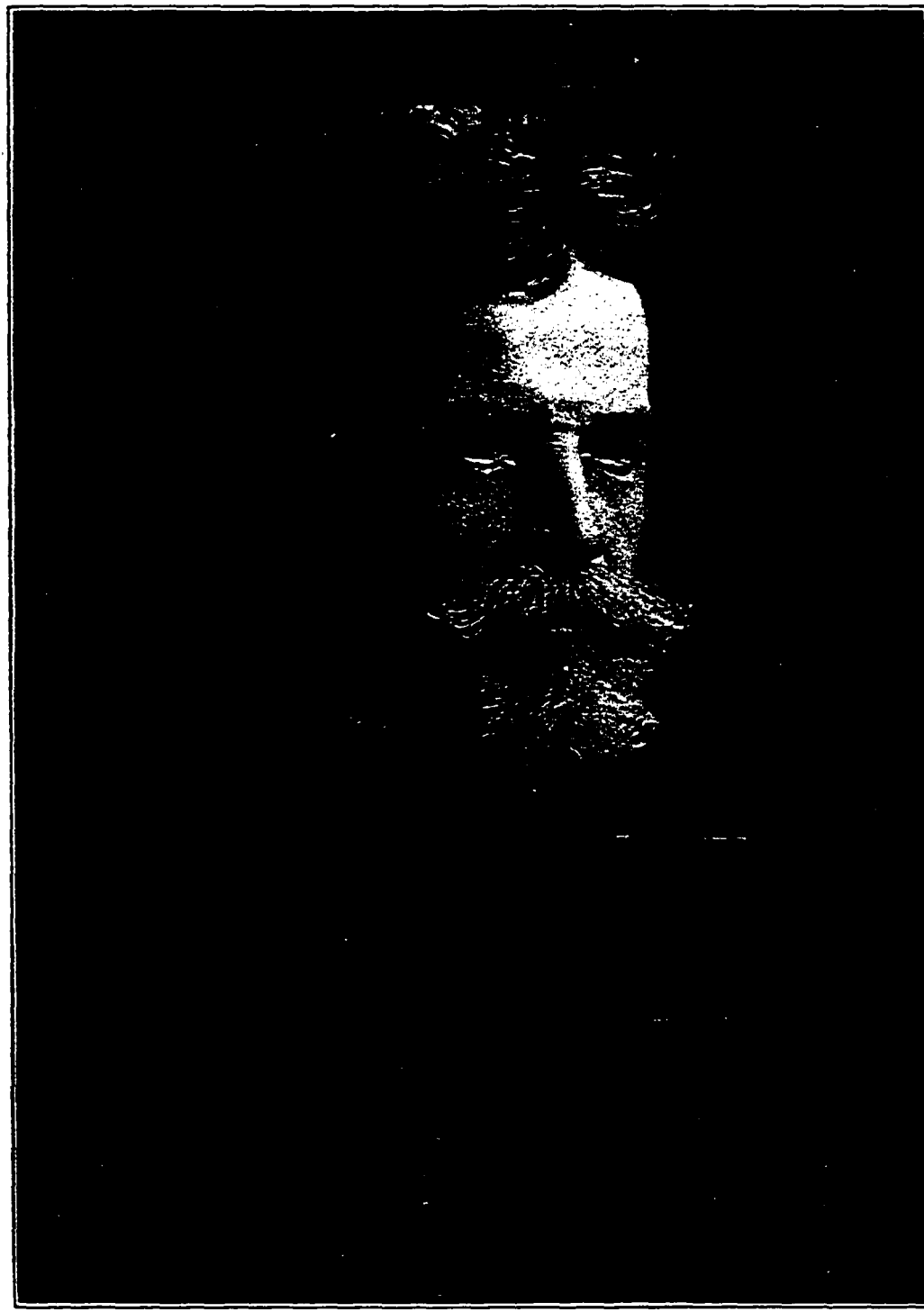
REV. MORGAN DIX, D. D.



REV. W. MONTAGUE GEER, D. D.

CAMPAIGN FOR NEW YORK'S REDEMPTION OPENED IN OLD ST. PAUL'S CHAPEL, OF WHICH THE REV. MONTAGUE GEER IS VICAR.—LIFE HISTORY OF THE FOUNDER OF NOON-DAY SERVICES IN THE CHURCHES.

The Rev. Dr. Montague Geer, as Vicar of Old St. Paul's P. E. Chapel, Broadway and Vesey Streets, organized noon-day services for business men, which have been popular ever since. Brief addresses, now so common at week-day worship in a number of the larger American cities, were, it is believed, first introduced in connection with the noon half-hour Litany services in St. Paul's Chapel.

A service of remarkable interest and importance was held under the auspices of the Guild on November 23, 1900, almost a year before the people's vote dethroned Tammany Hall. The address was delivered by Bishop Potter, his subject being "God and the City." This service, therefore, was practically the opening of the great moral campaign for the redemption of the city.

On the day of the burial of President McKinley in Canton, Ohio, two special services were held in St. Paul's, one at noon and the other at three o'clock, under the auspices of the Sons of the Revolution. At the latter service Dr. Geer delivered an address which has been quoted all over the country.

W. Montague Geer, M.A., Vicar of St. Paul's, which was erected in 1706, was born in Ballston Spa, N. Y., and was graduated from Columbia College in 1869. He was admitted to the bar in 1872, but determined to follow an ecclesiastical career, and was graduated from the General Theological Seminary in 1878. He was assistant to the Rector, Rev. Henry Y. Satterlee, in New Hamburg, N. Y., in 1878 and 1879; rector of St. John's Church, North Adams, Mass.; rector of Christ's Church, Oyster Bay, L. I., President Roosevelt's home; Assistant Minister Trinity Church (St. Paul's Chapel), 1888-1894, and has been Vicar of St. Paul's since 1894.

Dr. Geer is a trustee of the General Theological Seminary, the Society for the Promotion of Religion and Learning, and the New York Protestant Episcopal Public School (Trinity and St. Agatha). He was President of the New York Churchmen's Association in 1899, is a member of the Century Association, and was Chaplain of the Seawanhaka-Corinthian Yacht Club during 1900 and 1901.

The Rev. Dr. David H. Greer, Rector of St. Bartholomew's, Has Taken an Earnest Interest in Promoting Decent Government, and Also in Assisting the Deserving Poor to Overcome Misfortune.

By Edward C. Southard.

The Rev. Dr. David H. Greer has long held place among the foremost divines of the Episcopal Church. His services at Grace Church, Providence, Rhode Island, are a cherished memory in that city. In that important field, with a cultured and highly intelligent flock, Dr. Greer established his worth both as a preacher and pastoral worker, and it is not surprising that New York, which reaches out in all directions for the best in the pulpit as in every other vocation of life, sent a call to Dr. Greer. His position in this city was soon recognized, and he has grown more and more, with progressing years, in the esteem of the church, and of good citizens generally outside the church. Bishoprics have more than once been offered to Dr. Greer and declined, the reverend doctor preferring to remain at his post in New York.

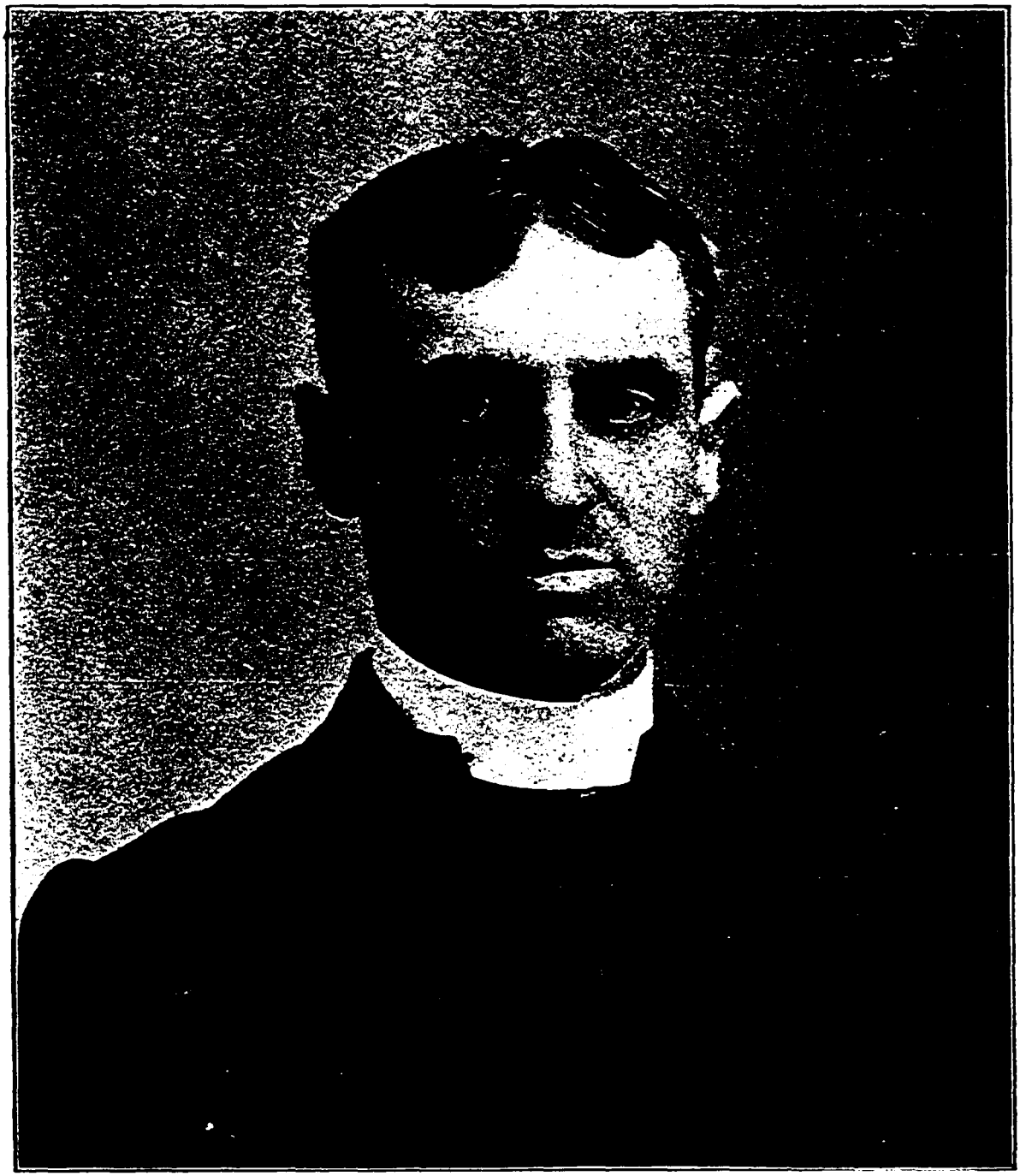
Dr. Greer always has taken an earnest interest in the cause of good government. In the campaign of 1894, which witnessed for the first time in many years a grand revolt of good citizenship against Tammany's reign of crime, Dr. Greer was a potent factor in the cause of reform. Also he exerted a most beneficent influence in the late campaign. His church has taken the lead in this city in the work of providing relief for the unfortunate, and especially for those who are in trouble, and still keeping their heads above water.

He was born in Wheeling, W. Va., March 20, 1844, and was graduated from Washington College, Washington, Pa., in 1862.

He became Rector of Christ Church, Clarksburg, W. Va., in 1866, and two years after went to Trinity Church, Covington, Ky., where he continued until 1871. In that year he was called to Grace Church, Providence, R. I., remaining there until he became Rector of St. Bartholomew's in 1888.

His writings on religious matters are standard works and include the following: "The Historic Christ," "From Things to God," "The Preacher and His Place," and "Visions."

REV. DAVID H. GREER, D. D.



REV. WM. M. GROSVENOR, D. D.

The Rev. William Mercer Grosvenor, D. D., a Champion of Purity in Civic Government.—An American Whose Ancestors Also Have Been Famous in American History for Over Two Hundred Years.

The Rev. William Mercer Grosvenor, D. D., Rector of the Church of the Incarnation of New York, was born at New London, Conn., June 22, 1863. His father was the late Samuel Howe Grosvenor, and his mother is Maria Mercer Grosvenor. His ancestors came from Chester, England, and founded Pomfret, Conn., in 1686. His mother belongs to the Mercers of New Jersey.

He was graduated from Williams College in 1885 and from Berkeley Divinity School at Middletown, Conn., in 1888. The degree of Doctor of Divinity was conferred upon him by the University of New York.

He became Assistant Minister of Grace Church, Brooklyn Heights, in 1888, and was ordained a deacon that year. The following year he was ordained a priest. Dr. Grosvenor became Rector of Trinity Church at Lenox, Mass., in 1890, and remained there until called to the Church of the Incarnation in 1895.

Dr. Grosvenor is the author of a number of published sermons and adresses. He is a member of the Williams College Alumni and of the Century and University Clubs. He is a leader in educational affairs, being a trustee of Barnard College, the General Theological Seminary and several other institutions.

He is a member of the standing Committee of the Diocese of New York, a trustee of the Cathedral of St. John the Divine, and was a deputy to the General Convention of 1901.

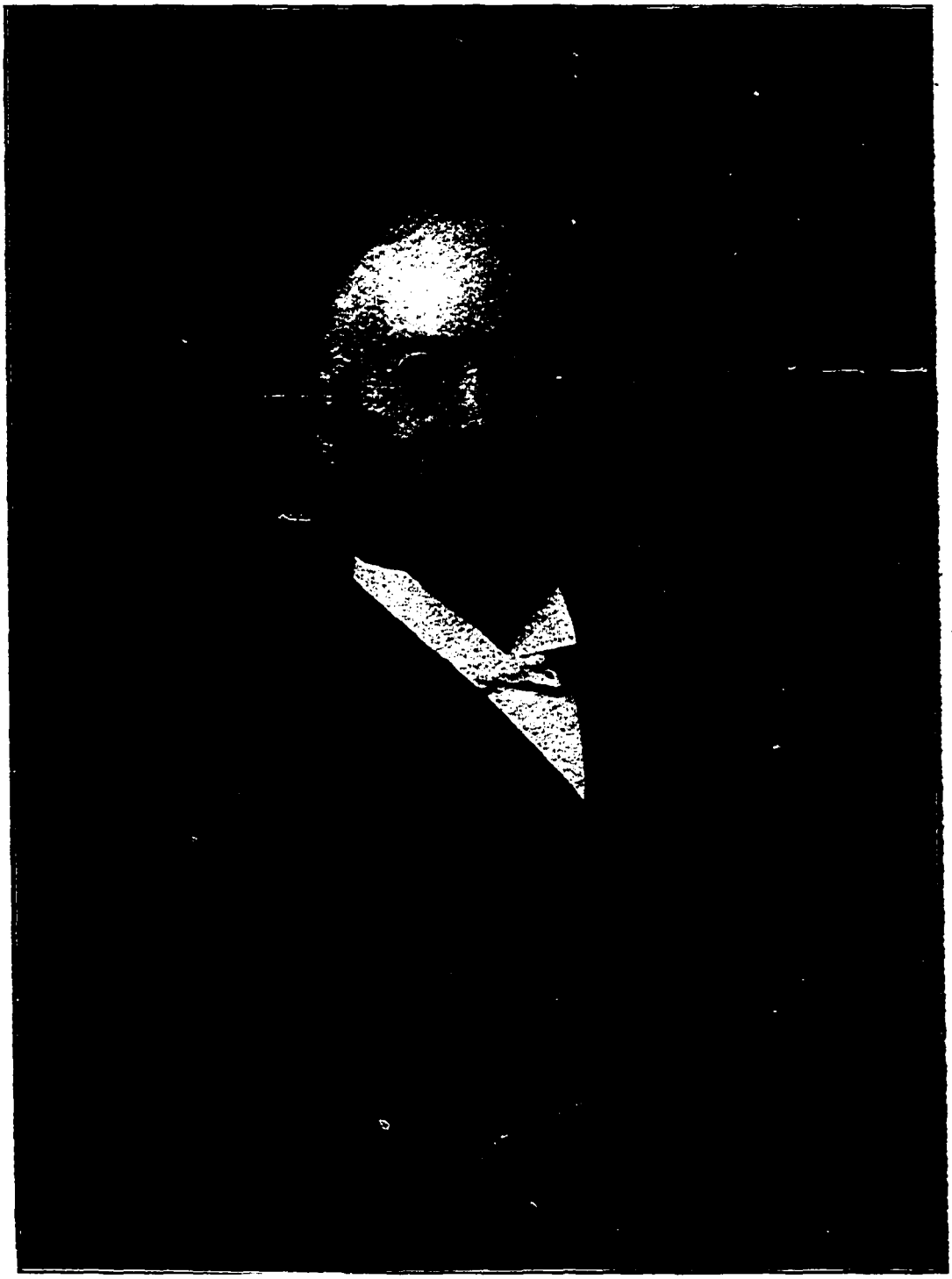
The Rev. Joseph R. Duryee, Founder of One of New York's Greatest Churches and an Advocate of Civic Reform. Born to Wealth, He Chose the Ministry as the Field for His Labors.

The Rev. Joseph R. Duryee, founder and pastor of the Grace Reformed Church of New York, is one of the men who wield a great influence in the cause of good government. He was born in Newark, N. J., November 22, 1853. Peter S. Duryee, his father, was the largest hat manufacturer in the country before the Civil War. The firm name was Rankin, Duryee & Co. It was founded at the beginning of the nineteenth century. He was an officer and director in many banks and corporations. At the time of his death in 1877 it was said of him that he had done more to advance the moral and material interests of Newark than any man in his generation. William Rankin, his mother's father, was born in Albany in 1785. His wife was a member of the Odell family of New Jersey. His first ancestor in America was a Huguenot who settled on a farm at Bushwick, L. I., in 1658.

Dr. Duryee was graduated from Rutgers College in 1874, read law with Charles E. Green, of Trenton, but entered the Theological Seminary at New Brunswick, N. J., from which he was graduated in 1879. After spending one year in European travel he returned to New York and organized the Grace Reformed Church at Seventh Avenue and Fifty-fourth Street. He became pastor of the congregation and has remained in that capacity ever since.

The Rev. Mr. Duryee is a member of the Century Association, the Holland Society, Huguenot Society and New York Historical Society.

He married Miss Margaret Sloan, daughter of Samuel Sloan, in 1882. Their children are Margaret E., Maria K., Elizabeth S., Samuel and Edward H.



REV. DAVID JAMES BURRELL, D. D.

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THE REV. DAVID JAMES BURRELL, D.D., WHO IS A POWER FOR GOOD WITH THE YOUNG MEN OF NEW YORK.—FAMOUS AS A PULPIT ORATOR AND ADVOCATE OF PURITY IN GOVERNMENT.

Few pulpit orators in the metropolis did so much for the redemption of the city as the Rev. Dr. David James Burrell, pastor of the Marble Collegiate Church, Fifth Avenue and Twenty-ninth Street. His church, standing as it does about on the dividing line between the up-town and down-town sections, his congregation is made up largely of young men who have been coming into membership in his church at the rate of about 100 a year.

Dr. Burrell was born in Mt. Pleasant, Pa., August 1, 1844. After preparing for college at Phillips Academy, Andover, he entered Yale and was graduated from there in 1867 with the highest honors, taking the DeForest gold medal for oratory. At the request of his mother he entered the ministry, receiving his theological training at the Union Theological Seminary.

He did mission work in Chicago for four years, and for the eleven years following was pastor of the Second Presbyterian Church of Dubuque, Ia. He made that church the leading one in the Northwest, and was called to the Westminster Presbyterian Church of Minneapolis, where he built up a congregation of 1,500 souls. He was called to his present charge in 1891.

Dr. Burrell is a man of great personal magnetism. He does not preach from notes. His sermons are heart-to-heart talks with his fellow-man. He is progressive as to methods, but on questions of doctrines he is conservative.

The Rev. Howard Duffield, D.D., Pastor of the Old First Presbyterian Church, Famous in the History of the Nation and of New York.—A Minister who is a Worthy Successor to His Noted Predecessors.

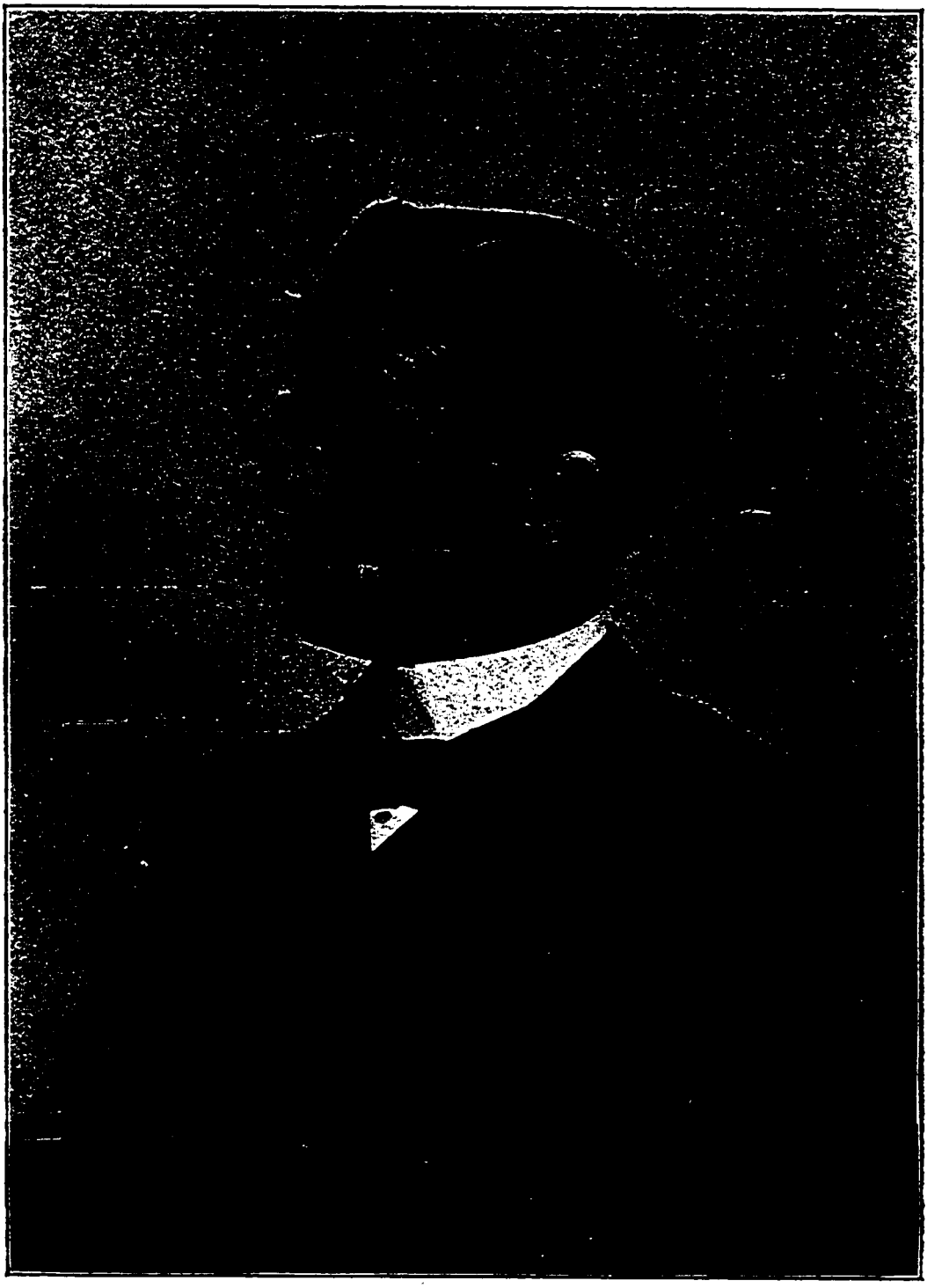
Closely identified with the struggles for American Independence is the old First Presbyterian Church, which was organized in 1717. Its meeting house was a rallying point for patriots. Members of its congregation originated the call for the Continental Congress. The church now stands at Fifth Avenue and Twelfth Street. All its pastors have been famous men, and the present one, Rev. Dr. Howard Duffield, is noted as an orator and organizer.

Dr. Duffield was graduated from Princeton University in 1873, and from Princeton Theological Seminary in 1877. The Westminster Presbytery ordained him and he was called to the Old Leacock Church at Leacock, Pa., June 26, 1877. Three years later he accepted a call to the Presbyterian Church of Beverly, N. J. His next charge was the Westminster Presbyterian Church of Detroit in 1884. He continued as pastor there until 1891 when he accepted the pastorate of the First Presbyterian Church in New York. Since then the membership has increased from 200 to 600.

Likewise Dr. Duffield has been prominent in the legislative bodies of the church, as Moderator of the Presbytery of Monmouth, Moderator of the Synod of New York, and four times Moderator of the New York Presbytery. He is a director of the Princeton Theological Seminary, trustee of the Presbyterian Hospital, Sailors' Snug Harbor and the Leake and Watts Orphan House, and a manager of the City Mission Tract Society.

The First Church is noted for its annexes, the most important of which are the Presbyterian Hospital and the Lenox Library The latter has been taken into the city's public library system.

REV. HOWARD DUFFIELD, D. D.



REV. CHAS. E. JEFFERSON, D. D.

The Rev. Charles E. Jefferson, of the Broadway Tabernacle, Who Led the Fight Against Immorality in Chelsea, Mass., Exerted Himself Effectively in the Cause of Decent Government for New York.

No minister of religion took a deeper interest in the late struggle for decent conditions in New York than the Rev. Charles Edward Jefferson, of the Broadway Tabernacle Church. The Rev. Dr. Jefferson is about forty years of age, and a native of Cambridge, Mass., but on his father's side of Virginia ancestry. For about ten years he was pastor of the Central Congregational Church, Chelsea, Mass., and while there distinguished himself by his eloquence, his devotion to church work, and his unflinching, resolute opposition to the saloon evil. His abilities as a pastor attracted wide attention, and many calls came to him from different churches, one as far away as Oakland, California. The Rev. Mr. Jefferson, however, continued in his field of labor at Chelsea, where he was more and more endeared to the people of the Central Church by his faithful and successful efforts in their behalf. When the call from the Broadway Tabernacle was received, he hesitated for some time to accept it, but at length decided that it was God's will that he should come, and that with His promised grace and benediction the work would not be in vain. Over twelve hundred people, including the Mayor and Board of Aldermen of Chelsea, attended the parting reception to the pastor.

As pastor of the Broadway Tabernacle the Rev. Charles E. Jefferson has maintained in a broader field the reputation which he acquired in Chelsea. He has put fresh life and energy into the work, and has had the cordial co-operation of the members of the church, which is one of the cornerstones of Congregationalism in the United States—and his pastoral influence for good was a potent factor in the recent struggle against evil in this metropolis.

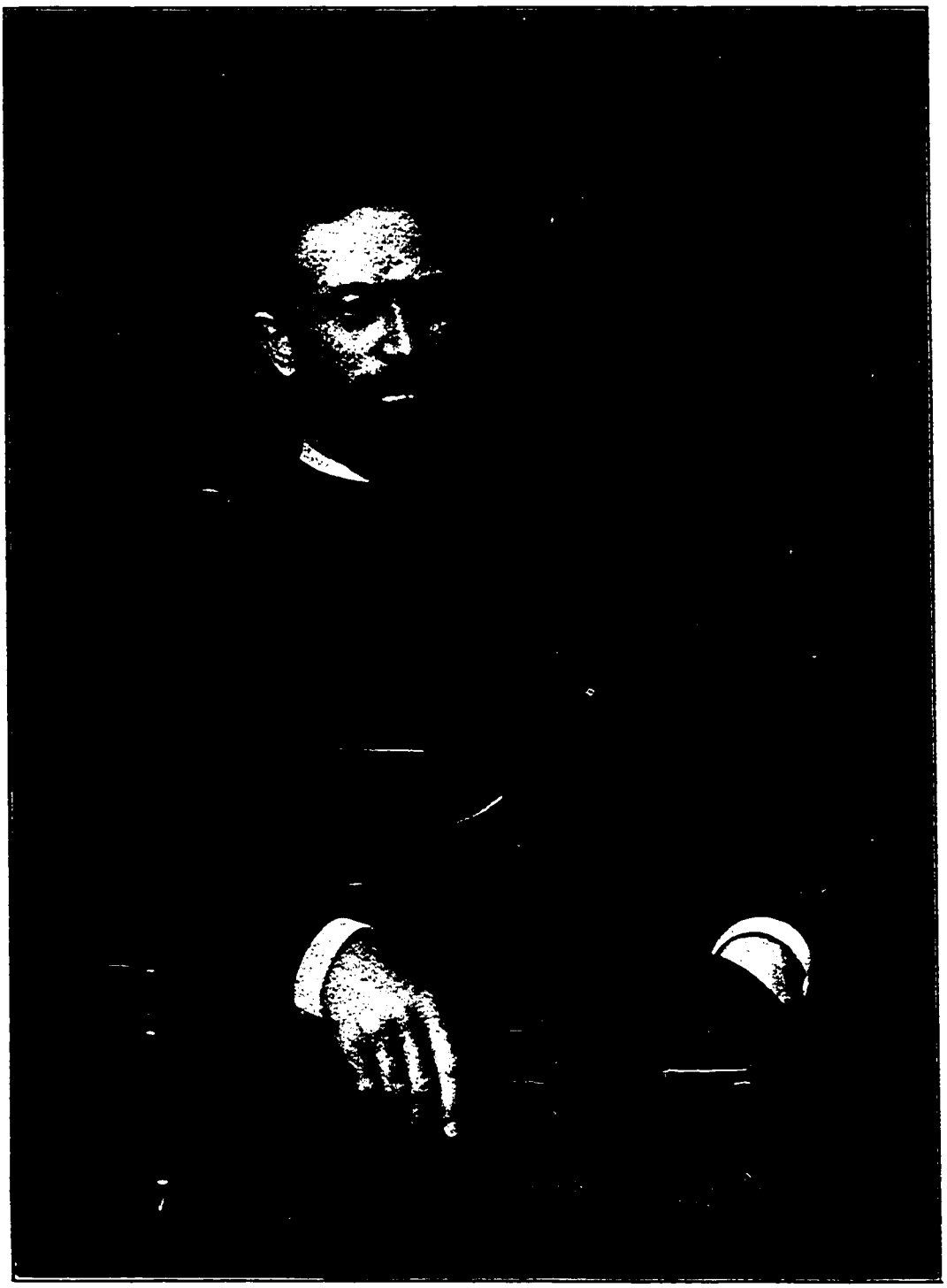
The Rev. Charles Tyler Olmstead, D.D., Rector of St. Agnes Chapel of Trinity Church.—Prominent as a Theologian and an Instructor.—Devoted to the Cause of Improving Conditions in New York.

At the head of one of the great enterprises of Trinity Church for improving the conditions of the people is the Rev. Dr. Charles Tyler Olmsted, Rector of St. Agnes Chapel. Although a branch of Trinity, St. Agnes exceeds in scope many of the independent churches of the city. Its splendid buildings occupy most of the block on the north side of Ninety-first Street between Columbus and Amsterdam Avenues. These include the famous Trinity School.

Dr. Olmstead is particularly fitted to have charge of this educational institution. He was a prominent educator before he came there, having occupied the chair of mathematics at St. Stephens' College, Annandale, N. Y.

He was born at Cohoes, N. Y., and received his education at Trinity College in Hartford, Conn. After having been ordained a priest he became an assistant minister in Trinity Parish under the Rev. Dr. C. E. Swope. A call was extended to him from Utica, N. Y., and he became Rector of a Protestant Episcopal Church in that city. When an able man was needed in 1899 to take charge of St. Agnes Chapel and Trinity School, Dr. Olmstead was chosen. He has been there ever since, and during that time his church and school have grown rapidly.

He believes that all his time belongs to the school and his parishioners. For that reason he is not a member of any clubs. Mrs. Olmstead was Miss Catherine Lawrence, daughter of the late James Lawrence, who was first president of the United States Trust Company.



REV. CHARLES T. OLMSTED, D. D.

REV. HOWARD AGNEW JOHNSTON, D. D.

REV. HOWARD AGNEW JOHNSTON, D. D., PASTOR OF THE MADISON AVENUE PRESBYTERIAN CHURCH, WHICH HAS LABORED NOBLY IN REDEEMING THE EAST SIDE.—HE BOLDLY DECLARED FROM HIS PULPIT FOR THE FUSION MOVEMENT.

Like some other distinguished New York clergymen, the Rev. Howard Agnew Johnston, D. D., pastor of the Madison Avenue Presbyterian Church, came to this city from the West. Dr. Johnston is a native of Ohio. He has had pastorates in Cincinnati, Des Moines and Chicago, and was already favorably known as a pulpit orator and an earnest, hardworking and successful pastor when he was called to the broader field of the metropolis in 1899.

Under the leadership of the Rev. Dr. Johnston the Madison Avenue and Phillips Churches were united, and the new and handsome church building was erected at Madison Avenue and Seventy-third Street.

Dr. Johnston and his congregation believe in practising as well as professing Christianity, and the church gives freely of its means and its efforts to mission work on the East Side, and supports eight missionaries in this and foreign countries.

A special and unique feature of this work is a service for the deaf which is conducted by the pastor, who is proficient in the sign language. This branch of religious effort involves many related movements in the interest of this largely forgotten element of our population.

It was mutual that, in view of the earnest interest shown by the church in the improvement of East Side conditions, Dr. Johnston and his congregation should have done cordial and effective work for the overthrow of the infamous system of misgovernment which had done so much to debase the East Side. Dr. Johnston preached in behalf of the movement to drive Tammany out of power, and recently urged, in reply to criticisms on the new administration, that it is too early to pass final judgment upon its efforts, and that its members should have a reasonable time in which to establish their policy.

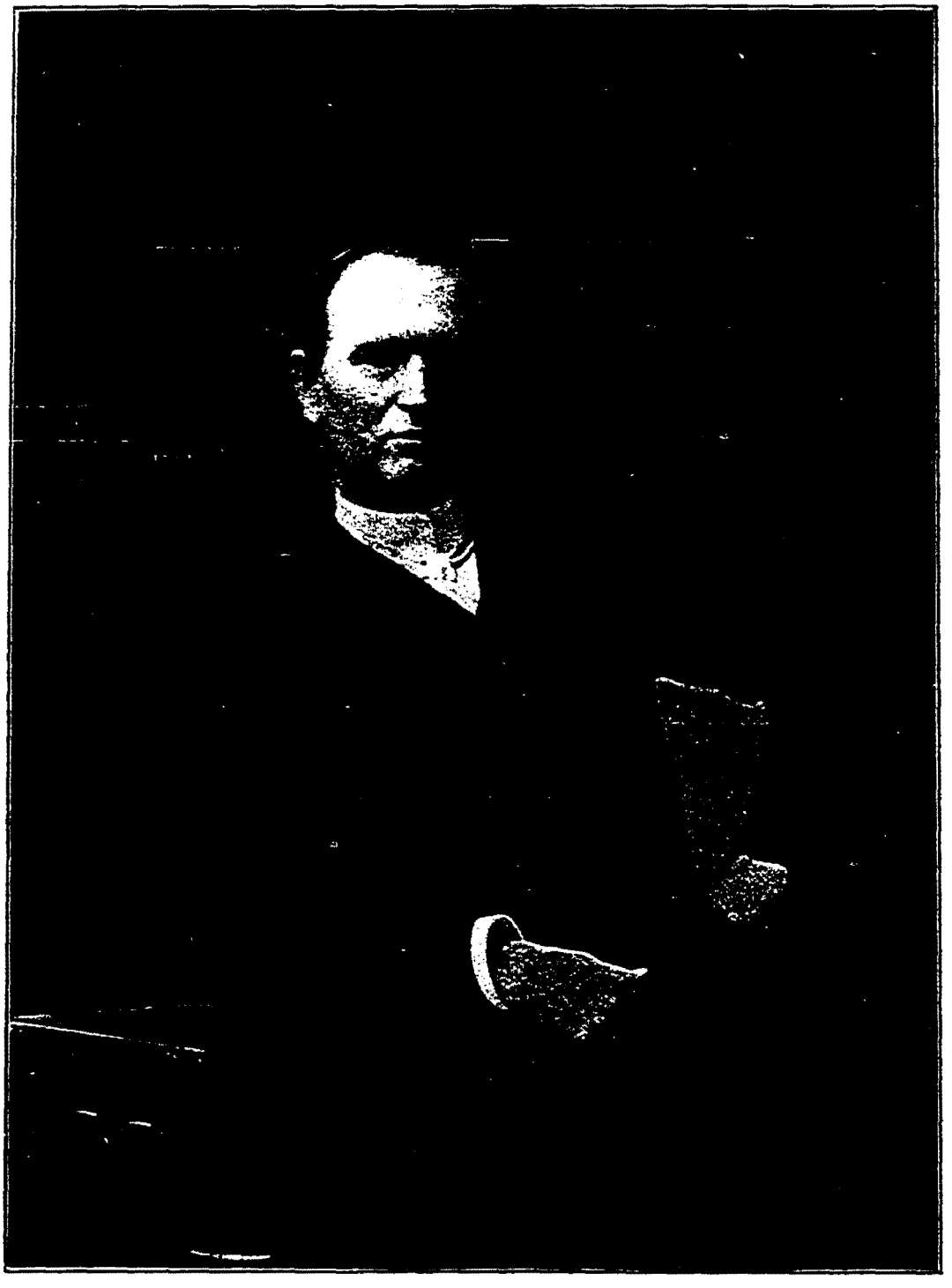
The Rev. Duncan James McMillan, D. D., of Scottish Ancestry, and Descended from a Line of Patriots Who Fought in the Revolution, the War of 1812, and also in the Civil War.

The Rev. Duncan James McMillan, D. D., of the New York Presbyterian Church, is a native of Tennessee, and descended from Scotch ancestry on both sides of the house. His great-grandparents came to America before the Revolutionary War, and were in full sympathy with the patriot cause. Some members of the family took part in the Mecklenburg Convention, which uttered the first declaration of American independence, and they afterward vindicated their principles in the War for Independence. Dr. McMillan's paternal grandfather was a major in General Jackson's army at the battle of New Orleans. His father, the Rev. Edward McMillan, was a chaplain in the Union army in the civil war, and died in the service.

The family have been active, and some of them distinguished in the civil and ecclesiastical history of the United States. Dr. D. J. McMillan spent his early childhood in Gallatin, Tennessee, where his father was pastor of the Presbyterian Church and President of the College for Young Ladies. The family removed to Carlinville, New York, where the six boys, of whom Duncan was the fifth, grew to manhood. Three of the boys served in the army, Duncan, the youngest of the three soldier boys, serving a few months during the last year of the Civil War.

Young Duncan worked his way through college, and ere long acquired a high reputation as a pastor and an educator. In February, 1899, he accepted a call to the pastorate of the New York Presbyterian Church, Seventh Avenue and One Hundred and Twenty-eighth Street, where he has labored unceasingly for the promotion of religion and morality in public and private life. Dr. McMillan's pulpit utterances undoubtedly had a considerable influence in animating his hearers with a sense of their public duty in the recent municipal conflict.

REV. DUNCAN J. McMILLAN, D. D.



REV. RUFUS P. JOHNSTON, D. D.

Record of the Rev. Rufus Perry Johnson, D.D., One of New York's Ablest Clergymen who Preached His Way Through College and the Theological Seminary.—Now Pastor of the Fifth Avenue Baptist Church.

The Rev. Rufus P. Johnston, D.D., is a man who combines the canniness of the Scot, the breadth of view of a Kentuckian and the fearlessness of the Missourian. That is the story of his ancestry. He was born June 9, 1861, at Macon, Mo. His father was William Johnston, a farmer; his mother, Sarah Davis, a teacher.

His father was killed at the siege of Vicksburg in 1863. His mother died soon after. He lived with an uncle and worked on the latter's farm. By many sacrifices and great effort he was able to work his way through William Jewell College, at Liberty, Mo. Then he took up the study of theology, preaching to pay his way. In this manner he was able to take the course at the Southern Baptist Theological Seminary, Louisville, Ky., which institution honored him with the title of Doctor of Divinity in 1895.

He was called first to the Donido Fork Church in the Blue Grass region of Kentucky; then to the First Baptist Church of St. Joseph, Mo., where he built the handsomest church in the city. From there he went to the Third Baptist Church of St. Louis. His labors there attracted the attention of the Fifth Avenue Church of this city, and he came here, where he has been a power for good.

He married Miss Mary P. Caldwell, December 14, 1893, at Louisville. She is the daughter of Dr. W. B. Caldwell, and granddaughter of James Gutherie, former Secretary of the Treasury and United States Senator from Kentucky.

THE REV. DONALD SAGE MACKAY, A CHAMPION OF CIVIC REFORM, COMES OF FIVE GENERATIONS OF MINISTERS WHO WERE FAMOUS IN THE CHURCHES OF SCOTLAND.

Among those who labored with the dwellers in the brownstone fronts to bring them to a sense of their civic duty was the Rev. Donald Sage Mackay, D. D., pastor of the Collegiate Church in Fifth avenue. For five generations his ancestry have been ministers of the Gospel in Scotland. He was born in Glasgow, November 20, 1863. His father, William Murray Mackay, was a minister there for forty years.

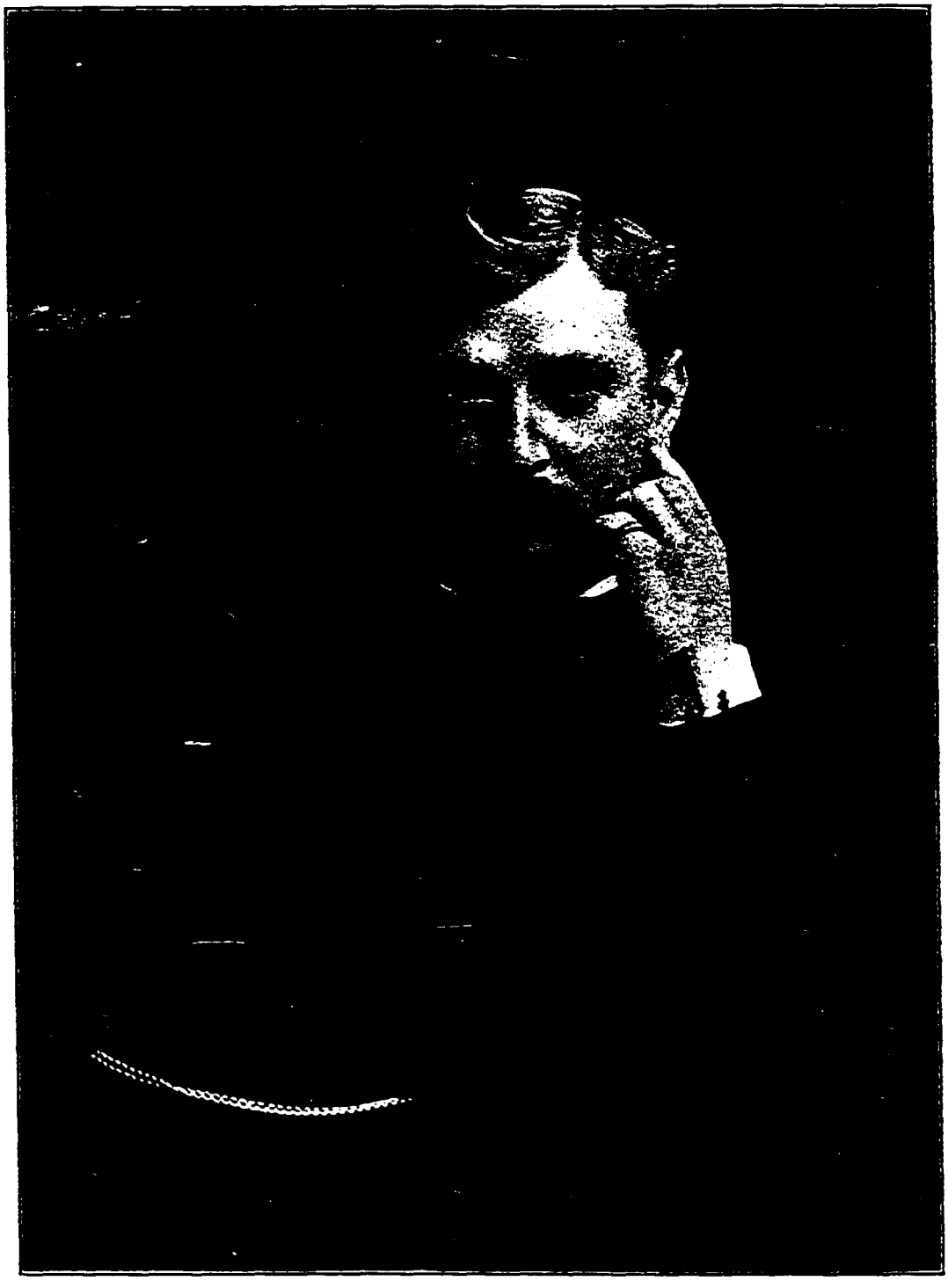
Donald Sage, his grandfather, was minister of Resolis and one of the founders of the Free Church of Scotland in 1843. Likewise he was the author of many works on archæology and Scottish folk lore. Another ancestor was John Sage, Episcopal Bishop of Iverness. On his father's side he is a lineal descendant of Lord Reay, Chieftain of the Clan Mackay.

Mr. Mackay received his education in the University of Glasgow and the New College of Edinburgh. He studied law in Glasgow, but later entered the ministry and came to America. He was ordained in 1890 as the pastor of the First Congregational Church of St. Albans, Vermont.

He was able to build a new church at a cost of $60,000 and dedicate it free of debt. His success there led to his being called to the North Reformed Church of Newark, N. J., in 1894. Since then there have been urgent demands for him to take charges in Glasgow as well as in the leading cities of the United States. He accepted a call to New York.

Mr. Mackay is a member of the Metropolitan, New York, Union League and British Universities clubs, and of the St. Andrew's Society. Also he is an honorary Doctor of Divinity of Rutgers College.

He married Helen Lawrence Smith, daughter of J. Gregory Smith, War Governor of Vermont, President of the Vermont Central Railway, and former President of the Northern Pacific Railroad.



REV. DONALD SAGE MACKAY, D. D.

REV. D. PARKER MORGAN, D. D.

The Rev. Dr. David Parker Morgan, of the Church of the Heavenly Rest, was a Prominent Advocate of the Redemption of the City of New York from the Reign of Infamy and Sin.

The Rev. Dr. David Parker Morgan, of the Church of the Heavenly Rest, New York City, is one of the most distinguished of the group of eminent clergymen whom the Church of England has given to the Protestant Episcopal Church of America. Born in Wales, April 26, 1843, Dr. Morgan, after completing his academic training, was educated at Oxford, where he made a highly honorable record as a student, and was graduated in 1866. Raised to the priesthood in 1867, and after a curacy of four years he was appointed to the vicarage of Aberavon, in the diocese of Llandaff. He was subsequently Metropolitan Secretary of the British and Foreign Bible Society, London, and after five years' service in that responsible position, he was appointed Vicar of Aberdovey, in the diocese of Bangor. In 1881 Dr. Morgan was invited to accept the assistant pastorate of the Church of the Heavenly Rest, in this city, of which Robert Southworth Howland was rector, and on the retirement of Dr. Howland, in 1886, Dr. Morgan was chosen unanimously to succeed him.

Dr. Morgan is not only an eloquent and effective pulpit orator, but is also noted for his admirable and successful efforts in organizing societies, and guiding the activities in the direction of mission work at home and abroad. His broad knowledge of foreign missions makes him especially valued as adviser and leader in this branch of Christian duty, while also he takes an earnest and sympathetic interest in elevating and relieving the poor, the suffering and the ignorant at our doors. Dr. Morgan received the degrees of B.D. and D.D. from the University of King's College, Windsor, Nova Scotia, which has, under royal charter, the right to confer the Hoods of the University of Oxford.

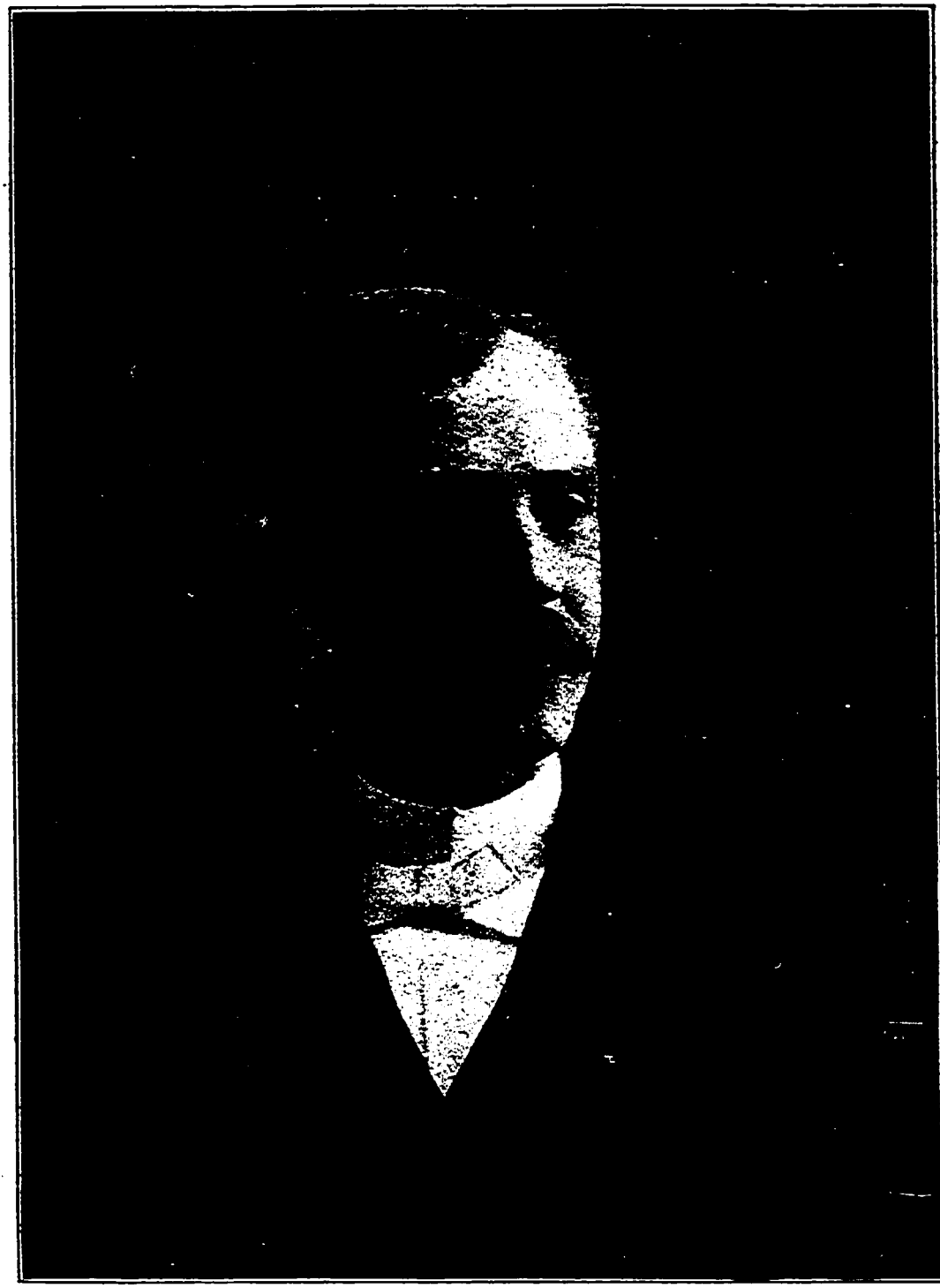
The Rev. Dr. Minot Judson Savage, Celebrated as a Preacher and an Author of Independent Views, Who Has Convictions and the Courage and Ability to Maintain Them Before All the World.

The Rev. Dr. Minot Judson Savage is noted not only for his high standing as a preacher of Christianity, but is even more celebrated as an author, his published works on the "Morals of Evolution" and the "Religion of Evolution," being widely read not only in English-speaking countries, but also in Germany and elsewhere. Dr. Savage is an eloquent speaker and an original and attractive writer, and even those who differ from the views which he so ably advocates, give him credit for his sincerity and his honesty in frankly avowing his convictions, instead of keeping them to himself, and accepting calls from churches with whose tenets he could not agree.

Dr. Savage was born at Norridgewock, Maine, June 10, 1841, and from the first he selected a career in the ministry. He studied at Bowdoin College, and took a course at the Bangor Theological Seminary. For three years he did missionary work at San Mateo and Grass Valley, California. His reading and study led him to disagree with the doctrines of the Congregational Church, to which he belonged, and became a Unitarian. His sermons from the first attracted attention, and made a profound impression not only on those who listened to him, but on the Christian world in general. It has been said of him that "though in many matters he finds himself quite at variance with ministers not only of orthodox faith, but also of his own denomination, his opinions are respected by persons of every class."

Dr. Savage is eminently a believer in improving the conditions of humanity and always has shown a practical interest in efforts to lift up the poor tenement dwellers and give them better surroundings. Every movement in behalf of genuine reform and good government has his hearty and practical sympathy.

REV. MINOT J. SAVAGE, D. D.



REV. WILLIS P. ODELL, D. D.

THE REV. DR. WILLIS P. ODELL, OF CALVARY METHODIST EPISCOPAL CHURCH, HARLEM, THE RIGHT KIND OF PASTOR FOR AN UP-TO-DATE, ACTIVE AND EARNEST NEW YORK CITY CONGREGATION.

The Rev. Dr. Willis P. Odell, of the Calvary Methodist Episcopal Church, Harlem, was born in Laconia, New Hampshire, in 1855. His ancestors for several generations had lived in New Hampshire, but were originally related to the Odells of this State. Young Odell went to Tilton Seminary to prepare for college. Later he was graduated from Boston University, and from the theological seminary of the same institution, receiving from the university his A.B. in 1880, A.M. in 1890, and Ph.D. in 1896. In 1895 Alleghany College, at Meadville, Pa., conferred on him the degree of D.D.

These honors prove Dr. Odell a student and a scholar; but also he is a worker. He ministered in earlier years to various churches around Boston. Then he was sent to the Delaware Avenue Church, in Buffalo, where he remained five years; then to the Richmond Avenue Church, in the same city, where he was for three years. In the last-named charge he built a fine new stone church.

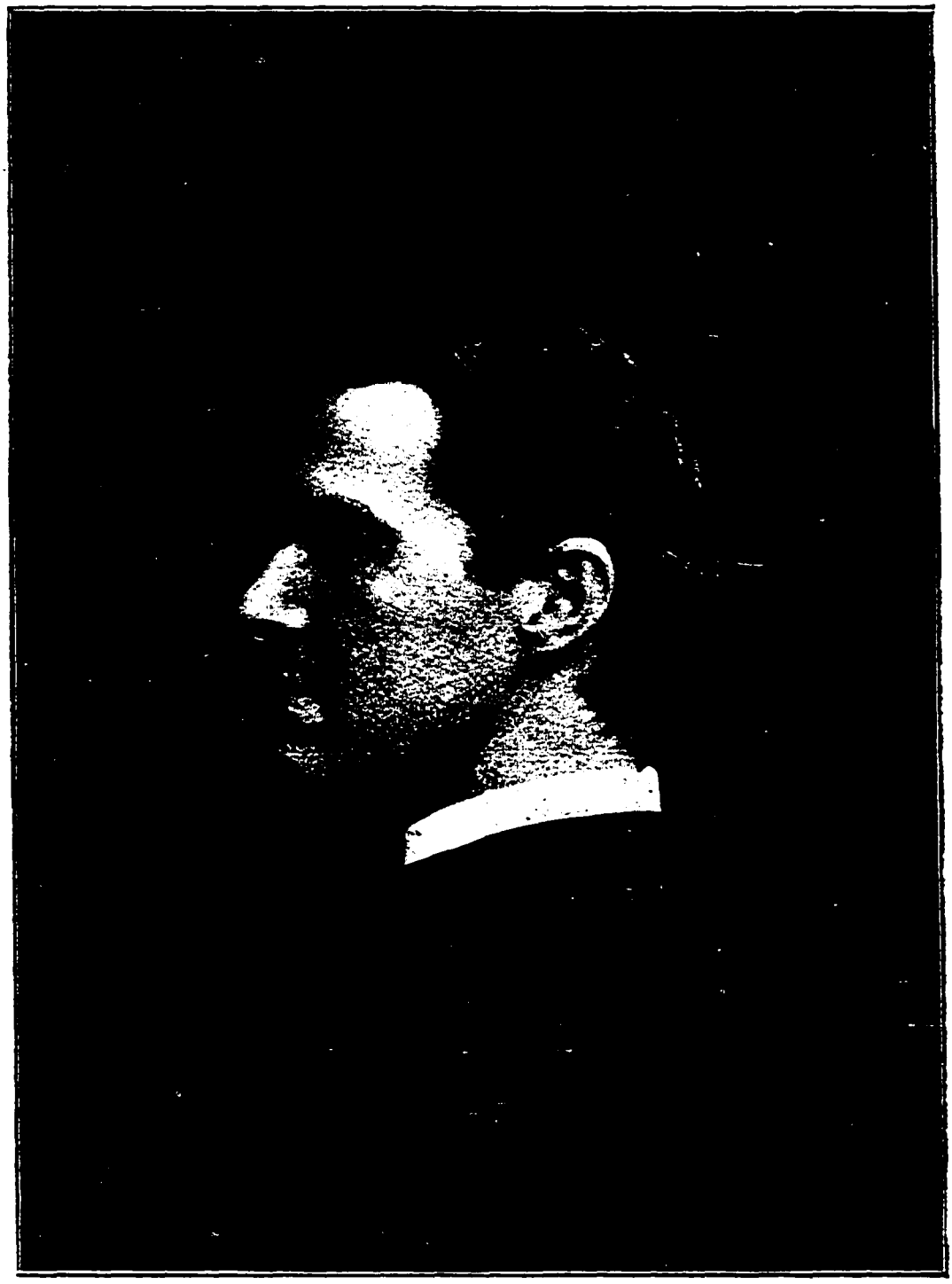
Dr. Odell came to Harlem in 1898, succeeding Dr. Ensign McChesney in the pastorate of Calvary Church. The church was in excellent condition from a religious standpoint, but heavily in debt. Under Dr. Odell's pastorate pledges and cash have been obtained to pay off the entire debt, $10,000 has been spent in improvements and there is a surplus in the treasury. The church's organizations are the Epworth League, the Sunday School, the Ladies' Guild, Women's Home and Foreign Mission Societies, a Young Women's Mission Society, an Industrial Bureau, which last year provided work for 1,500 persons; a medical dispensary, the Mizpah Brotherhood and a Young Women's Temperance Society.

THE REV. DR. ERNEST M. STIRES, RECTOR OF ST. THOMAS'S CHURCH, FIFTH AVENUE AND FIFTY-THIRD STREET, PAYS MERITED TRIBUTE TO THE FAITHFUL CLERGY AND THE VESTRYMEN OF THAT IMPORTANT METROPOLITAN PARISH.

"When I try to thank you for the loving welcome you have given your new rector and his family words seem a poor return. You have done everything in your power to make it pleasant for me to undertake what, even in these happy conditions, is a very grave responsibility. Particularly I must thank my vestry for their kindness, confidence, generosity and patience."

Such are the words with which the Rev. Dr. Ernest M. Stires, Rector of St. Thomas's Church, Fifth avenue and Fifty-third street, addresses the parishioners in the introduction to the Year Book for 1901. Born in Virginia and recently holding the important rectorship of Grace Church, Chicago, Dr. Stires came to St. Thomas's Parish, as successor to the late rector, the Rev. Dr. John Wesley Brown.

Dr. Stires has already shown his ability to carry on the work of this important parish in a manner worthy of his predecessors, with the assistance of the faithful clergy of the church and chapel, to whose loyal co-operation he pays tribute in the address from which we have quoted. The clergy and vestry of St. Thomas's are: Rector, the Rev. Ernest M. Stires, D. D.; curates, the Rev. DeWitt L. Pelton, Ph. D., the Rev. William H. Owen, Jr., M. A.; vicar of St. Thomas's Chapel, the Rev. Robert R. Claiborne; curate at Chapel, the Rev. Robert W. Cochrane; wardens, George Macculloch Miller, James C. Fargo; vestrymen, Anson R. Flower, Henry H. Cook, Clarence M. Hyde, Charles H. Stout, John T. Atterbury, H. C. Fahnestock, Alexander M. Hadden, James T. Woodward, D. O. Mills; treasurer, James C. Fargo; clerk, Charles H. Stout. The work of the parish is not confined to the wealthy neighborhood in which the church is situated, but is devoted largely to the East Side.



REV. ERNEST M. STIRES, D. D.

REV. ROBERT L. PADDOCK, D. D.

The Rev. Robert Lewis Paddock, Vicar of the Pro-Cathedral. His Righteous Stand Against Blackmail and Vice on the East Side The Beginning of the End for Tammany Misrule.

The courageous attitude of the Rev. Robert Lewis Paddock, Vicar of the Pro-Cathedral on Stanton street, in demanding openly and determinedly that blackmail and vice should cease to reign on the East Side of New York, was a most potent factor in arousing the people of the metropolis to the hideous character of the evil which menaced their city, and which was eating like a cancer into the poorer districts. No man has taken a deeper interest in promoting the welfare of the East Side poor than the Rev. Mr. Paddock. The day nursery maintained under the auspices of the Pro-Cathedral is one of the most beneficent institutions of its kind, and many a weary East Side mother has occasion to bless the goodness of those who give a refuge to her little ones while she is at her daily toil. The tender care taken of these almost friendless boys and girls reminds eloquently of the words of the Master: "Whosoever receiveth one of these little children in my name receiveth me." This, however, is but one of the many works of relief and mercy carried on by the Pro-Cathedral parish.

The Rev. Mr. Paddock saw his efforts for the betterment of the poor all around him confronted by the criminal alliance between faithless officials and panderers to vice. He declared war on the guilty officials, he pointed out to the law-abiding citizens of New York conditions of which most of them were ignorant, but which, when exposed, made every honorable man alike indignant and horrified. The law-abiding people of New York—always in the majority, and always able to sweep opposition before them, when once quickened to their duty—began to act and to organize. Dr. Paddock's protest was the beginning of the end, which came with the close of the polls in November.

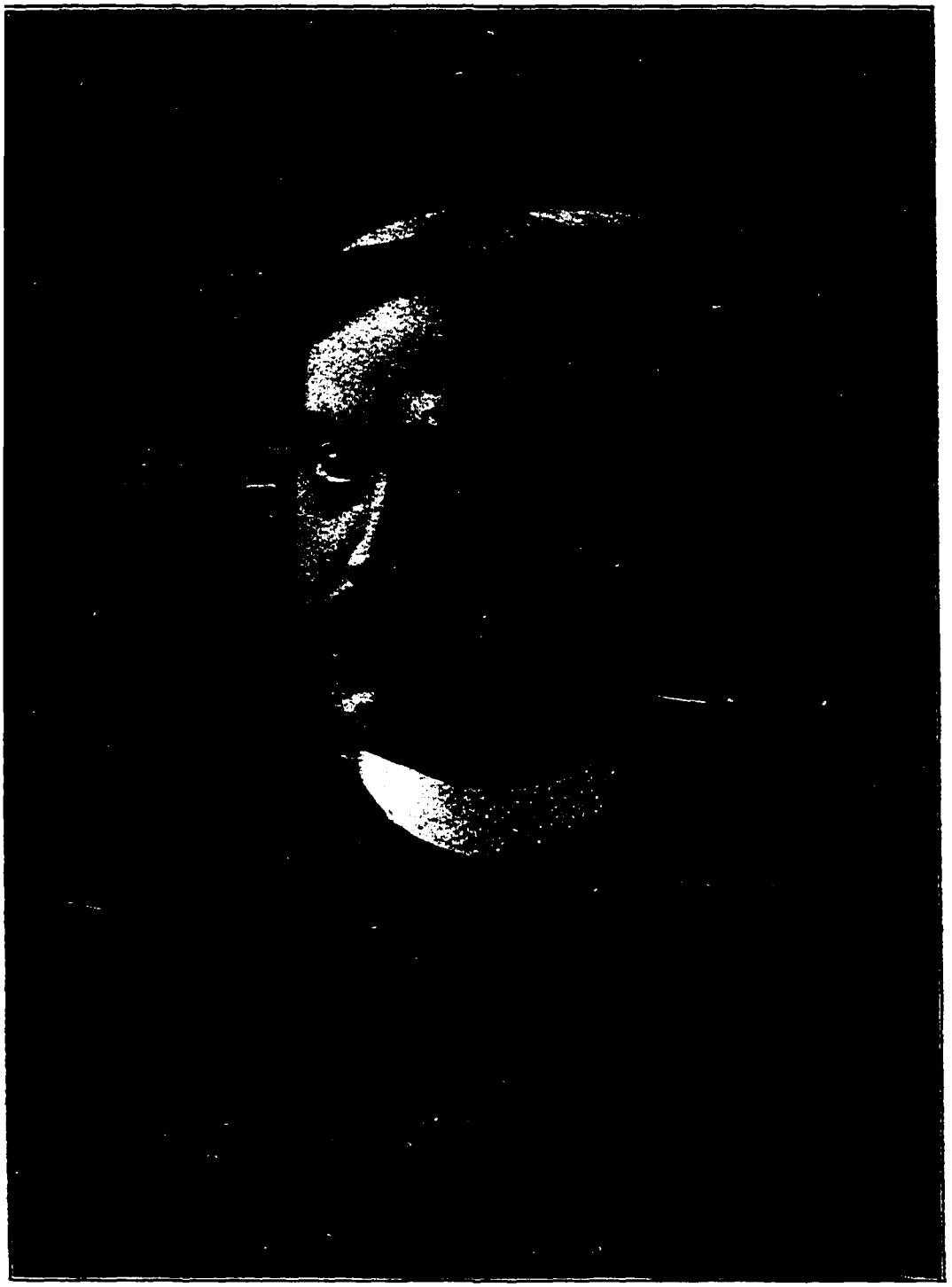
The Rev. Dr. Smith DeLancey Townsend, Rector of All Angels Church, One of the Noted New York Clergymen Who Began Their Apostolic Labors in the West Before Being Invited East.

The Rev. Dr. Smith DeLancey Townsend, rector of All Angels' Church, in this city, was born in North Attleboro, Mass., March 27, 1860. Dr. Townsend's father, Rev. Julius Sylvester Townsend, also was a clergyman of the Protestant Episcopal Church and Dr. Townsend's mother was M. Louise (Rice) Townsend, daughter of John Rice, M. D., and of his wife, Mary Van Vleck Rice, daughter of Harmanus Van Vleck. The Rev. Julius Sylvester Townsend was the son of Lauren Townsend, of Williamstown, Mass. The Townsends came to America from England in the Seventeenth century. The Van Vlecks came from Holland in the Knickerbocker period.

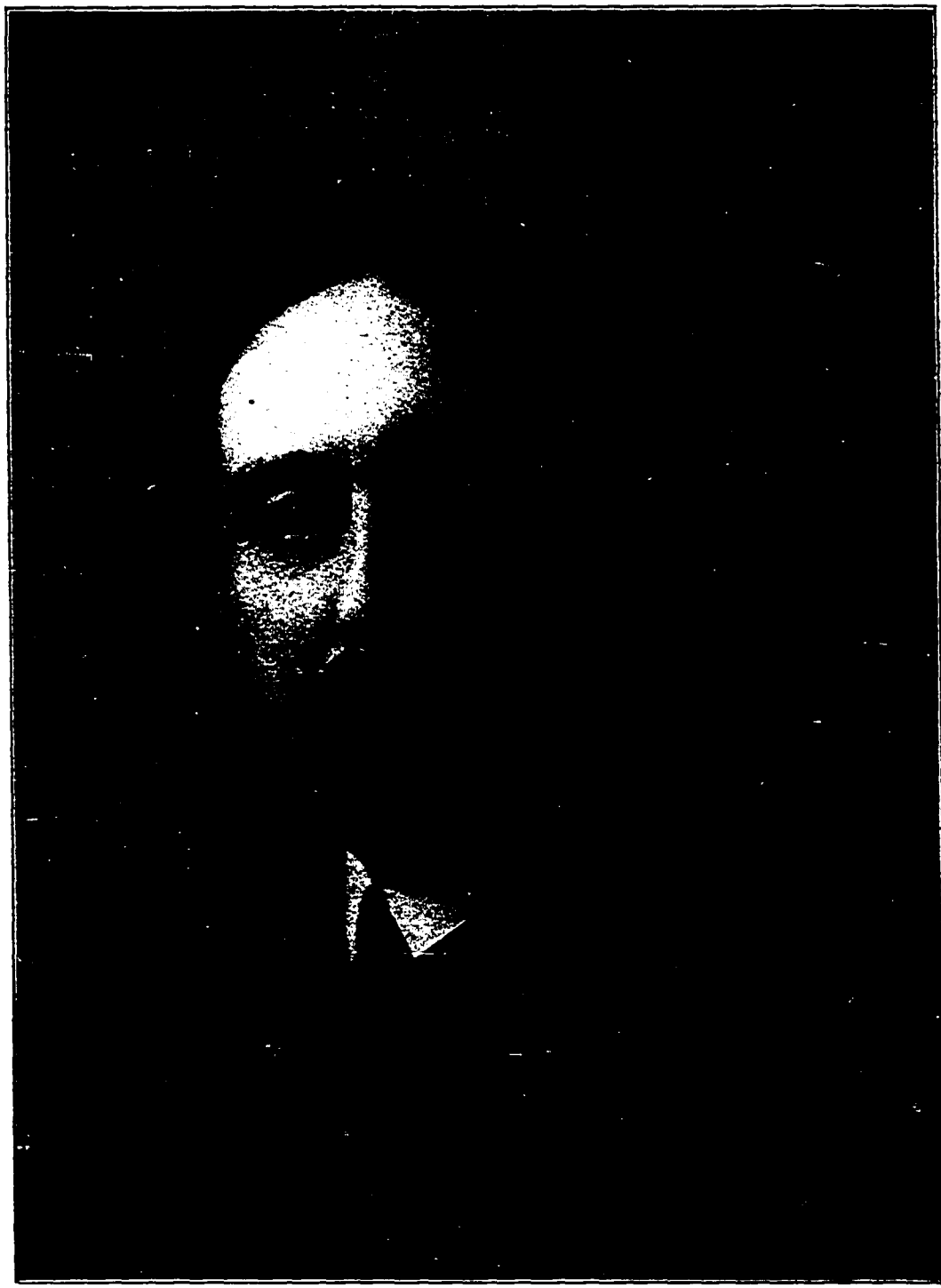
The Rev. Dr. Townsend studied at St. Veaux College, Niagara Falls, at St. Stephen's College, Annandale, N. Y., and was graduated from Hobart College in 1880. After a course in the General Theological Seminary he was ordained deacon by Bishop Seymour in May, 1883, and priest in May, 1884. Hobart College conferred on him the degree of M. A., in 1883; St. Stephen's the degree of Ph. D. in 1894, and Hobart the degree of S. T. D., in 1901.

Dr. Townsend was missionary in Decatur, Ill., in 1883 and '84, rector at St. Luke's Church, Whitewater, Wisconsin, 1884 to 1887; associate rector of All Angels', in this city, 1887 to 1897, and rector since 1897. Dr. Townsend has been trustee of Hobart College since 1897, and since 1900 President of the Association for Promoting the Interests of Church Schools, Colleges and Seminaries.

Dr. Townsend was married in 1884, at Milwaukee, Wisconsin, to Kathryn Cranstoun Smith, daughter of John Cranstoun and Mary (Allen) Smith. They have two children, Mary Allen and Kathryn Van Vleck Townsend. Dr. Townsend is a member of the Players' Club, the St. Nicholas Society and the Knollwood County Club.



REV. S. DeLANCEY TOWNSEND, D. D.



REV. J. WILBUR CHAPMAN. D. D.

Dr. J. Wilbur Chapman, the Famous Evangelist, Who Has Won a Multitude of Souls to Christ.—Now Doing Wonderful Work in the Fourth Presbyterian Church, New York City.

By Edward C. Southard.

It was a fortunate day for the Fourth Presbyterian Church when the Rev. Dr. J. Wilbur Chapman, the famous Evangelist, and who might truthfully be called the leading Evangelist of the age, now living, consented to settle in New York as pastor of that highly intelligent and devout congregation.

Mr. Chapman was born in Richmond, Indiana, June 17, 1859, and is in the prime of the extraordinary powers which he has so signally exerted in the revival field. He is of that Scotch-Irish race which has given so many clergymen to the Presbyterian Church, both in America and on the other side of the Atlantic. His parents were Alexander Hamilton Chapman and Lorinda Chapman, and they devoted great care to the early training of the future Evangelist. He was educated in the Lake Forest University, Chicago, in Oberlin College, and in the Theological Seminary, Cincinnati, making a most creditable record as a student.

His vocation from the first was evidently the pulpit, and with his very entrance on the sacred work he carried his audiences with him. There is no space here to describe Mr. Chapman's admirable labors as an Evangelist, or to more than allude to his work as a pastor. In Schuylerville, N. Y.; Albany, N. Y.; Philadelphia and elsewhere, and now in our own city Dr. Chapman has displayed wonderful power, gaining souls to the Redeemer, and moving not alone the masses, but men of high intellect, wealth and prominence. He has been truly described as "not only a prince among preachers, but pre-eminently wise as a winner of souls."

Dr. Chapman married Agnes Pruyn Strain, November 4, 1889, and has four children—Bertha Irene Chapman, J. Wilbur Chapman, Jr., Agnes Pruyn Chapman and Alexander Hamilton Chapman.

ALDERMAN JOSEPH A. BILL, A MAN OF AFFAIRS.—IN EARLY LIFE HE ESTABLISHED A SCHOOL AND TAUGHT IT FREE FOR TWO YEARS.—HE IS A MINING MAGNATE AND HAS LARGE MANUFACTURING INTERESTS.

It has often come to pass in New York City that men with little visible means of support have been elected Aldermen and in a few years have acquired independent fortunes. It is a sign of the times that men of means, with vast business experience, have been brought to see their civic duties more clearly. This is applicable particularly to Joseph A. Bill, Alderman from the Sixty-fourth District, Brooklyn Borough. He is a man of wealth, much of which he has amassed himself in various business enterprises.

He was born in Brooklyn in 1874, being the son of Francis Xavier Bill. Mr. Bill's mother was Teresa Seitz. He was educated at St. Mary's College, Newark, N. J.; St. Vincent's College, Latrobe, Pa., and Canisius College, Buffalo, being graduated from the last-named institution when he was seventeen years old. Then he went West for his health.

At Sacred Heart, Oklahoma, where the Benedictine Fathers had an industrial School for Indians, Mr. Bill induced them to add a school for whites, which he conducted for two years without pay.

On his return home he became associated with the manufacturing interests of his uncle, Michael Seitz. He is manager of N. Seitz's Ice Plant and superintends the office work of the other Seitz interest. Besides, Mr. Bill is President of the Bill Mining Company, capitalized at $600,000, at Ontario, Canada, and of the North American Actinolite and Asbestites Company. He is a director of the North Beach Electric Light and Power Company and Vice-President of the Star Hygienic Company of Yonkers. Mr. Bill married Pauline E. Fleck, daughter of George Fleck, Jr., and has one child.

JOSEPH A. BILL.

FRANKLIN B. WARE.

HOUSING THE POOR.—THE GREAT MODEL TENEMENTS PLANNED BY FRANKLIN B. WARE, ARCHITECT AND ALDERMAN.—THEY ARE TO SHELTER 1,200 FAMILIES.

Franklin Backus Ware, Alderman from the Thirty-first District, is better known as an architect than as a politician. He was one of the members of the Board elected on the Fusion ticket. Mr. Ware has made a careful study of the problem of housing the poor. He has designed the largest group of model tenements in the world, which, when completed, will have accommodations for more than 1,200 families. These buildings occupy the entire block bounded by East Sixty-fourth and Sixty-fifth streets, and Avenue A and First avenue.

Mr. Ware has served on the Republican County Committee for two years. He is a corporal in Company B of the Seventh Regiment. He is the son of James E. Ware, the well-known architect, and was born in New York, July 12, 1873. His father's family, originally from England, and settled in Virginia. The family of his mother, also from England originally, settled in Connecticut.

Franklin B. Ware was educated in the public schools and the College of the City of New York, and was graduated from the Architectural Department and School of Mines, Columbia University, in 1894, with the degree of Ph. B. Upon leaving college he entered the office of his father, with whom he is now in partnership. He is a member of the Board of Management of the East Side Branch of the Young Men's Christian Association, the Phi Delta Theta Fraternity, the Republican Club, Columbia University Club, Yorkville Republican Club and the Republican Club of the Twenty-ninth Assembly District. Mr. Ware is not married.

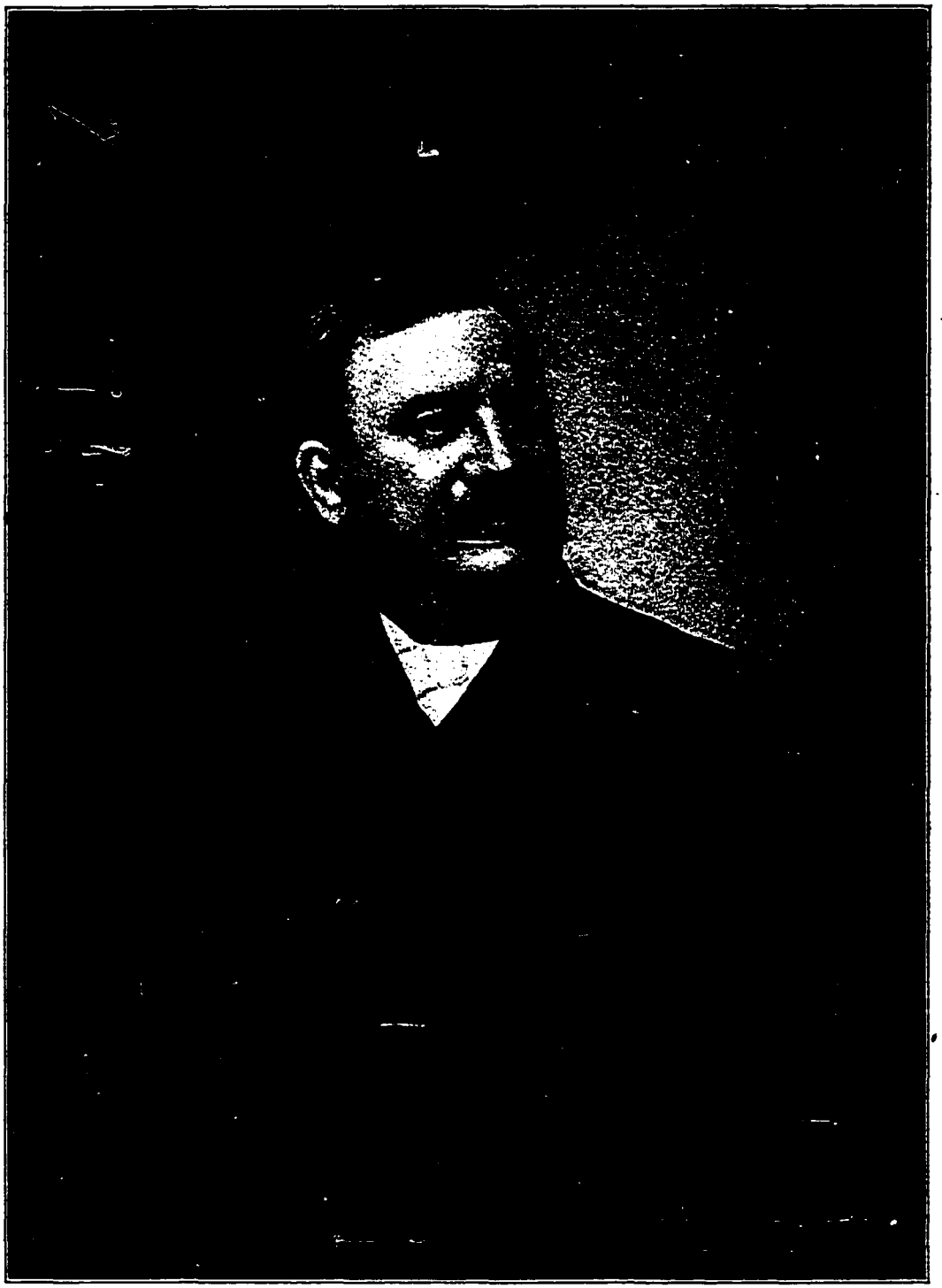
Alderman Joseph Henry Maloy, a Self-made Man.—President of New Brighton Before Consolidation.—Successful as an Insurance Broker and Has an Excellent Record as a Banker.

Joseph Henry Maloy, Alderman from the Seventy-first District (Richmond Borough), is a native of Staten Island, where his father, Patrick, who came from Ireland in 1850, was a farmer. He was born September 4, 1860, at New Brighton, and attended the public school in that place.

When thirteen years old he went to work as an office boy for an insurance broker. His ability won success. In 1896 he organized the insurance brokerage firm of Berschmann & Maloy, with offices at 16 and 18 Exchange place. Also he is Vice-President of the United States Saving Bank, a Building and Loan Association, and is connected with the Switzerland General Insurance Company, and is a trustee of the Westerleigh Collegiate Institute.

Mr. Maloy is a member of the Catholic Club, the Knights of Columbus and the Catholic Benevolent Legion. He is a self-made man in all that the term implies. Mr. Maloy married in June, 1885, and is the father of eight children, of whom seven are living. He was President of New Brighton before it was taken into the greater city.

JOSEPH H. MALOY.



WILLIAM DICKINSON.

Alderman William Dickinson, Who is Working for City Improvements—Public Schools at Any Expense—For Clean Streets and More Small Parks—He Has Won Success by Honest Labor.

William Dickinson, Alderman from the Fifty-eighth District (Brooklyn), is one of the new reform members who is making his presence felt. He declares his principal objects are to secure all of the public improvements possible, all the public schools necessary at any expense, clean and properly paved streets, sanitary sewer service and more public parks.

Mr. Dickinson, whose father was William Dickinson, was born in Boston, May 28, 1857. Mr. Dickinson's grandfather also was William Dickinson, an English army officer. His mother, Hannah Parkhurst, was the daughter of James Parkhurst, a noted watch-maker of London. Both Mr. Dickinson's parents are living. His father has been connected with the New York Bible House for forty years.

Young Dickinson was educated in the public schools of Brooklyn and began work at the age of fourteen for the Major-Knapp Lithographing Company; afterwards the Knapp Lithographing Company. He is now at the head of a department in the American Lithographing Company, but has tendered his resignation and is going into business on his own account.

Mr. Dickinson has been a delegate to a number of important conventions. He was a delegate to the City Convention which nominated Seth Low for Mayor, and had the honor to be elected on the Fusion ticket with him.

He is a member of Court Orient, Forresters of America, and Oneida Republican Association, and is President of the Peconic Club. In 1877 Mr. Dickinson married Miss Barbara Michel. They have seven children living.

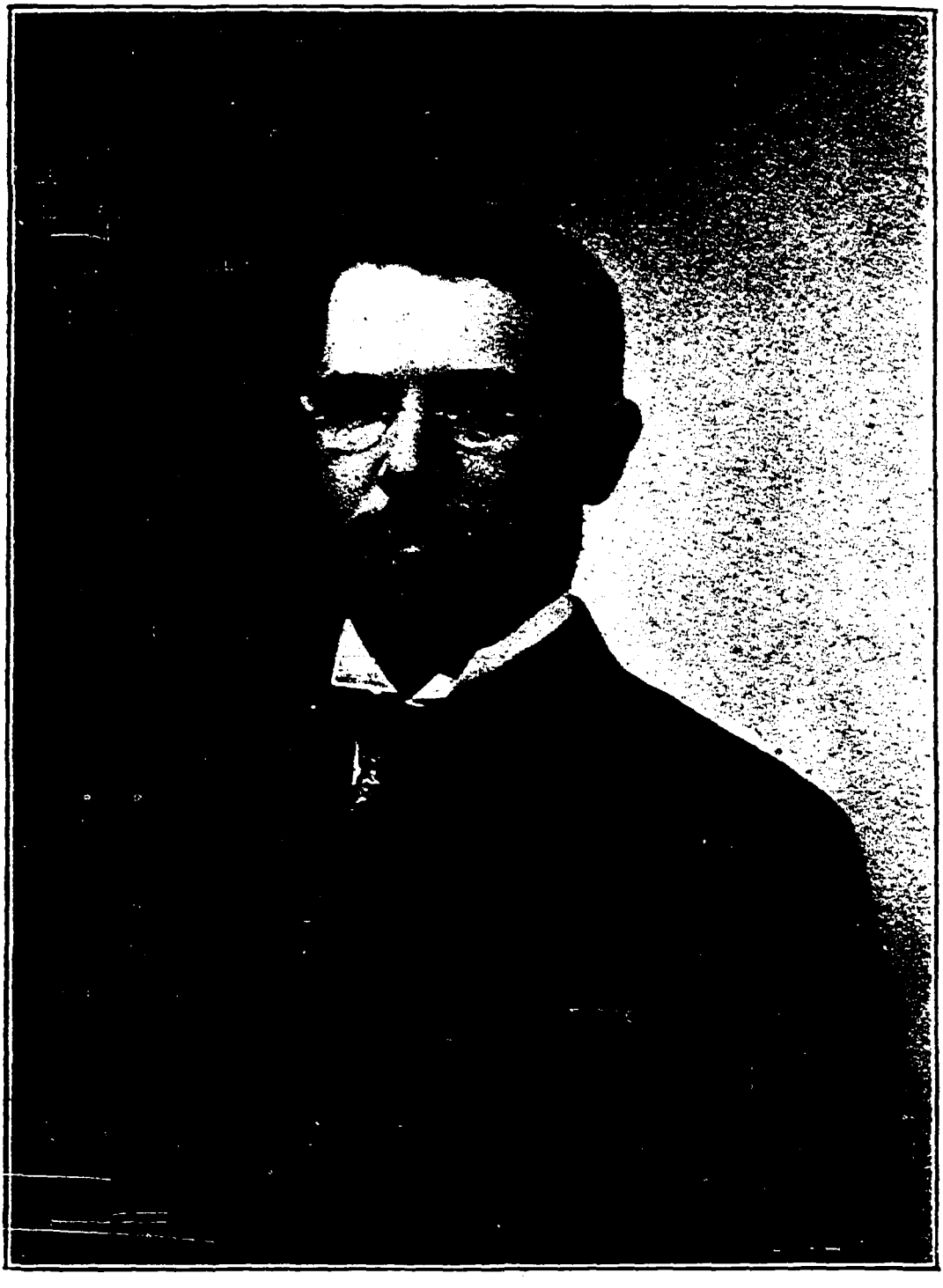
Alderman John C. Klett, a Man of the People—A Carpenter, and a Good One, Who is Still Working at His Trade—An Ardent Supporter of Municipal Reform.

Strength was added to the Fusion ticket by the nomination of a number of workingmen who commanded the respect of the voters in their respective communities. One of the strongest of these men was John C. Klett, who was elected Alderman from the Twenty-fifth Aldermanic (Twenty-third Assembly) District.

Mr. Klett was born in New York City, February 16, 1856, his father, John George Klett, being a silk weaver. Young Klett was educated in the public school in West Forty-seventh street, leaving as a mere stripling to be an office boy. Soon after, at the age of fifteen years, he was apprenticed to learn the carpenter trade. When he was twenty-one he started a small jobbing shop on his own account. He has continued to work as a carpenter ever since and he is a good carpenter, with a good patronage.

He always has been a supporter of those who have been working for good government and has lent his influence to better local conditions. Everybody who knows Mr. Klett—and he is well-known in the Borough of the Bronx—respects him. He was married in 1879 to Caroline Meininger and is the father of eleven children.

JOHN C. KLETT.



JAMES H. McINNES.

JAMES H. MCINNES, VICE PRESIDENT OF THE BOARD OF ALDERMEN. A SELF-MADE MAN—ALWAYS ON THE SIDE OF THE PEOPLE—WINNING RENOWN AS A PRESIDING OFFICER—NIPPED FRANCHISE STEALS.

James H. McInnes, Vice President of the Board of Aldermen and member from the Eighteenth Assembly District of Brooklyn Borough, was the leader of the minority during Tammany rule and the terror of corrupt politicians. He presides over the Board in the absence of President Fornes, and has won the commendation of his fellows.

James Hamilton McInnes was born in the old City of New York, in 1864, and was graduated from Public School, No. II. It was his ambition to attend the City College, but circumstances required him to go to work, and at the age of sixteen he entered the employ of the well-known publishers, Dodd, Mead & Co. Prior to that time he had worked morning and evening in a grocery store so that he could continue at school. From an humble beginning as office boy Mr. McInnes has become one of the best-informed men in New York on books pertaining to English and American literature. He is the general agent for the State of New York of Butler, Sheldon & Co., School Book Publishers, of Philadelphia and New York.

Mr. McInnes removed to Brooklyn sixteen years ago. Four years ago he accepted the nomination for Alderman on the Republican ticket, receiving the endorsement of the Citizens' Union and the National Democracy. He was elected and the record he made led to his unanimous renomination two years ago, and again last fall. Mr. McInnes was one of the most popular speakers during the McKinley campaign and is an able after-dinner talker. He is an authority on franchises and has nipped more than one franchise steal in the bud. He was the first person to call attention to the letting of contracts without publicity, thereby saving the city thousands of dollars. Mr. McInnes is a member of the Union League Club of Brooklyn, the Morton Club and the Brooklyn Institute.

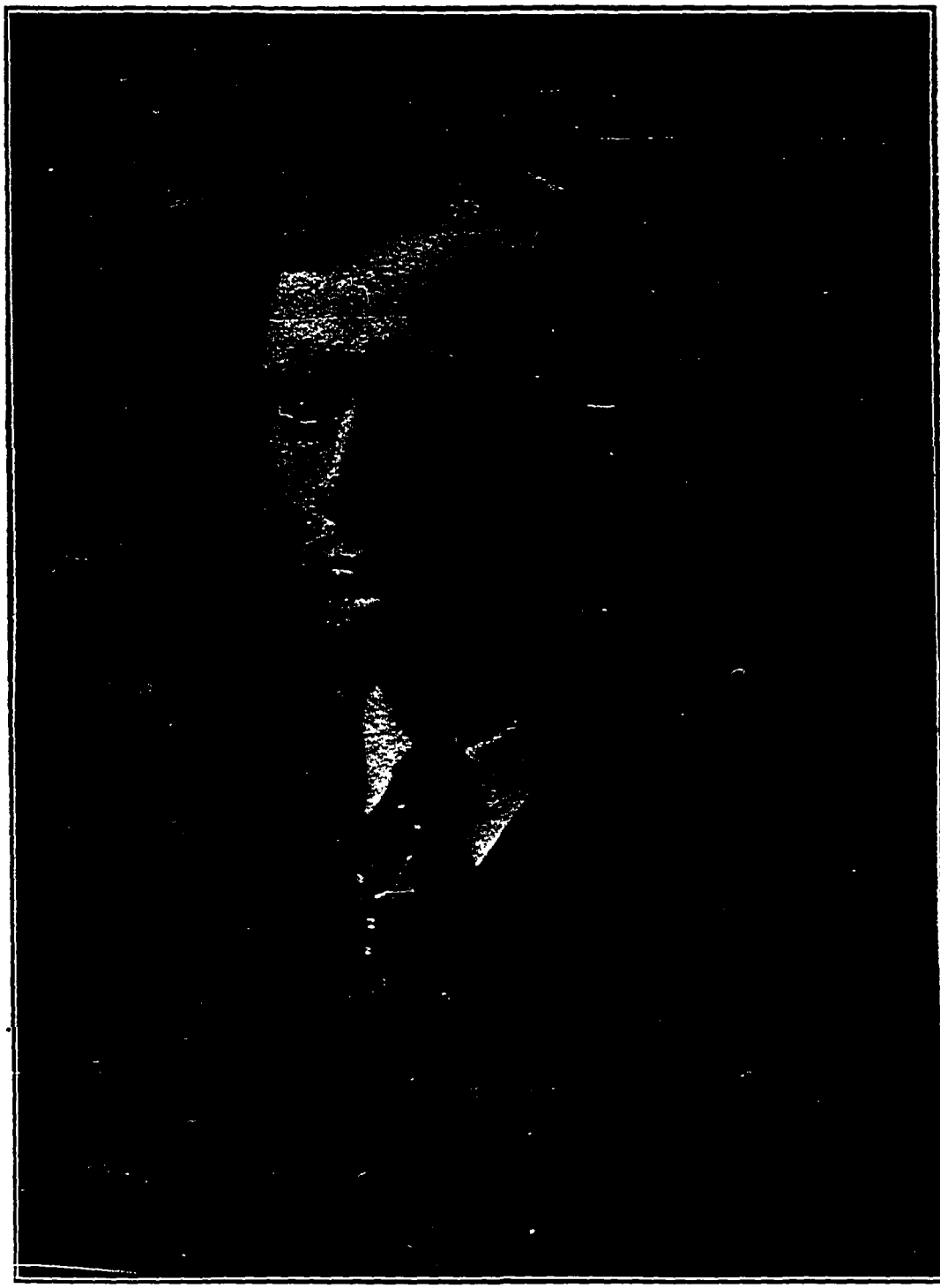
The Young Man in Politics Exemplified in Herbert Parsons. Chairman of the Most Important Committee of the Board of Aldermen—A Lawyer and Son of a Noted Lawyer.

Chairman of the Finance Committee of the Board of Aldermen and a member of the Sinking Fund Commission, the most important place in the Board after the Presidency and Vice Presidency, Herbert Parsons, one of the younger members of the Board, does much credit to the young man in politics.

Mr. Parsons is a member of the Board from the Twenty-fifth Assembly District and is serving his second term. He was first elected on the Republican and Citizens' Union ticket, and last November was elected on the Fusion ticket. Mr. Parsons was Republican candidate for Congress from the Twelfth District in 1900, but was defeated by George B. McClellan, Tammany nominee.

Herbert E. Parsons was born in New York City October 28, 1869. He is the son of John E. Parsons, the noted lawyer. His mother was Mary Dumesnil McDrain, of Kentucky. The elder Parsons was born in New York State. His father was English, but his maternal ancestors had been Americans for generations and were originally Scotch. Young Parsons was educated in Everson's School, New York City; St. Paul's School, Concord, N. H.; Yale University, the University of Berlin, and the Harvard Law School. With his father Herbert Parsons is a member of the firm of Parsons, Ogden & Shepard.

Mr. Parsons was married to Miss Elsie Clews, the only child of Henry Clews, the banker, September 19, 1900. He has one child, named Elsie, after her mother. Mr. Parsons is a member of the University, City, Metropolitan, Yale Republican and Madison Square Republican Clubs.



HERBERT PARSONS.

The Guaranty Trust Company of New York—One of the Leading Financial Institutions of the Metropolis—Its Officials Are All Ardent Supporters of Good Government.

The Guaranty Trust Company of New York, of which Walter G. Oakman is President, holds a position in the world of finance surpassed by no other institution of its class. With a capital of $2,000,000, reserve of $3,500,000, and undivided profits of $404,000, it stands unsurpassed in financial ability both in America and Europe. Its system of letters of credit has served to give it a world-wide reputation and to make it of especial service to Americans traveling abroad.

A letter of credit is now acknowledged to be a necessity to any one making an extended trip. Its possession is an essential consideration for the enjoyment of foreign travel. Besides being the most convenient, safest and most economical manner of providing money for use in foreign countries, it is useful as an introduction to the most intelligent and influential residents of the various places, as a means of identification, and often valuable in lieu of a passport.

The Guaranty Trust Company of New York acts as trustee for corporations, firms and individuals, as guardian, executor and administrator, and takes entire charge of real and personal estates. It receives accounts of banks, bankers, firms, corporations and individuals, and acts as fiscal agent for municipalities and railroad corporations. It deals in municipal and railroad investment securities, and gives special attention to the collection of drafts, notes, bonds and coupons. It draws bills of exchange on, and transfers funds by cable to the principal cities of Europe, purchases foreign exchange, and issues travelers' and commercial letters of credit, and makes sterling loans.

The officers are Walter G. Oakman, President; Adrian Iselin, Jr., Vice President; George R. Turnbull, Second Vice President; Henry A. Murray, Treasurer and Secretary; J. Nelson Borland, Assistant Treasurer and Assistant Secretary; William G. Edwards, Second Assistant Treasurer and Second Assistant Secretary; John Gault, Manager of the Foreign Department. Directors: Samuel D.

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