Some Points of Difference between American and European Municipal Administration.
The recent upheaval in municipal affairs, which has shaken the strong holds of corruption in two of our greatest cities, has rendered the main problems for solution two familiar for comment. Briefly stated, the most pressing are perhaps these: how to secure (1) the divorce of national politics; (2) the participation of the better elements of citizenship, both at the polls and in the holding of office; (3) a change in the principles of civil service; and (4) the practical administration of city affairs with a view to the greatest possible public benefit at the lowest possible cost. Out of these general principles innumerable...
details may grow: the "Brooklyn plan" of one man responsible; or the European plan of board administration; the introduction of proportional or minority representation; perhaps some relaxation on the franchise in the way of an educational or property qualification; possibly an expansion of the franchise by the removal of sex limitations; possibly the assumption by the municipality of some of the services now performed by private companies; certainly a much closer supervision over the granting of franchises than at present exercised. Any or all of these may be evolved from the principles mentioned above, and should be accepted or rejected purely upon their merits.
as practical working measures.

The management of a great city is as strictly a matter of practical experience as is the management of any other great business corporation; and the theory which "works"
under the strain of severe application for a considerable period of time, is the theory to be adopted always, bearing in mind that for which it should work: the service of the people in the greatest possible measure.

An investigation of the cost of our city governments shows that it contrasts very unfavorably with that of the state and nation, and still more so with the administration of cities abroad. The expenditure here is wastefully recklessly prodigal: the result wastefully inefficient. The American people probably pay more in fees—
to what they receive in the way of certain municipal benefits than any other nation on earth. These benefits, in addition to police protection and the public schools, are chiefly protection from fire, water supply, sewage, a system of street-lighting, paving and cleaning, means of transit, and the care of the poor. The increasing agitation for municipal control of such of these matters as are now generally managed by private companies, points to the growing conviction that they can be more economically managed by the former method. President is of all sting the most valuable in the determination of such a question, and such precedent, fortunately, we have in the appearance of a member of European cities.
to what they receive than any.
Most of these cities own their own gas and water works and their means of transit, either actually or potentially. It is only a question of time until such municipal ownership will become the rule all over Europe.

As to individual municipalities, Paris is said to be the best-lighted city in the world. Its gas is supplied by one company, chartered until 1905, at which time the plant reverts to the city. In the meanwhile, the company pays an annual license fee, besides a share of its profits. The revenue to the city is about 20,000,000 francs a year, or $4,000,000.

Transit throughout the city is accomplished by means of omnibuses, cabs, and street cars, all of which pay a license and a percentage of their profits to the city — $10,000,000 or $12,000,000 annually. The street-cars
plant revenue to the city on the expiration of the franchise. The streets are beautifully paved and cared for. The Mont-de-Pieta, or Municipal Township, and the Public Savings Bank are of great benefit to the poor, who are enabled to take advantage of these institutions without risk to their selves. The public buildings, fairs, libraries, and schools do not come under the are all of exceptionally high grade. Although the annual expenditure is enormous—amounting to nearly $20,000,000 or $25,000,000—yet the sources of income are so well managed that taxes are not burdensome.

In Vienna the street cleaning is under the care of a company which is paid 500 florins for every work day that the streets are neglected and interesting reflection for the Chicago street-cleaning commission.
Berlin is justly considered one of the most successfully administered cities in Europe. The solid German virtues of patience and infinite thoroughness of investigation, their determination to discover and possess absolutely the best system in whatever line they undertake, have worked out their natural result. The city itself supplies part of its gas; the rest is made by a private company which pays a revenue to the city, and whose prices are moderate because it must compete with the cheap city supply. Transit is furnished by a private company paying a franchise to the city, and under obligation to supply the streets where the cars run with the bestpublic.

Water is under municipal ownership, and the sewage is disposed of in municipal farms whose rich harvest of fruit and vegetables brings in a profit to the city.
To Great Britain, Glasgow and Birmingham are the model cities for the United States to follow; and it is to their example that American reformers who believe in extending the sanitary powers of the city may appeal. Not only do Glasgow and Birmingham own their gas and water works, and street-car systems (leasing the latter to a company which pays the interest), the city of Glasgow at least has undertaken a wholesale purification of the sewers. The "rookeries" have been torn down, and their places taken by model tenements and lodging houses, built not as a result of private philanthropy, but as an experiment in municipal housing and sanitation. The theory on which they have proceeded is that the city has a right to prevent, in the in-
...uest of the general welfare, any such accumulation of individuals under unsanitary conditions as must result in the modern state. Where in conservative England and Scotland the pressure of circumstances has forced our experiment too bold for radical America even to suggest at present. Public baths and wash-houses also exist in these cities, and markets and slaughter-houses are public property. The users of these privileges, of course pay a small fee; but experience has shown that all the measures indicated can be carried on by the city not only without loss, but with an actual gain. A comparison of the cost of administration in Birmingham and in Boston shows that the latter pays nearly five times as much as the former for a lower grade of...
municipal service. The public art galleries, and the adornment of the city with parks, monuments, and public buildings may well put to shame our dullest sense of the need of beauty as a national possession. The ancient state was prodigal of beauty in all public places, and lived with comparative simplicity in its private dwellings. To a considerable extent the modern states of the Old World follow the same principle; but we in America shut away our art and its gracious refinements in the heavily magnificent houses of the rich while the mass of the population, working our bare and dirty streets, must wholly miss the joy of beauty either as a public or a private possession. There is no doubt that whatever may be our advantage over the states of Europe as regards national government, in the management of our cities, the natural appetite for self-congratulation must go ungratified.

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Madeleine Wallin.
Municipal Administration
by
Madeline Hallin
afflicted for self-congratulation must go unconfuted. Things are unquestionably much better done in this line in Europe than in America. And why? Are these differences the accidents of immaturity, or are they rooted in our national character? Will it be sufficient merely to call attention to the points of contrast, or must the whole conception of municipal government in this country be revolutionized before improvement can follow? The answer may perhaps suggest itself when we recall the chief reasons which have brought the differences observed abroad. First, the different character of the men engaged in municipal politics in Europe; and second, the utterly different conception of civil service which prevails there. Politics as a profession is disagreeably suggestive to American minds of the unsavory class of ring bosses, ward-heelers, and otherbooty-hunters whose experience has
crushed our political system since the days of Andrew Jackson but in Europe the phrase has quite a different meaning. A certain proportion of the well-to-do class devote their working time entirely to the study and practice of politics in the interests of the general welfare—not contenting themselves with a debat-
table interest but standing for Parliament serving on Boards and Councils and bringing to bear on the problems of state locality the ripe judgments of intelligence and leisure. A much larger proportion serve without pay upon the administrative committees of their municipality while carrying on their regular occupation. In Berlin such service is compulsory when required. With the public sentiment that must exist in order to make such a state of things possible what wonder that
citizens are well managed? The municipal machine is not expected to run itself; the oil upon its wheels is the serious, intelligent devotion of the better element of society, self-constituted as the guardians of the community. Perhaps that conception is the heritage of feudalism, whose ideal was the lord of the manor, actively promoting the welfare of those whom the circumstances of the time had made his dependents; and as such it may be repugnant to American independence. But certainly it is expressly that spirit of individual responsibility for the management of public affairs which is lacking here; and until it can be grafted or indigenously cultivated upon our political soil, the evils we complain of will not cease.
The second point of contrast is the radical difference between our system of civil service and that of Europe. That system has been one we know only too well: the country rings with our shame. The faint number of better things has for some time appeared on the national horizon and of late there seems to be hope for the cities. But what we in America are only just beginning to see that we want to do they in Europe have long been actually doing. A change in the national party in power brings practically no change in the English national self-government except in the heads of departments. The vast body of officials remains the same, hereditary and efficiency alone deciding their succession and retribution. The same is true of the municipalities in Germany. The municipal situation is sordid. The March of Berlin must be a graduate
of the Law School of a German University, and is elected for twelve years, with the probability of re-election. He is often selected because he has made a success of the mayoralty in some other city, and here again is the tendency to professionalism in politics. Europeans apply the simple business principal that experience and broad success in a given occupation are prima facie evidence of continued success in the same line, even though the occupation be political administration. In Berlin, Dresden, and other German cities, a part of the Board of Aldermen are salaried experts, chosen because of their fitness to conduct the city's business. In all departments of the Civil Service, here as in England, the young man who enters that work may look forward to its a life-piece, with opportunity for advancement proportioned to his own
I am sorry if I did not make my point clear. The situation is complex and requires careful consideration. I have been working on this problem for some time and have been trying to find a solution. However, I believe that the approach you are taking is not feasible. I think we should consider other options and explore different directions. I understand that we are under pressure to make a decision, but I believe that we should take the time to think things through and make an informed choice. I will continue to work on this problem and try to find a solution. Please let me know if you have any other suggestions or ideas. I am eager to hear your thoughts. Thank you for your time and consideration.
efficiency. The administration of government becomes a profession worthy of the name, equaling in dignity and permanence any other profession with which it may be compared. The American theory that any citizen is fit for any office, and that all offices should be extended to as many citizens as possible, must certainly be inconsistent with this ideal of civil service. Add to this the stupid and selfish assumption that anyone can manage municipal affairs—apparently the more complicated the business and the more extensive the interests involved, the less the care to be bestowed on the selection of officials—and the present state of our municipalities can not surprise us. It follows that the first and absolutely essential effort must be toward the development of personal responsibility. The getter and enjoyer of wealth must forego a part of these privileges for the service of the community; and this must be -
moderately, in a spirit of civic righteousness, but steadily, seriously and as a matter of course, because it is the habit of the community into which he is born. Our point of view in civic matters needs to be exactly reversed, for to substitute for the collective the individualistic. When that is done we may perhaps prove the truth of the old philosophy that wisdom and virtue are identical in result, for he who sees perfectly the truth must perfectly do what he sees.

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