

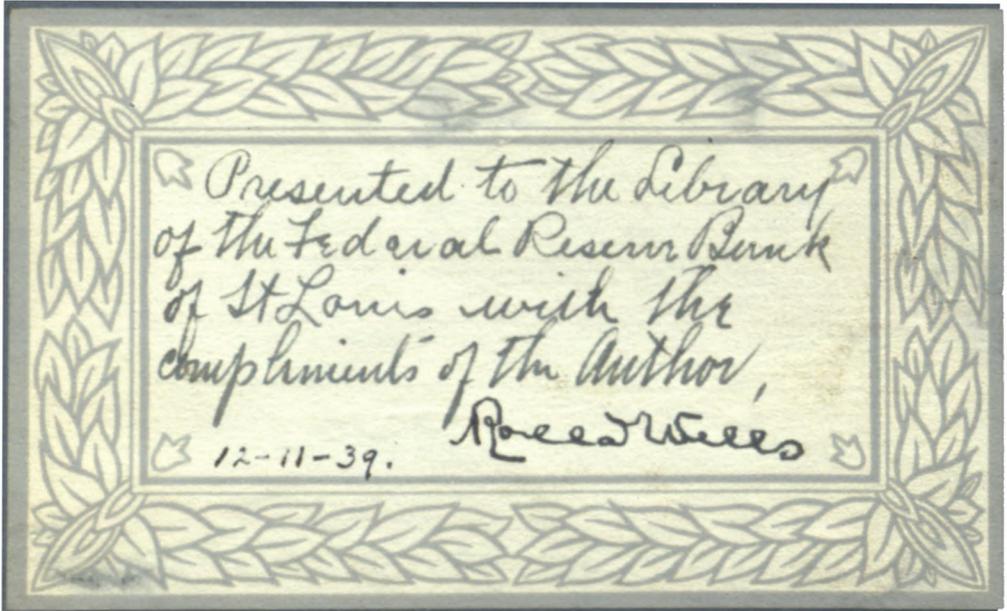


EPISODES
OF MY
LIFE



ROLLA WELLS





Episodes of My Life



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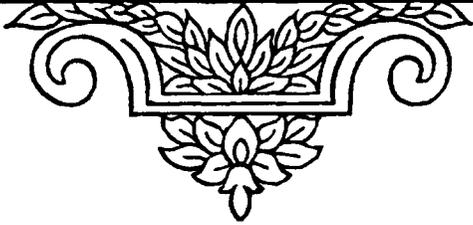
Roosevelt



EPISODES
OF MY
LIFE



ROLLA WELLS



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BY

ROLLA WELLS

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WITH GRATEFUL AND LOVING MEMORY OF MY WIFE

JENNIE PARKER WELLS

I DEDICATE THIS VOLUME TO OUR CHILDREN

MAUD WELLS STREETT

ERASTUS WELLS

LLOYD PARKER WELLS

JANE WELLS SMITH

ISABELLA WELLS ROBERTS

FOREWORD

For fifty years, from my twenty-second year until my retirement a few years ago, I held various executive positions in the private, quasi-public, and public occupations in which I was engaged.

Fifty years is but a brief and fleeting span. Yet it seems long when one considers not so much the years which have vanished, but rather the complex work and intricate perplexities encountered.

As I review these years a panorama unfolds, in the enactment of which many persons had a part. Those who supported and co-operated with me, and likewise those who opposed me were actors in the drama of my career—some prominent and some minor. However, the principal figure in one's life is himself.

For the friends and colleagues who volunteered their loyalty and encouragement, and for those fellow-citizens with most of whom I had not even the pleasure of being acquainted, who accorded me their good will and approbation, I have a deep sense of appreciation.

Envisaging the half century, I see the simple mode of living developed into the complex. The evolution of the kerosene lamp to the great variety of conveniences provided by electricity and gas. The telephone, the wireless, the radio, the motion and talking pictures, the self-propelled motor vehicles, the air-ships, refrigeration, and innumerable other facilities of the present

day form a striking contrast with the accommodations of my boyhood and youth.

I behold the progress from the horse-car to the trolley-car and motorbus, and the transformation of industry and trade from a primitive status to large scale production and mass marketing by mechanization and systemization.

I visualize the advancement of St. Louis to the metropolis it is today, and I rejoice in the contemplation that my career embraced practically the entire period of this transition.

This Autumn of mine is a fair and golden season to me, in which there is no regret, no animosity, and I like, above all, to remember the sincerity and fidelity of my friends, and the civic pride of the people of St. Louis.

This narration is not an official record or history, but simply a recital of some of the episodes of my life for members of my family and my associates.

R. W.

SEPTEMBER, 1933.

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I

ERASTUS WELLS

MY FATHER, Erastus Wells, was born in Sackett's Harbor, Jefferson County, New York, December 2, 1823. He was the only son of Otis Wells, a descendant of the Wells family of Connecticut. His paternal grandmother was Ethelinda Otis, a descendant of the Otis family of Massachusetts.

From his twelfth to his sixteenth year he lived on a farm and during the winter months attended a district school. It was a log school house and it was necessary for him to go through the deep snow of those Northern winters to reach it. At the age of sixteen, he left the farm to seek his fortune in the world.

He proceeded to Watertown, New York, where he obtained employment in a grocery store at a salary of eight dollars a month. He remained there but a short time, going in 1839 to Lockport, New York, and engaged as a clerk for a firm in which ex-Governor Washington Hunt was a partner. His salary ranged from eight to twelve dollars a month. At the end of three or four years he had laid up the sum of one hundred and forty dollars, in those days almost a fortune to a young man who had earned it by hard work and close economy.

With this sum in his pocket he turned his face to-

wards the West, and decided to go to St. Louis, then one of the most enterprising points of the Western frontier. On the journey he passed through the city of New York, and the omnibuses which were operated on Broadway interested him. He arrived in St. Louis in September, 1843. His mother had given him a letter of introduction to Mr. Calvin Case, a prominent resident of St. Louis. He looked around for several days, having in mind some occupation in which to engage, and then presented his letter to Mr. Case, who received him most cordially and inquired how long he had been in the town, and whether or not he had determined what he would like to do. My father replied that in passing through New York City he was impressed with the busses in use in that city, and he had observed that in St. Louis apparently there were no public transportation facilities. Mr. Case was interested and thought it was an idea worth considering, and it ultimately resulted in a partnership between Mr. Case and my father, in the inauguration and operation of the first public transportation enterprise in St. Louis—namely, a bus line.

In the course of time this enterprise developed into a large transportation system, covering many parts of the city. In 1859 my father obtained a charter for the first horse-car line operated west of the Mississippi River, which was called the Missouri Railroad Company, of which he was the president, and on July 4, 1859, the first car was operated for a short distance west on Olive Street.

For a period of fifteen years he was a member of

the Board of Aldermen; first elected to this body in 1848, and re-elected in 1854, and was a member until March 1, 1869, when he resigned to take his seat in Congress, March 4, 1869. During the twenty-three years of his service in public office he advocated such measures as were best calculated to advance the growth of the city and to add to the prosperity of its citizens, permitting no party partisanship to influence him.

It was while he was a member of the Board of Aldermen, as Chairman of the Committee on Water-Works, he urged the building of new water-works, which should be on a scale commensurate with the needs of the city for some years to come.

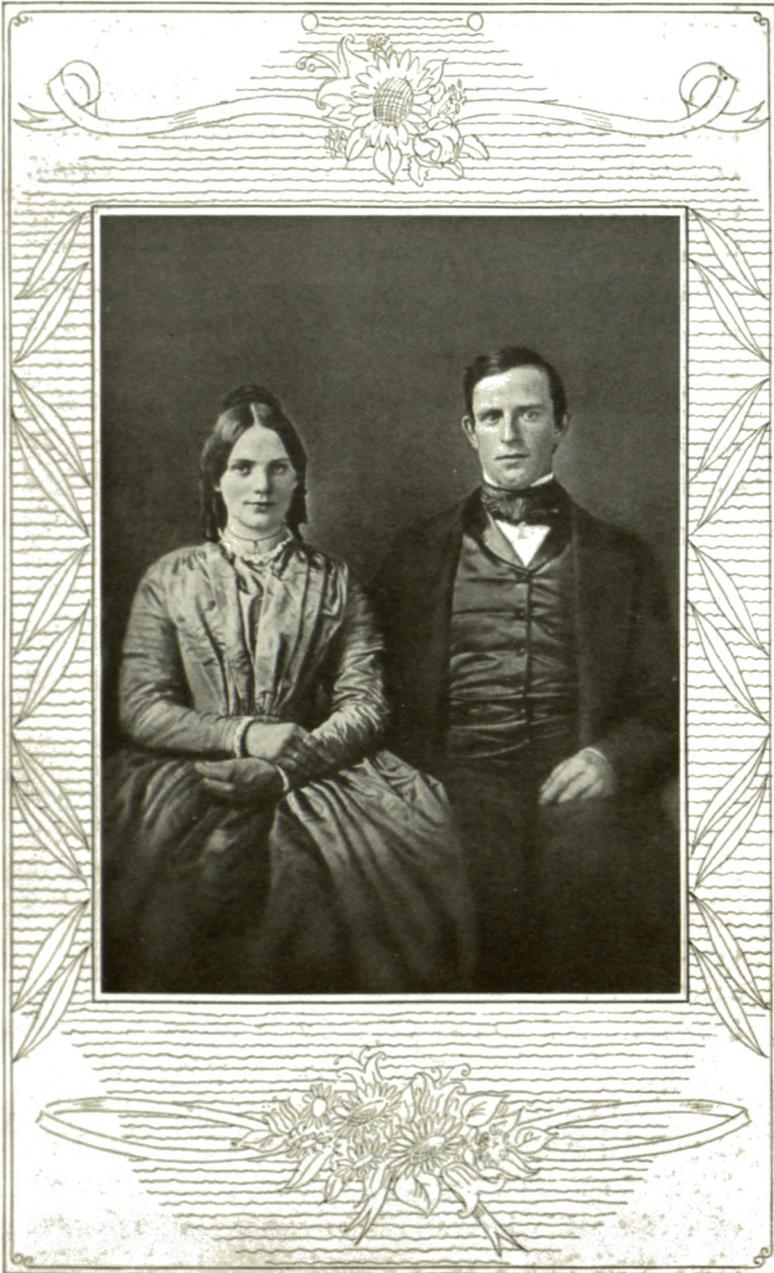
He was appointed on a special committee to visit the principal cities in the East to examine the system of water-works in each city, and was the only member of the committee who performed this duty. He visited New York, Boston, Philadelphia, Washington, Cincinnati, Louisville and Cleveland, and was given every opportunity to make an inspection of the water supply in use in each city. Upon his return he made a report and mainly through his efforts an act was passed by the Legislature authorizing the City of St. Louis to issue bonds to the extent of \$3,000,000 to commence the construction of what led to the then considered imposing water-works.

He realized the inadequacy of the police system of St. Louis, and when on his investigation relating to the water supply he also informed himself of the different police systems of the several cities which he visited. He learned from the mayors of New York,

Boston and Philadelphia, that in their opinion Baltimore had the best police system. At that time complaints came from almost every city of any size, chiefly the Eastern cities, of the difficulties in their police regulations. Baltimore, especially, had passed into the hands of a desperate class of men known as the "plug uglies," a kind of city rowdy, ruffian or disorderly tough, a term said to have originated by a gang of such in Baltimore, against whom the police authorities were powerless, and this unruly turbulent element was not placed under control until the Legislature of Maryland had passed what was known as a metropolitan police bill.

He brought home with him a copy of this bill, and after changing it to meet the laws of Missouri, and to comply with the City Charter, he secured the consent of Francis Whittaker, Henry Keyser, George K. Budd and Bernard Pratt to put their names to the Act, they to serve as the first Board of Police Commissioners of this city. After a struggle in the Board of Aldermen, a resolution was passed recommending its passage by the State Legislature.

He visited Jefferson City and laid the resolution, with the bill, before the Legislature during the session of 1860-1861. Claiborn Jackson was Governor of the State at the time, and there was a good deal of political unrest. The party in power insisted upon eliminating the names of the commissioners set out in the bill, leaving it with the Governor to make the appointments. The friends of the bill were successful in securing its passage and the Governor signed it. Its pro-



Erastus Wells and Isabella Bowman Henry Wells
Reproduced from a daguerreotype of 1850, the year of their marriage

visions were at once carried into effect and a new era of a metropolitan police system for St. Louis was inaugurated.

At the close of his career as Alderman, by unanimous vote of the Board of Aldermen, his portrait was hung, with due ceremony, on the walls of the chamber.

In 1850 he was united in marriage to Isabella Bowman Henry, daughter of Captain John Henry, of Jacksonville, Illinois.

His Congressional career began in 1869, and he served as a member of the House of Representatives for eight years, during the incumbency of President U. S. Grant. At the election of November 3, 1874, he was re-elected for a fourth term by a majority of nearly three to one.

In politics he was a Democrat, but was popular with all parties. He received many votes from those politically opposed to him. Through his effort Congress appropriated the sum of \$4,000,000 for the building of the St. Louis Post Office and Custom House, now located on Olive and Locust Streets between Eighth and Ninth Streets.

He was helpful in obtaining appropriations for the improvement of the Mississippi River, and was associated with Captain James B. Eads, in the matter of legislation relating to the promotion of the Eads Jetties.

At the last session of the 43rd Congress he introduced the bill which led to the conversion of the Indian Territory into what is now known as the State of Oklahoma.

During his later years, owing to ill health, he retired, and I am proud to say his confidence in me was such that he put all of his affairs in my charge, and our association as father and son has been a life-long inspiration to me.

My mother, Isabella Bowman Henry, was born at Jacksonville, Illinois. She died in 1877. I owe much to her loving care and guidance.

II

JOHN HENRY

I HAVE in my possession an autobiography written in 1881 by my maternal grandfather Captain John Henry. It is a record of an active and interesting career in private and public life, in the early days of Lexington, Kentucky, and Jacksonville, Illinois.

Captain Henry was born in Lincoln County, Kentucky, November 1, 1800. His father was born in Virginia, on the 5th day of July, 1776, the day when the victory of American Independence was proclaimed.

In 1789 his father and grandfather emigrated from Virginia to Kentucky, when that state was a vast wilderness and subject to Indian depredations. His grandfather, Watson Henry, located at Logan's Fort, near Stanford, now in Lincoln County. His maternal grandfather, David Potts, located at Harbesen Fort, near Perryville, in Boyle County.

When he was eighteen years of age, as was the custom of the time, he was apprenticed to Robert Wilson, a cabinet-maker, living in Lexington, Kentucky, for a term of three years.

At the end of his apprenticeship he married the oldest daughter of Mr. Wilson, Isabella Wilson, April 5, 1821, started a business of the same character for himself, and remained in Lexington until 1828.

In his autobiography he tells of his desire to emigrate to some new country where it would not be necessary to have a large amount of money to begin business. He and his wife decided to move to Illinois, with their three children, Margaret, Mary and Robert. After a journey of three weeks, with a four-horse team, they arrived at Jacksonville, Illinois, on the 13th day of October, 1828. He brought with him a thoroughbred stallion, the first thoroughbred horse in Morgan County. This stallion was named "Selim," after the great charger which General McDougall rode in the Revolutionary War. My grandfather thought a great deal of this animal, and expressed the opinion that he deserved a place in the history of Morgan County.

They rented a cabin in what was called Mitchell's Row. All of the cabins in the row were built of round logs. They paid \$1.50 a month rent and lived there for one year. He then purchased a farm in the neighborhood of Jacksonville and at the same time set up a cabinet shop in the village. He tells of the difficulty he had procuring the kind of wood necessary for his work, and of hiring an ox wagon and team to go to St. Louis, a distance of one hundred miles, for a load of wood, which he hauled to Jacksonville. He had an opportunity to purchase a large log house which had been built on government land by a man named Cox, who sold it for twenty dollars. It was moved to another location and made a very commodious shop, which was the first regular cabinet shop in Morgan County. It was the second best house in the village.

The first Board of Trustees of Jacksonville held their meetings at night in the cabinet shop. There were five members—James Parkinson, George Hackett, Mr. Henry, and two others whose names are forgotten.

The shop was utilized as a meeting place for a committee of Jacksonville citizens who were planning for a celebration of the Fourth of July, 1829, "in honor of American Independence." The committee consisted of John Eads (uncle of James B. Eads, the builder of the Eads Bridge and the New Orleans jetties), Abraham DeWitt, John P. Wilkinson, Joseph Fairfield and Mr. Henry.

A County Convention met in the shop in the year 1832, to nominate delegates to attend the State Convention in Springfield, Illinois, to select a candidate for the Democratic ticket. The delegates chosen were Joseph Morton, Mathew Stacy, John Wyatt and Mr. Henry. The delegates were instructed for General Andrew Jackson.

Early in life my grandfather took an active interest in the political questions of the day. He was a Clay Whig, and in 1824 cast his first vote for Henry Clay for President, who was defeated by John Quincy Adams. In 1826 the Legislature of Kentucky instructed Mr. Clay to vote for General Jackson in opposition to John Quincy Adams. Clay cast his vote for Adams, which caused a split in the Whig party, Mr. Henry going with the Jackson wing and continuing with it until 1835.

In 1832 Mr. Henry was elected to the lower house

of the General Assembly of Illinois, where he remained until 1840. He was then elected to the State Senate, serving as State Senator until 1847, at which time he was elected a member of the United States House of Representatives.

His first difference with the Jackson party arose in 1832, upon the question of introducing into Western politics the New York system of conventions. During the session of the Legislature in 1832 a meeting of the members of the Democratic party was called at Vandalia, to consider the advisability of adopting the convention system. This was the first meeting of the kind held in the West. The project was considered and the system adopted. Mr. Henry, the youngest member of the Lower House, opposed the measure, introducing a resolution denouncing it as anti-republican, and antagonistic and dangerous to our republican form of government. This resolution caused Mr. Henry to be read out of the old Jackson party.

In 1836 the Honorable Hugh L. White of Tennessee was nominated to be President. Mr. Henry was one of Mr. White's electors from Illinois. In 1840 General William H. Harrison was elected, Mr. Henry still clinging to the Whig party, in fact he was one of the last men in the State to leave it, and then joined with Stephen A. Douglas on the doctrine of non-intervention and in favor of local self-government.

As illustrative of the primitive social status of that period, Mr. Henry introduced into the Legislature a bill providing for the exemption from execution of

one horse worth sixty dollars and a mechanic's tools worth the same amount; and, also that a woman at the head of a family could hold free from execution six sheep and their fleece.

While in the Legislature he introduced a bill to incorporate the Female Academy at Jacksonville, which was the first incorporated institution of learning in the State. He was also prominent in the establishment of other public and charitable institutions. He took a prominent part in the formative period of the inauguration of the public school system of Illinois.

In 1832 he volunteered and raised a company for the Black Hawk war, and served under Governor John Reynolds and General Joseph Duncan, and was present at the treaty with the Indians at Fort Armstrong.

In 1837 and 1838 the General Assembly of the State of Illinois passed a bill to construct over twelve hundred miles of railroad, under the supervision and direction of agents appointed by the State. Commissioners were sent to Europe to procure a loan to carry on the work, and were successful. In the bill there was no preference given to any section of the State as to where the railroads would be built. Then the trouble began. All sections claimed that the road must be built in their vicinity, and in less than eighteen months the whole scheme exploded with a considerable loss to the State.

On the 27th day of February, 1841, a bill passed the General Assembly of Illinois to finish the Northern Cross Railroad from Jacksonville to Springfield, Illinois, and made an appropriation of \$120,000 to com-

plete the work under the supervision of John D. Whiteside, Fund Commissioner of Illinois. On the 5th day of March, 1841, Mr. Whiteside appointed Mr. Henry and Edward D. Taylor joint agents to complete the road. The work was accomplished in five months. The railroad was built on wooden stringers and flat iron rails. Mr. Henry superintended the operation of the road for one year, assisted by George Gregory, locomotive engineer, and a man named E. Miodzianowski, an exiled Polander, acting as civil engineer. They had great difficulty in operating this road, as the spikes which held the flat iron rails on the wooden stringers were constantly getting loose, to the danger of lives and the destruction of the equipment. Finally, Mr. Henry was compelled to dispense with the engine and use mules for the motive power.

Captain Henry was a man of keen and intelligent mind. His autobiography is a document of real human interest, and tells of many of the early settlers, who, together with himself, had taken an active part in the affairs of the country. Among the many personal and intimate friends with whom he was associated, were: Mr. Stephen A. Douglas, Governor John Reynolds, General Joseph Duncan, Governor Richard Yates, Colonel E. D. Baker, Colonel John J. Hardin, Colonel James Dunlap, Judge William Thomas and Mr. Jacob Strawn.

He died April 28, 1882, at the age of eighty-two years. I was present at his deathbed, and an incident relating thereto made a lifelong impression on my memory. Near the end, Reverend Robert G. Brank,

the stately and kindly pastor of the Central Presbyterian Church, entered the room with a prayer book in his hand. He approached the bedside, and my grandfather, aroused, was incredibly able to exclaim, addressing Dr. Brank:

“I want you to understand, sir, this is not a death-bed confession,” which was an unforgettable expression of his character and life. In a few moments he passed away.

III

EARLIEST RECOLLECTIONS

THE date of my birth was June 1, 1856. The place, St. Louis, Missouri, on the south side of Olive Street, midway between Fifteenth and Sixteenth Streets, at that time considered in the suburbs.

My earliest recollection was the battle of Camp Jackson, during the Civil war. The occasion which impressed this on my child-mind, being only five years of age, was, being seated in a one-horse surrey, next to my grandfather, Captain John Henry, who was visiting in St. Louis at the time.

He and I were occupying the front seat, he driving; my mother and Mrs. M. M. Hodgman, an out-of-town friend, were on the rear seat. We drove out Olive Street, stopping on a vacant lot on the southeast corner of Garrison Avenue and Olive Street, looking west to what is now Compton and Theresa Avenues. We heard firing and saw the smoke arising, as the result of a skirmish which was styled "The Battle of Camp Jackson."

I remember seeing the soldiers marching east on Olive Street, past the lot on which we were standing. This childhood impression was confirmed in later years by my grandfather.

I remember being taken to the Sanitary Benefit Fair which was held on Twelfth Street, north of Olive Street, during the Civil war, where I saw Nellie Grant, daughter of General U. S. Grant, who was impersonating the old woman who lived in a shoe, surrounded by numerous dolls.

I remember the Federal troops escorting in military form the ragged and forlorn Confederate soldiers, prisoners of war, to the Gratiot Street prison, formerly the McDowall Medical College.

One day, while playing in the stable at the rear of my home, I found a ten dollar Confederate bill. Believing that it had value, much elated, I showed it to my father. The next day he took me to the Accommodation Bank, of which he was the president, located on Chestnut Street, between Third and Fourth Streets. Father having covertly guaranteed the deposit, I was told to hand in the bill, for which I was given a pass book showing a credit of ten dollars; also, a check book. This transaction was the incentive for me to learn to write, which I laboriously did, by writing checks for one dollar each until the credit was exhausted. The proceeds of the first check for one dollar, as I remember, I spent for the purchase of a toy fiddle.

IV

A COUNTRY HOME

IN 1868 my father purchased 66 acres of land in St. Louis County, fronting on the north side of St. Charles Rock Road and extending northwardly, and erected a three story brick house, which was used as our country home. What is now known as Kienlen Avenue was the driveway. This tract of land is now a part of Wellston, which was named for my father. A house in the country at that time, and for some years later, did not have the conveniences of the present day. There were no electric lights, gas, telephone, or community water supply. The roads leading to and from the city were the St. Charles Rock Road (macadam) and some parallel and intersecting dirt roads, a portion of which frequently crossed private property as a short cut-off. The only means of transportation being horseback and horse-drawn vehicles, it required the good part of a day for my mother to go in her carriage to the city and return for shopping or social functions.

I remember a pair of young, jet-black stallions (Morgan stock) we owned at that time. One Sunday afternoon, during a summer vacation, I had one of the horses saddled, and rode him along the St. Charles Rock Road. He was full of spirit, prancing and jumping, and held his head well in the air.

Two men came along in a buggy. They stopped me, and one of them said: "Hello, young fellow, what horse is that you are riding?"

In my elation, I quickly made up a name, and being somewhat of a little rebel, I replied, "This stallion is the celebrated 'Stonewall Jackson'."

They admired the animal and then drove on, evidently keeping sight of me when I turned into our driveway towards home.

That night two horses were stolen from our barn—"Stonewall Jackson" and a buggy horse belonging to me.

Father had posters placed at all the country cross-road stores, offering a liberal reward for the return of the horses, but we never saw them again. That was my first lesson on undue pride.

This country place was the source of much pleasure and recreation for my father. He enjoyed the products of the orchard, the vineyard, the melon patch and the garden. The Sunday afternoon visits from his many friends were especially enjoyable, sitting in the shade of the trees, talking and joking, and refreshed with ice cold mint juleps.

Good neighbors were close by. A short distance to the northwest of us, in their country homes, lived the Clarks, the Glasgows, the O'Fallons, the Turners, the Lucases, the Lindsays, the Hunts, the Hargadines, the Frosts, the Wickhams, the Harneys and others.

A few years after the death of my father, in 1893, while the house was vacant, through some unknown cause, it caught fire and burned to the ground. The

property then was subdivided into building lots, and, as I before stated, is now a part of Wellston, named for my family. It seems to me almost incredible, that at this writing that section is now made up of intersecting, smoothly paved streets and alleys, and block after block of residences, stores and other structures.

In the Fall of 1868 I was sent to the Vermont Episcopal Institute, a semi-military school, conducted under the auspices of the Episcopal church of Vermont. The school was located on what was known as Rock Point, a projection into Lake Champlain, at the outskirts of Burlington, Vermont.

A number of my St. Louis boyhood companions also attended this school. As I now recall their names, they were Isaac H. Lionberger, Edward Dameron, Clarence O'Fallon, Willie Carter, H. S. McKellops, Jr., Allen H. Collins, H. H. Simons, G. W. Baker, J. B. Collins, James R. F. Duncan, C. J. McLaren, Edgar J. Valle and George Blackman.

Being an Episcopal school, our Easter vacations were long, and I spent the time visiting my father and mother, who were living in Washington, D. C.

Father frequently took me with him on the floor of the House of Representatives. At that time each member had his individual desk, and I was allowed to sit by his side. This was an interesting experience, as it brought me in passing contact with many of the prominent members of that period. Some of those I remember are, James G. Blaine, Speaker of the House; John A. Logan, Proctor Knott, John Morissey, Fernando



Country Home

Wood, John A. Bingham, James A. Garfield, Benjamin F. Butler, Samuel S. Cox.

When I finished at the Vermont Episcopal Institute I returned to St. Louis, and in the year 1871 entered Washington University, then located at Seventeenth Street and Washington Avenue. After leaving Washington University, I went to Princeton University. In 1915 I was complimented by having an honorary degree conferred upon me by Washington University, and, in 1916, an honorary degree was conferred by Princeton University.

V

A MINISTER TO LIBERIA

IN THE early seventies, when my father, mother and sister, then an infant, were living in the old Willard Hotel, in Washington, D. C., my sister became quite ill. One morning about five o'clock my father and mother imagined that the child was in a critical condition. Father, in great distress, rushed to the office of the hotel to get some one to go for the doctor, there were no telephones in that day. It happened that at this early hour no one was visible in the hotel office or the lobby.

In desperation, father ran to the sidewalk at the Pennsylvania Avenue hotel entrance, looking around for some means of getting word to the doctor. Just then a negro who happened to be from St. Louis came sauntering along. He recognized father and surmised that something was wrong.

Approaching, he said, "Why, Mr. Wells, what is the matter? Is there anything I can do for you?"

"Yes, my daughter is ill and I am looking for some means to summon the doctor," father replied.

The negro inquired for the doctor's address, and when told, he started on a run to get him. The doctor arrived in due time and all was well.

This negro was Milton Turner, of St. Louis.

A few days later, when father was entering the hotel, he noticed Turner standing on the sidewalk. He called him and expressed his thanks for the opportune service he had rendered in notifying the doctor.

"Turner, what are you doing in Washington?" Father asked.

"Mr. Wells, speaking frankly, I am walking the streets looking for the means for getting back home," Turner replied.

"Well, Turner, what brought you here," asked my father.

"Mr. Wells, I had an idea that I might get the appointment of Minister to Liberia, but I have abandoned hope and want to get back to St. Louis," replied Turner.

"You stay around for a few days and I will see what can be done." He gave Turner money to tide him over.

Father and President Grant were quite friendly, having known each other in the early days when Grant was living in St. Louis. Father called upon the President at his office in the White House.

"Mr. President, what have you done about filling the vacancy in the office of Minister to Liberia?" The President replied that he was about to appoint Mr.—.

"Why don't you appoint Milton Turner of St. Louis?"

"That would not do; Turner is a negro; it would be unprecedented to appoint a negro to a position of that character."

"Why not? It's only a matter of drawing the salary, and a negro can do that as well as a white man."

Whereupon father related the story of the supposedly dying infant daughter, the urgent need of a physician, and the sauntering negro on the sidewalk coming to his rescue by timely notice to the doctor.

The story was told in such a way, that in the telling of it moisture appeared in the eyes of the President. He rang for his secretary, and instructed that a certificate of appointment as Minister to Liberia be made in the name of Milton Turner, of St. Louis, the first negro to receive an appointment of that character. Turner duly qualified and served his term with credit.

Father did not dream that in reciprocating to Milton Turner for the timely service he had received he was "casting bread upon the waters," as the following narrative will show.

In my campaign for Mayor, in the Spring of 1901, over thirty years after Milton Turner's appointment as related, it was my custom to attend such political meetings as were assigned to me. I was usually accompanied by friends who were expected to, and did, participate in the gatherings. It was our rule when the itinerary for the evening was ended, to stop at the St. Louis Club, located on Lindell Boulevard, just west of Grand Avenue, for a sandwich and a bottle of beer or some other refreshment.

One night, in getting out of our carriage (automobiles had not come into use), I was accosted by a political ward worker, who informed me that there was being held, in an old warehouse on Olive Street and Cardinal Avenue, a large negro meeting, and he had been sent with the request that I attend the meeting.

I demurred, declaring that I was tired and that I had filled the engagements assigned to me for that night. However, I was persuaded to go, on the ground that it was a meeting well attended and of political importance. We re-entered the carriage and drove to the warehouse.

On entering the poorly lighted and dilapidated meeting place, I noticed it was crowded with negroes and that Milton Turner was on the platform, addressing the audience. He had become a lawyer and a fine orator, and was a leading negro citizen.

I ascended the platform, Mr. Turner extending greetings. Then continuing his speech, he related the story pretty much as I have told it, of how, over thirty years ago, through Mr. Erastus Wells, father of the Democratic candidate for mayor, he had been honored with the appointment of Minister to Liberia. It is needless to say, that after such an introduction, I met with a vigorous reception, proving on election day, I believe, that "casting bread upon the waters" was not in vain.

VI

BEGINNING OF BUSINESS LIFE

FOR a number of years my uncle, Alfred W. Henry, had been my father's principal assistant. He was superintendent of the Missouri Railroad Company, operating the Olive and Market street car lines. I was thrown with him a great deal, and he was good enough to call me his assistant, but my duties were in no manner arduous. He was one of the most popular men in the city. At the same time Mr. William D. Henry was the secretary and treasurer of the railroad company, and his son Frank R. Henry in later years became the auditor of the United Railway Company, a successor of the Missouri Railroad Company. After leaving the railroad business Mr. Frank Henry became vice-president, and later president of the Majestic Manufacturing Company. In 1878 Mr. Alfred W. Henry died. Father came from Washington to attend the funeral. The burial was in Bellefontaine Cemetery on a Sunday afternoon.

I shall always have a vivid memory of what happened the evening of that day. Father and I drove from the cemetery to our country home. After dinner we were sitting together. I noticed he was depressed.

Suddenly he said to me: "For a number of years I have been dependent upon the services of your uncle.

My legislative duties in Washington require my immediate presence. I have no one at this time to take up his duties and responsibilities. I don't know what I am going to do." Then, abruptly, he asked me if I would undertake the management of the railway.

As can be imagined, the question was unexpected. All I could think to say in reply was: "If you have sufficient confidence to give me the trial, I will do the best I can." He answered, "Very well, to-morrow morning you will come with me to the office and I will issue the order appointing you superintendent."

I spent a restless night thinking of the big responsibility that would be mine, and in the morning I awoke with the determination that I would give all that was in me to make good. I was twenty-two years of age.

The next morning we went to the office. The announcement was made that I had been appointed superintendent of the railroad. That night father left the city for Washington, and I then realized that I was confronted with a great responsibility.

For years I had been known among the employees of the railroad as the son of the president, and there had been a boyhood and young manhood familiarity on my part and theirs. Some of them had been employees since my infancy. It took some time to impress upon them the change in our relationship; that I was in charge and that my orders must be respected.

Early in my administration I saw the necessity for a change in the method of regulating the running order of cars and the time schedule.

After considerable study I perfected a plan and gave

orders to the foreman and the starting agent that the new schedule should be put in operation on the following day.

On the day the change was made I noticed that the operation of the cars was more or less demoralized. Calling the foreman and the starting agent before me, I inquired what was the difficulty. They informed me that the system I was attempting to introduce was not practicable. I informed them, thereupon, that in the morning they should again adopt the schedule, and if I found that under their charge it did not operate as I desired, it would be necessary for me to appoint a new foreman and a new starter. It is needless to say that the system from then on worked smoothly, and that this action on my part put a quietus on underhand opposition to my management, and put a stop to favoritism that had been exercised on the part of the foreman and the starting agent to the detriment of some of the operating employees.

The operation of the line continued without interruption until April, 1881, when our conductors and drivers went out on a strike.

They did this without warning and without requesting a conference in regard to any grievance they may have had. This, I felt was a great misfortune, as I am sure a satisfactory understanding could have been reached.

At that period there were ten independent street car lines in the city: The Missouri Railroad, the Citizens Railway, the Union Depot, the Northwestern, the Bellefontaine, the Lindell, the People's, the St. Louis,

the Cass Avenue and Fair Grounds Railway, and the Compton Hill Railway.

The conductors and drivers of all of these roads went out on a strike at the same time.

After a few days of the non-operation of the street cars, threats were made by certain citizens that unless the car service was resumed, legal action would be taken to forfeit the charters of the companies. This caused uneasiness among the officers of the various roads. A conference was held and it was decided a trial run would be attempted in order to demonstrate our inability to operate, owing to lack of sufficient police protection.

VII

A STRANGER WANTS A JOB

I DISLIKE to mention the personal action that circumstances forced upon me relating to this run. However, inasmuch as there was at that time, and in later years, newspaper publicity regarding it, some of which was used against me when I was a candidate for Mayor in 1901, I feel that the incident should have a place in my story.

At the conference it was decided that as the Olive Street line was located in the center of the city, and comparatively a short run, the trial should be made on that road.

On the fixed day (which, of course, was to be kept secret in order not to incite undue attention) it was up to me, as superintendent of the road, to put this into effect.

I planned to start a car from the Olive Street car sheds, which were located at Olive Street and Leonard Avenue, and run it to Fourth Street, the eastern terminus, and return.

The night before the trial run I went to our main office, located on Market Street, between Eighteenth and Nineteenth Streets, opposite where the Union Station is now located. When I reached the office no one was there, the working force having finished for the

day. By use of a latch key I entered, turned on the gas light, and settled myself for the reading of a newspaper.

I had not been there long when there was a knocking at the outer door. I went to the door, and, standing at the entrance was a rather nice looking fellow, about five feet eleven inches tall, of athletic build; I judged him to be about thirty years of age. There was nothing unusual in his appearance excepting a scar on one side of his face and he seemed to have considerable self-assurance. In the midst of the strike I was naturally under a mental strain and mistrustful of every stranger with whom I came in contact.

"What can I do for you?" I inquired of the caller.

"I want a job," he replied.

Under existing conditions this made me a little wary. "Don't you know that our men are on a strike—we have no jobs to offer?" I said.

He answered that he was aware of the strike, nevertheless he wanted a job.

There was something in his manner and voice that impressed me, and it occurred to me that at some time his services could be used. I asked him if he was acquainted with anybody around the Olive Street car sheds, and he replied that he was not. Then I instructed him to go to the Olive Street car sheds the following morning. There he would find loitering on the sidewalk groups of employees. I advised him not to accost them, but to quietly loaf around until I put in an appearance.

I had been assured by some of our employees that

they would resume work when requested. It was on this assurance the test run was to be made; otherwise I should not have undertaken it.

The next morning, a short time before the hour fixed, I sent for the men who had declared they would resume work when asked. In the meantime the foreman had arranged for a team of horses to be in readiness at the shed (the hostlers were not on strike). I met the men I had sent for at the entrance to the shed.

"I want two of you to take a car to Fourth Street and return," I said.

The men in the small group demurred, taking the position that, while they were willing to make good their word, not one would consent to man the first car to be run; if I could get the first car going, they would follow. Now, this placed me in an awkward position, as I had counted on some of them to do what they said they would do.

The stranger I had encountered the night before was standing by and overheard the conversation. I called to him and led him into the car shed, filled with idle cars, and when we were out of sight and hearing, I said, "You overheard the conversation on the sidewalk."

"Yes," he replied.

"Do you still want a job?" "Yes," he replied.

"Very well, I will give you a job. You are to drive a car to Fourth Street and return."

We started back to the entrance, and had not gone far when I stopped and asked him, "Did you ever drive a street car?"

"No," he replied.

"Do you know anything about handling a brake on a street car?"

Again, he replied "No."

Then I realized my predicament. I informed him, that owing to steep grades, it was necessary to have some knowledge how to manipulate the brakes, or disaster would result, and I then determined to drive the car myself. I told him I had never driven a car, yet I had observed the operation for so long a time I felt I could manage.

I asked him if he would act as conductor of the car.

"Yes," he replied.

At that period a brake handle was of malleable iron, of some weight. It fitted with a socket to an iron upright shaft. The handle extended horizontally ten to twelve inches and at its end bending upward for a few inches, had the form of a knob.

I stepped on to the platform of a car near where we were and told him to follow.

I pulled the brake handle from its socket and said to him, "Do you see this? Here is a fine weapon handy if we are seriously attacked."

We went to the entrance. The horses were attached to a car, and then I addressed the men with whom I previously had been talking.

"Since you object to being the first to take out a car, I will take the first car myself, and I now call upon you to make good your word by following me with two additional cars."

I took up the reins, and away we started.

The driving of the car was not easy, but I managed it. On the southeast corner of Garrison Avenue and Olive Street a building was being erected to be used as a livery stable. From that very spot twenty years before, my mother, grandfather and I witnessed the battle of Camp Jackson.

It was the noon hour and a number of bricklayers and mechanics were on the sidewalk eating their lunch. They were in sympathy with the strikers. When the car approached, they stood up, and called us names, and raised a hubbub in general. I hurried past them and, reaching about one hundred feet beyond, looked back and saw my stranger companion with the malleable brake-handle in his hand, shaking it furiously toward the mechanics, and in a loud voice calling them names and daring them to "come on."

I drove rapidly for some distance, then stopped the car and told him to come to the front. In an emphatic manner I informed him I had called his attention to the brake-handle as a weapon for protection only in case of grave emergency, and not as an instrument for inciting riot and inviting trouble. I calmed him and then proceeded on our journey.

All along the street the operation of the car created much excitement. If a circus parade had been the spectacle I don't believe the people would have sprung up more quickly.

When we reached Sixth Street there was quite a crowd. Every window in the adjacent buildings was filled with onlookers, but no confetti was thrown in our honor.

At the corner of Sixth Street I saw my father. He had been waiting for the demonstration. When he recognized me, driving the car, he was nonplussed. He boarded the car and joined me on the front platform. With difficulty we reached Fourth Street, and it was with great exertion that the three of us managed to shift the horses to the other end of the car for the return trip. The crowd was unruly and most free with epithets. The police were of little service.

I started the car on the return trip. At Sixth Street I saw the second car approaching. I hurriedly informed my father the reason for the second car. He left me and boarded the approaching car. I afterward learned they had greater trouble in handling the second car than we experienced with the first. At Twelfth Street we met the third car.

Realizing that it would be almost impossible for it to go through, I ordered the driver to return to the shed on the same track. We completed the trial run as agreed, and in so doing demonstrated we did not have the necessary police protection. Within a short time, through a compromise between the management and employees, the strike ended and the cars in the city resumed normal operation.

In the meantime, the stranger remained about the shed, associating with no one and keeping his own counsel. When the strike ended he quietly took his departure. He called for no remuneration, and I never learned his name or place of abode. The theory I have concerning him is that he was a dare-devil soldier of fortune with a fondness for a fight.

In the year 1875 my father and associates built and operated a narrow gauge (three foot) steam railroad, called the St. Louis and Florissant Railroad, afterwards known as the Westend Narrow Gauge Railway. Father was president of the road, and in later years I was superintendent.

This railroad was a feeder to the Olive Street horse-car line. The eastern terminus of the Narrow Gauge Railway was on the north side of Olive Street, just across the line of the old city limits, at that time about one hundred yards west of Grand Avenue.

For a few years the railroad ran to Wells Station, near our country home. It was then extended to Normandy, and in 1878 was operated to Florissant, its western terminus, with a total length of sixteen miles.

The railroad was unique in its character. It had no freight traffic to speak of. The business was passenger service for the accommodation of the numerous country homes along its route, and in season it was largely utilized for picnic outings.

As I now recall, among those who lived on beautiful estates along the line, and near-by, were the Colemans, the Blossoms, the O'Fallons, the Jeff. Clarks, the Turners, the Wells, the Lindsays, the Glasgows, the Hargadines, the Harneys, the Wickhams, the Kimballs, the Frosts, the Lucases, the Watermans, the Francises, the Cabannes, the Gambles, the Grahams. As I have no record, I probably have inadvertently omitted some I do not now recall.

As I have heretofore stated, the service was unique and largely of a community character. I can now vis-

ualize the sons and daughters of some of these families, school books under their arms, going to and returning from their respective schools—many of them are now grandparents. Well do I remember the joyous shouts and laughter of the thousands of children who were transported to their annual picnic outings.

About 1884 this railroad was purchased by an Indianapolis Syndicate. They abandoned that section of the road running from Morgan Street and Vandeventer Avenue to the terminus located on Olive Street. They then constructed from Morgan Street and Vandeventer Avenue, eastward to Sixth and Locust Streets, a cable road, known as the St. Louis Cable and Western Railroad. Later this road was acquired by the St. Louis and Suburban Railroad and a double track standard street railway gauge was substituted for the old narrow gauge, running from Vandeventer Avenue to Florissant, and the entire road then from Florissant to Sixth Street was operated by the St. Louis and Suburban Railway Company with electric power, and is now operated by the St. Louis Public Service Company.

The business of the street railways increased proportionately with the growth of the population and business activities.

During the year of 1882 my father informed me that a syndicate had made him an offer to purchase a majority interest of the stock we held in the Missouri Railway Company, and he would leave the matter with me for a decision. Realizing that his health was failing, and the holding of such a large interest in one concern would cause him a certain amount of worry,

I concluded it would be best for us to dispose of our holdings. We sold to the syndicate a large percentage of our stock. A new organization was formed, father and I retiring from the management.

Heedless of the state of his health, father was then induced to accept the presidency of the Laclede Gas Light Company. At that time there were three gas light companies in the city. The Laclede Company, serving the city north of Washington Avenue, the Carondelet Company in Carondelet, and the St. Louis Company in the district between the Laclede and Carondelet companies. Some years ago the three companies became merged into one, known as the Laclede Gas Light Company.

After resigning the superintendency of the Missouri Railroad, I purchased a one-fourth interest in the Robert Brown Oil Company, a going concern. This company operated two oil mills located on the Missouri Pacific Railroad tracks just west of Jefferson Avenue.

One mill manufactured linseed oil and linseed cake, and castor oil and castor cake. The other mill manufactured cottonseed oil (both winter and summer oil) and cottonseed oil cake. In addition to these mills, we operated a cottonseed mill at Belton, Texas.

I started at the plants to learn the business, but was there only a short time, as our company was absorbed by the American Linseed Oil Company through an exchange of stock. This was the second large company called a trust that was organized in the United States, the first being the Standard Oil Company.

VIII

A CATTLE RANCH

ON September 21, 1883, a syndicate composed principally of Western men (some of whom resided in St. Louis) having large range-cattle interests, obtained the unofficial sanction of the then Secretary of the Interior to enter into a written contract or lease with the Cheyenne and Arapahoe Indians for three million acres of land adaptable for grazing purposes. This lease was for a part of the Cheyenne-Arapahoe reservation located in the Indian Territory. These tribes together held about six million acres, and the acreage specified in the lease was of no particular use to them.

The terms of the lease called for the payment of \$80,000 a year; \$40,000 to be paid semi-annually, in advance, to the Indians in accordance with their rations allowance as determined by the Government Indian Agent in charge. Thus, every Indian of the tribes—bucks, squaws and minors—would receive compensation in the same manner that the Government distributed food, clothing and other supplies.

I have no doubt the Secretary of the Interior in his unofficial sanction of this transaction, considered the cash payment for the lease would be gratefully received as financial assistance to the Indian tribes.

The three million acres leased were divided among various cattle companies. Mr. F. B. York, who was interested in an open cattle range on Wolfe Creek in Lipscomb County, the extreme northeast county in the Panhandle of Texas, and who also operated general merchandise stores at Medicine Lodge and Dodge City, Kansas, together with Mr. J. W. Parker of Atchison, Kansas, obtained an allotment of this land consisting of about 378,000 acres.

Based on this acreage together with the open range which Mr. York controlled, the Washita Cattle Company was organized with a capital of one million dollars. The promoters induced my father and me to purchase a substantial interest in the company. Father was elected President; F. B. York, Vice-President and General Manager; D. T. Parker, a brother of J. W. Parker, Treasurer, and I was elected Secretary.

Our Cheyenne-Arapahoe ranch was about twenty-five miles west of Darlington, the Indian Agency. Darlington was a mile from Fort Reno, the United States military post.

There were no railroads west of Muskogee (on the M. K. & T. R. R.), in the Indian Territory, and none operating through the northern part of Texas. There was a branch of the Atchison, Topeka and Santa Fe Railroad, with a terminus at Caldwell, a few miles north of the southern boundary of Kansas.

To reach Darlington, the Indian Agency of the Cheyenne and Arapahoe tribes, we started from Caldwell in a Concord stage drawn by four mules. Crossing the Cherokee strip we rode a distance of one hun-

dred and sixty miles, the journey requiring about sixteen hours.

Our two-horse buckboard would be waiting at Darlington, and in it we drove to our territory ranch, a distance of about twenty-five miles, leaving all means of communication behind us.

Having finished our business at this ranch, we then headed for our Panhandle ranch, en route to which it was necessary to ford the North Fork of the Canadian River and the Canadian River, which took us over the Chism cattle trail, sometimes called the National Cattle Trail, this trail running from the southern boundary of Texas, into Kansas, Wyoming, Montana and Dakota. The cattle trail was corrugated into ruts caused by the passage of countless thousands of cattle, accompanied by grub wagons, the herds, of course, being guarded and in charge of cowboys.

There were no railroads running to the north at that time and consequently, it was necessary to drive the cattle over this trail in order to get the steer cattle from the Southern country to the Northern grazing ranches for fattening and maturing before being offered on the market.

The soil of some sections of this cattle trail was alkali, and as it seldom rained there was much dust, which had a poisonous effect on the lungs, and was, I believe, in many cases the reason that caused the cowboys, with the help of liquor, to go on wild carousals when reaching the towns en route, such as Dodge City. At that time Dodge City was probably the most unruly town in America. Every cowboy carried a six-

shooter and shooting scrapes were not infrequent. In later years when railroads in that section were in operation, the cattle were shipped by rail and the trail was abandoned.

Concluding our stay at Wolfe Creek ranch, again, we headed north, crossing the neutral strip into Kansas, and then to Dodge City, located on the Atchison, Topeka and Santa Fe Railroad, where our overland journey ended. This entire overland drive by coach and buckboard, commencing at Caldwell, Kansas, and ending at Dodge City, covered a distance of several hundred miles.

As I have stated, in leaving Darlington, the Cheyenne and Arapahoe Indian Agency, we left communication with civilization behind, so except when we were at the ranches, it was necessary to carry with us food, cooking utensils and bedding, cooking our meals and frequently sleeping in the open. I made the journey several times, and being a tenderfoot found it extremely fatiguing, often suffering for want of fresh water. Over and over again I said, "If I ever get back to a railroad, never will I complain of its service. A keg to sit on, a bunch of straw to lie on, in a box car, running fifteen miles an hour, would be luxury enough."

After obtaining possession of the leased lands in the Indian Territory, all of the cattle companies expended large sums of money in building wagon roads, trails, corrals and ranch houses; and, of course, a large amount of capital was used in the purchase of many thousands of young cattle for the stocking of the

ranches, the idea being to use these ranches for breeding purposes, the steers, when sufficiently matured, being forwarded to the ranges farther north for fattening ready for the market.

I have mentioned that one of the provisions of our lease required the payment of forty thousand dollars cash in advance, every six months. In order to allay any suspicion on the part of the Indians, the committee of three, representing the lessees, arranged to make the first payment with silver dollars. Imagine the risk and trouble of carting silver dollars of that amount! Colonel D. B. Dyer, the Indian Agent, persuaded the Indians to accept currency when subsequent payments were made.

I served as one of a committee of three, F. B. York, Vice-President and General Manager of our company, and a Mr. Dicky, a large cattle operator from Chicago, constituting the committee making the third semi-annual payment.

The two tribes, Cheyenne and Arapahoe, numbered about six thousand. The rations tickets before referred to would range from one person to the number in a family, the buck or squaw, as the case might be, collecting for the family. Therefore, it was necessary to provide currency of small denominations, one, five and ten dollar bills, and a few twenty dollar bills. Forty thousand dollars in bills of small denominations made some bulk.

We placed the money in an old carpet bag, smuggled it on to the train which carried us to Caldwell; then, transferring to the Concord stage, we threw it under

the seat with the mail bags. The stage was drawn by four mules, with a typical Westerner as the stage driver.

Our party had expected to have the stage to ourselves, but a short time before the starting hour a typical Texan put in his appearance as a passenger. Being a stranger to us it naturally caused some concern. En route, however, we learned who he was and why he was making the trip, which allayed our uneasiness.

His story was, that he had a son, who in passing through the Comanche and Kiowa Reservation, some distance south of the Cheyenne and Arapahoe Reservation, got into a shooting scrape and the boy was placed under arrest. Now, in order for the father to get from Texas to the son, it was necessary for him to go north over the M. K. & T. R. R. and connect with the stage at Caldwell and then journey south to his destination.

We started from Caldwell a little after three o'clock in the afternoon and jogged along in fine weather, with the side curtains rolled up. After sundown it grew cold and the curtains were lowered, and we were buttoned in with our blankets over our knees, fairly comfortable. Naturally, we gradually grew tired and drowsy.

Well in the night, suddenly, without the slightest warning, the stage plunged forward and downward. In an instant, it was rocking from side to side, and was flooded with water almost to our knees.

I shouted, "Get out your knives and slash the curtains," there being every indication that we would be drowned like rats in a trap. By good fortune the leaders got a foothold and we were yanked to dry ground. We piled out. Looking back we saw a raging stream and drift-wood and logs racing by. It seems that we were on the far bank of what was known as Wild Horse Dry Creek, with steep banks on either side.

When we recovered our breath, and the stage driver untangled and adjusted the harness and informed us he was ready to proceed, the Texan, our fellow-passenger, said to the driver:

"Where are you going?"

"Why, to Darlington, of course," the driver replied.

"No, you are not; I won't permit you," the Texan said.

The driver, in an angry manner replied, "I am carrying the United States mail and I dare you to interfere with me."

Whereupon, the Texan drew a six-shooter and said, "You unhitch those mules. I have been on the frontier all my life and never before have I had as close a call as I have just experienced, and I don't propose to permit you to drive me another step until daylight."

Under the circumstances, the driver, with the gun pointed at him, unhitched the mules and staked them out for the balance of the night. The Texan apologized to us for acting as he had, but informed us that he was in earnest; that he did not propose to ride any further until we had a clear road ahead.

Ordinarily this crossing was a creek bottom with

no water. That night, to the north there had been a cloud-burst; a freshet was the result, and the driver of the stage, being accustomed to crossing the dry creek bed, had carelessly plunged into the torrent. Those familiar with the dry creek and the effect of a cloud-burst freshet could scarcely credit our escape.

Some months afterward we were water-bound at this same crossing, waiting for the water to subside, and it appeared to be an utter impossibility for a stage to ford it, and, as some one said, it was a miracle that we got through in safety on the former occasion.

On reaching Darlington several hours late, Colonel D. B. Dyer, the Indian Agent, met us, and we told him of our experience. We were apprehensive as to the condition of the currency which we had brought with us. He provided us with a room on the second floor of a building and a guard was stationed at the entrance.

We took our carpet bag to this room, where we opened it and found, as we expected, that the bundles of currency were saturated with water, making it impossible to count or handle the bills.

Three of us spent two days, one of us being always present in the room, spreading out the bills on the floor, on the furniture, and everywhere, and vigorously using palm leaf fans. Finally the money was in a condition that we could handle it. The Agent called in the Indians and the payment was made.

The several cattle companies were in peaceful possession for two years, from the Fall of 1883 to the Fall of 1885. During this period much capital was

invested in the building of roads, the erection of houses, the construction of corrals and fences, but, by far, the largest amount was expended in the purchase of thousands of young heifers in stocking the ranches. There was every indication that the enterprise was sound.

But, "You never can tell what a day may bring forth." Without warning, there were published in several of the daily newspapers in the Middle West sensational articles denouncing alleged outrages being perpetrated by cattlemen against the Indians in the Cheyenne-Arapahoe reservation. The news was so startling and so unbelievable that Mr. York and I took the first train to Caldwell and then by stage to Darlington, the Indian Agency.

On reaching the Reservation we went into conference with Colonel D. B. Dyer, the Government's Indian Agent, and were assured there was no foundation for the newspaper reports.

I wrote to the editor of one of our St. Louis papers and informed him that there was no justification for the news items and editorials that were published in his paper regarding the alleged outrage. I told him a large amount of St. Louis capital was involved and much financial loss might ensue. I did not make a favorable impression. The items and editorials continued.

These sensational articles were brought to the attention of President Grover Cleveland and caused the President to instigate an investigation. At that time it was said that the President had no personal knowl-

edge of the West; in fact, that he had never been west of Buffalo, New York.

President Cleveland did what he thought, no doubt, was the logical and effective manner in which to ascertain the status of the situation. He appointed a representative, one familiar with the Western country, to go to the reservation with instructions to investigate and report.

Mr. York and I being informed of the expected visit of the President's agent, decided we would remain in Darlington until his arrival. He put in an appearance and made his headquarters at the Officers' Club at Fort Reno, about a mile from Darlington. Mr. York and I, also, had entree to this club.

As far as we could determine, there was no investigation as to the relationship between the lessees and the Indians.

Colonel Dyer, for the benefit of the President's representative, called in the Indians for a powwow. There being no occasion for Mr. York and me to remain for this conference, we started in our buckboard for our Territory ranch. En route we passed groups of Indians—bucks, squaws and their papooses—picturesque in their colored blankets, feathers, paint and other Indian paraphernalia, headed for the Agency. They were in a surly and angry mood, which we accounted for on the theory that the Indians supposed they were called in for the purpose of disarmament, which they resented.

Surely, if Mr. York and I had felt that the lessees were at fault, we would not have left the protection

of the Indian Agency. As I recall, it was about three weeks after leaving Darlington that we arrived at Dodge City.

During the journey we were out of communication with the outside world, and it is impossible for me to express the shock experienced on arriving at Dodge City and there being informed that the President's special representative had made a report unfavorable to the lessees, and resulting therefrom, President Cleveland on July 23, 1885, proclaimed the forty day notice. At least 200,000 head of cattle had to be driven out.

Representatives of the lessees had an audience with the President and vigorously protested the short notice that had been given, stating that many thousands of cattle would perish from the hardship of an enforced drive.

In the issuance of the order President Cleveland undoubtedly had the legal right, but had exercised it recklessly. The losses under the enforced drive were very great.

I have been informed that in 1886 the President in referring to his action in this instance, expressed regret insomuch as he felt he had been too precipitous.

This is an anecdote of forty-six years ago. I have no records and relate it solely on my recollection of my observations and what was told me at the time.

Now, what led up to this incident? Prior to our getting possession of the leasehold lands a portion was utilized by a few white men, and held through an understanding with some of the Indian chiefs, to whom

meagre compensation was made. Before we took possession it was necessary to have these men and their cattle removed. This was partially done with the assistance of United States Cavalry stationed at Fort Reno, which in itself was a tacit recognition of our unofficial rights to the premises. The men driven off naturally were embittered and revengeful, and on the outlook for an opportunity to get even. These were the days of the "Wild West."

There were located along the southern boundary of Kansas, adjacent to the Cherokee strip, a few poor white settlers. Without warning there appeared at the Kansas border, which was more than one hundred and fifty miles north of the Cheyenne and Arapahoe leased grazing lands, a band of renegade Indians, who started a series of horse stealing raids. These settlers were only too glad to seize this as an excuse to stampede to the towns to the north and seek a more favorable location in which to live.

Now, this turned out to be the setting of a powder mine ready to be fired. Based upon the horse raiding scare, there were inaugurated sensational news items falsely charging outrages upon the Indians by the lessees of the grazing lands. These sensational articles were copied by newspapers throughout the country.

The inference was that the horse-stealing raids were instigated by those formerly occupying the grazing country, for the purpose of ousting those who were in possession under the lease described, having in mind that they would probably again have an opportunity to regain possession of the grazing lands of the Chey-

enne and Arapahoe Indians, and resulted in the President issuing an order requiring the cattle companies to vacate within forty days.

IX

A VENTURE IN GOLD MINING

I NOW ramble on another quest, for "a pot of gold at the end of the rainbow." It was the purchase of a gold mine. This venture, like the cattle range, was most alluring. The experience, however, differed. The cattle range scorched our hide; the gold mine but slightly singed it.

In the year 1883, my father and J. W. Parker, of Atchison, Kansas, purchased the Homestake Mine, located in a small mining camp, called White Oaks, Territory of New Mexico. The ore of the mine was free milling of low grade in which were found pockets of high grade ore containing very rich wire gold specimens. In the development of the mine no defined lode or vein was uncovered.

One of the inducements leading to the purchase of the mine was the claim of a mill operator that he could extract the gold by using an electric process. Arrangements accordingly were made, machinery purchased and a plant erected. All of this required considerable time, the mine being remote from a railroad. However, after the plant was in operation it did not take long to realize that the process was a failure.

I took no part in this mining enterprise until January 5, 1886, subsequent to the failure of the electrolytic

process. At that time the White Oaks Mining and Milling Company was incorporated. The officers of this company were, Thomas Howard, President; Edwin S. Chester, Vice-President; Rolla Wells, Secretary and Treasurer. The directors were, Erastus Wells, John W. Harrison and James W. Parker.

This company entered into a contract to mill the Homestake ore. I was instructed to purchase a twenty stamp gold mill. I went to Chicago, and through Mr. William J. Chalmers, of the old firm of Frazer & Chalmers, made the purchase.

I remember being in Chicago over Sunday, a bitterly cold day. Mr. Chalmers took me for a sleigh ride through the parks.

In the summer of 1931, while at my summer home at Wequetonsing, Michigan, I came in contact with a friend of Mr. Chalmers. It seems Mr. Chalmers had asked her to inquire, when she saw me, whether or not I remembered the sleigh ride. To me this was a pleasant incident, as the sleigh ride had occurred forty-five years before.

The town of White Oaks was not easily reached, especially difficult in the delivery of heavy freight such as a stamp mill. The only railroad in the vicinity was the Atchison, Topeka and Sante Fe Railroad, and to go to White Oaks, you left the train about seven o'clock in the morning at a small station principally used as a water tank for railroad purposes. This station was called San Antonio, located about ten miles south of Socorro.

After a miserable breakfast in a ramshackle shack,

we boarded a two-horse Concord stage. The route was in a southeasterly direction. A short distance out we ran into heavy sand, impregnated with alkali. The pulling was so heavy the horses barely moved. It required several hours to cross this sand, and as it was always hot in that section, the heat and alkali dust were intolerable.

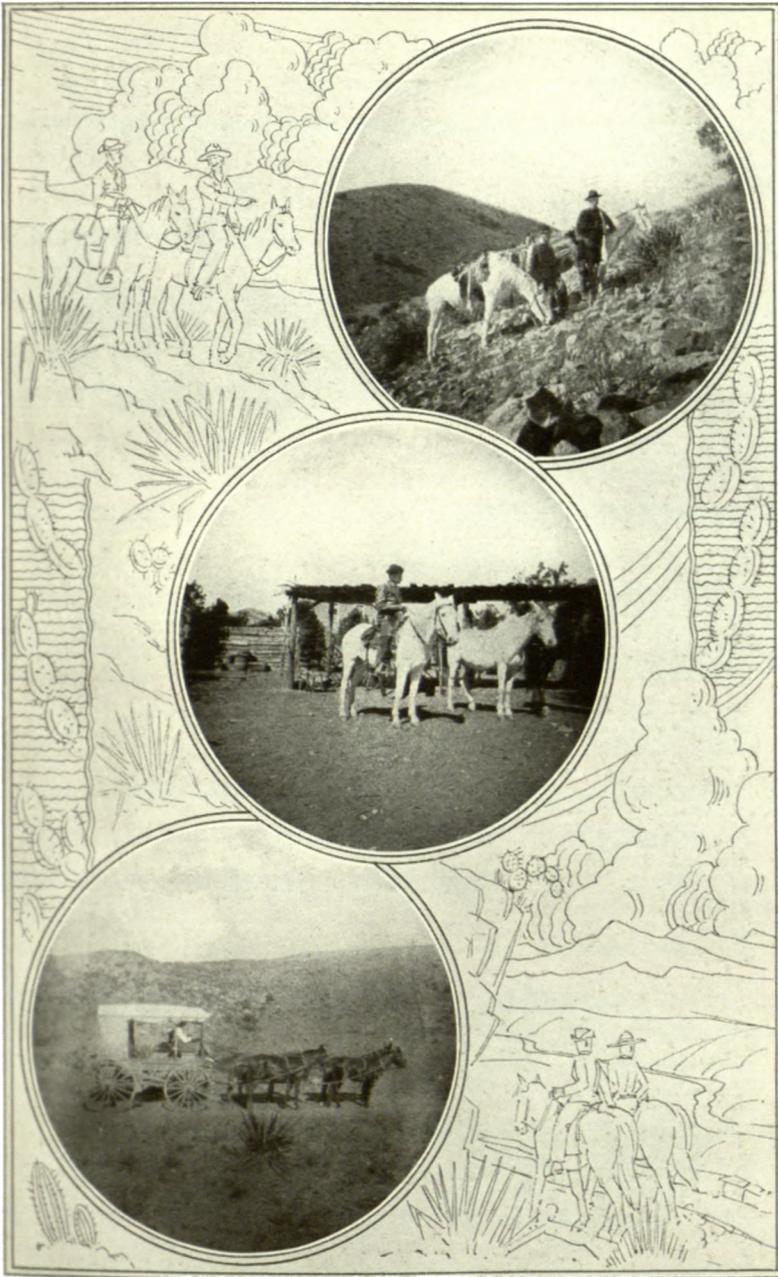
After this wearisome journey in the sand, which we thought would never come to an end, we reached solid ground. Further on we were in the foothills of the Sierra Oscuro mountain range. Further on we came to the Mal Pais (Spanish for bad lands).

The Mal Pais was an ancient flow of flint-like porous lava. It was a conglomerate mass with a winding wagon trail about two miles long, very rough, with many short ascents and descents. On the eastern border of the Mal Pais was a crude stage station, built of lava blocks, where fresh horses were obtained.

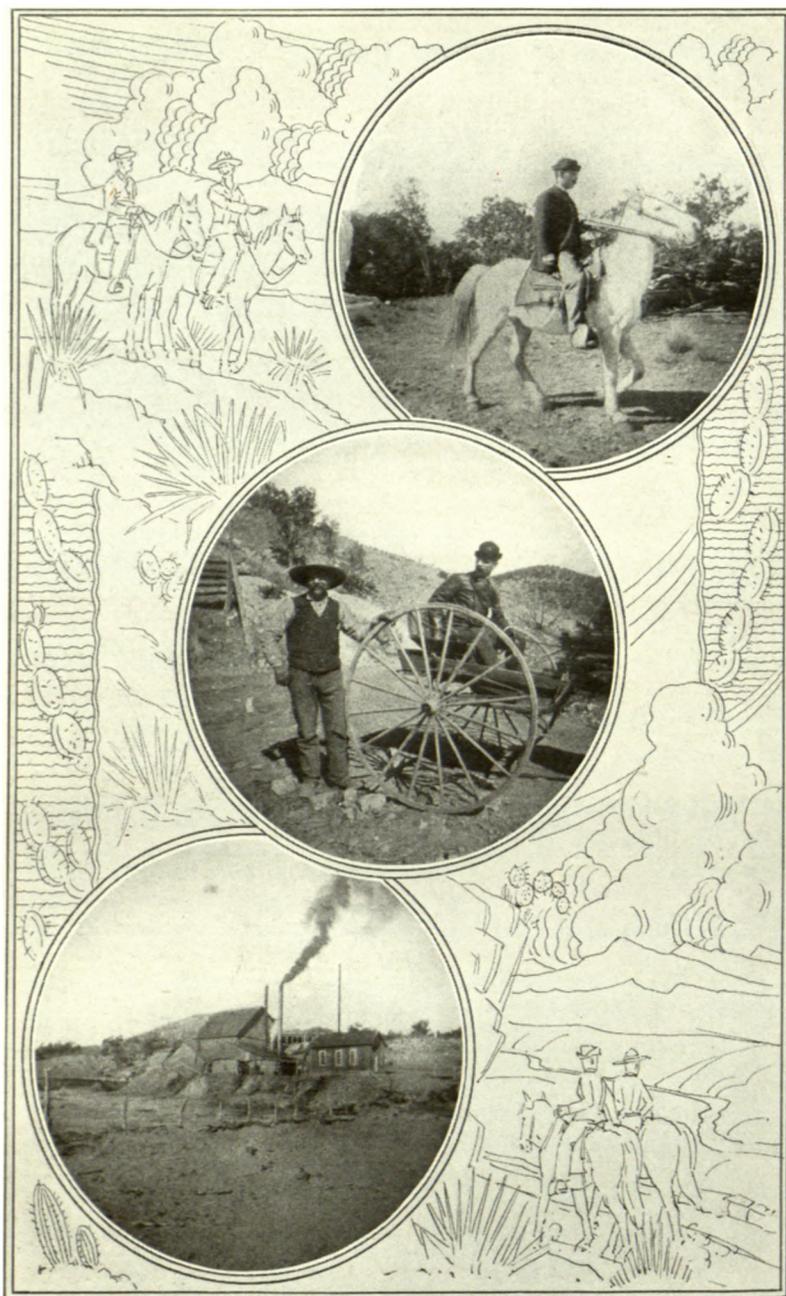
In the night, crossing the foothills of another mountain range (Sierra Blanca) it became bitterly cold. About five o'clock in the morning we arrived at White Oaks, a typical Western mining town, with one main street, one general store in which was located the post office, and a stage-coach office and stable.

The first time I made this trip, being uninformed of its character, and, therefore, not adequately clothed, I was, on reaching White Oaks, so benumbed with the cold that it was necessary that I be lifted out of the stage.

To-day, there is a railroad within a few miles of White Oaks; also, an automobile highway.



White Oaks, New Mexico, 1883



White Oaks, New Mexico, 1883

In due time the mill machinery which I purchased in Chicago arrived and was erected ready for service. It turned out to be an excellent mill, but (and here comes the frequent "but" in most mining ventures), the yield derived from the ore was disappointing.

We struggled along until the fall of 1890, not meeting operating expenses. The company then went into bankruptcy. At a Sheriff's sale I bought in the property.

A new company was formed, of which I became the president and largest stockholder, which would indicate that I was the principal creditor of the old company. After several years of additional operation of the property, it was sold to a coterie of miners living at White Oaks.

In spite of the failure of the venture, I enjoyed my visits at White Oaks and its vicinity. While the country roundabout was dry and there were no streams, the climate was excellent. The elevation of the town was about six thousand feet. I did a great deal of horseback riding through the ravines and into the mountains.

It might be of interest to note that White Oaks was within about ten miles of the rendezvous of a noted outlaw of that period, called "Billy the Kid." Billy was finally rounded up and shot by Pat Garrett, a well-known and picturesque sheriff who afterwards was quite a friend of President Theodore Roosevelt.

As I have before said, I severed all interest in the mining property and its mill. "The pot of gold at the end of the rainbow" was always just out of our reach.

X

THE ST. LOUIS FAIR ASSOCIATION

WHEN I visualize the past there stands out the pleasing mental picture of the Old Fair Grounds. Its annual six-day Fair, with the family gatherings and joyous assembly of people of all classes. It was the Mecca of farmers, stock breeders, merchants, bankers and politicians, intermingling with city folk; renewing friendships and exchanging ideas.

I can see the agricultural field covered with wind-mills and machinery of all kinds, in demonstration. The horse and cow barns; the sheep and swine pens, full of the finest livestock in the land. The poultry sheds; the fruit and flower pavilions filled with luscious fruits of all kinds and beautiful flowers and stately plants.

Then, the Machinery Hall, with the exhibits of up-to-date devices. The Textile Building, filled with displays of delicate needlework and other miscellaneous articles, the handiwork of ladies and girls.

I visualize the exhibitors in all these departments in friendly competition for the blue, red, white and honorable mention premium ribbons.

I see the large amphitheatre with its circular arena and the speed contests of roadsters, carriage horses,

gaited saddle horses, ponies, and the mirthful mule races. I see the thousands of interested, excited and goodnatured spectators, generous with their applause, viewing the contests and anxiously awaiting the awards.

I hear the voices of thousands of school children shouting and laughing, skipping and running here, there, and everywhere, on the free admission day set apart for them.

Then comes "Big Thursday," a holiday and all business suspended, with vehicles of all kinds pressed into service, street horse-cars jammed with the happy populace, to the number of one hundred to one hundred and twenty-five thousand, all en route to the Big Fair. No city ever had a more wholesome and enjoyable rendezvous.

The St. Louis Agricultural and Mechanical Association, commonly known as the St. Louis Fair, was incorporated by an Act of the State Legislature in 1855. The incorporators were Andrew Harper, John O'Fallon, Martin Hannah, Walter H. Dorsett, Robert Martin, Ollie Williams, John Liegerson, Andrew Christie, John M. Chambers, John Harnett, Thurston Grimsley, H. J. Bodley, Henry C. Hart, Thomas J. January, John Renfrew, John Withnell, John Sappington and William C. Jenks.

The charter stated that the objects of the association were the promotion of improvements in the various departments of agriculture, including fruits, vegetables and ornamental gardening; the promotion of the mechanical arts in all their various branches; the

improvement of breeds of all useful and domestic animals, and the general advancement of rural economy and household manufactures.

The first Board of Directors was elected, May 4, 1856, and consisted of Andrew Harper, N. J. Coleman, Henry T. Blow, J. Richard Barret, John M. Chambers, Thomas T. January, Henry C. Hart, John Withnell, Thurston Grimsley, Fred Dings, George W. Hughes, Henry S. Turner and Charles L. Hunt.

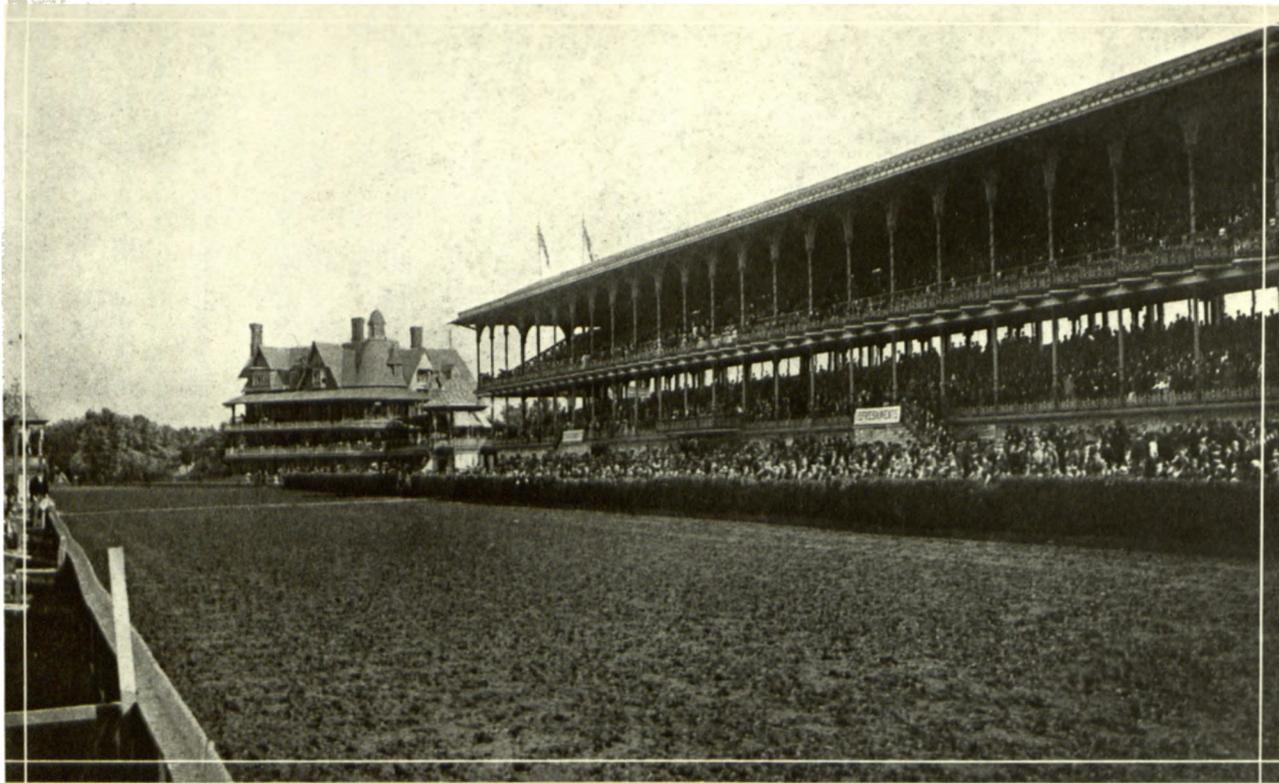
Mr. Barret was elected the first President, and Mr. G. O. Kalb the first Secretary, which position he held for twenty-five years.

The office of President of the Association from its inception, was held by the following gentlemen:

J. Richard Barret, 1856-59; Andrew Harper, 1860; Charles Todd, 1861-65; D. G. Taylor, 1866; A. B. Barret, 1866-73; Julius S. Walsh, 1874; Charles Green, 1875-90.

I became its eighth President after serving five years as a member of the Board of Directors, and held the office for three years, 1891-92-93. The other officers were L. M. Rumsey, First Vice-President; C. C. Maffitt, Second Vice-President; Ellis Wainwright, Third Vice-President; A. B. Ewing, Treasurer, and William M. Lockwood, Secretary. The other directors were Alvah Mansur, James Green, General J. W. Turner, William F. Nolker and D. R. Francis.

At the time I was elected President the Association was in financial difficulty. A first mortgage bond issue had matured and there was a second mortgage issue outstanding. The proceeds of these bonds had been



St. Louis Jockey Club House and Grandstand

largely used in the construction of a race-course, including a substantial grandstand, a beautiful Jockey Club House, numerous stables, roadways, etc., all of which joined the old Fair Grounds immediately to the west, and were a part of the property of the Fair Association.

In a reorganization plan, the capital stock had been increased, which authorized the issue of eight hundred thousand dollars of five per cent refunding bonds. A voting stock trustee was provided with John T. Davis, Charles Parsons and L. M. Rumsey acting as the trustees.

After I was installed as President, Mr. Alvah Mansur and I succeeded in placing four hundred and twenty-five thousand dollars of five per cent bonds. As I look back upon the experience Mr. Mansur and I had, it is refreshing to recall the liberality with which a number of citizens subscribed to this issue of refunding bonds, based primarily on the sentiment they held for the old Fair Association and their belief in its present and future benefit to the city, inasmuch as the bonds were not what might be considered a sound financial investment.

It may be of interest for me to mention the many prominent people who, from time to time, were visitors to the Fair during its existence:

The Prince of Wales, afterward King Edward VII; President U. S. Grant; President Grover Cleveland and his bride; President Benjamin Harrison; Vice-President Henry Wilson; Vice-President Thomas Hendricks; Vice-President Schuyler Colfax; General

W. S. Hancock; Horace Greeley; General F. P. Blair, Jr.; Stephen A. Douglas; Governor B. Gratz Brown; General W. T. Sherman; General Bosie; General Philip H. Sheridan; General John B. Fullerton; the Emperor of Brazil, Dom Pedro; the Duke of Newcastle, the Grand Duke Alexis of Russia, and many Governors, Senators, Judges and other outstanding citizens of this state and country. Abraham Lincoln attended the Fair before the Civil War.

It would be difficult to enumerate the many prominent St. Louisans who generously devoted their time assisting in the upbuilding and management of this institution.

The first thing for which I had to prepare was the thoroughbred running meeting to be held the following June. We had a special racing outfit, a commodious grandstand and club house.

The Jockey Club was under the management of the directors of the Fair Association. When I assumed the presidency the membership had dwindled to less than two hundred. I called a meeting of the members and submitted to them a co-operative plan for the management of the club by its members. A direct, or legal, control could not be granted, because it would affect the exemption from taxation of the property of the Fair Association.

The plan submitted and adopted created more active interest among the club members. An advisory board, a house committee, a membership committee, and other committees were created. I particularly selected several of my friends whom I knew to be active and aggres-

sive, to serve on the membership committee, and started a campaign to increase the membership.

In a comparatively short time we succeeded in increasing the membership to 660, which, at fifty dollars each, gave the Fair Association a fund amounting to thirty-three thousand dollars, which, in our impoverished condition, was a great help in enabling us to tide over until the June racing meeting.

The St. Louis Jockey Club (the Fair Association) was a member of the Western Racing Association. In the assignment of racing dates (there were no prolonged race meetings at that time), the Memphis Jockey Club started the season early in the Spring, running about ten days. Then came the Nashville Jockey Club meeting; then the Latonia Jockey Club at Covington, Ky., across the river from Cincinnati; then the Lexington Jockey Club; then came the Louisville Jockey Club meeting, and, following the Louisville, the St. Louis Jockey Club meeting.

We ran thirteen days, closing on Friday, so that the Washington Park Club (Chicago) could open on Saturday, the following day, on which the American Derby was run. The Chicago meeting lasted about thirty days, extending into the month of July.

This circuit was ideal from a climatic standpoint and most advantageous to patrons, owners, breeders and followers of racing, as they were then enabled to start early in the Spring at Memphis, then forwarding their stables from track to track, ending the season the latter part of July at Chicago.

The June meeting of the St. Louis Jockey Club was

most successful from a racing point of view, socially and financially. I sold the betting privilege (book-makers) for this meeting for \$30,000; the bar and restaurant privileges in the grandstand also brought a handsome amount, which, together with the gate admissions, took care of our purses and stakes and operating expenses, leaving a substantial surplus.

At this meeting I was fortunate in having Colonel M. Lewis Clark to act as presiding judge, and Mr. J. F. Caldwell, the most noted race-horse starter of his day, together with his negro assistant, known as Polo Jim, to act as starter at our meeting, there being no mechanical starting devices at that time. At this meeting the racing stewards were C. C. Maffitt, Joseph Lucas and myself. All the old frequenters who are now living know, of course, the high standing of Colonel Clark as a presiding judge and Caldwell as a starter.

This race meeting was an outstanding social function of St. Louis. It was the rendezvous for society, and the equipages, both going to and coming from the races, on Grand Avenue, were most picturesque. Many social functions were held in the Jockey Club House. The scene on the club house grounds and the verandas, with the varied colored parasols and gowns of the ladies, was brilliant.

Next came the preparation for the annual six-day fair, always held the first week in October.

For the children and grown-ups nothing in St. Louis was more popular than the Zoo in the Fair Grounds. The bear pits especially attracted large throngs. These buildings are still standing in Fairground Park, al-

though their appearance has been somewhat altered.

When Mr. E. A. Noonan was Mayor of St. Louis and I was President of the Fair, an effort was made to convert the Fair into a municipal institution. Mr. Charles Parsons, president of the State Bank, originated the plan for the city to own the institution and operate it through a board of trustees.

Legal obstacles intervened to prevent consummation of the plan. Mayor Noonan, however, had his wish gratified for founding the Zoo in Forest Park. The Fair Association proposed to donate the animals to the city, but this, too, was found to be impracticable, and the animals were sold at auction, the City of St. Louis buying those which it desired for the Forest Park Zoo. Citizens formed the Forest Park Zoological Association and contributed to the city a fund with which to purchase the animals.

During my incumbency as President of the Fair Association I had an experience which might prove of some interest. One day, while seated in my office, a stranger stepped in, and, when I looked at him, there was something in his appearance and manner, difficult for me now to describe, which impressed me favorably. When he approached, I noticed he had a roll of papers under his arm. He informed me that he had complete plans and specifications for an air-ship.

Now, as stated, there was something about the man which impressed me favorably; otherwise, I probably would have held up my hands and told him I was not interested in air-ships, as at that time air-ships were visionary in the extreme.

I said to him, however, "All right, let's see what you have."

He unfolded his blue prints and explained the drawings, and, as I now recall, they were practically a counterpart of the dirigible air-ships that are now being so successfully navigated all over the world.

While he was explaining, the thought came to me that by some miracle, or chance, he might make a demonstration, and if so and I could control the flight and have it occur within the Fair Grounds, it might attract a multitude of people, resulting in the Fair Association reaping a handsome financial reward. With this thought, I agreed to personally finance the venture to a reasonable extent.

I gave him permission to erect a tent within the race track enclosure. Naturally, it was not long before there was considerable publicity as to what was going on, the effect of which was some good-natured ridicule directed at me by my intimate friends, who wanted to know if I had lost my senses in the belief that an air-ship was within the realm of possibility.

The man remained in the race track enclosure up to a period when our next race meeting was about to open, which made it necessary to have the tent removed as it was not advisable to have it within the enclosure during, or just before the meeting.

This gentleman's name was E. J. Pennington. He was very sanguine and worked diligently, but was unable to make a demonstration up to the time when it became necessary to move him away from the site allotted to him. So my vision of a demonstration with-

in the Fair Grounds came to naught. At the time the newspapers commented on Mr. Pennington and his efforts, but everyone was so skeptical of success that the articles were in a very light vein and of a burlesque character.

I never again came in contact with Mr. Pennington. I am convinced that there was but one thing that prevented the demonstration that I had hoped for, and that was, that at that time (1892) the gas or gasoline motor had not been sufficiently perfected to provide the necessary power for the propulsion of an airship.

As we all know, today air-planes and dirigible airships are a reality, and I have the satisfaction of realizing that my friends and others back in 1892 lacked the vision of the ultimate mastery of the air, and not I.

In the early 80's some antagonism existed against the management of the Fair Association, which resulted in the organization and operation of what was known as The St. Louis Exposition and Music Hall Association, the building of which was located where the Public Library now stands.

The time of holding this exposition overlapped the time for holding the annual fair, thus causing more or less competition, which I believe ultimately resulted in the discontinuance of the annual fair.

I was a director of the St. Louis Agricultural and Mechanical Association for nine years. Of the nine years, I was Treasurer for five years, and President for three years, my tenure ending in 1893.

XI

FAIRGROUND PARK

I AM of the opinion that the old St. Louis Fair was one of the most popular, successful and advantageous enterprises our city ever had. Since its discontinuance St. Louis has had no regular annual institution or celebration appealing directly to the farmers of the South and West; nor has the city had, I believe, an autumnal festival which pleased our own populace like the old Fair. Times have changed, I appreciate; yet I feel that something like this widely celebrated institution would thrive today; in fact, I think that St. Louis needs an annual celebration and exhibition with which to draw the farmers and their families to this great center of the Mississippi Valley.

It pleased me that the turn of events afforded the opportunity, when I was Mayor, to leave a permanent memorial of the famous St. Louis Fair. The city bought the grounds on north Grand Avenue formerly used by the Fair Association, and actuated by sentiment, I named the recreation place Fairground Park. Keeping alive the glory of the once popular Fair will, I hope, at some future time lead to the inception of a new enterprise to entertain and interest the people of the South and West.

One of the most satisfying legislative acts of the

Municipal Assembly during my second term of office was the acquisition for park purposes of this property. The transaction is explained in a letter from Mr. F. W. Carter under the recent date of November 7, 1931, addressed to me as follows:

“Referring to the acquisition of the property now known as the Fairground Park, on north Grand Avenue, of this city, during the second term of your administration as Mayor of the City of St. Louis, I have to say that I feel that if it had not been for your efforts the city never would have acquired this property, which was acquired at an exceedingly reasonable price, namely \$700,000 for the 134 acres.

“The facts in connection with the transaction are about as follows:

“In the latter part of 1907, the Missouri-Lincoln Trust Company was then in liquidation and was the owner of the equity in the property at the northwest corner of Seventh and Olive Streets, this city, which was then known as the Missouri Trust Building and which was subject to a total encumbrance of \$650,000. The Trust Company succeeded in trading the equity in this building to Mr. Louis Cella and his associates for the old Fair Grounds, consisting of 134 acres, and fifteen acres at the southwest corner of Fair and Kosuth Avenues, free and clear of encumbrances.

“About the time this deal was consummated, a bill was introduced in the House of Delegates of the City of St. Louis, authorizing the acquisition of the 134-acre tract at a price of \$700,000. Of course, the city had not available funds to pay this price, and, with

your co-operation, it was arranged to place a deed of trust on the property secured by 13 notes maturing annually for \$50,000 each, bearing four per cent interest, so that the equity could be acquired by the city for \$50,000.

“For some reason (which I have never learned) the House of Delegates delayed for some time the passage of this ordinance; in fact, they delayed it so long that the owners had made up their minds to sub-divide the Fair Grounds and sell it for residential purposes. When I communicated this determination to you, and after you stated your attitude to me in the matter, which was that under no circumstances should we abandon the effort to sell this property to the city for a park, and that you felt if advantage was not to be taken of the opportunity to acquire that property for a park, future generations would damn you for neglecting such opportunity, I was able to persuade the owners to defer the sub-division of the property, and with your efforts we finally secured the passage of an ordinance authorizing the purchase of the property at the price stated, and the city has paid for the property in full since that time out of its current revenue.

“I now feel, and have always felt, but for your co-operation the opportunity to acquire this property would have been lost to the people of St. Louis.”

The acquiring of this property for park purposes rounded out what we already had, and placed St. Louis in an enviable position, regarding parks, when compared with other cities, as will be shown by the following figures:

St. Louis :

Population 575,000*

Park acreage per 1,000—3.84%

Philadelphia :

Population 1,292,000

Park acreage per 1,000—3.08%

New York City :

Population 3,437,000

Park acreage per 1,000—2.02%

Chicago :

Population 1,698,000

Park acreage per 1,000—2.00%

* Census of 1909.

XII

BASIC STEEL INDUSTRY

FEBRUARY, 1891, I acquired an interest in the St. Louis Steel Foundry Company, located in East St. Louis, Illinois. I took no active part in the management. The company was engaged in the manufacture of crucible steel and subsequently Bessemer steel castings.

The practice at that time was the pouring of molten steel into a dry, or baked, mold, thereby limiting the output to simple designs. The manufacture of a sound casting of a complex shape in a dry mold was considered impossible, on account of the great shrinkage of the metal in cooling, and then, when brought into contact with the complex form of the dry sand mold, resulting in checks, or flaws, and an unmarketable product.

In the Spring of 1892, the plant of the St. Louis Steel Foundry Company was destroyed by fire. The company then went into liquidation.

In 1893, Mr. Edward F. Goltra, who had been in active charge of the St. Louis Steel Foundry Company plant, came to me with a proposition to join him in organizing a company having for its purpose the erection of a steel plant to be located in Granite City, Illinois, the company to manufacture steel castings, par-

ticularly for locomotive and freight cars, by the basic steel open-hearth process.

Mr. Goltra informed me that Mr. James G. McRoberts, who had been associated with him in the St. Louis Steel Foundry Company, knew of a method for casting steel in a green sand mold. At once, I realized that if that could be accomplished it would revolutionize the art of casting steel, and would make possible the manufacture of castings of all designs. Heretofore, the pouring of molten steel into a green sand mold was considered dangerous, by reason of the fact that an explosion would result.

Now, the difference between the dry mold, as was used by the St. Louis Steel Foundry Company and all other steel foundries, and the green sand method, was, as already explained, the dry mold confined the industry to the manufacture of simple shapes, whereas the green mold, being pliable, would yield to the shrinkage of the molten steel sufficiently, when cooling, to make possible a complex casting without checks or flaws, thus producing a marketable article.

I answered Mr. Goltra's request to join him to the effect that, if he could convince me in a practical way that a sound basic steel casting could be made in a green mold I would consider his proposition. Shortly after this conversation, Mr. Goltra came to my office and asked me to go with him that night to Chicago. He had arranged for a practical demonstration of casting steel in a green mold, at a foundry in South Chicago, on the following day, and he would like me to accompany him. I agreed to go.

Saturday morning we registered at the Auditorium Hotel. After breakfast, preparatory to taking an Illinois Central train for South Chicago, I met in the hotel rotunda a gentleman (whose name I do not now recall), who was secretary of a large steel plant located in Pennsylvania. In the course of the conversation with him I remarked that I felt I was on a fool's mission.

I explained I was about to start for South Chicago to witness an attempt of the casting of steel in a green mold. His reply was, that in his judgment I certainly was right in my surmise; what had been represented to me could not be done. I answered, that, as I had gotten this far, I would go on with it. I started for the entrance, accompanied by Mr. Goltra, and, before reaching the door, the gentleman with whom I had been conversing caught up with me, and asked if he could not go with us. I replied that I should like very much to have him.

On the casting floor of the foundry we met Mr. McRoberts, who had brought with him a molder; also, an iron flask in which the mold was to be made, and a pattern for a U-shape steel freight car bolster. In our presence, the mold was made with green sand. In a short time a ladle of molten steel was swung over the flask, its nozzle placed in proper position for pouring.

Everyone in the vicinity, excepting Mr. Goltra and Mr. McRoberts, stampeded. The Pennsylvanian and I sought the shelter of an iron column about one hundred feet away. Mr. McRoberts pulled the valve, and the hot steel ran into the mold without the semblance

of disturbance. The Pennsylvanian and I breathed a sigh of relief and we were greatly surprised at what we had witnessed.

My companion still was skeptical; he said there must be some trick involved; that the casting would not be sound. Inasmuch as it would remain hot for a number of hours, I suggested that we return to the foundry the following morning (Sunday) and have the casting broken in order to ascertain its condition. This we did, and we found the casting sound and of perfect shape. It weighed about six hundred pounds. I was convinced that the process was of great commercial value.

Returning to St. Louis, steps were taken to protect the process by patents, which were granted and subsequently adjudicated in the highest courts, and sustained. In addition to the United States patents on this green sand process, patents were obtained in many foreign countries.

Early in 1894, we organized a company with a capital of three hundred thousand dollars, calling it The American Steel Foundry Company, of which I was President and Mr. Goltra Vice-President and General Manager. We erected a foundry at Granite City, Illinois. From the beginning the operation of this plant was successful and, within a short period, by the increasing of its output, we had one of the largest plants of its kind in the country.

In 1899, shortly after the organization of the American Car and Foundry Company, of which Mr. William McMillan was Chairman of the Board, and Mr. W. K. Bixby was President, I was asked to call on these

gentlemen at their office. Mr. McMillan very briefly stated that both he and Mr. Bixby knew all about our plant and the business we were obtaining and that they would buy a half interest in our company.

This proposition was unexpected. However, I realized that having these gentlemen associated with us as partners would be of much service. I told them I would ascertain whether the minority stockholders in our company would be willing to accept their offer.

Within a few days I obtained an option on all of the stock of the minority stockholders, which, together with a part of the holdings of Mr. Goltra and myself, amounted to fifty per cent of our capital. Again, I called on Mr. McMillan and Mr. Bixby and informed them that I would sell them forty-five percent of our stock at the price offered.

Mr. McMillan took exception to this, and bluntly informed me that he and Mr. Bixby had offered to buy fifty per cent; that they would not buy one dollar over, nor one dollar under, fifty per cent; it must be fifty per cent, or nothing; and, he also added that he and Mr. Bixby would have nothing whatever to do with the operation of the plant; that Mr. Goltra and I must continue its operation, as we had been doing.

To hold out on these gentlemen would have been a waste of time, so I informed them we would sell fifty per cent of the stock of the company to them.

The operation of this plant became of large proportions; we were employing fifteen hundred to two thousand men on double shifts. Our carrying charges in the nature of raw materials, etc., were very large.

Matters ran along satisfactorily until April, 1901, when I was elected Mayor of the City of St. Louis. My obligations in the performance of my duty as Mayor naturally materially interfered with my activities in the American Steel Foundry Company.

About that time a proposition was made leading up to the purchase of several steel casting plants, located in Pennsylvania, Ohio, Illinois and New Jersey. Our company controlling the valuable green sand process, it was evident that they were most desirous of purchasing our plant, including the green sand patents. I looked upon the proposition favorably and urged that it be accepted, which, when consummated resulted in the organization of a new corporation known as the American Steel Foundries.

Prior to the sale the owners of the American Steel Foundry Company had purchased what was known as the Sligo Furnace Company, located at Sligo, Crawford County, Missouri. Later the Sligo Furnace Company was acquired by the American Car and Foundry Company.

The iron which we were making at Sligo by the use of charcoal was especially adapted to the making of car wheels, that being the inducement for the purchase of the plant by the American Car and Foundry Company.

After the sale of my stock in these two companies I was no longer actively connected with any business enterprise and for a period of eight years devoted my entire time to the duties of the office of Mayor of St. Louis.

XIII

AN UNEXPECTED SUMMONS

I HAVE always maintained I was never a practical politician. However, in 1894 I received my first introduction into politics. At that time there was rivalry between two political factions in St. Louis, called the Francis-Maffitt faction and the Stone-Jones faction.

These two factions had been engaged for some time in formulating a plan of an organization for political purposes. It was to be called "The St. Louis Democracy" and gave promise of considerable political power. Later it became the Jefferson Club. The scheme was based upon the formation of a local club in each precinct of the city.

To the extent of the Democratic vote in the precinct, the precinct club was allowed a proportionate representation in the central body, called the St. Louis Democracy. The organization plan of the St. Louis Democracy provided for a president, five vice-presidents, a secretary and a treasurer, and the necessary committees, each numbering twenty-eight, with representation from each of the twenty-eight wards. It can readily be seen that this organization, based on precinct organization, would be far-reaching with its influence and political strength.

Now, I was not concerned in any manner with this movement. I knew nothing about it, excepting what I learned now and then from reading newspaper comment as to what was going on.

One evening, about half-past eight o'clock, while at my fireside, settled for the evening, I was called to the telephone. I recognized the voice of Mr. Howard Blossom, a prominent insurance man at that time. He informed me that I was wanted immediately at the corner of Garrison Avenue and Olive Street. When I asked why I was wanted, he said he was not at liberty to tell me. My reply was that he could not expect me to leave my home without knowing the purpose and I refused to go.

At last, I presume in order to get me, he remarked that one of my intimate friends was at the corner of Garrison Avenue and Olive Street, and had asked him to go to a telephone and request me to come, and that was all he would tell me. I concluded that the summons was of some importance and with that thought I started for Garrison Avenue and Olive Street.

On reaching the location I noticed several groups of men standing around on the sidewalk. There was a public hall in the neighborhood. At soon as I got off of the street car, somebody caught me by the arm and hustled me out of sight on Garrison Avenue. There I found myself surrounded by about half a dozen of my friends, among them Mr. D. R. Francis, C. C. Maffitt and Mr. Blossom, who hurriedly informed me of the organization called the St. Louis Democracy; that it had been brought about by the joint efforts on the part

of the Francis-Maffitt and Stone-Jones factions, and for several weeks, each faction had been maneuvering to obtain control of the organization through the election of a president. At the meeting now in recess, an agreement had been reached, designating me as a compromise candidate.

Upon being told this I informed my friends I was not interested. I was not in politics, never expected to be, and would not accept the position. Whereupon, Mr. Maffitt asked me as a personal favor to consent. I told him if he went so far as to put it on a basis of friendship, that he placed me in a position where there was but one thing for me to say, that, if it were a personal favor to him, I would consent. I was then put in charge of two of these gentlemen and held until a committee formally approached me and announced my election as president.

I was escorted to the rostrum and formally installed as president of the St. Louis Democracy. There must have been two or three hundred members in the room at the time.

I continued with the organization and found it interesting. It gave promise of becoming a powerful political club. The meetings were conducted twice a month under a formal order of business. Matters ran along in this way until after the Chicago Democratic National Convention of 1896.

XIV

A NATIONAL DEMOCRATIC CONVENTION

THE National Democratic Convention of 1896 was held in the city of Chicago. Historically, it will always be known as the convention when the free coinage of silver at the ratio of 16 to 1 was the paramount issue. One of the disciples of "Free Silver" was Mr. Richard Bland, of Missouri, who for a number of years, as a member of the United States House of Representatives, had been strongly urging the free coinage of silver.

I decided I would attend the convention, and on reaching Chicago the day before the opening I went to the Auditorium Annex Hotel. Going into the rotunda I ran into a group of St. Louis gentlemen, all of whom were intimate friends. Each was decorated with an imitation silver dollar badge, with the usual ribbon attached, on which were the words, "Bland for President."

One of the gentlemen noticed that I was not decorated and he spoke to one of his associates, saying, "Rolla hasn't a Bland badge, give him one." This gentleman being amply supplied, started to pin one on me, but I stopped him and told him that I did not care to wear it. This led to quite a heated controversy between these gentlemen and myself. They expressed

themselves as not being able to comprehend—I, a Missourian, not willing to wear the campaign badge of a fellow-Missourian who was a candidate for President. I informed them that I was not in accord with the silver issue, and, therefore, would have to decline to be a supporter of their candidate.

I left them and proceeded into the hotel. It was quite crowded and I met Colonel Griff Prather, who was the National Democratic Committeeman for Missouri. The Colonel and I were old friends, and he greeted me with the comment I was the very man he wanted to see. I asked him what I could do for him. He told me he wanted me to be his clerk. I inquired what it would mean. He said he was just in the act of going to the Palmer House, where Mr. William F. Harrity, Chairman of the Democratic National Committee, had his headquarters, for the purpose of obtaining the Missouri allotment of convention tickets, which he would have to distribute, and he wanted me to go with him, get the tickets and return to his quarters and help assort them preparatory to their distribution. I told him I should be glad to assist him.

With that, we started for the headquarters. Entering the hotel, the Colonel was a little in advance of me. In the lobby was a long glass case in which were various articles for sale; displayed on top of this case were a number of political badges.

In looking over these badges, I noticed an imitation gold dollar, made of tin and gilded to look like gold, intended, of course, as a "Sound Money" badge. I asked the man in charge the price of the "gold dollar."

He told me, "Ten cents." I asked him how many he had and he didn't know. I said, "Look and see." He reached down under his counter and pulled out a paste-board box filled with the tin badges. I asked the price of the box and purchased all of the badges. I stepped behind the counter and crammed all of the badges into my pockets.

Colonel Prather had gone ahead and did not witness the transaction. I then joined him in Chairman Harrity's headquarters.

It happened that in the month of May of that year Mr. H. Clay Pierce invited a coterie of men consisting of J. Griff Prather, J. L. Morrill, D. R. Francis, J. Finney How, Estill McHenry, J. C. Van Blarcom, E. M. Switzer, William F. Harrity, and myself, for a ten-day outing at his trout preserve on the Broule River, in Northern Wisconsin.

Mr. Harrity and I became well acquainted, and I suppose based on our acquaintance he provided me with credentials granting all privileges of the convention.

The Colonel and I got the package of convention tickets, returned to his hotel, and went to his rooms, which were on the second floor, locked the door and sorted and arranged the allotment preparatory for the distribution. We placed a notice on the outside of his door to the effect the tickets would be distributed at five o'clock that evening. Five o'clock came and there was an eager crowd standing around waiting for the tickets. In due time they were distributed.

I then bid Colonel Prather good day, and told him

I would go and prepare for dinner. Walking down the stairs into the rotunda of the hotel, I pinned one of the gold dollar badges on my coat.

I had not gone very far when a stranger accosted me and said: "Hello, there, what kind of a badge is that you are wearing?" I told him it was a Sound Money badge, and he said, "Well, those are my sentiments. Where did you get the badge? I should like to have one." I told him if he wanted to wear one of the buttons, I would give him one, and I gave him half a dozen.

Before retiring that night I noticed around the Auditorium Hotel and at the Chicago Club, various persons trying to find the man who had the supply of the Sound Money badges. It looked as if I had a monopoly, and in due time I disposed of all of them. Some of my silver friends were not at all pleased.

The next day I attended the convention, and as Mr. Harrity had furnished me with a badge granting all privileges, I sat on the platform. I spent most of the week in the companionship of my friend, Mr. Charles W. Knapp, editor of the St. Louis Republic. We closely followed the proceedings of the convention. I sat within ten feet of Mr. William J. Bryan when he delivered his "Cross of Gold and Crown of Thorns" oration, and brought about his own nomination.

There were many other men of intelligence and experience in oratory, who addressed the convention, but owing to the great size of the hall and the vast crowd of delegates and spectators, the noise and confusion with the frequent calls of "louder, louder," the inabil-

ity of these speakers to make themselves heard evidently affected their impression on the convention. But, when Mr. Bryan started his speech his voice was of such volume that, from the moment he spoke the first word to the end of his speech, his dramatic utterances could be distinctly heard throughout the hall, resulting in close attention to his remarks and stampeding the convention. I have frequently felt that the lung power of Mr. Bryan on this occasion had a great deal to do with his nomination.

DEMOCRATIC SOUND MONEY ORGANIZATION

MANY of those attending the convention would not subscribe to the articles contained in the platform relating to the monetary question. Some of the Eastern delegates, being opposed to the silver issue, did not wait for the adjournment of the convention but left for their respective homes. A number of men, some of whom were delegates from the Middle West, arranged for a caucus for the purpose of considering what was best to be done, resulting in a conference being held at the Auditorium Hotel, Chicago, July 23, 1896, at which the following were present:

- L. M. Martin, Marshalltown, Iowa.
 - Thomas Borman, Council Bluffs, Iowa.
 - E. M. Sharon, Davenport, Iowa.
 - Henry Vollmer, Davenport, Iowa.
 - E. W. Boynton, Davenport, Iowa.
 - Nath. French, Davenport, Iowa.
- Henry T. Kent, St. Louis, Missouri.
 - F. W. Lehmann, St. Louis, Missouri.
 - Col. James O. Broadhead, St. Louis, Missouri.
 - Rolla Wells, St. Louis, Missouri.
 - L. C. Krauthoff, Kansas City, Missouri.
- Lyttleton Cooke, Louisville, Kentucky.
 - F. Hogan, Louisville, Kentucky.
 - W. B. Haldeman, Louisville, Kentucky.
 - Richard W. Knott, Louisville, Kentucky.
 - Thomas W. Bullitt, Louisville, Kentucky.
 - George M. Davis, Louisville, Kentucky.

- W. B. Bynum, Indiana.
 John P. Frenzel, Indiana.
 Samuel C. Pickens, Indiana.
 Allen Conduitt, Indiana.
 John T. Dye, Indiana.
 John R. Wilson, Indiana.
- Daniel W. Lawler, St. Paul, Minnesota.
 F. W. M. Cutcheon, St. Paul, Minnesota.
 George H. Partridge, Minneapolis, Minnesota.
- Ellis B. Usher, La Crosse, Wisconsin.
 William F. Vilas, Madison, Wisconsin.
 Gen. Edward S. Bragg, Fond du Lac, Wisconsin.
- Charles A. Ewing, Decatur, Illinois.
 Adam A. Goodrich, Illinois.
 John P. Hopkins, Chicago, Illinois.
 Henry S. Robbins, Chicago, Illinois.
 James H. Echels, Ottawa, Illinois.
 James T. Hoblit, Lincoln, Illinois.
 Thomas A. Moran, Chicago, Illinois.
 R. E. Spangler, Illinois.
 C. H. Williamson, Illinois.
 Lynden Evans, Illinois.
- Talfourd P. Linn, Ohio.
 S. H. Holding, Cleveland, Ohio.
- Euclid Martin, Nebraska.
 Fred W. Vaughan, Fremont, Nebraska.
- William R. Shelby, Grand Rapids, Michigan.
Edward S. Bragg, Chairman.
Charles A. Ewing, Secretary.

After a discussion of the Democratic political situation resulting from the action of the convention, the gentlemen taking part in the conference adopted the following preamble and resolutions:

“In view of the revolutionary action of the recent Chicago Convention, its repudiation of all Democratic platforms and principles, and its condemnation of the national Democratic administration—

“Resolved—First: That it is the sense of this con-

ference, composed of Democrats from the States of Illinois, Ohio, Indiana, Wisconsin, Kentucky, Missouri, Michigan, Minnesota and Nebraska, that a thoroughly sound and patriotic declaration of Democratic principles be enunciated and that candidates for President and Vice-President in accord therewith be nominated.

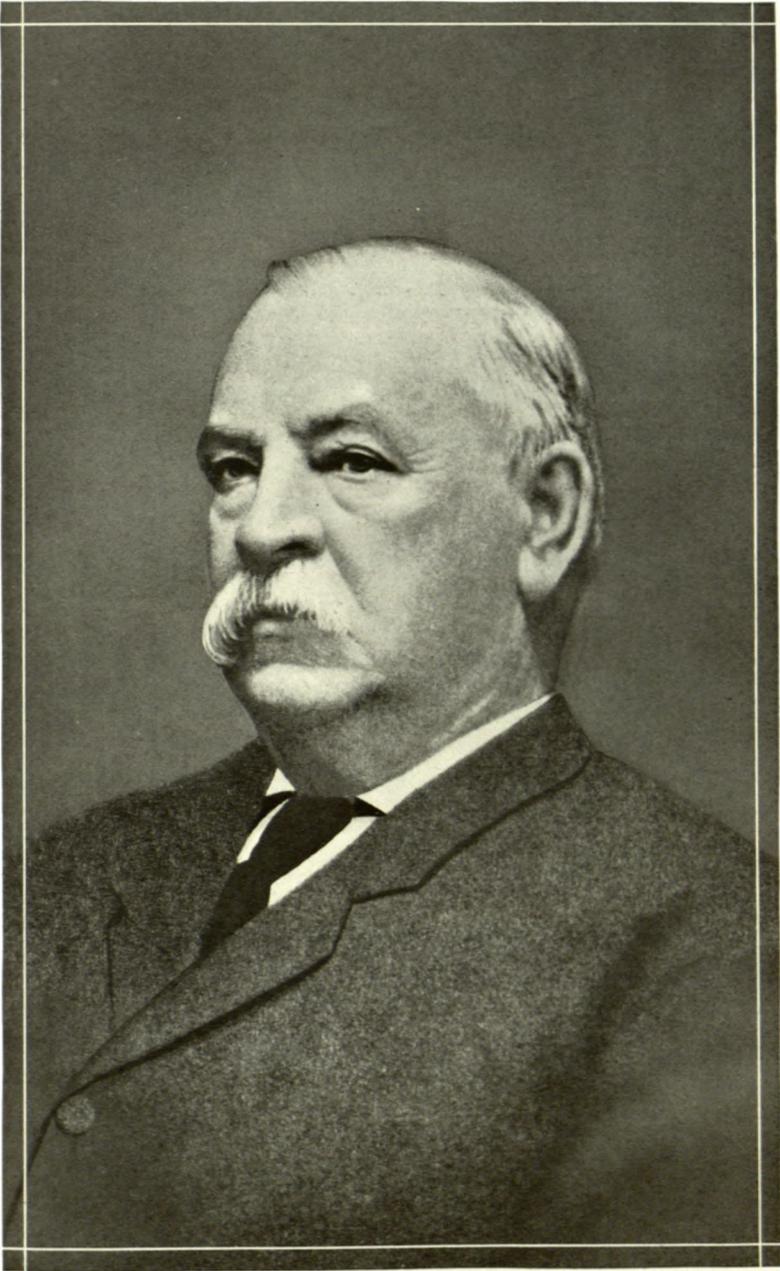
“Second: That the Democrats in the several States who are in sympathy with this recommendation and unalterably opposed to the declarations and tendencies of the Chicago platform be requested to arrange to select a member of a National Democratic Committee.

“Third: That the National Committee thus selected meet at the City of Indianapolis on Friday, the seventh day of August, 1896, at 2 o'clock P. M., for the purpose of issuing a formal call for a National Democratic Convention, to be held not later than the second day of September, 1896, at such place and to be convened in such manner as said National Committee may determine.”

This action brought about the Democratic Sound Money Convention, held at Indianapolis, Indiana, on September 2, 1896, and delegates from 41 States and 3 Territories attended the convention, which nominated Senator John M. Palmer and General Simon B. Buckner, as the Democratic Sound Money candidates for President and Vice-President, respectively.

Referring to the platform adopted at the Indianapolis convention, President Grover Cleveland made the following comment:

“I feel grateful to those who have relieved the political atmosphere with such delicious infusion of fresh



Gov. Drake

"We Love Him for the Enemies He Made"

air. Every Democrat after reading the platform ought to thank God that the glorious principles of the party have found defenders who will not permit them to be polluted by impious hands."

I firmly believe that President Grover Cleveland's unswerving fidelity to the cause of honest money and the Sound Money Democrats' opposition to the fallacy of the free coinage of silver at a ratio of 16 to 1, undoubtedly defeated William J. Bryan and brought about the election of William McKinley for President in the campaign of 1896.

The Tuesday following the close of the Democratic National Convention was the regular meeting night of the St. Louis Democracy. I was more or less apprehensive as to what would happen when it came to the regular order of business calling for resolutions. I consulted two or three of my friends and informed them that I was pretty well assured that, when resolutions were called for at the meeting, some one would offer a resolution advocating the endorsement of the Chicago platform.

Being the president of the organization, and not in accord with the Chicago platform, what would they advise me to do? One suggested that I stay away from the meeting, and another that I go to the meeting and forget it; and, as usual, when you ask for advice you rarely follow it. I presided at the meeting. The hall was filled. The regular order of business was conducted. I had my eye on one of the five vice-presidents sitting in the front row.

I called for resolutions; one of the delegates arose

and read a preamble, followed by a resolution calling for the endorsement of the Chicago platform. The question was put, and, as far as I could determine, carried without a dissenting voice. Thereupon, I asked the vice-president to take the chair. Then I briefly informed the meeting I was not in accord with the resolution and I felt it was incumbent upon the executive officer of an organization of the character of ours to at least concur with a majority of its members. Consequently, I deemed it advisable not to continue as its president, and therewith tendered my resignation. I bid good evening to those around me, and left the hall.

XVI

ST. LOUIS DEMOCRATIC SOUND MONEY CLUB

IN September, 1896, the Democratic Sound Money Convention was held at Indianapolis, Ind. Accompanied by Colonel James O. Broadhead, Frederick W. Lehmann and Henry T. Kent, I attended the convention, which nominated Palmer and Buckner, as the Democratic Sound Money candidates for President and Vice-President.

Returning to St. Louis from the convention a meeting was arranged for those advocating the Sound Money doctrine, to be held in Addington's Hall, at the corner of Olive and Seventeenth Streets.

At this meeting there were present a number of prominent men: Colonel Broadhead, F. N. Judson, Henry T. Kent, James L. Blair, Graham Frost, F. W. Lehmann, and others. The advisability of organizing a local Democratic Sound Money Club, for the purpose of conducting a campaign in opposition to the candidacy of William J. Bryan, was discussed, and it was decided that a club of this character should be organized, and, on motion of Colonel Broadhead, I was elected its president.

We had no difficulty raising a sufficient amount of funds to carry on an active campaign. At the Sound Money Democratic meetings which were held through-

out the city we endeavored to have speakers of prominence who were imbued with sound money principles. For one of these meetings we were successful in obtaining as the principal speaker Dr. William Everett, of Quincy, Massachusetts, son of Mr. Edward Everett, a noted orator and scholar in the early history of the country. Dr. Everett was a Harvard graduate and a member of the Harvard faculty.

The meeting was to be held on Saturday evening, at the old Uhrig's Cave Hall, and an audience of representative citizens, regardless of party affiliations was assured.

Dr. Everett was met on his arrival at the Union Station, and together we visited various banks and he was presented to the bank presidents and other prominent citizens, preparatory to the meeting to be held in the evening.

Six or eight gentlemen had been invited to meet Dr. Everett at a supper at the old St. Nicholas Hotel, at the corner of Eighth and Locust streets.

All old-timers will remember ex-Judge Chester H. Krum. Judge Krum was a noted attorney of his day, well known for his droll humor, and more or less Bohemian tendencies. He was a classmate of Dr. Everett at Harvard, and I had arranged with him to introduce Dr. Everett at the meeting.

At the supper Dr. Everett was seated at my right and Judge Krum at my left. Realizing that the meeting would be held shortly after the supper, a very simple repast was ordered, the wine to be a mild claret served in a goblet with Apollinaris water.

The waiters began serving bouillon in cups, when suddenly I was startled by an exclamation from Dr. Everett, of this nature: "Do I understand, Mr. Wells, that this is to be a banquet? Do you not realize that it is a great physical as well as mental effort that I am about to endure in delivering my address this evening? Will you not please understand that under such circumstances it is my custom to eat after speaking, not before?"

I replied, "I fully realize all you say, Dr. Everett, and I assure you this is not intended as a banquet, but a light supper preparatory for the meeting. Is there anything in particular that you desire?"

"Yes, sir," he replied, "I want only a little toast and tea." The toast and tea were ordered.

After a while the waiters began to serve the claret and Apollinaris water, and, again, Dr. Everett exclaimed:

"As I said before, Mr. Wells, it is a great mental and physical effort that I am about to endure in delivering my address this evening, and will you please understand that I do my drinking after speaking, and not before."

Under the embarrassment I tided over the situation the best I could.

A few moments after, Judge Krum exclaimed in his stentorian voice, holding an empty goblet in his hand, "Wells, is there any more wine in that bottle? I wish you to understand, sir, that I do my drinking before speaking, and not after." It is needless to say that the Judge was supplied with all the wine he desired.

After the supper the party entered the carriages and proceeded to the Uhrig's Cave Hall. We took our places on the stage and seated before us, as I had anticipated, was a large audience of representative citizens. Judge Krum's introductory remarks were most pleasing and appropriate, whereupon, Dr. Everett delivered a scientific and most enlightening address on the monetary question, and the importance of a gold basis.

After the meeting an informal reception by the Alumni of Harvard was held at the University Club, located at Grand and Washington Avenue.

Before bidding Dr. Everett good-night, I told him that it was our practice at my home to have a Sunday after-church family dinner, and it would please me very much if he would be our guest the next day. Dr. Everett accepted the invitation, and in due time we received him, and never have I had a more delightful and courteous guest. It was evident that at the supper the evening before, anticipating his address, he was under a nervous strain.

At the close of the campaign, the day before the election, there was a large demonstration for Sound Money in the nature of a parade. It required two or three hours in passing, and before it finished was seriously interfered with by those advocating the election of Mr. Bryan.

The recollection of this parade brings to mind an amusing incident. The members of the Democratic Sound Money Club, of course, had a prominent part. As president of the organization I was at the head. Bafunno's brass band had been retained for the occa-

sion and was placed in front of our division. The members of the club wore high white Greeley hats with a yellow hat band on which in heavy black letters were the words "Palmer and Buckner." We carried canes.

Just before starting, my old friend, Wayman McCreery, approached me and said: "Rolla, I wish you would let me walk by your side." I answered, "Why, certainly."

The signal, "Forward, march!" was given, and in accordance with instructions Bafunno's band started up a lively air. Wayman and I immediately held our heads high and expanded our chests, and stepped forward buoyantly, swinging our canes.

Everything moved nicely until reaching Pine Street, headed north on Fourth Street, when a chimney-sweep dressed in the costume characteristic of his profession of that period—high black hat, short jacket and face covered with soot—stepped in front of Wayman and me, behind the band, and began all kinds of antics, which brought forth much laughter from the spectators.

Wayman's spirits immediately wilted. He said to me: "This is too bad to have that monkey interfering with our parade just as we are approaching the Security Building, where all of our friends will be looking out of the windows and standing on the sidewalk awaiting us."

"Don't be sad, Wayman," I said. "Now, just watch me."

I waited for a favorable opportunity, quickly grabbed

the chimney-sweep by the collar, and, before he knew what was happening, I rushed him into the side lines.

Getting back into line I said to Wayman, "Cheer up, old fellow, and step out, all is well," and we marched past the Security Building, with heads erect and chests expanded, receiving the applause of our many friends who were congregated there.

The night of the parade there was quite a mob of Bryan advocates assembled on Twelfth street. The effect of this was that many Sound Money Democrats, who otherwise would have cast their ballots for Palmer and Buckner, voted for McKinley, the Republican candidate, rather than lose their votes. The state of Missouri was carried for Bryan by 74,243 majority, yet, the city of St. Louis voted for McKinley by a handsome majority, due, I believe, to the influence of the Democratic Sound Money Club.

XVII

A CANDIDATE FOR MAYOR

DURING the interval after the election of 1896 up to January 1, 1901, I took no active part in politics.

In the State election of November, 1900, the City of St. Louis went Democratic, the first Democratic success in twelve years. This victory caused some of the Democratic politicians to feel that, with the assistance and coalition of the so-called "Solar-Walkers," or silk stocking independents, the city could also be carried at the municipal election the following Spring.

Now, many of the so-called "Solar-Walkers" were of the Democratic party. They were citizens who exercised the right of independent political thought and action when principles were involved. A coterie of these gentlemen for years had made it a practice to meet at luncheon at the Noonday Club. Their names, as I recall, were Thomas S. McPheeters, F. N. Judson, I. H. Lionberger, James L. Blair, Judge Wilbur F. Boyle, James Campbell, John T. Davis, Henry T. Kent, H. N. Davis and Fielding Oliver.

They were asked by some of the Democratic political leaders to name a candidate for Mayor, with the assurance that the party leaders would co-operate with them to nominate and elect their choice.

This proposition was accepted and eventually resulted in designating me as the candidate, provided, of course, that I would consent.

The suggestion of my name as a possible candidate created considerable discussion, some of which was in the nature of a strong protest.

As the choice of the conferees the attack was centered on me on the grounds that I had been active in the Sound Money campaign in opposition to William J. Bryan and his followers. I was described in the organ of the Republican machine as an aristocratic autocrat, who would not look at a common man.

At the time of my selection I was in New York and had no knowledge of the proceedings. The first intimation that I was being considered as a possible candidate for Mayor was received in a telegram from Mr. James L. Blair.

I answered Mr. Blair that I would be in St. Louis within a few days and would take the matter under consideration. On reaching St. Louis I learned of the coalition that had been formed between my friends and the political leaders, resulting in my name being agreed upon as the Democratic candidate for Mayor of St. Louis.

On January 17, 1901, I made the following announcement: "If the Democratic party, through its convention shortly to be held, deems it wise to honor me with the nomination for Mayor, I will accept and will do all in my power consistent and honorable to be elected, and, if successful, will conduct the affairs of the office in the interest of the people, to the best of my ability."

Do not understand by this, however, that I have ever sought the nomination, nor that I intend to enter into any strife or controversy for it."

This announcement again aroused much bitterness and opposition among the so-called "regulars," or "stand-patters." They could not forget, nor would they forgive, my repudiation of the Democratic National "16 to 1" platform of 1896. In spite of this resentment and opposition, however, at the Convention all opposition was withdrawn and I was nominated by acclamation. My associates nominated by the Convention, were:

Joseph L. Hornsby, President of the City Council; James M. Franciscus, Treasurer; James Y. Player, Comptroller; Bernard J. Dierkes, Auditor; L. F. Hammar, Jr., Collector; P. R. FitzGibbon, Register; John J. O'Brien, President of the Board of Assessors; Hiram Phillips, President of the Board of Public Improvements; McArthur Johnston, Inspector of Weights and Measures; James Scullin, City Marshal.

Members of the City Council were: Charles E. Gibson, George D. Markham, Joseph Spiegelhalter, Jr., James P. Newell, Jeremiah Sheehan, Joseph Boyce.

Members of the Board of Education were: Robert Moore, Republican; Christopher Johnson, Republican; Louis Fusz, Democrat; R. B. Dula, Democrat.

XVIII

THE CAMPAIGN OF 1901

THE first act of the Democratic political show—the nomination by Convention—was ended, the curtain rung down. I witnessed it in the front row. Then I was confronted with the responsibility of taking the leading part in the second and concluding act. This was held in the municipal arena of St. Louis.

At the same time a like Republican play was being enacted—a two ring show, as it were. The Republican play, also, had a leading man—a gentleman whom I respected, and who, I believe, respected me.

Each show had its expert ticket sellers and collectors working in conjunction with barkers, using all of their artifices to bedazzle onlookers to patronize their show in preference to the other. In their eagerness, some of the barkers said things they should not have said; made assertions not warranted by facts. Such, however, is the usual whirl of a political whip. The end justifies the means. The race must be won. It was in this political drama I had been drafted and called upon to perform a leading role.

I was in no sense an office seeker. I was nominated as a candidate by a convention duly assembled, which was the practice at that period. The convention method of nomination has since been abolished through the

enactment of the Direct Primary law, a law which in my opinion, in part at least, has impaired the opportunity of obtaining the best available representation in National, State, Municipal and Judicial offices.

In the direct primary one must necessarily be an office seeker and subjected to two campaigns, and in many instances place himself under obligations or commitments in order to obtain support. On the other hand, in the convention method, the rivalry of the two principal parties often compels the party leaders and delegates, in order to be successful at the polls, to search for the best available candidate—one who would not of his own accord solicit the nomination, and who would, therefore, be under no obligations or commitments.

The campaign for the election of the officials as nominated by the conventions was under way. A Democratic campaign committee was designated, with Mr. Thomas C. Hennings as the chairman. This committee was to have general supervision arranging for meetings, mapping out itineraries and designating the speakers. A large percentage of the membership of the Jefferson Club, a strong political organization under the leadership of Mr. Harry B. Hawes, President, was most active and enthusiastic in their support. Many meetings were held throughout the city and many speakers took part. Among them, as I now recall, were, Messrs. Isaac H. Lionberger, F. N. Judson, David R. Francis, Harry B. Hawes, Daniel G. Taylor, George J. Tansey, Thomas L. Anderson, Thomas C. Hennings, Edward A. Noonan, Jr., Thomas S. Mc-

Pheeters, Edward C. Simmons, Waller Edwards, William J. Flynn, Judge James McCaffery, E. E. Guion, Ford Combs, Judge William Jefferson Pollard, Frank A. J. Hiller, George J. Neville, M. J. Gill, Guy Golterman, and many others.

It was not easy at that time to cover sixty-one square miles of the city in attending these meetings. There were no automobiles, the conveyances being carriages and street cars.

I was faithful in attendance at the numerous meetings assigned to me, from Baden to Carondelet, and the river to the western city limits.

During the campaign we were confronted with opposition from sources outside of St. Louis. Governor Altgeld, of Illinois, delivered a speech in the city in behalf of the Municipal Ownership ticket, and William Jennings Bryan took an active part in the publication of several articles in his paper, "*The Commoner*," which were commented upon by other newspapers not directly concerned in the municipal government of St. Louis. He was bitter because of the nomination on a Democratic ticket of a man who had openly repudiated the Chicago platform of 1896.

Mr. Bryan's opposition attempted to make the contest of unusual importance, claiming that my nomination had a tendency to turn back the National Democratic party from Bryanism to Clevelandism.

Now, in this I believe Mr. Bryan was mistaken. I do not think the gentlemen who primarily advocated my candidacy had any such thought; if they did, and if through my election under the circumstances a move-

ment was initiated to carry the Democratic party back to Clevelandism, I am proud and gratified that I should have been its humble instrument.

I am satisfied however, that the inception of my candidacy was simply the outgrowth of an earnest desire to retrieve the city of St. Louis from the unsatisfactory existing civic conditions and the taking of steps to bring about better government.

Monday, April 1, 1901, the day before the election, closed with a wave of enthusiasm in what was said to have been the largest political procession and mass meeting ever held in the city of St. Louis. From eight to ten thousand men, representing every ward in the city, carrying torch lights, banners and transparencies, led by a large drum and fife corps and band of the Jefferson Club, the men wearing Colonial uniforms, and followed at intervals by ten or more other bands, marched from Grand Avenue to the Coliseum, which was located at Fourteenth and St. Charles Streets. It was stated that it required one hour for this procession to pass a given point.

The marchers crowded into the Coliseum, and, with the audience already assembled, occupied all available space. The enthusiasm created on their entrance can well be imagined.

When I appeared upon the platform, voices shouted a greeting of welcome; hats, flags and handkerchiefs were frantically waved.

As soon as quiet was restored, Lieutenant Governor John A. Lee stepped to the front of the platform and announced that he had been requested to preside.

Governor D. R. Francis and Harry B. Hawes were the principal speakers. I expressed my earnest thanks for the reception accorded me and for the hearty support I had received from the many speakers and writers during the campaign.

Mr. Hawes stated in his address that the meeting was the last of a series of meetings, which, in number and attendance, had eclipsed any previous campaign in the political history of St. Louis. For more than two weeks from five to fifteen meetings had been held nightly. The halls were always crowded and the audiences enthusiastic. His closing remarks were:

“Tonight we close the campaign for Democracy and good government. Our organization is perfect in every detail, built upon intelligent lines and upon an honest representative basis. The regular organization has been ably assisted by the so-called independents. They have spoken at our meetings, contributed money to the expenses of the campaign, and the effect of their intelligent work cannot but be felt upon election day. Our efforts have been directed mainly towards the explaining of the issues of the campaign and the disproving of the false statements made by the Republican speakers and published in partisan Republican papers.”

The next day, Tuesday, April 2, 1901, was election day. On Wednesday morning following, the announcement was made that the entire Democratic ticket had been elected by about ten thousand plurality. I then realized that I was the Mayor-elect of the city of St. Louis.

XIX

“WELLS’ VICTORY’S SIGNIFICANCE”

THE following article published on April 4, 1901, in Marion Reedy’s weekly paper, “The Mirror,” is illustrative of what had happened, and may be of interest:

“Mr. Rolla Wells was handsomely elected Mayor of St. Louis last Tuesday. The whole ticket was, likewise, triumphant. The victory marks an end of Ziegenheimism, locally, and the beginning of the end of Free Silverism and the reuniting of the Democracy, nationally.

“The cry of fraud is rot. The people revolted against ignorant and corrupt and uncouth Republicanism, against dictation in our affairs from Lincoln, Nebraska. Mr. Meriwether’s municipal ownership candidacy smashed the candidacy of Mr. Parker, the Republican.

“Then the people wanted, for Mayor of a New St. Louis, a young, progressive man. The young men turned out for Mr. Wells. That young men’s organization, the Jefferson Club, stood firmly by him. Young men like David R. Francis, George J. Tansey, Thomas C. Hennings and E. A. Noonan, Jr. were leaders in the fight. They made a clean fight. They urged nothing but good government. They made no appeal to the passion for spoils or to class prejudice. Conspicuously

effective and brilliant were the services of Mr. Hawes, another young man, not only on the field, but in the councils.

“But back of all was the exhibition of character by Mr. Rolla Wells. He continually proclaimed his freedom from pledges. He had but one promise to make—to do his best. He never criticised his opponent. He did not truckle to any element. He never apologized for being a gold-bug, and voting for McKinley. He never lost his temper, and never said too much or too little. His professions were moderate and his demeanor modest. All these things told in his favor, as evidences of a character that will make him an efficient, energetic and popular Chief Magistrate of the fourth city in the Union.

“His triumph is of national importance. It shows Missouri repudiating Populism in the face of the obsecrations and adjurations of the Master Populist of Nebraska, and, as the leading Democratic state, showing the way out of, as it led the way into, Populism.

“Mr. Wells’ victory means that the days of demagogic Democracy are done.”

XX

INAUGURATION AS MAYOR

AT four o'clock in the afternoon of April 8, 1901, a joint session of the City Council and the House of Delegates was assembled in the chamber of the House of Delegates, for the purpose of holding the inauguration ceremony. Besides the members of the two bodies of the Assembly, and other city officials, there were present members of my family and a number of friends.

I was met in the Mayor's suite by a committee of five, consisting of two members of the Council and three members of the House of Delegates, and escorted to the chamber. Judge Walter B. Douglas administered the oath of office. I then delivered my inaugural address.

"Mr. President of the Council, Mr. Speaker of the House of Delegates and Members of the Municipal Assembly of the City of St. Louis:

"Gentlemen: You have met in pursuance to the organic laws of the city to carry into effect the action of its citizens at the polls on April second, by assuming with me the duties of our respective offices.

"In obedience to civic duty and through the will of my fellow-citizens, I now devote myself to the public service of this community.

"I deeply appreciate the expression of confidence that has called me to the executive chair of our city.

"I realize the arduous duties that are before me, but am impressed with the feeling that I can rely upon the patriotic and able assistance of those who will share the burden of the conduct of public affairs with me.

"I am encouraged in the belief that all citizens are most desirous of providing and maintaining a good municipal government and therefore will render every assistance and will co-operate with our administration.

"Gentlemen of the Municipal Assembly, I need particularly your aid and co-operation. It is our duty to promote the public welfare, and by harmonious action we shall accomplish results that will redound to the lasting benefit of the city.

"There is much to be accomplished, and it should be done consistently and quickly.

"The business affairs of the city must be conducted in a business-like way.

"The present condition of the Treasury is inadequate to meet the demands of our Municipal government.

"Our revenue must be increased in order to keep pace with enlarged and growing requirements.

"Economy must prevail where extravagance may now exist.

"Our eleemosynary institutions and public buildings must be reconstructed and made suitable for the purposes for which they are intended.

"Our thoroughfares and parks should be properly maintained and additional ones provided.



The Mayor at His Desk

“Our water supply should be improved.

“As Mayor, I shall expect those at the head of departments to properly operate and maintain their departments, and, so far as the law permits, I shall hold them responsible for the results.

“Let us not forget that we are the servants of the people, and on the conduct of public affairs placed in our charge depends their welfare and protection.

“Let us remember that it is not only the approval of the community that we should strive for, but also the approbation of the Supreme Being above.”

XXI

ADMINISTRATION BY CONFERENCE

UNDER the City Charter of 1877, the administration of the affairs of the city was through the Administrative Department and the Legislative Department.

The Mayor and other elective and appointive officers constituted the Administrative Department. The Legislative Department consisted of the Municipal Assembly, composed of the City Council of thirteen members elected at large, and the House of Delegates of twenty-eight members, being one representative from each of the twenty-eight wards of the city.

The Charter provided that the appointees of the Mayor should hold over for two years of the succeeding administration. In other words, a newly elected Mayor would have serving with him for two years the appointees of his predecessor.

No doubt, this provision was well intended by the framers of the Charter, under the theory that the two years previous experience of the appointive officers would be of material assistance in the first two years of a new administration. I believe, however, that experience had demonstrated that in this they were mistaken.

If the succeeding administration was of different

political faith, there necessarily would be, in some departments at least, a lack of co-operation. Moreover, the fact that some of the appointees, feeling that their services would be terminated at the end of two years, naturally would lack interest to some extent in the management of their respective departments. Based on my experience, I must admit, however, that many of the holdover appointive officers were competent, reliable, and worked in harmony with me.

Having in view a greater efficiency in the management of all of the city departments, within a few days after I was installed I requested a conference in my office with the heads of all departments—elective and appointive. As plainly as I could, I told them that I would hold them responsible for proper and efficient management of their respective departments, on a business, not a political, basis, and with that end in view they would be given a free rein in the selection and appointment of their employes. I cautioned them against persuasion or threats of any political machine, politicians, or members of the Municipal Assembly, if they had reason to feel that recommendations were made for the purpose of political patronage, rather than efficiency and service.

I assured them in this they would have my co-operation. This policy was unique to the holdover officers, as they evidently had been dictated to in the matter of appointments. The innovation aroused animosity on the part of some members of the Municipal Assembly and party workers, but it did no good, and I am sure greater efficiency resulted.

XXII

SECRETARIES TO THE MAYOR

IN recalling my experience as Mayor, I am of the opinion that one of the most important and arduous of the appointive positions is that of the Mayor's secretary. It is he who stands between the Mayor and the innumerable applicants for this, that, and many things. The Mayor must necessarily depend upon his secretary in the matter of the remission of fines, which within a year amount to considerable money, and to the issuing of permits.

Upon taking office I had no one in mind for the position. I made inquiries among my personal friends and learned of a young man by the name of James G. McConkey, a practicing lawyer.

I sent for Mr. McConkey, and, after a short interview, was convinced he was the character of man I wanted, and, without hesitation offered him the position, which he accepted.

During the many years that I have been associated with Mr. McConkey, I have found him to be incorruptible, kindly in disposition, but adamant when it came to a matter of duty.

Mr. McConkey was not the type of man that the ward-heeler, or politician, would fall in love with. He was not one of those adroit mixers supposed to be

heroes of small politicians. He had a fine sense of duty and the courage of his convictions. He did much for the success of good government principally through investigations and unceasing vigilance. His work probably was not approved by the "gang," but it was effective.

He greatly improved the system governing the distribution of charity—rather, he established a system where none prevailed. In so doing he prevented the waste of large sums of money. His methods may have seemed rigorous, but they were right and he did not hesitate. By denying charity to the undeserving, he eradicated imposition and fraud, at the same time protecting the deserving poor and the Contingent Fund appropriated by the Municipal Assembly for this work.

In the minor courts he also brought affairs to a higher standard by requiring daily reports of transactions. In this manner he stopped wholesale remission of fines and other financial operations that put some courts under suspicion with the public. The "gang" did not like this change, but I was not elected Mayor to aid the "gang," and Mr. McConkey was not appointed secretary in order to perpetuate the "gang" influence.

Mr. McConkey served with me as secretary for six years, at the end of which time I had the opportunity of offering to him the appointment to the position of one of the associate counselors. While I regretted to part with him, I realized that it would be a good opportunity for him to re-instate himself in the practice of law, and made the suggestion to him, which he ac-

cepted, and he was duly appointed one of the associate city counselors.

After the resignation of Mr. McConkey, I appointed Mr. W. C. Connett, who held the position of secretary until the end of my term in 1909, and who rendered valuable assistance to me in many ways.

I realize that every executive owes his success largely to the loyalty and integrity of the few intimate assistants who participate in his responsibilities. I have been exceptionally fortunate in this respect.

Appreciation impels me to express a few words of commendation in behalf of Mrs. May W. Hofman, who, as my private secretary, has been a co-worker through the vicissitudes of my public and business career.

Upon being elected Mayor of the City of St. Louis, I invited her to accompany me to the City Hall as my private secretary. I recognized her ability and superior character. She continued as my secretary while I was the Treasurer of the Democratic National Committee, the Governor and the Chairman of the Board of the Federal Reserve Bank of St. Louis, and the Receiver of the United Railways Company of St. Louis, and in that capacity is still associated with me.

The recording of this tribute gives me much pleasure and satisfaction.

XXIII

NO ENTANGLING ALLIANCES

UPON taking office as Mayor, I felt that I should not have business, social or other affiliations which could compromise me, either with the public or myself. It occurred to me that as an owner of a block of stock of a large holding company, which controlled the stock of several local public utility companies, I was violating this conviction.

My thought was, what moral right have I, as Mayor, to hold this interest. By retaining it I would be occupying a false position as to myself and to the city. Therefore, as soon as possible, I disposed of my investment, receiving approximately the peak terms, as the price of the stock afterward declined, and it might be said that virtue sometimes is more than its own reward.

It was well that I did separate myself from this "entangling alliance," as the administration had several important issues with the electric, gas and street railway companies. We built lighting plants in the large municipal institutions and threatened to build a generating plant for street lighting in order to obtain contracts at much lower costs. And we had a struggle with the street railway company over service.

In public office it is necessary for one to make every provision to appear right, as well as actually to be right.

My holdings in the American Steel Foundry Company presented to me the very opposite condition. Here was a situation in which my election to the Mayoralty was detrimental to the stockholders. As its president I had been active in framing its policy and building up the company. When I moved to the City Hall and took up my duties there, I was unable to give the active supervision as formerly.

The American Steel Foundry Company occupied a strong position in the industrial field, and its prospects of development were exceptionally favorable. The company enjoyed a monopoly in its ownership of the "green sand process" in steel casting, which had been tested out in the courts. It was the pioneer in originating and proving this revolutionary method and was in a place of leadership, with opportunities pointing to almost limitless growth.

As I could not fairly or efficiently divide my time between the city and the foundry's general offices, when an opportunity was presented in 1901 to sell the plant to a new organization, I urged my associates to make the sale, which we reluctantly did, and the new corporation took the name of the American Steel Foundries.

While I do not regret having accepted the honor and responsibilities of Mayor, I have deplored the circumstances which prompted the sale of our steel properties. I believe that my going to the City Hall thus caused financial loss to my associates and myself. The monopoly which we exercised through the law-proved patent was an asset of incalculable value. The sphere of the

company's operations was virtually boundless, and we had an outlook unequaled by that of any similar steel group in the country.

In being influenced by the event of my election to sell our properties, we made a sacrifice.

XXIV

NEW ST. LOUIS BANQUET

UNDER the old charter of the city the House of Delegates was an important factor in the legislative affairs of the municipal government. With due respect to its members, it was well known, taking them collectively, that they were not of a homogeneous character.

The greatest compliment one can pay to another is to invite him to dine at one's home. When the number to be invited is greater than the home will accommodate, the next place is the club.

Shortly after taking office in 1901, my first term, I was particularly desirous of complimenting the members of the House of Delegates and bringing them into closer contact with me as Mayor in the administration of the affairs of the city, and, also, in co-operation with leading citizens, in doing all possible to make the World's Fair, to be held in 1904, a great success.

With this in view, I decided to give a banquet at the Saint Louis Club, on Saturday evening, June eighth, 1901, at seven o'clock in the evening, to be known as "The New St. Louis" banquet.

Formal invitations were sent to members of the Municipal Assembly and Board of Public Improvements, and the presidents of social clubs and business organizations, and representatives of the press.

The receipt of these invitations caused consternation to some of the members of the House of Delegates, and much perturbation as to what to wear, according to the following from one of the daily newspapers:

“The question of the proper thing to wear at the Mayor’s banquet at the St. Louis Club Saturday night is agitating the minds of the members of the House of Delegates considerably. Many and long have been the discussions of the subject, and varied have been the opinions expressed.

“It has finally been decided by all the members of the House to wear full evening dress.

“All except the Hon. Snake Kinney, who declares he never wore a dress suit in his life and don’t intend to now. Other members who never had occasion to wear full dress before, and, consequently, are not provided with that style of apparel, have been hastening their orders for them, and as a consequence there has been a boom in the dress suit line of the tailoring business.

“Hon. James H. Cronin says Snake Kinney has to wear a dress suit or stay away from the banquet. Kinney, thinking of the amount of wonder, admiration and joking such apparel would provoke among his Second Street Italian following, declares he will defend his position to the last. It is said, notwithstanding, that his order has been placed with the tailor.

“The mystery of engineering a dress suit will have its maiden appearance with more of the members of the House than the Hon. Snake Kinney.

“One of them describes the sudden burst of glory

that is expected to dazzle the Mayor and other banqueters as follows:

"Say, we're going to be the real thing. We'll be as swell as any of the people at the banquet. Everyone here from the House is going to wear full dress. A whole lot of them had to have them made.

"Everybody'll wear a silk handkerchief hanging from his vest pocket, and we'll all have white neckties, standup collars and patent leathers. No diamonds will be allowed. We'll all wear plug hats of the telescope variety, and everybody'll go in a carriage. We'll show the swells that the House of Delegates is a swell body of men.

"Zachrist is getting a new dress suit, and he has got a chest measurement of 52 inches. Jim Cronin's pretty big, and he only measures 48 inches about the chest.

"Snake Kinney'll wear a dress suit and don't you forget it. We don't care whether his dagoes jolly him about it or not."

The guests of the evening were:

Joseph L. Hornsby	Henry Pfeffle
Joseph Boyce	Charles Troll
Charles E. Gibson	Oliver F. Funsch
W. R. Hodges	Otto F. Karbe
August Hoffmann	Edmond Koeln
William M. Horton	Edward E. Murrell
George D. Markham	John B. Williams
James P. Newell	Andrew Gazzolo, Jr.
Louis Schnell	John J. Burke
Jeremiah Sheehan	James J. Howard
Joseph Spiegelhalter, Jr.	John H. Klute
James H. Cronin	Sam B. Stannard
G. H. Oberbeck	Charles F. Kelly
Frank M. Stanze	J. J. Hannigan
John P. Sweeney	John R. Fontana
Thomas E. Kinney	Henry A. Faulkner
Charles F. Denny	Thomas J. Buckley

C. A. Windmiller	L. D. Dozier
James T. Brennan	A. L. Shapleigh
Charles L. Geraghty	Breckinridge Jones
Paul C. Reiss	W. B. Stevens
Hiram Phillips	R. J. Strauss
Charles Varrelmann	Cyrus F. Blanke
Edward Flad	Charles Nagel
Henry Alt	Joseph P. Whyte
F. L. Ridgely	John H. Dieckman
Edward A. Hermann	Nathan Frank
James G. McConkey	W. T. Haarstick
B. Schnurmacher	L. D. Kingsland
Harry B. Hawes	C. P. Walbridge
David R. Francis	F. W. Lehmann
William H. Thompson	John A. Harrison
Howard Elliott	William M. Reedy
Murray Carleton	George S. Johns
James Campbell	John Schroers
John Scullin	William Druhe
Charles W. Knapp	John M. Hertel

I was toastmaster of the evening. The toasts were:

- "New St. Louis from a Commercial Standpoint," *C. P. Walbridge*, President, Business Men's League.
- "New St. Louis from a City Council Standpoint," *J. L. Hornsby*, President, City Council.
- "New St. Louis from a World's Fair Standpoint," *D. R. Francis*, President, Louisiana Purchase Exposition.
- "New St. Louis from a House of Delegates Standpoint," *James H. Cronin*, Speaker, House of Delegates.
- "New St. Louis from a Newspaper Standpoint," *W. M. Reedy*, Editor, *The Mirror*.
- "New St. Louis from a Metropolitan Police Standpoint," *H. B. Hawes*, President, Board of Police Commissioners.
- "New St. Louis from a Social Standpoint," *Charles Nagel*, President, University Club.
- "New St. Louis from a Professional Standpoint," *B. Schnurmacher*, City Counselor.
- "New St. Louis from an Educational Standpoint," *F. W. Lehmann*, President, St. Louis Public Library.
- "New St. Louis from a Manufacturing Standpoint," *L. D. Kingsland*, President, St. Louis Manufacturers' Association.
- "New St. Louis from a Merchants' Exchange Standpoint," *W. T. Haarstick*, President, St. Louis Merchants' Exchange.
- "New St. Louis from a Board of Public Improvements Standpoint," *Hiram Phillips*, President, Board of Public Improvements.

During the serving of the numerous courses the business men discussed current topics with the Council-

men, Delegates and heads of departments, and all seemed surprised to find that they had so much in common. At the conclusion of the dinner, and after the cigars had been passed, I arose and proposed a toast "to the health of the President of the United States and the Governor of Missouri." The sentiment aroused much enthusiasm and was drunk standing. Then the orchestra played the national anthem, "America," and the company joined in singing the hymn, all remaining standing until the last note died away.

At the close of the singing I welcomed my guests, and made the following statement as to the purpose of the gathering:

"The purpose of this gathering is not only for the social pleasure that comes from assembling around the festal board, but that the members of the Municipal Assembly, of the administration and of the business, professional and social interests should become better acquainted, all for and in the interest of a New St. Louis.

"Within two years we will have reached the centennial of the Louisiana Purchase consummated by Thomas Jefferson. The one hundred years that have almost passed since the acquiring of this territory by the United States have shown most marvelous development, in which the City of St. Louis has taken no small part. Therefore, it is most fitting that the people of this city should celebrate the one hundredth anniversary of the purchase of the most fertile and productive section of country on the globe.

"The village, town and city of St. Louis has experi-

enced its ups and downs, its lights and shadows, especially the latter during the Civil War, which was the cause of division among our people, from the effects of which we were many years recovering.

“But now that the management has begun operation on what I believe will be the greatest World’s Fair and exhibition that will ever have been held, it behooves the people of this city, through their public officers, to place their municipal home in proper order, so that the guests that come in our midst will be properly received and impressed with the greatness and grandeur that St. Louis by virtue of its location, commerce and population is deserving.

“It is my opinion that there is but one way to accomplish this end, and that is by co-operation. The co-operation of business men; the co-operation of professional men; the co-operation of all public officials; the co-operation of all the people; the co-operation of each interest with all other interests, and with that spirit prevailing, coupled with industry and vigor, there can be but one result, and that is ‘A New St. Louis.’

“I will not dwell on the history of this city from the periods when this locality changed from Spanish to French and from French to American possession. Many historians have treated that subject and their works are numerous.

“Of the past history of this city, what we are now most interested in and affected by, was the adoption of the City Charter in the year 1876, and under which we are now governed.

“Since that period our growth, both in area and in population, has been so great that our charter is totally inadequate for present and future requirements, and its speedy amendment is absolutely essential for our welfare.

“It is now a well-known story and well-known fact that the condition of our public buildings and eleemosynary institutions is a disgrace to a well-governed community. That our citizens suffer more discomfort from poor and ill-kept thoroughfares than a people of a metropolitan city should be willing to put up with. There is much to be done, and it rests with those within the sound of my voice to do it. Never before in the history of the city have there been witnessed so many of its citizens at one time devoting their time and means to the public service. This was demonstrated by the work of raising the enormous amount of \$16,000,000 for the World’s Fair, and is now demonstrated by that band of gallant and leading citizens in their embarkation in the proper expenditure of this large amount, which task will require the greatest executive ability, and practically absorb all of their time.

“This public spirit is also being shown by those engaged on the Public Welfare Commission.

“While there are many citizens thus working for the public good, permit me to add that there are also others engaged in the public service—I refer to the members of the Municipal Assembly—and when the gates of the great World’s Fair are closed, I feel very sure that they, also, will receive due credit for the successful ending that is sure to come. And when our

visitors shall have taken their departure, then will we, the people of St. Louis, be left with the result of their united effort, namely, 'a new and greater St. Louis'."

The responses were delivered in the rotation which I indicated, and those of the first three speakers left no doubt that the get-together feast for the New St. Louis would be effectual and we could be confident of zealous co-operation among the commercial, financial, cultural and civic factors for both the success of the World's Fair and the building of a greater city. The intermingling of men of influence in various activities at the festive board was forming a sympathetic relationship for the common good.

As I admired the members of the House of Delegates in their evening apparel, and repressed a smile over the humorous stories which the newspapers had published, I had no notion that one of their leaders had obtained a "full dress" speech and was eagerly awaiting his chance to deliver it in a "full dress" manner. Nor had I a premonition that the honors of the evening would cluster about the massive person of the Speaker of the House.

I had not anticipated that unintentional burlesque would be interpolated into the formality of the occasion, nor had I ever given a fleeting thought to the theory that the fervor of civic patriotism and the feeling of brotherhood could be propagated in grotesque comedy. Yet, so it happened; and an uproarious incident, evolving as a surprise, promoted the New St. Louis movement more realistically and happily than anything else connected with the banquet.

After one of the speakers had declared, to cheers and applause, that "a new spirit pervades St. Louis," I called on the radiant Honorable James H. Cronin, Speaker of the House. Even when he made an almost inaudible explanation that "I ain't had time to mem'-rize my speech 'nd you'll indulge me in readin' it," I had no flash of the comedy impending.

Now, it happened that Jim had asked one of the Circuit Judges, who was well known for his proclivity to use poetry and sentiment in conversation and in writing, to prepare a paper for him, and it proved to be the outstanding address of the evening. Jim rose for his response, producing a manuscript, from which he read, as follows:

"Mr. Chairman, Mr. Mayor and Gentlemen: While listening to the oratory of the previous responses to toasts, it seems to me that our noble city must soon realize the classic myths of the birth of Venus and Minerva, and before 1903 will spring into new life and being, clad in the vestments of art and beauty, basking in the sunlight of a smokeless sky, and offering to the feet of the sojourner from every clime, streets and pavements which shall be dustless, broad, level, bordered with foliage, interspersed with oases of verdure and sprinkled, if not with attar of roses, certainly with crystal water, whose fount is the Rockies, whose bed is the majestic Missouri, and which shall come to our beautiful city unpolluted by the drainage system of a neighboring town on Lake Michigan.

"But, gentlemen, to put these thoughts into concrete reality, will require other efforts than the picturings

of fancy. It will mean work as well as enthusiasm, and, above all, will mean such conduct of the various departments of the city government as to inspire confidence and trust in the men appointed by the people to accomplish these ends. It will mean also a combined purpose to hold up the hands of the new chief magistrate—our honored host—in his earnest battle with mischievous forces for a clean and wholesome administration and a purified public service.

“The House of Delegates, the Council and the Mayor represent in an inverse order all the agencies of city government. If these several departments shall awake to the high duty imposed by their selection and shall be true to the services required at their hands, the St. Louis of the future will indeed put on the habiliments of health and hope, and will exhibit herself to the gaze of the world resplendent in form and feature, with her every artery of commerce pulsing under the action and reaction of healthy trade. In order that these ends may be accomplished, one of the first requisites is the adoption of a just system of revenue, its wise, economical and honest disbursement, for the sole benefit of the city and its people.

“The new House of Delegates has not been remiss in the performance of that part of this duty lying within its sphere of action. The stage already reached in the ordinances relating to charter amendments on the subject of taxation demonstrates that the body over which I have the honor to preside is aware that the popular verdict, which changed its personnel and political dominance, means that it would hereafter be

in fact a new House of Delegates, created in sympathy with the demand of a new auxiliary in the better administration of public affairs, and that it has been quick and eager to respond to the trust thus reposed.

“I think, Mr. Chairman, that I but interpret the feeling which animates the present House of Delegates when I pledge the people that it will not falter in the path of duty, but with might and main and with ceaseless thought and care, will strive to achieve a record impervious to attack, as well as a source of pride to the people of this great city.

“I know the temper, spirit and high capacity of this body. I can assure you that the faces of its members are set like flint in the direction of right and for the high and full performance of every public duty. They have resolved that the ‘dead past shall bury its own dead’, and turning from the morgue of misery and misrule, that they will face the impending future with the single aim to act well their part in the promotion of a new life of progress and power for the splendid city which is destined in two years to gather in her lap for the eye of the world the wondrous riches of art and nature revealed by a hundred years of western life, since the genius of Jefferson annexed to the Republic the imperial domain which has become the heart of its civilization, its prosperity and power.

“In conclusion, Mr. Chairman, on behalf of the new House of Delegates, I give you and through you, the good people of every shade of opinion who elected us, this sentiment, that in the realization of a New St. Louis, there shall be no party politics, but that all of

us, whether in private life or in the discharge of public duty, with an eye single to the overshadowing public need, shall strive with one heart and mind to make our beloved city, not only materially rich, and structurally beautiful, but peerless for its moral forces and intellectual elevation and as the seat of the highest forms of home and business life."

The speech was a marvel. Commas and periods, semicolons and interrogation points all looked alike to Mr. Speaker Jim. He was partly excusable, however, in that he had only a short time before made the acquaintance of the typewritten address, which he read off as fluently and with as much expression as a bailiff reading a warrant.

During the course of his address James never took his eyes from the paper in his hand. He stumbled several times on words on which his press agent had failed to coach him, but he managed to get in a few half-articulate vowels and consonants to bridge the gaps. And the guests yelled and roared. It could not have been otherwise. The House of Delegates did the yelling out of pure admiration for the fine rhetorical flights of their chief and master. The gentlemen at the speaker's table, notably Mr. Lehmann and Mr. Reedy, doubled up and roared—when they could get their breath.

The reading of the address caused much bantering and hilarity among some of Jim's contemporaries in the House of Delegates. With grim determination, in the face of this, he managed to finish, but, at the close, he laid the manuscript on the table in front of him,

leaned forward, and shaking his fist at his tormentors, told them in rather forceful language, to which most of them were accustomed, that if they thought they could read the paper better than he had done, why, d— them, let them come up to the table and do it.

This, of course, brought down the house; everybody burst forth in laughter and applause, and it turned out to be the feature of the evening, and, when Jim sat down, there was no question as to the success of the banquet.

Shortly afterward Mr. Cronin and a number of his admiring henchmen forsook the banquet hall and sought the high-ball emporium downstairs.

“Well, I got a better start than those other guys, anyway,” said Speaker Jim. Several admiring persons acknowledged that he was telling the truth; so James didn’t bother the banqueters upstairs any more during the evening. He had heard himself talk about a New St. Louis. That was enough.

XXV

BOSS RULE

“**G**ARBAGE, offal and dead animal matter” gave an inauspicious, if sensational, beginning to my administration. Garbage is not a pleasing subject to include in the narration of the episodes of my official life. However, as the disposal of garbage was of such importance to the sanitary condition of the city, it was one of the problems that confronted me, and it should not be omitted.

The reduction of garbage was in other than odoriferous and unsightly respects a foul one to tackle. Mixed with the municipal problem, difficult enough of itself, was the contaminating condition of boss rule in politics. I shall not mention the names, and if any reader of these episodes is sufficiently curious to want to know who they were, with slight endeavor it can be ascertained from the public records.

Political bosses are common to most big cities. St. Louis was no exception. There were bosses whose sway extended over the whole city, and minor bosses for sections or wards. They seized opportunities to cooperate in order to palm the guerdon of smart public service. Party designations were mere phrases, as bosses of both parties often acted together in elections and in the pursuit and division of spoils.

For many years the removal and reduction of the city garbage, at an excessive cost, was monopolized and in control of a domineering politician, in co-operation with a combine of some of the members of the House of Delegates. On November 14, 1890, the city approved a contract, expiring September 23, 1901, for the reduction of garbage, with the St. Louis Sanitary Company.

Garbage was loot. It was transmutable into monetary profit by the alchemy of the bipartisan scheme for extracting gain from anything and everything. On the other hand, the political boss who took charge of the city's refuse maintained a voters' vassalage in the force which did the work. The laborers who handled the garbage owed to their boss, in exchange for employment, the fullest and most absolute electoral fealty, and the boss was a power at the polls.

In stirring up the garbage question, the vested interests of the political boss were jolted and his sway over his henchmen was threatened. It was striking at one of the deep roots of municipal corruption. It was attacking the bipartisan plunder system. It was asserting the rights of the city over the privileges of the feudal political lord. I am convinced that few citizens, if any, believed that the Mayor or a department executive would be so audacious as to take up this question deliberately and with a purpose and method to settle it.

I was inaugurated on April 6, 1901. The time being short before the expiration of the contract, I hastened the transmission of a message to the Municipal Assembly on April 16, 1901, the first paragraph of which I quote: "I deem it my duty at the earliest moment to

advise you that the contract now in force between the City of St. Louis and the St. Louis Sanitary Company, for the reduction of garbage and offal, will expire on September 23, 1901. No delay should occur, therefore, in the consideration and passage of an appropriate ordinance authorizing the proper municipal authorities to proceed with the letting of a new contract. Delay on the part of the city may make competition impossible and result in forcing the city to pay a needlessly large amount for this service after the expiration of the present contract."

It had always been easy for the boss and his friends to frustrate the city administration in making the garbage contracts. The procedure was simple. Proposed legislation was obstructed and delayed until the city had no alternative and was forced to enter into whatever sort of agreement the contractor imposed. The boss had friends in the Council and House, forming combines, the combine in each branch of the Municipal Assembly functioning as a majority on lucrative legislation or as a militant minority in blocking various measures. The combine, consisting of the union of the boss-controlled votes in the Council and House, was the bulwark of the boodle system. Whenever the subject of a contract for the reduction or the hauling of garbage had come up in the past, the combine tactically prevented action, and the boss brought the administration to his terms.

However, at this time there was no combine in the Council, and the Council could be relied on to do what was right. The strength of the opposition lay in the

House, and it was ample to defeat legislation. The boss had a contingent of earnest friends in the House. The House was his.

The wording of the first paragraph of my first message to the Municipal Assembly, must have sounded like a challenge to the boss and the combine. So it was, and so it was meant to be. The third sentence of the introductory paragraph accentuated the explicitness of the first. "Delay on the part of the city," it read, "may make competition impossible and result in forcing the city to pay a needlessly large amount for this service after the expiration of the present contract."

Between the date of my message, April 16, and the expiration of the contract, September 23, there was an interval of but approximately five months. The time really might be shorter, as the Municipal Assembly might adjourn, as usual, during the summer.

The Council caught the spirit of the situation and its Committee on Sanitary Affairs immediately began intensive study of the whole subject, submitting to the Council a lengthy report on May 14, less than a month after my message was read.

Mr. Jeremiah Sheehan, Chairman of the Committee, on July 30, 1901, introduced a measure in the Council providing for a new contract for garbage disposal. It was apparent that the Municipal Assembly would have no recess until the problem of garbage reduction was acted upon; the Council would not agree to adjournment for the summer, and the impression created on the citizenship by my message made it certain that the public would support the Council.

A battle was on between the Council and the House. A minority in the latter favored the administration's policy, but the House was, to all practical purposes, under the complete domination of the political boss. The House would obey his every dictum. On the other hand, the Council was united and determined in the object to overcome the boss and safeguard the interests of the municipality.

The boss and his House combine were on the defensive. The issue of boss rule in connection with the garbage question was clearly defined. The voters sensed acutely that it was a struggle by the city, representing them, against the boss and his myrmidons, in the public service for good government and municipal independence. Such a contest had not been waged since boss rule and the combine had flourished.

The bill was received back by the Council from the House on August 16, with amendments, and it was moved that the Council should not concur in them. The motion was carried. On August 20 the House asked for appointment of a conference committee, and the Council acceded to the request.

The bill was in satisfactory shape for decisive action, but amending it and conferring about the modifications would consume time, which was precious. By asking for a conference through a committee the House ostensibly showed a disposition to deal with the Council, and, if the latter declined to nominate a special committee, the House could pretend that the Council was causing the delay, and there would be no legislation.

Speaker James H. Cronin of the House appointed Messrs. John J. Burke, A. Gazzolo, Jr., and Henry A. Faulkner to the committee, and Acting Vice-president Boyce appointed Messrs. Sheehan, Markham and Louis Schnell. On August 23 this joint committee reported simply that it had "agreed to disagree."

The House at once asked for another committee, and Mr. Cronin appointed Messrs. Charles L. Geraghty, Charles J. Denny and John R. Fontana. The Council deferred action, but on August 27, Mr. Boyce appointed August Hoffmann, Joseph Spiegelhalter, Jr., and Emil A. Meysenburg.

By a tactical ruse the dilatory methods of the House were exposed by a parliamentary maneuver when the garbage bill reached the controversial stage. The combine by clever duplicity was allowing many improvement measures to lie dormant in committee pigeon-holes. A reporter for the St. Louis Republic, Mr. J. N. Fining, induced Mr. Paul C. Reiss, of the Twenty-eighth Ward, a foe to the combine, to offer a resolution calling all these bills out of committee.

The combine grew tumultuous. Members jumped up and denounced the resolution and berated Mr. Reiss. An uproar prevailed. On motion of Speaker pro tem John P. Sweeney, the resolution was tabled. Mr. Reiss instantly offered a resolution calling the garbage bill from committee, and pandemonium raged again. Mr. Sweeney had this resolution also tabled. However, the object was achieved and the hocus-pocus of the combine exposed.

The joint conference committee effected a com-

promise on September 6, and the bill was passed by the Council and House, and was approved by me on September 17, but six days before the expiration of the contract. The combine held out until virtually the last minute, despite the public clamor for action, the legislation requiring five months, for my message had been transmitted to the Municipal Assembly on April 16 and Council Bill 71 became Ordinance 20476 on September 17, 1901, by virtue of an emergency clause.

If the combine was audacious in delaying action in the interest of the city and for the welfare of the community for six months, its defiance was chivalrous in comparison with the vicious effrontery of the political boss. Now that the municipality had no alternative, having but six days to call for bids and no competitors available, it had to enter into a new agreement with the same concern. The terms exacted by the boss's company was \$130,000 a year for three years, an amount double the payment under the maturing contract.

The boss had cause to congratulate himself with a victory over the city government and righteous public opinion. As long as he controlled a combine in either branch of the Municipal Assembly, he could frustrate any administration which might be conducting municipal affairs. He could gratify himself with the opinion that business government was a theory only and popular opinion a forceless sentiment.

Approximately sixteen months prior to the ending of the new contract I addressed another special message to the Municipal Assembly. The period of the

agreement would conclude on November 14, 1904, and my communication was dispatched to the assembly on June 23, 1903.

No ordinance could be enacted unless the House coordinated with the Council, and there was no reason to hope that the combine would desert the boss. Seemingly, the boss and his retainers had no fear of public opinion, and aroused public opinion appeared then to be the sole reliance of the administration. Boss rule contaminated ward politics, and any change in the House would be one of persons rather than of principles.

The same persons might not be re-elected, but the combine, as was said at the time, would go on. City government would be a travesty on honesty and decency if the boss and combine could buy or sell its benefits and services and prey on it generally for large and trivial booty.

XXVI

CHESLEY ISLAND

CONVINCED that no ordinance would be enacted by the House of Delegates, unless it was in the interest of the St. Louis Sanitary Company, I retained a confidential agent to scout along the river front, south of the city limits, to ascertain if a tract of land could be acquired suitable for the dumping and disposal of garbage. He reported there was an island located on the Missouri side of the river, about twenty-two miles south of St. Louis and just north of Kimmswick, suitable for my purpose. It was called Chesley Island, and it was for sale.

I inspected the island and this gave me the idea that it could be used by the City for the disposal of the garbage. An option payment of \$500 on a contract to buy Chesley Island for \$5,000 was made by a real estate agent. If there should be an emergency, as we expected, our victory would have to come suddenly as a surprise, and my ownership was not disclosed by my agent or myself. I purposely concealed my purchase and ownership of this island.

Negotiations were entered into with the company having the hauling contract for it to sell to the city all of its assets, real estate, personal property, wagons and animals. In this I was successful, by offering a sum

greater than the property was worth. The purchase, however, was a bargain at any price when co-ordinated with the plan I had in mind, of which the owners of the hauling company (who were the same as the owners of the reduction company) had no suspicion. Otherwise the purchase could not have been accomplished.

Prior to the expiration of the garbage contract I instructed the Harbor Commissioner to obtain some barges. On the expiration of the contract instructions were given to deliver the garbage to the barges, into which it was dumped. The harbor boat towed the barges to Chesley Island, where the garbage was unloaded and disposed of. The St. Louis Sanitary Company was out of business!

Chesley Island! St. Louis never had heard of Chesley Island. The boss had never heard of Chesley Island. The members of the combine and the boss's friends, agents and spies in the City Council and other branches of the government had never heard of it. Newspaper editors and civil engineers had to look it up on the map. It was, in fact, but a few months previously that I had learned of the existence, and, fortunately, the availability, of Chesley Island.

Now, what did I get out of all of this? First, the satisfaction of knowing that the politician no longer had a strangle hold on the people of St. Louis in the matter of the disposal of their garbage. Second, ridicule which was showered upon me by a partisan newspaper, which to those who realized the benefit that accrued to the city, was as odoriferous and offensive

as the odor of the garbage had been before it had been placed under control.

It seems to be quite appropriate that the extinction of boss rule should be achieved in a controversy between the city and the boss over the problem of garbage. Feeding garbage to hogs appeared to be equally appropriate to the solution. A mirth-provoking irony set off the climax. The boss and his combine could and did hold the city government at bay for more than four years, but their power was futile against a small island inhabited by garbage-eating hogs. The humor of the situation seemed to enhance the glory of the victory.

Thereafter the House combine displayed its resentment by opposing all legislation intended to settle the garbage problem. The boss was in a critical situation, instead of the city. Bills empowering the letting of a contract, purchase of water-craft and outright acquisition by the city of Chesley Island were referred to the Committee on Sanitary Affairs, which pigeon-holed them. The administration looked upon this asperity with a complaisance which doubtless seemed to the boss and his henchmen as malign.

Members of the combine became amazingly anxious as to hazards to the public health. Street Commissioner Charles Varrelmann was asked, by resolution, by what authority he was endangering the public health by having garbage hauled in the neighborhood of Chouteau avenue, Lombard street and Gratiot street, and a similar question was put to President Hiram Phillips of the Board of Public Improvements.

The combine also became conscience-stricken over the cost of the new garbage service, and by resolution asked the City Auditor, Mr. Bernard Dierkes, for a statement.

Mr. Varrelmann replied that he was acting under instructions from the President of the Board of Public Improvements. Mr. Dierkes submitted an itemized statement.

The retort of President Phillips of the Board of Public Improvements was curt. I feel impelled to quote part of it:

“You inquire how long the alleged nuisance will be there maintained. My reply is that I know of no nuisance maintained within the city limits.

“Second, and by what authority it has been established. As far as I know there has been no nuisance established.

“Third, what fund is being used therefor. I know of no fund being used for the purpose of maintaining a nuisance.”

I should remark that this response was laconically informative.

Chesley Island was probably more notorious in the House of Delegates than it was famous in the Tenth Ward, where the plant of the St. Louis Sanitary Company had been operated, and the delegates were curious to see it. They took a voyage on the harbor boat, Mark Twain, and looked it over.

I cannot omit from this account of the subject several statements which were attributed to the president of the St. Louis Sanitary Company, as they are

decidedly suggestive in regard to business government. The article was published on February 12, 1905.

“About two months ago (the president was quoted as saying) I visited the Mayor and President of the Board, and about two weeks ago paid another visit to the Mayor, and upon all these occasions officially stated that the St. Louis Sanitary Company was ready and anxious to enter into a new contract with the city for the disposal of garbage—not at the former figure of \$130,000 per annum, but at a price so much less than \$100,000 that no economies practiced or effected by the city could possibly equal the saving that would be made.”

The following is another interesting statement ascribed to the president of the St. Louis Sanitary Company, in the same article:

“While I did not mention exact figures to his Honor or the President of the Board, yet they could not fail to draw the inference that the St. Louis Sanitary Company would be willing to undertake a new contract, whether temporary or permanent, for a sum at least \$50,000 under the old figures.”

It is evident from these interviews that the city's use of Chesley Island for the disposal of its garbage, brought about these proposals, but the outstanding matter was the decisive smashing of boss rule.

In the following summer members of the House and Board of Public Improvements and other city officials were my guests on a merry excursion to Chesley Island on the harbor boat “Mark Twain.”

I was asked amid the roystering of the company what song I liked best. "Rufus Brown," I replied. Stephen A. Martin, Secretary of the House, who had a golden tenor voice, struck up the ditty. The Post-Dispatch, described the scene as follows:

"Suddenly the Mayor jumped to his feet. He was shouting to make himself heard.

"'That's not the way to sing the song,' he said. 'I'll lead you.'

"The Mayor's way of singing the song consisted in stringing out the last word of each verse, which made the song very ludicrous. He used both hands as batons to get the effect. After the song the roisterers applauded with great delight and called for the song again and again.

"This made every one feel at home. From then on all forgot the Mayor was there and looked on Mr. Wells as simply a 'good fellow.'

"In fact, they even got disrespectful. Some one started the ditty, and before he had got two words out the whole crowd was singing:

"'Old Rolla Wells is a good old soul,
'Old Rolla Wells is a good old soul,
'Old Rolla Wells is a good—OLD SOUL,
'Yes, he is, and a pigskin whole.'"

On February 25, 1908, a new disposal contract was awarded to the Standard Reduction & Chemical Company. This company was financed by several prominent St. Louis business men, with Mr. Lawrence B. Pierce at its head. The municipality had settled the garbage problem, and I was still the owner of Chesley Island.

The awarding of the contract to the new concern, one without questionable affiliation, settled the problem permanently. Boss rule in the City Hall was ended. The struggle had gone on through approximately six and one-half years of my incumbency. The achievement, however, was worth all the unpleasantness and worry it had cost, and more.

Reflecting on the protracted fight, I am impressed anew by the philosophy that a community can have business government if it is ready to make the effort and sacrifice to procure and preserve it. The practice is to blame a public officer or an administration for success or failure, especially in a muddle, without considering that the handicaps in municipal affairs make business management harder to achieve in a civil government than in a private corporation. There is clashing opinion in the complexity of public affairs, with impediments and restraints in laws and actual policy.

When the voters elect a citizen to a responsible public office, they resume interest in their own business and domestic questions and forget about the city. The community, I think, having imposed responsibility on a public officer, owes him at least moral support. If, as is said, municipal administration is a dismal disappointment in the United States, one reason is that the voters do not energize practical ideals with their active and moral support.

Mayor F. H. Kreismann, who succeeded me, and City Comptroller Benjamin J. Taussig thought that it would be well for the city to acquire title to Chesley Island.

Mr. Taussig called on me and stated that it would be advantageous for the city to have possession of Chesley Island in an emergency, and asked me if I would sell the property. I informed him I would sell it to the city at what it had cost me; and, inasmuch as I had not charged any rental for its use, I should receive an additional amount to the extent of six per cent on the amount invested, and the taxes which I had paid.

The deal was closed, the city becoming the owner upon payment to me of seven thousand dollars, which covered interest and carrying charges. After the Kreismann administration took possession, I observed that the newspaper, heretofore referred to, no longer resorted to the odoriferous criticisms it had directed to me. Another case of "whose ox was gored."

I have narrated the six-and-a-half year struggle because, it seems to me, this death-combat between boss rule and the executive representative of the city government and the citizenship is a vital example of the cost of business administration for the people. No chronicle of municipal government would be complete without the story of Chesley Island.

XXVII

FIRST ANNUAL MESSAGE

SO much had been said for and against me that I was an enigma to the politicians and the people. Progressive, efficient, economical administration had been promised, and the politicians and citizens wondered what it would be. The City Hall was the focus of public interest.

The speech of politicians is considered by the voters as a bewildering camouflage for the tricks of the profession, and curiosity prevailed among all as to the exact meaning of the phrase, "a business Mayor."

I wished, of course, to be plain and explicit with the citizens and politicians. I wished to be clear in my statements and to convey the impression that I meant what I said and desired that my recommendations should be carried out by the Municipal Assembly and city departments.

Previous to my first annual message which accompanied the annual reports of the preceding administration, I had addressed the Municipal Assembly in four special messages. The first, touching on the garbage subject and by inference attacking "boss rule" and "combine legislation," was so bold and revolutionary that some politicians and many citizens might have questioned its sincerity; however, the third, which

recommended the appointment of three engineers to study the water-supply problem, should have dispelled any doubt in this regard. The second, recommending greater fire protection in the eleemosynary institutions, and the fourth, concurring with Comptroller Player in his suggestion to abolish unprofitable city scales, were undoubtedly understandable.

In my first annual message, on August 2, 1901, I took up the most important subjects: Preparing the appearance of the city for the World's Fair; building and reconstructing streets and sewers; amending the City Charter; constructing new institutional buildings and remodeling others; placing cables and wires in conduits, so as to remove unsightly poles; requiring compensation to the city for special privileges, and public ownership of certain municipal facilities. As my first annual message may be of interest, I am presenting it in full, as follows:

"In accordance with my duty under the city Charter, I herewith submit to you for your consideration this, my first annual message, together with the reports of the heads of the various municipal departments for the year 1900-1901.

"It has become the established custom in the submission of messages of this character for the Mayor to suggest to the Assembly such matters of immediate local importance as seem to require remedial legislation. Following that custom, I beg to call the attention of the Assembly to a few matters that seem to me to be of more than passing interest at this time.

"That a great World's Fair is to be held in our midst

in the year 1904 is now a certainty. It is intended that this event, in celebration of the purchase of the Louisiana Territory, of which territory St. Louis may well claim to be the metropolis, shall surpass all previous celebrations of a similar character. That it will do so none familiar with the spirit and energy of the citizens can doubt. But more must be done than merely this.

“St. Louis, the scene of the celebration, must constitute in herself the greatest of all the exhibits then to be displayed. She should put herself in order. She should prepare her gala attire and wear it from the day the gates of the Fair are first opened. To do so, much work must be done, but if taken up in earnest and with proper feeling of the civic pride that should actuate us all, it can be done.

“Our streets should be improved and modernized so as to present an attractive appearance to the stranger, and remain after the Fair a source of pleasure, comfort and satisfaction to ourselves. Our sewer system, upon which the health of the people so much depends, must be enlarged and bettered. Our public buildings to a large extent, must be remodeled. Unsightly poles and wires still remaining above the surface must be taken down.

“Unfortunately, however, we are hampered in these undertakings by a Charter, which, however well it was devised at the time of its adoption, has proven insufficient for our present necessities. Our powers under it are too restricted. Our municipal revenue is insufficient for the actual operations of our city government.

There will soon be submitted to the people of the city certain Charter amendments, the object and purpose of which are to relieve the situation and to enable us to realize the accomplishment of our needs. As a matter of fact, the local government, under the State Constitution, is entitled to greater sources of revenues than, under the present Charter restrictions, it now enjoys.

“One of the purposes of the amendments is to remove such restrictions so as to enable the city to obtain for its use that revenue which the Constitution authorizes. The present income, even after the most rigid economy in the conduct of the various departments of municipal affairs, is barely sufficient to cover the necessary operating expenses of those departments.

“Under the prevailing system the general municipal revenue is called upon to contribute to the reconstruction of our streets and to the building of all of our public sewers. The revenue not being in the treasury, such work necessarily had to cease. Also, our public structures, particularly our eleemosynary institutions, are compelled to remain inadequate and unsuitable for the demands made upon them.

“The proposed amendments are well calculated to alleviate the situation. They have been prepared after careful consideration and study of the needs of the city, and they have been approved by a non-partisan commission of our citizens. The cost of local improvements has been so distributed as to work no hardship upon the property benefited thereby, and yet to enable the resumption of much-needed improvements.

“Should these amendments, when voted upon, be defeated, we remain as we are, and will exhibit ourselves to the hundreds of thousands of guests, from this and from every civilized land of the globe, whom we have invited to come within our gates, in our present deplorable condition. On the other hand, the adoption of the amendments will permit us to begin with systematic energy to create the New St. Louis for the advent of which we are all so eager. A proper local pride, and a desire for the welfare of his city, will, I am sure, make every good citizen, who gives these amendments his careful study, favor their adoption.

“I deem it also proper to suggest to your honorable body the advisability of requiring reasonable compensation from all persons to whom may be given special privileges or franchises involving the use of public property, such as the occupancy of the streets, alleys or other public places belonging to the city, either on, above or below the surface. If a citizen should seek from another the right to occupy for purposes of profit his private property he would scarcely expect to secure consent without being required to pay some fair remuneration therefor.

“Of the public property we are mere trustees and should demand and insist upon similar compensation for its use, without making the demand so extreme as to impede or obstruct public enterprises involving such use. A similar system has been found to operate successfully in at least one of our sister cities.

“With much regret I was recently compelled, on practical grounds, and not because of any opposition

to the principle involved, to return to the Assembly without my approval two bills looking to the acquisition by the city of its own electric lighting plants. I favor the policy of securing such utilities as are required by the city for its public work of all kinds, if on no other ground than that of economy.

“We should not only acquire our own plants for the lighting of our public buildings but also for the lighting of our streets, the alleys, the parks and other public places. We should also secure for the city its own plant for the disposal of garbage and offal. The acquisition of such plants may be rendered possible should the Charter be amended and the necessary means be thus furnished.

“I have already referred to the fact that our streets, even in the underground district in the heart of the city, are still marred by the presence of electric wires and poles. These are the property of the telegraph companies which were not permitted to bury their wires under the Keyes ordinance. Legislation should be provided which will not only enable the companies to do this, but which will make it compulsory upon them to do so.

“I need scarcely add that I advocate the exercise of the most rigid economy in every department so that the municipal income may be made to go to its utmost extent in the renovation and restoration of our city.”

XXVIII

LIGHTING CONTRACTS

WHEN I assumed the office of Mayor the prices which the municipality paid for lighting public buildings and streets and alleys impressed me as being excessive. Investigation proved that they were. I was not surprised, as public affairs literally had been nobody's business. The city government had ceased to be a business institution. Special interests had been favored by public servants, and the rights of the municipal corporation and the welfare of the people neglected.

The contract for lighting public buildings would expire on August 31, 1901, and the contracts for lighting streets, alleys and public places with electricity and gas would terminate August 31, 1910. It had been the custom as in the letting of the garbage contracts, to wait until a short time before the agreements expired before arranging to make new contracts, and the advantage had been with the contractors, who could, therefore, exact virtually whatever terms they wished. In the past there had been threats of riot against city officials over the delay, terms and prices, but the popular clamor had had no apparent effect. The reply of a high official to this clamor was, "Well, we've got a moon yet, ain't it?"

The new administration, having promised business management, was desirous that important matters should not be unduly delayed. In order to impress possible bidders with our policy, and let them know that we expected to be ready for contingencies we indicated that as a matter of economy the administration was considering the building of public municipal gas and electric plants for illuminating buildings and streets and alleys.

The Board of Public Improvements on May 17, 1901, transmitted to the House of Delegates drafts of ordinances for municipal plants for lighting the City Hall and other downtown public buildings and the Insane Asylum and neighboring groups. These were known to be administration measures, and were evidence that the city meant to control the lighting situation in all respects. The bills were rushed through the House and Council.

Much to my regret I was obliged to veto them. They would not have become laws until ten days after the expiration of the pending contracts and the board might have been in a predicament. In returning the bills to the Municipal Assembly, I stated in the accompanying message:

“I return these bills with much reluctance and regret, for I am in hearty sympathy with the principle upon which they are based. It is most desirable that the city should acquire its own electric plant, not only for the lighting of its public buildings, but also its streets, alleys and public places. It is therefore a source of much disappointment to me that in the discharge of

my duty, for purely practical reasons I must withhold my signature."

In my annual message, tendered to the Municipal Assembly on August 2, 1901, I alluded to the subject again. After repeating my regret because of the necessity of vetoing the two bills, I stated that "I favor the policy of securing such utilities as are required by the city for its public work of all kinds, if on no other ground than that of economy." Continuing, I said:

"We should not only acquire our own plants for the lighting of our buildings, but also for the lighting of the streets, the alleys, parks and other public places."

Although the failure of these bills necessitated the city's entering into another contract, the administration had not abandoned its plan. For many important reasons it was necessary to produce effects which would have a salutary bearing on the larger lighting problems which would arise in connection with street illumination contracts, which would expire on August 3, 1910.

The Board of Public Improvements transmitted new bills of the same kind to the Municipal Assembly on August 18, 1902. They were signed by Speaker John R. Fontana of the House on October 24, and by President Joseph L. Hornsby of the Council on October 31, and signed by me in due course. The board thereafter had the plants installed.

The president of the Union Electric Light & Power Company addressed a communication to me early in March, 1908, offering a considerable reduction in rates for street and alley lighting, and suggesting the ap-

pointment of a municipal board to regulate the tariffs. Instead of the price of \$89 per arc lamp per year, equivalent to 5.5 cents per kilowatt, he offered that of \$67, equivalent to 3.5 cents per kilowatt. The decrease would be approximately thirty-six per cent.

Estimates prepared by the city fixed the cost of a municipal generating plant, complete, at \$2,523,300. Interest and amortization would average \$219,625 per annum. Evidently the utility company thought competition would be staved off by fixing terms lower than could be met by the city or a new competitor.

I should say, in justice to the president of the Union Electric Company that he, like all other reputable business men, wished to deal with the city according to reputable convention and was glad to have the opportunity to assist in strengthening business administration. But his proposal could not be accepted, as we would have to abide by the city charter requirements and receive proposals and award the contract to the lowest and best bidder.

On March 20, 1908, over two years before the expiration of the contracts, The Republic quoted me in an interview, as follows:

“The city must not be at the mercy of the lighting corporations,” said Mayor Wells yesterday. “When the present contracts expire on August 31, 1910, a new service must begin, with the people and the municipality in full control of the situation. The city will fix the rates and specify the service for the companies, and the companies shall not, under any circumstances, dictate to the city.”

I advocated in the same interview the institution of a Public Utilities Commission. The House had opposed legislation along this line, having sought representation in the board. I was quoted further in the same article as follows:

“It is a matter of history in St. Louis that the corporations have had the advantage of conditions and have governed legislation to suit their own interests. Other municipalities have had the same experience. But I am determined to use all my influence and devote virtually all my time, even to the end of my term of office, to make St. Louis an exception, and, if my labors and advocacy prevail, this city will be the master in the making of the new lighting contracts.”

I cannot resist including here an excerpt from a morning newspaper consistently antagonistic to me throughout my administration. I present it in order to draw attention to difficulties which hamper public officers in their work. Here follows part of the opening paragraph of the editorial:

“Mayor Wells is the last man in St. Louis, among those who have been prominent in the official affairs of the city, who would be selected by the people to voice public sentiment or to conduct a fight against any monopoly. The Mayor is not fitted by temperament, training or associations to represent the many against the few. His natural affinity is with the few, and well they know it. Men of the Wells type look upon public sentiment as something to be turned to the advantage of a coterie of well-selected managers in the background.”

I make no comment on this utterance. Its cunning motive is transparent. Similar attacks beset me in the struggle with the political boss over the garbage problems.

April 24, 1908, bills were transmitted by the Board of Public Improvements to the City Council to authorize the board to enter into contracts for lighting. One bill provided for a franchise for any company which might be awarded a public contract. These bills were signed by President Hamilton A. Forman of the City Council on October 9, 1908, and by Speaker Isaac Conran of the House of Delegates on September 25. This legislation entrenched the administration for timely action on a problem to be determined in twenty-eight months.

We were able to bring the question of public lighting to a satisfactory close on February 5, 1909. Bids were then opened by the Board of Public Improvements for electric and gas lighting for ten years from September 1, 1910. Had the proposals not coincided with our ideas, we would have had a year and a half in which to build municipal plants, if necessary.

The total saving for the ten years to begin on September 1, 1910, under the new contracts, was estimated at \$1,589,133, or \$158,913 a year. The electric contracts were awarded to the Union Electric Light and Power Company and the gas contract to the Sunlight Illuminating Company of Pittsburgh.

The price for gas was reduced from \$27 per lamp per year to \$22.50, a decrease of approximately seventeen per cent, and amounting in the ten years to a

gross saving of \$965,000. The price of arc street lights was cut from \$98 per lamp per year to \$50, a reduction of approximately fifty per cent, and amounting in the ten years to a saving of \$566,000. The saving on incandescent lights was \$20,274, and on lighting buildings \$27,559.

XXIX

CLEAR, PURE, WHOLESOME WATER

AN outstanding problem confronting me at the time I became Mayor was to decide upon a method for the improvement of our municipal water supply.

It would be difficult for the present generation to understand or visualize the character of our water supply prior to its clarification and purification, accomplished in March, 1904.

A glance at a tumbler of what at that time we indulgently described as water was enough to give me a gloomy vision of the municipal outlook. The contents looked like a liquified pall. The clouds of a somber day had been compressed, as it were, with stray soils of many Northern, Eastern and Western States into a muddy pack which was neither moisture or solid, and this was our drink. We washed with it, we cooked with it, and survived of it, and, in a sense, were proud of it.

We were proud of it because we had to be so. We could not let the world believe that we were ashamed of it. Our forefathers, shrewdly realizing that the appearance of the water was a reflection on the community, had invented the fiction that it was the healthiest liquid obtainable, and this psychiatric ruse grew into a great tradition. St. Louis water was as famous

universally as some of the health-spring products, notwithstanding that the hue and consistency of it contributed to the nation's merriment through the scintillations of stage-comedians and news-paper-humorists.

A story was told of a Kentucky Colonel who tasted it. He had imbibed a number of potions of stimulants, and by mistake the bartender had placed a small glass of water before him. The colonel swallowed it without looking at it, and the effect on his pneumogastric nerve caused grimaces on his face. "What was that I just drank? Do you wish to poison me," he asked.

Mark Twain, who frequently came to St. Louis in the years he was a pilot, and who had once lived and worked as a printer here, was more familiar with our water than the Kentucky Colonel. It had some reputation as a plain "chaser." The following was the verdict of his experience and observations:

"Every tumbler of it holds an acre of land in solution. I got this fact from the Bishop of the diocese. If you will let your glass stand half an hour you can separate the land from the water as easy as Genesis, and then you will find them both good—the one to eat, the other to drink. The land is very nourishing, the water is thoroughly wholesome. The one appeases hunger; the other, thirst. But the natives do not take them separately, but together, as nature mixed them. When they find an inch of mud in the bottom of the glass, they stir it up and take the draught as they would gruel. It is difficult for a stranger to get used to this batter, but once used he will prefer it to water. This is

really the case. It is good for steamboating and good to drink, but it is worthless for all other purposes except baptizing."

Humor was to become a happy fact. It was, indeed, by the system described in Genesis that we at length succeeded in clarifying and purifying the water. But I did not think of Genesis in relation to the water when my official term began, although I felt that I would need all the help that I could get from the Bible. A public officer can only faintly see the sunburst as a high-up glow at the end of his term; the interval resembles the St. Louis water which we had in 1901.

Every time that I looked at water, or at the clouds, or at smoke, I had a profound sense of responsibility and duty concerning the joint-product of the Mississippi, Missouri and Illinois rivers and their confluent streams and of the soils, minerals and vegetation of ten or twelve States. The St. Louis water was the earths of about a dozen commonwealths in solution in the waters of three rivers.

I realized the necessity of St. Louis having clear, pure, wholesome water. The World's Fair was to be held in 1904 and St. Louis would have millions of guests from all parts of the world, and it would be indecorous of us to offer them this supposedly healthy water, which, through the eyes, was sickening to the uninitiated's palate.

"Yes," I thought, "one of the first and most important duties of this administration is to supply clear water. It must be supplied to the public prior to the World's Fair. I don't know exactly how we shall do

it, but there is no doubt that we shall. If I can find no other way I'll treat it with alum."

At the time there were strong advocates of two different methods, either of which it was thought would prove beneficial. One plan was the construction of a filtration plant. The other plan was the so-called Meramec scheme, which involved the impounding of water at the headwaters of the Meramec River and conducting it through pipes or conduits to the city of St. Louis. The installation of either plan would involve a large expenditure.

The matter was of such importance I deemed it advisable to transmit to the Municipal Assembly a special message.

The Water Commissioner at that time was one of many citizens who had been hoping for clear water, giving much thought to the subject. He enjoyed and merited much esteem as a citizen and engineer, and he was an efficient public officer. He was committed to the general plan of filtration and I had scarcely taken up my duties when he called on me and urged its adoption. He, too, was looking forward to the World's Fair and the throngs of visitors, and wished to serve them clear water. He believed that filtration was the best known method.

But I did not have the same confidence in filtration that he did. I believed that it would not be suited to our large water supply requirements and the chemical idiosyncrasies of the Mississippi River water. I was reluctant to assent to filtration before inquiring into the methods used in other cities. The Board of Public

Improvements leaned favorably towards filtration, and it was probable that the board would take the initiative for this process and ask the Municipal Assembly for an appropriation.

Satisfied that it would be a mistake to decide on filtration, I studied out means to postpone action by the Board or the Water Commissioner, and hit on the idea of appointing a commission of nationally noted hydraulic engineers to make a comprehensive study and submit conclusions and recommendations to the city. While the hydraulic engineers were investigating preparatory to making a report, action would be deferred.

On May 24, 1901, I addressed the following message to both houses of the Municipal Assembly:

“The question of supplying the city with pure water is of the utmost importance, and one in which I believe all citizens are deeply interested.

“To accomplish this it will entail the expenditure of several millions of dollars.

“Inasmuch as this matter is now before the Board of Public Improvements for its consideration and action, in my opinion, before proceeding further, we should have the advice of the very best hydraulic engineers that this country can produce. A mistake would cost the city many million dollars.

“Therefore, I suggest that power be granted for the appointment of a commission of three expert hydraulic engineers, whose duties shall be to carefully examine the present water plant of the city, and to thoroughly investigate and submit report of estimation and recommendation as to the most feasible manner of providing

the city with an adequate supply of clear and wholesome water.

“I inclose herewith a copy of what I deem to be a bill appropriate to carry out my recommendation.”

Many members of the Municipal Assembly used water sparingly for libation, it being an occasional substitute for other forms of refreshment; nevertheless, they regarded water as a public necessity, and preferred to get it clear and wholesome. The bill was signed by President Joseph L. Hornsby of the City Council and Speaker James H. Cronin of the House of Delegates on June 21, less than a month after it had been introduced.

In conformity with the foregoing, on July 25, 1901, I appointed the following hydraulic engineers: Benzette Williams, George Y. Wisner and Allen Hazen.

The report of the Commission of Hydraulic Engineers was submitted on February 12, 1902. Two members of the commission recommended the Meramec scheme and the other member the filtration plan.

During the interval prior to the receipt of the final report of the engineers, I made inquiries as to the feasibility of the two methods—namely, filtration and the use of a water supply from the headwaters of the Meramec. As a result of these inquiries I was not at all reconciled to the adoption of either method.

I was convinced that filtration of the volume of water required would not be practicable without first precipitating a large percentage of the solid matter contained in the raw water.

As to the Meramec scheme, it would be necessary to

construct at the source a reservoir, or lake, for the impounding of the water obtained direct from springs and from surface flow resulting from rainfall. The water obtained from springs would probably be pure, but that obtained from the surface, on account of surface impurities, would be contaminated.

The report of the commission was held in abeyance until April, 1903, when I appointed Mr. Ben C. Adkins water commissioner, together with other members of the Board of Public Improvements.

Anticipating the opening of the Louisiana Purchase Exposition, the question of supplying clear water was vital. Part of the beautification plans of the exposition grounds consisted of cascades and lagoons, and the spectacle of cascades and lagoons of muddy water was unthinkable.

With this in mind, before appointing Mr. Adkins water commissioner, I had a definite promise from him, that, if no other method could be devised, he would, as an emergency measure, before the opening of the Exposition, use sulphate of aluminum for clarifying the water. I felt secure in this, for the reason that several cities were using alum for the clarification of water. Fortunately, we did not have to resort to its use, which, because of advertising agitation at the time regarding the use of alum in baking powder, might have created a public distrust of our entire water system.

Neither the Municipal Assembly nor the Board of Public Improvements would take any decisive step until the engineers reported their findings. I had plenty

of time, therefore, to carry on an investigation on my own account. As a matter of fact, the problem of clarifying water had not been worked out satisfactorily by any large city, except where the water was taken from a clear source, and I believed that it would be necessary for St. Louis to launch out on a new line.

The experience of any specific city could not be a conclusive indication for St. Louis. The St. Louis water is a mingling of the "sand and ash-like formation" of the Missouri, the sand and loam, with lime and vegetable stain, of the upper Mississippi, and the fine, sticky mud of the Illinois. The water from the Illinois is the hardest to treat, and that from the Missouri the easiest, while that of the upper Mississippi is almost as easy to treat as the Missouri, except as to the vegetable stains and taints caused by the chemical action of thawing snow and ice in the North in the early Spring.

Filtration had the most proponents. This was due largely to the fact that small filters were used in houses, offices, stores and factories. The apparati were of all sorts, shapes and sizes, and all were more or less efficient within limited availability. An opinion prevailed generally that filtration, giving relative satisfaction in the home and elsewhere, could be used on a large scale.

A plausible idea was advanced by some, who were very earnest in their desire to obtain clear water, of using immense sand filters at the Chain of Rocks station. However, it was obvious that filter installation capable of meeting the requirements of a metropolitan

and growing population would be a colossal expense to the city, and, moreover, the scheme might be a failure.

The probability of disappointment with filtration had, fortunately, been shown by previous experience in St. Louis. James P. Kirkwood, an eminent hydraulic engineer, was sent to Europe in 1866 by St. Louis to study filtration plants. He made a thorough investigation. As a result of his report, published in 1869, filtration plants were built in many of the smaller American cities and were operated with good results. When the St. Louis works at Bissell's Point were finished in 1871, attempts were made to filter the water supply. But it was found that filtration would not fit in with local conditions.

Another proposal, one which had come up many times in the past, was to build new works at some point on the Missouri River. It was a fixed opinion among engineers that St. Louis would some day have to change the source of supply to the Missouri, as it has today. Fundamentally, there were two advantages in favor of the Missouri River. This water was easier to treat by almost any process; and the supply could be brought to St. Louis by gravitation, which would reduce the pumping expense and eliminate other costs. But this project was beyond the city's capital resources in 1901, and it was everybody's wish to have clear water for the World's Fair.

Another and more striking suggestion which had often been made was to obtain the water from the capacious Meramec Springs in the Ozark Mountains.

This enterprise would have entailed stupendous impounding in the upland valleys. A group of capitalists submitted a plan to me, a very comprehensive and alluring plan. They had had engineers measure the flow of the springs and prepare investment and cost estimates in great detail. The syndicate was willing to furnish the capital and sell the water to the city or the consumers.

Public opinion was strongly opposed to private ownership of the water-supply system; in fact, a charter amendment was subsequently adopted prohibiting the passing of the system from municipal control.

The city could not venture into the undertaking, as an outlay of \$30,000,000 or more exceeded its capital means.

Apparently, gravitating the water from the Meramec heights would have eliminated pumping costs altogether and in the long run would have produced other important economies. On the other hand, while the water would be clear, it would not be pure and would have to be chemically treated; and there was no absolute certainty as to the continuous, ample capacity of the springs. The element of hazard of several kinds indicated that the Meramec plan was not feasible.

Every sound reason brought us back, at that time, to the Mississippi River. Any process which we would adopt would necessarily be experimental until its efficacy and suitability were demonstrated. Experiment should be made at the existing plant.

I submitted the reports of the hydraulic engineers to both houses of the Municipal Assembly on February

12, 1902. The engineers had done their work thoroughly and well. The reports were voluminous. Mr. Williams and Mr. Wisner recommended the Meramec plan, and Mr. Hazen a filtration plant at the Chain of Rocks.

One day Mr. Robert Ranken called on me in my office and explained what he was doing with the weir system on a small scale in the waterworks in Independence, Missouri. This was practically a settling system. The water was skimmed off the surface over weirs. I took the photographs and drawings and looked into the idea. I still had alum in mind as a last resort, if we could not find a better process, and it seemed that we probably could get satisfactory results with a combination of weirs and the alum treatment.

I did not dare to reveal my plan to any one, as at the time public opinion was virulent against alum as a consequence of a heated controversy over its use in food preparations. Had it become known that my purpose was to treat the water with alum, there would have been a tumult against me. I was afraid to disclose the secret even to my intimate friends.

President David R. Francis, of the World's Fair, called on me in my office and explained that he and the directors of the exposition were much concerned about the water supply. The main spectacle of the World's Fair was to be cascades at the summit of Art Hill, tumbling down masonry courses to the valley, and there forming lagoons, which would become an integral part of the landscape and of the architectural arrangement. It would not be satisfactory or picturesque

to attempt this grand display with Mississippi water as it was; and the settling of the substance contained in the water would rapidly fill up the lagoons.

"Don't worry, Dave," I confided. "St. Louis will have clear water by May, 1904, when the World's Fair opens."

"I'm glad to have your word for it, Rolla," he replied, "but tell me how."

I thought that he, under the circumstances, was entitled to the information, yet I reflected that he would feel that the directors of the exposition were also entitled to have it, and would tell them, and naturally some of them would repeat it outside. I decided that I could not risk taking even him into my confidence.

"I will not tell you how, Dave. Just take my word for it. I have a plan, and you may assure your colleagues that we shall supply clear water by May, 1904."

He returned in a few days and stated that the directors, while delighted to have my oral assurance, were not satisfied and desired definite information. I had to declare to him again that I could not divulge my plan, but was sure that it could and would be carried out.

The daily requirement for the grand, main picture in the architectural scheme of the World's Fair was 20,000,000 gallons of water. The panorama, as designed and executed, consisted of three cascades, two great fountains, a grand basin and radiating lagoons. It is no wonder that President Francis and his colleagues were troubled over the dark-brown water. They installed a filtration plant at a cost of \$30,000 to

\$40,000, but it was not used, as I was able to fulfill my word.

Mr. Ben C. Adkins, whom I appointed Water Commissioner in April, 1903, had been connected with the water department for many years, and had a high standing as an engineer, and he had the happy faculty of being able to co-operate with the Municipal Assembly.

As far as the weir system was concerned, there was no question as to its usefulness, either with alum or another chemical. But it would not suffice alone. Settling the water and skimming off the surface would not be effectual without a coagulant. The solid matter would have to be precipitated.

I happened one day to read an article in a magazine describing the use of lime and iron (ferrous sulphate) for clarifying and purifying water. Now, I had always understood that iron was a tonic used medicinally, and if they could use a tonic for the clarification and purification of our drinking water, it certainly would be desirable. I afterwards learned that this coagulant of lime and iron was successfully used at Lorain, Ohio, and Quincy, Illinois, in the treatment of the water supply of these cities, and I instructed the water commissioner to make personal investigation of the matter, with the view of adopting this method in the treatment of our water supply.

Early in 1903 a consulting engineer of the American Steel & Wire Company called at my office, bringing with him a pamphlet issued by his company, telling of the results obtained in water purification by the use

of ferrous sulphate, or iron, with lime, as a coagulant by which foreign substances were separated from water. He told of what had been accomplished in Quincy, Illinois. The American Steel & Wire Company was interested for the reason that ferrous sulphate was one of their by-products for which there was little market.

The Water Commissioner instructed his assistant to accompany the representative of the American Steel & Wire Company to the Chain of Rocks, in order to ascertain the nature of the raw water, for the purpose of advising him whether or not in his opinion the coagulant of lime and ferrous sulphate that he described as being used at Quincy, Illinois, would be effective in the clarification and purification of the water supply of St. Louis.

This investigation proved satisfactory, and the Water Commissioner and I determined to adopt this method of purifying and clarifying the water.

We were ready in August, 1903, to adopt the use of milk of lime and ferrous sulphate as a coagulant. Then came the experimentation for the purpose of determining the quantity of the coagulant to be used commensurate with the ever-varying nature of the raw water to be treated. This was solved by the engineers and laboratory staff at the Chain of Rocks, assisted by chemists from the American Steel and Wire Company.

A crude plant costing, as I recall, not over ten thousand dollars for the building and machinery, was used in the preparation of the sulphate of iron and lime in converting it into a liquid for use as a coagulant.

Astonishing results were obtained in the clarification and purification of the water by the almost instantaneous precipitation of the solid and foreign substances which carried with them the impurities, leaving a clear and wholesome water. Most vital of all the benefits of clear, pure, wholesome water was and is, that it is sanitary. We must bear in mind that the water is pure and wholesome, as well as clear. Many mortal diseases are due to germs in the raw water which are precipitated by the coagulant. A conspicuous decline in the variety and number of diseases and in the number of deaths from them resulted immediately after the new system was inaugurated.

Health protection must be computed as the chief advantage of the healthy water. The prevention of disease and saving of energy and life are amazing. The financial economies were as astounding in their way, just as were the results in general efficiency.

It was plain to us early in November, 1903, that the lime and sulphate of iron would serve our purpose. We cancelled the arrangements to install alum treatment devices at the Chain of Rocks. The brochure published by the American Steel & Wire Company, "Water Purification for Cities and Towns through the Use of Sulphate of Iron" added to the practical knowledge of the subject.

On March 21, 1904, the lime and iron process was used for the first time and St. Louis had clear, pure water, at last, and upon the opening of the gates of the Louisiana Purchase World's Exposition, we all breathed a sigh of relief.

The foregoing is the story of how St. Louis got clear, pure, wholesome water.

Inasmuch as there prevailed an erroneous impression among some of our citizens as to whom credit was due for the clarification and purification of our water supply, I retained Mr. Walter B. Stevens to make a research of the records of the St. Louis Water Department, in order to ascertain the facts, and based upon the records, a detailed narrative of the perfection of the system is contained in the book, "Water Purification at St. Louis," written by Mr. Stevens and published in 1911, which contains a foreword signed by myself, describing the instigation and the connection I officially had with the clarification and purification of the St. Louis water supply by the use of a coagulant, the last paragraph of which reads as follows:

"No one individual is entitled to credit for the great benefit that has thus accrued to the people of the City of St. Louis. The solving of this problem, covering a period of experimentation and construction from April, 1903, to March, 1909, was through the direct instruction and supervision of Mr. Ben C. Adkins, water commissioner, and Mr. Edward E. Wall, assistant water commissioner."

Many millions of dollars, perhaps as much as \$30,000,000, which would have been used for improvements or new works, were saved by the very small investment in the purification process.

The efficiency of productive service in the plant was increased seventy per cent, and the pumping capacity was increased 100 per cent by new turbine pumps,

costing \$55,000, which replaced the huge reciprocal pumps which had cost \$300,000.

As the clarified water was clear and pure, it was all water, and consumers used less of it than of the muddy water; that is, more water was used by the public than formerly, but without increasing the average consumption—which means that the pure, clear water itself was more efficient than the semi-solid water.

Civil engineers had computed that the works at the Chain of Rocks would be too small for the larger city by 1910; but the combination of benefits just recited enabled the municipality to postpone the construction of new works for twenty years.

On March 21, 1904, we had the satisfaction of providing pure and wholesome water for the use of the people of the City of St. Louis, and in lieu of the unsightly discolored water, we had the gratification of providing clear and wholesome water for use of the people from all over the United States and the world at large who would be the guests of the Louisiana Purchase Exposition, which was to open April 30, 1904.

Just prior to my retirement as Mayor, at the conclusion of my second term, the fifth anniversary of the installation of the lime-and-iron process was celebrated with some formality. The perfected coagulating plant, built according to designs prepared by Water Commissioner Adkins, was completed at a cost of only \$100,000, and was inspected by officers of the city administration and invited citizens.

The party made the trip to and from the Chain of Rocks in the harbor boat, "Erastus Wells." Among the

guests were Charles W. Knapp, Alonzo C. Church, James E. Smith, W. F. Saunders, George M. Wright, Murray Carleton, R. D. Smith, Eugene Benoist, Alexander B. Pierce, Oscar L. Whitelaw, F. W. Lehmann, Dr. H. Wheeler Bond, Dr. D. S. H. Smith, Judge Matthew G. Reynolds, Judge Daniel G. Taylor, Homer P. Knapp, Edward F. Goltra, Robert Moore, Walter Dryden, Allen P. Richardson, J. D. Dana, J. A. J. Schulz, L. D. Lawnin, and my sons, Erastus and Lloyd Wells.

In later years filtration beds were installed in conjunction with the coagulating method, for the purpose of stabilizing the quality of the water and giving it a sparkling effect.

The St. Louis water clarification and purification plan was a signal triumph. In the eyes of the waterworks experts of the world, a triumph of science.

SMALL PARKS AND PLAYGROUNDS

THE development of the play system during my incumbency as Mayor was a source of great pleasure and gratification. The rich and the poor, municipal executives and the ward and precinct politicians worked together in harmony with the object of making St. Louis a happier and healthier place in which to live, and a better city, too, for the sports and diversions which would entice the young and the old from demoralizing idleness and bad company.

Everything connected with the welfare of the people comes within the purview of municipal administration. I cannot think of anything more vital to health and contentment or to civic pride and public spirit than conveniences for enjoyment. Playgrounds are as important as dispensaries and hospitals; in some respects they are among the most beneficial privileges which the city can provide.

Through energetic co-operation between the city administration and civic associations, notably the Civic Improvement League and Wednesday Club, St. Louis perfected in a comparatively short time a public system of organized and ad libitum play which was not surpassed anywhere, if, indeed, it was equaled. Our city was among the first in this advancement. Neighbor-

hood playgrounds, small parks, open-air swimming pools and inclosed baths were built in the most densely populated districts, recreational facilities were installed in the large parks, and the park area was greatly increased.

Never before, I believe, had the wealthy men and women mingled with the less fortunate residents of the over-populated downtown sections, or shown such conscientious interest in the latter's recreational needs. Nor had there ever before been such a friendly and appreciative disposition on the part of the citizens of the congested districts towards those basking in better circumstances.

Park Commissioner Franklin L. Ridgely accentuated the need of small parks in his annual report of April 8, 1901. I cannot refrain from quoting his appeal at some length.

"The question of small parks and playgrounds," he said, "should engage the serious attention of our citizens. In the section of the city occupied by the tenement house class, a district fully four miles long by two miles wide, with over 250,000 people crowded into it, we have but one small park, Carr Square, in which we can give only about one hundred yards for the benefit of the children."

The foregoing exposed our neglect as a community. Explaining the benefits of small parks and playgrounds, he said further:

"The value of small parks and public playgrounds to inhabitants of the immediate vicinity, who use them daily, has been the subject of much study. The matter

was thoroughly investigated by a special committee in New York City, appointed under Mayor Strong, from whose report we quote: 'With common accord the precinct captains attribute the existence of juvenile rowdyism and turbulence to the lack of better playgrounds than the street. The juvenile population, reports the captain of the Thirteenth Precinct, has been of late growing worse. The reason is plain—increasing population and want of better playgrounds'."

"Children play in the streets amid their dangers, and break lamps and windows because no other provision is made for them. Thus they can play only in defiance of the law, and later defy the laws of their country in worse ways.

"On the other hand, when small parks have been established, the change in the character of the population is marked. The captain of the Twelfth New York Precinct says: 'The Hook Gang is gone. It has disappeared since the establishment of Corlears Park.' The Sixth Precinct (N. Y.) police captain reports that since the establishment of Mulberry Park 'the whole neighborhood had changed'."

Our next Park Commissioner, Mr. Robert Aull, urged the establishment of a pretentious Zoo.

"I desire to recommend," he stated in his annual report in April, 1905, "the establishment of a first class zoological garden, to be placed about the natural amphitheater, surrounding the bird cage. There is no park feature so instructive, entertaining and delightful, that can be placed within the confine of this (Forest) park."

Mr. Philip C. Scanlan, our next Park Commissioner, was the first to install sports facilities in the large parks and convert them into playgrounds. He opened tennis courts, baseball grounds and other accommodations in O'Fallon and Forest Parks, and the innovation proved to be so popular that the facilities soon had to be increased, and there always was a waiting list of applicants.

Mr. Scanlan also gave and took progressive co-operation with the Civic Improvement League and Wednesday Club and other associations. During his tenure the playgrounds organization was brought to perfection, and as a result of this co-operation practically the whole citizenship used the big and small parks and the playgrounds for exercise and pastime, as well as recreation. In fact, Mr. Scanlan took down the "Keep off the Grass" warnings.

Mr. Scanlan was a member of one of St. Louis' old families. He had a warm, genial personality and was keenly interested in making the pleasure resorts more useful and attractive. He was equally liked and esteemed in the downtown tenement localities and the fashionable clubs. He had no caste prejudices. I am happy to say that he realized the utmost possible out of the exceptional opportunity, and his service deserves to be cherished with honor.

The vacation playgrounds idea was first taken up in earnest by the Wednesday Club, whose committee conducted playgrounds in the yards, basement and kindergarten of Shields School, during July and August, 1900. The Wednesday Club in 1901 organized the

Vacation Playgrounds Committee of St. Louis and Suburbs after assembling representatives of the women's clubs of the St. Louis metropolitan district. In that summer playgrounds were conducted in the yards of the Shields and Pestalozzi schools and in the Isabel Crow kindergarten. The number of playgrounds was increased gradually and the organization functioned until January, 1906, as the Vacation Playground Association.

The Civic League through its Open-air Playground Committee conducted three open-air playgrounds in 1902. One, the Mullanphy, was at Tenth and Mullanphy Streets; another, the La Salle, at Sixth and La Salle Streets, and the third, the Fowler, at Sixth and Rutger Streets. Mr. and Mrs. John Fowler financed the latter.

The rapid progress which the playground movement attained is indicated by the following invitation to the City Council and House of Delegates from Vice-President O. L. Whitelaw (who was another altruist), and Secretary Earl Layman of the Civic Improvement League on July 23, 1903:

"The Open-air Playgrounds Committee of the Civic Improvement League has now in operation six free public playgrounds for the use of the children of St. Louis, located as follows: Seventh Street and Russell Avenue, Eighth and Rutger Streets, Ashley and Collins Streets, Tenth and Mullanphy Streets, Tenth and Carr Streets, Sixth and La Salle Streets.

"We desire very much that the Council and House should investigate the work we are doing in this direc-

tion, and we would greatly appreciate it if you would appoint a special committee to do this, or a committee of the whole. If you find it within your power to appoint such a committee, we feel that it would be very profitable for them to attend the open-air band concert which is to be given at the playground located at the corner of Tenth and Mullanphy streets, Monday evening at 7 o'clock, July 27. This will be a splendid opportunity for your committee to see the importance of providing some such places of amusement for the people living in these crowded communities. At these concerts there are usually from 2,000 to 3,000 parents and children present.

"Trusting it will be possible for you to appoint the above committee, and assuring you of our hearty cooperation in all public matters," and so on.

The two branches of the Municipal Assembly promptly voted to accept the invitation and manifest special approval of the committee's work by full attendance at the concert. The legislators were pleased at the demonstration. All the time was vacation time on the playgrounds for children of the neighborhoods, and the concerts and other entertainments emptied every abode into the parks for community festivals.

XXXI

PUBLIC BATHS

THE initial legislation for public bath houses was ordinance 20820, approved October 3, 1902, setting aside \$30,000 from the Harbor and Wharf Fund for the purchase of sites and the construction and equipment of the buildings. Mr. Joseph P. Whyte, Harbor and Wharf Commissioner, had increased the surplus in his department, which was self-sustaining, and suggested that a large part might well be diverted to direct public use.

Mr. Whyte was zealously imbued with the idea of uniting public service with progressive business administration. Successful as a realtor, and enjoying prominence and influence among all classes of citizens in all parts of the city, he was a strong force in the administration. His ideals were constructive and his judgment sound. He made an outstanding record, first as License Collector, and next as Harbor and Wharf Commissioner. He brought about far-reaching reform and increased the revenue considerably while in charge of the License Department, and, as head of the Harbor and Wharf Department he reclaimed a large and valuable area of riverfront land for the city.

The city joined with the Civic Improvement League by ordinance 21541, approved August 19, 1904, by

leasing the Mullanphy playgrounds and taking over control and operation under the Public Bath Commission. The city bought the equipment from the League. This was the first active venture of the city into the playgrounds movement; it was epochal, as it relieved private enterprise of the detail of management, forecast the ultimate solution of the ownership and conduct of recreation facilities, and left the League free to confine its efforts to constructive plans.

Although Park Commissioner Scanlan, like his predecessor, advocated the establishment of an enlarged zoological garden, and increased the variety of animals in the menagerie, this project was held in abeyance until matters of more immediate importance were settled. It may be said that a start in this direction was made by the purchase of the World's Fair bird cage from the United States Government in 1905. Ordinance 22020, approved April 6, 1906, appropriated \$3500 with which to complete the transaction.

The city in 1903, by ordinance 21170, approved July 20, provided for the supplying of water free to the playgrounds conducted by the Civic Improvement League, and in 1904, by ordinance 21541, approved August 19, relieved the League of the financial burden connected with the Mullanphy playgrounds by leasing the land. However, the League retained the management.

Another important step was taken in 1904 when I was authorized by ordinance 21391, approved February 23, to appoint the Public Baths Commission. I appointed members of the Open-air Playgrounds Com-

mittee and Public Baths Committee of the Civic Improvement League. The construction of bath-houses had been retarded by inability among those interested to agree on sites and also by the focusing of attention by the city administration on extraordinary work, including preparation for the World's Fair and the erection and improvement of hospital buildings. The ordinance provided for the building of two bath-houses. This was key-legislation, as it effectuated a more intimate relationship between the municipality and public-spirited citizens identified with the civic-betterment movement.

Members of the House of Delegates watched the bath-house and playgrounds plans eagerly. Many resolutions were offered by Delegates urging haste with the projects; those representing downtown wards especially were concerned, and doubtless the popularity of the playgrounds led them to see that bath-houses and swimming pools would please their constituents.

The House on January 9, 1906, by resolution asked for information from the Public Baths Commission, and a reply, dated January 12, three days later, was read in the House on January 16. The chairman of the Public Baths Commission in 1906 was Mr. Gerard Swope, now and for many years president of the General Electric Company. Mr. Swope in 1906 was district sales manager of his company with headquarters at St. Louis, his native city; but he found time even then to take active interest in public affairs and humanitarian problems. In his report he said that the two sites for two bath-houses had been purchased and he had

consulted with the Board of Public Improvements as to construction of the buildings, and I note that he advised the assembly to revise four old ordinances and consolidate operations plainly under one body, namely, the Public Baths Commission. This advice, too, was epochal.

The city proceeded farther by next purchasing the Mullanphy Playgrounds. By ordinance 22379, approved April 5, 1906, \$16,000 was appropriated with which to buy the parcels from Joseph Maxwell and the Mullanphy Emigrant Relief Fund. The city also bought the equipment from the Civic Improvement League.

Now we were treating playgrounds, as well as public baths, the same as small parks. Previous experience by the Civic Improvement League and the city had proved city ownership and control, with municipal financing of operation, to be the most practical arrangement, with, however, the counsel and assistance of prominent citizens. The Public Baths Commission was the latter agency.

Much headway was made in 1906. An open-air swimming tank in Mullanphy Playgrounds was provided for in ordinance 22380, approved April 5. Money was appropriated in April for playgrounds in St. Louis Place, Gamble Place, Carr Square and Carnegie Park. The first small park acquired in many years was at Glasgow and Leffingwell Avenues, North Market and Magazine Streets, and was named Yeatman Square. The Municipal Assembly set aside \$40,000 by ordinance 22418, approved June 29, for this purpose. The

Missouri Historical Society was authorized by ordinance 22593, approved October 12, to build and conduct a public museum in Forest Park. The Municipal Assembly directed Park Commissioner Aull and the Public Baths Commission by ordinance 22541, approved July 13, to submit a report and recommendations for sites for small parks, the bond issue voted on June 12 having allotted \$670,000 for the purchase of parks, in addition to \$500,000 for Kingshighway Boulevard.

The chairman of the Public Baths Commission at this time was Mr. Ernest John Russell, and the other members were Messrs. Dwight F. Davis, Fred G. Zeibig and Eugene S. Wilson.

The commission's comprehensive report reflected the ability and enthusiasm of the members. It is printed in full in the journals of the Municipal Assembly for 1906-07, and is well worth reading. Connecting health and crime with parks and playgrounds, these gentlemen consulted police and health authorities, and backed up their recommendations for locations for new parks with strong evidence. The report is obtainable by any one who wishes to read it. I am submitting only the following excerpt in order to show how the commission studied the subject:

"We find that the Eastern District (east of Jefferson Avenue), with 48 per cent of the total population, has but 6.9 per cent of the total park area; the Central District (between Jefferson and Grand Avenues), with 21.4 per cent of the population, has but 8.3 per cent of the park area, while the Western District, with but

30.3 per cent of the population, has 84.7 per cent of the total park area. In other words, in the Western District there is one acre of park area to every 96.5 persons; in the Central District one acre of park area to every 701.2 persons, while in the Eastern District there is but one acre of park area to every 1,871 persons. Thus, where there is the greatest need for park space, there is the greatest lack of it."

The consummation of six years of constructive experimentation by the Civic Improvement League, Wednesday Club and other private associations and the city administration was a system which was admired and emulated by other cities, and, I think, became the standard of organized public play for the whole nation. Ordinance 22869, approved March 11, 1907, realized the evolution.

The appointment of the Public Recreations Commission by the Mayor was authorized by this ordinance, and I chose the membership of the commission from those private citizens who had been conspicuous in the playgrounds, small parks, public bath and swimming pool activities of the Civic Improvement League. Park Commissioner Scanlan was chairman *ex officio*. Mr. E. J. Russell was vice-chairman, and the other members were Eugene S. Wilson, Fred G. Zeibig and J. Clark Streett.

The ordinance provided that "the management, direction and care of all public playgrounds, public baths and public recreation buildings now existing or hereafter established or erected, in the City of St. Louis, shall be vested in a commission of five mem-

bers." The commission was empowered to appoint a secretary, who would be general superintendent, a director of athletics and a director for each playground, and other employes.

The commission appointed as secretary Miss Charlotte Rumbold, who already had had several years of experience and success in the work in St. Louis. She brought rare understanding and ambition to her position, with the result that all St. Louis soon was play-minded.

The commission on May 23, 1907, recommended to me the sites for five small parks and playgrounds, as approved by the bond issue. Ordinances were enacted and the parks purchased.

The parks which the administration acquired during the two terms cost \$1,433,356.23 and added 151.80 acres to the city's park system. These additions were: 1903, by donation, Page Avenue Place, .96 acre; 1904, Rose Hill Place, by donation, .22 acre; 1906, Yeatman Square, 3.43 acres, \$40,000; 1908, Columbus Square, 2.16 acres, \$236,641; 1908, De Soto Place, 1.64 acres, \$35,290; 1908, Fairground Park, 128.94 acres, \$700,000; 1908, French Market Place, by donation, .29 acre; 1908, Pontiac Square, 1.93 acres, \$94,956.32; 1908, Riverside Park, 5.67 acres, \$110,422.50; 1908, Utah Place, by donation, 2.10 acres; 1909, Courthouse Square, by donation, .50 acre; 1909, Mullanphy Square, 1.92 acres, \$45,366.41; 1909, Rock Springs Triangle, by donation, .10 acre; and 1909, Soulard Place, 1.94 acres, \$170,680. These were in addition to the new parks and park extensions connected with the Kings-

highway Boulevard development. For sites and buildings for parks, bath-houses, pools and improvements we diverted \$362,686.79 from municipal revenue.

The attendance at the playgrounds in 1908-9 totaled 471,941. The average attendance daily during the vacation season was 6,798, and the average daily cost per child only one and nine-tenths cents. I do not need to ask you whether this public recreation service was worth less than two cents a day cost per child. The total attendance at the public baths in the same season was 150,815.

The establishment of the Public Recreation Commission, effectuating co-operation between the city and private leadership, and the opening of all parks to play and pastime, and the purchase and equipment of small parks, playgrounds, baths and pools, created a system which evolved into a high standard. The parks are not only for the birds and worms, but primarily for men, women and children, and not only for optical delight, but especially for use for health, happiness and the fostering of a lively public spirit.

XXXII

THE CAMPAIGN OF 1902

DURING the municipal and state campaign in the Fall of 1902, there were frequent statements made, editorially and otherwise, to the effect that I was not giving Mr. Joseph W. Folk, Circuit Attorney, the support that his effective work as Circuit Attorney justified in bringing to task the wrong-doing of certain office-holders who had been elected and appointed to office prior to the time at which I was elected Mayor. These statements were untrue. As a matter of fact, I took every opportunity to co-operate with the Circuit Attorney.

On one occasion Mr. Folk called at my office and stated that the appropriation allowed him for the expenses of his department was insufficient and that he wanted financial help. I gave him one thousand dollars which I appropriated from the Mayor's contingent fund.

Later, Mr. Folk again called on me and said that he was still very much handicapped; that he could not go on with his important work without additional financial assistance. I questioned him as to just what he wanted, and for what purpose. Thereupon he made a penciled memorandum, putting down: so much for special juries, so much for additional counsel that he

needed, so much for secret service, and other items I do not now recall, making a total of fifteen thousand dollars. After Mr. Folk handed the memorandum to me, I told him that he could consider that he had the money; that I would guarantee that amount.

It was summer time and many of my friends were out of the city. However, I sent telegrams to a number of my personal friends, informing them of the stress Mr. Folk was in and stated that I personally was willing to contribute five hundred dollars, and would like them to do the same. In the course of time I obtained contributions for the full amount of fifteen thousand dollars.

Mr. Folk was informed that the amount had been contributed, and, from time to time, he would send one of his assistants to my office to draw on the fund. It is quite evident that I was under no obligation to thus financially support, from private sources, Mr. Folk's efforts, but I realized that the work he was doing was in the interests of good government, and for that reason I was willing to give what help I could as a private citizen as well as in my official capacity as Mayor of St. Louis.

Newspaper comment which was of a partisan political nature, had for its purpose the creation of the impression that there was political opposition to Mr. Folk on the part of Mr. Hawes and myself, which was not true.

Mr. Folk held aloof from this campaign, whereas I gave my support to the Democratic ticket early in the campaign, making it emphatically clear that my in-

dorsement and aid did not apply to any gangster or any friend or ally of gangsters running for office. For some reason, Mr. Folk could not see his way to discriminate similarly, opposing the objectionable and backing up the worthy candidates.

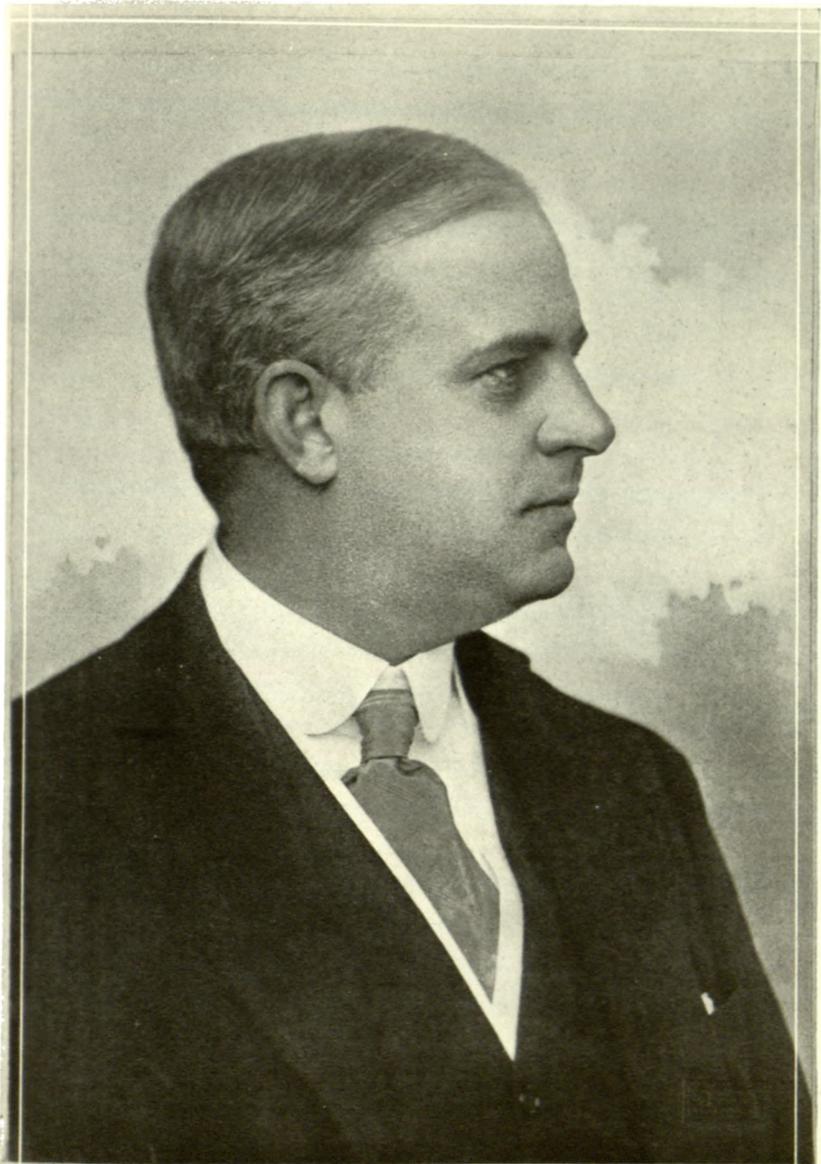
The contrast between my assertiveness and Mr. Folk's restraint was intensified by my commendation of Mr. Folk in my speeches and my contention that the election of clean and competent candidates was necessary to ease and strengthen his work. I felt that I could not refuse my active support to capable men because there were a few contaminated nominees; it was just, I felt, to urge their election; and, in the interest of good government, it was right to repudiate the undesirable office-seekers. The newspapers at the time gave the names of men on my own party's ticket whom I publicly rejected as undesirable.

I will quote from *The Republic* of October 29, 1902, a part of my speech at a Democratic mass meeting in the Bohemian Gymnasium, at Ninth Street and Allen Avenue, in order to throw light on this campaign.

"There is only one thing pending—good government and 'New St. Louis.'

"The Democratic City Convention has selected candidates who stand firmly for the progress that has been accomplished by my assistants in the City Hall and for the great work done by Circuit Attorney Folk. Whether the platform is a good one, I leave to the people to decide.

"I am of the opinion that citizens will do a serious wrong if they fail to re-elect officials like License Col-



*W. H. H. Wells - no man ever had a better
or more inspiring friend than your Harry R. H. H. H.*

lector Clifford and Coroner Funkhouser. As to the Democratic and Republican candidates for Sheriff, no citizen with the best interests of the city at heart would hesitate to chose the former, Mr. Joseph F. Dickmann.

“It is imperative that the Democratic nominees for the Circuit Court should be elected. The three candidates have clean records, no affiliations, personal or otherwise. If elected, they will be free to do exactly what they by law are expected to do. They are untrammelled. We cannot afford to run the risk of making Mr. Folk’s work more arduous.”

The preceding excerpt suffices. I include the following extract to indicate how certain candidates were excepted from my endorsement:

“In fact, I have no hesitancy in stating publicly that the entire local Democratic ticket, with the exception of a few candidates for Justice and Constable, is so much better than any other ticket as to leave no opportunity for comparison. The Democratic ticket better represents public opinion and requirements than does the Republican ticket.”

The citizens inferred that Mr. Folk and I were not in accord, and the newspapers which supported the ticket opposing ours took advantage of every opportunity to say so, as they aimed to split the ranks of the Democratic party.

Another thing which propagated dissatisfaction and did cause some dissension among leaders active in the reform and good government cause was the high-flung rhetoric and calumnious inferences employed by a magazine writer in describing the work of Mr. Folk.

The language of this writer conveyed the impression that Mr. Folk was getting results "alone and unaided" and that the citizenship was "contented" with graft and was without honest and capable leadership. The writer of the article, "The Shamelessness of St. Louis," approached me requesting an expression of my reaction to his article, and I declined, telling him that his charge was of such a broad nature it was unjust, and I would have no communication with him whatever on the subject.

This campaign, like the campaign of the Fall of 1900, at which time Mr. Folk was elected Circuit Attorney, and the campaign of the Spring of 1901, at which I was elected Mayor; and the campaign of 1902, just referred to, resulted in success, largely due to the energetic and intelligent leadership of Mr. Harry B. Hawes, President of the Jefferson Club. The Democratic ticket was carried in 1900 by a majority of 6,490; in the Spring of 1901 by a plurality of 10,031; in the Fall of 1902 by a majority of 14,397.

On November 26, 1902, I tendered to Mr. Hawes, President of the Jefferson Club, a dinner at the St. Louis Club, at which the guests were the successful candidates and a few representative citizens. Mr. Folk sent his regrets, which caused newspaper comment, again emphasizing the impression that there were differences between us.

XXXIII

STREET CAR SERVICE AND RAPID TRANSIT

THE underlying principle that public service is the primary objective of a public service grant had become dormant in St. Louis. Regulation of public utilities by the city or state had not been attempted, and we undertook to establish a system of municipal control over operation and fares, and to assert generally the power of the municipality as the agent of the citizens.

The winter of 1901 and 1902 was severe. The operation of the street railway was unsatisfactory. The roadbed and equipment was poor. Cars ran irregularly, and, at times, at excessive rate of speed. Great dissatisfaction resulted on the part of patrons. Riders waxed indignant.

Several protesting delegations called on me in the City Hall, bitterly complaining that frequently, large numbers of persons were left standing at the street intersections in the shivering cold as cars rapidly passed them by without stopping. Often stones were hurled by angry citizens at the cars speeding by. The spokesmen were vehement in denouncing the service, making threats of a nature which alarmed me.

To personally inform myself as to whether the complaints were justified, several times in the evening, at

the peak of the traffic movement, I visited some of the street corners and intersections, and closely observed the service and watched the waiting, indignant groups, and saw for myself that there were good grounds for the popular uproar.

I felt that some action should be taken in order to prevent an outbreak by car-riders, damage to property and injury to persons, and to bring about normal and satisfactory service. Therefore, on January 3, 1902, I addressed a message to the Municipal Assembly, calling attention to the inadequate service and recommending that something should be done which would lead to effective control and regulation of the operation of the street cars.

Bills were introduced in the Municipal Assembly and a Joint Committee asked for the services of Mr. William F. Woerner, Associate City Counselor, who in the course of time familiarized himself with the existing street railway ordinances and drafted a comprehensive bill for the consideration of the Committee, for general street railway regulation.

A joint committee of the two branches of the assembly, assisted by the Legal Department, brought about the compiling of two proposed ordinances, one calling for the amendment or repeal of existing ordinances relating to the method of the operating of the cars and providing for a new general ordinance for that purpose. The other bill provided for a mill tax.

The "mill tax ordinance," as it was called, Ordinance 21087, approved March 25, 1903, repealed the old ordinance which provided for a twenty-five dollar a year

tax per car, and imposed a tax of one mill on each cash fare.

When the proposed legislation reached the juncture of conference by the committees of the Council and House, I was invited to appear at the meeting, and, I suppose, based on experience which I had had many years previously in the management of street car lines, I was asked for suggestions as to the provisions which should be included in the bill.

At this joint conference I suggested the mill tax. I had two objects in view as a sequence of it. I thought that the tax would foster a kind of comity between the railways and the city by creating a situation equivalent somewhat to a partnership.

I stated to the joint committee that, unless a third ordinance was enacted, the general regulation ordinance proposed would not be worth the paper on which it was written. When asked to explain, I said that the aforesaid ordinance provided for the general regulation of the street railway service, and it was of such scope and detail that it would be impossible for the Police Department to supervise and enforce it.

I suggested that a third ordinance should be enacted, providing for a city department to be known as "the street railway regulating department," which, I thought, would not involve the annual expenditure of a large sum of money. I held that unless the supervision of the service was centered and the responsibility of effectual supervision definitely placed in a department of this character, the attempted regulation would be an inconsequential makeshift.

The Municipal Assembly enacted the general regulation and mill tax bills into laws, there being no apparent opposition to these measures; but, when it came to action on the third bill, the necessity of which I had emphasized, it failed of enactment in the House, and consequently the regulatory ordinance was ineffective.

The mill tax ordinance was a subject of long litigation, the contention being by those representing the railroad company that it was not constitutional. The higher courts, however, finally decided that in this they were wrong.

It has been my conviction that the resistance of the Railway Company to the mill tax ordinance made it more difficult to harmonize the interests of the railway operators and the patrons of the street cars.

After the city had won the mill tax suit in the United States Supreme Court, the United Railways, successor of the St. Louis Transit Company, brought suit in the lower courts. The company alleged in an injunction petition that the tax would amount to not less than \$200,000 per year. They strove to postpone payment, and did succeed in delaying collection of the tax by the city, but at length had to make settlement.

When St. Louis was a town—a bustling town, I operated a mule, and horse, and steam-power lines, and after it grew into a great city, I was receiver for the consolidated street railway system, run by electricity, which installed motor-busses as feeders. It was my fortune, also, as Mayor, to be enabled to consider mass transit from the viewpoint of the municipality and the public.

Supposedly, when the question of street railway service came up, I should, in the opinion of the corporation's officers and directors, and according to the surmise of some of the people, be partial to the street railway system, having once owned and managed one. Therefore, my first message to the Municipal Assembly, denouncing the service, and urging municipal action for relief, was, I believe, unexpected.

While serving as Mayor I had some hope of developing a plan by which St. Louis would obtain rapid transit. The conditions were not propitious, and my anticipations were curbed; yet I perceived a chance to make a start and tried several times to create an advantageous opportunity. The policy and service of the corporation had angered the people, and they would have supported a practical scheme for betterment. The longing for rapid transit was as vigorous as the antipathy towards the corporation was vindictive.

Rapid transit in mass transportation is not practicable on the street surface. Among transit authorities there cannot possibly be any difference of opinion as to this conclusion. The conveyances used in mass transit are large and ponderous, and they carry heavy, living loads. To attempt rapid transit on the street surface with such vehicles, in the combination of weight, bulk and speed, is a hazard which would not be justified by any other consideration.

The automobile has revolutionized transportation in the past twenty-five years. Practically every family has a pleasure car (or whatever it is) and every business concern one to several trucks, and congestion has

become a serious problem. In the period of 1901-09 we were still in the buggy and wagon, horse and mule era.

The fact holds with greater emphasis today that super-speed in mass transit is not attainable with safety on the street surface.

The idea which I had in mind was a subway in the central district. There would be one subway north-and-south, say from Cass Avenue to Chouteau Avenue, and another from Third Street or the river to Jefferson Avenue or Grand Avenue. Building the underground tunnels would be expensive, as the boring would be through solid rock, and, on account of the topographical undulations or billows, at considerable depth; however, the municipality probably could have financed the two trunk lines in the area of traffic congestion and by this means realized rapid transit. Another practicable idea was to change the Suburban Railway System, which controlled a private right-of-way from Vandeventer Avenue to Florissant, into an open or shallow, covered subway. Several other surface lines admitted of changes for speed with safety.

At that time had the city been encouraged to carry out the project of acquiring the Eads Bridge for highway purposes, the tunnel would have been the nucleus of a subway system. But the "free bridge" pandemonium and folly frustrated our effort.

The House of Delegates, as I have said, foiled our efforts to create the office of street railway supervisor, and the House combine blocked our plan to establish a public utilities commission. But just a few days prior to the expiration of my second and last term as

Mayor, the controversy with the street railways was brought to the head, through the enactment of Ordinance No. 24196, approved February 24, 1909, creating a Public Service Commission.

On March 12, 1909, I appointed the St. Louis Public Service Commission, consisting of Mr. Joseph L. Hornsby, former President of the City Council; Mr. James E. Allison, a civil engineer of standing, and Mr. James A. Waterworth, a prominent fire-insurance executive. This was the first commission of the kind in Missouri, I believe, and the first attempt in Missouri to supervise and regulate utilities.

It may or may not have been significant that on March 13, 1909, the day after I submitted these appointments to the City Council, bills were introduced in the Senate and House in Jefferson City to create a state public service commission, which were enacted into a law, and, consequently the City Public Service Commission had no opportunity to function.

XXXIV

BANQUET TO THE PRESIDENT OF THE LOUISIANA PURCHASE EXPOSITION

THOSE of us who are cognizant of the preliminary steps taken in connection with the Louisiana Purchase Exposition, popularly known as the St. Louis World's Fair, will remember the tour that President David R. Francis made throughout Europe for the purpose of interesting and inducing the various governments to participate in the exposition. He had personal interviews with monarchs, governors, diplomats and prominent men of all the foreign countries.

Anticipating his return, and with the view of expressing appreciation, I conceived the idea of personally tendering him a banquet, at which, literally speaking, all the people of St. Louis would be present through a representation from every cross-section of every civic and community interest.

This banquet was held in the dining room of the Saint Louis Club. The banquet chamber was like the fantastic picture of a glorious dream. Like jewels inserted in panels of American smilax fourteen hundred colored lights studded the ceiling. A solid bank of American Beauty roses reposed on the table. There was a lake of clear water in the center of the snowy linen.

A bas-relief of President Francis in incandescent lights glowed radiantly at the far end of the hall, and in figures of fire the magic numeral, 1904, designating the World's Fair, gleamed before the eyes of the speakers. The World's Fair colors were draped from the windows.

Ninety-two guests were invited to the banquet. As official delegates they represented all spiritual, social, economic, civic, financial, commercial, labor and cultural interests and activities. Thus, the whole community was represented.

The speakers were the Rev. S. J. Niccolls, pastor of the Second Presbyterian Church; Judge Daniel G. Taylor; former Mayor Cyrus P. Walbridge; Frederick W. Lehmann; Joseph A. Graham, managing editor of *The Republic*; Chancellor W. S. Chaplin, of Washington University, and myself.

Dr. Niccolls struck the keynote when he said: "When a solitary American can go to Europe and arrange appointments with royalty, buttonhole kings, tell them what he wants and get what he wants, there is nothing that cannot be accomplished by him. And this man is now back again to conquer his fellow-citizens."

It was then my pleasure to introduce the guest of honor.

"If I ever had any regret for having been honored with the responsible duties pertaining to the position of chief executive, such feeling will have vanished when I consider the privilege thus accorded me in being surrounded by the distinguished and representative citizens present. You, gentlemen, have been selected

as my guests tonight for the reason that you represent all that is progressive and essential in the formation and maintenance of this city, of which we are all so proud.

“Through you, as the official representatives of the social, commercial, educational and other organizations of this city, I consider the entire community is now represented within this limited space.

“Round this festal board will be found captains of our great commercial growth and manufacturing industries.

“Leaders of our splendid educational institutions are present, whose efforts and the results obtained in the training of the rising generation are second to none in these United States, the fruits of which will be of benefit for generations to come.

“The social organizations evidenced this evening remind us that for cordiality and hospitality the people of this city stand pre-eminent.

“Our judiciary are here, and nowhere in this broad land can we find their superior in wisdom. Then fortunate, indeed, are we, for ‘justice without wisdom is impossible.’

“A deputy of that vast army of labor is with us—the standard-bearer of the skilful mechanic; the men of brawn and muscle, who constitute an integral part of the wheels of commerce and progress.

“The clergy, our governors of society and defenders from evil, have honored us with their presence.

“Then comes the journalist, the herald of a noisy world, who on the shortest stretch can stir up more

dust for good or evil—generally good—than the speediest thoroughbred that ever won a race.

“Members of the medical profession must not be forgotten, for, sooner or later, they will not forget us. These kindly gentlemen who so aptly brought us into contact with this vale of woe, and, in due time, will so skilfully assist us out of it.

“Others here assembled occupy important civic and official positions, of whom this community may justly be proud.

“Certainly, it is a great pleasure and honor for me to call you my guests.

“This is by no means an ordinary festival which has brought us together at this time, but an occasion of national, state and municipal significance.

“An achievement has just been accomplished which has attracted the admiration of the people of the Continent of Europe, as well as of America, and in its accomplishment immense benefit will accrue to the City of St. Louis in its effort to provide for the education and entertainment of the people of all nations, through the greatest universal exposition that will ever have been held.

“You are all familiar with the story of how an illustrious citizen of this city, in an incredibly short space of time, made a tour of England, Germany, France, Belgium and Spain, and there attracted the earnest attention of the rulers of those nations to the City of St. Louis and to the importance of the world’s exposition which will be here inaugurated in the year 1904.

“The hero of this achievement is our guest of honor this evening, that loyal citizen, that man of brain and energy, the President of the Louisiana Purchase Exposition, the Honorable David R. Francis.

“I am proud to call him my friend, and to extend to him a most cordial personal, as well as official, welcome on his safe return from the successful journey just brought to an end. I congratulate the people of St. Louis for having in their number that foremost citizen, whom I now introduce—David R. Francis.”

The testimonial stood out among tributes which had been tendered to illustrious citizens. It appeared to mark the apotheosis of St. Louis. The New St. Louis was in being. The banquet took place on March 23, 1903, significantly exactly a week prior to the dedication of the World's Fair, which was opened the following year, 1904.

LOYAL SUPPORTERS IN THE ADMINISTRATION

THE four years for which I had been drafted into public service were drawing to a close. Much of a public nature and of a private social character had enveloped me.

During these years I had my trials and disappointments in not being able to carry out many of the public needs which I considered important; nevertheless, I believe much had been accomplished which could properly be placed on the credit side of "good government."

Looking back to these four years' experience in the City Hall, I realize I had the co-operation and encouragement of the members of the City Council under the presidency of Joseph L. Hornsby, and the loyalty of most of the heads of the municipal departments; and not only their loyalty, but also their assistance in the efficient and conscientious manner in which the affairs of the government were conducted; and I believe no municipal administration of the City of St. Louis ever experienced such intelligent teamwork.

After twenty-seven years I hesitate to mention names; nevertheless, I shall refer to some of those who were with me, and if by chance I omit any, and they should ever read these lines, I want them to know that it was a fault of the head and not of the heart.

The Legal Department, for instance. How could it have been possible for anyone in my position to have been better safeguarded through the legal guidance and counsel that I had through my association with Mr. Charles W. Bates?

All of us are familiar with the Mill Tax. Mr. Bates advised the Municipal Committee having before them the bill providing for the mill tax that the measure would be constitutional. Many able lawyers of the city, together with the able counselors of the United Railways Company, differed with him. However, after several years of litigation the matter finally reached the highest court, and Mr. Bates was sustained.

Mr. Bates had as Associate City Counselors during his term of office, Mr. William F. Woerner, Mr. Benjamin H. Charles, Mr. Charles P. Williams, Mr. James G. McConkey and Mr. A. H. Roudebush. The record of the Legal Department is splendid evidence of their efficiency and integrity.

The first two years of my term I had the support and guidance of a very able lawyer appointed by my predecessor as City Counselor, Mr. Benjamin Schnumacher, whose co-operation I greatly appreciated. Associated with Mr. Schnumacher was my old friend, Mr. Charles Clafin Allen.

The Comptroller's Department is one of the most important in the City Government. Mr. James Y. Player filled the position during the eight years I was Mayor, and it would have been difficult to have found a man better adapted for the position.

The Treasurer's Office was the province of my

friend, Mr. James M. Franciscus. His daily courteous visits to the Mayor's office were a source of much pleasure to me. The records of his office show that in the eight years that he was Treasurer an enormous sum of money was handled without any mishap whatsoever.

Mr. James Hagerman, Collector of Revenue; Mr. John J. O'Brien, Assessor of Revenue; Mr. Bernard Dierkes, Auditor, all had excellent records for efficiency and ability.

I must not overlook Mr. P. R. FitzGibbon, City Register. Early in his term there was a misunderstanding between us, but it was adjusted, and I became very fond of Mr. FitzGibbon.

Mr. Hiram Phillips, President of the Board of Public Improvements, was the head of a very important department, which he handled intelligently and in thorough co-operation with me.

Mr. Ben C. Adkins, Water Commissioner, of whom I have already spoken, and to whom the people of the city of St. Louis, for all time, should be grateful for his part in solving the water problem by a coagulant process, producing pure water at a minimum cost.

Other members of the Board of Public Improvements were: Messrs. Charles Varrelmann, Street Commissioner; F. W. Valliant, Sewer Commissioner, and afterward Street Commissioner upon the resignation of Mr. Varrelmann; Harry R. Fardwell, Sewer Commissioner; Joseph P. Whyte, Harbor Commissioner; Franklin L. Ridgely, Park Commissioner, and his successor, Robert Aull.

Later, Mr. Philip C. Scanlan became Park Commis-

sioner, and under his administration many innovations were made in the use of the various parks for recreational purposes. Mr. Valliant resigned as Street Commissioner and I was fortunate in being able to appoint Mr. James C. Travilla to that position.

Others associated with me during these four years were, Mr. P. J. Clifford, License Collector; Charles E. Swingley, Chief of the Fire Department, whose appointment caused some opposition, but it was of a political nature, and the continuation of his services I knew would give general satisfaction throughout the city. Also Mr. James A. Smith, Building Commissioner, who conducted his department most capably.

The eleemosynary institutions were fortunate, indeed, in having most competent men in charge. Dr. E. C. Runge, and, later, Dr. H. S. Atkins, Superintendent of the Insane Asylum; Dr. John Young Brown, Superintendent of the City Hospital; Dr. Oscar H. Elbrecht, Superintendent of the Female Hospital; Mr. William Anderson, Superintendent of the Poor House; Dr. H. Wheeler Bond, Health Commissioner; Dr. C. A. Snodgrass, City Bacteriologist. Caspar Wolf, City Jailer, who was succeeded by Sergeant James Dawson, who for two years had been appointed by the Police Department to serve in the Mayor's office. Mr. McConkey and Sergeant Dawson were responsible for bringing about radical changes in the matter of the handling of charity cases. After Mr. Dawson's appointment to the position of City Jailer, Sergeant Seth Singleton was assigned to the office of the Mayor.

THE CITY BEAUTIFUL

“THE NEW ST. LOUIS” was the keynote of my administration. For some time prior to my incumbency as Mayor, beautification and improvement of the city had been neglected by the municipality.

Obviously, it was imperative to bring about a radical change in the point of view as to city government. The administration would have to be converted into a business institution with practical civic ideals. It would be necessary to have the co-operation of the heads of the departments, and, also, to be on as amicable terms as possible with the two branches of the Municipal Assembly.

The department executives and legislators were brought together at a banquet I gave in the St. Louis Club. The event took place on June 8, 1901. The city administration came into personal contact with community leadership, and all were inspired by the theme of the New St. Louis, as I have heretofore related.

Charter provisions were insurmountable obstructions to public work, which I specifically called attention to in my first annual message to the Municipal Assembly under date of August 2, 1901. Had we not, through economy in operating, accumulated a surplus

in the municipal revenue fund which was diverted to capital purposes and investments in order to begin the New St. Louis movement, St. Louis might have been a disappointing exhibit to the World's Fair guests from all parts of the world.

We had inherited from the previous administration a municipal fund deficit of \$120,000. Fortunate it was, indeed, that we had in the Comptroller, Mr. James Y. Player, and in the President of the Board of Assessors, Mr. John J. O'Brien, two resourceful, though conservative, officers. I could scarcely overestimate the value of their advice and assistance. Mr. O'Brien and his associates revised the assessments of the entire city by an equitable readjustment based on real changes in property values, lowering numerous appraisements and raising others, so that in the ultimate there was a reasonable increase in the grand total of assessments. This produced additional revenue for us. Mr. Player reconstructed the finances of the city, eliminated waste and extravagance and regulated income and disbursements so as to produce great efficiency.

Mr. O'Brien was esteemed and popular, and made an enviable record as chief of the assessment department.

Mr. Player made an enviable record, which, I believe, never will be excelled.

To procure the financial wherewithal and obtain the authority to do work of any sort, even of the regular kind, is a devious, halting and annoying task in the public corporation. The private concern may decide quickly as to what it will do, and get the requisite

money almost as quickly; but in the public institution procedure is specified by law, and all outlined routine must be gone through most meticulously. Time is a retarding factor, but the city charter was a prohibitive one.

We should have to provide a considerable volume of capital for investment in public improvements by the issuance of bonds, but we found it would be necessary to amend the charter.

The restrictions contained in the organic law were such that we were forced to depend on the municipal revenue savings we might be able to accumulate in order to go on with betterments. In the eight years of my administration almost \$5,000,000 was appropriated and used from the municipal revenue savings and applied to improvements of an investment nature, improvements which ordinarily would have necessitated a bond issue.

Upon assuming the office, it was my first obligation to inspect the eleemosynary institutions, in which were housed the city's insane, sick and poor. The inmates were the community's wards; St. Louis had accepted a definite responsibility for its unfortunates. There was a moral obligation which it could not escape.

These visits troubled me as to what should be done for our charges. The best efforts of the superintendents could not make the buildings clean, healthy or safe. Any day a fire might result in the death of hundreds or thousands of persons unable to take care of themselves, or an epidemic might spread among them.

The first thing that the administration did was to make an appropriation for stationing an extra fireman in each institution. Next, we carried on repairs and improvements, and still later constructed additions to the institutions, and in a comparatively short time we had done the best possible for the health, safety and comfort of the inmates. With the funds available we had the buildings in a condition which would be satisfactory until adequate capital for more new buildings might be procured through the sale of bonds.

In a special message I suggested the authorization of the appointment of a Public Welfare Commission to make a disinterested investigation and recommendations as to improvements. The Council and the House at once adopted a resolution empowering me to form this body. We had taken adequate emergency precautions, but new, larger and more suitable buildings would be needed, and to carry out the reconstruction scheme we should require both capital and carefully elaborated plans.

Concerning preparations for the World's Fair and the future St. Louis, improvements and alterations which would enhance the appearance of the city and furnish conveniences necessitated by the coming of millions of visitors to the Exposition, were of a pressing nature, yet the public work which would represent permanent betterment and embellishment was almost equally important, and should be planned by practical experts, not only to meet current needs, but to correspond to requirements apparent in the probabilities relative to the growth of our city.

The immediate necessity was to reconstruct the principal thoroughfares in the downtown shopping district and out to Forest Park and the World's Fair. It would be economical and judicious to build sewers in advance of street reconstruction wherever possible, and, in general, do and have done all underground work ahead of the surface work. The public utilities, therefore, were requested to lay conduits, tracks and so on in coordination with sewer construction and in advance of street building.

An initial project was to establish a vehicle avenue from the shopping center and Union Station to Grand Avenue and reconstruct Lindell Boulevard, thereby establishing a through thoroughfare, free of street cars, from the Mississippi River virtually past Union Station to Forest Park and the World's Fair and on to the western city limits. We chose Chestnut Street in the downtown area.

By negotiation with the street railway company the car tracks were removed from Chestnut Street, and the street repaved with asphalt. We projected Chestnut Street as a downtown arm of a central east-to-west boulevard. An attempt was made to lay out a wide parkway with Chestnut Street as the nucleus, but the voters, seemingly, through misunderstanding as to assessment costs, failed to approve it.

Lindell Boulevard was and always had been an exclusive residential street, constructed as a Telford pavement, namely, gravel, and never was a satisfactory driveway for the reason that when it was dry it was dusty, and when it was wet it was muddy. Property

owners resisted the expense of converting this Telford pavement into a hard-surfaced roadway, which would have eliminated both the dust and the mud; it was highly desirable that it should be a driveway of the first class, over which the visitors to the World's Fair would ride in order to reach the Exposition grounds.

The opposition was vociferous, and the public hearing held by the Board of Public Improvements largely attended and stormy. As I lived on Lindell Boulevard, I felt, as a property owner, as well as an official, I should be present at the hearing. In the heat of the opposition to the improvement I declared emphatically that Lindell Boulevard had to be reconstructed, and that any property owner living on the principal thoroughfare of the city who could not afford to pay the slight cost for such necessary improvement, was living there, in my judgment, under false pretenses and should move to another street. This did not please my neighbors, yet, it settled the controversy; not only as far as Lindell Boulevard was concerned, but also as to other thoroughfares which it was deemed desirable to improve.

Permit me to insert an aside comment as to street improvements. When we began to order and make them, property owners as a rule protested. However, after the improvements were made, they were satisfied, and property owners on parallel streets indicated a desire for modern paving. After a time there was a strong demand for better streets.

A predicament arose in connection with the strip of Lindell Boulevard between Kingshighway and Skinker

Road. This was considered a park road, and being a continuation of Lindell Boulevard as far as Skinker Road, I felt it to be necessary, owing to the increasing traffic, that the roadway should be considerably widened. To do this required the taking of a strip of ground off of the north line of Forest Park, from Kingshighway to Skinker Road. This was brought about against the protests of some of the owners of property facing the roadway.

The plans for Lindell Boulevard and Chestnut Street were carried out. We attempted to have the Wabash Railroad tracks depressed sufficiently to eliminate the grade crossing at Union and De Baliviere Avenues. To do this would simply require the extension of the encroachment of the Wabash Railroad for a short distance further into Forest Park, paralleling Lindell Boulevard, which would not have been objectionable because it would have been in a cut and, therefore, concealed.

A conference was held with representatives of the railroads and the Catlin tract property owners and an agreement satisfactory to all concerned was reached. The Rock Island decided to close its yards and to use the tracks of the Wabash, and the Wabash to lower its tracks below grade. Vigorous objection to the subway in Forest Park (notwithstanding the tracks were then in the park) frustrated the arrangements to depress the tracks, and the Wabash built a temporary elevation to eliminate the grade crossing at thoroughfares which would be congested during the World's Fair. After thirty years these changes have been brought about.

XXXVII

DEVELOPMENT OF CITY PLAN

WE PROCEEDED speedily and resolutely with street improvements which were regarded as desirable, and as far as deemed advisable went on with sewer improvements. Overhead wires and cables were placed underground. Although there were only two years for preparation and it was necessary to draw heavily on municipal revenue, we succeeded in putting St. Louis into presentable shape for the World's Fair.

The plan for the civic center, comprising the municipal buildings, was then originated. So was the plan for the groupings of new eleemosynary institutions. So was the plan for a splendid and imposing parkway and boulevard system with Kingshighway Boulevard and Lindell Boulevard as the nucleus. Negotiations with the World's Fair management led to artistic permanent improvements which made Forest Park more attractive and interesting and more useful as a recreation resort.

The transmission of a special message to the Municipal Assembly on January 7, 1902, deploring the unfitness of public buildings, especially the eleemosynary institutions, resulted in the appointment of a Public Buildings Commission, consisting of Mr. John Law-

rence Mauran, Mr. William S. Eames and Mr. Albert B. Groves. These gentlemen gave their services without remuneration from the city. Other architects cooperated with them, as is indicated in a letter received from Mr. Mauran, Secretary of the St. Louis Chapter of the American Institute of Architects, reading as follows:

“At a meeting held this day the said Executive Committee voted to recommend to the St. Louis Chapter, American Institute of Architects, that it shall by ballot appoint at its next regular meeting a committee of six members, more or less, to represent the chapter, and further, to recommend that the services of this committee be placed at your disposal or at the disposal of the Public Welfare Commission, without compensation, to assist in formulating the recommendations which you have suggested this body to draw up for the guidance of the Assembly.

“We should be pleased to receive any suggestions from you regarding the number of the committee or with respect to any other details should the above scheme meet with your approval.”

For the proposed civic center the commission submitted two plans. That known as No. 2 being substantially produced at present.

Plan No. 1 pictured a municipal court from Eleventh Street to Thirteenth and from Chestnut Street to Spruce, with Twelfth Street as the axis.

Plan No. 2 envisioned a municipal court extending from Olive Street to Clark Avenue and from Twelfth Street to Fifteenth Street, with a public parkway run-

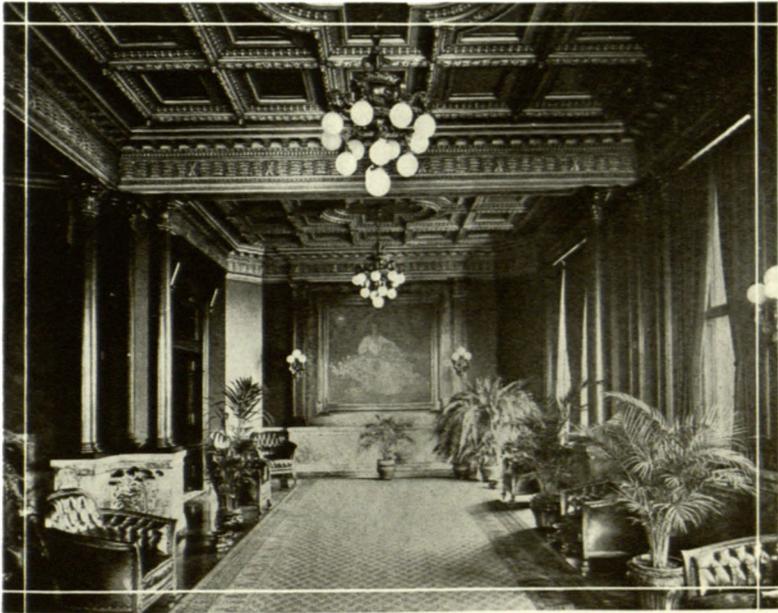
ning from the Central Public Library to Clark Avenue. It is this general idea which is at present in the course of formation.

The members of the Public Library Board, Messrs. John F. Lee, Morris Glaser, William Maffitt, Dwight F. Davis, F. W. Lehmann, George O. Carpenter, O'Neill Ryan, Edward L. Preetorius and William K. Bixby, asked Mr. Andrew Carnegie, who was contributing funds to cities and towns all over the United States for the construction of libraries, to favor St. Louis with his philanthropy. Mr. Carnegie offered to tender the board \$1,500,000 for the building on condition that the board would provide the site.

The ground occupied by the St. Louis Exposition and Music Hall covering the block from Olive Street to Locust and Thirteenth to Fourteenth was owned by the city, having been a public park; and inasmuch as the exposition had served the purposes for which it had been maintained, by ordinance the square was designated as the site of the Central Public Library. This edifice would form the architectural picture at the north end of the civic center or municipal court.

Before my term concluded the United States Post Office Department began building the new post office at Seventeenth and Eighteenth Streets and Clark Avenue, with the thought of later enlarging it on Market Street, from Seventeenth to Eighteenth Street.

Had the Municipal Assembly given intelligent consideration to the necessity for terminal improvements, as recommended by the Municipal Bridge and Terminals Commission, no doubt the Terminal Railroad



Reception Room of the Mayor's Suite, City Hall

Association would have acquired the ground for the Union Station plaza and transferred it to the City for public use.

The Public Buildings Commission went thoroughly into the state of the eleemosynary institutions and evolved plans for grouping them in accordance with factors of usefulness and economy.

Improvements in accordance with the city plan, including the civic center, institutional groups, and park and boulevard development, which we outlined, are still going forward at the present time.

The City Hall was unfinished and had to be dressed for the World's Fair. The Mayor's suite was decorated artistically. The completion of the City Hall proceeded virtually without interruption and a celebration marked the finish on November 4, 1904. An appropriation of \$218,525.93 from municipal revenue was necessary to complete the work.

At that time there was no bridge connection between the northern and southern part of the city crossing the Mill Creek Valley west of Grand Avenue. The two sections of the city west of Grand Avenue were literally isolated, for the reason that the only connections were one or two dangerous grade crossings, particularly the one at Kingshighway.

Anticipating the opening of the World's Fair, an appropriation of about forty thousand dollars was utilized for constructing a temporary wooden bridge at the Kingshighway crossing of the railroad tracks. This enabled the people living in the southern part of the city to reach the Exposition in comfort and safety.

A permanent bridge replaced the temporary bridge when the Kingshighway Boulevard project was under way.

Kingshighway Boulevard presented an excellent opportunity to form a circular parkway of the boulevard type. The subject was brought to the attention of the Municipal Assembly on June 3, 1902, in the following special message:

“With a view of constructing a boulevard and pleasure drive which will be most appropriately located, and believing that unless an effort is made within the near future to accomplish this result, that owing to the rapid settlement of our city the opportunity will be lost, I recommend to your honorable body that you authorize the appointment of a commission of three citizens, which shall be known as the Kingshighway Boulevard Commission, whose duty it shall be to act in conjunction with the honorable Street and Park Commissioners, in devising means and suggesting to the honorable Board of Public Improvements a plan for the permanent improvement of Kingshighway throughout its entire length, thereby paving the way for the ultimate improvement of said Kingshighway, which will not only provide an attractive boulevard and pleasure drive, but will be a continuous connection between Carondelet, Forest, O’Fallon Parks and the cemeteries.

“It cannot be expected, neither is it the intention, that such improvement can be consummated within a short period, but having a well defined plan for the improvement of the boulevard in its entirety, such

improvement can be brought about in sections, as time and means will justify, so that ultimately the entire boulevard will be completed in such a manner as will be uniform in design and attractiveness.

“Believing that we have in our midst citizens amply qualified to serve on such a commission, and that such interest will be aroused as to justify such service without compensation, I recommend that no salaries be paid.”

The recommendation that no compensation should be paid would not and could not be construed as an imposition on engineers competent to perform the work. Rather, it was a compliment to those who might be chosen. Every citizen is under obligations of patriotism to his city; he owes his gratitude to the municipality and community for opportunities of success and happiness.

The Municipal Assembly again promptly rose to the occasion. I appointed Messrs. George B. Leighton, who was prominent in the Civic League, John D. Davis, and Julius Pitzman, who had a national reputation as a civil and landscape engineer. Park Commissioner Frank L. Ridgely and Street Commissioner Charles Varrelmann were ex-officio members. The commission employed George E. Kessler as landscape engineer. Mr. Kessler also had a national reputation, which was magnified by his work for the Kingshighway Boulevard Commission and the World's Fair. A more gifted and efficient personnel could not have been assembled.

The commission worked thoroughly and expeditiously, and as it carried on its studies and investiga-

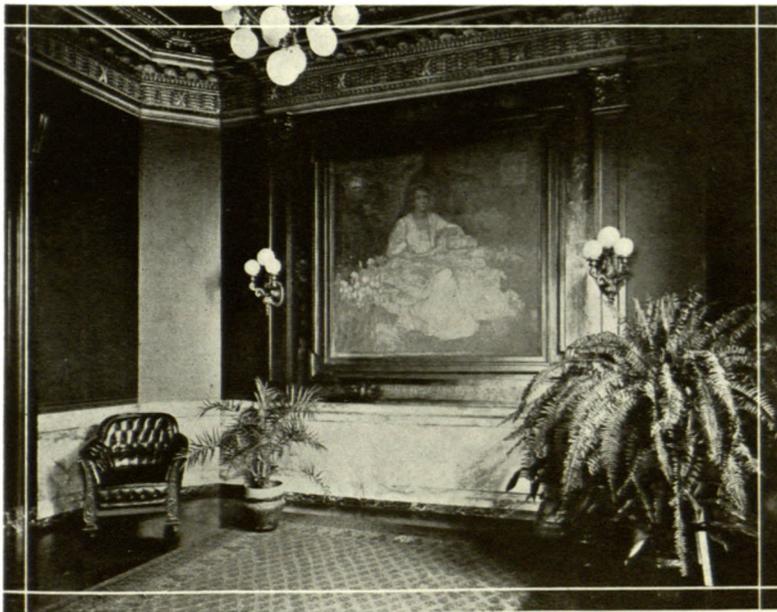
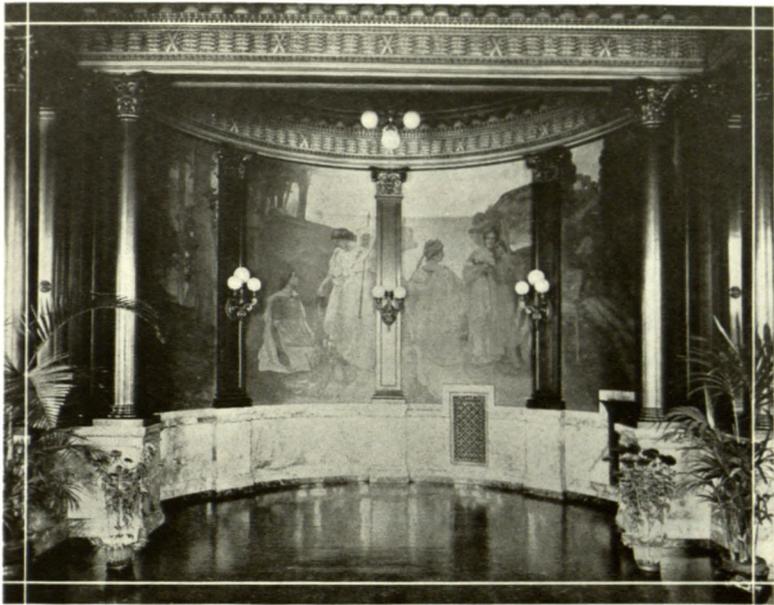
tions it produced constructive results. Necessarily delay ensued, brought about by litigation growing out of the condemnation of property; but, now, after a period of almost thirty years, it is pleasing to realize that the project started in 1902 is almost completed. Owing to the rapid growth of the city during this period and the increasing value of property, if the project had been delayed, it is barely possible the boulevard would not have been constructed on account of the excessive cost.

The matured plans not only described a boulevard-parkway from Carondelet Park to O'Fallon Park, but a drive along the northern heights overlooking the Mississippi River to the enchanting Chain of Rocks Park of the Water Department. The plan as worked out also contemplated a boulevard extension from Carondelet Park to the river. The picturesque viaduct across the railroad tracks at Manchester Avenue was a paramount feature of the concept.

The Municipal Assembly was apparently impressed with the work of the commission for it rushed through every bill which the commission sponsored.

The aesthetic and utilitarian strategy of the whole plan was explained in the following language in the commission's report:

"The city of St. Louis, in general, lies in the shape of an ellipse, the river being the eastern boundary and the city limits the western. All the parks lie east of the western city limits; Kingshighway is but a little west of the north and south axis. A study of the map shows the important ways of communication leading



Alcove and Wall Panel in Reception Room of Mayor's Suite, City Hall

from the city's center to Kingshighway. Beginning on the north, Broadway, in general parallels the river; then the Natural Bridge Road, then Cass and Easton Avenues, and Lindell Boulevard westward, Gravois Road to the southwest, and, again, south, Broadway, in general parallels the river. The proposed parkway crosses all these avenues of communication, and, in connection with Grand Avenue, which is now being rapidly improved, ties together the heretofore comparatively isolated districts."

The commission also drew attention in its observations to an idea, which, perhaps, we have all too much ignored. We might, in the selection of names for streets and titles for buildings and embellishments, choose those which are of significance in connection with the history, growth and progress of our city.

The commission suggested, "Here is an opportunity to make a structure to fittingly commemorate the history of St. Louis. Kingshighway was itself the old colonial road which divided the domain of the king from that of the municipality. How fitting it is at this time to beautify this old road, and to place on the bridge statues and embellishments suggestive of our early history! We might have something commemorative of Marquette and Joliet, the first white men who reached the Mississippi River in 1680 under orders from La Salle; and of St. Ange de Bellerive, who commanded Fort Chartres; then again of Tah-Hrin-Sca, the great chief of the Osages, one of the few Indians who lived in this country of whom we know anything; and again, of Piernas, the first Spanish governor."

Charter requirements caused delay in submitting to the people for approval the authority to issue bonds with which to provide funds for the various projects, which held back much of the public work until approximately the conclusion of my second term.

However, our administration had the gratification of beginning the work and completing much of it. Also, the satisfaction of inculcating in the community the ideals for the beautification and betterment of St. Louis and in formulating the plans for the civic center and the groupings of public buildings and for boulevards and parkways and other improvements, and bringing about the effective co-operation between the city administration, influential and disinterested civic leadership and the voting citizenship. Nothing, indeed, is impossible to a community which has this combination of effort.

On January 25, 1902, the Civic Improvement League was organized with the object of promoting practical civic ideals, and for two decades it was a constructive force for civic betterment.

I note the following influential men and women among the organizers: George B. Leighton, Henry T. Kent, E. L. Adreon, Charles Claffin Allen, James B. Bright, Julius Pitzman, Robert H. Bringham, G. F. A. Brueggeman, George O. Carpenter, Miss Ella Cochran, Pierre Chouteau, the Rev. Father James T. Coffey, C. C. Crone, Fred F. Crunden, Mrs. W. E. Fischel, Miss Florence Hayward, W. B. Ittner, John Lawrence Mauran, Mrs. Louis M. McCall, Isaac M. Morton, D. C. Nugent, Mrs. E. M. Pattison, William Marion Reedy,

J. H. Roth, E. C. Rowse, Dr. Edward C. Runge, Richard Singer, Professor L. Louis Soldan, E. J. Spencer, William Trelease, Oscar L. Whitelaw, Mrs. W. E. Ware, A. A. B. Woerheide and Mrs. George O. Carpenter.

XXXVIII

THE MAYORALTY AND THE WORLD'S FAIR

NONE of my predecessors, and there were twenty-nine from William Carr Lane to and including Henry Ziegenhein, had the unusual and pleasing opportunity of variety of interest and activity which I, as Mayor, enjoyed as a result of the preparation for and holding of the World's Fair. Outstanding men and women from all parts of the world visited St. Louis, and it was the duty of the municipality's chief executive to extend to each and all the formal welcome and informal hospitality of the city.

Representatives of our states and of foreign governments began to arrive in St. Louis as early as 1902. They came to familiarize themselves with conditions and regulations relating to exhibits. After President Francis made his spectacular dash through Europe, the influx of visitors from abroad increased. Many visitors, both foreign and local, were entertained at my home.

The citizens of St. Louis voted \$5,000,000 by a bond issue as a municipal gift to the Louisiana Purchase Exposition and individually subscribed approximately \$5,000,000. Impressed by the public spirit thus manifested, Congress appropriated \$5,000,000 to the World's Fair.

The Business Men's League tendered a banquet to the members of the National Commission in the Planters' Hotel, April 23, 1901. Among the distinguished speakers were Honorable Thomas H. Carter of Montana, Honorable John M. Thurston of Nebraska and Honorable William Lindsay of Kentucky, three members of the commission; Congressman James A. Tawney of Minnesota, Congressman John B. Corliss of Michigan, and Congressman Joseph G. Cannon of Illinois, chairman of the Committee on Appropriations.

The National Commission was appointed by President William McKinley. It was as a committee both honorary and active.

The banquet was a brilliant affair. The occasion offered me, as one of the speakers, an opportunity to promote co-operation among the World's Fair management, the municipal administration and the citizenship for the success of the Exposition and the advancement of St. Louis.

The World's Fair, besides being an expositional institution, had official contacts with our national government, with the commonwealths which had buildings or exhibits, and with the foreign governments which participated. Each country and state had a social department, our national government had two social departments in the National Commission and the Board of Lady Managers, and the Exposition Company had a social department.

In anticipation of the great event, the municipal administration made every effort to put its house in order, under, what some of my friends were good

enough to say, the leadership of our "World's Fair Mayor." Necessarily, one of the principal exhibits would be the city itself. The Exposition, to achieve a civic success, should benefit St. Louis in two important respects, that is, by causing general progress in the building of the New St. Louis and by enabling the city to show to advantage. Of course, the municipality itself had to realize these objectives with the good will and co-operation of the community.

As I have elsewhere indicated in these reminiscent Episodes, the most important preparation necessary was the water supply. Many new thoroughfares had been provided. The public service corporations did their part by furnishing ample light, heat, communication facilities and street car transportation. The people of St. Louis, the management of the Exposition and the city administration had every reason to feel gratified. The spirit of co-operation on the part of all of our citizens, and subsequently their cordiality as hosts to the multitude of strangers who attended was inspiring.

The St. Louis World's Fair, in its incomparable and indescribable splendor and magnitude, was one of the greatest expositions ever held. It left an indelible impression of rare beauty and human triumph. The agreeable feeling and entrancing picture lingered with every one as lasting treasures of a delightful and profitable experience.

The Louisiana Purchase Exposition commemorated the purchase of the expansive, rich and fertile territory of Louisiana, by President Thomas Jefferson from

Napoleon in 1803. It was, in fact, a celebration of the advancement of mankind in the intervening century.

From first to last the Exposition Company had 118 directors. The wealth, influence, ability, energy and civic pride of the community was represented in the organization. Officers and directors were imbued with the confidence that nothing was impossible, and everything that was done was begun and concluded with this thought.

The Exposition Company itself expended \$16,747,815 on construction and \$1,287,660 on the rental of buildings and grounds outside of Forest Park. The palaces and other buildings erected by the company cost \$7,405,629; the buildings of foreign nations, \$1,585,955; state and territorial buildings, \$1,269,076; Philippine buildings and structures, \$613,418; Washington University buildings, leased by the exposition company, \$1,378,000; exhibit and other buildings, \$415,715, and concession buildings and structures, \$3,919,425. Sixty-two foreign nations and colonies participated at a cost of \$8,134,500, while the expenditures for participation by forty-four states and six territories totaled \$9,346,677. The revenue of \$32,159,788 included the United States Government appropriation of \$5,000,000, proceeds from the sale of City of St. Louis bonds \$5,000,000, and proceeds from the sale of capital stock, \$4,924,313.

It has been estimated that there were \$50,000,000 expended for all purposes in the holding of the Exposition. The records show the total attendance to have been 12,804,616, to which should be added 7,261,921 of

free admissions, making a total attendance of 20,066,537.

The area of the Exposition grounds was 1,271.76 acres.

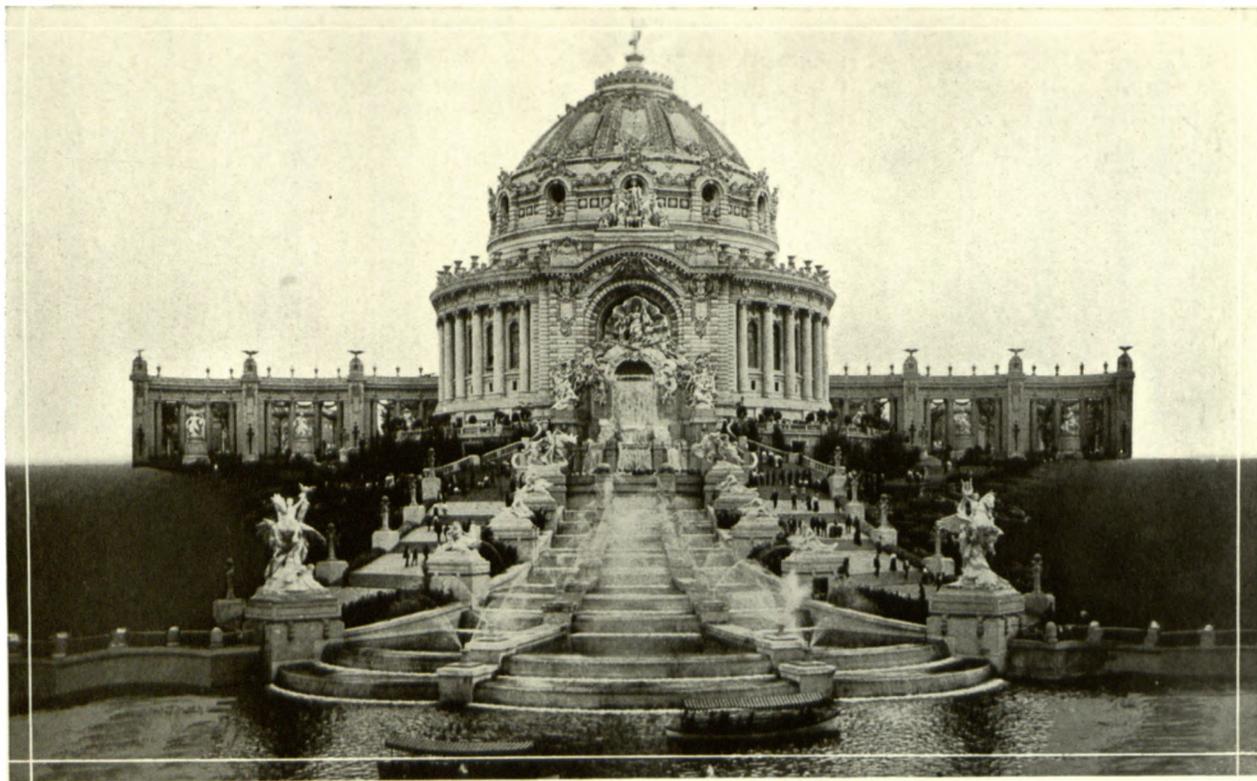
I don't believe that any of us who participated, officially or as visitors, can now visualize the magnitude and beauty of the grounds, buildings and exhibits. The grand, central spectacle of huge cascades tumbling down the slope of Art Hill from the fountains in front of the Palace of Fine Arts and Colonnade of States into broad lagoons, was an unforgettable thing of transcendent beauty.

The marvelous exhibits! The wonders and amusements of The Pike! The grandeur of the general ceremonies, with their military pomp and bands of music! The many formal receptions and entertainments of the foreign and state commissioners in their respective buildings!

I was a member of the Board of Directors of the Louisiana Purchase Exposition Company, and a member of the Executive Committee. As Mayor I was expected to attend most of the formal functions, and generally had a part in every program. Both at my home and elsewhere I endeavored to do my share of entertainment.

The World's Fair was, in many respects, the dividing line between the Old St. Louis and the New St. Louis. A new economic order was developing, and the modes of business and living were changing.

Among the permanent memorials left standing in Forest Park are the Art Museum, the Spirit of St.



Festival Hall and Central Cascade
Louisiana Purchase Exposition, 1904

Louis monument on Art Hill, the Pavilion, the Jefferson Memorial, the Lagoons and several monuments. However, great as these memorials are, they are trivial in comparison with the large and permanent benefits which the Exposition bestowed on St. Louis.

XXXIX

RESTORATION OF FOREST PARK

THE city allowed the exposition organization to use the western half of Forest Park by ordinance 20412, approved May 16, 1901, and it was not until November, 1908, that the last of the 688 acres of this property was returned formally to the city.

Notwithstanding my faith in the triumph of the World's Fair, and the fact that I was a member of the Board of Directors and the Executive Committee, despite my personal friendship for its officers and directors, and my earnest desire to co-operate in every way with the great fair, our city administration felt obliged as trustee for the citizenship to deal with the World's Fair on strictly business principles. In particular, we held that we could not conscientiously leave the question of the restoration of Forest Park after the close of the exposition to chance or altered circumstances. This policy brought about a protracted controversy between the municipal administration and the World's Fair management.

The psychological phase might be an important element after the termination of the World's Fair. It would be quite natural that there would be a lapse of energy as a recession from the intense work of four or five years of extraordinary mental and physical

strain, and as a sequence there might be indifference or delay concerning the restoration of Forest Park. Should this apathy—a natural and anticipatory state—prevail, the cost and labor of reconditioning and beautifying the western half of the park would devolve on the city. In view of this an adequate bond from the Exposition Company for the restoration of the site occupied by the Exposition was essential.

The park-site ordinance specified a bond of \$100,000, preparatory to the use of the park and the restoration, but conferred authority on the Board of Public Improvements to increase it. The Board empowered Park Commissioner Ridgely to employ an expert to make an investigation of possible damage to the park. Mr. Samuel Parsons, Jr., engineer and landscape architect of the park system of Greater New York, was engaged. He estimated the cost of restoring Forest Park to satisfactory usable condition at \$650,000. Mr. Ridgely then had Mr. R. H. Warder, of Lincoln Park, Chicago, another eminent authority on parks, check up the situation, and Mr. Warder said "I find it (Mr. Parson's report) agrees with the notes I made on the ground last September."

On March 10, 1903, Harbor and Wharf Commissioner Joseph P. Whyte offered a resolution to the Board to increase the bond to \$650,000, which was unanimously adopted. A month later the board, again by resolution of Mr. Whyte, transferred to me the responsibility of having the bond increased from \$100,000 to \$650,000.

The bonds which the World's Fair corporation sub-

mitted to me were as good as debentures of a quasi-public institution generally are, and I refused to accept them, insisting on security, which, if necessary, would be collectible.

At one stage of the negotiations an incipient clamor arose to obtain a court injunction and close the World's Fair. The management of the Fair had proffered, in lieu of a bond, a share of the gate receipts after accounts with the Federal Government had been settled.

After I had rejected several bonds and the gate-receipts idea, the Exposition management submitted bonds which, in my opinion, were acceptable. A bond of \$450,000 secured by a mortgage on the Palace of Fine Arts, which cost approximately \$1,000,000, and the original bond of \$100,000 was continued in force, and a new bond was guaranteed personally by eight World's Fair Directors. The board and I approved this arrangement, and, on July 29, 1904, it was approved by the Council.

At the close of the World's Fair the corporation entered into a contract with a wrecking company to clear away the buildings and debris, and selected Mr. George E. Kessler, chief of the Department of Landscape of the World's Fair, to plan and direct the work of restoration.

Mr. Kessler was the ideal man for the position. His national reputation was such as would impel him to produce artistic results. He had won deserved renown by his efforts in connection with the park and boulevard system in Kansas City, and his previous fame was magnified and brightened by the exquisite effects

which he produced in the St. Louis World's Fair. It would be a matter of pride with Mr. Kessler to make Forest Park, in the restoration, as beautiful as money and facilities would permit.

He carried on the work of restoration behind the wrecking, but the latter lagged along for years, due to the dilatory work of the wrecking company. Mr. Kessler was not able, therefore, to complete his work until November, 1908, four years after the close of the World's Fair. He improved the appearance and serviceability of the western half of the park in the restoration, leaving it better than it had been. The directors of the Exposition approved his final report on November 13, 1908, and the Board of Public Improvements accepted it in the same month.

Trees and shrubs to the number of 75,000 (25,000 trees and 50,000 shrubs) were planted, sewage and drainage pipes used during the Exposition were left in place; durable, paved roads were built; two hundred acres of meadows were grassed; and a chain of five lakes constructed, with a wooded island and connecting lagoons, forming a waterway one and one-half miles in length. The direct cost approximated \$345,000; however, as some of the improvements had remained from the Exposition, the value of the work was estimated at \$500,000.

A difference of opinion came up over the tearing up of underground drainage pipes and a bridge structure, and I requested the World's Fair management to compensate for this deficiency by constructing the Shelter Pavilion, at a cost of \$40,000. It occupies a site in

front of the spot where the Missouri State Palace stood, and from its altitudinous station on the brow of the high hill a captivating panorama of lakes, lagoons, drives and forest unfolds, with a glimpse of one of the finest parts of the city in the distance.

The Exposition corporation more than fulfilled its contract with the city. The restoration work proper cost approximately \$550,000.

The Federal Government was induced to release a refund of money to which it was entitled, on condition that it be utilized in the erection of a statue in memory of Thomas Jefferson, which is now in the building located at the entrance to Forest Park at De Baliviere Avenue, and known as the Jefferson Memorial. The building is used by the Missouri Historical Society. The monument was erected at a cost of about \$200,000.

The Palace of Fine Arts, which, with the two wings, cost approximately \$1,000,000, was presented to the city, and subsequently the statue of St. Louis the Crusader was cast into bronze and given to the city; in its commanding location on the summit of Art Hill it remains as a lasting inspiration of our conquering civic spirit.

I have never been well disposed towards the encroachment of buildings in public parks, unless they were homogeneous utilities. The shelter pavilion is strictly of this character; it is an indispensable convenience. I might have objected to the locating of the Museum of Fine Arts in the interior of Forest Park had the subject come before me as an initial proposition. The Art Museum in Central Park in New York

City, for example, would be detrimental to the park were it within the grounds; then the roads would be congested with the vehicles of visitors not seeking the pleasure of the park, but in the works of art; however, as the building is at the edge of the park, there can be no serious objection to the encroachment.

The St. Louis Art Palace was a permanent edifice already standing, and I could not object to keeping it.

I am merely stating an opinion, and not criticizing. I believe that buildings, as a rule, should not encroach on park area, which is set aside for park purposes. I did not object to the construction of the Jefferson Memorial at De Baliviere Avenue, as it would not infringe on park space; it would serve important public uses as a museum, and provide an ornate and majestic entrance.

XL

A SECOND CALL TO THE MAYORALTY

IN MY four years service I gave every evidence that I had no desire to build up a political machine or organization for future political preferment. In the matter of patronage, or appointments, my only object was, so far as I was able, to select those best fitted for the duties to be performed. Such policy, of course, was not popular with the rank and file of the party workers, and would necessarily have a bearing if I concluded to stand for a second term.

At the end of the year 1904, I gave out the following interview :

“It sounds, perhaps, a little premature to make such an announcement but owing to the fact that there has been some use of my name as a possible candidate for the mayoralty, I feel that I should like to start the New Year with my position in the matter well understood.

“I will not be a candidate for re-election, nor will I permit my name to be so proposed.

“My personal affairs, which I reluctantly left to take the office, now demand my attention. I did not seek the office at the outset, and now that I have contributed my share to the administration of our city government, I feel that I may again retire to private life.

"I have never been a politician, so it is not to be understood that I am retiring from politics.

"When I lay aside the cares of the office in April, I shall do so with the deepest sense of appreciation of the fact that upon me was conferred the honor of being the 'World's Fair Mayor.'

"The honor, however, has not been without its drawbacks. You have no idea what suspense I have lived in for the past twelve months lest some frightful calamity should strike the city or the Fair and turn the fete into a tragedy.

"I think it should be a matter for self-congratulation for every St. Louisan to look back on 1904 as the year unsullied by setbacks or disaster. One Iroquois fire with thousands of visitors in our midst would have more than neutralized the advantages we have and will reap from the Fair.

"Visitors have seen our city and have enjoyed our climate. Nothing has gone abroad except that which will redound to our credit."

Without going into particulars, I found it necessary to reconsider this position; this enforced consideration was largely based upon a petition, which was circulated while I was in New York City, bearing the signatures of more than four hundred citizens, of all parties and rank, requesting that I should stand for re-election. The petition read as follows:

"Without any intimate knowledge of the testimonials which have been placed before the representative men of St. Louis, Mayor Wells will arrive in St. Louis as the choice of the Democratic party for renomination.

When Mayor Wells departed for New York he declined to be considered a candidate for renomination. His friends believe that under the pressure brought by the following tribute of the business men of St. Louis he will reconsider.

“To the Honorable Rolla Wells, Mayor of the City of St. Louis:

“Sir:—We have read with profound regret the announcement that you will not be a candidate for reelection to the office of Mayor. Four years ago, at the solicitation of the party, you accepted the nomination, notwithstanding that it involved the sacrifice of your private affairs, and conducted the campaign to a successful issue against an able adversary supported by the united resources of a party which for many years dominated the city.

“Your platform was a lofty one. You promised nothing but good government. What you promised you and your associates have done your utmost to fulfill. Much good has been actually accomplished. The air we breathe, the water we drink, the conditions in which we live, have been distinctly improved under your administration. Many miles of streets have been reconstructed, and those already made have been kept clean and maintained in a better condition than ever before.

“The city’s permanent plants have been enlarged and perfected. The Poorhouse has been improved, the City Hall has been completed; an emergency hospital has been acquired; nearly half a million has been expended in the completion of the City Hospital; public bath-houses have been established; an open-air playground

has been acquired for public use; the city's sewer and water systems have been extended and the water rates have been reduced; the city has undertaken the reduction of its garbage and thereby effected a saving of \$200 a day; a very large reduction has been made in the public debt; the public revenues have been honestly collected and increased; a former deficit has been wiped out and an income adequate to the public necessities has been provided.

"Above all, the moral tone of every department of the city has been elevated. Bribery and corruption have ceased. Graft is no longer profitable.

"That other reforms have not been accomplished is due to the limitations imposed upon your power by law and to the defects and deficiencies of our Charter. If you have not rehabilitated all city institutions and carried into effect all the various schemes of municipal betterment which have been proposed it is because the time and means at your disposal have been limited.

"You have labored zealously for the public welfare. During a year of extraordinary responsibilities you have upheld the dignity of the city upon many conspicuous occasions, and have never hesitated to lavish your private means in order to maintain the high reputation of your fellow-citizens for hospitality.

"We believe that your work is not yet finished. A proposal is now before the people for an increase of nearly eight millions of dollars in the public debt in order that necessary public work may be accomplished. Great areas of the city must be drained; a proper system of boulevards connecting the public parks should

be provided; a new court-house is indispensable for the proper administration of justice; the jail is obsolete and unsanitary; every eleemosynary institution requires enlargement and betterment—the laws must be amended.

“To accomplish these great reforms without waste and fraud requires the exercise of sound judgment and the greatest vigilance on the part of the Mayor. You have become familiar with public affairs and with public servants. We rely upon your experience, judgment and integrity. No one else is so well qualified to carry out the various schemes which have been inaugurated.

“In view of the foregoing considerations, we earnestly request you to reconsider your determination and to allow your name to go before the Democratic Convention.”

Under date of February 19, 1905, a reply was made to the foregoing letter:

“To Messrs. Adams, Barroll, Bakewell and Others: Gentlemen—At your request I have reconsidered my determination not to again be a candidate for office, and now inform you and all others concerned that I will accept renomination if the judgment of the party regards it as useful to the cause of good government.

“I had hoped to be able to retire at the end of my term of office, but I fully realize that much remains to be accomplished.

“The flattering terms in which you have expressed your communication assure me of the confidence of many of my fellow-citizens whom I most highly esteem, and, if I am permitted to do so, I will resume the

responsibilities of office in the hope that I may accomplish reforms which are indispensable to the public welfare.

"If I am renominated and elected I pledge myself to practice such economy in the expenditure of public funds as is consistent with the public welfare.

"To do what lies within my power to continue the betterment of the various city institutions and to provide adequate public buildings.

"To continue our policy of municipal ownership so far as is consistent with economy.

"To carry into effect the contract for the restoration of Forest Park.

"To enlarge and extend the park system in such a manner as shall provide needed recreation grounds for the poorer classes and a proper system of connecting boulevards.

"To abolish grade crossings and relieve the congestion of the present terminal situation by providing for the public use necessary facilities for commerce under such safeguards as the public may require.

"To maintain and increase the present efficiency of the various city departments and establish among public employees a high moral tone, so that the welfare of the city shall be paramount to all other considerations.

"The city has a splendid destiny and must now confront the problems involved in its future greatness.

"Because I believe in that greatness and earnestly desire to promote the city's welfare, I am willing to accept the responsibilities of re-election."

COMMITTEE OF ONE THOUSAND

AFTER I had accepted the call which the committee had so kindly pressed on me, a bipartisan Committee of One Thousand was formed to promote my re-election. The following is the committee's proclamation to the citizenship, together with the caption with which the newspapers of the city announced it:

"Business Men Organize a Committee of 1,000 to Aid Good Government."

"Enthusiastic Pledges of Support Given to the Cause of Mayor Wells in Representative Gathering at Mercantile Club—Representatives of the Best Commercial and Professional Life of St. Louis Promise to Work for the Democratic Nominees.

"Text of Address to Voters of St. Louis, adopted by Citizens' Meeting March 21, 1905:

"The approaching municipal election is of vital importance to the people of our city, and it is the duty of our citizens to elect such persons to control the next municipal government as will best promote the future welfare and prosperity of the city and its citizens. Such being our profound belief, we, as citizen voters of St. Louis do hereby associate ourselves for the pending campaign for the purpose of bringing about the

election of the splendid ticket headed by Mayor Rolla Wells, and to that end cordially and earnestly invite the co-operation of our fellow-citizens of all political parties.

“There are three tickets in the field from which the next municipal government must be chosen, and of them, the Wells ticket, is, in our opinion, highly preferable to either of the others.

“Mayor Wells and his associates are just closing a most successful administration, in striking contrast with that of his immediate predecessor, which was four years ago overthrown by an indignant, outraged and long-suffering people.

“We approve and commend the administration of Mayor Wells and his associates. They have put an end to boodling, and exterminated the scandals and foul crimes which so long disgraced and retarded the progress of the city. By impartial and zealous enforcement of the revenue laws they have increased the income of the city and enabled it to discharge with increased efficiency its public responsibilities.

“They have improved the condition of every city institution. They have completed the City Hall, enlarged the hospitals, provided public bath-houses and playgrounds; reconstructed many miles of streets, extended the sewer system, established a municipal lighting plant, acquired and put in operation a plant for the removal of garbage, which saves to the city nearly \$100,000 a year and removes just grounds of offense to many deserving citizens.

“They have clarified and purified the city water and

thereby promoted public health and comfort. They have kept the streets clean and in repair, and enforced the laws governing the emission of smoke. They have eliminated graft in the police courts and increased the city's revenue by just fines honestly collected for violation of its ordinances.

"They have reduced the city's debt by advantageous purchase of its bonds, and availed themselves of proper opportunities to renew its obligations upon terms more favorable than were ever before realized. They have practiced such economy in the conduct of the city departments as was consistent with efficiency. For these reasons they deserve well of the people.

"A RECORD OF ACHIEVEMENT IS BETTER THAN A PLATFORM OF PROMISE, AND WE CONFIDENTLY RELY UPON THE REFORMS WHICH HAVE ALREADY BEEN INAUGURATED AS THE BEST GUARANTEE OF THOSE WHICH ARE TO FOLLOW.

"Mayor Wells' present candidacy originated in an urgent call, most complimentary and honorable, from a multitude of our fellow-citizens that he become a candidate to succeed himself, to which, after much reflection, and not without personal sacrifice, he responded.

"He was triumphantly chosen to lead the ticket at one of the largest primaries ever held in our city by any political party, where every one of his political faith was given free opportunity to vote.

"Nominations by primaries are provided for by the statutes of the state, which were enacted at the behest

of both political parties, and furnish the fairest means of getting a direct expression from the individual voters as to their choice. The fact that Mr. Wells and his associates were thus nominated in conformity to the will of the individual voters speaks well for them, and it would doubtless have been more satisfactory to the members of other parties had they been permitted to record their choice through a direct primary.

“Not only are we for Wells for Mayor because of his faithfulness in the past and our confidence in him for the future, but we believe that his defeat at this time would be harmful to our city and citizens and their truest and best interests.

“We, therefore, request our fellow-citizens sharing the above views as to the duty of the hour to join with us in calling a mass meeting, and that all of our fellow-citizens be invited to attend, and that Honorable Rolla Wells be requested to address the meeting upon the issues of the campaign.”

As a large number of my fellow-citizens, allied with both political parties, paid me, in these proceedings, an extraordinary honor, I am restricting my treatment of the subject to the documents which were interchanged and the facts as they developed. Naturally, I could not help being moved by this demonstration of appreciation of my public service.

Permit me to state in passing that this movement exemplified one of the few means of perpetuating business government or encouraging capable and responsible citizens to run for public office. Representative citizens must give their active support to every effort for

business government; otherwise, professional politicians and favor-seekers, who prefer loose administration, will defeat the nominee. The serious-minded and patriotic office-holder deserves and needs the backing of all voters who desire business government.

Mr. David R. Francis was chairman of the meeting, the theme of which was "a record of achievement." The committee on permanent organization comprised H. N. Davis, James Hagerman, E. F. Goltra, T. K. Skinker and Harry B. Hawes.

Mr. James E. Smith was chosen as permanent chairman, and Messrs. C. H. Huttig, N. W. McLeod, William H. Druhe, D. R. Calhoun and J. J. Pauley, vice chairmen; David R. Francis, secretary and G. Herbert Walker, treasurer.

The resolutions committee embraced Frederick N. Judson, James Hagerman and John M. Wood.

Conspicuous among the speakers of the evening were Gov. Francis, Edward S. Robert, Charles W. Knapp, Judge Frank M. Kleiber, F. W. Lehmann, F. N. Judson, Julius Lesser, James Hagerman, James E. Smith, C. H. Huttig, Harry B. Hawes, William H. Druhe and J. J. Pauley.

After a spirited campaign, with numerous meetings and speeches, which it is not necessary to set forth, I was re-elected on April 4, 1905, by a plurality of 1,428.

I thought that I would have a greater support from the voters of the city of St. Louis. But, inasmuch as I had the antagonism and opposition of the political bosses of both parties, the result was as favorable as, under the circumstances, could be expected.

On April 11, 1905, the customary inaugural ceremonies were held. After administration of the oath of office, I delivered the following inaugural address:

"You have met pursuant to the organic laws of the city to carry into effect the action of the citizens at the polls on April 4, by assuming, with me, the duties of our respective offices.

"I have again been chosen to the honorable and responsible office of Mayor of the City of St. Louis.

"I appreciate the renewed confidence on the part of the people of this city, which has again called me into their service.

"Four years ago, with timidity as to my capacity and ability, I entered on the discharge of my official duties.

"I cannot disguise the diffidence with which I am again about to undertake my official obligations.

"Our civic pride and enthusiasm in the growth and future prosperity of our city must not dwarf our activity or watchfulness in protecting its interests.

"We should be encouraged in the belief that all good citizens are most desirous of providing and maintaining a good municipal government, and will, therefore, render assistance and co-operation with a creditable administration.

"Four years ago I promised a course of action having in view the city's welfare in preference to party interest, and I kept my word. The experience of four years has, I believe, demonstrated that such policy is for the city's best interest.

"On such basis I propose to continue the manage-

ment of my office, and in this and all other matters pertaining to the benefit of St. Louis, I request, gentlemen of the Municipal Assembly, your co-operation.

“The administration of a municipal corporation is a business, not a political, problem. We have no national or state issues to solve. Our mission in official life should be to so conduct our respective departments as will best serve the interests of all citizens.

“You are placed here as the representatives of all of the people, empowered to create and amend laws that will be of benefit to the community. You should be liberal in your views, having always in mind the fostering of enterprise now with us, and the encouragement of that which is expected to come. It is the duty of all citizens to obey all laws. Corporations must observe their legal limitations and obligations.

“It has been my endeavor in the past, as it will be in the future, to command the respect and confidence of the heads of the departments, making them feel that they are responsible for the proper conduct of same, and upholding them at all times when conscientiously engaged in the performance of their duty.

“That I have succeeded in this policy, at least to a certain extent, I believe, is evidenced by the efficient manner with which most of the departments of the city government have been administered.

“This is clearly shown by the public records covering the past four years, and which, I hope, will be improved upon during this administration.

“Among the many duties of the Mayor is the appointment and approval of the appointments of most

of the city officials and employees. To a certain extent this is burdensome, owing to a lack of personal knowledge as to the fitness of applicants. Many labor under the misapprehension that public office holding is a mere sinecure, and indulge in representations and recommendations often made inconsiderately and without any just sense of responsibility.

“Members of the Municipal Assembly have no authority to dictate as to patronage. Your familiarity, however, with municipal requirements, should add weight to such recommendations as you may choose to make.

“I regret that partisan strife and misrepresentations during the recent campaign misled many concerning the necessity of the bond issue intended for needed public improvements. I recommend to the Assembly that some action be taken, having for its object the education of the people as to the desirability of a bond issue and the obtaining of their consent to the issuance of the bonds.

“Malicious and unwarranted criticism has lately been publicly promulgated throughout this country relative to the quality of our water supply, resulting in uneasiness to some, and possible injury to our business industries. This is an outrage which should not be tolerated, and warrants the emphatic protest of every true citizen. However, from competent authority, I am able to deny the slander and to inform you that the City of St. Louis is provided with a clear and wholesome water.

“We have in our midst an element continually en-

deavoring to control public affairs in the furtherance of its interests and to the detriment of the City. This element is most vicious, and should meet with the condemnation of all citizens. It will be my endeavor to exterminate this corrupt influence, and in this I call upon you gentlemen, members of the Municipal Assembly, to assist me.

“With a firm reliance upon the wisdom of the Omnipotent to maintain and direct me in the path of duty which I am appointed to pursue, I take upon myself the solemn obligation to perform, to the best of my ability, the official tasks imposed upon me.”

XLII

THE "ARBITRARY" AND RAIL FACILITIES

IN THE early days of the trading post called St. Louis, the only vehicles in use were the wooden French carts, without tires. They had straight hickory shafts, to which a horse was attached, with two horses in the lead. They could carry a large quantity of furs, merchandise and wood. The horses of the period were ponies in size, resembling a mustang, but of great endurance. They did not require much care and there was little need of special forage crops to feed them.

Then came the "prairie schooner," drawn by horses, mules or oxen. Pack horses and mules were also in use.

The only method of crossing the Mississippi River was with canoes and barges propelled with oars.

On August 2, 1817, the first steamboat, the "*Pike*," arrived at St. Louis. It marked a new epoch in the history of St. Louis. The steam ferry-boats then supplanted the canoes and barges in crossing the river.

In July, 1851, ground was broken for the commencement of the building of the Pacific Railroad. The following year, 1852, saw the beginning of the Ohio & Mississippi Railroad, the Terre Haute & Alton, and the Alton & Sangamon line. The Pacific Railroad had

its terminal in St. Louis; the terminals of the others were in East St. Louis. Thus our splendid present-day railroad system, in size the second in the United States, was inaugurated.

Prior to 1870 there were no bridges in the vicinity of St. Louis connecting the west and east sides of the Mississippi River. The transportation of live stock, vehicles and passengers was solely by ferry boats; and from the boats to the stations of the various railroads terminating in East St. Louis. Passengers were conveyed to and from hotels and residences and other places by omnibus, by way of the ferry. Westbound passengers and freight from East St. Louis to St. Louis were taken care of in a similar manner. St. Louis was the terminus of traffic west of the Mississippi, and East St. Louis of traffic east of the Mississippi; the river separated them, and there was no crossing over it for trains or vehicles.

This, compared with the facilities existing at the present time, was crude, tedious and expensive. With great rejoicing, the day of relief came on May 23, 1874, when the Eads Bridge and tunnel were completed and opened to travel and traffic. The first train, consisting of three passenger coaches, was run across the structure on June 9, in the same year. A mammoth public celebration of the linking of Missouri and Illinois was held on July 4, 1874. The double-track tunnel in downtown St. Louis was finished on June 24, 1874. The union passenger station used by the railroads was located on Poplar Street, between Ninth and Twelfth.

The Terminal Railroad Association was formed in

1889, and ultimately practically all the railroads having terminals in St. Louis and East St. Louis became joint-owners of it. A union terminal was thus provided, operated to the advantage and economy of receivers and shippers of freight on both sides of the river.

The Terminal Association never has been operated for direct profit to its proprietors; all of its earnings have been and are applied to the betterment of its operation and the enlargement of its plant commensurate with the growth of the city.

Personally, I never have, directly or indirectly, had any monetary interest in the Terminal Association. At intervals I have been a large receiver and shipper of freight over its lines, and, as such, and as the result of my thorough investigation of the subject, in my official capacity as Mayor of St. Louis for eight years, it is my conviction that the Terminal Association is and has been the greatest commercial asset possessed by the business interests and people of St. Louis. No other city has its equal.

At the beginning of my second term as Mayor I directed attention to the needs of commerce. We had started forward in making St. Louis a more beautiful and agreeable city and a healthier place to live in, and the administration's next endeavor was to recommend the enactment of such ordinances as would be advisable to improve and increase the facilities towards making St. Louis a more advantageous center in which to do business in all lines.

The "bridge arbitrary," as it was called, was a detri-

mental handicap to trade. The inadequacy of railroad terminal facilities was also a drawback, especially inside the city.

The economic advantages enjoyed through geographical location were neutralized by artificial obstructions in freight rates and in transportation deficiencies. Reputed to be one of the greatest markets in the world, located approximately in the center of the United States, its commercial growth was retarded by these basic handicaps.

For their own benefit rival trade centers spread damaging reports regarding these artificial shackles. The notoriety which St. Louis received concerning charges against freight by the "bridge arbitrary" and impediments to traffic by "terminal delays" diverted some commerce to strong competitors. There had for years been a clamor from the business interests and the people against these injustices, but no advance had been made towards rectifying them and enabling St. Louis to utilize existing advantages freely and fully.

No work which the administration might undertake could be more important, I was convinced, than that of attempting to remove the "bridge arbitrary" and obtain the terminal conveniences which our commerce needed. It seemed to me, were the subjects presented carefully and properly to the high railroad executives, that they would recognize the merit of our case and would be impelled in fairness to accede to our requests. The problem was, in the finality, theirs as much as ours; and, if we would submit our evidence and argument to them so that they would realize the mutuality

of either benefit or detriment, we must succeed in eliminating the "bridge arbitrary" and developing the railroad facilities.

Technically, in railroad parlance, an "arbitrary" is a specific charge contained in a freight rate as an offset to a fixed charge against a capital investment or unalterable operating cost. Railroad traffic officers receive from the fiscal officers an item as to a fixed charge applicable against a bridge or other structure or facility, and this item is used as an arbitrary cost-factor in computing rates. It is a fixed or arbitrary cost-charge inserted in a rate.

However, in the St. Louis instance the "bridge arbitrary" was not strictly or wholly an arbitrary. It was an extra assessment or differential which the rail carriers applied to St. Louis freight moving to or from points east of the Mississippi River. St. Louis was the place of origin or destination of traffic east of the Mississippi River, but there happened to be a river barricading the city's eastern frontier.

Prior to the construction of the Eads Bridge, the railroads operating in the region east of the Mississippi River had terminated on the Illinois side. They built their stations, depots and yards on the Illinois side. They quoted their rates to and from stations on the Illinois side, and East St. Louis, not St. Louis, was the freight-rate point. Freight was billed to and from East St. Louis, and the St. Louis shippers and receivers of freight had to pay for the haul, by wagon and ferry across the Mississippi.

After the Eads Bridge was opened the practice was

continued. The Eastern railroads compelled the Western railroads to bear the bridge charge, in this instance a genuine arbitrary, on freight interchanged here, instead of inter-adjusting it. Thus the Western carriers also based their connecting rates on East St. Louis. Even after the formation of the Terminal Railroad Association and the construction and operation of joint terminals under the union system, East St. Louis was retained as the basing or rate point on Eastern shipments to and from St. Louis and on Eastern-Western interchange traffic. East St. Louis was on the railroad map, but, as far as the territory east of the Mississippi River was concerned, St. Louis was not.

With a splendid terminal system which included two bridges across the Mississippi River, St. Louis shippers and receivers of freight had to pay a charge estimated at four cents per hundred pounds, on the average, for the rail or wagon haul across the river; else, as the alternative, they had to truck or cart the freight themselves to or from the railroad depots in Illinois at their own expense. The Eastern railroads could have absorbed the "bridge arbitrary" on the long haul, or split it with receivers and shippers at destinations and origins, but they persisted in declining to do either, declaring that, if they did so, rates would be disturbed on through traffic interchanged with Western carriers and tariffs would be unsettled at many Mississippi river crossings.

After considering the matter, I concluded to invite the Municipal Assembly to join in appointing a municipal commission to make a thorough investigation and

then confer with responsible executives of the railroads. Our plan was to negotiate by conference.

Mr. William A. Block, a member of the House of Delegates, on January 25, 1905, introduced in the House a bill authorizing me to appoint this commission and providing an appropriation to enable the commission to function. The bill, which became city ordinance 22026, was signed by President Joseph L. Hornsby of the City Council and Speaker Andrew Gazzolo, Jr., of the House of Delegates on March 31, 1905, and was approved on April 8, 1905.

The ordinance stipulated that the Mayor and President of the Board of Public Improvements should be members of the body, which was named the Municipal Bridge and Terminals Commission, and I was authorized to appoint seven members, who should be neither city officials nor officials of the railroads. The law specified that the members should be "elected with special reference to the knowledge of the subjects referred to this commission, and to their reputation for intelligence and impartiality." Further, it provided that one member should be chosen from the roll of the Business Men's League, another from the roster of the Merchants' Exchange, and another from the ranks of the St. Louis Manufacturers' Association. The Mayor was designated as chairman, and all the commissioners were to volunteer their service, receiving no compensation. As to procedure, the commission was given ample latitude and authority, and the ordinance appropriated \$25,000 for the work.

On April 25, 1905, I appointed Messrs. Robert H.

Whitelaw, Hugh McKittrick, Richard W. Shapleigh, Joseph D. Bascom, Elias Michael, Redmond S. Colnon and Homer P. Knapp. Mr. Michael declined to serve and I appointed Mr. C. W. S. Cobb in his stead. The commission elected Mr. Whitelaw vice-chairman. Subsequently, Messrs. Robert Moore and Albert T. Perkins were engaged as technical advisers. Mr. Andrew J. O'Reilly, president of the Board of Public Improvements, and myself, as Mayor, were the other members.

Mr. Moore was well known as a civil engineer. Col. Perkins was a transportation engineer, and had had long and practical experience in railroading. These two advisers were especially qualified, as was afterwards proven, to make field studies and investigations, and guide the board with trustworthy counsel.

The high character of the personnel inspired the business interests, the public and the railroad executives with confidence. That the probity and self-disinterestedness of the individual members should convey a favorable impression was necessary. The prejudice, pro and con, regarding the "bridge arbitrary" on freight, the "bridge toll" on passenger and vehicle traffic over Eads Bridge, and the Terminal Railroad monopoly was great.

The judicial tone of the ordinance itself was calculated to temper the malignant feeling. I quote two paragraphs describing the duty of the commission to illustrate this:

"1st. To investigate and determine the nature and extent of the hindrances to the commerce of St. Louis, whether as regards delay or inconvenience in the

methods of shipping or billing freight, or in any other regard."

"2nd. After the commission shall have determined what hindrances and disadvantages to St. Louis commerce do in fact exist, then the commission shall further determine what must be done to correct said existing hindrances to the commerce of St. Louis. The commission shall determine and announce what portion of the necessary remedial action shall be undertaken by the City of St. Louis as a municipality, and what portion by the citizens thereof, or by associations of citizens, to the end that all the people of St. Louis may know the facts as they exist, and, being convinced as to the best way to remedy the situation, may all unite their efforts to accomplish practical relief."

The movement was begun on business lines and with no pre-judgment.

The commission acted without delay. The first meeting was held in the Mayor's office, May 1, 1905. In the early meetings it was decided not to employ a rate expert, but to deal directly with the executives of the carriers. The commission, upon my insistence, decided that the conferences should be executive, my object in this being to encourage free interchange of opinion and to forestall irresponsible agitation. The commission decided against bringing up the subjects of freight rates and transportation service and facilities together, so that there would be no chance, even remote, of a "trading" proposal; we would first settle the questions pertaining to rate and similar hindrances and after that take up the matter of terminal service and facili-

ties. These precautions, I am certain, simplified and expedited the commission's labors.

After conferring with Mr. W. S. McChesney, Jr., president of the Terminal Railroad Association, and becoming familiar with the relationships existing between and among the railroads, the commission held a conference with the traffic officers of the Western railroads on September 28. These officers explained that, inasmuch as a reduction or modification of Eastern rates was involved, it would be advisable for the commission to discuss the subject with representatives of the Eastern lines.

The negotiations of the commission had but just begun when the idea of constructing a "free" municipal bridge was brought up in the Municipal Assembly. A public hearing was conducted jointly by the Ways and Means Committees of the Council and House. The commission took cognizance of the hearing by arranging to have three members present. Propaganda for the building of a municipal crossing over the Mississippi River had been started a year previously. This subject was to be a cause of trouble later on, and brewed a storm in the final year of my last term. However, I allude to it only casually here, as I consider it separately and at length in another chapter.

Our procedure was noticed by the executives of the railroads. We had a meeting with those representing the Eastern lines on October 18, and the issue was brought quickly to a head. Capt. C. J. Crammer, vice-president of the New York Central Lines, said that his colleagues of the Eastern roads had talked the subject

over at their April session in Chicago, and had appointed a special committee to obtain information and prepare for dealing with our commission. Mr. Joseph Wood, vice-president of the Vandalia line, a part of the Pennsylvania System, had been named chairman. When Mr. Whitelaw, vice-chairman of our Municipal Bridge and Terminals Commission, called upon him for a statement Captain Crammer said:

"Mr. Mayor and gentlemen, I was in hopes that, being a new factor in this business, you gentlemen would be able to get all the information you desired from the parties directly connected with this work for a good many years, which I cannot. I will say, however, that this question was brought up at a little meeting held in Chicago in April, at which time and place the matter of the whole terminal proposition at St. Louis, and how it affected St. Louis as a city, was pretty thoroughly discussed; and at that time there was a committee of the traffic people appointed who represent initial Eastern lines of St. Louis for the purpose of conferring from time to time with the committee of the Terminal Association direct, with the hope and expectation that this joint committee would be ready at any time to confer with the committee from St. Louis, composed of merchants and business men.

"But it developed at the meeting in question there were a great many difficulties in the way. The proposition at the April meeting came up, not as to the absorption of the terminal charges at St. Louis by the Eastern roads, but as to recognizing St. Louis as a city, meaning by that to create some method of through

rates whereby a bill of lading that was issued at points in the East could be used to St. Louis, the same as to East St. Louis, or vice versa.

“There were a good many of us who thought there was absolutely no defense for not putting the railroads in that position and not recognizing St. Louis in that manner. The result of the conference was that every gentleman there said this could be done. I myself have never seen a traffic proposition that could not be worked out, and worked out on the theory of where there is a will there is generally found a way. Applying it to St. Louis, that particular matter could be worked out, and be an easy proposition.”

The declaration by Capt. Crammer gave us tangible encouragement. In effect, he had said that the Eastern traffic executives had considered the subject virtually simultaneously with our launching of our negotiations; for I had appointed the commission in April, and therefore, in the same month, the representatives of the Eastern carriers, upon learning of our plan, had decided among themselves that it would be unfair on their part to decline to establish St. Louis as a freight-rate basing-point. Already, according to his assertion, proper committees had been selected by the railroads concerned, and with the understanding that the problem was to be settled to the satisfaction of St. Louis. It was shown by these developments that objectives which could not be won by rancorous agitation and indiscriminate propaganda could be realized by business-like conference. Already enough had been achieved to justify our policy and plan.

The joint session of October 18 led to a basis of cooperative understanding between us and the carriers' representatives, not only by frank discussion of facts and conditions on which to rest our requests in ensuing conferences, but also by blunt references to the bitter animus of the community towards the railroads.

The railroad representatives maintained that there was difference of opinion in St. Louis itself over most of the questions at issue as to rates and service, and they expected our commission to harmonize conflicting views and aims and to submit to them a specific proposal. To this point I replied: "This commission could not consult every crank in the City of St. Louis as to what would be satisfactory to him in connection with this terminal question. When you ask us to delay action and try to get our people together and agree upon some plan to recommend to you, you are asking something this commission cannot do, and you may as well understand it now as any other time. We have been abused by the press, and others, because we would not hold open sessions to hear what would be said. In this we feel we have acted wisely in protecting you and ourselves from insult and irrelevant arguments, thus interfering with an orderly and intelligent discussion of the arbitrary problem, which I am sure we are all desirous of solving to our mutual satisfaction."

It became apparent before this session adjourned that we had not only gained directly in an informal way the determination of the Eastern lines to list St. Louis as a rate-basing point, but, in addition, that some progress was being made in the direction of rate-ad-

justments for formulating the proportionate percentage St. Louis would bear in the general Eastern rate structure.

“If we once knew the proposition,” said Capt. Cramer, “we could take it up in detail and tell what, in our judgment, can, and what cannot, be done. We will then join with those people in a joint recommendation to the powers higher than us, so that this whole question can be settled.

“I may say further—and I believe that I simply voice the sentiment that is with us in all our meetings on this and other questions—that there is not a representative of any railroad, East and West, in St. Louis, but will work body and soul to perfect and correct this trouble of which you speak.

“Recollect that when you get into the question of absorbing terminals, there will have to be a line drawn somewhere on what business that terminal will be absorbed.”

With the preceding topics of rates, and divisions and adjustments, the committee considered bridge and terminal needs, probable discontinuance of the ferries, and substantially, in a generic way, all details bearing on the local rate and transportation situation. In fact, at this conference was laid the groundwork of subsequent developments.

The commission, as I have said, was of the conviction that the two questions, that of rates and the other of service, should not be considered together, but separately. I purposely emphasize this decision. The commission reached this determination with the object

both of preventing complications which might imperil the outcome and of obviating a suggestion of barter of one benefit for another. We made it clear to the railroad officials that we were resolved to settle the rate subject before taking up that pertaining to facilities.

Why was it that the commission had advanced far in six months towards removal of an obstruction which had injured St. Louis' trade and prestige for fifty years? Because, in the main, I think, we had enlisted the confidence and good will of the railroad executives. Moreover, in beginning and conducting the conference relations, the commission had demonstrated to the representatives of the carriers that the dealings would be fair, reasonable and courteous.

Railroad officers voluntarily said at the meeting on November 10, that they had been impressed by the commission's attitude in the October session, and they believed that the "arbitrary" question would have been adjusted twenty years previously had it been treated in the way it was then being negotiated. They added that they meant to work out the whole matter with the commission to a satisfactory conclusion.

At the conference on November 10, the carriers' officers submitted a proposal in which they volunteered to publish tariffs immediately with St. Louis named as a rate-base point and reducing the differentials as between St. Louis and East St. Louis. The commission tendered a reply the same day in writing, declaring that it was "unanimously of the opinion that the only true and lasting solution of this question is the total abolition of the bridge arbitrary and the making of

rates to and from St. Louis the same as from East St. Louis."

The first definite understanding between the Eastern railroads and the commission was a partial adjustment describing the character of a comprehensive, permanent settlement to be made later. There were intricacies applicable to rates and genuine bridge arbitraries at other stations along the Mississippi River, which, due to serious practical considerations in transportation affairs, obliged the Eastern lines to progress by degrees to total abrogation of the arbitrary.

A momentous understanding between the Eastern lines and the commission was approved by both parties on November 13, 1905, less than seven months after the commission was organized. It stipulated that tariffs would be published affecting St. Louis and territory lying beyond a radius of one hundred miles east of St. Louis, that is, to and from stations in Trunk Line and Central Freight Associations' territories, and that these tariffs established St. Louis as a rate-basing point. "St. Louis was, at last, put on the railroad map."

The understanding further provided that "as a basis for constructing through rates between St. Louis and the defined territory," there would, for the present, be specified differentials over the East St. Louis rate. Further, it was declared to be the intention of the carriers to publish through rates for the territory lying within the 100-mile radius. The adjustment reduced the differentials or "arbitraries" fifty to sixty per cent.

Incidentally, I should remark that the distinction be-

tween the 100-mile radius and the territory beyond rested on actual conditions. The distinction, therefore, was not exceptional. The zone within the radius of one hundred miles is the district of the short-haul, in which there is a difference in rates between stations based on distance. The region outside the 100-mile radius is the territory of the long-haul; and there it is possible to equalize rates or charges in the larger revenue derived from transportation service.

The commission reported promptly, November 15, two days later, to the Municipal Assembly in these words: "It is the unanimous opinion of your commission that to insist at this time upon the absolute abolition of all charges for crossing the river would endanger the admitted advantages which this city now possesses over all competitive markets for the trade of the West, Northwest and Southwest."

"This plan of the railway people," continued the commission in its report to the Municipal Assembly, "practically abolishes the arbitrary except as between the railroads themselves, because the small portion remaining will be included in the through rates to and from this city and all points. The two classes on which the old charge actually remains, even though included in the through rates, is made up for the most part of high-priced goods, many of which are not handled in carloads, on which there is not and probably never will be any competition with East St. Louis, and on which we now enjoy the greatest differentials against cities where actual competition exists.

"On all other classes the reduction is very marked

and important because of the vast amount of carload shipments involved and on which the actual charge remaining does not equal the switching charge imposed in practically every other great railroad center.”

The direct, actual saving to receivers and shippers of freight was estimated broadly at \$800,000 per year. Reductions in bridge tolls on bituminous coal amounted to more than \$160,000 per year. The total annual saving to rail patrons accomplished by this rate adjustment was equivalent to \$960,000. Later concessions by the railroads increased the shippers’ annual saving to \$2,000,000, not including the saving from a reduction of one-third in the coal rates. Nevertheless, these financial results, great as they were, were regarded as of secondary importance, as the following excerpt from the commission’s report elucidates:

“The through bill of lading to and from St. Louis is by far the most valuable concession. It puts St. Louis on the railroad map, and, more than all, it continues the responsibility of the railroad companies for the safety of our merchandise until it is actually under the protection of our own fire and police departments, instead of, as now, leaving it to another state, where, in cases of loss caused by fire or riot, recovery of damages by the St. Louis owner would be impossible.”

Although we considered the settlement fundamental, we realized that it was not yet complete. On the other hand, we had no doubt that it would be made complete as soon as the railroads could work out related problems affecting other stations. By way of explanation I may state briefly that the rate structure of the rail-

roads was based on the rate between New York and Chicago. To be a practical standard in constructing and applying rates, the New York-Chicago rate was fixed definitely at 100 per cent, and rates for all other stations in the Trunk Line and Central Freight territories were percentages of that. Thus, the East St. Louis rate was 116 per cent.

In general, all rates in the region "broke" or finished off at natural boundaries, such as the Mississippi River. Obviously, certain details linked with existing rates at many stations, especially Mississippi River crossings and important market centers, had to be worked out quietly by the railroads themselves before the settlement could be full and complete. We did eventually effectuate a full and complete settlement.

Experts agreed the rates on coal belonged in a commodity class by themselves. Furthermore, exclusively coal-carrying railroads participated in this transportation, besides the lines engaged in general transportation. The rates from the Illinois mines were subject to sanction or dictation by the Illinois State Railroad Commission, which could destroy the equitableness of a new rate to St. Louis by lowering the rates to stations located within Illinois. The territory within the 100-mile radius was also under the jurisdiction of the Illinois commission. Rates on general traffic within the 100-mile radius were logically constructed on the mileage basis, and, in regard to coal, the rates were built up with consideration for several idiosyncrasies, comprising, among other factors, those of location, destination, distance, special service, and gross tonnage.

Little more remained for the commission to do in connection with rates. Time would be a vital element in divesting St. Louis of the last vestige of the "bridge arbitrary." The commission had to wait until preparations by the railroads were finished. In principle the "arbitrary" was abolished; St. Louis was on the map as a rate-basing point; rates and differentials had been reduced. Wonderful, indeed, were the benefits which the commission had realized for St. Louis commerce, and, as a consequence, the general public. The commission decided to let the remnant of the rate question alone for a while and allow time to simplify the final act.

From the beginning the Municipal Bridge and Terminals Commission had two objectives in mind. The one was the rate settlement; the other, terminal facilities. In connection with these objectives the commission had two others. These were to produce benefits for St. Louis and the carriers. I then felt, and still do feel, that the welfare of St. Louis is interlinked with that of the railroads, as the railroad's is with that of St. Louis. Consequently, I believed, as I yet do, that if the railroads were unjust to St. Louis, and therefore to themselves, in the matter of rates, St. Louis was unfair to the railroads, and therefore to itself, in preventing the railroads from enlarging and improving their individual and union transportation facilities.

I may as well state frankly that I do not look upon the terminal monopoly in St. Louis as a disadvantage. The monopoly is regulated by the Interstate Commerce Commission and the state commissions of Missouri and

Illinois. Within the city limits the municipality of St. Louis exercises some control over it, particularly in the nature of special legislation. It is also amenable to public sentiment and the opinion of the business interests. The terminal monopoly is an unequaled convenience and economy, which, functioning and growing according to the mutuality of interest which I have described, is an advantage to the railroads and St. Louis. St. Louis cannot accumulate its advantage as long as acrimony prevails. When the spirit of mutual consideration and interest enters into terminal problems, rational conviction will change the chaos of malevolence into a state of constructive benefit.

The Terminal Railroad Association, organized in 1889, was, in fact, the association of the railroads of the St. Louis District in Missouri and Illinois, in the ownership and operation of joint freight and passenger terminals. Each carrier had its own terminus and freight depot and yards, but all the carriers shared in common in the use of the union facilities. The union system operated to the advantage and economy of receivers and shippers of freight on both sides of the Mississippi River, as well as each and all of the railroads.

The superiority of the union terminal system for economy and service has been recognized by other large centers in recent years, several of which have undertaken to duplicate the St. Louis system in so far as consistent with their local conditions. To reap the full advantage of the system it is necessary to displace animosity and self-interest with reason and civic

patriotism. The capacity and usefulness and efficiency of the terminal system are, or should be, it might be said, equal to the understanding harmony in which the community and railroads co-operate.

The commission had in mind the development of the transportation facilities as the next stage of progress after the rate settlement, and I informed the railroad representatives: "You have given us what we wanted; now, what can we do for you? What facilities do you require in order to improve the service and produce economy? Now that you have complied with the wishes of the business interests and the people, common good-will should support efforts towards terminal enlargement and betterment."

The same method which was followed in solving the rate problem we concluded to pursue regarding desired improvements. We decided that we should co-operate with the railroads in a comprehensive investigation. Resolved to lose no time, we engaged Mr. Robert Moore and Mr. Albert T. Perkins as consulting engineers and technical advisers. These two experts made a thorough study of the physical situation as to present and future requirements, in conjunction with engineering and transportation experts of the railroads and civil engineers representing the City of St. Louis.

The scheme for terminal improvements of all sorts which the commission submitted to the Municipal Assembly was the most colossal plan which any city had had an opportunity to consider. Messrs. Moore and Perkins, in preparing it, had looked with trained eyes to efficient, adequate, speedy and economical transpor-

tation service, and had provided for the co-ordination of union and individual railroad facilities and improvements.

The plan proposed central freight depots, of immense size, at the busiest places, and auxiliary depots in scattered industrial and mercantile localities. It proposed railroad yards and team tracks on the same idea. A mammoth, central depot would be built on the levee south of the Eads Bridge. The projected improvements and enlargements were to be diversified over the Greater St. Louis District. I need not go into further detail, but respectfully suggest that those who may be particularly interested in the subject, with the view to any further improvements of the terminals, consult the report of Messrs. Moore and Perkins, which is on file at the City Hall and the Public Library. The scope of the scheme could not be appreciated without studying the recommendations and charts.

Messrs. Moore and Perkins based the whole concept on a careful investigation of the trend of the prevailing traffic currents and of industrial development; and they likewise took into account the probabilities of growth in ensuing years. It was a thoroughly practical scheme, and it was a calamity that through the influence of the "Free Bridge" agitators, cranks and others, the members of the Municipal Assembly were influenced not to enact into law the necessary ordinances to permit the execution of the plan.

The commission was an exceptionally capable body, and its efficiency was attributable to the individual character and ability of the personnel. Few, if any,

business institutions have as strong a personnel in executive direction as this commission had, nor is it possible for private concerns to avail themselves always of such skill and foresight as were possessed by its technical advisers, for the men who accomplished this task were civic patriots, recognized leaders in mercantile and industrial enterprises, who were engaged in working for the common good and had undertaken a gigantic task as a labor of love.

The three leading business associations—the Business Men’s League, Merchants’ Exchange and Missouri Manufacturers’ Association—ratified the commission’s achievements by testifying their appreciation with a joint banquet. Otherwise, the community did not evidence adequate appraisal of the results, or grateful regard for the commission’s service, to which, I believe, the commission was entitled.

With so trustworthy and competent an organization as the commission was, and in the light of the great victory it had won in the rate and traffic matters, there existed a rare opportunity to capitalize the city’s advantages by the development of its transportation facilities. But the commission met with rebuffs instead of encouragement from the Municipal Assembly, and its enthusiasm gradually waned before opposition from places and persons from which co-operation, at least, was to be expected.

If the collapse of enterprises with which the city is identified is analyzed, we would find it to be, in most instances, the immediate consequence of undisciplined and unconscionable self-interest. To have and to hold

business administration of a municipality it is imperative that there should be a civic leadership vigorously supporting the municipal organization against the worst of all public enemies, the traitor, who, in self-interest, corrupts the government as he preys on it, and defames conscientious public servants.

This was the philosophy which was forced on the members of the commission. They had hoped to equip St. Louis with the world's model transportation system, comprising ample facilities designed especially to meet local needs of the present and future. The city, in preventing construction of such a system, broke faith with the railroads; but, which was still more reprehensible, it was false to the business interests and the whole citizenship. St. Louis could have had the greatest terminal system in the world, entailing enormous financial expenditures by the railroads in land and buildings, merely by the enactment of ordinances.

My successor, Mr. F. H. Kreismann, perceived the advantages to St. Louis inherent in the opportunity, and prevailed on the commission to remain in existence. But the commission tired of obstruction and antagonism, and in March, 1910, the members tendered their resignations, which Mayor Kreismann reluctantly accepted.

While I have made these comments in a spirit of regret over the failure of magnificent plans, it has not been with a sense of resentment. I see that our terminal problem is not solved yet, after the lapse of twenty-five years, and I hope that my observations may some time hereafter have constructive influence.

XLIII

A COSTLY FOLLY — THE "FREE" BRIDGE

AT THE outset of this Episode I wish to make the following statement:

I was never opposed to a free bridge to be utilized as a thoroughfare for pedestrians, trolley cars and other vehicles, but I was opposed to the erection of a municipal free bridge for steam railway purposes, and I am proud to have opposed this movement. It is, and probably always will be, notorious as a huge and expensive travesty on common sense and a perversion of civic patriotism and business government.

Much agitation was vociferously indulged in by several sectional organizations and real estate operators for the erection of this so-called "free" bridge. One is constrained to speculate why the leadership of this agitation did not constitute shippers and receivers of freight.

First, I would direct attention to an excerpt from a lengthy letter of December 4, 1905, written by Dr. William Taussig, a citizen of high standing, who had been associated with the Terminal Railroad Association for many years, but who had retired from active connection with the Terminal Association, in reply to a letter to him by Mr. H. N. Davis, a member of the City Council, asking for practical information as to the proposed "free" bridge:

"Another unknown factor is the cost of approaches and land damages. The forced purchase or condemnation of land is always a feast for real estate agents, and the city may expect no mercy from them or their principals."

This free bridge agitation began in my first term as Mayor. It continued into my second term.

Perhaps I should express admiration of the delusive ingeniousness of the bridge promoters in persuading the voters that a railroad bridge could be "free" and eradicate traffic hindrances and costs which already had been eradicated, and that they were patriotic civic warriors encountering in a death-struggle the community's cruelest oppressors. But I cannot at this late date bring myself to respect them, for, whatever credit they might be entitled to as conjurors, is offset, in my conviction, by their obnoxious tactics and the baleful consequences of their campaign.

A few of the leaders doubtless were honest in the opinion that a bridge costing many millions of dollars and to be operated with additional money taken from the taxpayers could be "free." I gladly concede that a few, though mistaken and misled, were sincere.

On January 13, 1905, Mr. William A. Block submitted a resolution in the House of Delegates by adoption of which the lower branch of the Municipal Assembly asked City Counselor Bates whether the city could, under its charter, finance, build and operate a railroad and highway bridge. A week later Mr. Bates in a comprehensive opinion explained that the charter would have to be amended in order to provide the

municipality with ample power. Mr. Block on January 25, 1905, introduced in the House a bill for the creation of the Municipal Bridge and Terminals Commission which has been referred to in a previous chapter.

The purported object of the "free" bridge and the commission was to abolish the bridge arbitrary. The resolution and the bill contemplated the same ends, but by fundamentally different means. As I indicated elsewhere, the commission actually had abolished the arbitrary and generally settled the whole rate and traffic problem to the satisfaction of the business interests before the "free" bridge movement got up full steam.

The failure of the St. Louis Merchants' Bridge enterprise was an object-lesson in proof that the construction of a bridge and terminal system could not solve the rate and terminal problem of St. Louis. Public-spirited citizens had built the Merchants' Bridge and elevated railway along the levee for the explicit purpose of destroying the existing bridge and terminal monopoly and abolishing the bridge arbitrary. The properties stood idle and unused for years and finally were sold to the Terminal Railroad Association at great loss to the investors. This example contained all the adverse indications which should have warned the city and voters to avoid the "free" bridge hazard.

Cincinnati had built a bridge and railroad in order to break down a railroad monopoly in the South, and that city felt greatly relieved at length in being able to lease the properties to the Southern Railway. The fact stands that Cincinnati failed of result, as the St.

Louis investors had; but the City of St. Louis was averse to being guided by this experience.

There were innumerable evidences of a substantial nature that a large outlay of taxpayers' capital in a "free" bridge could not produce a bridge which would be "free" or a condition which could change the rate or terminal situation.

Assuming that the railroads had "free" use of a municipal bridge, they still would charge for the service entailed by operation and the expenses of maintenance and depreciation of motive power and equipment. Even were the "free" state actually realized, there would remain extra service and extra cost above the East St. Louis rate.

Another condition really existing was that a bridge minus a terminal system would be no more than a river-crossing facility. It would be only a connecting link between terminals on the St. Louis and the East side of the Mississippi.

Moreover, the through rate was not determined by local bridges or facilities, but by relative traffic conditions between the Atlantic sea-board and Mississippi River, affecting every crossing along the Mississippi River. Lastly, the equitableness of rates was not determinable by ordinance or facilities, but by the decision of the Interstate Commerce Commission.

All of these facts and more were brought out in the controversy. I allude to them merely to describe the situation more or less graphically. But facts were perverted, knowledge, practice and experience scorned, and reason had no chance against rancor and duplicity.

Members of the Municipal Bridge and Terminals Commission were receivers and shippers of freight, who were familiar with rates and service, and who understood thoroughly what St. Louis commerce required both as to rates and facilities. They conferred with the executive and traffic officers of the carriers which owned the Terminal Railroad Association, and the commission did solve the rate problems and developed a great plan for solving the local transportation problem.

The "free" bridge leaders were not receivers or shippers of freight, and could not have been practically informed on the intricacies of rates and transportation, although they did acclaim themselves to be experts and professed to know all that could be known (or more) of these subjects. In order to convince the voters of their own honesty and unselfishness, they imputed perfidy to the members of the Municipal Bridge and Terminals Commission. Instead of treating with the executive and traffic officers of the railroads, the "free" leaders pummeled them with derogatory charges and insinuations. These leaders organized a riotous pack for purposes of agitation. Thus they inflamed the voters into a stampede.

Perhaps, I should not be so explicit and candid in describing the situation. Yet, if we are to learn reformatory lessons from the obstructions to business administration, it is necessary to look into those pillaging escapades which now and then flare up in conservative groups, in which, conformable to normal expectation, they never should appear. There are at

least two environmental phases of city government: one is in the City Hall, the other on the outside.

Citizens find it hard to grasp municipal problems which are complex or technical, and they often are unwittingly deceived. They are obliged to rely on the word of men in whose integrity and judgment they trust in rendering their verdicts on many issues. This is why unselfish and loyal leadership is so vital to business administration, and why it is a grave civic offense to mislead the people.

The "free" bridge promoters destroyed the confidence of the public in the community's reputable leadership. For years there had been a hue and cry against the bridge arbitrary and terminal monopoly, against the neglect of St. Louis shipping interests by the carriers, and against the breach of faith of which the Terminal Railroad and other lines were accused, in connection with privileges granted by the city. A revengeful feeling had grown up against the bridge arbitrary, which was attributed to the terminal monopoly, and had been a public issue for years. The voters were ready to believe that some kind, any kind, of a municipal undertaking would remedy everything, and to regard every one who denounced the arbitrary, the terminal monopoly and the railroads as a patriot, without inquiring into his motives.

Before the end of the year 1905 the railroads had agreed with the Municipal Bridge and Terminals Commission to publish tariffs establishing St. Louis as a percentage rate-base point. On April 19, 1907, the bridge arbitrary was wiped out completely. Funda-

mentally, the whole rate matter was settled permanently. The arbitrary was abolished and St. Louis was on the railroad map. Therefore, before the "free" bridge movement gained momentum the rate problems had been definitely and satisfactorily settled, and there was no bridge arbitrary.

Can it be admitted that the proponents of the "free" bridge were unaware that the "bridge arbitrary" had been abolished and the rate problems settled? All receivers and shippers of freight were cognizant of the rate adjustments and were using them to convenience and profit. The newspapers had published details of the adjustments, and the three principal commercial associations—the Business Men's League, Missouri Manufacturers' Association and Merchants' Exchange—had celebrated the great victory for St. Louis commerce. If the "free" bridge promoters did know of these facts, their behavior is difficult to explain.

The "free" bridge promoters and their satellites proclaimed that the railroads had duped St. Louis, and the Municipal Bridge and Terminals Commission, they insinuated, was in a conspiracy with the railroads against the shippers and the people. They belittled the results achieved by the commission. "If, however," they contended, but not so deferentially, "the arbitrary really has been abolished, the terminal monopoly has not; so, let's build a 'free' bridge and kill the monster that is throttling St. Louis." (I can never think of the "free" bridge hippodrome without resentment. It is shocking that the word "free" is so beguiling!)

In the comprehensive report of Messrs. Moore and

Perkins, on July 6, 1906, in treating of the terminal situation, and, particularly, that relating to bridge facilities across the river, they pointed out the desirability of the railroads constructing a four-track cantilever bridge, solely for steam railway purposes, to be located at the foot of Poplar Street, thus giving a direct entrance and exit into and from the city, and so elevated as would make an advantageous connection with Mill Creek Valley.

In connection with this recommendation I quote a letter under date of November 11, 1905, addressed to me by Mr. William S. McChesney, Jr., reading as follows:

"As president and general manager of the Terminal Railroad Association of St. Louis, I will recommend to the Board of Directors of that company, leasing to the City of St. Louis the upper roadway of the Eads Bridge upon fair and reasonable terms."

This proposition coupled with the recommendation of Messrs. Moore and Perkins that a cantilever steam railway bridge be located at the foot of Poplar Street, caused me to advocate that steps be taken to enter into negotiations with the Terminal Association to the effect that the proceeds of the three million five hundred thousand dollars of bonds to be used in the construction of a bridge, be the nucleus of a contract to be entered into with the Terminal Association for them to erect the suggested Poplar Street bridge, and, in turn, the city to acquire an indefinite lease to the Eads Bridge, both the upper and lower highways, and the Eads tunnel.

The consummation of an agreement of such character would then have provided the City of St. Louis with two roadways across the river, to be utilized for pedestrians, vehicles and trolley cars, all of which could be operated in conjunction with the tunnel, and the tunnel thereby made useful for underground purposes, relieving the surface traffic congestion.

If this suggestion and plan had been adopted, it would not be difficult to visualize, after the passage of twenty-five years, the great benefit that would have accrued.

But, unfortunately, the public mind, influenced by the "free" bridge agitators, local associations and many of the newspapers, was so acute and unreasonable, that the suggestion I put forward met with no encouragement or support from the community, and brought upon me the charge that I was an agent of the Terminal Association.

XLIV

“NO BRIDGE — NO BONDS”

MY FIRST inaugural address contained the following: “Our eleemosynary institutions and public buildings must be reconstructed and made suitable for the purposes for which they are intended.” To accomplish this a Charter amendment was required, authorizing an increase in the total bonded indebtedness of the city. This consumed considerable time, but, ultimately, was adopted.

By the adoption of this amendment the city was in position to use the proceeds of about \$11,200,000 through the sale of its bonds, all of which was needed for eleemosynary institutions, other public buildings, bridges and viaducts within the city limits, the Kings-highway Boulevard project, public parks and public sewers.

The first proposal was lost in the election, and it was the unanimous opinion of the most reliable observers that the defeat of the great and necessary projects was due to the “free” bridge cyclone. It was apparent that the administration would be prevented from fulfilling the community’s duty to the sick, insane, maimed, poor and other unfortunates, who were wards of the municipality, unless arrangements were made to construct a “free” bridge.

When the submission to the voters of another bond-issue proposal was considered, the agitators brazenly declared that it would be wrecked should it not contain a "free" bridge item. "No bridge, no bonds!" was their ultimatum. They asserted in effect: "No bridge, no hospitals."

Through their clamor and influence the agitators succeeded in diverting \$3,500,000 of this money to be used for a "free" bridge. The slogan, "No bridge, no bonds," was a contemptible suggestion, coupled with a dastardly thought. They, in the interest of their bridge project, were ready, as they had threatened, to stop the city from using the proceeds of the bonds so as properly to take care of its sick, its poor, its insane, its thousands of helpless public charges.

The bond-issue proposal was approved at an election held on June 12, 1906, and it set aside \$3,500,000 for a "free" bridge.

I felt that it was my duty as Mayor to oppose the "free" bridge folly. I stated my position specifically in a message to the City Council on April 3, 1906, upon returning the bond-issue ordinance with my approval. I took this action before the proposal was submitted to the voters. I incorporate this message herein as follows:

"In the formal expression 'approval' of the aforesaid ordinance as a whole, I regret that I have not the authority to eliminate that portion of Proposition One relating to the construction and maintenance of a municipal bridge for public use by railroads, which I regard with disfavor. Propositions Two to Nine, inclu-

sive, however, pertaining to the much-needed betterment of our eleemosynary institutions, and other public improvements, are of such importance as to cause me to unite with your honorable body in the adoption of your bill.

“The motive which actuates me to oppose that section of the ordinance providing for a municipal railroad bridge is a profound conviction that the bonds proposed to be issued in aid of a railroad bridge, free or otherwise, will not and cannot accomplish the purpose for which they are desired.

“The leaders of the free bridge movement have contended that the erection of a free bridge would result, first, in a through bill of lading; second, in the abolition of the bridge arbitrary; in the construction and operation of West Side terminals in lieu of those now located on the East Side.

“If the people of St. Louis will consider for a moment, they will realize that no public argument has yet been made that will verify the foregoing assertion. No expert in intricate railway operation has been presented who will give his opinion that a free bridge will accomplish what has been claimed. It is my opinion that the extraordinary bridge campaign that the people of the city have thus far been subjected to has been of a supposititious character.

“Through the conscientious labor of the Municipal Bridge and Terminals Commission, that for which our shipping interests have so long been contending has been attained—namely, a through bill of lading, making St. Louis a basing point. In addition thereto, a

material reduction in the terminal arbitrary has been made, amounting to a saving of about \$800,000 annually.

“It is the opinion of those versed in railway tariffs that the effect of making St. Louis a basing point will, at no distant day, result in the abolition of a discriminating terminal arbitrary.

“As to the third contention that a free bridge will result in the removal of the East Side terminals to the West Side, those who are competent to judge, maintain that the proposed free wagon bridge, in combination with a railroad bridge, will be additional inducement to the railroads now terminating in East St. Louis to remain where they are.

“If the City of St. Louis constructs and operates one or twenty or more bridges, they would be worthless without terminals and railroads to utilize them.

“The two bridges now in use at this point are not operated within thirty per cent of their carrying capacity; then, why should taxpayers be called upon to provide an additional one, when it is apparent to all well versed in the subject of tariff that by so doing the arbitrary will not be affected?

“The public mind has been inflamed by the frequent statements that those interested in the present terminals of St. Louis are opposed to the free bridge movement. My opportunity for information, by reason of the work of the Terminals Commission, has been extensive, and I believe such statements are not founded on facts. It is reasonable to suppose that the railroad interests centering here would be most pleased

for the City of St. Louis to furnish means of railroad transportation across our river, to which they, without cost or labor, would most surely fall heir.

"A discriminating terminal arbitrary is, in my opinion, an unjust burden upon the commerce of this city; nothing herein contained should be construed, in any manner, to commit me to oppose any proper and effective measure calculated to abolish it. I oppose a Municipal Railroad Bridge, because I think it will be ineffectual.

"It is proposed to construct with the proceeds of said bonds a railroad bridge (in whole or in part), which shall be either free or toll. If it is to be a toll bridge, the burden complained of will not be avoided. If it is to be free, it will be free to the railroad corporations, who are already well equipped and amply able to provide for the future. Certainly it will not be free to the taxpayer of this city, called upon to construct and maintain a bridge, the maintenance of which can be conservatively estimated as follows:

Minimum Annual Fixed Charges Beyond \$500,000.

"1. Interest charges annually on \$3,500,000 3½ per cent bonds.....	\$122,500.00
"2. Sinking fund charge in accordance with requirements of the constitution.....	175,000.00
"3. For the annual cost of maintenance and operation, in conformity with the cost under corporation control	183,000.00
Making a total of.....	<u>\$480,500.00</u>

"It should be noticed also in this connection that the municipal bridge would be private property in Illinois after it passes the middle of the stream in the Mississippi River, as that is the boundary line between the

territory in Missouri and that in Illinois. Such being the case, the eastern portion of the bridge and the approaches would be held by the City of St. Louis in the State of Illinois, if, under the laws of Illinois, it can acquire, own, maintain and operate such property there as would a private concern. Such property would be subject to taxation and subject to all the laws of the State of Illinois and the municipality within whose borders said portion of the bridge might be.

“St. Louis, in so far as litigation should grow out of the ownership or operation or maintenance of the eastern portion of the bridge and the eastern terminus would be forced to go into the courts of Illinois.

“If the bridge is to be built as a municipal bridge, then it ought to be built, maintained and operated under some kind of joint arrangement under the laws of both the State of Illinois and the State of Missouri, enacted to that end, so as to make it a public bridge throughout.

“Of course, under any arrangement that could be made by the State of Missouri and the State of Illinois, the bridge would still be subject to the laws of the United States in so far as it affected the navigability of the Mississippi River, and in so far as interstate commerce is carried on over the same.

“A free wagon bridge would be of little, or no value, unless located at a point accessible to the business center of the City of East St. Louis. It is conceded by those who have studied the question that a free wagon bridge connecting the City of St. Louis with the City of East St. Louis would be of greater benefit to the

latter than to the former, yet no suggestion has been forthcoming, or offer made, that the City of East St. Louis be required to provide its just proportion of the cost of its construction and operation.

"I oppose the investment of public moneys in any private enterprise. Public funds should not be used in aid of private corporations. The burden of taxes is already heavy and I can perceive no sufficient reason for increasing that burden in order that railroad corporations may be the chief beneficiaries. I believe we should use the whole power of the city to encourage private enterprises by proper grants of municipal franchises, but I am also of the opinion that public revenue should be used for public purposes. I feel sure a large percentage of our good citizens who have disinterestedly advocated the free bridge movement, will, upon careful investigation, agree that the proposed investment of \$3,500,000 justifies mature and deliberate consideration.

"I concur in the feeling of a number of the members of your honorable body who believe that we are not justified in issuing bonds for the construction of a railroad bridge, yet have been constrained to approve such measure, solely with the view of giving the people of the City of St. Louis, through exercise of their suffrage, the opportunity to indicate their desire."

The "free" bridge offensive was void of the substance of respectable common sense. It must be reviewed mainly as boisterous ballyhoo. What the propaganda lacked in judgment, knowledge, experience and civic patriotism, it made up in fulmination, energy and

dramatics; and the voters, believing that a "free" bridge was the thoroughfare to emancipation, sanctioned the proposal.

Summing up what has happened to the taxpayers and business interests of St. Louis, I am informed, as of July 13, 1931, that the total cost, including interest, of the "free" bridge amounted to \$13,427,362.35. Also, that an agreement, after lengthy negotiations, has been entered into between the City of St. Louis and the Terminal Railroad Association by which the city will get the use of the upper roadway of the Eads Bridge for vehicular, street-cars and pedestrian purposes, and the Terminal Association will, in turn, have the use of the "free" bridge for railway purposes upon the payment to the city of a monetary advance of \$3,250,000, at an interest rate of five per cent per annum, being the estimated cost of five approaches to adapt the bridge to general railroad use.

In the foregoing figures depreciation has not been computed, which is estimated at two per cent per annum on the superstructure and one per cent per annum on the substructure.

The Terminal Association has contracted for itself and its proprietary lines to use the "free" bridge to the extent of \$500,000 per year at the regular tariff fixed by city ordinance, until the account with the city for funds advanced by the Terminal Railroad is balanced. That is, the Terminal Railroad advanced to the city \$3,250,000 for completing the bridge and contracted to use the bridge for \$500,000 a year, by which, in about six and one-half years, this account would be

balanced. Thereafter, all service over the bridge will be subject to tolls, or arbitraries, stipulated in the city ordinance—\$1 per freight car, \$1.50 per passenger car, and \$2 per locomotive.

To reckon the net loss of the "free" bridge folly, all factors should first be included in the gross. Let us say that the only gain accrued to business was through the use of the highway section of the bridge. This gain cannot be estimated. All other items represent loss. From every regular business viewpoint, even the highway was a loss in connection with the enormous capital with which the bridge was drenched and the heavy maintenance costs. The gain was out of proportion to the costs.

On May 30, 1930, Mr. M. H. Doyne, the city consulting engineer, estimated the annual carrying cost of the "free" bridge at \$920,708.

It is estimated that about thirty per cent of the revenue from tolls or arbitraries which the city will get annually from the railroads, in accordance with the agreement with the Terminal Association, will be absorbed in maintenance cost of the bridge, approaches and appurtenances.

The following tables give some idea of the cost and financial loss to the City of St. Louis through the "free" bridge folly:

<i>Bonded Debt</i>	<i>Bonds Issued</i>	<i>Bonds Redeemed</i>	<i>Bonds Outstanding</i>
April 1, 1908	\$ 500,000 4%	\$ 500,000	
Oct. 1, 1908	3,000,000 4%	3,000,000	
Oct. 15, 1915	2,750,000 4.5%	73,000	\$2,677,000
Oct. 1, 1927	1,500,000 4%		1,500,000
	\$7,750,000	\$3,573,000	\$4,177,000

Interest Paid on Bonded Debt.....		\$ 4,957,674.00
Expenditures:		
Cost of Construction	\$6,214,156.11	
Survey Northeast Approach.....	10,674.25	
Taxes on East Side Property....	467,328.46	
Construction of Southern Ap- proach	1,500,000.00	
Signal Lights.....	5,111.69	
Interlocking Plant.....	97,417.84	
Maintenance Charges, 1920-29, In- clusive	165,000.00	8,469,688.35
Total Expenditures (including interest).....		\$13,427,362.35

The monetary loss to the St. Louis taxpayers to date was \$13,427,362, which was capital outlay, plus interest, and sundry costs and expenses. In building approaches at least \$3,500,000 will be added to the investment, if we may so call it, before it can be used by the carriers.

We thus compute the cost of the "free" bridge to the taxpayers at \$17,000,000 plus; and the records of the city's fiscal officers show that the plus over \$16,677,362.35 (comprising the \$13,427,362.35 above stated and the \$3,250,000 for approaches and other necessary improvements) has been considerable so far. Time is another plus element to be figured in the loss—the time between 1909, when construction was begun, or between 1906, when the bonds were voted, and 1933, when the railroads probably will begin to use the bridge—virtually a quarter of a century.

The loss due to inability of use and occupancy was incalculable. The loss to merchants and the public as a consequence of the twenty-five-year delay in opening the Eads Bridge as a free public thoroughfare cannot be overlooked; nor the stimulation that this central

highway would have had on downtown property and improvement on downtown business.

St. Louis could have had a great four-track railroad bridge, properly located, more than twenty years ago, built by the railroads at a cost of \$9,000,000. About twenty-five years ago it could have opened Eads Bridge as a free public highway. Any time in the past quarter of a century St. Louis could have had the Eads Bridge tunnel as the nucleus of a rapid-transit subway.

There is circumstantial irony in the "free" bridge ballyhoo. The structure was to have abolished the bridge arbitrary, to have been "free," and to have destroyed the terminal monopoly. By the contract between the city and the Terminal Association it is to be used by the terminal monopoly, it is not to be "free" to the railroads; and the charges for railroad use, as specified by ordinance, are tantamount to restoration by the municipality of an arbitrary.

Far worse, in many respects, than all the enumerated and other obvious losses is that loss incurred by delay (but I still hope, not the prevention) of terminal improvement and expansion. The plans prepared by the Municipal Bridge and Terminals Commission for the greatest terminal system in the world—to be constructed by the railroads at their expense—were cast aside. The Municipal Assembly and its successor, the Board of Aldermen, restrained development of terminal facilities. I trust, however, that it is not too late for the city again to take up this question.

If the "free" bridge is not an extravaganza and a monument to folly, what is it?

ST. LOUIS' MUNICIPAL RENAISSANCE

THE Louisiana Purchase Exposition primarily was proposed as a fitting one-hundredth anniversary celebration of the acquisition of the Louisiana Territory. It would naturally create a quickening civic spirit. The theme of the movement was the New St. Louis.

The plague of municipal corruption had been implanted so long as to be a recognized convention. Public officers and jobs belonged to the bosses of political machines which were operated under partisan names.

The existing conditions had grown up in base politics and vitiating private ambition. A few citizens were probably as much to blame as the professional spoilsmen in politics, for the givers were as predatory and demoralizing as were the receivers of booty.

Such was the nature of spoils government in St. Louis. But there came a revulsion of feeling and popular sentiment awaited leadership for a cleanup. Prominent citizens desired to restore the policy of justice and probity in the City Hall and institute efficient and progressive administration.

I have pictured conditions broadly, yet, I believe, not extravagantly. The daily press used deals, names, amounts and dates frankly and revealed actualities in

everyday terms, and this was about the most convincing way in which the papers could impress the citizens with perfidy in government. The unvarnished truth was bad enough.

The bosses of the party machines had been looking about for a stalk-horse for each ticket so that their organizations would seem respectable to the voters. The successful nominee would get the honor connected with the principal executive office, but with the old gang attached to it. At the same time a group of leading citizens of both parties was trying to agree in the selection of a nominee who would defy the bosses, provide a business administration and build the New St. Louis.

I was, I understood, a compromise choice. Several others had been mentioned. When the "Solar Walkers," "Silk Stockings" or "High Hats," as they were called, could not come together on any of the others proposed, the several factions accepted me; and I accepted their complimentary proposal.

In passing I may say that I am now more familiar with municipal administration than I was then. After eight years of turmoil I should be. However, I have no regret, as I believe that the administration in these two terms wrought the desired fundamental change from corrupt misrule to progressive, efficient direction for the people.

The conversion of actual government from spoliation to public welfare and service, marked an advance of more than local interest and import. Friends of my colleagues and myself would appreciate the narration

of my experiences in the "reform movement" from kindly partiality, but I am urged to the opinion that it might have value now or in the future for civic officials and the voters, for guidance based on facts and conditions.

A score of problems demanded solution. Primarily, the viewpoint of city officials and employes had to be rectified, so that the policy of the administration would rest on the city's interests and the public welfare. The conventions and practices blending with boss rule, special privilege and profiteering, had to be repudiated, and new standards set up instead. Extensive public improvements had to be finished in preparation for the World's Fair in 1904. In general, we were compelled to turn the chaos of turpitude and misrule into a state of order and progress.

St. Louis, like every other city in the United States, had reached a crisis, and this crisis was to be utilized as an opportunity for advantage.

Every tangible achievement produced tangible benefit and every intangible result obtained led to material improvement; betterment and progress were realized synchronously, and, looking backwards, I would not presume to compare the relative superiority as between the visible and invisible evidences of advancement. Yet, I might add that I am confident that every sincere effort was of substantial good, notwithstanding that it developed into nothing more than just an attempt. I wish to imply that every officer and employee shared with the administration in creating the New St. Louis and even every repulse or defeat contributed,

with every success, to the ultimate triumph of practical, reasonable, just, progressive and efficient government—for the city and for the people.

The annual report of James Y. Player, Comptroller, included in the Mayor's last Message and Accompanying Documents, 1908-1909, shows a comparison of the eight years of my administration with the previous eight years, and concludes as follows:

“At the close of eight consecutive years of service as Comptroller the hope is entertained that the management of the department will prove of some real and lasting benefit to the community at large. Unceasing endeavor has been made by everyone in the department with that end in view.

“Credit is neither taken or desired for any part of the work which may appear meritorious—except in so far as might redound to the honor of the administration of which the department was a part.

“Nor are any apologies offered, for best efforts were invariably directed to perfecting every detail of the work in recognition of the requirements of the oath of office and in sincere appreciation of the honor conferred by election to the office.

“To members of the Municipal Assembly, executive officials, heads of departments and my assistants, and the clerical force in my department—and most particularly to the Chief Executive of the City and the City Counselor and his assistants—who have rendered me valuable aid on many occasions, grateful acknowledgement is here made of my obligations.”

WHAT THE RECORDS SHOW!

St. Louis expended out of current municipal revenue receipts, for new public work and other public purposes for the periods shown:

	<i>April 1893 to April 1901</i>	<i>April 1901 to March 1909</i>
Completion New City Hall.....	\$1,035,731.91	\$ 218,525.93
Erection New City Hospital.....	4,896.65	903,130.93
New Public Sewers.....	356,961.09	1,272,331.78
City's Share of Cost of Making Streets, District Sewers, etc.....	306,782.07	601,159.44
Erection of New Engine Houses and Purchase of Lots.....	81,418.42	289,661.62
New Street Bridges and Culverts...	26,161.30	247,376.03
New Buildings, etc., Eleemosynary and Correctional Institutions....	—————	485,477.16
Purchase of Sites for Bath-houses and Swimming Pools and Erection of Buildings Thereon.....	31,423.96	155,620.79
Purchase of Sites for Parks, Perma- nent Improvements Therein and Other Public Purposes.....	—————	207,066.00
Erection of Police Stations and Pur- chase of Lots.....	81,090.08	331,781.00
	<u>\$1,924,467.48</u>	<u>\$4,712,130.68</u>
	<i>Seven Years Ending April 1901</i>	<i>Seven Years Ending April 1908</i>
Street Department.....	\$ 4,789,444.00	\$ 8,448,350.00
Sewer Department.....	633,462.00	1,095,889.00
Police Department.....	7,571,338.00	11,910,433.00
Fire Department.....	5,009,126.00	6,477,311.00
Health Department.....	4,904,315.00	6,676,655.00
Lighting Department.....	2,261,693.00	3,973,390.00
Parks, Playgrounds, Etc.....	901,435.00	1,385,012.00
Total Disbursements.....	<u>\$26,070,813.00</u>	<u>\$39,862,540.00</u>

Not one dollar of this money spent the last seven years came from bond issues. Every cent came from municipal revenue.

XLVI

THE END CROWNS THE WORK

CONTEMPLATING my eight years of close association with the principal and state officials of the City of St. Louis, I felt that it would be becoming for me to tender them a reception in my residence at 4228 Lindell Boulevard, which I did the evening of April 2, 1909. It was an official family gathering. All departments of the city administration and all state offices with municipal connections were represented. Members of the City Council, House of Delegates, Board of Public Improvements, Board of Education, Board of Police Commissioners, and so on, were present in their respective official bodies, as were the judges of the courts. The assemblage numbered about 200. The Industrial School Band, consisting of twenty-one boys of the Industrial School, which was one of the most interesting innovations of my tenure, furnished the music, and the lads were a feature of the event.

My guests included both Republicans and Democrats. Politics was not discussed on this occasion, yet I would not deny that the friendly enemies did much good-natured bantering.

I shall always remember with pleasure one incident of this farewell reception. It was the presentation of tokens to the boys who comprised the Industrial School

Band. I wished especially to inspire them with personal and civic ideals and ambitions, and I thought it would be a proper ending to my public service, practically my last act as Mayor, to single out the next generation with my attention. There is something particularly sad, it seems to me, in the situation of children without vital ties of affection or fair opportunities or prospects. I hope that the small thoughtfulness to these lads instilled happy expectations in the future of each boy.

I had purchased a small watch for each of the twenty-one boys. His name was engraved in it, and the legend "From Rolla Wells, Mayor of St. Louis, April 2, 1909." Before distributing the presents I assembled the little fellows and addressed them briefly.

"Boys, always remember that this watch is from the Mayor of St. Louis, even after you have forgotten me. Always remember that he wanted you to grow up to be industrious and honest citizens."

The smallest boy, Anthony Bickner, I had to lift up so that the pleased spectators might see him.

That reception, which was an official family party, closed my service as Mayor. I had formed a strong attachment of regard for these men who had co-operated with me. It was with regret that I had to terminate this official relationship. Some of these men I would meet again at intervals of time; some I would never see again. But I would remember each of them with the kindest feelings as long as I lived. They went back to their work in public office, leaving me—again at home.

XLVII

A THIRD CALL

IN THE middle of January, 1909, the Democratic City Central Committee authorized a special committee to call on me, for the purpose of asking me to stand for a third-term renomination. The matter was held in abeyance; in the meantime, I was asked by a number of influential citizens, Republicans and Democrats, to be a candidate for renomination. However, after careful consideration I reached the conclusion that I could not consent.

I could not subdue the reluctance which deterred me from continuing in public office. Bearing responsibility was a pleasure to me, as it is to everybody who aims to do work of consequence. Naturally, I rejoiced in the respect and praise which friends and strangers bestowed on me, and I had due appreciation of the honors conferred on me by my fellow-citizens; the achievements for the public welfare which had been realized were, as they still are, a source of great satisfaction and just pride, and I hold the conviction that in this record of eight years of management of our city, I pass on to my descendents a priceless legacy. But the disagreeable aspects of the situation, petty though they were singly, filled me with aversion.

It must not be inferred that I regretted contributing

eight years of effort to the community's service, or that I was displeased with results, or that there was the least malevolence in my apathy. On the contrary, I was glad, and still am, of having had an opportunity to serve the public, and cherish gratitude towards those friends, colleagues and acquaintances who shared in the administration, and to the voters who honored and supported me.

Responsibility is, as it should be, a concomitant of the honor attached to the highest municipal position. Without the responsibility the honor would be a gratuity. One trained to conscientious and assiduous employment could have but one objective,—that of deserving the good will and trust of the citizenship by the performance of duty. He would look upon the honor of the office as a pledge of credit from the community and feel bound by every principle of private and public character to fulfill it faithfully. Personal sacrifice and some unpleasanties he would include in the general responsibility as normal contingencies, and would bear them.

On the other hand, I never could become reconciled to the partisan misrepresentation and detraction with which the politicians and their organs attacked the public official in order to discredit him with the citizenry and frustrate his endeavors for the common welfare.

Conceding that party rivalry is conducive to good government, and, therefore, should be encouraged, I cannot admit that such rivalry is in any way privileged to descend to the license of unjust, defamatory and

destructive intrigue. The aim of the party system should be to achieve constructive administration, and, if this end is not served, there must be something wrong in partisan organization and practice. The rivalry should be in producing the most efficient government practically possible, and not in maliciously reviling public officials or obstructing measures of benefit to the city and public merely for party advantage.

Abhorrence of such irresponsible and destructive political tactics inculcated in me a growing antipathy for public office and prompted me to decline a renomination.

Constructive criticism I deemed to be desirable and profitable. It is, or should be, progressive in result. The element of patriotism is in it, and it is a fair weapon of combat in partisan competition. Especially in municipal affairs it is important that the political organizations should direct their activities to the attainment and preservation of good government. Were the opposing parties to adopt a policy of constructive campaigning, in and between elections, it would be easier for them to induce the ablest citizens to run for office.

Men of experience and means are reluctant to imperil their reputations in a turmoil of calumny and abuse, and experience the humiliation of unfair censure and personal indignity.

I do not propose, at this stage in my life, to write a dissertation on city government. I content myself with leaving two thoughts with the citizenry. First,

the better citizens should not look with contempt on ward and precinct politics or on minor offices, but should take part in civic affairs at the source of good government or misrule. Second, the custom of traducing faithful officials and wrecking progressive measures should be changed to a fair and constructive policy, and, instead of "playing" politics and self-interest, we should look to the welfare of the people and to the efficient management of the city.

It is a fact, as often has been said, that every community can have the character of municipal government which it determines to have.

I did not think of mine as a "reform administration." My colleagues and I were to run the city as a business concern and to build the New St. Louis. Previous wrongs and mistakes were of the past, and were dead issues. Our interest was in the present and the future. There was good in the municipality, as well as bad, as there is in human nature, and we came into power not as Pharisees, but as business men having the same inspirations and desires as the masses, whose agents and servants we were.

I appreciated the indorsement which the voters gave to my efforts by re-electing me. I also appreciated their sanctioning of bond issues and ratification of policies and measures. I today observe projects originated in my administration now being carried out, and indications are that the progress will continue.

Many friends and acquaintances have asked me whether I had any regret for my public service as Mayor of St. Louis, and whether the honor of the office

and the results of the labors compensate for the personal sacrifices.

My answer is brief and explicit. I am happy for my experience in the City Hall and the satisfaction which I cherish for both the labors and results of my public service.

Every citizen, I believe, is in debt to the community. He is one person among many, and his property or interest but one among many; and he and his possessions and opportunities are benefitted by the totality of divers advantages and conveniences provided by the community. Every citizen owes to the community such public service as he can afford to contribute as his share, and I stress the obligation of each citizen to contribute what he can to the public welfare.

XLVIII

KIND WORDS ARE REQUITAL FOR CRITICISM

EXPERIENCE in public office should demolish any one's vanity and shake any one's self-assurance. He soon finds that it is impossible for him to accomplish all that he desires; indeed, some of his favorite plans are shattered. He learns that nothing is easier than to make enemies, and that animosity and criticism are as certain as "death and taxes." He cannot fail to see that it would be wiser to be right, than not, for by so being he would at least please himself.

When one does obtain reward from public service in expressions of commendation and manifestations of esteem, he feels that he is requited for the griefs of antagonism and disparagement, and realizes that the office-holder is not excluded from the influence of the law of justice and has some moral rights left, though he may have no human rights. In particular, he harbors an exceptionally warm and deep sentiment of gratitude towards those who confirm him in his satisfaction that his best in motive and work is recognized and appreciated by others.

Frankly, during my two terms as Mayor of St. Louis and since my retirement from public office, I have had no regret over anything that I said or did. I followed my conscience and judgment, I had, and still have, the

conviction that I consistently and always did my best. This was and is my own opinion. What did others think?

I confess that I did wish appreciation of my work and achievements, although I can honestly say that I had no desire for personal laudation. I wished others to signify that my work had been well done and that it had contributed to the advancement of St. Louis and the welfare of the people. I wished evidence that I had earned the respect and regard of my fellow-citizens.

My wishes were realized in the superlative degree soon after I had concluded my second term as Mayor, and I can truly say that my gratitude to friends and supporters for the good opinion which they attested is inexpressible and enduring. Their demonstration of esteem exceeded my highest expectation, and assured me during these latter years with satisfaction with my work.

This testimonial was tendered me at a banquet in the Southern Hotel, Wednesday evening, April 14, 1909, by nearly 500 leading citizens. I like to think of that gathering as the voice of the people, which it was, for it comprised gentlemen of all religious and political professions, and all the economic and social variations. It was an assemblage representative of the whole citizenship, and, I take it, evidenced public opinion.

I was profoundly moved by the tribute, and as long as I live shall remember it happily, with the most grateful sentiments to all who took part in it.

My story has consisted in the main of what I said and did. Now, I take pleasure in leaving a record of

what others said concerning my official efforts, by including in full in the following pages the contents of the souvenir brochure which my fellow-citizens issued for that memorable testimonial banquet, to which was attached the autograph signatures of the hosts.

A TESTIMONIAL

TO ROLLA WELLS

FROM
FELLOW-CITIZENS

SOUTHERN HOTEL
APRIL THE FOURTEENTH
NINETEEN HUNDRED AND NINE

MENU

CANAPE (MALOSSOL) CAVIAR

Martini

POTAGE AMERICAN

RADISHES

OLIVES

CRAB FLAKES IN CASSEROLE

Sauterne (W. H.)

NOISETTE OF TENDERLOIN, FRESH MUSHROOMS

NEW PEAS

CREME DE MENTHE SORBET

Philip Morris

YOUNG SPRING CHICKEN, CRESSSES

ASPARAGUS

Moet & Chandon
Veuve Clicquot

BELLEVUE SALAD

SOUTHERN HOTEL PUNCH

ROQUEFORT

Chartreuse

Apollinaris

COFFEE

Cigars

THE SENTIMENTS

CHAIRMAN OF THE EVENING	- -	MR. JAMES E. SMITH'
INVOCATION	-	REV. SAMUEL J. NICCOLLS, D. D.
TO OUR GUEST FROM HIS HOSTS	- - - - -	THE CHAIRMAN
THE MAYOR AND THE CITY	- - - - -	HON. D. R. FRANCIS
WE, THE FORMER MAYORS	- - - - -	HON. C. P. WALBRIDGE
THE MAYOR'S OBLIGATIONS	- -	HON. F. H. KREISMANN, MAYOR OF ST. LOUIS
CIVIC REFORM	-	THE MOST REVEREND JOHN J. GLENNON, ARCHBISHOP OF ST. LOUIS
THE CITIZENS' APPRECIATION OF GOOD GOVERNMENT	- -	MR. F. W. LEHMANN
RESPONSE	- - - - -	HON. ROLLA WELLS

PROGRAM of MUSIC

1. MARCH - - - - "HIS HONOR" - - - - POEPPING
(RESPECTFULLY INSCRIBED TO HIS HONOR, MAYOR WELLS)
2. OVERTURE - - - - "FAUST" - - - - GOUNOD
3. SONG - - - - "HAIL, ST. LOUIS" - - - - ROBYN
4. GRAND WALTZ - - - - "BAD'NER MADL'N" - - - - KOMZAK
5. SONG - - - - "ST. LOUIS SONG OF VICTORY" - - - -
6. GEMS FROM "THE RED MILL" - - - - HERBERT
7. SONG - - - - "ST. LOUIS TO THE FRONT" - - - -
8. EXCERPTS FROM "UP IN THE AIR" - - - - POEPPING
9. SONG - - - - "GRAND ST. LOUIS" - - - -
10. SPANISH MARCH - - - - "LA SORELLA" - - - - BOREL-CLERC
11. SONG - - - - "THE MISTRESS OF THE LAND" - - - -
12. GRAND AMERICAN FANTASIE - - - - BENDIX
13. SONG - - - - "BATTLE HYMN OF ST. LOUIS" - - - -

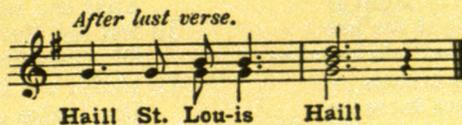
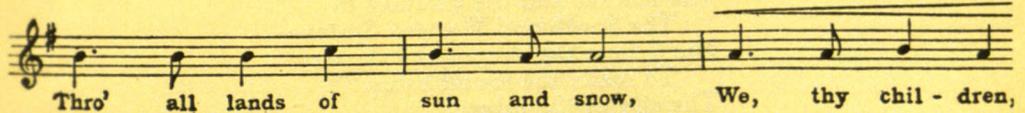
HAIL! ST. LOUIS

*Dedicated to the Business Men's League of St. Louis
and all Loyal Citizens*

Words by J. E. SMITH

Music by A. G. ROBYN

Majestically.



2

May we all united be
In our love and faith to thee;
May we all together stand
May we all with heart and hand
Ever toil and strive for thee
City of our destiny.

3

Stalwart City of the West
City that we all love best;
May thy honor ever stand
As a beacon in our land.
Hail St. Louis, Hail to thee.
City of Prosperity.

THE ST. LOUIS SONG OF VICTORY

(Air—The Son of a Gambolier)

I.

Oh, hear our song of victory,
St. Louis we acclaim—
A beautiful metropolis
Of swiftly growing fame—
Upon the Mississippi,
Which flows before her gates—
She's the market and the gateway to
The South and Western States.

CHORUS:

The market and the gateway to
The South and Western States—
She'll have the deepened waterway
To make the lowest rates.
The city of the future,
For all the South and West—
We're the singers of the city
That we serve and love the best.

II.

We're gathered here to raise the cry,
"St. Louis to the front!"
To volunteer to fight for her
And bear the battle's brunt—
To wear the city's colors,
And under them increase
Her power and dominion through
Her victories of peace.

CHORUS:

To wear the city's colors
And glorify her name—
To sing her song of destiny
And magnify her fame—
The city of the future
For all the South and West—
We're the singers of the city
That we serve and love the best.

III.

We're here to rouse the spirit
That can win a city's fights—
To feel the thrill and power
Of a city that unites—
To pledge our love and service,
Our brains and loyalty,
To the making of St. Louis
All she can and ought to be.

CHORUS:

To pledge our love and service
To the opportunity—
To making our St. Louis
All she can and ought to be—
The city of the future,
For all the South and West—
We're the singers of the city
That we serve and love the best.

ST. LOUIS TO THE FRONT

(Air—Upidee.)

I.

We meet to-night five hundred strong—
To the front—to the front !
New St. Louis is our song,
To the front we go.
Brick by brick and stone by stone,
Street by street the city's grown—

CHORUS :

Day by day she goes ahead—
To the front—to the front !
Year by year her fame is spread—
To the front we go.

II.

To the front we fight our way—
Ever on—ever on !
Civic spirit wins the day,
Ever on we go.
Strong and tireless to oppose
Sloth and greed, our greatest foes—

CHORUS :

Shout the city's battle cry—
To the front—to the front !
Wave her conquering banners high—
To the front we go.

III.

St. Louis shall be first in trade
In the South—in the West !
Let us battle undismayed
For the great conquest—
A watchful, patriotic band
Who ever and united stand.

CHORUS :

Firm and loyal day by day—
To the front—to the front !
For St. Louis, U. S. A.,
To the front we go.

GRAND SAINT LOUIS

(Air—So Long, Mary)

I.

Can you tell the strongest town whose name is on the map?
That's Saint Louis.

The town that when she does a thing, she does it with a snap—
Great Saint Louis.

Of all the cities in our glorious land,
She's the greatest that was ever planned,
For her glory we will ever stand—we'll stand for dear Saint Louis.

CHORUS:

Grand Saint Louis—you're the only place for me.
Dear Saint Louis—all our love is held for thee.
If your "knockers" do assail you—when they do,
We'll ne'er fail you—we'll be ever staunch and true.

II.

Which is the town of all the towns that has enduring fame?
That's Saint Louis.

You cannot keep her out for she is always in the game—
Great Saint Louis.

Splendid city of the mighty West,
Always standing every crucial test,
For her we will always do our best—our best for grand Saint Louis.

—CHORUS.

THE MISTRESS OF THE LAND

(Air—Marching Through Georgia.)

I.

Shout the name St. Louis, men, and rally round her flag,
Quicken with her battle cry whatever step may drag,
Ring her martial challenges from every hill and crag,
While we go marching to victory.

CHORUS:

Hurrah! Hurrah! A fighting host we stand!
Hurrah! Hurrah! With sword and shield in hand!
We'll make the new St. Louis queen and mistress of the land,
While we go marching to victory.

II.

Rally round the cold in heart and warm them to the fight,
Hold the city's colors high and waving in their sight,
And fill them with the thrill of war with armor flashing bright,
While we go marching to victory.

—CHORUS.

III.

Blow the ringing bugle, men, and follow with a cheer,
Close the ranks and press ahead, the victory is near,
And great St. Louis is to stand alone—without a peer—
While we go marching to victory.

—CHORUS.

THE BATTLE HYMN OF ST. LOUIS

(Air—John Brown's Body.)

I.

Dig deep water from St. Louis to the sea,
Dig deep water for the coming victory,
Give St. Louis to her greater destiny,
As we go marching on.

CHORUS:

Glory, glory to St. Louis,
Glory, glory to St. Louis,
Glory, glory to St. Louis,
As we go marching on.

II.

Fourteen feet will bring St. Louis to the fore,
Fourteen feet will be her glory evermore,
Fourteen feet will take her wares the oceans o'er,
As we go marching on.

—CHORUS.

III.

Old St. Louis closed her era with the Fair,
New St. Louis lifts her towers high in air,
New St. Louis with her fame gone everywhere,
As we go marching on.

—CHORUS.

IV.

Forward, leaders, in the city's work and weal,
Show our courage and the mettle of our steel,
All together, with our shoulders to the wheel,
As we go marching on.

—CHORUS

COMMITTEES

COMMITTEE ON INVITATION

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WALKER HILL
EDWARD HIDDEN
JAMES E. SMITH
O. L. WHITELAW

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S. M. KENNARD
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C. S. CLARKE
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FRANK P. CRUNDEN
DWIGHT F. DAVIS
L. D. DOZIER
GEO. L. EDWARDS
WM. ENDERS
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C. H. HOWARD
C. H. HUTTIG
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HENRY MILLER
B. MCKEEN
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O. L. WHITELAW • • CHAIRMAN

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MAX KOTANY
J. A. LEWIS

D. C. NUGENT
H. W. PETERS
ED. L. PREETORIUS
JAMES E. SMITH
WALTER B. STEVENS

W. F. SAUNDERS

1901-1909

Water purified
New City Hospital built
First Public Bath House
First Playground opened
The City Hall completed
Five Playgrounds conducted
Seventy miles of Alleys paved
Home of Detention established
Water Rates reduced 25 per cent
Tuberculosis Commission created
Two Branch Dispensaries provided
City Forestry Department organized
Public Buildings Commission named
A Municipal Testing Laboratory built
Public Recreation Commission created
Nine new Parks of 150 acres acquired
Public Service Commission established
Tonnage Tax on Steamboats abolished
Smoke Abatement Department organized
Board of Examiners of Plumbers selected
City divided into seven Sanitary Districts
Expended upon Public Works, \$3,844,920
Quarantine and Smallpox Hospital rebuilt
Commission of Hydraulic Engineers created
Two hundred and five miles of Streets paved
Six Engine Houses added at cost of \$273,354
Emergency Hospital purchased at cost of \$50,417
King's Highway Boulevard Commission appointed
Juvenile Court and Probation System inaugurated
Diphtheria Antitoxin supplied those unable to buy
Plans prepared for first section of Des Peres Sewer
Steel Hull Harbor Boat acquired at cost of \$69,000
Work House placed on almost self-supporting basis
Assessed Valuation of Realty increased \$98,785,520
One hundred and fifty miles of Sewers constructed
House of Refuge transformed into Industrial School
Office of City Bacteriologist and Pathologist created
Quarantine Launch substituted for Ambulance Service
Contract for Gas Lighting effected at saving of \$957,363
King's Highway Boulevard, nineteen miles long, laid out
Fire Department Companies increased by additional men
Contract for Electric Lighting made at saving of \$615,040
Betterments provided at Waterworks at cost of \$5,500,000
Board of Control, St. Louis Museum of Fine Arts, appointed
Twenty-five School Buildings provided at cost of \$3,719,547
Two Public Bath Houses Built; sites secured for three more
Assessed Valuation of Personal Property more than doubled
Interest saved on Bond Purchases before Maturity, \$546,680
Three Branch Libraries completed and two under construction
Additions to Insane Asylum under Construction to cost \$546,680
Improvements at Insane Asylum cut down death rate 50 per cent
Appropriated for Public Works in course of Construction, \$859,771
About \$2,000,000 saved annually to business by Terminal Commission
Four new Buildings added to Poor House and Old Buildings remodeled
Sanitary Inspection of Groceries, Meat Shops, Bakeries and Restaurants



OUR GUEST

THE HOSTS

ADAMS, C. M.
 ADAMS, JUDGE ELMER B.
 ADKINS, BEN C.
 ADREON, E. L.
 ALLEN, JUDGE CHARLES CLAFLIN
 ALLEN, FREDERIC W.
 ALLEN, GEORGE L.
 ALLEN, A. A.
 ALLISON, J. E.
 ALTHEIMER, BEN
 AMES, HENRY SEMPLE
 ANDERSON, L. E.
 ANDERSON, CHARLES V.

BAGNELL, WILLIAM
 BAKEWELL, PAUL
 BALLARD, JAMES F.
 BARCLAY, SHEPPARD
 BARROLL, JOSEPH R.
 BASCOM, J. D.
 BASSFORD, HOMER
 BATES, CHAS. F.
 BATES, CHARLES W.
 BATTLE, W. G.
 BELL, NICHOLAS M.
 BENNETT, TOM W.
 BENOIST, E. H.
 BENOIST, LEE
 BENT, C. C. F.
 BIRGE, JULIUS C.
 BIXBY, W. K.
 BLACKWELL, A. M.
 BLAIR, ALBERT
 BLAKE, JNO. S.
 BLEWETT, SCOTT H.
 BLOCK, H. L.
 BLODGETT, W. H.
 BOEHNKEN, E. H.
 BOLLMAN, OTTO
 BOND, H. WHEELER, M. D.
 BOND, JUDGE HENRY W.
 BOGHER, HOWARD
 BOGHER, DR. J. LELAND
 BOGHER, LAWRENCE
 BOWMAN, DR. G. A.
 BOYCE, JOHN P.
 BOYD, T. B.
 BOYLE, WILBUR F.
 BRANCH, LAWRENCE O.
 BRINKWIRTH, LOUIS
 BRINSMAD, HOBART
 BRITTON, F. H.
 BROCKMAN, F. W.
 BROOKINGS, ROBT. S.

BROOKMIRE, JAS. H.
 BROCK, J. E.
 BROWN, ALEX. A.
 BROWN, DR. JOHN YOUNG
 BROWN, G. W.
 BROWN, PAUL
 BRYAN, P. TAYLOR
 BUICK, J. M.
 BURG, WM.
 BURLINGAME, J. L.
 BUSCH, AUG. A.

CALHOUN, GOUVERNEUR
 CAMPBELL, EDWARD T.
 CAPEN, SAM. D.
 CARLETON, MURRAY
 CARLETON, J. L.
 CARR, PEYTON T.
 CARROLL, J. H.
 CARTER, L. R.
 CARTER, T. W.
 CATLIN, EPHRON
 CATLIN, DANIEL
 CAULFIELD, HENRY S.
 CHAPMAN, N. C.
 CHARLES, BENJ. H.
 CHOUTEAU, PIERRE
 CHRISTIE, H. L.
 CHURCH, ALONZO C.
 CLARK, C. McL.
 CLARK, CHAS.
 CLARKE, C. S.
 CLARDY, MARTIN L.
 CLARKSON, W. PALMER
 CLIFFORD, ALFRED
 CHITTENDEN, W. Z.
 COBB, C. W. S.
 COCHRAN, A. G.
 COLE, AMEDEE B.
 COLLINS, THOMAS R.
 COLNON, R. S.
 COMPTON, WILLIAM R.
 CONRADES, EDWIN H.
 CONNETT, WM. C.
 COOK, ISAAC T.
 CORKERT, JOHN F.
 COTTRILL, GEO. H.
 COYLE, P. W.
 CRAWFORD, HANFORD
 CRAWFORD, G. LACEY
 CUENDET, EUGENE R.
 CRUNDEN, FRANK P.
 CUPPLES, SAMUEL
 CURBY, C. E.

DALEY, C. L.
 DAVIDSON, A. J.
 DAVIS, DWIGHT F.
 DAVIS, JOHN T.
 DAVIS, H. N.
 DAVIS, JOHN D.
 DAVIS, SAM'L C.
 DELAFIELD, WALLACE
 DEVOY, EDWARD
 DICKSON, JOSEPH, JR.
 DOAN, GEO. P.
 DODD, S. M.
 DONK, E. C.
 DOUGLAS, ALEXANDER
 DOUGLAS, A. W.
 DOZIER, L. D.
 DURANT, GEO. F.
 DYER, EZRA HUNT

EDWARDS, B. F.
 EDWARDS, GEORGE L.
 EHLERMANN, CHAS.
 EINSTEIN, A. C.
 ENDERS, WM.
 EVANS, D. G.
 EVANS, W. F.

FARDWELL, H. R.
 FAUST, EDWARD A.
 FERGUSON, FORREST
 FERRISS, JUDGE FRANKLIN
 FILLEY, CHAUNCEY I.
 FILLEY, JOHN D.
 FINLAY, ANDREW M.
 FISHELL, DR. W. E.
 FISHER, JUDGE DANIEL D.
 FITZGERALD, JOHN
 FITZSIMMONS, ARTHUR J.
 FLAD, EDWARD
 FLYNN, WM. J.
 FORD, JAMES L.
 FORSTER, DR. O. E.
 FRANCIS, DAVID R.
 FRANCIS, D. R., JR.
 FRANCIS, J. D. PERRY
 FRANCIS, T. H.
 FRANCIS, TALTON T.
 FRANCISCUS, JAMES M.
 FRANK, NATHAN
 FULLERTON, S. H.

THE HOSTS

GALBREATH, G. W.
GALLENKAMP, CHAS. F.
GAIENNIE, FRANK
GARDNER, WM. A.
GARDNER, F. D.
GARNEAU, PIERRE
GARRELLS, G. W.
GARRISON, DANIEL E.
GEHNER, AUGUST
GERALDIN, WM. A.
GLENNON, MOST REV. J. J.
GODDARD, WARREN
GOLTRA, EDWARD FIELD
GOODALL, JOHN R.
GRATZ, BENJAMIN
GRAY, WM.
GREGG, CECIL D.
GREGG, NORRIS B.
GRIESBIECK, JOS.
GRIMM, JUDGE HUGO
GROSSMAN, E. M.
GROVES, ALBERT B.
GUY, WM. E.

HAGERMAN, JAMES
HAGERMAN, JAMES, JR.
HAILE, C.
HALEY, THOS. P., JR.
HAMMER, F. V.
HASLAM, LEWIS S.
HASSETT, GEO. L.
HAUSCHULTE, WILLIAM H.
HAWES, HARRY B.
HAY, LYMAN T.
HAYES, JOS. M.
HAYS, FRANK P.
HAARSTICK, HENRY C.
HEBARD, ALFRED P.
HENNINGS, THOS. C.
HIDDEN, EDWARD
HILL, EWING
HILL, WALKER
HILTON, ALEXANDER
HITCHCOCK, JUDGE GEO. C.
HODGDON, WILLIAM
HODGES, W. R.
HOLMAN, CHARLES L.
HOLMES, JESSE H.
HOFFMAN, GEO. E.
HORNSBY, J. L.
HOUGH, WARWICK M.
HOWARD, CLARENCE H.
HUTTIG, C. H.

IVES, HALSEY C.

JOHNS, GEO. S.
JOHNSON, C. PORTER
JOHNSTON, ROBERT
JONES, NORMAN C.
JONES, ROBT. MCK.
JONES, BRECKINRIDGE
JOURDAN, MORTON
JOY, CHARLES F.
JUDSON, F. N.
JUMP, JAMES W.

KAVANAUGH, W. K.
KEANE, ED.
KEARNEY, JOHN W.
KEHOE, CHRISTOPHER
KENNARD, SAM. M.
KENT, HENRY T.
KERENS, R. C.
KEYES, S. P.
KING, GOODMAN
KINSELLA, W. J.
KLEIN, JACOB
KNAPP, CHARLES W.
KNAPP, HOMER P.
KNIGHT, HARRY F.
KOTANT, M.
KREISMAN, HON. F. H.
KROTZENBERGER, C.

LACKEY, W. G.
LACKLAND, C. K.
LAKE, FREDERICK C.
LAMBERT, A. B.
LANGENBERG, H. F.
LEE, W. H.
LEE, JOHN F.
LEHMANN, F. W.
LEMP, WM. J., JR.
LEWIS, J. A.
LEWIS, ROB'T. D.
LEWIS, JOSEPH W.
LIONBERGER, I. H.
LITTLE, W. C.
LOVE, EDW. K.

MCCHESNEY, W. S.
MCCLUNY, JOHN H.
MCCLUNY, JOHN H. JR.,

MCCULLOCH, ROBT.
MCCKEY, JAMES G.
MCDONALD, W. L.
MCGREW, GEO. S.
MCKITTRICK, HUGH
MCKEEN, BENJ.
MCLEOD, NELSON W.
MCMILLAN, C. H.
MCMILLAN, N. A.
MCNAIR, LILBURN G.
MCPHEETERS, T. S.
MAFFITT, WM.
MAGILL, E. E.
MALLINCKRODT, EDW.
MAURAN, JNO. LAWRENCE
MAXWELL, W. C.
MELLIER, K. D.
MEYER, THEO. F.
MIDDLETON, C. H.
MIDDLETON, J. A.
MILLER, HENRY
MILLER, J. GILMAN
MILTENBERGER, M. B.
MINNIS, J. D.
MORGAN, GEO. H.
MORGAN, W. E.
MORRILL, C. H.
MORRIS, W. C.
MUDD, DR. H. G.

NICCOLLS, DR. S. J.
NICOLAUS, HENRY
NICHOLS, CHARLES C.
NICKERSON, JOHN
NIEMANN, GUSTAVE W.
NIEDRINGHAUS, THOS. K.
NIXON, W. C.
NOLL, H. M.
NOLKER, WM. H.
NORVELL, SAUNDERS
NUGENT, D. C.

O'BRIEN, JOHN J.
ORR, EDW. S.
OTTO, CARL

PANTALEONI, G.
PARKER, GEORGE W.
PARKER, H. L.
PERKINS, A. T.
PERRY, J. W.

THE HOSTS

PERRY, LEWIS
PERRY, GEO. W.
PETERS, H. W.
PIERCE, F. R.
PIERCE, LAWRENCE B.
PITZMAN, JULIUS
PILCHER, JOHN E.
PLAYER, JAMES Y.
POTTER, HENRY S.
POWELL, T. C.
PREETORIUS, EDWARD L.
PRIEST, HENRY SAMUEL

RAMSEY, J. P.
RANDOLPH, TOM
RANKIN, DAVID, JR.
RAWN, I. G.
RICHARDS, OLIVER F.
RICHMOND, M. G.
RIDGELY, F. L.
ROBERT, E. S.
ROBERTS, JOHN C.
ROBYN, A. G.
ROLFES, H. G.
ROTH, GEO. A.
ROUDEBUSH, A. H.
RUF, FRANK A.
RULE, A. O.
RUTLEDGE, THOMAS E.
RYAN, JUDGE O'NEILL

SALE, JUDGE MOSES N.
SANDERSON, H. S.
SAUNDERS, W. F.
SATERS, HENRY
SCANLAN, PHILIP C.
SCARRITT, CHARLES H.
SCHARFF, EDWARD E.
SCHLAFLY, AUGUST
SCHROERS, JOHN
SCHWEDTMAN, FERD. C.
SCOTT, HENRY C.
SCULLIN, JOHN
SENER, CHAS. P.
SHAPLEIGH, A. L.
SHAPLEIGH, R. W.
SHEPLEY, J. F.
SHOENBERG, M.
SHORT, P.
SHULTZ, J. A. J.
SIMMONS, E. C.

SIMMONS, E. H.
SIMMONS, W. D.
SIMMONS, GEORGE W.
SKINKER, T. K.
SMITH, LUTHER E.
SMITH, D. S. H.
SMITH, JAMES E.
SMITH, JAY HERNDON
SMITH, R. D.
SPENCER, DR. H. N.
SPENCER, SELDEN P.
SPENCER, EUGENE J.
STANARD, W. K.
STEEDMAN, GEORGE F.
STEIGERS, WM. C.
STEVENS, WALTER B.
STEWART, A. C.
STICKNEY, WM. A.
STIX, CHARLES A.
STOCK, PHILIP
STOCKTON, R. H.
STREETT, J. CLARK
STREETT, J. D.
SULLIVAN, A. W.
SWEET, A. E.
SWINGLEY, CHARLES E.

TANSEY, GEORGE J.
TAUSSIG, WM.
TAUSSIG, B. J.
TAUSSIG, JAMES
TAYLOR, JUDGE DANIEL G.
TAYLOR, ISAAC S.
TAYLOR, WALTER C.
TERRY, ALBERT T.
THATCHER, ARTHUR
THOMAS, JOHN R.
THOMSON, WM. H.
THOMPSON, WM. B.
THOMPSON, COLLINS
TILTON, E. D.
TIFFANY, GEO. S.
TIFFANY, DEXTER
TRAVILLA, JAMES C.
TROY, WM. E.
TROY, E. J.
TURNER, W. P. H.
TURNER, HENRY S.
TUNE, LEWIS T.

UDELL, G. E.

VAN CLEAVE, J. W.
VAN WINKLE, J. Q.

WADE, FESTUS
WALBRIDGE, C. P.
WALKER, G. H.
WALKER, J. S.
WALSH, JULIUS S.
WALSH, JULIUS S., JR.
WATERWORTH, J. A.
WATTS, M. F.
WEAR, JOHN HOLLIDAY
WENNEKER, CHAS. F.
WELLS, ERASTUS
WELLS, LLOYD
WELLS, W. B.
WERNER, LOUIS
WERNER, PERCY
WETMORE, M. C.
WERTHEIMER, J. J.
WEST, SAM. H.
WEST, THOS. H.
WHITAKER, EDWARDS
WHITELAW, ROBT. H.
WHITELAW, CHAS. W.
WHITELAW, OSCAR L.
WHITTEMORE, F. CHURCHILL
WHYTE, JOS. P.
WIEGAND, GEO. JR.
WILSON, GEORGE W.
WILLIAMS, CHARLES P.
WITTE, OTTO H.
WITTE, F. A.
WOERNER, WM. F.
WOODWARD, WALTER B.
WRIGHT, G. M.
WRIGHT, THOS.
WYMAN, FRANK

YOUNG, THOMAS C.

ZEIBIG, FRED. G.

THE ADDRESSES

The prayer before the dinner was said by Rev. Samuel J. Niccolls, Pastor of the Second Presbyterian Church, as follows:

PRAYER BY REV. SAMUEL J. NICCOLLS, D. D.

"Almighty God, our Heavenly Father, Thou art the Giver of all our blessings. We thank Thee for the unfailing bounty of Thy good and wise providence, by which Thou art ministering to our needs, and dost fill our lives with gladness. Grant unto us now Thy blessing, as we are assembled in this fellowship, and enable us, whatsoever we do, whether we eat or drink, to do all to Thy glory. Thou dost raise up and qualify men to fulfill Thy purposes, to serve their fellowmen, and to witness in behalf of truth, righteousness and justice. We thank Thee for these, Thy richer gifts. We pray Thee to let Thy blessing rest upon the man whom we would honor this evening, in recognition of his faithful and self-sacrificing services as the chief magistrate of our city. May he have the reward which Thou hast promised to those who rule in justice and righteousness. We pray Thee, also, to bless all those who exercise authority over us in civil rule, enabling them, by Thy Spirit, to do justice, love, mercy and to walk humbly before Thee.

"We thank Thee, also, for the spirit of brotherly love and mutual confidence which now prevails among us, for an awakened interest in the public welfare, and for the growing sense of civic righteousness. Grant, we pray Thee, that our breaking bread together this evening may be as a sacramental seal of a covenant with ourselves and Thee, to devote our energies more fully to the public welfare, and to the promotion of all things that will make our city better, purer and stronger in righteousness. Let Thy favor rest upon Thy servants here present and upon our whole city, we humbly ask, in the name of our Lord and Saviour, Jesus Christ, Amen."

THE CHAIRMAN, MR. JAMES E. SMITH.

After the dinner, the Chairman, Mr. James E. Smith, responded as follows to the sentiment.

To our Guest, from His Hosts.

"GENTLEMEN AND FELLOW ST. LOUISANS—I consider it a great privilege to take part in this splendid ovation given by our citizens as an evidence of their appreciation of the efficient and conscientious service rendered them by one of the best public officials who has ever served as Mayor of any American city.

"I have always endeavored to display a proper feeling of pride in the city of my adoption, but, as I look over this large non-partisan assemblage, which represents the best element of St. Louis citizenship, I am more than ever proud of dear old St. Louis and her people, for it shows conclusively that their hearts are in the right place and that they are eager to show a proper appreciation of the notable achievements of a public official who for the past eight years has faithfully performed the duties of the position he has held, and who during every moment of his term of service has regarded his office as a public trust.

"One can not speak with veracity of the administration of Mr. Wells—and its accomplishments—except in terms of praise and, knowing him as I believe I do, I realize that it will be uncomfortable for him to be compelled to listen to the commendations of those who, in referring to his valuable services to our city, must necessarily do so in words of high approval, but he can console himself with the reflection that it is more pleasant for one to hear the plaudits of his people than to bear their reproaches.

"This unusual gathering seems to me to be hopefully significant. I believe it not only means that our people appreciate honest and conscientious effort on the part of those who perform our public work, but that it also shows that a spirit of civic patriotism is awakened in our people and that in future they will demand wholesome and honest conditions in our civic life.

"It seems to me to mean also that they intend to demand capable and honest administration from all of our city officials and that they expect from our people—as a whole—their earnest and unselfish co-operation in the development of the material interests of our city as a basis for the advancement of things higher than the material.

"This great public testimonial is not only a proper recognition of the honorable service rendered by Mr. Wells—but it should serve as an object lesson to our young men in the way of teaching them not only that honesty is always the best policy, but also that the faithful performance of public work brings its sure reward to those who accomplish it.

"In this day and age many men seek public positions from many motives.

"Mr. Wells did not seek the office which he has held. At the time when he was first urged to undertake its important duties he hesitated about the acceptance of the great responsibility which the office imposed.

"Bearing an honored name, he was leading the life of ease and comfort which a gentleman of his means and quiet tastes would naturally seek. He shrank from the publicity which attends the life of a high public official.

"The office offered him none of the incentives which prompt most men to seek such positions.

"Being a man of wealth, he did not need the compensation which the position offered.

"Not seeking political preferment, he did not want the office to use as a means of future advancement.

"It was only after the continued and urgent appeals of his friends, who saw in him the qualifications needed to raise the standards in the administration of our public affairs—which were at that time shamefully low—that he reluctantly consented—and then only from a patriotic sense of duty—to take up the onerous burdens which he has borne so patiently and faithfully for the past eight years, and, heedless of the unfair, unwarranted and malignant criticisms that have been made against him, he has with an unfaltering fidelity performed the duties of his position—always doing what he thought was right and never yielding to the importunities of those who endeavored to swerve him from the high path of duty which he had resolved to follow.

"It is to the credit of Mr. Wells that his critics have been largely of the class who were not in sympathy with his efforts to give the city a clean and honest administration of its affairs.

"And so we can truthfully say of him that we love him all the more for the enemies he has made.

"Mr. Wells went into his office with the full confidence of those who knew him best, but, better still, he retires from the office—after two full terms of service—commanding the respect and admiration of all of our people who believe in civic uprightness and who have the real interests of our city at heart.

"But, better still than even all of this, he holds secure that priceless possession—the greatest a man can ever gain—his self-respect.

"He has followed the lofty ideals so well expressed by the poet:

"He raised his base on that one solid joy
Which conscience gives and nothing can destroy."

HONORABLE DAVID R. FRANCIS.

The Chairman, in introducing Mr. Francis, said:

"Taking part in this testimonial and among those who will address us this evening are two prominent citizens of opposite political faith, both of whom have filled with great credit to themselves and with the commendation of our people the same high position from which our honored guest has just retired.

"They are here not as partisans, but as citizens to pay tribute to their fellow-citizen who has so ably and so honorably fulfilled the duties of his office, and none know better than they of the difficulties which he has encountered in the work which he has so successfully accomplished.

"The first of these gentlemen is a distinguished citizen, who, in the various high positions he has held, has brought great credit to himself, his city, his State and his country.

"This gentleman will address you on the subject,

THE MAYOR AND THE CITY,

and I now have the pleasure of presenting to you the Honorable David R. Francis."

Mr. Francis spoke as follows:

"MR. CHAIRMAN AND GENTLEMEN—Eight consecutive years are a long period for a man to hold a public office, and when they are taken out between the two-score and three-score milestones, they come from the prime of his manhood. To devote such a cycle to the faithful, persistent, laborious discharge of a public trust requires will power, self-denial and singleness of purpose; to do so without fear or favor, in the face of malignant and unjust criticism and at the sacrifice of personal interest and comfort, demonstrates unquestionable courage and sincere patriotism. Fortunate indeed is the city that has such an official; felicitations are due the citizens whose affairs are so administered. St. Louis is the city; the official is the guest of the occasion. We are met here tonight to give expression to our gratitude and to say 'Well done' to Rolla Wells. The highest official in a community has an influence more far-reaching than his prerogative, a power more extended than the ordinances define, if his character commands respect and his motives are sincere and his aims unselfish. Such a man is not in authority by statutory enactment alone; he is also a guardian of the people's rights by patriotic instinct and a leader of men by inherent right. The standards of official conduct established by the head of a government permeate the atmosphere in which his appointees live and move. For eight years past the people of St. Louis have felt that the executive branch of their city government was honestly and safely administered; those who, may have differed with its head as to the wisdom of his policies have never dared to question his integrity or doubt the earnestness of his efforts to promote the city's welfare.

Unawed by popular clamor, tenacious of his convictions, unswerved by political ambition, his idea of duty has been to obey the will of the people, whose trust he held. Approaching all public questions without prejudice, never swerved by pride of opinion, he has never arrived at conclusions without due deliberation. But when a policy has been once adopted it has been followed with fearless determination. He has ever appealed to the intellects rather than to the hearts of his constituents. Interested in the welfare of all classes he has recognized the rights of all, and been ever-mindful of the claims of every section and every interest. It is difficult to over-estimate the value of such a public servant. It is not surprising, therefore, that on the rounding out of two terms of office of four years each there should be such a demonstration of approval as this. The desire that Rolla Wells should serve for another term as Mayor of St. Louis was deep-rooted and general, nor was it confined to any political party. His administration had not been partisan in any sense, his first effort having been at all times to serve the whole people rather than any portion thereof. Although his declaration to terminate his service as Mayor with the expiration of eight years' work was announced several years ago, as the time of the election rolled around and the people came to feel and appreciate his work, their demand for a continuation of service was so earnest that it could be quieted by nothing other than his own emphatic statement to the effect that a continuation of the responsibilities and labors he had experienced for eight years would be a tax on his health and strength too great for him to bear.

"The service he has given the city should endear him to every lover of good municipal government. His fearless and conscientious discharge of duty should be a model for those who succeed him. His achievements and the work of the excellent officials associated with him have been of great material benefit to the city, and have added dignity and potentiality to the office of Mayor of St. Louis. No nobler monument can a man build for himself than to perform diligently and honestly the work that comes to him to do, and when the choice of his fellows places him in a position of authority and responsibility, the more difficult is the task and the greater should be the credit. The period through which the administration of Rolla Wells as Mayor of St. Louis has extended has been one of the most important in the history of the city. Through the trying ordeal of financial panics the credit of the municipality has been admirably sustained. The material improvements required to meet the demands of a rapidly growing population have been effected without embarrassment and at reasonable cost. If his administration had no other distinguishing feature, the clarifying of the water which for so many years had been a menace to the public health and a detriment from every standpoint, should merit the gratitude and plaudits of a long-suffering community.

"The civic pride of the people which prompted them to commemorate the centennial of a great event in the history of this city and section, not only received encouragement from the administration over which he presided, but a helpful support without which it could not have attained its objects. The thousands of visitors who entered our gates during the World's Fair of 1904 were much

impressed by the general appearance of the city itself, as well as by the Exposition which they came to see. If our streets had not been in proper condition and our water supply had not been purified, no exhibition of the best products of the hand and the mind of man could have offset or eradicated the bad impression made by a city uncleaned and unequipped for the reception and entertainment of its guests. But the record of good works is too long for recounting on such an occasion as this.

"The subject assigned me of 'The Mayor and the City,' when that Mayor is Rolla Wells and that city is St. Louis, is so replete with accomplishments and reminiscences, is so inspiring of respect and affection, is so suggestive of earnest effort and wonderful development, that I can not disassociate them. Nor shall I attempt to do so. In the years to come the beneficial results of his administration will be gratefully remembered and the increasing growth of St. Louis will attest the wisdom with which he has laid the foundation thereof. May his lines fall in pleasant places, and may the city for whose betterment he has so earnestly labored realize the promise it now gives of still more splendid greatness. Although retiring from public office his love of St. Louis is in no sense diminished. Here he was born; here was he reared. Here he took unto himself the wife who has been a helpmate indeed. Here his children were born; here were formed the associations of his childhood and his youth. Here his interests are. Here are the friendships of his manhood and here his dead are buried. Wherever he may wander after laying down the cares of office we are confident that his heart will ever turn with longing to the scenes of his struggles and his triumphs.

"Public opinion is fickle, and has at times driven into exile patriots whom subsequently it recalled and honored. Even the Greeks tired of hearing Aristides called 'The Just.' Justice to a faithful public servant may at times be slow, but it always comes around with time. More than once has due credit been given after death to sons who during life were not appreciated. Possibly the sober second thought of one's contemporaries may not place a proper estimate on true worth, but history and subsequent generations seldom fail to do justice to the deserving. Fortunate indeed is he, Mr. Mayor, who at the end of eight years of service, after being attacked by those who think their interests have not been protected and by partisan opponents, is the recipient of such a manifestation of approval by a large community as that tendered you this evening. We appreciate your worth and are proud to tender this tribute.

"Much remains to be done for St. Louis. Rolla Wells' experience fits him for effective work as well as for wise counsel. We are sure no one will cherish a greater pride in the continued growth of St. Louis, no one will respond with greater alacrity to the call she will make on her sons, and no citizen will enjoy in a greater degree the hearty wishes of the people of St. Louis for happiness, prosperity and long life, than does our retiring Mayor, Rolla Wells.

HONORABLE C. P. WALBRIDGE.

The Chairman then introduced Mr. Walbridge as follows:

"GENTLEMEN—You will note that we are long on Mayors this evening, although most of them may be called 'exodusters.' It seems to me, however, your Honor, that the X's have a shade the best of it, in that they have justly earned their honorable titles and have their troubles—like the tails of little Bo Peep's sheep—'safely behind them.'

"One of these ex-Mayors, after retiring from the high position of Mayor, which he filled with great credit alike to himself and his city, returned to business life, and for the past twelve years he has been at the head of one of the largest business concerns in our city.

"He has also taken an active part in working for the general business interests of our city, having for six years served as President of the Business Men's League, giving much of his time and effort to the upbuilding of that most useful and effective organization, which has done so much for St. Louis.

"Although this gentleman differs in his political views from our honored guest, he is here as a broad-gauged, public-spirited citizen to take part in this demonstration of the appreciation shown by our citizens of the clean and capable administration of our municipal affairs under our retiring chief executive.

"The text of his address is,

WE, THE FORMER MAYORS.

Gentlemen, I now have the honor of presenting to you the Hon. Ex-Mayor Walbridge."

Mr. Walbridge spoke as follows:

"MR. CHAIRMAN AND GENTLEMEN—I am glad to speak on this occasion as a representative of the Ancient and Honorable Order of Former Mayors.

"We are proud of our Order and glad to have had the experience which made us eligible to membership. Unlike most Orders, we never solicit additions to our number. We have no membership blanks; we have no examining committee. Membership is attained only by serving an apprenticeship of four years; an apprenticeship which calls for the most arduous labors, constant watchfulness, unswerving loyalty and ever-readiness to fight for both body and soul. If the apprentice comes through the trials alive, he is a member of our Order Ipso Jure.

"Our membership is cosmopolitan. We are of all kinds. We differ from one another even as the angels are said to differ in Paradise. I shall not attempt to point out the differences or comment upon them. Suffice it to say in the words of the sage:

"There is so much good in the worst of us,
And so much bad in the best of us,
That it does not become any of us
To speak ill of the rest of us,'

"In one thing, however, we former Mayors are perfectly agreed. We are a unit in extending a most cordial welcome to him who has served a double apprenticeship of eight years and has come through without a stain upon his honor or a flaw in his record of fidelity, who has not once attempted to do aught but serve his city without prejudice and without fear. However much men may differ as to the correctness of his policies, there is not one to question the correctness of his motives. We welcome Rolla Wells because he will bring to our Order dignity, loyalty and true worth. We former Mayors thank you, one and all, for this demonstration of confidence and esteem for our new member. We sincerely hope that for many years to come St. Louis may have the benefit of his ripe experience and his wise counsel.

"But human nature never lingers long with the setting sun. The beauties of the western sky soon fade away and we turn our faces eastward for a new day of activity and opportunity. So we former Mayors turn to the rising sun and greet him who has but now ushered in a new municipal day, with all its activities, its opportunities, its hazards, its disappointments and its victories. We salute Frederick Kreismann and from our hearts bid him God speed. We bespeak for him the loyal co-operation of all good citizens. We bespeak for him your patience, but not your indulgence. We bespeak for him your kindly criticism when you believe him wrong, and your courageous support when you believe him right. If he receives this from you, his administration will be so clean, so progressive and so sound that when viewed in retrospect, all shall say, "Truly, it is good."

MAYOR F. H. KREISMANN.

The Chairman, in introducing the Mayor, said:

"Joining in this tribute to our honored guest we have our newly-elected chief executive, who, in assuming his duties, has declared his intention of devoting his energies to the upbuilding of our city and working for the best interests of all of our people.

"I am sure there is not a man in this room who will not pledge his hearty support to him as long as he pursues the policies he has outlined, and the best wish I can offer him—and this I most heartily do—is to express the hope that at the end of his term of service he may have as secure a place in the hearts and affections of our people as is now held by his worthy predecessor.

"I take great pleasure in introducing to you our new Mayor, Mr. Frederick H. Kreismann, who will speak upon

THE MAYOR'S OBLIGATIONS.

Mayor Kreismann spoke as follows:

"MR. TOASTMASTER AND GENTLEMEN—It is indeed pleasing to join you in paying this tribute of respect to the retiring chief executive of this city, and in this manner manifest our appreciation of his worth as an official and citizen.

"No greater reward can come to one than to know that his efforts in behalf of his fellows are appreciated.

"The responsibilities of the office which he has surrendered and which I have assumed can not be over-estimated, and in a proper discharge of them rests the progress and development of our city.

"The duties of Mayor are manifold and laborious. To him are confided vast and vital powers, and to discharge them so that the greatest good may follow should be his highest aim.

"No sinister or selfish purpose should ever influence him.

"No personal gain should be sought, attained or desired.

"He should consecrate his efforts to the general welfare.

"He should be animated by a high sense of duty, and no motive should ever govern his conduct save a sincere desire to do everything within his power to advance the public good.

"He should proceed along lines calculated to bring about the best results attainable. Not only may vast business interests be effected by his course, but the happiness and prosperity of those less favored are inseparably connected with his official conduct.

"He should be clean of heart and patriotic of purpose, wielding an influence that will mould into better citizenship all classes of men.

"He should ever bear in mind that he is the servant of all the people, to whom they have committed, for a limited time, the performance of certain duties and the exercise of certain powers, and only by a sane and patriotic discharge of them can he hope to enjoy the confidence and a continuance of the favor of the people.

"Sir, I congratulate you upon the merited esteem in which you are held by your fellow citizens, and I join with them in wishing you unbounded happiness in the years that lie before you, which I earnestly trust may be many and each rimmed with a silver lining."

MOST REVEREND JOHN J. GLENNON, ARCHBISHOP OF ST. LOUIS.

The Chairman then introduced Archbishop Glennon as follows:

"GENTLEMEN—We are honored tonight by the presence of a distinguished prelate, who, since his residence in our city, has at all times shown a broad interest in our city's welfare, and has given his encouragement to every movement whose object has been the betterment of our city and its people.

"He is greatly beloved by those of his own religious faith, and he is highly honored and revered by all of our people who have had the good fortune to be brought under the influence of his charming personality.

"He has been selected to address you this evening on the subject of

CIVIC REFORM,

and I now have the honor and the very great pleasure of presenting to you the Most Reverend John J. Glennon, Archbishop of St. Louis."

Archbishop Glennon spoke as follows:

"MR. CHAIRMAN AND GENTLEMEN—The privilege is usually accorded an after-dinner speaker to talk according to his fancy, rather than to the subject allotted him, and he generally exercises his prerogative by getting as far from the subject as he can, and including pretty near everything else. I am sure the privilege ought to be extended me this evening, since the purpose of our meeting is not to upset our nervous system by a worrying discussion of abstruse problems, or grave principles of municipal ethics, but rather as citizens of St. Louis to pay, by our presence and our words, a tribute of respect to and admiration for the honored guest whom we surround this evening.

"All the more reason might I allege for the privilege, since I believe that most of you are beginning to weary of this subject set opposite my name—Civic Reform. It is an old subject—in the sense that we have had civic reform in fact—if not in name, from the very beginning. They have been digging tablets from ruins of Babylon and the valley of the Nile, in whose hieroglyphics we can find the cryptic laws made by the civil reform rulers who flourished there three thousand years ago. The cities of Greece and Italy record as the law of their thousand years of life and growth the efforts made by faction after faction and ruler after ruler to reform the work done by other factions and other rulers.

"Sometimes the reformers were successful and sometimes they got killed. Socrates had to drain the poison cup. Hildebrand died in exile, and we may mention, though in an entirely different strain, and only with bowed heads, that the world's greatest reformer—the World's Redeemer, was nailed to a cross close by the city that He loved.

Sometimes, again, the reformers were too successful. A few hundred years ago they thought that the sacred bond of matrimony needed reform, and their reformation of it has given us the divorce court. A century and a half ago they thought that France needed reformation, and so, for Christianity they set up the worship of Reason, and the place of Christ amid the flaming cherubim of the sanctuary was usurped by a demi-mondaine, while the misrule of the Bourbons went by the way of murder and pillage to the horrors of the 'Reign of Terror.'

"Of course, the idea of 'civic reform' before the minds of most people today is that which became necessary because of the municipal mismanagement of modern times, and noticeably, let us say, here in America. Why in free America, with its representative form of government, municipal depravity should exist would appear a mystery, and at first sight tells against a government based on democratic principles. Yet the explanation is not difficult. Our cities grew quickly. St. Louis may be a hundred years old as mere time would have it; she is really a city from the time the World's Fair project was started. The growing city has much to give—franchises, concessions, contracts, offices; and where there is much to give, there are always a sufficient number of people anxious to take, and are quite careless in what methods they employ in the taking, the temptation is too great. Then, in a new, rapidly growing city, the people are new to one another—the boldest consequently get the quickest results; while the better people side-step from their civic responsibility of fighting the devil with his own weapons, and retire to the more peaceful pursuit of building up their own fortunes and their own homes.

"Some of the new people released from tyranny in other countries see in the liberty accorded them here a release from all law, and think such institutions as the police force and the criminal court natural enemies of theirs, to be resisted to the death.

"These causes produce confusion, then distrust, then collusion, then unfair concessions and privileges, until finally we reach the deplorable condition some American cities have found themselves in. And hence arose the civic reformer, and the many reform movements of the last few years, all urged on by the sight of the accumulated wrong-doing—the buying, bribing, bartering and trading in the open day. Some of these movements have been successful; all are successful in proportion to their right to be successful. For, after all, the heart of the people is sound, the vast percentage of the common people are honest, and when a movement making for honest reform was placed before them, they responded in no uncertain terms, that justice should be done and right prevail, though all the penitentiaries in the country would have to be filled as a consequence. You will note that I say a reform movement—making for honesty and square dealing should always be in the hands of men who are themselves honest; men who have that reputation and in consequence have the confidence of their fellow-citizens—men who have no ulterior motives in the work, but simply the solemn sense of duty, impelling them to work for their city and their homes. If they are not such, then the cause they advocate—a sacred cause—becomes merely a cloak for their

hypocrisy, and the sad spectacle is presented of people being betrayed in the house of their friends. The most hopeless condition that a city could fall into is when its reformers would themselves need reformation.

"The old city of Cologne needed a cleansing, so they invited the river that flows by to perform the cleansing. The poet facetiously adds:

"But prithee tell, ye powers divine,
Who'll henceforth wash the river Rhine?"

The reformer that needs to be reformed is the *fin-de-siecle* of modern municipal depravity.

"Mr. Chairman, we have had as Mayor of the city of St. Louis for the last eight years a man who did not preach from the house-tops the cause of civic reform; no; he did not preach it from the city's house-tops, but he practiced it at the City Hall. We felt safe in our homes, because we knew that the watchman there guarded our rights, and that any hour of these long years we could answer for our city to friend or enemy, 'All is well.' His honesty—who has ever doubted it? He had the same face, the same answer, the same law for the millionaire that flattered, the labor agitator who threatened or the Salvation Army captain who prayed. He performed his duty as he understood it, heedless of criticism, sometimes bitter and generally unjust, heedless of the applause or condemnation of the passing crowd. It is for this we honor him, that he could be a civil reformer without being a demagogue; that he could be honest without telling everybody about it. But honesty is not the only virtue for mayoralty's decoration. A Mayor has to think for and work for the welfare of all the people. He may not have to consult their spiritual well-being, but all that concerns their moral and material welfare should be near to him. The protection of property, the promotion of industry, the guarding the city's resources and the proper expenditure thereof; finally, the setting of the city before the country and the world as a good place to come to, a good place to live in, all these are within the sphere of the Mayor's duty; to him we look for their inauguration and accomplishment.

"And when we turn to the Honorable Rolla Wells for answer as to how these things have been done, his eight years of office speak out in no uncertain terms. He has fought the good fight. An honest man he was elected Mayor, an honest man he retires. For the long years and the bitter struggles there comes now the recompense, small, inadequate, but still the best (because the heartiest) that we can offer, namely, that to you, Mr. Wells, we citizens of St. Louis offer our gratitude, esteem and unchanging devotion. May your years be many and your cup of joy be always full.

MR. FREDERICK W. LEHMANN.

The Chairman, in introducing Mr. Lehmann, said:

"GENTLEMEN—We all, I am sure, appreciate highly good government. I sometimes think that we do not always express our appreciation as we should. Much has been said tonight in appreciation of the good government St. Louis has had for the past eight years, and all of it has been well said.

"And now, that this expression may be concentrated into a final word, let me introduce, to speak to the sentiment,

THE CITIZENS' APPRECIATION OF GOOD GOVERNMENT,

one who has been long recognized in this community as combining in himself the virtues of ideal citizenship, sagacity and distinguished legal ability, one upon whom the tongues of fire have descended, the President of the American Bar Association, Frederick W. Lehmann."

Mr. Lehmann spoke as follows:

"MR. CHAIRMAN AND GENTLEMEN—It is said that republics are ungrateful, and if it be true, it means that the people are ungrateful, and those who serve them must miss the highest reward that can come to man in this life. Genuine loyalty and sincere devotion to duty can not be compensated in gold. Heart must answer to heart and crown honest endeavor with the benediction, 'Well done, thou good and faithful servant.'

"Is the reproach brought against the people a just one? Is there no incentive to public service save the material advantages of public position? This meeting is an answer to the question. We have gathered here from every walk of life, representing every party and every creed, in tribute of respect to one whose term of office is ended, to make glad acknowledgment that throughout eight years of arduous public labor his performance has measured full with every promise he has made and up to the highest standards of official duty.

"Public service is beset with difficulties. It deals with problems complex in their nature, in which everybody is interested and concerning which everybody has an opinion. Public duty often antagonizes private interests and conflicts with personal ambitions. The opinion which is disregarded sees no wisdom in the course that is pursued. The man whose selfish purpose has been thwarted is swift to impute to others his own baseness of motive. But in every field of contest there are blows to take as well as blows to give, and there is no time for plaudits until the battle is over.

"The Mayor of St. Louis has great responsibilities, greater than he can fully discharge. He is the official head of the city and is brought into relation with all its functions and affairs, but he is not the repository of all its powers. He is held to chief accountability while his authority is divided. None the less the prestige of his office makes his example always persuasive and sometimes compulsive. Much may therefore be demanded of him, everything indeed in the way of public

spirit and moral tone. The appointments he makes will determine in turn the character of the appointments made by his appointees. By his manner of discharging the immediate duties of his office, the performance of duty in every related department of the city government will be affected.

"Of present approval he can not make sure. Every appointment means many disappointments. However he may perform any function of his office, there are those interested to have it differently performed. And disappointment is always loud of tongue. The man of faint heart is moved by the clamor of the aggrieved, unconscious of the approval that is masked in silence, and leaving his duty seeks the favor which can not long be held if it is not worthily won.

"Public opinion, when it has definitely expressed itself, according to its own prescribed forms, is to be obeyed, but it must itself set the example of obedience to the laws it has imposed. Every man owes to his fellowman the exercise of his own judgment and the guidance of his own conscience. Only the collective result of honest, independent, individual convictions can make a public opinion worthy of respect. If one man may yield his convictions in advance to what he believes the majority may desire, any other man may do the same, and so make possible a public opinion which is not the real opinion of any. Rendering obedience to the existing law and order, it remains the duty of every citizen to strive to make that law and order what he believes it should be, and here the individual conscience is supreme. For every formative and reformatory purpose every man must assert himself. And wherever he may be placed, whether in public post or in private station, when his judgment is invoked, he must give his judgment and not his conjecture of what the judgment of others may be. He may take counsel of many, he may seek for information on every side, but at the last his action must express the conviction of his own soul.

"Rolla Wells did not commend himself to the people by any arts of popularity. Reserved in his manners, and, to the seeming of some, even austere, plain in his speech almost to bluntness, firm in his convictions to the point of stubbornness, the charge of demagoguery against him would be the extreme of irony. He brought to his high office common sense, common honesty and uncommon courage. He answered to the man in the mind of Sir Henry Wotton when he wrote:

"How happy is he born and taught
That serveth not another's will,
Whose armor is his honest thought
And simple truth his utmost skill."

"No din of clamor could disturb his confidence and no pressure of partisan powers could break the strength of his purpose; the subtle influences of friendship were unavailing against his clear insight, and corruption never ventured to try the texture of his integrity.

"His sole, sufficient talent for administration was his character, and character is the final solvent of every political problem. The genius of statecraft may exhaust itself in devising constitutions and charters, but all will fail if the men

who administer them fail in the measure of their manhood. 'The whole art of politics consists in being honest.' Higher tribute was never paid to any man than was paid to Theodore Roosevelt by the unfriendly critic, who said, 'I would rather trust the President's conscience than his judgment.' When you can trust a man's conscience, you may well take some chances as to his judgment.

"In the quiet, reserved gentleman who occupied the chair of chief magistrate of the city the people came to recognize one who followed only the lead of the kindly light which is heaven sent for man's direction, who would not flatter them for their favor, and whose respect for them was so sincere that he would go their way only so far as he believed it to be right. And they have reciprocated that respect as it deserved. He has risen steadily in their esteem, not like the feather which lifts with every breeze and falls with every calm, but by the upward gravitation of moral power, and now discharged of his stewardship he returns to private life, attended by that popularity which never walks before a man, which travels only in the track of his well-doing and which flees his presence if he but looks back to see if it is following. Not his own party and his own section of the city, but every party and every section of the city, now when the trumpety honors of place have fallen from him, unite to clothe him with the enduring honor of the good name that is the meed and the merit of duty well done. The gentleman who takes his place graces the occasion with his presence and participation, and it is a token of cheer for his own future that he had the finer grace and the manly, generous justice, in the very thickest of his contest for office, to express his cordial appreciation of the administration to which he was to succeed. 'The king is dead, long live the king!'

"'The evil that men do lives after them; the good is oft interred with their bones.' I do not believe it. The forces of evil, if they gathered strength with the passing of the years, would prevail against every effort for their undoing. But it is the good which is of enduring life and of perpetual influence.

"'Only the ashes of the just
Smell sweet and blossom in the dust.'

"The administration of Rolla Wells is closed and has passed into history, but it remains for him and for his children and for their children, for his friends and for all his fellow-citizens a wholesome memory and a beneficent example."

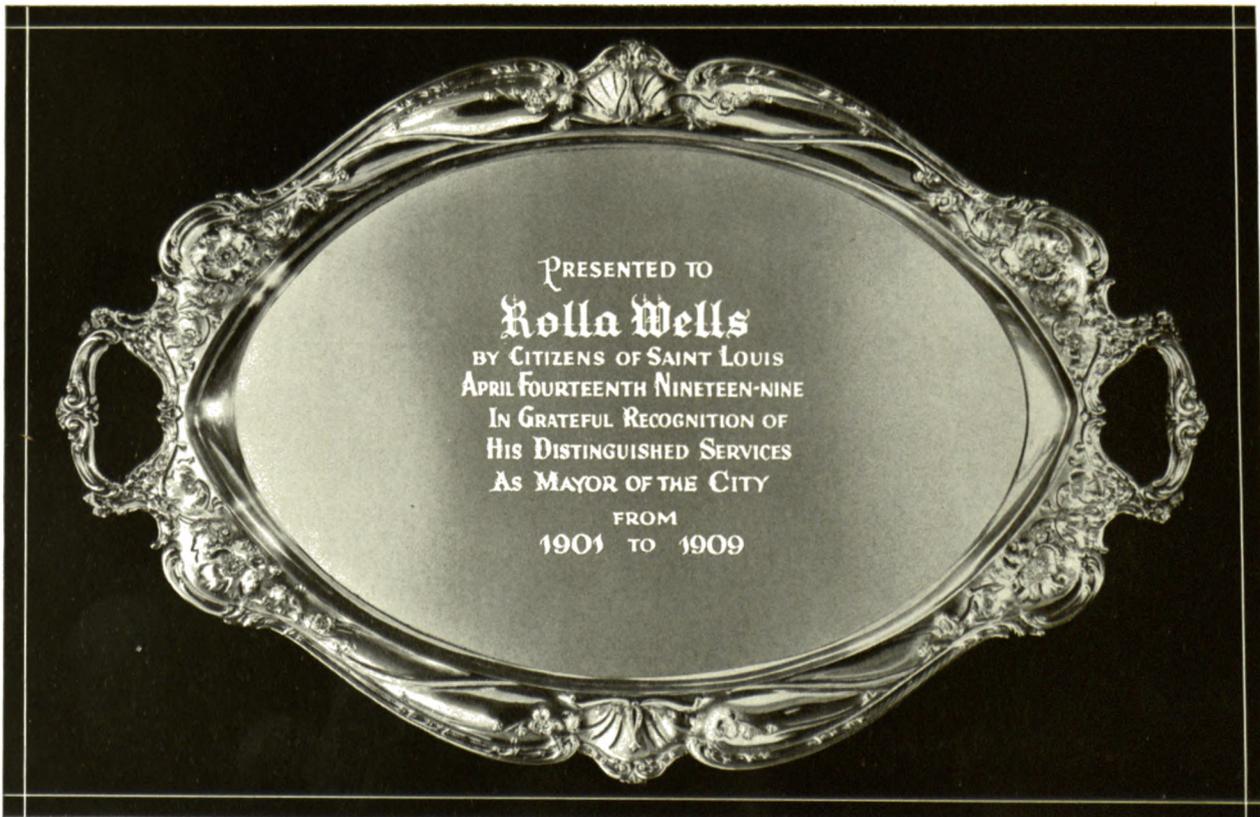
The Presentation.

Pausing, and turning towards Mr. Wells, Mr. Lehmann continued:

"Mr. Wells, your friends have not been willing to let this occasion pass without a sign-manual to attest it, and in their name and behalf I present you with this token of their affection, this memorial of their pride in your conduct and their confidence in your character. May your days be long in the land and may they be filled with usefulness to the end."



Silver Service Presented by Citizens of St. Louis, April 14th, 1909



Salver of the Silver Service

As Mr. Lehmann concluded his address a beautifully wrought chest behind the speaker's table, was opened, showing a silver service, upon the tray of which was this inscription:

"Presented to Rolla Wells by citizens of St. Louis, April 14th, 1909, in grateful recognition of his distinguished services as Mayor of the city from 1901 to 1909."

At the close of Mr. Lehmann's remarks, the Chairman arose and spoke to Mr. Wells as follows:

"Mr. Wells, it is now my pleasant task to present to you this beautiful souvenir book, which has been bound especially for you; and which contains the complete menu and program of this banquet, and, in addition, the autographs of all who are present. I am sure you will treasure it as a memento of this happy occasion, and I hope through many years to come that you may enjoy its possession."

This book, without the addresses, was then presented to Mr. Wells, but in order that he might have a complete record of the occasion, it was afterwards decided to add to the book the addresses made by all of the speakers of the evening, in the order in which they were delivered.

RESPONSE OF MR. WELLS.

Mr. Wells spoke as follows:

"MR. CHAIRMAN AND GENTLEMEN—It is not easy to do justice to the feeling which I now experience after this cordial and hearty reception.

"I am greatly indebted to you, Mr. Chairman, and to the speakers of the evening for the kind manner in which you have spoken, and I appreciate the hospitable manner in which you have all welcomed me.

"Resulting from the complimentary expressions I feel it would be advisable for me to retire from the banquet hall for a moment for the purpose of seeking an introduction to myself.

"A hostess said to a gentleman guest, 'Are you thoroughly enjoying your glories and victories?' He replied, 'Well, I feel like the man who lost his wife and said, 'it was verra dull but verra peaceful,' and I have reached the conclusion that peace is an acquired taste.'

"Since leaving the public service I also find it 'verra dull but verra peaceful,' and that peace is an acquired taste. Twice I have been highly honored by the people of St. Louis through my election as the executive of the city. During the past eight years a great advance has been made in St. Louis towards a greater, and, I believe, a better city, and it was my good fortune to have been called upon to serve during such a period.

"As Mayor it was at all times my endeavor to be a fair arbiter of all public and quasi-public matters. It was my ambition, through personal and official conduct and acts, to create a greater respect for the public service, and if in this I have at least partially succeeded, then I have not lived my official life in vain.

"It is not for me to assume credit for any improvement that may have been accomplished in the management of public affairs, but in the spirit of justifiable commendation, I desire to pay tribute to the conscientious and industrious chiefs of the municipal departments for the able manner they have administered the duties of their respective offices, and to them credit is rightly due.

"A proper control and management of the municipal government involves the protection of our homes, our families, and those dependent upon us, and in such spirit every citizen should feel interested.

"I wish my successor, while in the discharge of his official duties, every success, and offer him all assistance that may be in my power.

"I desire to express my appreciation to all here assembled for the compliment conferred in making me the guest of this occasion, and tender my thanks for the generous token you have bestowed upon me. I shall hand it down to my children, feeling that its possession, coupled with the motive of its tender, will prove an asset that will make them better men and women.

"In conclusion, I am sure you will indulge me in a little personal sentimentalism. Forty years or more ago, within three blocks from where we are now seated, there stood an old church, and in that church was conducted a Sunday-school, where, under the guidance of my mother, I received my childhood training—a mother whose unselfish life, whose trust in God and uncompromising integrity, have ever been my inspiration and standard. The mother of long ago whose influence I still feel within me, and my good wife, whose steadfast character has ever upheld me, has been my strength and guide during the eight years of my official life. If I have succeeded in doing good to my fellowmen, then the memory of the one, and the presence of the other, should share in the great honor you have this night conferred upon me."

THE HOSTS

J. E. Smith - Chairman
David R. Francis
C. P. Walbridge
Fredrick H. Keimann
John J. Glennon
W. J. Kinsella
Samuel Kiecolt
E. C. Gimmans
G. S. Johns
C. H. Kutty
Dennis O'Connell
Frank W. Lehmann
Jimmy W. W. W.
Robt. S. Brookings
Alfred L. Shapleigh

John T. Davis
 James W. Burnett
 George J. Tiffany
 Dwight A. Davis
 Eugene Rouwendt.
 Albert Westwood
 Hugh McKittrick
 Alfred P. Johnson
 Charles A. Norman
~~William H.~~
 Nathan Frank

Edward F. Altra
Edward Bogert.
Miss Kalam
Frederic W. Allen.

Amos Capen

John Holiday Wear

Wm. H. Miller

W. S. Fenner

Joseph Barrell.

John Lawrence Mansan.

Ferd. C. Schwetman.

H. N. Spencer

E. J. Sauer
 Aug. C. Busch
 M. H. Gale.
 Arthur A. Sager
~~M. H. Gale~~
 C. H. Huntley
 H. S. Saylor
 W. M. Farley
 Lawrence Boggs
 C. Krotzsch
Edgar
 P. H. Boyle
 W. H. Block
 R. H. Shapleigh

Wm. G. Guy.
J. W. Ramsey
Geo. Darwin Brown
Frank Rice
J. M. Hayes
J. D. Pascom
J. P. Parker
James L. Ford
Alexander Douglas
Warren Goddard
Wm. B. Gregg
F. Christian Whelan
Chas. F. Joy.

Wm Gray

Edward S. Robert

Ch. Fleet

William Burg

Geo. W. Perry

James F. Ballard

J. H. Shurtz

H. Brimmer

W. Morris

C. A. Madleton

H. B. Schumann

C. Roman Jones.

Henry Furman

Ellis Norton

Jason P. Graves

Henry Leiper Ames

W. P. A. Surber.

George W. H. Douglass

John R. Howe

Henry S. Jones

William Maffitt

Charles M. L. Clark

Dan. C. Nugent

L. Allen
 M. D. Davis
 P. H. Jackson
 H. N. Davis
 John E. Picher
 Alfred H. King
 King, Scott.
 W. Palmer Clarkson
 H. A. Delaford
 J. W. Kearney
 C. H. Lusk
 Walter Clayton
 Cloten Johnson

W. K. Standard
James A. Wadsworth
F. A. Witte
John W. Wadsworth
B. H. Wadsworth
W. J. Wadsworth
Alphonso Chase Stewart
Eugene J. Spencer
Nicholas M. Bell
Aug. Schlafly
Ed. L. Hassett
Augustus Robert
John Robert

A. Wheeler Bond.

Lyman W. Mifflin

Phillips

Frank D. Gardner

Harry J. Knight

James S. Dooker

David Ranken Jr

W. E. Fiskel.

M. Notary

Thobys
" Klein

Lawrence O. Branch

Format Ferguson

M. R. Hodges

~~Wm. F. Smith~~
J. D. Brett
G. W. Bremer
C. H. Conway
J. E. D. Brock
J. C. Cotton
Henry T. Keet
Thos. H. H. H. H.
T. S. M. Wheeler
Robert S. H. Jones
James H. Livingston
John F. Lee

Charles F. Bates
 Wm W. Berry Jr
 Hooborn Power

West Gilman Miller
 A. J. Davidson

W. B. Chapman.

Jas. G. Travilla
 H. Anderson

C. Singly
 A. H. Laddsbush

Wm F. Hoerner
 Saunders Norvell

B. Baumig.
 George P. Doan
 Geo. F. Meyer

Arthur D. Cole
E. C. Smith
H. F. Langerberg
Gross Morgan
H. Minnie

Buy McGee
and Hodgson
Kendall

J. H. McCluney
Secunwright
J. S. Whyte

H. R. Fargous
W. H. Thomas

Charles F. Williams
A. Connitt

Lewis Perry

James Allison

Gowenman Callhorn

Morton Jovanov

W. M. Donald

Chas. F. Newycker

Frank Greenme

Henry G. Kasper

Ernst R. Fiebing

Henry Sawyer.

Harvey L. Christie

Ed. M. Brew

W. K. Cunningham

A. Taylor Bryan

Lawrence B. Pierce

Arthur E. Smith

M. O. N. ~~Smith~~

Lawrence J. ~~Smith~~

Philip C. Secor

J. W. P. Boye

Ben C. Adkins

Edward Hadden

J. Handwick
 H. Bungeingam

Robert
 W. H. Smith
 Charles Ehrenberger

J. Hays Trimm
 J. P. Colby

J. W. Shiner Jr.
 Chas. Nichols

James Adleton
 W. J. Guttender

E. J. Troy

Gen. F. Cottrell
S. M. Pitt

W. B. Wells
J. Wright
Homer P. Knapp.

Robt. H. Hettler

Wm. Enders

J. H. H. H. H.

Chas. A. O. H.

Wm. H. H. H.

Frank P. Hays

J. A. Francis
 Oliver Thompson
 David B. Francis Jr.
 J. V. Waller
 Gustus Belle
 Stephen Hart
 Geo A Roth
 Dr. Otto E. Fortner

 Jason F. Brad
 W. H. Lee
 Walter Hill
 Sam. Coffey
 Harry B. Hewer

Prof. O. Nichols

George W. Johnson

Wm. B. Young

E. M. Hall

Wm. B. Young

Chas. F. Richards

George Simmons

James W. Young

J. Clark Smith

Soyd Parker & Co.

Eden P. Spencer,
 Gray Carter

Thomas S. Rutledge
 J. W. Carter

Joseph W. Lewis
~~Henry Ripps~~

F. V. Hammar

~~John J. Caldwell~~

Daniel G. Taylor.

W. E. Hoffman

Sam H. West
Sylvester P. Hayes
W. B. Clark
Leahy, memoir
Thomas S. Jones
W. A. Doyle
L. S. Dozier
J. M. Tichenor
Edw. K. Love
Albert T. Terry
W. C. Wood.
A. B. Church.

William Tansley
 Henry M. Abel
 Dwight
 W. F. Evans
 David C. Davis
 Irving Hill
 John S. Blake
 Breckinridge Jones
 J. M. Francis
 Albert Blair
 William E. Morgan
 G. Tansley

Fred C. Lake.
S. M. Dodd

Edw. M. Linnick

Edw. Devoy

Edw. Taylor

Larry Anderson

Dexter Tiffany
Wm. J. Stuart

John J. O'Neil

Jane Bakewell

Sam M. Leonard

Lewis J. June

Robert D. Lewis

Chas. Captain Allen

W. H. Dixey
Charles Anderson
Gray Crawford
Fred G. Fisk
Franklin L. Ridgely
J. B. Boyd
Wallis B. Stevens
A. B. Lambert
Kaufman Crawford

W. H. Noller

John Fitzmales

W. B. Dewoit

R. Smith

Marley G. Richmond

Gueto Pantalony

Julius Birge

James G. McAnkey

John J. Flynn

Samuel Gerhardt

Benjamin A. Charles

W. L. Mackey

W. G. Batts

Gross ~~Stevens~~

William Stolper ~~chute~~

John V. ~~Triggineros~~
 Thos C. Hennings

Thos. P. Healey

Walter B. Woodward

W. Gardner

W. J. Colman

Ed Keane

W. T. Saunders

E. E. Magill

E. H. Rosman

~~C. A. M. W.~~
W. A. H. M. W.
Fredk W. Johnson
R. C. K. E. P. E. N. S.

J. L. O'Kishery
H. M. W.
D. E. Garrison
Nelson W. M. S. L. A. D.
E. A. J. U. M. A. N. S.

Harwick M. Hough
 J. Wetheimer.

Chas. W. Whitelaw

St. Francis

Geo. Weigand

Joseph Dickson, Jr.

Wm. S. Sullivan

Thomas C. Young

Julius Pittman

Halsey D. Eves

Jesse McRobmes

Henry W. Bond

Goodman King

Edw. A. Mearns.

Wm. T. Gallant
C. E. Crosby

W. S. Canfield
A. J. Beck

Geo. T. Durant
Albert B. Groves

Carl Otto
Wm. J. Gannett

J. W. Woodall
Edw. H. Lane

James T. Croce
Charles W. Adams

Arthur Thacher

~~W. P.~~
J. W. Wagoner

Alfred Clifford

E. E. Udell

Chas. H. Scarritt

G. Brown

Edward

J. H. Britton

J. M. Buiet

Gen. H. Blewett

C. W. Fullerton

Gen. J. G. Fogg

C. A. McMillan

Louis Henry
J. Henderson
B. Edwards.
A. Henry
William Bagnell
Ed. A. Deegan
Charles Whitaker
Murray Capleton
Henry Harstedt
Henry S. Patten
A. A. McMillan
John D. Filley.

Edwin Martin
 Pierre Chouteau
 Ab. F. Hilteneberger
~~W. J. Lamm~~
~~A. Nelson~~
 Isaac J. Cook
 J. V. Short.
 Alexander Brown
~~Col. M. Shoenberg~~
 W. C. Steigers
 Olaus H. Howard.
~~W. J. Lamm~~
 A. J. Sullivan

XLIX

THE BUSINESS MEN'S LEAGUE

IN 1893 one hundred leading citizens of St. Louis organized what was known as the Business Men's League of St. Louis, its successor being the St. Louis Chamber of Commerce.

The purpose of the organization was for the advancement of the interests of the citizens as a whole and the promotion of that which would be of the greatest good to the greatest number.

January 18, 1911, I was elected president of the organization, the former presidents having been Messrs. S. M. Kennard, John C. Wilkinson, C. P. Walbridge, James E. Smith and Walker Hill.

The three administrations preceding and the two years of my incumbency—a period of eleven years—the League had the services of an efficient secretary and general manager, Mr. William Flewellyn Saunders.

The following officers of the League were my associates: Mr. Elias Michael, First Vice-President; Mr. Joseph R. Barroll, Second Vice-President; Mr. John E. Pilcher, Third Vice-President; Mr. Sam D. Capen, Fourth Vice-President; Mr. R. H. Stockton, Fifth Vice-President; Mr. J. A. Lewis, Treasurer.

Under the leadership of Mr. Barroll, Chairman of the Membership Committee, there was a large increase in the membership.

At this time there were a number of local civic and business organizations throughout the city. During my administration as Mayor of St. Louis, I found the management of some of these organizations irritating and misleading in the interest of certain public measures. On one occasion, at a public meeting, I went so far as to denounce them as being pernicious. Of course this caused public comment and resentment on the part of the officers of the organizations to which I had referred.

On January 30, 1912, the League gave a dinner, having for its particular object a conference with these local commercial and civic organizations. In connection therewith, and having in mind my experience as Mayor, above referred to, it may be of interest—possibly resulting in some good—if I now quote in part the remarks I made at this conference dinner.

“It is pleasing to take part in the enthusiasm of the evening. I do not believe it can be due to the liquid refreshments, because all we have imbibed is beer, and good old lager contains only three per cent of alcohol. It must, therefore, result from the congeniality of the toastmaster, and the eloquence of the gentlemen who have preceded me.

“The toastmaster was good enough to refer to me as an ex-Mayor of St. Louis, and the President of the Business Men’s League.

“It is true that I have served eight years in public office, and have just completed one year in a quasi-public service, both at considerable personal and financial sacrifice.

"A few days ago I was called upon to serve a second term as president of the Business Men's League of St. Louis. Why do I consent?

"First, because I believe it is the duty of every citizen—time and means permitting—to give at least a portion of his time to public matters.

"Second, it is a great honor to be the executive of an organization of the character of the League, its membership consisting of over nine hundred active, influential citizens of this city.

"The purposes of the League are general in their character. It is one of the most influential business organizations in this country. I am convinced that it is of immense value to the commercial and business interests of St. Louis, thereby resulting in direct, or indirect, benefit to every citizen. I ask, therefore, that the people of St. Louis give it their co-operation and encouragement.

"This is mostly a gathering of representatives of associations organized primarily for sectional and special business advancement. I believe in local and special organizations, when confined to local and special work. When conducted on unselfish and impartial lines they are conducive to great good. Everyone is justified in fighting for his own, but in a community of interests, the benefit of the whole is entitled to the first consideration. I ask of you, therefore, when it comes to matters of general importance, that you co-operate with the Business Men's League, the commercial voice of St. Louis.

"We have been called together at this festive board

for the purpose of getting acquainted. If getting acquainted means that the people of St. Louis are prepared, among themselves, in an effective and orderly manner, to remedy any defects that may exist in our municipality, and not resort to sensational and inflammatory exaggeration promulgated to the world, making it appear that conditions are really worse than they are, then, for one, I want to get acquainted.

“If getting acquainted means that we will at all times strive for intelligent and accurate information on matters that concern the good of the community, keeping in mind a wholesome live-and-let-live policy, and reaching an honest and unselfish verdict, then, again, I want to get acquainted.

“If getting acquainted means that we will utilize our best endeavor in inducing honest and capable men to accept the responsibility of public office, if we will refrain from unjust criticism and unwarranted discouragement of those who are conscientiously trying to administer the affairs of the municipal government, once more, I want to get acquainted.

“If getting acquainted signifies that we are prepared to serve notice to the world at large that St. Louis is one of the best cities in America; that its geographical and commercial situation and equipment is unsurpassed; that it has attained a great power and growth, and in the near future will become still greater, then I want to take each of you by the hand, and have each of you take me by the hand, and exclaim in unison, ‘We are acquainted!’ ”

L

THE FEDERAL RESERVE BANK OF ST. LOUIS

THE outbreak of war in Europe on August 4, 1914, participated in later by this country, proved that the enactment of the Federal Reserve Act, December 23, 1913, was timely. Undoubtedly it prevented great financial distress among the people of the United States, and was an important factor in the final victory.

The Federal Reserve Act provided for an organization committee consisting of the Secretary of the Treasury, the Secretary of Agriculture and the Comptroller of the Currency. This committee made an extensive tour of investigation throughout the country, taking testimony regarding available locations for the Federal Reserve banks.

I learned of the contemplated visit to St. Louis of Secretary of the Treasury, William G. McAdoo, and Secretary of Agriculture, David F. Houston, for the purpose of holding hearings as to the desirability of locating one of the banks in St. Louis. Because of my personal acquaintance with both of these gentlemen, and being desirous that they should look with favor on St. Louis as a location for one of the Federal Reserve Banks, I invited them to be the guests of honor at a dinner at my home, to meet some of our prominent

bankers and citizens. The invitation was accepted, and the guests were: Messrs. Robert S. Brookings, James Campbell, Murray Carleton, H. N. Davis, John D. Davis, D. R. Francis, E. F. Goltra, Walker Hill, Breckinridge Jones, Robert McKittrick Jones, William H. Lee, James G. McConkey, N. W. McLeod, Charles Nagel, Tom Randolph, A. L. Shapleigh, James E. Smith, J. Clark Streett, J. C. Van Riper, Festus J. Wade, Julius S. Walsh, F. O. Watts, Erastus Wells, Lloyd P. Wells, Thomas H. West, Edwards Whitaker and A. O. Wilson.

This dinner occurred on January 21, 1914. Secretary McAdoo and Secretary Houston addressed the gathering and responses were made, setting out the advantage of St. Louis as a financial center and as a desirable location for a Federal Reserve Bank.

After public hearings, the organization committee of the Federal Reserve Board selected the city of St. Louis as a location for one of the twelve reserve banks, the district to be known as "District Number Eight."

At this time I had no expectancy or desire to have any official connection with the Reserve System. I, therefore, was surprised to receive, on September 15, 1914, the following telegram from David F. Houston, Secretary of Agriculture:

"Am authorized to inquire if you will accept the Chairmanship of the Board of Directors of the Federal Reserve Bank of St. Louis, acting as a Federal Reserve Agent. Details of compensation not yet settled. Opportunity to render a tremendous public service. Urgent that these banks start out right. Earnestly hope that you can accept and serve at least until things are in good working order, if not permanently. Others of your type are being drafted for service. Will not interfere with

your duties as National Treasurer. Do not decline. If in doubt, can't you come here and discuss it? You might canvass matter with a few men in confidence."

The following day I made acknowledgment of the telegram, thanking Mr. Houston for the tender, but declining the offer.

On September 19, 1914, I received the following telegram from William G. McAdoo, Secretary of the Treasury:

"Greatly regret to learn that you will not consider chairmanship we have tendered you and hope you may reconsider. If you won't, then kindly consult with Brookings, Watts and any others you think advisable and wire me promptly your suggestions for this place. Kindest regards."

Thinking over the matter, it occurred to me that Mr. William McChesney Martin would be a desirable candidate for the position. I knew Mr. Martin, associate trust officer of the Mississippi Valley Trust Company, who had for some time previous been acting as secretary of the Fiduciary Committee of the Trust Company, of which I was a member. His capable handling of the affairs of the committee had favorably impressed me.

On Sunday morning, September 20, 1914, I telephoned Mr. Martin, requesting him to come to my home, which he did, and during the interview I asked him if he would like to be the Chairman of the Board and Federal Reserve Agent of the Federal Reserve Bank of St. Louis. He expressed his pleasure for being so considered. I asked him if he would be able to go to Washington with me the following day, and he said

he could do so. I then sent the following telegram to Mr. McAdoo:

"In compliance with your telegram last evening I will be in Washington Tuesday afternoon next, accompanied by a gentleman whom we feel to be admirably suited for the position under consideration. If our visit not well timed, please advise promptly, as we leave on noon train tomorrow."

Mr. Martin and I arrived in Washington at noon Tuesday, and immediately called on the Secretary, Mr. McAdoo, and had a conference with him in connection with the position of chairman, which ultimately resulted in Mr. Martin's appointment.

Having in this manner disposed of the question of my active participation in the management of the Federal Reserve Bank, I was, again, surprised to receive the following telegram from Mr. McAdoo, dated October 27, 1914:

"In view of great importance opening Federal Reserve Bank, St. Louis, November sixteenth, and difficulties securing satisfactory Governor up to date, will you not consider taking governorship temporarily if offered to you? You will render great public service by so doing. I do not think it will burden you heavily, and it will not be necessary for you to give up any of your business interests or investments. Sincerely hope you will do this. Have telegraphed to Watts and Martin."

The Board of Directors of the Federal Reserve Bank were holding a meeting in St. Louis at the time, and at an adjourned meeting the following day, October 28th, a committee of the Board called on me, stating that they were desirous of having me accept the position of Governor of the bank, and, after expressing my willingness to accept, I was duly elected Governor.

Associated with me at the opening of the St. Louis Federal Reserve Bank were:

FIRST GOVERNORS OF THE FEDERAL RESERVE BANKS,
ORGANIZED NOVEMBER 14, 1914.



ALFRED LAIKEN
BOSTON.



BENJAMIN STRONG JR.
NEW YORK.



CHARLES J. RHOADS
PHILADELPHIA



E. R. FANCHER
CLEVELAND



GEORGE J. SLAY
RICHMOND



JOSEPH A. MCCORD
ATLANTA



ROLLA WELLS
ST. LOUIS



THEODORE WOLD
MINNEAPOLIS



JAMES B. MCDUGAL
CHICAGO



CHARLES M. SAWYER
KANSAS CITY



OSCAR WELLS
DALLAS



ARCHIBALD HAINS
SAN FRANCISCO

William McChesney Martin, Chairman of the Board
and Federal Reserve Agent.

Walter W. Smith, Deputy Chairman and Deputy Fed-
eral Reserve Agent.

Members of the Board of Directors:

Class A—Walker Hill, St. Louis, Mo.

F. O. Watts, St. Louis, Mo.

Oscar Fenley, Louisville, Ky.

Class B—Murray Carleton, St. Louis, Mo.

W. B. Plunkett, Little Rock, Ark.

Leroy Percy, Greenville, Miss.

Class C—William McChesney Martin, St. Louis, Mo.

Walter W. Smith, St. Louis, Mo.

John W. Boehne, Evansville, Ind.

The Board appointed Mr. James G. McConkey as
Secretary and General Counsel.

On December 8, 1914, the Board elected me a mem-
ber of the Advisory Council from District No. 8, the
other members being: Daniel G. Wing, President, First
National Bank, Boston, Mass., representing District
No. 1; J. P. Morgan, J. P. Morgan & Co., New York,
representing District No. 2; L. L. Rue, President,
Philadelphia National Bank, Philadelphia, represent-
ing District No. 3; W. S. Rowe, President, First Na-
tional Bank, Cincinnati, Ohio, Director, Federal Re-
serve Bank of Cleveland, representing District No. 4;
George J. Seay, Governor, Federal Reserve Bank of
Richmond, Va., representing District No. 5; Charles
A. Lyerly, President, First National Bank, Chatta-
nooga, Tenn., representing District No. 6; James B.

Forgan, President, First National Bank, Chicago, Ill., representing District No. 7; C. T. Jaffray, 1st Vice-President, First National Bank, Minneapolis, Minn., representing District No. 9; E. F. Swinney, President, First National Bank, Kansas City, Mo., representing District No. 10; J. Howard Ardrey, Cashier, City National Bank, Dallas, Texas, representing District No. 11; Archibald Kains, Governor, Federal Reserve Bank, San Francisco, Cal., representing District No. 12.

During my term of office as Governor, and in later years as Chairman of the Board, the following gentlemen served as members of the Board of Directors, in addition to those who were members of the Board of Directors at the time of the inauguration of the bank: Mr. David C. Biggs, St. Louis; Mr. T. C. Tupper, St. Louis; Mr. Sam A. Ziegler, Albion, Ill.; Mr. C. P. J. Mooney, Memphis, Tenn.; Mr. J. C. Utterback, Paducah, Ky.; Mr. John C. Lonsdale, St. Louis; Mr. John C. Martin, Salem, Ill.; Mr. Paul Dillard, Memphis, Tenn.; Mr. Max B. Nahm, Bowling Green, Ky.; Mr. J. W. Harris, St. Louis.

A narration in detail of the operation of the bank would be too tedious a story; moreover, it is of public record. However, I will mention the emergency organization which was created at the outbreak of the war for the sale of Liberty bonds.

This organization was made up of hundreds of patriotic and earnest workers throughout the district—too many for me to name. As Governor of the bank I was general chairman of the organization, and I called to my assistance Mr. William R. Compton, to be

FEDERAL RESERVE BOARD

WASHINGTON

OFFICE OF THE GOVERNOR

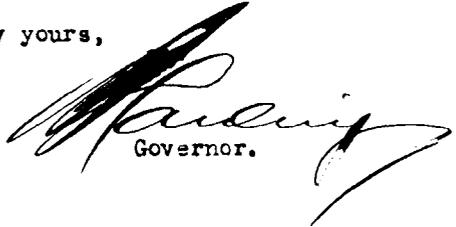
December 23, 1918

My dear Governor Wells:

The Board is in receipt of a copy of your letter of December 16th to the Chairman of the Board of Directors of the Federal Reserve Bank of St. Louis, in which you insist that action be taken upon your resignation as Governor of the Federal Reserve Bank, which was held up at the request of your directors.

Now that the war is over, the Board realizes that it has no right to ask you longer to make the personal sacrifices which your continuance in the position would involve, and it desires to express its high appreciation of the faithful and efficient services which you have rendered. The Federal Reserve system sustains a distinct loss in your retirement, and you know without my telling you, that you have the cordial good wishes and warm friendship of each and every member of the Board.

Sincerely yours,



Governor.

Mr. Rolla Wells,
Governor Federal Reserve Bank,
St. Louis, Mo.

actively in charge. The people of the Federal Reserve District No. 8 cheerfully met their obligations to the country, as is shown by the following statement:

First Liberty Loan:

Quota	\$ 80,000,000.00
Subscriptions	86,141,350.00
Allotment	65,469,600.00

Second Liberty Loan:

Quota	\$120,000,000.00
Subscriptions	184,280,750.00
Allotment	150,169,250.00

Third Liberty Loan:

Quota	\$130,000,000.00
Subscriptions	199,835,900.00
Allotment	199,835,900.00

Fourth Liberty Loan:

Quota	\$260,000,000.00
Subscriptions	295,329,750.00
Allotment	295,329,750.00

Total Quota\$590,000,000.00

Total Allotment 710,804,500.00

Excess\$120,804,500.00

**Sales of Thrift Stamps and War Savings Stamps
made by the Federal Reserve Bank of St. Louis**

during 1918\$ 26,768,619.17

**Sales made through the United States Post Office
at St. Louis**

8,097,113.43

Total sales 1918 Issue\$ 34,865,732.60

Having served as Governor for more than four years, and being desirous of no longer continuing, I asked to be relieved of the responsibilities, and tendered my resignation in May, 1918, but I was not relieved of my duties until the following January, 1919, when my resignation was accepted.

On February 5, 1919, Mr. David C. Biggs, a Class B director, was elected Governor of the bank to fill the vacancy caused by my resignation.

On April 5, 1919, I was elected a Class B director of

the Board of Directors, and served continuously as such until January 23, 1929.

I retained my official connection with the Federal Reserve Bank of St. Louis, as a director and a member of the Executive Committee, during the receivership of the United Railways of St. Louis, which lasted for a period of eight years and eight months.

On November 30, 1928, Mr. David C. Biggs, Governor of the bank, resigned as Governor, and Mr. William McChesney Martin resigned as Chairman of the Board and Federal Reserve Agent, and was elected Governor to fill the position made vacant by the resignation of Governor Biggs.

The members of the Board of Directors of the bank urged upon me the acceptance of the appointment as Chairman of the Board and Federal Reserve Agent, and, recognizing my reluctance to accept the position, some of the members took up the matter with the Federal Reserve Board in Washington, urging my appointment. This resulted in a member of the Federal Reserve Board coming to St. Louis, and, on behalf of the members of his Board, tendering me the position.

I informed this gentleman that I expected shortly to make a West Indies cruise, to be absent about a month, and, in addition, I was already booked for a world cruise of about three months' duration, starting in January, 1930, and suggested to him that under the circumstances it would be well for me to decline the offer. He informed me that the matter could be arranged, and, on January 23, 1929, I was appointed a Class C director and Chairman of the Board and Fed-

FEDERAL RESERVE BOARD
WASHINGTON

OFFICE OF GOVERNOR

May 9, 1930.

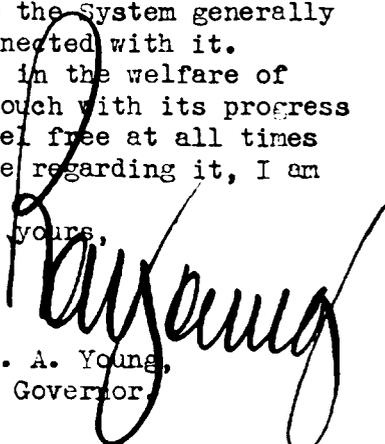
Dear Mr. Wells:

Your formal resignation as Chairman of the Board of Directors and Federal Reserve Agent, and as a Class C director of the Federal Reserve Bank of St. Louis, tendered in your letters of January 17 and May 6, was presented to the Federal Reserve Board at its meeting today and accepted as of the latter date with much regret.

In severing your official connection with the Federal Reserve System, please be assured that you carry with you the very best wishes of every member of the Federal Reserve Board, all of whom have a deep appreciation of the excellent services you have rendered to the Federal Reserve Bank of St. Louis and to the System generally during the period you have been connected with it.

Trusting that your interest in the welfare of the System will keep you in close touch with its progress in the future, and that you will feel free at all times to make any suggestions you may have regarding it, I am

Sincerely yours,



R. A. Young,
Governor.

Mr. Rolla Wells,
c/o Federal Reserve Bank,
St. Louis, Mo.

eral Reserve Agent, and assumed the duties of the position.

Mr. Clarence M. Stewart was the Assistant Federal Reserve Agent, and was most helpful to me in every way.

As the time drew near for me to start on the world cruise, which would necessitate my being away for three months, or longer, the realization of what it would mean for me to carry with me the responsibility of the position, prompted me before leaving to send my resignation to the Board in Washington.

No action was taken until my return, as stated in a letter from Mr. R. A. Young, Governor of the Federal Reserve Board in Washington, under date of May 9, 1930.

My years of association with the Federal Reserve Bank of St. Louis were very pleasant, and I greatly appreciate the cordial relationship I experienced with all of the officers, members of the Board of Directors, and the employees of the bank.

RECEIVER FOR UNITED RAILWAYS CO.

I THINK it is quite a coincidence that I should have been drafted, April 12, 1919, to take the management of a street railway system of huge proportions as compared with the railway of which I was in charge at the beginning of my business career, more than forty years before.

In the afternoon of April 11th, 1919, I received a visit from Mr. Charles W. Bates, a prominent lawyer, an old and trusted friend, who had served as City Counselor the last six years of my administration as Mayor; he informed me during the call that he had information that in all probability a receivership for the United Railways would be asked for the following morning and that he believed I could have the appointment as Receiver. I was not inclined to assume a responsibility of such magnitude, and after careful consideration, I so informed Mr. Bates.

That same evening while at my home I received a telephone call from Mr. Breckinridge Jones, President of the Mississippi Valley Trust Company, asking if he could see me, as he had a matter of considerable importance to discuss. I told him I would be happy to receive him, and in a short time he came to my home. He also gave me the information that the United Rail-

ways Company would go into receivership the following morning and that he thought I could obtain the appointment as Receiver.

I told Mr. Jones I had had a conversation that afternoon with Mr. Charles W. Bates on the same matter, in which he also informed me that in his judgment I could have the appointment of Receiver of the United Railways Company, but that I had discouraged him with the statement that I did not care to seek the position, and I told Mr. Jones also I did not care to consider the proposition. Mr. Jones left, and as far as I was concerned the matter had been finally determined.

About nine o'clock the next morning, Saturday, April 12, word was brought to me that Judge D. P. Dyer, Judge of the Federal Court of the Eastern District of Missouri, was in my library and desired to see me. I greeted the Judge, whom I had not seen for some time, and he brusquely informed me that he wanted me to accept the receivership of the United Railways Company. I told him that intimations of that character had been made to me the day before and that I had carefully considered the question and had reached the conclusion that I did not wish to assume the responsibility involved. It is unnecessary to relate all of our conversation. The time was passing and the Judge became impatient at my refusal. He stood up, took out his watch, said that it was necessary for him to open the court at ten o'clock; that he just had time to reach there, and that he did not propose to listen to my refusal any longer; that he would leave immediately and, on the opening of the court, he would make the an-

nouncement that he would appoint me sole receiver, without bond, of the United Railways Company and its subsidiary companies—namely, the Missouri Electric Railroad Company, the Florissant Construction and Real Estate Company, and the Merchants' Express Company.

The appointment was so complimentary and unprecedented, I could not refuse. Judge Dyer opened court at ten o'clock that day and made the announcement, as he said he would.

The court adjourned shortly after the announcement. I was summoned to appear in the office of the Clerk of the Court. I reported immediately. Judge Dyer and a group of lawyers who were interested in the United Railways Company were present. The Judge administered the oath of office. As I looked around among the lawyers present, I was impressed with the feeling that the announcement of my appointment was a great surprise, and possibly a shock to some of them.

The receivership extended over a period of eight and one-half years.

As the result of the consolidation of all of the street railways of the City of St. Louis, the United Railways Company had a monopoly of street car transportation, operating 1,699 cars over 462.58 miles of track, including its subsidiary, the Missouri Electric Railroad Company, and numbering 5,605 officers and employes. The capital stock was made up of \$20,000,000.00 of preferred stock; \$25,000,000.00 of common stock, and \$52,590,000.00 of bonded indebtedness.

It was a great satisfaction to me when Judge Dyer

appointed my old associate, Mr. Charles W. Bates, as General Counsel for the Receiver. Mr. Bates retained Mr. T. E. Francis as General Attorney, and he remained with him during the receivership. I desire to commend Mr. Francis for the loyal and efficient manner in which he managed the very important department under him, and to express my appreciation of his advice and counsel and hearty co-operation.

I gave the receivership my undivided attention, proceeded cautiously, and not until July 7, 1919, did I make any changes in the personnel of the management; at that time the President and the General Manager of the Company resigned; also the General Superintendent. I then appointed Colonel Albert T. Perkins Manager for the Receiver, and Mr. H. O. Butler General Superintendent. The operating staff was as follows:

Treasurer for the Receiver	W. R. Moynihan
Assistant Treasurer.....	F. G. Gannon
Assistant to the Manager.....	R. J. Lockwood
General Claim Agent.....	C. B. Hardin
Auditor.....	J. D. Evans
Master Mechanic.....	M. O'Brien
General Traffic Agent.....	B. W. Frauenthal
Engineer of Way & Structures.....	C. L. Hawkins
Purchasing Agent.....	James J. Roche
Superintendent of Power.....	W. E. Bryan
Superintendent of Line Department.....	J. E. Burgess
Superintendent of Buildings.....	M. Arhelger
Transfer Department.....	R. B. Lindsay
Roadmaster of City Lines.....	William Finn
Roadmaster of County Lines.....	J. Y. Johnson
Superintendent of Employment.....	J. D. Crafton
Print Shop Foreman.....	J. J. Muschamp
Superintendent of Time Tables.....	Frank Betts
Chief Surgeon.....	Dr. R. F. Hyland
Chemist.....	R. E. Barlow

I was most fortunate in being favored with the services of Colonel Perkins, and great credit is due him

for the rehabilitation of the property and the complete regeneration of the morale of the employes.

If I attempted to go into the details of the receivership, this article would be entirely too lengthy, and, therefore, I summarize the result of our operations by quoting from my final report to Judge C. B. Faris, who, on October 10, 1919, succeeded Judge Dyer, and I take this opportunity of expressing my sincere appreciation of our cordial relationship and the helpful manner in which Judge Faris guided me in the receivership.

The summary of this final report is as follows:

1. Funded Debt and Notes Payable reduced from \$55,010,042.24
 To \$52,590,000.00
 A decrease of..... \$ 2,420,042.22
2. Paid on interest-bearing obligations..... \$21,336,642.45
 And in addition, for amortization of discount,
 etc. \$ 605,981.66
3. Paid in direct taxes, (including regular and complete payment of the Mill Tax, but not including paving of city streets, etc., and the carrying free of police and firemen)..... \$14,890,901.29
4. For paving, (including new paving along 205.77 miles of track in the City of St. Louis, of which 159.46 miles were paved with dressed granite blocks and the remainder with miscellaneous materials)..... \$ 4,142,345.51
 Of this amount \$3,441,332.16 was for maintenance and replacement and \$701,013.35 for new paving chargeable to capital account.
5. Number of miles of track reconstructed or built new, 207.79 miles.
6. Much new private right-of-way acquired.
7. Many new operating buildings, shop buildings, terminal facilities, bridges and miscellaneous facilities constructed; and a large mileage of right-of-way fenced and protected from trespass.
8. Seven entirely new power houses, with automatic equipment of latest type, constructed, and extensive improvements made to older power houses. 1,377 miles of new cable, trolley wire

and other wire installed; 9,850 new poles erected and 123,000 copper rail bonds installed.

New and more favorable power contracts negotiated.

9. More than 300 entirely new cars built. Some 63 cars rebuilt outright, substantially as new cars; 753 additional cars radically remodeled; and elaborate changes and improvements made on all other cars.
10. Extensive track changes and reroutings carried out to bring the service in line with present needs; and schedules improved.
11. Great improvement in the morale and character of the personnel and organization, which placed the operation of the property on a new basis.

Activities of the Employes' Mutual Benefit Association extended to the great advantage of all concerned, and the membership increased from 3,310 at the beginning of the receivership to 5,430 at the end of the receivership, nearly all eligible employes belonging.

Depositors in the United Railways Savings and Loan Association increased from 2,263 at the beginning of the receivership to 6,215 at the end of the receivership; during the period 2,115 loans made by the association to employes for building or purchasing of homes; total amount of loans made being \$5,804,705.00—an average of \$2,745.00 per loan—of which loans \$1,895,856.00 had been paid off. The assets of the United Railways Savings and Loan Association made the remarkable increase from \$592,855.39 to \$4,534,284.21; and \$208,537.89 was added to the reserve.

12. Traffic was developed and protected as far as possible by the Receiver against the great growth of bus and jitney competition and that of private automobiles; and under the traffic department, the print shop conditions were improved; many leases were made of otherwise unused property, and without cost to the Receiver; many combination waiting rooms and refreshment stands, for the convenience of the public, were erected and operated at most of the important loops.
13. Elaborate valuation proceedings were carried out at a cost of \$259,867.90, and appeals from what the Receiver deemed to be unfairly low tentative valuations by the Public Service Commission prepared. Rate cases and other extensive legal proceedings were carried on before the Public Service Commission and the courts.
14. A safety department, with a safety director, was established, co-operating with the operating force with remarkable results in accident saving.

CONDENSED CONSOLIDATED INCOME AND EXPENSE STATEMENT
 Rolla Wells, Receiver, United Railways Company of St. Louis.
 For the Period from April 12, 1919, to November 30, 1927.

OPERATING REVENUE

Revenue from Transportation.....	\$165,576,066.15
Revenue from Other Railway Operations.....	1,691,607.12
Gross Operating Revenue.....	\$167,267,673.27

OPERATING EXPENSES AND CHARGES

Current Operating Expenses:

Way and Structures.....	\$ 10,216,572.42
Equipment	13,830,223.86
Power	16,918,793.78
Transportation Expense.....	57,244,798.08
Traffic Expense.....	175,584.44
Injuries and Damages Reserve.....	10,036,060.42
General and Miscellaneous.....	6,453,601.15
Depreciation Reserves.....	13,249,151.05
	\$128,124,785.20
Taxes	14,651,704.34
Total Operating Expenses, Depreciation and Taxes	\$142,776,489.54
Income from Operation.....	\$ 24,491,183.73
Non-Operating Income.....	1,778,340.52
Gross Income.....	\$ 26,269,524.25
Interest and Miscellaneous Charges.....	23,909,087.26
Net Profit from Railway Operations.....	\$ 2,360,436.99
Net Rental Income from Bus Equipment.....	6,398.14
Net Profit for the Period.....	\$ 2,366,835.13

In bringing this account of my receivership to an end, I quote the last two paragraphs of my final report to the court:

"It is an interesting and gratifying fact that, in spite of the large number of and varied interests concerned, no question has been raised in Court as to any action taken by the Receiver, and no order of the Court has

UNITED RAILWAYS BULLETIN

PUBLISHED MONTHLY FOR DISTRIBUTION AMONG THE EMPLOYEES OF THE UNITED RAILWAYS CO. OF ST. LOUIS

VOLUME EIGHT

ST. LOUIS, JANUARY, 1922

NUMBER 1



*A Memento of the Receivership of the United Railways Company
of St. Louis*

been overturned throughout the eight and one-half years of the receivership.

“In conclusion, I commend to the Court, the owners of the property and the traveling public, the efficiency and untiring energy of Colonel Albert T. Perkins, Manager for the Receiver; Charles W. Bates, Counsel for the Receiver; Thomas E. Francis, General Attorney, and their co-workers, which made the foregoing attainable.”

LII

PRINCE HENRY OF PRUSSIA

IN February, 1902, much interest was created by the announcement that Prince Henry of Prussia, brother of Emperor William, would visit the United States. The itinerary arranged by the Department of State in Washington did not contemplate a visit to St. Louis. Communicating with Washington, we succeeded in having St. Louis included, which provided that the Prince and his party would arrive in the city at seven o'clock in the morning, March 1, 1902, and allowed for a stay of four hours only, it being necessary for the party to leave promptly in order to meet the arrangements made for the reception of the Prince in the city of Chicago.

As Mayor of the city, it was my duty to act as principal host. I called in two or three of my friends, and we hurriedly prepared a plan for the reception. It was decided that I should appoint one hundred citizens to act as a reception committee.

The program for the entertainment of the Prince provided for a short tour through the eastern section of the city, arriving at the Saint Louis Club, where a breakfast would be served in the ball room of the club. In the matter of the seating arrangements in the carriages, and at the breakfast table, the regulations

enacted by the Department of State in Washington were strictly adhered to.

Police arrangements at the Union Station, at the Saint Louis Club, and at the Wabash Railroad siding in Forest Park, where the special train took its departure, were most creditable.

The members of the Committee of One Hundred were at the Union Station ready to act as the escort of the visitors assigned to them on the arrival of the train.

It was arranged that I, as Chairman of the Reception Committee, and Dr. Rieloff, who was a special German consul assigned to St. Louis anticipating the World's Fair, were to board the train upon its arrival. When the train arrived we entered the observation end of the private car and paid our respects to His Royal Highness and those surrounding him. Prince Henry, being attached to the German Navy, had assigned to him Admiral Robley D. Evans of the United States Navy as a special escort.

While we were in the observation car the following incident occurred:

A few moments after the presentation, Admiral Evans very brusquely addressed me in these words: "Mr. Mayor, we are ready to proceed. His Royal Highness, Dr. Rieloff and I will occupy the first carriage."

When I recovered from my surprise, I replied: "Is that your plan, Admiral Evans?"

"Yes, sir," he replied.

"Well, Admiral, if that is your plan, I want to say to you there will not be any first carriage," I answered.

He asked me what I meant, and I replied: "As

Mayor of the City of St. Louis, I will occupy the first carriage or there will not be any first carriage."

He stepped aside, and just then some one touched me on the arm. I looked around, and a stranger, in a stage whisper, said: "You are right, Mr. Mayor! Stick to it!"

I said nothing more, and, a few moments afterward, the Admiral approached me and said: "Well, Mr. Mayor, whatever your plans are is all right." I replied, "Very well, then we will proceed," and the party then left the car and we were joined by the members of the local reception committee and took our respective places in the carriages.

Prince Henry was accompanied on his tour of the United States by prominent naval officers and members of the nobility. Several members of the party were outstanding figures during the World War.

Mr. Adolphus Busch had kindly furnished me with his landau, which was drawn by four horses. We followed the prescribed route; everywhere Prince Henry was met with enthusiasm.

Reaching the Saint Louis Club, we held a short reception on the main floor, and next proceeded to the ball room, where a table in the shape of a horseshoe had been prepared, and we were seated at the places assigned.

The club building, the ball room, and the breakfast table were appropriately decorated with the German and American colors, and flowers.

As I sat at the table I was curious to identify the gentleman who had spoken to me in the observation



Prince Henry and Mayor Wells in the Carriage Just After Leaving Union Station

car in connection with the Admiral Evans incident. Consulting the seating diagram, I observed that it was Dr. David Jayne Hill, Assistant Secretary of State.

I read a short address of welcome, which was inscribed on parchment. A silver receptacle had been provided for it. This I presented to His Royal Highness as a souvenir of his visit. The following was the address:

“Your Royal Highness: In behalf of the people of St. Louis, I bid you a hearty welcome to their city.

“It is our desire that your brief visit with us be as agreeable to you as it will be to those who have the honor of entertaining you, and that you will carry back to the great country you represent pleasant recollections of this city by the Father of Waters.

“St. Louis has had changes of fortune and history unusual to cities in this country. During the last hundred years it has been under the dominion of three flags, and has passed in peaceful transition from Spanish to French, and from French to American sovereignty.

“Situated upon the border land between the North and the South, the East and the West, its people are drawn from and are representative of every section of the United States. Indeed, from every quarter of the globe they have come, and especially may you meet here in large numbers people of your own land and speaking your own tongue.

“From whatever section of this land they may have come, from whatever land beyond our borders, they come to-day with one accord to join in this welcome,

for in your visit to this country they see a manifestation and expression of the sincere friendship which from the beginning has existed between Germany and the United States.

“The freedom of the city is yours. Its hospitality awaits you, and the sole regret of the occasion is that hail must so soon be followed by farewell.”

The Prince made a favorable impression. His response was heard, of course, with the closest attention. His address was brief, yet in several respects significant. I give it in full as follows :

“It is my sincere wish to thank you for the kind words, as well as for the reception and welcome which has been bestowed on us here in your beautiful city. This is the most western point in my tour of the country, and I am very sorry, indeed, that I will not be able to remain longer among you. But my time is very limited and it is necessary for me to hasten on.

“Now that I have been travelling over your country and am about to depart on my return to the East, perhaps what I had meant to say when I concluded the tour might as well be said now.

“Everywhere I have met with the greatest hospitality, and in all localities, in large cities and in small places, I have found the warmest feeling to exist. I desire to take advantage of this opportunity for thanking all those I could not talk to or shake by the hand. It has been quite impossible to meet all who have called, for some have come in the middle of the night, when it was not possible to get up to receive the welcome which they brought.

“You know whose representative I am. You know what my object has been in coming to this country from Germany. This was fully explained in my address in New York City, and I need not repeat it now. I want to be understood as saying that Germany does not woo the friendship of the United States (intimating that the strongest of friendships already existed between the two countries), as we are always ready to shake hands and exchange greetings with those across the Atlantic. Germany is a nation of arms, always ready to fight, but it is not a belligerent nation. My sovereign wishes to maintain peace with all the world, and intends to keep peace.

“During my stay in the United States I have been much impressed with the vastness of the country and the largeness of its industries and commerce. Germany desires to be a friend of the United States and my visit here has caused my former impression to know that certainly the United States is worth having as a friend.

“And now, permit me to again thank you for your kindness to me and drink with me a toast to St. Louis and her future prosperity.”

The visit of the brother of Kaiser Wilhelm II of Germany to the United States was an outstanding event. It was a frank bid of His Imperial Majesty for the good will of the United States Government and its people.

Because Prince Henry was with me during most of the time while he was in St. Louis, many friends have asked me what he said, how he conducted himself and

what impression he made on me. I have answered all of them: "He was what you don't expect, but should expect—a genial human being."

Business called me to Philadelphia while the Prince was still in the United States, and it chanced that he was to be honored at a luncheon in the Union League Club of that city. My friend, Dr. William B. Van Lennep, a Governor of the club, pressed me to attend.

Prior to the luncheon a reception was given him and the members of the Union League Club greeted him in passing. I took my place in the long line. Thinking that he would not remember me I simply paid my respects and started to pass on, whereupon, he delayed me, and said, "Mr. Mayor, I wish to again express my appreciation of the reception accorded me in St. Louis."

I had a reminder of Prince Henry's St. Louis visit when in Berlin a few years later, where I had occasion to transact some business with the American Ambassador, Dr. Hill.

Dr. Hill at the time of the Prince Henry car episode was Assistant Secretary of State.

"I remember you, Dr. Hill," I said, in introducing my subject, "but you probably don't remember me."

With a smile, he replied, "Mr. Mayor, I shall never forget you."

LIII

A PILGRIMAGE TO MONTICELLO

PROBABLY one of the most unique and patriotic events ever undertaken by a political club was inspired and executed by Mr. Harry B. Hawes, president of the Jefferson Club of St. Louis, and others actively associated with him. It was called "A Pilgrimage to the Tomb of Jefferson," in the ancient Jefferson estate at Monticello, Virginia.

It was far more than a pilgrimage. Our party reverently deposited in the beautiful sylvan place where the First American Commoner lived in his life and still lives in his death, a permanent tribute to his great soul. Congressman Jefferson Levy, owner of the Monticello estate, in turn tendered to the Jefferson Club a precious treasure of incomputable historical and sentimental value—a chair used by Thomas Jefferson, perhaps the chair in which he composed the modern Magna Charta, the American Declaration of Independence.

A special train was chartered in which about 300 members of the Jefferson Club and a number of invited guests made the journey. I was one of the number, and I have always considered my experience as not only enjoyable, but beneficial, to the extent that it placed me in close contact with the general run of so-called politicians, some of the higher and some of the

lower order. The conduct of the latter during the journey, and at the ceremonies and banquet, was highly commendable.

The party was made up from all walks of life—preachers and priests, saloonkeepers, artisans, lawyers, doctors, merchants, bankers—we were in short, “all sorts and conditions of men.”

The ceremonies in the sacred grounds of Monticello were profoundly heart-moving. Congressman Levy, owner of the estate, welcomed us with the fervor of a devotee to Monticello. Jefferson, we felt, had a mind as sublime as the mountain our feet then trod, and his thoughts were as noble as those great trees, springing from that soil, arched over our heads.

It was a place suited to contemplation, a tranquil, a holy place. On this firm soil, with the blue of the sky glowing through the thick foliage, one of time's most majestic thinkers had wrought out in reasoning meditations the practicable ideals of the Declaration of Independence and religious liberty. Here he had visioned his project for a university for his commonwealth, the University of Virginia. In this grand solitude the structure which determined human rights in the fulness of individual freedom and opportunity was formed by the sensitive intelligence of Thomas Jefferson. We were in the sanctuary of liberty and justice.

“I welcome you,” Mr. Levy said, “to the home of Thomas Jefferson. Your visit honors the memory of the greatest statesman and profoundest thinker of any time or country. You will find Monticello as he left it over seventy-five years ago. I hope all citizens of our

country will visit Monticello, for I am sure that it cannot but help to inspire our people with a love for our republican form of government."

Our party of 300, accompanied by a large number of Virginians, marched to the tomb of Jefferson and perfected our homage. We placed there a new monument. The inscription read:

THOMAS JEFFERSON

Citizen, Statesman, Patriot, the Greatest Advocate of Human Liberty, opposing special privileges, he loved and trusted the people. To commemorate his purchase of Louisiana. Erected by the Jefferson Club of St. Louis, Mo., on their pilgrimage, October 12, 1901, to express their devotion to his principles.

The shaft which formerly had marked the grave of the Great Commoner, Virginia had given to Missouri. It stood in the campus of the University of Missouri at Columbia. The inscription on the shaft had been written by Jefferson himself. That inscription read:

Here was buried Thomas Jefferson, author of the Declaration of Independence, of the statute of Virginia for religious freedom and father of the University of Virginia.

Mme. Carl Von Mayhoff, who was beautifully gowned in white broadcloth, and who was the then mistress of Monticello, stepped forward and drew aside the great American Flag which veiled the monument. Accompanying Mme. Mayhoff was Mme. Perez, daughter of the Mexican Ambassador to Washington.

The Jefferson Club Quartette, composed of M. J. Gallagher, John Adams, Edward Westhus and D. S. Casey, sang "America." The scene was most impressive. The quartette then paid its tribute to the mother-

state with "In the Green Fields of Virginia" and "Carry Me Back to Ol' Virginny," and captivated the large audience.

The addresses were delivered from the front veranda of Monticello. The pilgrims and other guests stood on the lawn.

Mr. Hawes responded to Mr. Levy's address of welcome. The address of acceptance was delivered by Gen. Fitzhugh Lee, representing Governor Tyler of Virginia. Other speakers were Lieutenant-Governor John A. Lee, Professor Henning W. Prentiss, author of the inscription; former Governor William J. Stone, former Congressman Charles F. Cochran, R. T. W. Duke of Charlottesville, Frank M. Estes, and Congressman M. E. Benton, who delivered the presentation address.

We were guests at a banquet in the evening in the gymnasium of the University of Virginia. Addresses were delivered by Mayor James A. Reed of Kansas City, Frank H. Harris, Circuit Attorney Joseph W. Folk, Judge George W. Morris, C. H. Fauntleroy, and myself.

There was a particular appropriateness to our pilgrimage and our tribute, as St. Louis was then arranging to commemorate Jefferson's purchase of the Louisiana Territory with a universal exposition or World's Fair. Had not the statesmanship of Jefferson seized the opportunity and bought this vast region from Napoleon, it is highly probable that the North American Continent would have been an aggregation of competing governments, instead of a peaceful union of friendly and co-operating states.

After eulogizing Jefferson in my address, I took a new lesson from his philosophy of government. It seems to me that this lesson is still of great importance.

"This is not the time or place to eulogize St. Louis," I said, "or tell you the source of our present greatness or future prospects. St. Louis is to-day, and will be for the next two years, largely in the public eye. You will probably hear more about it than any other American city.

"It has undertaken to give, and I assure you that it will faithfully carry out the undertaking, a World's Fair, as the most fitting manner to celebrate the centennial of the Louisiana Purchase, which, measured by its far-reaching results to this country, would, if all else he did were wiped out, immortalize the name of Jefferson.

"We who are connected with the city government feel that a herculean task is before us to put our municipal house in order, so that we may properly receive the strangers who will enter our gates.

"And this leads me to merely suggest, for I have not time to elaborate, that, in my judgment, the most serious problem that confronts us to-day is the government of our large cities.

"Mr. Jefferson continually referred to the fact that the strength of the Government lay in the agricultural districts. He was exceedingly pessimistic about the government of the large cities. If in his day the problem struck him as difficult, think of what it is now. Then our urban population was four per cent of the whole; in 1900 it was thirty-three per cent.

“In our complicated modern civilization nothing can be done without organization. It is likewise necessary to have party organization, which I firmly believe in, for we are impotent to accomplish much without it. Those who give their time and means to public good deserve well of their country and of their communities.

“Party organization fails in its rightful mission when it sacrifices principles in giving itself up to a mad race for spoils, or, worse still, in using the machinery of government to build up classes in obedience to a commercial spirit moved, not by patriotic, but avaricious ends.

“It is well for us who are followers of Jefferson to renew our allegiance to the principles he taught. He was the great expounder of the doctrine of local self-government. No one better than he taught the philosophy of having the power in each community to govern itself. The watchful eye of the taxpayer and the voter is the best source of correcting abuses which the community alone suffers. And it is well for us to remember the standard he raised for official services. You will recall his reply to a committee of merchants from New Haven, that the test for appointment to office should be ‘Is he honest? Is he capable? Is he faithful to the Constitution?’

“If this standard should be required of those called to the service of the general Government, where great questions of public policy have to be worked out, it is even more important to apply the test of honesty and capability to those who must be the agents to administer municipal government, the success of which de-

pend upon the adoption of correct business methods.

“St. Louis is proverbial for its hospitality, but in 1904 among the millions who will come to our city from every part of the country—I may say from every part of the world—none will receive a more cordial welcome than those who will come to us from the home of Thomas Jefferson.”

After the ceremony and speeches, Mr. Levy served us a luncheon, and it was at the conclusion of this feast in beloved Monticello that he presented to Mr. Hawes, for the Jefferson Club, Jefferson’s writing chair. According to tradition, Jefferson wrote the Declaration of Independence on the wide arm of this chair.

I remember this pilgrimage as one of the happiest events in my life. Indeed, as Mr. Levy stated, it would be well if every citizen of our Republic paid a visit to the home of the first Commoner and the author of the Declaration of Independence.

A TRIBUTE TO MARK TWAIN

ONE of the most pleasing experiences that I enjoyed as Mayor was on the occasion when I was host at a luncheon on the municipal harbor boat to the Count and Countess de Rochambeau, and their party, one of whom was a descendant of Lafayette, during their visit to St. Louis in June, 1902.

Dr. Samuel M. Clemens, known the world over as "Mark Twain," was in the city and it was very much of an additional pleasure to have him also as one of the guests at the luncheon.

We had gone but a short distance from the wharf when Mark Twain went to the pilot house and took the steering wheel in a way that showed he had not forgotten the method of handling a boat. Some of us looking up from the lower deck saw him, clothed in his white flannel suit, hat off, his bushy white hair blowing in the breeze, an inspiring and picturesque sight that will always be remembered.

My guests adjourned to the cabin for luncheon. Being the host of the occasion I seated the Countess de Rochambeau on my right.

In the midst of the repast it occurred to me that I had never heard of a river boat bearing the name of "Mark Twain." Mark Twain's association with the

Mississippi River was historical, therefore, it was difficult to conceive why there had not been a river craft named for him. The harbor boat we were on was named "Elong G. Smith." The inspiration to rechristen the boat then and there came to me.

I turned to the Countess and asked her if she would do me the favor, when I gave her the cue, to rise and say these words: "I now rechristen this boat the 'Mark Twain'." She replied she would be delighted to do so.

After expressing my pleasure in being the host of such a distinguished party, I addressed a few remarks to my guests, explaining that so far as I knew there had not been a river craft named "Mark Twain," and that I proposed, with authority or without it, to have the boat we were then on rechristened.

Turning to the Countess, I said, "Will you now kindly comply with my request?" Just then a waiter was in the act of replenishing the Countess's glass from a bottle of champagne. She arose, took the bottle from the waiter, and in the most lovely manner said, "I now rechristen this boat the 'Mark Twain'," and with that, she tossed the bottle over her shoulder and it crashed to the floor of the cabin.

The incident was entirely impromptu, and, therefore, a complete surprise to everyone present and the cause of great delight to everyone.

When Mark Twain recovered from his surprise, it can readily be appreciated with what a delightful and characteristic manner he responded.

The foregoing incident appears in a biography of Mark Twain which was published some years later,

but the account is inaccurate. It happened just as I have related.

On reaching my office in the City Hall the following morning, I sent for the Harbor Commissioner and instructed him to ascertain from the Federal authorities having jurisdiction over the river and harbor if it would be permissible to change the name of the city harbor boat. He got the necessary authorization, whereupon painters were put to work painting out the old name of "Elong G. Smith" on the wheelhouse of the boat and painting thereon the name "Mark Twain."

This, so far as I have been able to ascertain, was the first Mississippi River boat to be named "Mark Twain."

A LOVING CUP

MY connection with the old St. Louis Democratic Club had taught me by practical experience the value, in fact, the necessity, of a partisan organization. Upon being nominated for Mayor of St. Louis I was glad to have the support of the Jefferson Club.

The Jefferson Club was a force in the community. It is my opinion that a reform and good government ticket would not and could not have been victorious at the polls had not the Jefferson Club, or a like organization, taken part in the campaign. Without this club, or one similar to it, the public would have had no organized institution around which to rally, and no candidate or ticket would have had the adequate nucleus of civic backing to hope for success against the entrenched machine, under which municipal administration had grown stale, corrupt and rapacious.

My accentuation of the efficacy of partisan organization is prompted by the charges of ballot-box stuffing and suffrage crimes which the representatives of the discredited City Hall machine had adduced both before and after my election. As I have considered the election in another article, I shall not discuss it here, except to suggest the idea that the organization which

was known as the Jefferson Club made reform and good government possible.

It was a pleasure for me to take part in a ratification meeting in the Jefferson Club on the evening of November 13, 1902. Many members of the club attended and cheered the speakers and public officials who were present.

I was delighted with the ideas as to progressive, economical and honest administration which President Hawes and the other speakers left with the rank and file. With such standards, I felt, the Democratic organization would continue to be a potent influence for good in the community.

On behalf of the association, Mr. Hawes tendered to me a silver loving cup with the following inscription:

"You have been the fearless and outspoken New St. Louis, from the Jefferson Club Association, Harry B. Hawes, President, November 13, 1902.

"To show our appreciation of the virtue, honesty and consistency which you possess in so high a degree, and which, with your executive ability and competency, make you the best Mayor St. Louis ever had.

"You have been the fearless and outspoken friend of this organization. We, its members, pledge you, through this cup, our faithful and loyal support in building the New St. Louis."

Mr. Hawes in his presentation address remarked that I had taken an active part in the recent campaign. The Jefferson Club, he continued, had been formed in order to destroy machine rule and bossism and to produce business administration. He declared that the party in subsequent campaigns would have to stand on



Jefferson Club Association Loving Cup, November 13, 1901

the records of the candidates which it had elected. Turning to the successful candidates, he remarked that their presence showed that they were grateful for the club's support in the campaign and that they meant to be loyal to the organization. These, I thought, were good, constructive and patriotic thoughts, which should imbue the membership with the proper ideals.

My response was brief, but pointed. I had caught a severe cold while campaigning and could scarcely speak, but I could not forego the opportunity to foster party organization and adherence to progressive principles.

"Every Democrat who is worthy of being a member of this organization should be deeply proud of the fact. I have the greatest admiration for people who have the courage to go forward in a body and work for the interest of their party, and I am indeed grateful to have been placed in a position where I could actively take part in such work as was done in the last campaign.

"While you have paid me a great compliment for my assistance, I feel that I do not fully deserve it, as what I did was, I considered, no more than my duty. No one having the best interests of the city at heart would have done otherwise."

A scarf pin was presented to Mr. Hawes; a rifle to Judge F. M. Kleiber, chairman of the Ward Organization Committee, and a rag doll and double-barrelled shotgun to Mr. Ford Combs, secretary of the Ward Organization Committee. The rag doll was supposed to be a gift from the women's auxiliary of the club.

After the members had enjoyed a laugh at Mr. Combs' expense, former Governor William Joel Stone delivered a speech in which he affirmed that the members of the Jefferson Club "felt just as sorry for the Republican party as if it deserved sympathy."

Indeed, I took satisfaction in my affiliation with the Jefferson Club. If we are to have efficient government in city, state and nation, it is necessary to maintain strong, militant party organizations. It is necessary that our wealthiest and most conspicuous citizens and especially young men, should join these organizations and mingle with their fellow-citizens. To belong to these associations and be interested in them is the civic duty of all voters. Civic opinion and ideals must be organized.

LVI

A MOTORCADE OF 1904

THE motorcar was a novelty in 1904. There were few good highways in the United States, most of them dirt or macadam and gravel construction, either muddy or dusty. The arrival of about seventy automobiles in St. Louis from Boston, New York and other cities situated between the Atlantic Ocean and the Mississippi River, on August 11, of that year, was an event of national import. Indeed, the successful trip over rough and dangerous roads signified revolutionary progress in transportation and highway construction, and I think that it is not too much to say that it marked the beginning of our modern highway system.

The expedition was headed by Mr. Charles J. Glidden, of Boston, who was making a world tour by automobile. Before coming to St. Louis with this large delegation of the American Automobile Association, he had covered a distance of 16,200 miles in Europe.

The facility with which he traversed these lands was remarkable, for he made the journeys totaling 16,200 miles in 136 days, an average of 119.11 miles per day, over roads built for horse-drawn vehicles and in a primitive type of self-powered car.

Who of the present time remembers the Napier auto-

mobile? This was the automobile which he drove; and, according to the record-card which he carried, its wheels were rimmed with Dunlop tires, and these, too, we of to-day would look upon as old-fashioned, as they were of the solid, flat type.

The distance comprised in the run from Boston to St. Louis was 1,477 miles, and it was made in fourteen days, an average of 105.5 miles per day. Our roads were not as smooth or durable as the European, many of which had been constructed centuries ago and which had been rebuilt over and over again during the changing years; taking into consideration the conditions which then existed, the expedition of the Glidden party was a noteworthy feat. Mr. Glidden himself had, on arriving in St. Louis, completed 17,677 miles of the Glidden World Tour, as it was called, in 150 days, an average of 117.84 miles per day in Europe and the United States.

The purpose of the Boston-St. Louis exploit was to attract public attention to the automobile, which was then a comparatively new machine, and also to exemplify the need of better State and county highways. The few pilgrims who started out from Boston were joined by others en route, and the delegation, representing the national automobile organization, which honored me with a visit in my office in the City Hall, presented to me letters from one state governor and the mayors of nineteen cities.

Owing to the condition of the cross-country roads and the sparseness of highway travel at that time, agents of the American Automobile Association not

only selected the route with much care, but also arranged every detail in advance. It is a commonplace thing in this day for one to step into his own car in his own garage in Boston and drive leisurely and comfortably to St. Louis in a few days, running over smooth, hard roads and enjoying the best hotel and other conveniences. But in 1904 the roads were bad, the accommodations were inadequate, and the journey was a hardship and hazardous.

The travelers had planned to arrive in St. Louis on St. Louis Day at the World's Fair and take a conspicuous part in the special celebration arranged for that occasion. They reached their destination on time, and paid me their courtesy call at the Mayor's office in the City Hall. They were somewhat disappointed when I told them that the St. Louis Day date had been changed; however, the postponement of St. Louis Day turned out to be fortunate, as the World's Fair management promptly designated August 12 as Automobile Day and honored these guests with a public fete.

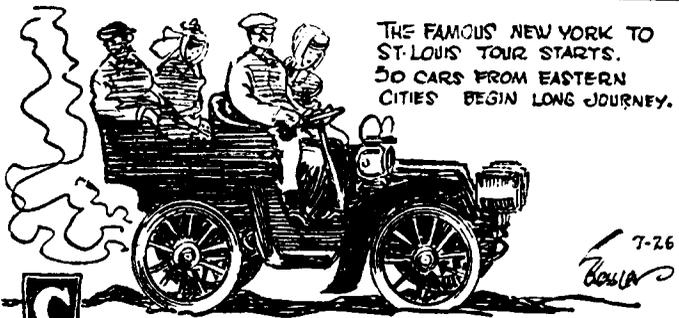
The visitors were introduced by Mr. M. L. Downs, a representative of the American Automobile Association. In welcoming them I stressed the enterprise which had spurred them to undertake the journey and the hardihood which they showed in completing it. I remarked we were glad that St. Louis Day had been postponed, as on the morrow, August 12, the President of the World's Fair would turn the exposition over to them. I had the great pleasure of presenting to them the keys of the city.

The letter from Governor B. B. Odell of New York

was read by Mr. J. L. Breeze, one of the tourists, and tendered to me. Most of the gentlemen read their messages. The formal greetings were written by mayors of the cities through which the tourists had passed. Many of the documents were emblazoned with gold seals, and I could not help being impressed by the dignity of local government.

The guest from Bristol, Conn., read the greeting from Mayor G. M. Hine of Poughkeepsie, N. Y. "In this age of progress," wrote Mayor Hine, "I cannot find a more fitting method of conveying this city's respects to the Exposition City than by means of these most modern couriers." And the modern courier who read these words and tendered me the missive was Mr. H. A. Warner, eighty-three years old. Laughing, he declared that he was as young as any of us, and had not been fatigued by the trip, although he would have preferred a sustained speed of something less than twenty miles per hour. It was as remarkable for a man of eighty-three to make that rough jaunt in an automobile, as one of that age to have flown in this day in one of the earliest airplanes.

Recalling statements in the addresses and letters which were delivered to me on August 11, 1904, by these tourists, I sense now, as a result of the common use of the automobile and its great effect on transportation, as well as on the marvelous development of our wonderful highway system, the prophetic element with which this small meeting in my office was imbued. The predictions which the gentlemen volunteered seemed at that time, when the motorcar still was an innova-



THE FAMOUS NEW YORK TO ST. LOUIS TOUR STARTS. 50 CARS FROM EASTERN CITIES BEGIN LONG JOURNEY.



CHARLES J. GLIDDEN ENROUTE TO ST. LOUIS IN HIS NAPIER.

TOURING THE WORLD BY AUTOMOBILE

CAR USED, NAPIER. TIRES, DUNLOP.

COUNTRIES ALREADY DRIVEN IN AND MILEAGE TO
JULY 1st, 1904:

Austria . . .	627
Bavaria . . .	295
Belgium . . .	160
Bohemia . . .	315
Denmark . . .	306
England . . .	2639
France . . .	4565
Germany . . .	1546
Holland . . .	435
Ireland . . .	1510
Italy	508
Scotland . . .	200
Spain	30
Sweden	1540
Switzerland . .	1097
Wales	427
16200	

TOTALS.

Days.	Miles.
136	16200

*Boston
to
St. Louis
14 Day. 1477 Miles.*

Total Days.	Miles.
150	17677

Aug 10. 1904

Chas. J. Glidden
CHAS. J. GLIDDEN,
Boston, Mass., U. S. A.

Record Card of Charles J. Glidden

tion, to be flights of the imagination; yet, in the brief space of twenty-eight years they have been more than fulfilled.

"This St. Louis tour," said Mr. Augustus Post, of Albany, N. Y., "has demonstrated that the automobile can be relied upon to go through on time like the railroad train, and go where a railroad cannot. As the railroads needed better roadbeds and heavier rails, so the automobile now demands better roads. Likewise, the automobile is the greatest factor in the movement for good roads. I will not say that the automobile is out of place in the city, but its greatest field is the country. The time will come when not only we tourists, but all the people, will come to St. Louis in automobiles and only heavy freight will be moved by rail."

The well-known Mayor of Cleveland, Mr. Tom L. Johnson, wrote: "This tour means much. Possibly the ultimate result will be the completion of a broad roadway joining Cleveland to St. Louis, thus bringing us into closer relations and marking an era when transportation for automobiles and horses will be largely in the hands of the individual driver."

The letter of Mayor William C. Crolius, of Joliet, Ill., pictured the progress of transportation up to the advent of the motorcar. "The valley of the Illinois and the Mississippi," he said, "has seen the couriers of France who wended their way slowly and fearfully down those uncertain paths to the mouth of the great Father of Waters. You also have witnessed the various stages of transportation from the 'prairie schooner' to the 'Only Way,' but this means is the culmination

and the fit representative of that progress in transportation, and is also a hopeful augury of the time when provincialism will be unknown and ignorance of our common country a sin."

Mayor Erastus C. Knight, of Buffalo, N. Y., expressed the hope that "the automobilists will reach your city safely," and wrote that "Buffalo has more automobiles per capita than any other city in the world, even outranking Paris, France."

It would be inconsistent with the nature of progress in transportation in the past quarter of a century for me to omit the views of Mayor William C. Maybury, of Detroit. "Among," he wrote, "the wonderful inventions of the age, especially among that class designed to contribute to the comfort of travel and to speed therein, as well as in a measure solving the great problem of transportation, is the modern automobile. We are peculiarly fortunate in Detroit in having, I think, the greatest combination of plants producing automobiles in any city of the Union, if not of the world."

The messages which our visitors presented to me were from Governor B. B. Odell of New York and the following mayors of nineteen cities: Patrick S. Collins of Boston; William E. Maybury of Detroit; George H. McClellan of New York, son of the famous Civil War general; John Weaver of Philadelphia; W. B. Hays of Pittsburgh; Tom L. Johnson of Cleveland; Carter H. Harrison of Chicago; Everett E. Stone of Springfield, Mass.; Charles H. Gaus of Albany, N. Y.; Charles A. Talcott, of Utica, N. Y.; Erastus C. Knight of Buffalo,

N. Y.; Walter H. Blodget of Worcester, Mass.; Alan C. Fobes of Syracuse, N. Y.; George Milton Hine of Poughkeepsie, N. Y.; R. H. Finch of Toledo, O.; Edward Fogarty of South Bend, Ind.; S. A. Rathbun of Pontiac, Ill.; Harry H. Devereux of Springfield, Ill., and William C. Crolus of Joliet, Ill.

Automobile Day was an auspicious occasion for the World's Fair, St. Louis, and the United States. It was the beginning of the good roads movement. It denoted the march of modern transportation. There were 250 cars in the parade from the Hotel Jefferson to the World's Fair, under escort of Mr. A. B. Lambert, president of the St. Louis Automobile Club, who subsequently, owing to his participation in aviation matters during the World War, received the title of Major. During recent years Major Lambert took a leading part in aviation and it was largely through his activity and interest that the flying field now located on the Bridgeton Road in St. Louis County, and named for him, was established. The members of the St. Louis Automobile Club who were associated with him on the Glidden Tour reception committee were Messrs. J. A. Prescott, Fred Gardner and E. M. Senseney. The visitors were entertained royally at the World's Fair.

LVII

LAUNCHING OF THE ST. LOUIS

ON APRIL 12, 1905, I received official request from the Navy Department to name a young lady to be the sponsor and two to be maids of honor for the christening of the protected cruiser St. Louis, to be launched May 6th in the port of Philadelphia. Complying with the request, I chose Miss Gladys Bryan Smith as sponsor, and Miss Mary M. Wright of St. Louis and Miss Rebecca Reeves VanLennep of Philadelphia, as maids of honor.

Miss Smith was the daughter of Mr. and Mrs. James E. Smith, who were present at the christening. She was a student in Mary Institute, where she distinguished herself in athletics, as well as in studies, and was especially prominent in basket ball. Mr. and Mrs. George M. Wright, the parents of Miss Wright, had the pleasure of witnessing the ceremonies on the Delaware River. Dr. William B. VanLennep, father of the other maid, was also present. He was an old classmate of mine.

The young ladies had beside them on the platform Judge C. H. Darling, Assistant Secretary of the Navy, Mayor John Weaver of Philadelphia, and myself. The duty of the men was simply that of conferring formality on the occasion.

Among the guests from St. Louis, besides the parents of Misses Smith and Wright, were Mr. and Mrs. Charles H. Huttig, Mr. and Mrs. Franklin L. Ridgely, Mr. and Mrs. Joseph D. Bascom, and George W. Bascom.

Miss Smith acquitted herself sweetly and gracefully. The Philadelphia newspapers complimented her highly.

"It was a perfect launching," said a Philadelphia dispatch to the St. Louis Republic. "Not the slightest mishap occurred. At exactly 4:10 P. M. the St. Louis began to move and a minute later her long, curving lines were bathed in the waters of the stream. Miss Smith bore the honors of the day triumphantly."

At the word, "Now," she broke a bottle of wine across the bow, proclaiming "I christen thee St. Louis. May thou ever prove an honor to our country, our flag, and the beloved city whose name thou bearest."

A mighty cheer from the throng of 10,000 or more spectators apostrophized the climax.

A luncheon followed the christening. Mr. Samuel Bell, one of the receivers for the Neatie & Leavy Company, builders of the ship, presided. Compliments were exchanged, and the speakers lauded Miss Smith and her attendants, Misses Wright and VanLennep, for the grace and dignity which their participation gave to the dramatic spectacle.

In my short address I took the opportunity to mingle the sentiments of American history with modern ideals of patriotism and commerce.

"You have assigned me," I said, "the sentiment, 'The City of St. Louis.'"

"In considering the subject we think of the past, present and future. Thinking of the past, where can one find a more fertile field than here in the city of Philadelphia?"

"These surroundings stir the hearts of the most indifferent, for we literally stand upon the ground once so bravely trod by those who created this great Republic.

"Here was Washington, here was Jefferson, here was the meeting place of the Continental Congress, composed of men who, in the origin and all through the formative period of our government, exercised such constructive statesmanship that has established the greatest nation on the globe.

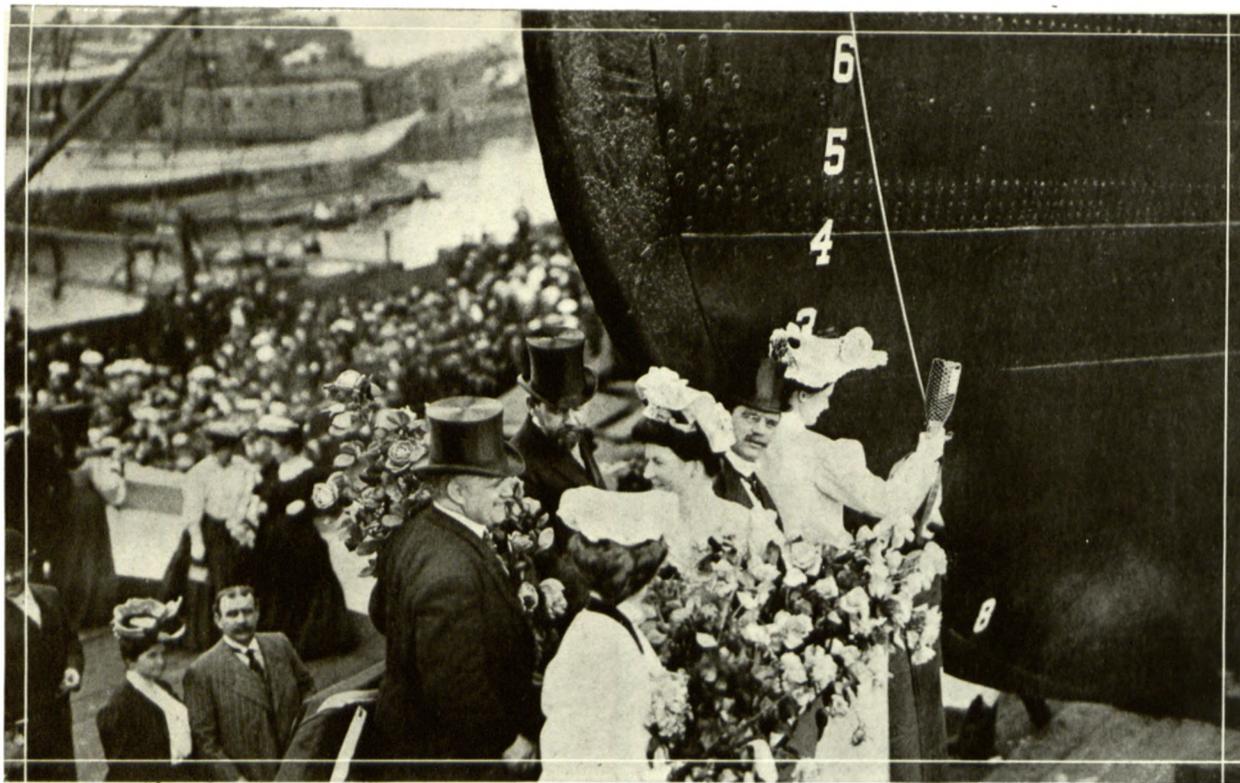
"Here is the Liberty Bell. With the history of Philadelphia most of you are more familiar than I.

"You ask me to speak of St. Louis. The history of St. Louis is interesting and picturesque.

"St. Louis is intensely modern in its character and impulses, yet its foundation rests upon a substructure of associations that lead research and investigation into the affairs of the earliest white settlers on the North American continent.

"The first white man looked on the site of St. Louis before the founding of Philadelphia. A trading post was established at the locality in the year 1764.

"Through the acquisition of the Louisiana Territory by President Jefferson, St. Louis was brought into the Union in 1803, and incorporated into a city in 1822. To-day it is the fourth city in importance and population in the United States.



Launching of the U. S. Cruiser "St. Louis," May 6, 1905

Miss Gladys Bryant Smith, of St. Louis, Sponsor. Miss Mary S. Wright, of St. Louis, and Miss Rebecca Reeves Van Lennep, of Philadelphia, maids of honor. Mayor Wells, of St. Louis. Mayor John Weaver, of Philadelphia. Judge C. H. Darling, Assistant Secretary of the Navy.

"Citizens of St. Louis are noted for their conservatism. It is said of a true St. Louisan, before the Civil War, who stopped at the stall of a slave dealer, that he exemplified this trait. The dealer noticed him and inquired whether he desired to purchase anything.

" 'Yes,' said the St. Louisan, 'I want to buy a negro.' He was invited in, made his choice and asked the price.

" 'Five hundred dollars,' said the dealer, 'but according to the custom you will be allowed twelve months in which to make payments without interest.'

"This proposition disturbed the St. Louisan, he not fancying the idea of having a debt hanging over him for a whole year.

" 'No! No!' said he. 'I will pay you six hundred dollars now, and be done with it.'

" 'Very well,' said the accommodating dealer, 'anything to oblige you.'

"St. Louis has had changes in fortune and history unusual to cities in this country. In a little over a hundred years it has been under the domination of three flags, having passed in peaceful transition from Spanish to French and from French to American sovereignty.

"Its people have come, or are the descendants of those who came, from every section of this land; in fact, from every quarter of the globe. It was the Mecca of those men of history and fame — Marquette, La Salle, De Soto, and Laclede; it was the starting point and base of supplies of Lewis and Clark, commissioned by Jefferson to explore and open the great Northwestern territory.

“But, Mr. Toastmaster, I will not occupy the time of this assembly in further talking of St. Louis, and will conclude with the statement that St. Louis is like most other communities of this country, progressive and patriotic.

“On behalf of those who accompany me on this auspicious occasion, on behalf of all the people of our city, I express the sincere appreciation of the compliment bestowed on St. Louis through the christening of this splendid warship, which has been so successfully launched to-day.

“May it ever be found in the service and defense of our country, and we pray that kind Providence may ever direct the path of the gallant men of our Navy who will be commissioned to command and man it. There is but one sentiment that will be to our liking on this occasion, but one text that we care to hear, but one result that will prove to our satisfaction, and that is: ‘One flag, one land, one heart, one hand, one country evermore.’ The Army and Navy forever.”

LVIII

A TRIP TO PANAMA

IN 1880 there were organized four commercial clubs, located in Boston, Chicago, Cincinnati and St. Louis, respectively. The membership was of a diversified character and limited to about sixty members each.

For a number of years the practice was for each club, every four years, to entertain the members of the other clubs, thus enabling the joint membership to intermingle. These reunions were most enjoyable and advantageous, from a social as well as a commercial standpoint. The principal function of the St. Louis Commercial Club was a dinner of its membership, held at intervals, where current subjects and lectures were the order of procedure.

The most noted undertaking of the four affiliated clubs was an informal joint inspection of the method and progress in the construction of the Panama Canal. This was instigated by the Secretary of War, William H. Taft, a member of the Commercial Club of Cincinnati. I can best explain the purpose of this unofficial mission by quoting from the special message of President Theodore Roosevelt, to Congress, December 17, 1906:

“I am informed that representatives of the Commer-

cial Clubs of four cities—Boston, Chicago, Cincinnati and St. Louis—the membership of which includes many of the leading business men of those cities, expect to visit the Isthmus for the purpose of examining the work of construction of the canal. I am glad to hear it, and I shall direct that every facility be given them to see all that is to be seen in the work which the government is doing. Such interest as a visit like this would indicate will have a good effect upon the men who are doing the work, on one hand, while, on the other hand, it will offer as witnesses of the exact conditions men whose experience as business men and whose impartiality will make the result of their observations of value to the country as a whole.”

The steamer “Prinz Joachim,” a fine six thousand ton ship of the Hamburg-American line, under command of Captain von Lightner, was chartered. Eighty-six members of the clubs, about equally divided, made up the party, as follows:

Representing the Commercial Club of Boston:

Mr. Stephen L. Barrett	Mr. R. Henry W. Dwight
Mr. Robert Batcheller	Mr. William B. Lawrence
Mr. S. Parker Bremer	Mr. Laurence Minot
Mr. Robert A. Boit	Mr. William D. Mandell
Mr. Robert M. Burnett	Mr. Harry L. Rice
Mr. Frederick B. Carpenter	Mr. Joseph B. Russell
Mr. James R. Carter	Mr. Elihu Thomson
Mr. Harry W. Cumner	Mr. William Whitman
Mr. Charles L. Cutler	Mr. John G. Wright
Mr. Charles S. Dennison	

Representing the Commercial Club of Chicago:

Mr. Alfred L. Baker	Mr. John W. G. Cofran
Mr. Benjamin Carpenter	Mr. Charles H. Conover
Mr. Clyde M. Carr	Mr. John V. Farwell, Jr.
Mr. William J. Chalmers	Mr. William A. Fuller
Mr. John M. Clark	Mr. Charles L. Hutchinson
Mr. William E. Clow	Mr. Cyrus H. McCormick



Trip to Panama — February, 1907

First Row: Charles W. Knapp, L. D. Dozier, Homer P. Knapp, Rolla Wells, Walter B. Stevens, Press Representative; Collins Thompson, Stenographer. Second Row: W. K. Bizby, Daniel Catlin, Oscar L. Whitelaw, Robert McK. Jones, D. C. Nugent. Standing: Captain von Leitner, E. G. Cowdery, D. R. Francis, Hanford Crawford, Charles Gordon Knox, George M. Wright, Henry C. Scott, Walker Hill, George O. Carpenter, Robert Moore, Joseph D. Bascom, Murray Carleton.



*First Row: George M. Wright, Murray Carleton, D. R. Francis, Charles W. Knapp. Second Row: L. D. Dozier, Rolla Wells.
This group of members of the Commercial Club were also members of the Log Cabin Club of St. Louis.*

Mr. Henry J. MacFarland	Mr. Martin A. Ryerson
Mr. John R. Morron	Mr. Edward F. Swift
Mr. Joy Morton	Mr. Charles H. Thorne
Mr. La Verne W. Noyes	Mr. Walter H. Wilson

Representing the Commercial Club of Cincinnati:

Mr. L. A. Ault	Mr. Harry L. Laws
Mr. B. W. Campbell	Mr. William Lodge
Mr. J. T. Carew	Mr. Lawrence Maxwell, Jr.
Mr. A. H. Chatfield	Mr. D. B. Meacham
Mr. Nathaniel Henchman Davis	Mr. James E. Mooney
Mr. Charles W. Durrell	Mr. John Omwake
Mr. Thomas P. Egan	Mr. W. S. Rowe
Mr. David B. Gamble	Mr. J. G. Schmidlapp
Mr. Frederic A. Geier	Mr. W. W. Taylor
Mr. Edward Goepper	Mr. John W. Warrington
Mr. Edwin C. Goshorn	Mr. William Worthington
Mr. James A. Green	Mr. Lucien Wulsin
Mr. Frank J. Jones	Mr. H. C. Yeiser
Mr. Perin Langdon	

Representing the Commercial Club of St. Louis:

Mr. Joseph D. Bascom	Mr. Robert McK. Jones
Mr. W. K. Bixby	Mr. Charles W. Knapp
Mr. Murray Carleton	Mr. Homer P. Knapp
Mr. George O. Carpenter	Mr. Charles Gordon Knox
Mr. Daniel Catlin	Mr. Robert Moore
Mr. E. G. Cowdery	Mr. D. C. Nugent
Mr. Hanford Crawford	Mr. Henry C. Scott
Mr. L. D. Dozier	Mr. Rolla Wells
Mr. David R. Francis	Mr. Oscar L. Whitelaw
Mr. Walker Hill	Mr. George M. Wright

Mr. Walter B. Stevens and Mr. Collins Thompson, both of St. Louis, accompanied the party, the former as official press representative and the latter as official stenographer.

The voyage began on February 17, 1907, and ended March 18, 1907. Aside from the officers and crew we were the sole voyageurs. Not a pound of femininity was represented. The door plate "Fuer Damen" was disregarded.

It is not my purpose to undertake a detailed description of this unofficial inspection. It would require a

volume in itself. Sufficient to relate that the report of our finding when published lessened the unjustifiable and partisan criticism of the Panama Canal project indulged in at that time.

Mr. Walter B. Stevens, of St. Louis, in 1907, published a most interesting illustrated book relating to this voyage and unofficial inspection. A copy of this volume was furnished to each member of the four clubs.

LIX

THE DAVID RANKEN, JR., SCHOOL OF MECHANICAL TRADES

DURING my occupancy of the office of Mayor of St. Louis, Mr. David Ranken, Jr., a kindly, unpretentious and diffident gentleman of considerable wealth, made frequent visits to the City Hall. His capital was invested largely in real estate and he had numerous dealings with several departments of the city government. As he was in voluntary retirement from active business, he devoted much of his time to the management of his properties and vigilance over his investments, and, as far as his own interests were concerned, he appeared to carry on a more or less continual surveillance of civic affairs.

He used to drop in my office now and then, and inquire of me of one thing and another, important and trivial, about public affairs. I liked him for his plain, frank, equable disposition and the sterling integrity which marked all of his ideas and actions.

On the occasion of one of his visits, he startled me with the comment that he had accumulated more money than he knew what to do with and asked me to make some suggestions. This request was so unusual that it created the thought in my mind that something worth while might be accomplished.

I asked him what was in his mind; whether or not he had given the question of the disposal of his money any consideration.

He replied that he had always had great sympathy for poor boys.

“Well, why not poor girls?” I asked.

“No, if I do anything, I always will have a desire to help boys,” he replied.

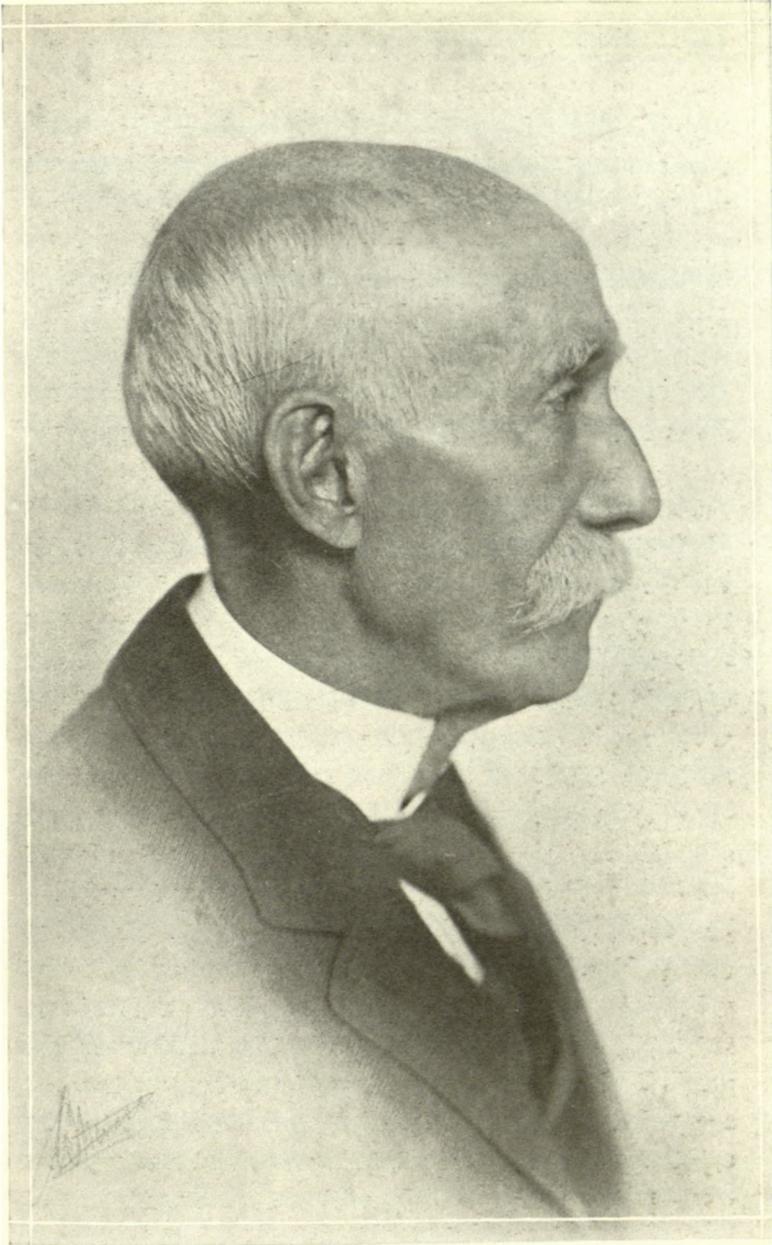
I was thinking as quickly as possible, and had the thought, which I expressed to Mr. Ranken, that inasmuch as I was Mayor of St. Louis, it might be a good plan for me to communicate with the Mayors of New York, Philadelphia and Boston—older cities than St. Louis and, no doubt, possessing extensive records in the matter of bequests, wills, etc., along the line he had in mind.

Mr. Ranken thought well of the idea and I told him I would get what information I could for him.

I communicated with the Mayors of these cities and, in due time, received a lot of information in the nature of catalogues, copies of wills and bequests, etc., which I put away in a drawer of my desk awaiting another visit from him. When he called I turned over to him the information I had received.

Some time later he came to see me and showed me a catalogue of a school in the neighborhood of Philadelphia, which seemed to coincide with his ideas. It was a training school for boys. I suggested that he go to Philadelphia and stay there sufficient time to make an investigation and study the institution.

Thereafter he continued his visits to my office, but



To Rolla Wells - In token of my deep appreciation
David Ranken Jr

quite a time elapsed before he again alluded to the subject. One day he confided to me that he had been to Philadelphia, inspected the school he had in mind, and had decided to found a school in St. Louis, to be known as "The David Ranken, Jr., School of Mechanical Trades." He would, he added, endow it with substantially his entire fortune. He had even considered whom he would appoint as trustees; he produced a list of names, and asked me for advice as to their suitability.

The first session of the trustees was held December 3, 1907, in the office of Mr. F. H. Bacon, Mr. Ranken's legal counsel, at 211 North Seventh Street; at this meeting he explained his arrangements concerning his property. The Board consisted of Mr. Ranken and Messrs. Walker Hill, Julius Pitzman, F. B. Eiseman, John F. Lee, L. D. Dozier, A. L. Shapleigh and myself. Mr. Dozier was elected president, Mr. Lee vice-president, Mr. Eiseman secretary and Mr. Shapleigh, treasurer.

Mr. Lewis Gustafson, whom Mr. Ranken had employed to make an investigation of trade schools in other cities, was engaged on July 1, 1907, as superintendent of "The David Ranken, Jr., School of Mechanical Trades."

The object of the Ranken School was not to disturb occupational conditions, or to increase the supply of skilled labor in order to reduce the wage of workmen. The very opposite was the purpose of Mr. Ranken and the trustees; Mr. Gustafson expressed the opinion that there was nothing in the scheme to which the labor

union organization could object. Mr. Ranken and the trustees believed that the institution would be advantageous to employed skilled mechanics, as it would enable them to take extra or special training at night, without being obliged to lay off from work. Members of organized labor would find the school to be of practical benefit.

The Board decided to charge a small tuition fee, and also to arrange for remunerative employment for those who could not pay, but declared that the principle of the management should be "to turn no one away."

Eames & Young were engaged to draft the architectural plans for the first building, and the trustees on April 21, 1908, approved the bid of the Hill-O'Meara Construction Company. The building was ready for occupancy on March 1, 1909, and the "day" school was opened on September 7, 1909. The school proved to be so successful that the trustees on May 26, 1911, ordered the construction of a second building. The Cook Avenue building cost \$175,000, and the Finney Avenue building \$345,000; the sites \$125,000; thus, the school investment totaled \$645,000.

Mr. Ranken described himself in "the foundation deed" as "David Ranken, Jr., of the City of St. Louis and State of Missouri, bachelor." The public was his legatee. The first preamble of this document revealed his ideas pertaining to the school, and, as it is a matter of general human interest, as well as of special interest to the people of St. Louis, I insert it here:

"Whereas, for many years I have been impressed with the fact that too little attention is given to the

instruction of boys in the mechanical trades, and that the public schools and other free educational institutions have a tendency to create in the minds of the young, as well as in the community, a prejudice against manual labor, and the idea that common work is not respectable, so that a false impression and a false pride often influence boys and young men to avoid the mechanical trades in which they might have succeeded, in order to follow pursuits for which they are unfitted and branches of business which are overcrowded and in which they probably would not succeed, I am satisfied that there is need of an institution, the object of which shall be education and instruction in the ordinary mechanical trades and in which boys, especially, may be taught the dignity of labor."

Further in the same document he declared: "I direct that the managers shall always bear in mind that the object of this school is not higher education or instruction in new sciences and arts, but plain and simple instruction in the manual or mechanical trades, such as that of carpenter, plumber, brick and stone mason, blacksmith and others of a similar nature."

There were two striking provisions in the formal, legal agreements between Mr. Ranken and the trustees of the school. One related to his continued employment during the rest of his life. The other was a precaution against his ever being in want.

Mr. Ranken continued to manage his properties in co-operation with the Board until February 9, 1910, when he submitted a letter to the trustees which attested his nobility of character still more.

"I have," he said in this letter, "today completed the conveyance of practically the remainder of my estate to the school. I have done this because I am about to leave St. Louis for the South. My health is not robust, and I have been unwilling to make the journey without first having made this provision."

Feeling that his life would soon end, he promptly took legal measures to fulfill his pledges in such a manner that no question could be raised after his death. He died at Atlantic City, N. J., six months later, on August 18, 1910.

In the minutes of the proceedings of the Board of Trustees of February 9, 1910, the day on which his letter was considered, is this entry: "The trustees hereby express their grateful appreciation of this gift, the amount of which, including the stock heretofore conveyed, is roughly estimated as of the value of \$1,800,000, the most munificent gift to charity ever made in St. Louis."

The first meeting of the Board of Trustees of "The David Ranken, Jr., School of Mechanical Trades" was held December 12, 1907, and there were present Messrs. David Ranken, Jr., Rolla Wells, Walker Hill, Julius Pitzman, F. B. Eiseman, John F. Lee, L. D. Dozier and A. L. Shapleigh.

Mr. Ranken announced that he had executed to the Foundation, Deed of Gift for certain properties to the school and had placed the same on record.

At this meeting Mr. John F. Lee was appointed a Committee of One to draft by-laws.

The second meeting of the trustees was held Janu-

ary 14, 1908, and the following officers were elected: L. D. Dozier, President; J. F. Lee, Vice-President; F. B. Eiseman, Secretary; A. L. Shapleigh, Treasurer.

January 9, 1912, Mr. J. F. Lee was elected President, Mr. Rolla Wells, Vice-President, and Mr. F. B. Eiseman, Secretary and Treasurer.

January 11, 1927, Mr. Rolla Wells was elected President, Mr. A. L. Shapleigh, Vice-President, and Mr. F. B. Eiseman, Secretary and Treasurer.

Mr. Lewis Gustafson was appointed superintendent of the school July 1, 1907, and retained the position until his death, August 30, 1927, when Mr. O. H. Turner was appointed superintendent.

Mr. W. P. Samuel, Financial Secretary, was appointed November 16, 1910, and served until his death, April 27, 1931, when Mr. J. A. Lewis was appointed to that office.

LX

GENERAL WILLIAM CLARK

ON October 2, 1904, it was my privilege as Mayor of the City of St. Louis, and also as a friend of the family, to take part in the unveiling of a memorial monument of historic fame, in Bellefontaine Cemetery, commemorative of the life of General William Clark.

The Clark lot is located in a picturesque section of the cemetery, on a high ridge overlooking the Mississippi River, a short distance from the mouth of the Missouri River—a tributary of the Mississippi River—which territory was explored in the years of 1804 to 1806, by the Lewis and Clark expedition, commissioned by President Thomas Jefferson.

On the panels of the shaft and the granite walls of its approaches, is carved a eulogy, as characterized in the following inscriptions:

“This monument is erected in honor and loving memory of William Clark by his son, Jefferson Kearny Clark.”

“William Clark, born in Virginia, August 1, 1770. Entered into life eternal September 1, 1838. Soldier, explorer, statesman and patriot. His life is written in the history of his country.”

“The expedition of Lewis and Clark across the continent in 1804-5-6 marked the beginning of the progress of exploration and colonization which thrust our national boundaries to the Pacific.”

“This primary exploration, through more than four thousand miles of savage wilderness, planted the flag of the United States for the first time on the shores of the Pacific Ocean. It com-

pleted the extension of the United States across the vast Western region of the American continent and gave us our outlook towards the Orient."

"William Clark received his commission as Lieutenant from George Washington, in 1791. He was appointed Brigadier-General by Thomas Jefferson, in 1807, and reappointed as such by James Madison, in 1811. He was made Governor of the Missouri Territory by President Madison, in 1813, and recommissioned twice by being again appointed Governor by James Monroe, in 1820, who also made him Superintendent of Indian Affairs, in 1822. His great fame as an explorer was won on the expedition of 1804-5-6."

General James H. Wilson, Commandant at Jefferson Barracks, officiated as presenter. He opened the ceremonies with a short address on the subject of the day. Then followed a hymn by the Army Band, and the Right Reverend Frank Millspaugh gave the opening benediction.

Governor D. R. Francis, president of the Louisiana Purchase Exposition, made an address, followed by General John C. Bates, at that time Commander-in-Chief of the United States Army, who spoke eloquently of the achievements of General William Clark.

At the conclusion of General Bates' address I was introduced, and after my address came General Pleasant Porter, principal chief of the Creek Indians, Indian Territory, who made a pleasing address.

It happens that I recently uncovered a type-written copy of the address I made on the occasion and I incorporate it herein, as follows:

"Within this cemetery we number many departed friends; to some, as the years roll by, friends resting here now outnumber those engaged in the present turmoil of life.

"Here in eternal sleep are many who were promi-

ment while in life, who performed their full duty and served their country well, among the number none more faithful in the performance of the charge and duty placed upon them than the one in whose memory we are now assembled, General William Clark.

“Through the Louisiana Purchase Exposition now being held in St. Louis, the interest of the people of the United States in the acquisition of the Louisiana Territory by President Thomas Jefferson has been awakened.

“We are here to pay tribute to the memory of the men through whose intelligence, bravery and endurance the great value and importance of this purchase was first ascertained.

“People of all nations read with intense interest, as of a romance, the story of the explorations of South Africa by Livingstone and Stanley. With equal, if not greater interest, we read the story of the exploration of our great Northwestern country. The people of this city are especially interested, for it was from here, on May 14, 1804, the Lewis and Clark expedition started.

“I will not consume your time through an attempt to follow their courageous venture as they slowly wended their way up the mighty Missouri River, across the majestic Rocky Mountains, to the Pacific Ocean. The story has been fully written, and doubtless you are familiar with it.

“General William Clark is a prominent personage in the early history of the United States in public service other than his connection with the exploration of the Louisiana Territory. He was the recipient of com-

missions from four Presidents of the United States. Commissioned by President Jefferson to explore the territory of the Louisiana Purchase. Appointed Governor of the Territory of Missouri by President Madison, July 1, 1813. Re-appointed Governor by President Monroe, January 24, 1820, and after Missouri became a state, was appointed Superintendent of Indian Affairs, May, 1822, and in 1824, commissioned as Surveyor General of Missouri and Illinois, by President Monroe. In 1825 was recommissioned Surveyor General by President John Quincy Adams.

"In 1828 he laid out the town of Paducah, Kentucky. In 1830 he effected the important treaty of Prairie du Chien.

"Few men have been so honored.

"In this burial lot rests three of the sons of this great man—Merriwether Lewis Clark, George Rogers Hancock Clark, and Jefferson Kearny Clark, the youngest.

"Of Jefferson Kearny Clark, who bequeathed this historic monument, permit me to speak. Although a much older man than I, he was my friend; well do I remember his stately presence, his genial manner and kindly word.

"To my mind it is a most remarkable coincidence, when we now consider the wealth, the large population and importance of this section of the United States, that we of this day numbered among our friends the son of the man who first explored the Louisiana Territory. It is an illustration of its rapid growth and future power.

“Proud am I this day to be privileged to have a part in these historic ceremonies identified with the purchase of the Louisiana Territory—the mighty empire lying on the west bank of the majestic Mississippi, the Father of Waters.

“Let us look backward one hundred years. Picture Captain William Clark, with his youth and energy, in the village of St. Louis, looking toward the unknown Northwest, eager to devote his life in the service of his country. Think what he accomplished, and then, all hail to his memory!

“In the shadow of this historic monument, which is indicative of so much in the history of this nation; in the presence of that genial and kindly life companion, the widow of the son who bequeathed this monument; in the name of this generation and those to follow; in the presence of the Supreme Being, let us look forward with the full determination of being all that is loyal, all that is patriotic, in the interest of our nation, our state, our municipality.”

Apropos of the Lewis and Clark expedition, and indicative of the wonderful growth of the Western country, let me relate the following incident:

In the year 1870, the Kansas Pacific Railway, now known as the Union Pacific Railroad, was completed between Kansas City and Denver. The event was commemorated by the running of an excursion train between St. Louis and Denver, the passengers, as invited guests, were prominent men from different sections of the United States.

My father was one of the number, and my boyhood

companion, Isaac H. Lionberger, and I accompanied him. We were the only boys on the train. I now visualize as of yesterday this unusual experience.

Kansas City at that time was a comparatively small place. As we journeyed across the plains of Kansas we saw innumerable herds of grazing buffalo and antelope and thousands of range cattle in charge of picturesque cowboys.

Mr. Robert Campbell, of St. Louis, was the United States Indian Commissioner, and anticipating the arrival of this train (which, by the way, I believe was the first passenger train to operate between Kansas City and Denver) had called in the Indians in the vicinity of Denver. I think there were about five thousand, clothed in the characteristic Indian manner—moccasins, beaded leggings, varied colored blankets, and feather headgear. It was a unique, colorful picture.

At that time Denver was a small frontier town. Now, as I sometimes journey between Kansas City and Denver, I marvel at the tremendous growth of numerous cities all along the line, and Denver, a real metropolis of great importance.

LXI

WOODROW WILSON

WHEN the name of Governor Woodrow Wilson was mentioned as a possible presidential candidate, early in the year 1912, many of my friends expressed the opinion, that because of his life-long environment in the literary world and as an educator, he did not have the necessary executive ability, and would not measure up to the requirements of the position of President of the United States.

They were evidently unfamiliar with his executive record as Governor of the State of New Jersey, from 1910 to 1912; and were unaware that in little more than a year he had cast aside the boss and political machine that previously had made the State of New Jersey known as one of the worst governed states in the Union, and in so doing made it one of the best governed states. Presumably, they did not know of the constructive legislative acts, important to the people, which had been passed by the New Jersey Legislature through his leadership. In two years he brought about new and progressive election, corporation, public utility and labor laws.

Knowing of the achievements resulting from his executive leadership, in combination with his superior intellect, I felt that he would make an ideal President

of the United States, and determined to do all in my limited power to promote his candidacy.

As time passed his candidacy became more evident, and at the opening of the Democratic National Convention in Baltimore, which was held June 25 to July 2, 1912, it was quite formidable.

At the time I was at my summer home in Wequetonsing, Michigan, Dr. David F. Houston, Chancellor of Washington University of St. Louis, had a cottage at Wequetonsing for the season and we saw a good deal of each other. We were both ardent Wilson admirers, and naturally had a keen interest in the prolonged proceedings of the convention at Baltimore.

After several days of intensive balloting for the respective candidates, on Saturday, June 29, 1912, as I recall, there were indications that Honorable William J. Bryan would withdraw his support from Honorable Champ Clark, and would support the candidacy of Governor Woodrow Wilson, which, of course, would carry with it the following of Mr. Bryan in Missouri, as well as throughout the country at large.

On the following morning (Sunday) I drafted a telegram with the idea of transmitting it at once to those members of the Democratic National Committee, then in Baltimore, with whom I was acquainted, the telegram reading as follows:

“Clark cannot now carry Missouri, nor the country at large; Wilson can. Why not exercise political sanity in taking advantage of a rare opportunity by nominating a scholarly statesman and a conservative progressive, namely Woodrow Wilson, who can be elected.”

I then called upon Chancellor Houston and asked

him if he would give me his views relative to the context of the telegram. After careful consideration he said he thought it was all right and advised me to send the telegram. I inquired if it occurred to him that if I did so, being a native of Missouri, and many of my personal friends in Baltimore strenuously advocating the nomination of Mr. Clark, it would probably result in burning my political bridges behind me. He was good enough to reply to the effect that I had been doing that all of my life.

I sent the telegrams to National Democratic Committeemen Norman E. Mack, of New York, Thomas Taggart, of Indiana, Edward F. Goltra, of Missouri, and delegate Roger C. Sullivan, of Chicago, Illinois, and others I do not now recall.

In illustration of the efficiency of the service of the Western Union Telegraph Company, that evening, before seven o'clock, the time at which the telegraph office of this small summer resort closed, I received two telegrams, one from the St. Louis Republic and the other from the St. Louis Post-Dispatch, stating that a correspondent of the New York Sun had wired them to the effect that I had forwarded telegrams to Baltimore (quoting my telegrams), and asking me to confirm or deny these messages. As the Wequetonsing telegraph office was closed, it was too late for me to reply to these inquiries the same evening. However, the next morning I wired both of these newspapers to the effect that the statement of the correspondent of the New York Sun was authentic.

This incident is related by Mr. David F. Houston,



former Secretary of Agriculture and former Secretary of the Treasury, in his book entitled, "Eight Years With Wilson's Cabinet."

On Tuesday, July 2, 1912, on the forty-sixth ballot, Governor Wilson received 990 votes; Mr. Clark 84; Mr. Harmon 12, and not voting 2; whereupon, on motion of Senator William J. Stone of Missouri, the nomination was made unanimous. The same day, on the second ballot, the nomination of Governor Thomas R. Marshall, for Vice-President, was unanimously made.

After the nomination of Governor Wilson for President, and before the nomination of candidates for Vice-President, Chancellor Houston remarked to me that he considered Governor Marshall of Indiana would make a most excellent man for the position of Vice-President of the United States.

It can readily be surmised that Chancellor Houston and I, sojourning at the out-of-way summer resort of Wequetonsing, Michigan, intensely interested in the proceedings at the Baltimore convention, were exultant in the nomination of Wilson and Marshall.

LXII

TREASURER DEMOCRATIC NATIONAL COMMITTEE

IT NEVER occurred to me that I should be called upon to have any active part in the campaign to follow, and it was a great surprise when, on August 5, 1912, I received a telegram from Mr. Edward F. Goltra, of St. Louis, National Democratic Committeeman from Missouri, reading as follows:

"New York, August 5, 1912. Would you accept national committee treasurership? It would entail your making New York your headquarters and soliciting contributions. Wilson will offer if you will accept. Wire me Waldorf-Astoria."

On the same day I replied:

"Wequetonsing, Michigan, August 5, 1912. Answering your telegram of August fifth. I am of the opinion a better selection for the position mentioned can be made, others are better equipped and qualified. I would esteem it a great honor to be called upon to serve Governor Wilson in any manner where I would be effective. I am ready to give my time doing everything in my power in the interest of his candidacy."

On the following day, August 6th, I was informed that my appointment would be made by Governor Wilson on that day or the next day, and on August 7th, being notified of my appointment, I sent the following telegram from Wequetonsing, Michigan:

"Governor Woodrow Wilson, Seagirt, New Jersey. I appreciate the compliment and confidence that has been placed in me. I will reach New York Sunday night ready for duty."

The following telegrams were received on August 7, 1912, from Mr. Wm. F. McCombs, Chairman of the National Democratic Committee, and Mr. W. G. McAdoo, Vice-Chairman, respectively:

"I am delighted at your selection as Treasurer of the National Committee and especially so at your acceptance. Permit me to express the hope that you can come East immediately, for there are urgent matters which should be taken up and I want to confer with you respecting them. Please advise me."

"Please accept my hearty congratulations. Your acceptance gives great satisfaction to your associates here in particular and the country in general. A warm welcome awaits you here."

After reaching New York, I received a note from Governor Wilson as shown on the following page.

I left Wequetonsing for St. Louis, arriving Saturday morning, August 9, leaving there the same day and reaching New York, Sunday noon, August 10, 1912. I immediately went to the Democratic campaign headquarters, located in the Fifth Avenue Building, and, realizing that there had been no preparation or organization for the treasurer's department, I telegraphed Mr. James G. McConkey, my former secretary when I was Mayor of St. Louis, asking him if he would come to New York and accept the position of assistant treasurer. He was good enough to accept the call and arrived at headquarters on Tuesday, August 13, 1912.

The first thing Mr. McConkey and I did, when we got together, was to obtain a copy of the Corrupt Practice Act, enacted June 25, 1910, and August, 1911, and amended August 23, 1912.

The conduct of the national campaign of 1912 for the election of a President and Vice-President was the

first under Congressional restrictions, and, after reading these laws, Mr. McConkey and I realized that, under the recently enacted Corrupt Practice Act, the Treasurer of the Campaign Committee was made responsible for the handling of the campaign funds in the manner set out in the act.

This being the first national campaign to be conducted under Congressional restrictions, we found that there was no precedent to follow, as far as the treasurer's department was involved. Relating to previous campaigns, there were no records of any kind, no books, no voucher forms or receipts to guide us.

Realizing our restrictions under the act, and our responsibility, Mr. McConkey and I were faced with the necessity of formulating a plan for the carrying on of the department. We, therefore, created and adopted our own method of procedure in the matter of requisitions, receipts and accounting.

There had been no personnel appointed for the department, and it was necessary for us to at once employ quite a number of people, and, being strangers in New York, the organization which we created within a very short period was accomplished with some difficulty.

Now, our method of conducting the treasurer's department was more or less different from that of any previous campaign and was novel indeed to those who might be termed the "old-timers" who had been active in previous battles. The adamantine rules that we set forth and insisted upon were somewhat irritating to some of those connected with the campaign. We were

WOODROW WILSON
HEADQUARTERS, N. Y.

August 10, 1912.

My dear Wells:-

Your acceptance of the treasurership has given me the greatest gratification and I want my first word in this business letter to be a word of welcome and sincere appreciation of the sacrifice you are making.

I am taking the liberty of sending you cheques that have come in to me since your acceptance. A number of these come in every day and I shall send you at short intervals the cheques with a list of the subscribers.

Within a few days I shall send you the balance that is in my hands from former receipts together with a statement of expenditures up-to-date and a full list of the subscribers.

It is a great comfort to know that you are at hand.

Cordially and sincerely yours,



Hon. Rolla Wells,
New York City.

insistent, however, that our regulations be complied with, which brought about friction with some of those with whom we were associated.

The work was arduous. It was of great magnitude, confined to a short period of time—altogether about three months—requiring the utmost vigilance, involving day and night labor, and was conducted with a temporary organization. Nevertheless, every dollar, both in receipts and expenditures, was properly recorded and accounted for.

I want to here express my sincere appreciation of the splendid assistance rendered by Mr. James G. McConkey and his fellow workers, and by Mr. E. M. Grossman, who acted as assistant treasurer, assigned to the branch headquarters in Chicago; and of the cordial relationship that existed between the chairman, vice-chairman and those at the head of the various bureaus of the organization.

A summary of my final report as filed with the House of Representatives illustrating the magnitude of the work is shown on the following page.

RECAPITULATION, INCLUDING FINAL AND SUPPLEMENTAL REPORTS

Number of Contributions:

Contributions \$100.00 and over.....	1,650
Contributions under \$100.00.....	<u>90,174</u>
Total Number of Contributions.....	91,824

RECEIPTS

Contributions \$100.00 and over.....	\$797,046.47	
Contributions under \$100.00.....	<u>320,775.71</u>	\$1,117,822.18
Interest on Bank Deposit, sale of Campaign Literature, Buttons, etc., New York Headquarters.....	\$ 13,648.18	
Money received at Chicago Headquarters from other sources, including sale of Literature, Text-books, buttons, etc., and \$202.61 previously forwarded to Chicago Headquarters from New York and not expended	<u>1,702.41</u>	15,350.59
		<u>\$1,133,172.77</u>

DISBURSEMENTS

Amount paid at New York Headquarters, including \$211,652.07 paid through Chicago Branch office....	\$1,123,834.28	
Balance on hand, Feb. 1, 1913.....	<u>9,338.49</u>	\$1,133,172.77

LXIII

A JAUNT TO PRINCETON

ON THE night of the day of election, November 5, 1912, there assembled in a suite of rooms at the Waldorf Hotel, New York, a number of those who had been active in the campaign, some of whom were accompanied by their wives and invited guests. Telegraphic instruments had been provided for receiving election returns.

Early in the evening it was evident that Governor Wilson would be elected by a handsome majority. A gentleman resident of New York, who had taken considerable interest in the campaign, asked me if I should like to motor to Princeton the following morning and pay our respects to the President-elect. Of course I accepted, and the next morning I joined him, in company with another gentleman who also had taken a prominent part in the campaign.

Arriving at Princeton, we went to the modest, but lovely, cottage-home, where Governor and Mrs. Wilson, with their three daughters, Margaret, Jessie and Eleanor, and their neighbors, were rejoicing at the result of the election. I was charmed by the genial and dignified reception.

After we had paid our respects to the President-elect and his family, one of the gentlemen whom I had ac-

accompanied, touched me on the sleeve and remarked:

"Have you noticed the display of chrysanthemums in the cottage?" I replied I thought they were the most beautiful specimens I had ever seen. Whereupon, he whispered to me: "They are mine."

A few minutes later, the other gentleman with whom I had come from New York, touched me on the sleeve and said: "Come here, I want to show you something." We stepped into the hall, and, looking through the dining room door, he said to me: "Do you see that cake on the sideboard?" I replied, "Cake! Is that a cake? Why, that is the biggest cake I ever saw in my life." He replied, "Yes, it's a cake," and then he whispered to me, "It's mine."

Both of these gentlemen were, deservedly, appointed by President Wilson to important positions, and served with distinction. In making my courtesy call I did so without even a buttonhole bouquet or a cookie in my pocket.

In relating the foregoing incident, I do it, I hope, in good taste, and certainly with the best of feeling and with a sense of humor.

I had served in the campaign without any thought or idea of expecting or receiving any favors. In later years, in being introduced by President Wilson's private secretary, Mr. Tumulty, to the Secretary of State, Mr. Lansing (who succeeded Mr. Bryan), Mr. Tumulty remarked that he wanted to introduce to the Secretary the only man he knew actively engaged in the campaign of 1912 who had not asked for favors, and didn't want any.

However, while at my summer home at Wequeton-
sing, Michigan, on August 29, 1914, I received a tele-
gram from Honorable William J. Bryan, Secretary of
State, as follows:

“Please wire me confidentially whether you
would be willing to consider a diplomatic post of
prominence. If so, please come to Washington at
once for a conference.”

My reply, on August 31, 1914, was as follows:

“Honorable William J. Bryan, Secretary of
State, Washington, D. C. Regret exceedingly cir-
cumstances are such it would be ill advised for me
to favorably consider the suggestion contained in
your telegram of yesterday.”

LXIV

WILLIAM JENNINGS BRYAN

AS I elsewhere relate, the episode of my active connection with the National Democratic Money Conference in 1896 forced me into opposition to Mr. William Jennings Bryan, who was the party nominee for President on a platform plank of "sixteen-to-one", the proposed bimetallic ratio of silver to gold. Mr. Bryan had by his overwhelmingly dramatic speech at the Chicago convention not only made "free-silver" the principal issue in the campaign, but also had made himself the party nominee. I took a determined stand against this hypothesis, and therefore was looked upon as an arch-foe to Mr. Bryan, for his dynamic personality had become so identified with the free-silver agitation, as to become its symbol, its mouthpiece, and its very embodiment.

The leading citizens of St. Louis who agreed to recommend and support me for Mayor did not discuss bimetallicism, tariff for revenue only, or any other national issue, and I had nothing in mind on accepting their offer except the purpose to give St. Louis, were I elected, progressive and just administration. With my supporters our sole objective was the New St. Louis.

The Republicans had nominated a strong candidate

against me, Mr. George Washington Parker. Mr. Lee Meriwether, who had built up an imposing organization in an extended, inter-election campaign, was the candidate of the Public Ownership Party. The Republican plurality was estimated at 3,000 to 10,000 as a regular advantage, and the probable result of the election was extremely doubtful. Each candidate would need all the votes that he could get.

In the heat of the mayoralty campaign we were startled by a sudden warning by Mr. Bryan in his journal, "*The Commoner*," that a Democratic imposter was running for the chief executive office at the bestowal of the unsuspecting citizens of St. Louis. Immediately some of the press and politicians outside of St. Louis took active interest in the local election.

Mr. Bryan, on March 15, 1901, denounced me as a traitor to the Democratic party! Former Governor John P. Altgeld, of Illinois, came to St. Louis from Chicago and excoriated me at a rally in the Coliseum. David A. Ball, a Pike County resident, prominent in Missouri state politics, tore me to pieces in a fiery speech in the Coliseum.

"Mr. Rolla Wells," wrote Mr. Bryan in "*The Commoner*," "the gentleman who was nominated by the Democratic city convention, renounced his allegiance to the Democratic party in 1896 and resigned the presidency of the St. Louis Democratic Club. He actively cooperated with the bolting contingent which supported the Republican ticket that year, and in 1898 he openly opposed the 16 to 1 Democratic candidate for Congress in his district. In 1900 his influence was given to the

Republican national ticket, and he has not since that time returned to the Democratic principles as set forth in the party platform."

"It may be that the situation in St. Louis is such as to make it necessary to disregard party lines, but, if such is the case the candidate should run as a nonpartisan or as an independent."

"If Mr. Wells has changed his views, let him publicly announce his conversion to Democratic principles, and his sins, though they may be many, will be forgiven. Of course, if the conversion did not occur until after he had made up his mind to seek the nomination for Mayor, some might doubt the sincerity of the change, but so far he has failed to give even that much comfort to the Democrats."

Mr. Bryan attacked me again in "*The Commoner*" on March 21. I quote only the following from that article:

"The *Republic* is in error. Mr. Bryan does not care about municipal government in big cities, but he does not expect good government under the administration of a man who believes in making the President an emperor and who is willing to let the trusts control the national administration. The man who sees no danger in imperialism, a large standing army, wars of conquest, private monopolies and the other policies for which the Republican party now stands is not likely to give the people of any city, large or small, a wise, just or economical administration."

The St. Louis "*Chronicle*" of March 15 published an interview with me on Mr. Bryan's philippic. "Mr.

Wells Is Mum" it was captioned. The following is an extract:

"'Will you answer Mr. Bryan's article?' Mr. Wells was asked.

"'I have nothing to say,' he answered.

"'He accuses you of being a bolter and not a good Democrat.'

"'I have nothing to say.'

"'Mr. Bryan says you never have announced your return to Democracy.'

"'I have nothing to say.'

"'Are you a Democratic candidate—'

"'I have nothing to say,' interrupted Mr. Wells.

"'—or a good government candidate?'

"'I have nothing to say.'"

Mr. Bryan's great influence in and out of his party was indisputable, and it is probably a fact that no party leader in American experience commanded more earnest, loyal allegiance than he. His slightest wish was a solemn edict to his immense following. Nevertheless, his intrusion into a purely local contest, in which the issue was between misrule and graft and progressive administration, had the effect, as far as St. Louis was concerned, and to some extent in other cities, of strengthening my position. I do not mean to imply that Mr. Bryan was injured or discredited personally or politically, but that the points which he made as to party membership were without force in view of the known facts and conditions of civic corruption which existed here.

The issue was explained definitely in the press of the

country. An editorial by Mr. William Marion Reedy in the St. Louis "*Mirror*" was headed, "As The Nation Looks On."

In St. Louis leading Republicans declared that they would support and vote for me. I believe that Mr. Bryan's editorials were resented by many citizens on the ground that he had no right to interfere with what was purely a local controversy and that his action contributed largely to my election.

My first meeting with Mr. Bryan occurred in Washington when, with a St. Louis delegation, I had gone to the national capitol to urge the Democratic National Committee to hold the 1904 national convention in St. Louis. The committee met in the Willard Hotel. United States Senator William Joel Stone of Missouri came into the corridor after the committee adjourned and announced that St. Louis had been chosen. Then he turned to me and invited me to meet Mr. Bryan.

The members of the committee were scattered about the room chatting. I noticed Mr. Bryan in a corner, surrounded by a group of newspaper correspondents. Senator Stone edged in and said:

"Mr. Bryan, I'd like you to meet my old friend Rolla Wells, of St. Louis."

Mr. Bryan hesitated a moment, and then remarked "Yes, I've heard of him."

"I've heard of you, too, Mr. Bryan. But you didn't 'Roll Rollo.'"

"Roll Rollo" was a catch phrase with which he had closed one of his articles against me in the mayoralty campaign.

If ours had been a feud, this repartee ended it. We shook hands and afterwards got along amicably.

Old Father Time mollifies our distempers and modifies conditions, and fortunately he eliminates animosities. Mr. Bryan brought about the nomination at the Baltimore convention of Woodrow Wilson, and I was chosen treasurer of the Democratic National Committee. Each of us did his best to help elect Mr. Wilson. Mr. Bryan entered the President's cabinet as Secretary of State, and while in that office tendered me a high ambassadorial post.

I met Mr. Bryan on visits to Washington while Mr. Wilson was President. On an outing on the President's yacht, "The Mayflower," Secretary Bryan and I were thrown together. I related a story of the Log Cabin Club in St. Louis.

"This club," I said, "is exactly like a country home. No member signs a ticket for anything. No guest is allowed to sign a card. Everyone orders whatever he wants, and gets it. We have had a negro named Neal there for years, and whenever anybody wants anything, he calls out 'Oh, Neal!' and Neal responds. After a time everybody thought that his name was O'Neal."

Mr. Bryan then told a story of a bartender named Johnny who had been in the same saloon for years. Customers would enter, place a foot on the brass rail and exclaim—"Whisky, Johnny." "At last" said Mr. Bryan, "he was known generally as Whisky Johnny."

In 1906 Mr. Bryan visited St. Louis, after a trip around the world, and was tendered a luncheon at

which I presided. The newspapers endeavored to revive the gossip of 1901, but were not successful. I think the accompanying photograph shows that there was an amicable relationship between us.

Mr. Bryan was a good man, a man of excellent character, and was sincere in his convictions.



Harry B. Hawes, Rolla Wells, William Jennings Bryan

VERBOTEN

A PUBLIC official with a paucity of political acumen was the good-natured Charles Varrelmann, who was Street Commissioner for a time during my administration as Mayor of St. Louis. The ward politicians liked him and his colleagues respected him, and his affability and attention to duty brought him both popularity and success.

Mr. Varrelmann was a holdover appointee of the previous administration, and I had a nice regard for him. I esteemed Mr. Varrelmann not only for his urbanity and seriousness, but also for his official unsophistication, which afforded me secret amusement once in a while.

I questioned him one day, in my office, concerning the obstruction of street improvement bills in the House of Delegates. We had changed the specifications for paving in order to build better streets, and the combine evidently had determined not to pass a measure containing the stricter requirements.

"What's the trouble?" I asked.

"Oh," he replied nonchalantly, "the Delegates don't like our new specifications. They won't pass the bills."

I advised him in a friendly manner to urge the matter upon them. Don't you see, Mr. Varrelmann, that

their failure to act will reflect unfavorably on your department? You are the head of the department, and I must look to you for results. Allow me to suggest that you hunt up a few of the principal Delegates and tell them point-blank that you expect them to enact these ordinances. Tell them, if you wish, that I said that these specifications will not be modified, but will be inserted in every street improvement bill. Give them to understand that they can't barter with you."

He followed these directions, doubtless in his genial way, and soon all the measures were passed.

His interests were centered exclusively in the operations of his department. He may have quaffed a few glasses of beer in the evening, or during the day, but I think that his every week was a routine of home to office and office to home.

"Mr. Varrelmann," I said, one day, "you haven't had a vacation this year. In fact, I believe that you haven't had one for years."

He answered that he did not care for a rest, as he was not over-worked and took pleasure in his duties. But I insisted, feeling that a vacation was due to him, and suggested that he take a month's leave of absence and go to Germany. In order to give force to my counsel, I remarked that the trip would give him a chance to inspect methods of street paving in Berlin, Paris and London.

In Berlin he stayed at a modern hotel on one of the boulevards. Returning one afternoon from a jaunt, he took a seat at a window and gazed out on the sward and trees. He took unusual solace in a fine, big cigar,

and, I fancy, dreamed of new boulevard embellishments for St. Louis. Musing, he flicked the ash from his cigar out of the window, and it fell on the sidewalk.

He was startled in a few minutes by the abrupt appearance of a blustering policeman, who tapped him on the shoulder and declared him to be under arrest. He had been very careful, as always, to observe the law, and told the policeman so.

"Verboten," the officer asserted, pointing to the window.

As Mr. Varrelmann spoke German, he addressed the policeman in that language, and found out that it was forbidden to flick ash on a public thoroughfare. After producing his credentials, and giving an explanation in German, and promising not to flick ash where it was verboten to do so, Mr. Varrelmann was released from police custody.

LXVI

ROOSEVELTIANA

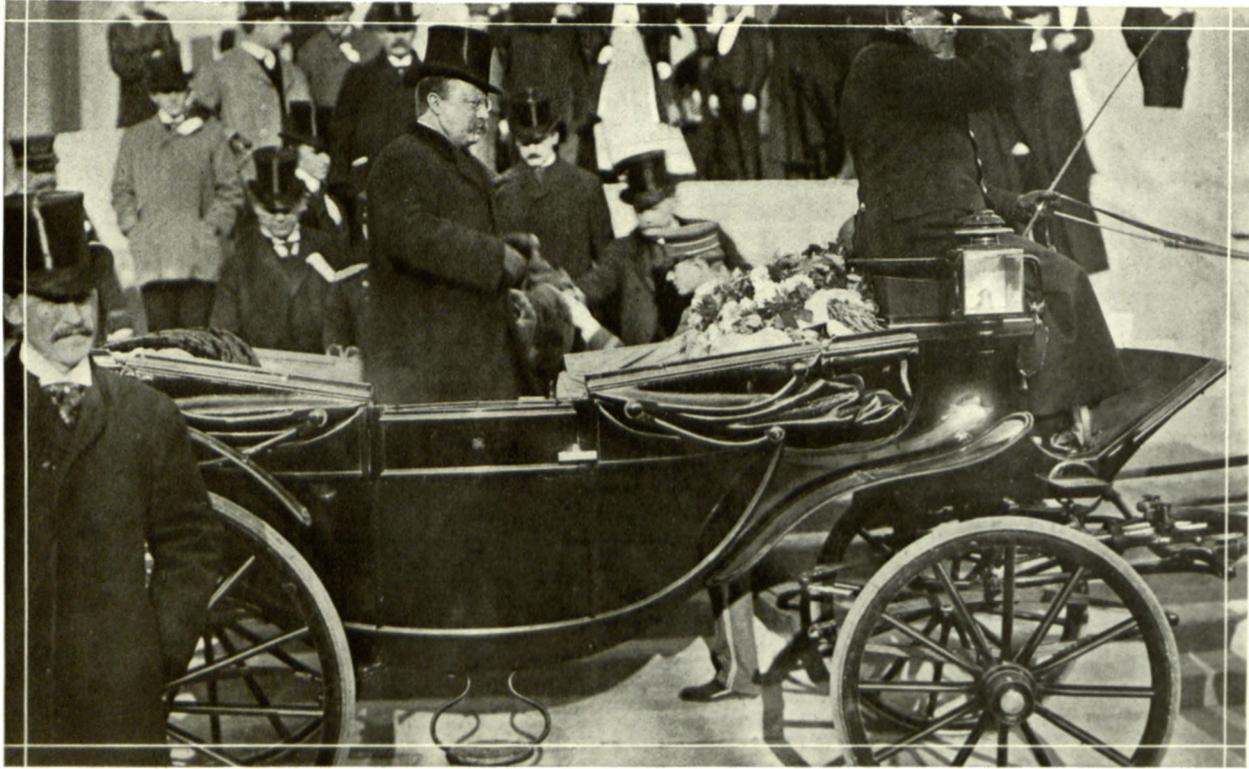
A WET PARADE

A GREAT President of the United States, Theodore Roosevelt, and a Mayor of the City of St. Louis, originated the wet parade. This happened before the nation became ostensibly dry.

President Roosevelt came to St. Louis to make a speech on inland waterway improvement, and afterward voyaged down the Mississippi River with a flotilla loaded with public officials, business men and bankers, who wanted more depth to the bottom of the stream and more craft on the surface.

He was to deliver an address in the morning in the Jai Alai Building on De Baliviere Avenue, south of Delmar Boulevard, and was to be conducted out there by a committee of prominent citizens. The party was to proceed through the downtown district first, to give the people a chance to see and cheer "Teddy."

As Mayor I was host to the President. We had a carriage together. As we rode west on Olive Street the carriage rolled, tumbled and shook like a boat in turbulent billows to his rising and rocking to wave his hat and gesticulate with his hands strenuously in acknowledgment of the cheers and applause of the multitude.



Theodore Roosevelt

It was a day for a public celebration in honor of the President of the United States and in the hope for revival of river transportation. Mr. Roosevelt had a manner of making the people demonstrative to the extreme.

We had not gone far out Olive Street before a drizzling rain fell. The sky darkened and frowned in preparation for a heavy shower. In a little while the drizzle turned into a downpour.

A secret service agent alighted from a carriage behind our's and hurried forward with a raincoat, which he handed to the President, who quickly pulled it on. I was huddled in a corner of the carriage to the left of him, trying to keep dry.

President Roosevelt remained standing. When he had fastened the coat about him, he gave me, crouched in the corner, a searching inspection, and then laughed and lifted his hat to the throngs which lined both sidewalks.

Every few minutes he glanced at me, laughed, and waved his hands at the crowd, which responded with shouts.

My musings, except when he grinned, were as black as the sky. I was as wet as a mop, and felt like one. I planned to slip out of the auditorium after introducing him, and run home and change my clothes, but circumstances obliged me to remain at the meeting.

My silk hat looked like rat's fur. My feet were wriggling in soaked shoes and stockings. My outer and inner clothing pulled me down with their weight and chilled me. I felt as bedraggled as I looked. In this

condition I had to present him at the meeting. After the meeting we proceeded to the Jefferson Hotel, where a luncheon was to be served, and from the hotel we returned to the river.

Upon reaching our boat I hastened to my stateroom and speedily imbibed a potion to stimulate me inside and counteract the exterior wetness. Then I changed my clothes.

President Roosevelt looked me over again, and again he grinned.

SPECTACULAR IF NOT DIGNIFIED

Theodore Roosevelt, former President of the United States, was a guest of the Hotel Jefferson. He had given strict orders to the clerks not to let any one know that he was there. He should not be disturbed, and would see nobody. A colored valet accompanied him.

How I found out these particulars I forget. It did not seem natural or possible that the strenuous Roosevelt, who preached the simple life and pursued the active, could pussyfoot in and out of St. Louis without being recognized, and hide away in a hotel room, and be still. The unreasonableness of the rumor excited my curiosity, and as I had a definite object in seeing him, I resolved to become a sleuth.

We were in the World War, and I, as Governor of the Federal Reserve Bank of St. Louis, was general chairman of a Liberty Bond selling campaign in the Eighth Federal Reserve District, and I had a hope that I might induce the ex-President to assist me in a pub-

licity stunt. Because of my acquaintance with Mr. Roosevelt and my former association with him during the World's Fair, I was sure he would do what he could for me.

A hotel clerk accommodated me by having the colored valet come downstairs. The valet listened intently and memorized my name, and looked me over.

"Ah'll see, sah!" he said, without giving me any information. "Yo' wait right heah, sah!"

He returned soon, whispered, and tiptoed me to Mr. Roosevelt's room.

I broached my idea to Mr. Roosevelt that he might assist me in the bond-selling drive.

"Sure! Sure! What have you in mind?"

I had no plan in mind.

"Well," I replied, hoping to think of something, "here and everywhere it's become a sort of practice to run a war tank about town loaded with a bevy of beautiful young ladies—"

"And I would ride about town with them?"

"Well," I faltered, "I was thinking—"

"It would be very spectacular," he said, laughing.

I laughed and answered, "Quite."

"Would you say," he asked, laughing heartily, "that it would be consistent with the dignity of a former President of the United States?"

"Scarcely."

A GOOD EXAMPLE

On the occasion of one of the visits of President Theodore Roosevelt and Mrs. Roosevelt, during the

World's Fair, they were the guests in the home of Mr. William H. Thompson, Treasurer of the Exposition Company. They remained over Sunday and Mr. Thompson asked Mrs. Wells and me to take them for a drive Sunday afternoon.

The President manifested great interest in the Exposition, and I thought that it would please him to go through some of the buildings or ride through the grounds when the spacious inclosure was deserted by all except the guards and a few necessary workmen. I suggested to him, as we drove through Forest Park, that if he wished we would go into the Fair grounds.

His reply was: "I think we better not do so, inasmuch as the Fair is not open to the public on Sunday."

It was very evident, although he did not make any further comment, that he, the President of the United States, did not wish to break the Sunday-closing rule.

A SOUVENIR

On a trip abroad, while sauntering about Paris one day my attention was attracted to a novel scarf pin in a jeweler's show window. It was a miniature monkey of gold, holding a small diamond resembling a hand-mirror, into which he was gazing.

On the occasion of a visit to our Exposition of President and Mrs. Roosevelt, accompanied by Miss Alice Roosevelt, I was Miss Alice's escort. The monkey pin which I was wearing in my scarf attracted her attention.

I felt flattered as, through the corner of my eye,



The President's Daughter and the Mayor of St. Louis, November 25, 1904

I observed Miss Alice frequently glancing in my direction.

She was staying with the Catlins, and as we approached within a few blocks of their home at the conclusion of the drive, she exclaimed:

“Pardon me, Mr. Mayor, but I positively can’t help admiring that unique monkey scarf pin you are wearing—I never saw any like it. It’s extremely odd.”

She had not been looking at me, after all! I told her I had purchased it in Paris. I released it from my cravat and tendered it to her. “I beg you, Miss Alice, to accept it as a souvenir of your visit, with my compliments.”

We were entering the Catlin premises as I handed the pin to Miss Alice, and President Francis was just coming out of the house.

He saw the gesture and exclaimed: “If any prizes are to be distributed, I’m the one to hand them out.” At that he took from his coat one of the numerous metal badges which he wore during the Exposition and gave it to Miss Alice.

When I was again abroad I made the rounds of the jewelers’ shops in Paris, but that kind of monkey was extinct. That was the only species of climbing diamond monkey which I had seen then or before, or have discovered since.

LXVII

A KNIGHT OF THE TRACK

I HAVE been complimented in the naming of many things after me from a cigar to a locomotive and from a human baby to a colt. Perhaps I ought to say, from a locomotive to a cigar and from a colt to a baby-boy named Rolla Britt. However, I am not presenting degrees of comparison, but agreeable recollections of facts in the past.

On the other hand, many names and epithets have been applied to me. I know that one politician called me a mule, and another a liar, and another a traitor. Kaiser Wilhelm II of Germany knighted me as a Sir, and the Chinese Emperor accoladed me into the Double Dragon. While I was Mayor of St. Louis, and Treasurer of the Democratic National Committee, and a leader in the Sound Money movement, quite a number of aspersive titles were invented to designate me. In fact, some were hurled in my face.

I am inclined to think that these opprobrious appellations did me much good in the trend of events. At any rate, if they injured any one, I was not a maimed victim. They contributed to public amusement and sharpened my own sense of humor. A public officer being the butt of unwitting comedians is, I suppose, an indispensable condition of public service.

I had less to do with applying my name to things and creatures than things and creatures had in conferring names on me.

Wellston, the flourishing and ambitious suburb of St. Louis, got its cognomen properly. When our homestead in St. Louis County was subdivided and formed the nucleus of a community or town, Wellston was an apt name for the place, and the settlement thrived.

The baby which was named after me grew hale and fat. The cigar contained fine tobacco, was well made, puffed sweetly and gave off a delectable aroma, but the manufacturer made the mistake of presenting a color picture of my face on the inside cover of the box. At the time I was forcibly expressing my candid opinion of the combine in the House, and the Delegates and their friends did not like my name or countenance. Critics would declare, perhaps, that the locomotive was named fitly, as it was small and built for a narrow gauge line, yet I must say that it had power and speed, and looked spick and span, and was one of the features of the town of fifty years ago.

My friend, Mr. Joseph P. Whyte, ordered a new steel harbor boat while he was Harbor and Wharf Commissioner. It was to be the pride of the city's harbor fleet, if not the whole fleet; at any rate, it would be the flagship. It was built at Quincy, Ill., and I made a trip to the marine ways to see it under construction.

On the day that the boat was delivered to Mr. Whyte, he dropped in my office.

"The new harbor boat is here," he said. "Come down with me and have a look at it."

We inspected the lower part of the vessel and then went to the upper deck. As we stood at the bow of the boat, I turned around to glance at the pilot house, and I was almost stunned with amazement at beholding in huge black letters—"Erastus Wells."

I remonstrated with Mr. Whyte in a friendly way.

"Well, I meant to please you," he said, "and the thing's done now. Erastus Wells did a lot for St. Louis and naming the harbor boat after him is very small recognition."

I had a similar experience with Park Commissioner Philip C. Scanlan, who was likewise a warm friend of mine.

As sections of Forest Park were reconditioned by the World's Fair management after the close of the Exposition, they were accepted back by the city. Mr. Scanlan one day invited me to accompany him in order to inspect the main road in the district in which the concourse of states had been located. He wished me to see it before he received it officially from the Exposition Corporation.

An assortment of fencing, barrels and other barricades had been put up by workmen in order to keep the road closed against traffic until the city accepted it. Mr. Scanlan summoned some of these men and directed them to remove the blockade. As soon as the material had been cleared away, Mr. Scanlan stood in the middle of the road, and, with uplifted hand, dramatically exclaimed:

"Now, in officially accepting this road from the Exposition Company, I dedicate it as 'Wells Drive.'"

The name had been painted on signs and markers, and, I suppose, had been listed in the park records; so I could only express my surprise.

I had no knowledge in advance of the intention to name the harbor boat after my father or the drive after me. The nominating had been done in both instances by public officers without first obtaining my consent. I felt that it would be discourteous for me to rebuke them for action already taken.

The colt which was named after me added to my fame, such as it was, on the turf. It was known to trackmen generally as a result of my serving for three years as president of the St. Louis Jockey Club. Our course was among the best known in the country and our meets were popular. The foremost racers in the land were entered here.

My friend, Charles C. Maffitt, took a notion that he would like to own a number of two-year-olds, and bought eight or ten. He named them after friends. One was Sir Rolla.

I went up to Wequetonsing for a short stay. In all probability I would not be in St. Louis when Sir Rolla engaged in his first race; so, I hunted up a friend and handed him \$50 to wager on my namesake, in the event that he started during my absence.

Mr. Maffitt was my friend and it would be a personal affront to him if I failed to back up the gallant Sir Rolla.

"By no means fail me. I would not offend Charlie Maffitt. He was good enough to name this colt after me, and it would be uncivil of me to fail to support the

young fellow with a bet on his initial start," I said to my friend.

Sir Rolla trespassed on my thoughts only at intervals while I was at Wequetonsing, resting and recreating. I hoped that he would be a winner for Mr. Maffitt. No one could do more than hope, for the ablest experts are unable to predict what a two-year-old will or will not do.

One afternoon, as I was lolling out in the shade, watching my daughter and a chum playing tennis, the station-agent-ticket-seller-telegraph-operator-baggage-man-messenger-dispatcher and General High Cockalorum of the railroad company stalked across the sward to me.

"Mr. Wells," he said, "I just left a telegram at your cottage for you."

"I don't care to go to the cottage right now. You're the telegraph operator and can tell me what the wire is. What does it say?"

"I'm sorry I can't tell you, Mr. Wells. It's in code."

"In code!" I exclaimed. "Why, I never use a code."

"Well," he replied, "maybe you can figure it out for yourself. The message runs something like this: 'Sir Rolla a walk six hundred and fifty to the good'."

"That isn't code," I thought; "it's form."

I hastened to the cottage, drank a toast, standing, to Sir Rolla, and wired my congratulations to Mr. Maffitt. Upon returning home I had a photograph taken of Sir Rolla with a wreath round his neck and his jockey beside him; in a small circle in the right-hand corner was my own likeness.

LXVIII

THEATRES AND PLAYERS OF LONG AGO

I REMEMBER, when a young lad, being invited by Dr. E. C. Franklin and his wife to accompany them to the old DeBar's Theatre, where we occupied a private box, in company with Mrs. Ben DeBar. It was the occasion of the first appearance of Ben DeBar in the character in which he became famous—"Falstaff."

The DeBar Theatre at that time was located on the north side of Pine Street, between Third and Fourth Streets. It was here that Ben DeBar and Mark Smith acted together; also, Ben DeBar and Lotta (Miss Crabtree). This theatre subsequently changed the name and was used for variety shows.

I also remember, as a child, attending an indoor circus held in a building on Fifth and Walnut Streets, opposite the old Southern Hotel and Tony Faust's restaurant. All old St. Louisans know of Faust's restaurant, in its day internationally known as a place and rendezvous for noted characters, actors and actresses, and prominent people. Its cuisine and wine cellar were unsurpassed.

In the late seventies Mr. Charles Pope, the tragedian—and a good actor, he was—converted a church building located on the northwest corner of Ninth and Olive Streets into a theatre.

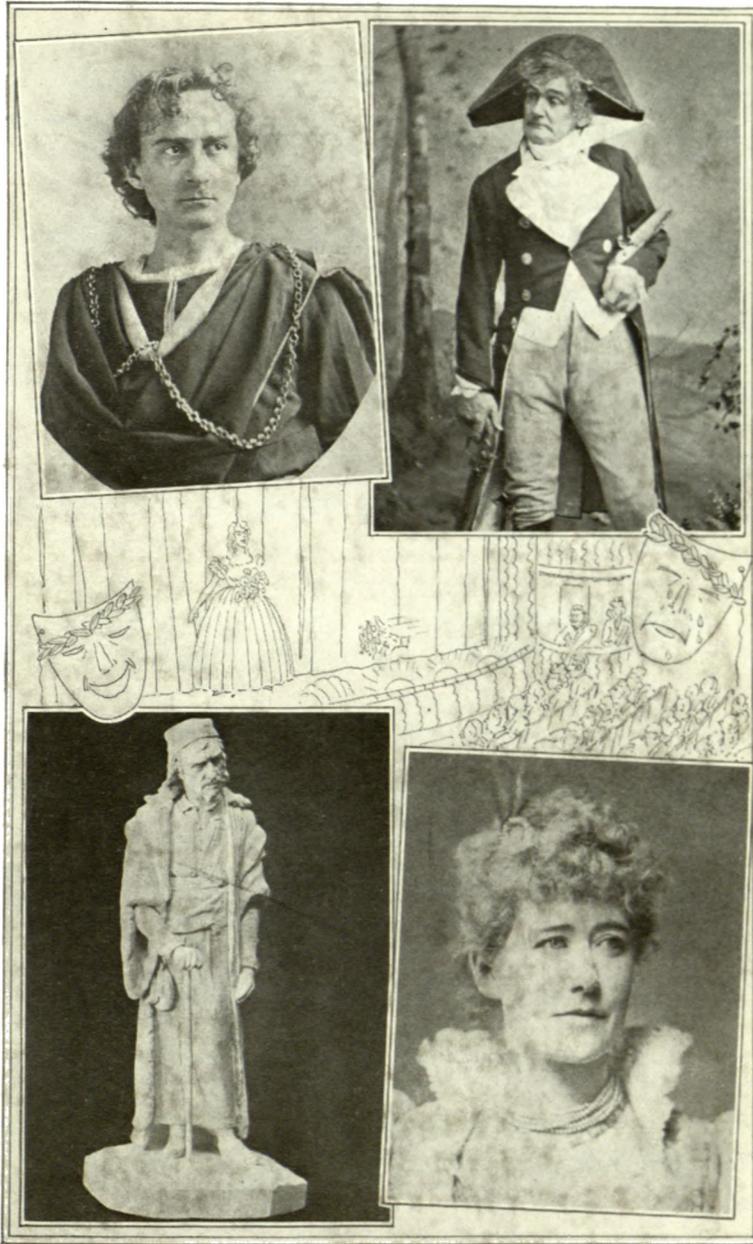
The theatres at the time were conducted with what was known as stock companies, and the performances would be given with the local stock company in association with star actors and actresses who visited the city. Of course, now and then, an entire troupe would come to the city and the stock company would then be temporarily relieved.

What to me, and a great many other people in St. Louis, at the time, was a charming little playhouse, known as the Wilson Opera House, located on the east side of Fifth Street, between Chestnut and Pine Streets, which, during the first few years of its existence, was used exclusively for minstrel shows by the best talent of that character. These were "river" days, and the negro character was more picturesque than to-day.

It was in this little opera house that Billy Emerson, so versatile, and probably one of the most graceful performers ever on the stage, sang and danced "Happy as a Big Sunflower." I can visualize him now.

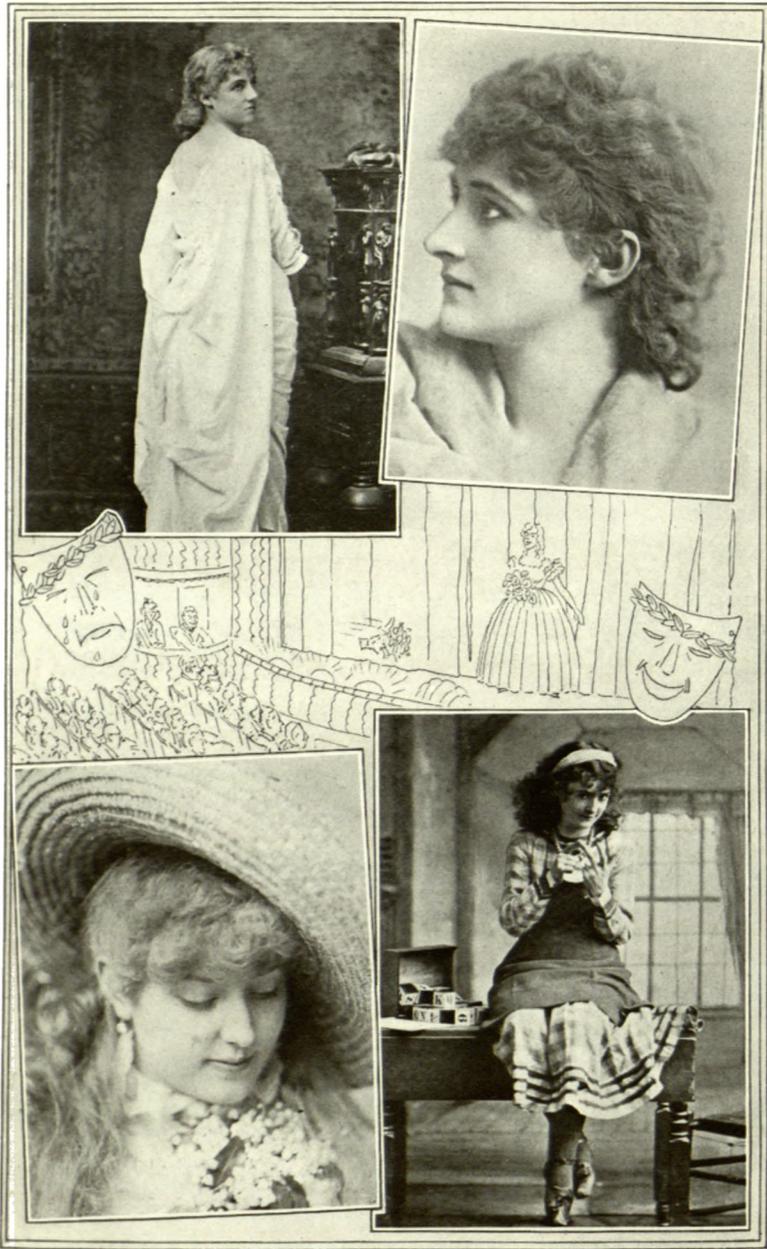
This theatre was afterwards taken over by McKee Rankin, and many charming comedies were performed. It was here I first saw Kate Claxton in "The Two Orphans."

The Olympic Theatre had its origin with Moses Flannigan, of St. Louis, who proposed to build what he called a "Hippotheatron," located on Fifth Street, opposite the Southern Hotel. It was adapted for either circus ring or theatre. Later, the Olympic Theatre which had passed to Charles R. Spaulding, was made a Variety Theatre in 1867, and two years later estab-



*Edwin Booth
Henry Irving*

*Joseph Jefferson
Ellen Terry*



Adelaide Neilson
Lillian Russell

Mary Anderson
Lotta

lished as a legitimate playhouse under the active management of Patrick Short. Pope's Theatre was started in 1875, at Ninth and Olive Streets.

The performance of many noted actors and actresses I have witnessed in these theatres. Namely, the opera stars, Patti, Carey, Kellogg and others. The great actors, Edwin Booth, John McCullough, Lawrence Barrett, Edwin Forrest, Henry Irving, E. A. Sothern, Joseph Jefferson and Charles Kean.

I must not overlook Adelaide Neilson, Mary Anderson, Clara Morris, Fanny Davenport, Ellen Terry, the charming Lotta, Maggie Mitchell and Kate Claxton. Also, John T. Raymond and Joe Emmett, Lydia Thompson, Pauline Markham's troupe of Famous English Blondes. In later years, Lillian Russell, the reigning stage beauty of her day.

All of us of that period remember genial Pat Short and George McManus, who were active in the management of the theatres.

Amateur theatrical clubs were popular in those days, as is the Little Theatre movement of today. Among the members of the McCullough Club were: William Beaumont Smith, Guy Lindsley, Edgar Smith, W. G. Smythe, A. G. Robyn, who became nationally known as a composer, Wayman McCreery and Augustus Thomas, who has made a place for himself as a playwright. Back in 1870, through the sponsorship of my father, who was a member of the United States House of Representatives, Gus Thomas got the appointment of a page in the House.

Wayman McCreery, I considered one of the most

versatile young men of St. Louis. He was physically well proportioned, an all-round athlete, the leading tenor in the choir of Christ Church Cathedral, a composer of music, the author and composer of the opera "L'Afrique," which was produced on the stage in St. Louis and New York. He wrote a number of songs and ballads. He was one of the best amateur billiard players in the country. He originated the three-cushion game of billiards, and at one time was the national champion. He was also a leading amateur actor.

Wayman McCreery, Charlie Maffitt and I were intimate friends. During the administration of President Cleveland, upon the resignation of the Collector of Customs in St. Louis, Wayman told Mr. Maffitt and me that he would like very much to get the position. Knowing Wayman's environment and disposition, we couldn't imagine why he wanted a position of that character, and we told him so. His reply was that he desired the appointment as Collector of Customs, as it would afford him an opportunity to demonstrate his ability other than as a singer, an athlete and an all round sportsman.

Mr. Maffitt and I, being convinced of his sincerity, the next day went to Washington, had an interview with the President, and succeeded in getting the appointment for Wayman.

In later years, ex-President Cleveland was visiting St. Louis during the Louisiana Purchase Exposition, and he remarked to me, "Did I make you happy when I complied with your request in the appointment of Wayman McCreery?"

“You certainly did,” I replied, and, moreover, I was glad to say that Mr. McCreery performed the duties of the office most competently.

LXIX

SOCIAL CLUBS AND THE VEILED PROPHET

IN LOOKING back over the cycle of time I have the feeling that the year 1878 was conspicuous in the history of St. Louis. In that year the Saint Louis Club was organized. It was also the year that the Veiled Prophet was organized.

Previous to 1878 there had been no civic get-together spirit, no common meeting place where citizens could confer and plan. It seems to me that it was in this year that St. Louis assumed the aspect of a metropolis.

The first location of the Saint Louis Club was at 1532 Washington Avenue. Later it moved to the building it erected on the southwest corner of Locust Street and Ewing Avenue (28th Street), and then afterward to a site on the north side of Lindell Boulevard west of Grand Avenue.

The Saint Louis Club was the favored place for social and commercial assemblages. It was well adapted for dinners, banquets, receptions and balls. It was there that many distinguished guests were entertained.

The University Club was the oldest social club. It was organized in 1872. It was first located at 911 Olive Street, then at 1125 Washington Avenue. From this location it moved to the top floor of what was then known as the Eugene Jaccard Building, on the site now

occupied by the Boatmen's National Bank Building. In a few years the club moved to the old Edward Walsh mansion on the northwest corner of Beaumont and Pine Streets, and from there to the George W. Allen residence on the northwest corner of Grand and Washington Avenues. This house was subsequently taken down and the present University Club building erected.

The use of the automobile brought about radical changes in club life. Numerous country clubs, both large and small, well equipped for entertaining, with greater opportunity for recreation, have, to a certain degree, supplanted the city clubs.

Probably the most important of these country clubs is the St. Louis Country Club. Among the smaller clubs is the Log Cabin Club, which was organized in 1899. Some years later the Bogey Club was formed.

The Veiled Prophet organization has been in successful operation since the year 1878. The annual pageant of spectacular splendor continues to delight the hundreds of thousands. The annual ball with its indescribable beauty of tableau and motion, the crowning of the queen and her attendants in the court of honor, season after season, is a beautiful living picture awaited with intensified anticipation.

None but good fellows belong to this order. They expect no reward nor word of praise. Its secrecy is its success and charm. Hail, Grand Oracle! We unite in making our obeisance, and it is our prayer that you may continue to gladden the hearts of the children and grandchildren of the future as you have the children and grandchildren of the past.

LXX

THE STATUE OF ST. LOUIS

BY proclamation, a half-holiday was declared for the fourth of October, 1906, the occasion being the unveiling of the equestrian statue of Saint Louis, a majestic figure in bronze, on the crest of Art Hill, placed immediately in front of the Art Museum and overlooking what had been the main picture of the World's Fair.

The work was designed by Charles Henry Niehaus. The statue itself is twenty-one feet in height from the base of the bronze plinth to the unlifted hilt of the sword. The sword in the hand of the Crusader is transposed, denoting Peace, the symbol of the Louisiana Purchase Exposition for happiness, prosperity and advancement in the tranquility of peace. The base is nineteen feet, six inches in height. From the ground to the hilt-end of the sword is forty and a half feet.

A grand demonstration was held, and it was said that 200,000, or more, persons were assembled at the ceremony. There was a parade of more than 7,000 men, which was almost two hours in passing the reviewing stand on Art Hill. It was made up of representatives of the post office department, the police department, the fire department and civic organizations, accompanied by brass bands.

Colonel E. J. Spencer was in command, and at the conclusion of the parade it was my privilege to extend to him my congratulations.

The procession was headed by a platoon of seventy-five mounted policemen, followed by six hundred officers on foot. The police division was led by Chief Creecy, who appeared for the first time as commander of the department in a dress parade.

The post office department, led by Postmaster Frank Wyman, contributed 1,500 men. Six hundred mail carriers appeared in the regulation uniforms, while 700 clerks of the various offices were neatly attired in black trousers and soft white shirts.

Mr. William H. Lee was chairman of the ceremonies and Mr. David R. Francis, for the Exposition Company, made the presentation address, a part of which I quote as follows:

“The St. Louis World’s Fair marks a new epoch in the history of the city, state and country in which it was held, and a new era in our relations with other countries.

“This reproduction of the equestrian statue of Saint Louis in the massive proportions that delighted the millions of spectators who viewed it in the Plaza of St. Louis has been erected to mark the site where were congregated the representatives of the thought and progress of all ages, and where were assembled in friendly rivalry the choicest products of the brain and brawn of man. It is presented to the City of St. Louis in appreciation of the interest manifested and the support rendered by the municipal government and by

all the people. This spot was selected for its location and is eminently fit. Here it is in front of the palace where were exhibited so many invaluable works of art, and the only permanent building of the thirteen stately structures which were erected. It overlooks the scene of the incomparable picture whose beauty entranced millions, and which was at once a poem and a song. This noble monument and this magnificent palace of art should form, it would seem, a fitting climax, and a rounding out of the task which has consumed eight years of time filled with increasing and unselfish labors, and has had the good-will and material support of city, state and nation.

“In conclusion, Mr. Mayor, I deliver to you for the City of St. Louis this magnificent monument. The Exposition company is confident that it will be preserved with patriotic care for ages to come. May it quicken the civic pride of our people, and serve as an incentive to greater undertakings and grander achievements.

“You have been chief magistrate of this city since the organization of the Exposition Company. Throughout its vicissitudes and labors you have always extended to the movement your encouragement and all the official assistance permitted by your unselfish devotion to duty or sanctioned by your high standard of public service. The Exposition management makes its acknowledgements to you, and to all the members of your administration and to the municipal assembly.

“Into the keeping of the municipal government of St. Louis, as the property of the people, I confide this superb statue of our patron saint.”



Statue of Saint Louis Presented to the City of St. Louis by the Louisiana Purchase Exposition Co., October 4, 1906

The unveiling party consisted of Jane Howard Wells, Isabel Wyman, Mrs. Rolla Wells and Mrs. David R. Francis, who were seated on a stand adjacent to the statue.

At the close of the address of presentation my daughter, Jane Howard Wells, stepped to the front of the platform and drew the cord which caused the great white canvas cover to fall to the ground, unveiling the statue. The Star Spangled Banner was played and Battery A fired the first of the twenty-one guns, and with uncovered heads a mighty cheer swept over Art Hill.

It was then my privilege, as Mayor, to accept this magnificent monument, with the following address:

“The vigorous and hearty cheers we have indulged in, resulting from the unveiling of the magnificent statue now exposed to our view, are the echo of the sentiment and opinion of every citizen of the City of St. Louis that the Louisiana Purchase Exposition was conceived in wisdom and consummated in success.

“Almost two years have passed since the closing of the Exposition gates, and it is evidenced on every side within the boundaries of the City of St. Louis that it was not held in vain; that the generosity of the people that made it possible was not misplaced; that the management and organization that brought it to such a successful ending were of the highest order.

“Mr. President, this commemoration statue, which you, representing the stockholders of the Louisiana Purchase Exposition, have just presented to the City of St. Louis, will be a monument of remembrance to

generations to come of the able and disinterested part that you and your co-workers have taken in the production of an exposition never before equaled.

“It is my grateful privilege, Mr. President, on behalf and in the name of every inhabitant of the City of St. Louis, to accept this token of your public spirit and civic pride, and well may we all, as long as time permits, look upon the statue of Saint Louis as our most cherished work of art.”

Who of us who witnessed this remarkable demonstration and heard the mighty roar of exultation in the greeting of the bronze Saint Louis, could help feeling warm tears in his eyes with laughter in his heart? A symbol of peace had been given to our children!

FRANKLIN DELANO ROOSEVELT

IN THE passing of the world's depression under which we have all so greatly suffered for a number of years, I feel that it would not be inappropriate for me to include in these episodes an interview I gave to Mr. Paul Brown, Editor of the Executive's Magazine, in March, 1933:

"The present crisis is no worse than others through which we have passed. In fact, it's not so bad, for we have better machinery with which to meet it. During the panic of 1873 I was a student at Princeton. I went down to New York with a \$250 draft, issued by a St. Louis bank on its New York correspondent, in my pocket. I could not cash it. Finally, a young friend of mine induced an influential New York man to intercede for me, and so I got my \$250. 'It's all been done before.'

"After we have worked through our present difficulties and restored the ordinary operation of our business machinery it will pay us to take seriously to heart the fact that such an experience is always the culmination of a long period of economic misrule—of confidence in mistaken principles. Our present shake-up simply means that after the old homely law of supply and demand has been ignored it brings itself

to our attention with a jerk. We shall work our way back through this experience as we have before. An emergency currency will function until confidence is restored and common sense resumes sway. Our present situation simply shows the poisonous results of fear, hence hoarding, hence emergency currency.

“There is no occasion for panic and hoarding—the latter being the sure forerunner of the former. The material basis of the nation is entirely sound. We are not the victims of any physical disaster; our material possessions are the same as ever. All that is wrong is our disregard of simple natural laws in regulating our trade and handling our financial exchanges. As we ourselves have done the wrong we can undo it. Nature stands ready and anxious to save us when—to borrow the phrase of a Southern darkey—we ‘stop getting in our own way.’

“To me, the prospect that this will happen looks most encouraging, and that for two reasons, one of which is grounded in the past and the other in the present.

“First, we have the Federal Reserve System. I speak with some certainty here, since, when the first meeting of the Governors of the 12 Federal Reserve Banks was held in Washington, as Governor of the Federal Reserve Bank of St. Louis, I sat at the right hand of Governor Benjamin Strong, Jr., Governor of the Federal Reserve Bank of New York and Chairman of the Governors’ Conference. I have already referred to former panics. Those of 1873, 1893 and 1907-1908 had no such aid to the unification and the mobilization of

credits as is afforded today by the Federal Reserve System. When Clearing House certificates and 'John Smiths' were resorted to in 1908, the United States had a currency which was sound enough but had, as someone has said, 'all the elasticity of a wooden leg.' Today we have a currency that can be expanded or retired at will. It might be worth while to remark in passing that our present troubles are not due to any lack of currency; we have more of that than we have ever had before—about 23 per cent more, in fact, than the average amount in circulation for the 3 years ending with 1925. Our difficulty is not a lack of currency; it is a lack of confidence.

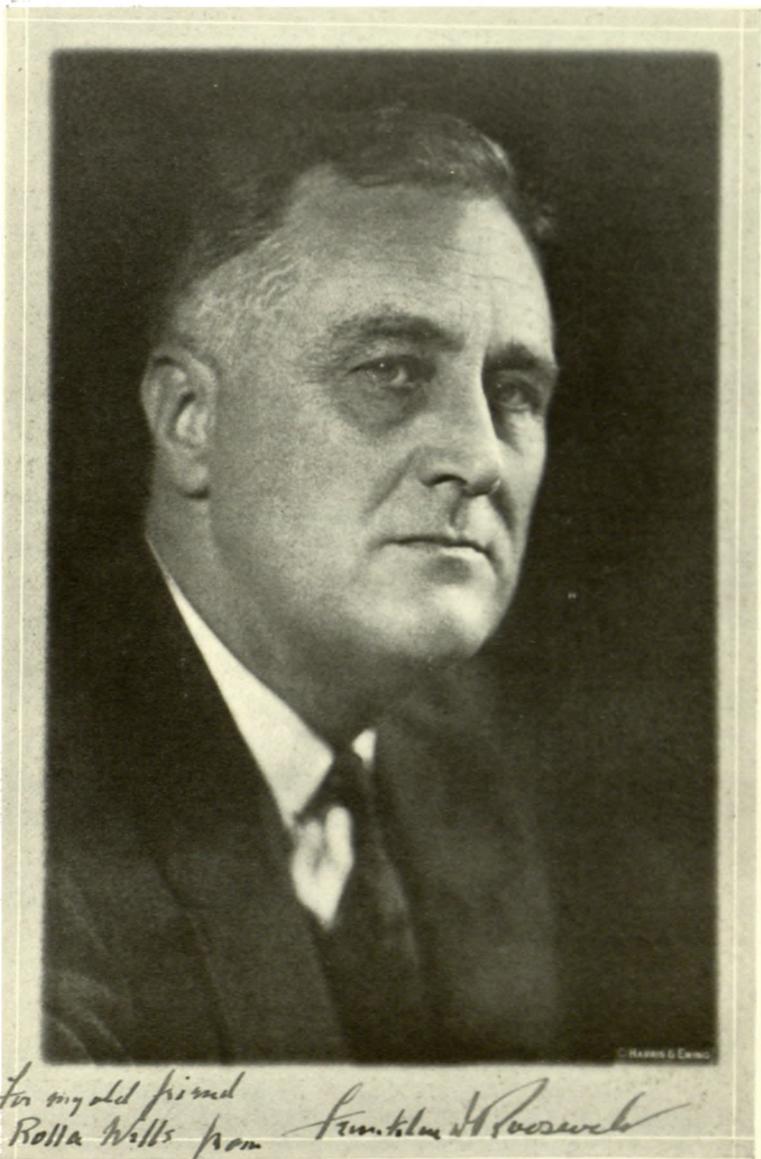
"This brings me naturally to the second factor which ought to reassure us. That is the courage, ability and resourcefulness of the man in the White House. If I were asked to condense into a phrase the thing which will do more than anything else to get ourselves out of the mess that wrong thinking and mismanagement have gotten us into I would say: 'Back the President to the limit!' I listened with deep interest to the inaugural ceremonies. The very tone of that man's voice when he took the oath of office, his courageous, forceful and timely inaugural address reassured me.

"And while we are following the President and his advisors along the painful but sure path of reconstruction and restoration, it will pay us well to do a little active repenting of some of our sins of the past period of inflated values and mushroom financial structures. For something like a dozen years we have been asking, 'How big?' when we ought to have been asking, 'How

strong?" Unless financial principles are sound, based on sane and sensible industrial and merchandising practices, the bigger the structure the shorter will be its life and the more disastrous the collapse.

"I shall never forget the last night of the great St. Louis Exposition of 1904, when an enthusiastic St. Louisan jumped to his feet and proposed the organization of a Million Population Club with a fervor and energy that swept a large number of his hearers into line. I did not believe in the principle then; I wonder if anybody believes in it now. A city should have only the population necessary to perform the services required by the people in its tributary territory. Unnecessary population is like fat about a man's heart, it is a curse instead of a blessing—a liability instead of an asset. The cities of the United States have lured hundreds of thousands of people from farms and villages whom the city did not need and who did not need the city. This was a mistake and nature has just now presented us the bill. (Of course, it will be understood that I am talking about real surplus population and not about workers necessary to normal industry who are temporarily out of a job.)

"The United States ought to recover from its present plight easier, with less pain and less difficulty, than it did after 1873 or 1893. After all, our present difficulty is one of indigestion—not one of starvation. My mind goes back inevitably to the early days of the Federal Reserve System when all we had was the skeleton provided by the law, and it was necessary to form the organization, write the rules, and establish



For my old friend
Rolla Wells from Franklin D. Roosevelt

the practices which would make of it a living, working thing. I remember the educational work that preceded and followed the enactment of the law—the work that was necessary to bring home to the American people what ‘asset currency’ was, and how the very fact that a piece of commercial paper paid itself off and went out of existence with the completion of the transaction that called it forth made it the very best foundation—with, of course, an adequate gold reserve—for the currency whose volume should expand and contract with the needs of business. The banks of this country, national and state, should be unified, all under regulation of the Federal Reserve Act with the supervision of the Federal Reserve Board, from which all currency and coin is derived.

“I should like to recommend in this connection that our business leaders give serious thought to the top-heavy financial structures which have been created by heavy long-term borrowing and lending. They may well ask themselves whether it is not more economical in the long run to have less capital, and to make more demands, when business is brisk on the loaning powers of our commercial banks to carry on current operations. This will mean that interest on borrowed money will be paid as and when money is needed for profitable operations actually in hand, instead of constituting a burden such as is created by long-term loans like the proverbial brook—‘Men may come and men may go, but I go on forever.’

“The future is full of hope if we keep our heads, work hard—and trust the President.”

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