

Managing A Mushroom War City



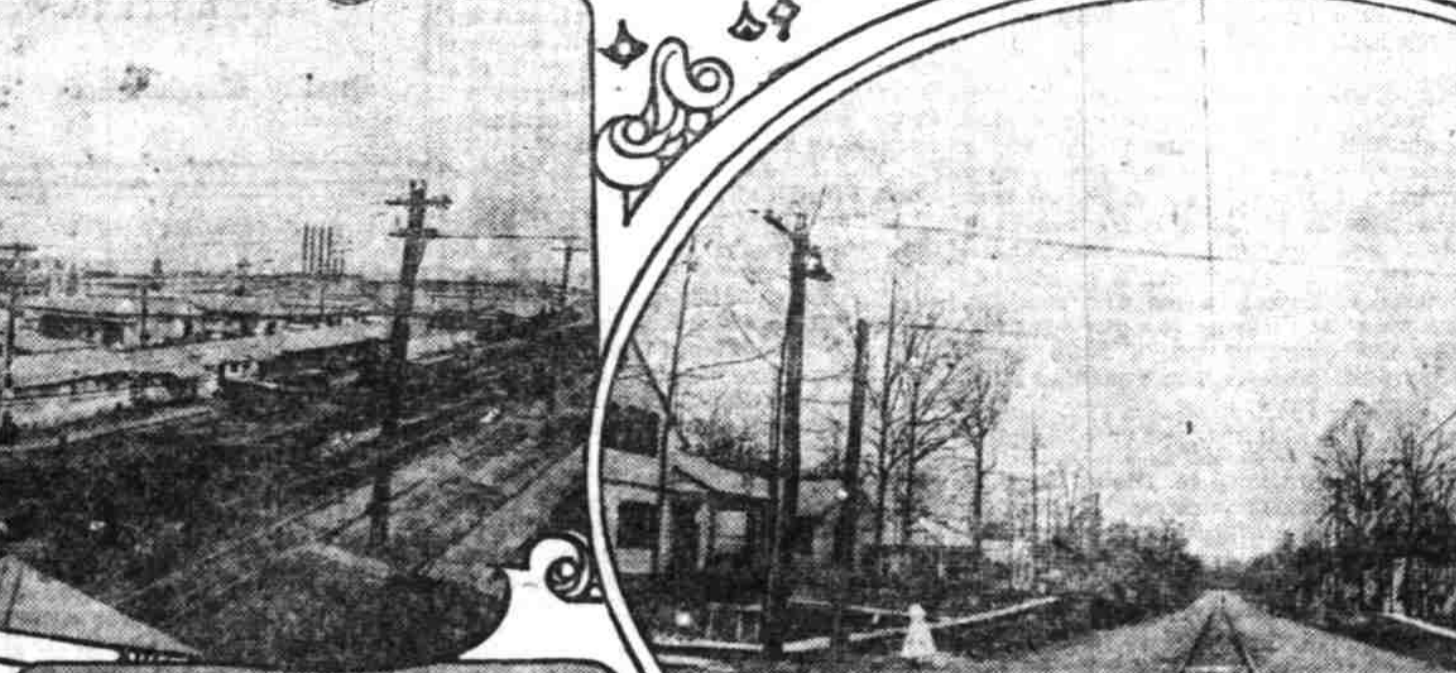
MAIN HOSPITAL AND DISPENSARY - MUSCLE SHOALS HAD A HEALTH RECORD BETTER THAN MANY OLD ESTABLISHED CITIES

By GARRET SMITH.

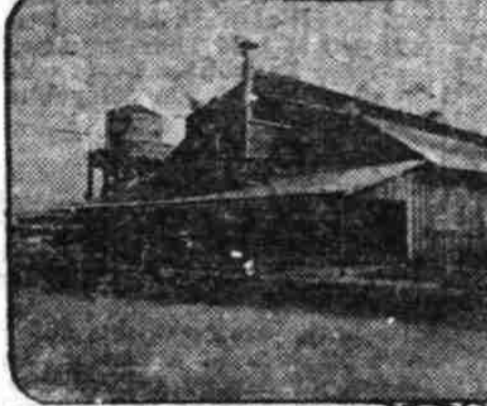
THE fourth largest city in Alabama, peopled with 25,000 souls of diverse races and religions, suddenly uprooted from far scattered communities in every part of the United States and Canada, a population constantly shifting, sprang into being almost overnight down on the open cotton and corn fields at Muscle Shoals, on the Tennessee River, during the last year of the world war. Here was a problem in city building, municipal government and community welfare that has seldom been equaled, and the success of its solution has never been excelled.

The critical job of managing this new town was in the hands of the Altr Nitrites Corporation which had been organized under the direction of the Ordnance Department to build the plant and city at Muscle Shoals. How rapidly the job developed may be seen by a few population figures. Early in January, 1918, this new town had a few temporary buildings and a population of 300. This had jumped by the end of January to 1,000; by the end of February to 3,900; by the end of March to 4,700; by the end of April to 9,000; by the end of May to 14,000; by the end of June to 18,000; by the end of July to 20,000; and by the middle of August to more than 23,000, a population multiplied by 70 in 7 months.

All through the history of American industrial development from coast to coast run tales of the typical mushroom town, the mining camps that sprang up overnight in the gold boom days to be as quickly abandoned when the vein ran out, the boom towns of the oil fields, the railroad construction camps along the big transcontinental lines, so graphically described by Zane Grey in his "Roaring U. S. Trail." These abnormal settlements have generally been accompanied by



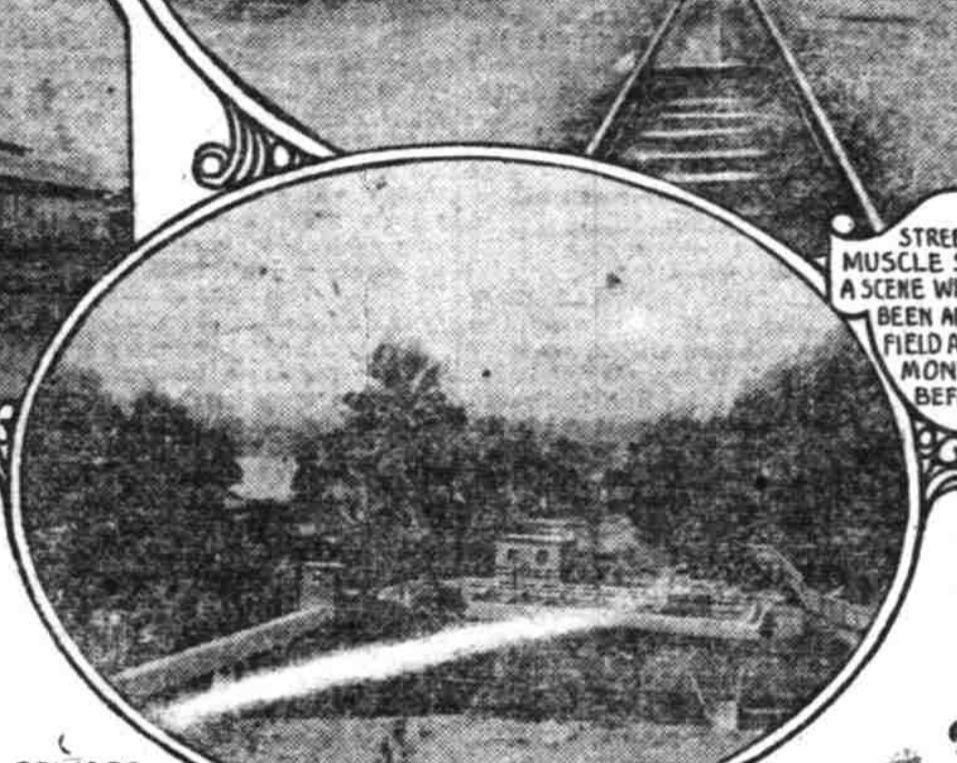
STREET AT MUSCLE SHOALS - A SCENE WHICH HAD BEEN AN OPEN FIELD A FEW MONTHS BEFORE



A MUSCLE SHOALS MOVING PICTURE THEATRE - PROVIDING AMUSEMENT WAS AN IMPORTANT FACTOR IN KEEPING THE WORKMEN CONTENTED.

lawlessness, moral corruption, epidemics of disease and the most squalid of living conditions.

In the management of the many new towns and army cantonments that sprang up during the great war these evils have been avoided by the application of the modern welfare system such as was applied at Muscle Shoals. But nowhere were the conditions more difficult to deal with than they were at Muscle Shoals where indeed adverse circumstances rivaled any of those that ever attended the boom towns of the gold fields or oil regions or the railroad construction camps. Here was a malarial region threatened at the same time with other deadly disease epidemics. Transportation was lacking. No nearby labor was available and the general labor supply of the country at the time this work was begun was at its most acute stage. Costs of labor and supplies were leaping overnight. Furthermore, the new town at Muscle Shoals differed from all the other new war towns inasmuch as it was to be permanent. The great ammonium nitrate plant was designed to manufacture commercial fertilizers in peace times and what the welfare workers there built was built to endure.



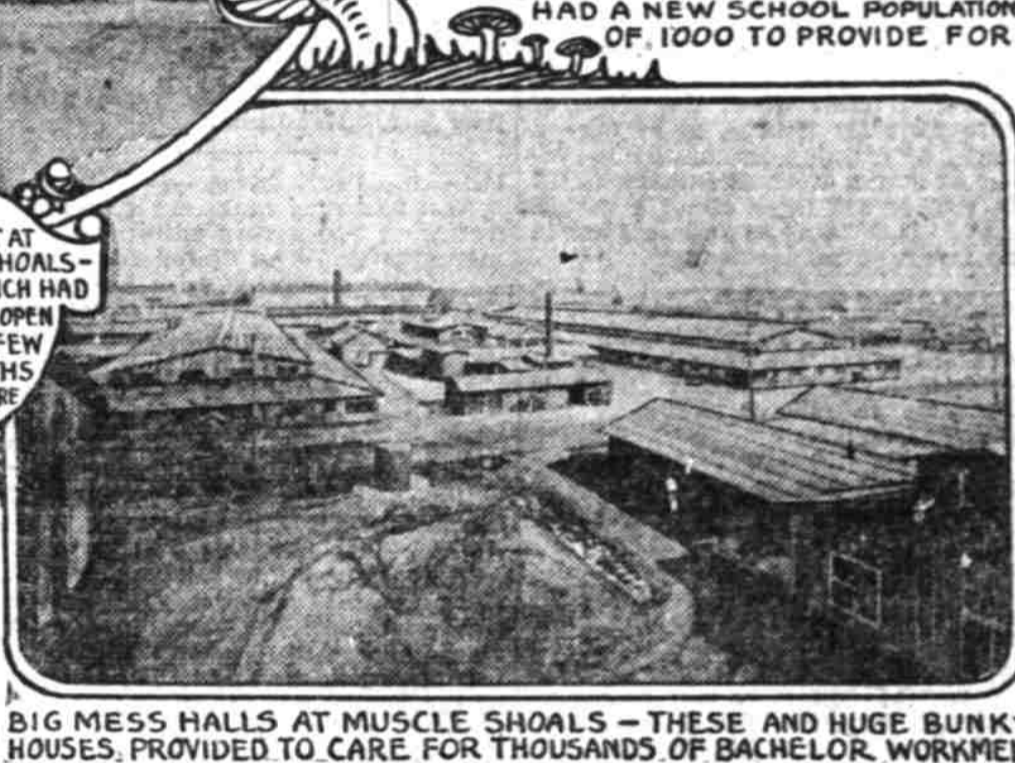
SEWAGE DISPOSAL PLANT - LATEST IMPROVEMENTS IN SANITATION A FEATURE OF THE NEW CITY

more matters of city government. They had to handle the entire retail business of the town. It was municipal ownership and operation in an extreme form. They were the sole landlord and the only storekeeper. They were neither bound nor aided by the municipal laws of any state because the reservation was under the direct control of the Ordnance Department. Nor were they either limited or supported by the Federal Laws relating directly to city government because there were no such laws. It was necessary, therefore, to build up even the form of administration from the very ground.

To carry on the work a number of departments were created under the supervision of the Community Director. The camp supervisor's department was put in charge of the maintenance of all buildings, fire protection and sanitation. The camp supervisor looked



A ROOM IN A MUSCLE SHOALS SCHOOL - THE GOVERNMENT HAD A NEW SCHOOL POPULATION OF 1,000 TO PROVIDE FOR



BIG MESS HALLS AT MUSCLE SHOALS - THESE AND HUGE BUNK HOUSES, PROVIDED TO CARE FOR THOUSANDS OF BACHELOR WORKMEN

after everything from the mending of a lock to the remodeling of groups of buildings or laying sewers or steam mains. He delivered coal, wood, and ice to 1,500 different points on the reservation. He operated central heating plants, removed and disposed of all rubbish and garbage, put out all fires.

department upon which so much of the success of the undertaking depended. It was put in charge of a physician from New York city who arrived early in January, 1918, and starting with a small office in one of the temporary buildings, soon found himself conducting a full grown and splendidly equipped health department. Conditions were favorable to disease. The winter was the severest on record in northern Alabama. The men were compelled to work either in deep snow or in mud above their knees. As a result a pneumonia epidemic developed among the negroes that spring. Later in the year a typhoid epidemic was threatened. Moreover, the site of the plant was in the heart of the malaria district. But the pneumonia epidemic was checked, the typhoid threat nipped in the bud, and malaria stamped out by draining and oiling marshes and thus abolishing mosquitoes.

tion with four wards, quiet rooms, operating room, X-ray room, drug room, kitchen, dining room, doctor's office, examination room, and a nurses' home located in a separate wing. By the end of May a separate dispensary had been added, taking on special accommodations for dental, eye, ear, nose, throat, genito-urinary clinics and a surgical dispensary for first-aid work. The capacity of this hospital normally was 96 beds, but during the emergency of the influenza epidemic this capacity was temporarily doubled by converting recreation halls and other buildings to hospital use. At one time a smallpox case was discovered and an isolation hospital was improvised on the spot. That marked the beginning and the end of the smallpox scare and there were no deaths from that disease. During the eight months when the death rate was not affected by the influenza and pneumonia epidemics, the general death rate was 12.4 per thousand per year, which is lower than in most cities in the same latitude and climate, and the pneumonia death rate during the epidemic was lower than in most army cantonments and camps throughout the country. In surgery 647 major operations were performed with only three deaths—a rate that any metropolitan hospital might envy.

Much of the success of the health administration is due to the establishment of the Muscle Shoals sanitary district by the United States Public Health Service. A field sanitary laboratory was established with a force of chemists working under the supervision of a sanitary engineer. As a result of their work Muscle Shoals was from start to finish a spotless town in the strictest sense of the word.

The education and welfare department also had a vital work to perform. It was highly necessary to make the families of the workmen contented in order to keep labor on the ground. There was a school population of over 1,000 presenting unusual problems because the children came from all parts of the United States and Canada and had received training in all sorts of schools. Furthermore, a large number of these families were transient and the school enrollment was constantly changing. The Secretary of War met this situation by creating the community organization branch of the Ordnance Department, which, with advice and aid of some of the greatest school men of the country, prescribed the courses of study and recruited teachers from the best established systems. Individual system of instruction was used as far as possible, and these schools became a strong influence in creating a community spirit.

Maintaining this community spirit and thereby making these workmen satisfied with their jobs was one of the most practical and most difficult problems to be met. Most of these people did not expect to remain long in residence. For the usual interests, therefore, were substituted Red Cross and other war drives, baseball leagues and contests, numerous social clubs and associations, the moving picture theaters, pool parlors, canteens, recreation halls, baseball fields, open air amphitheater and picnic grounds.

What Is the Dallas Company at Dallas Changes Hands
DALLAS, Or., Feb. 17.—(Special to The Statesman)—A. F. Will, for the past several years connected with the Will Meat company on North Main street yesterday disposed of his interests to Forrest Guthrie, a prominent...

Ex-Service Men Favored In West Point Measure
WASHINGTON, Feb. 17.—The military academy appropriation bill, carrying \$2,141,712. Under the bill those serving in the army for more than a year may be admitted to the academy for the full course if between the ages of 17 and 24.

WEAR THOSE SHOES THAT TORTURED YOU
Cincinnati authority tells how to dry up a corn so it lifts out
You corn-pestered men and women need suffer no longer. Wear the shoes that nearly killed you before, says this Cincinnati authority, because a few drops of freezeone applied directly on a tender, aching corn stops soreness at once and soon the corn loosens so it can be lifted out, root and all, without pain.

LIQUOR MAKER GETS HARD JOLT
Harry Travers Draws Fine of \$500 and Must Serve Jail Sentence
PORTLAND, Or., Feb. 17.—Nine months in the county jail and a fine of \$500, is the penalty Harry Travers must pay for operating a still in the basement of the home of A. V. Murphy, in whose dwelling the Clarendon Tavern robbers had taken refuge. A bottle of moonshine was found in the room in which they were arrested. Travers in confessing said he rented the basement from Murphy, but the latter maintains he knew nothing about illicit operations there. Murphy will be tried later.

LADY JANE WAS FAIR
"The Lady Jane was tall and slim, the Lady Jane was fair." No lady can be fair and beautiful with a shallow complexion, pimples on the face, and skin eruptions which are caused by impure blood. "Number 40 For the Blood," by its wonderful alterative properties, changes certain morbid conditions of the system from a diseased to a healthy state, thereby reducing flesh when in excess. "Number 40" is employed in diseases of the glandular system, in blood poison, glandular swellings, eczema, skin diseases, rheumatism, catarrh, constipation, malaria, liver, stomach and kidney troubles. Under its use nodules, tumors, sores, ulcers, mucous patches and copper-colored spots disappear as if by magic. Made by J. C. Mendenhall, 40 years a druggist, Evansville, Ind. Sold by Perry's Drug Store.

Newsy Notes of State Industrial Growth
Dallas Commercial club contracts support for a cannery to be built at once.
Salem—State grants permit for electrical power development on the Deschutes river to serve Metolius, Frieda, Coleman, Mecca, White Horse Rapids and Pelton.
Lane county and Eugene to share expense of a soldiers memorial house.
Docks commission planning 20,000 ton coal bunkers at Sa. Johns.
Oregon City—Bank of Commerce will erect \$50,000 building.
Medford oil company incorporated at Vancouver. Laws more favorable.
Portland—United Artisans will erect \$30,000 home on east side.
Klamath Falls—Euwana company erecting 100,000 ft. capacity sawmill Huntington—Idaho men lease Red Horse mine and will operate same.
Coltuse Grove—Modern 65,000 foot sawmill going in on Pass creek.
North Bend mud flats to be reclaimed by \$100,000 reclamation project.
Prairie City—Grant county mining development very active this year.
Ashland to get sawmill and box factory to cut 15,000,000 feet lumber from forests in the Siskiyou to be trucked to city.
Astoria votes \$250,000 bonds for auditorium, play grounds and civic center, and \$500,000 for water front and tide land reclamation work.
Roseburg has organized a company to build a sanatorium and tuberculosis cure, with total plans involving \$250,000 expenditure.
Railroad construction from Lakeview south through Crooked creek to Soda Springs to start in spring.
Oil drilling to start on Bear creek near Ashland.
St. Helens—25,000 acres Savvies Island to be reclaimed by diking.
Salem—Special session to cost over \$20,000.
Drew—Gold strike going \$500 to the ton made near here.
Portland—Eastern & Western Lumber company buys \$750,000 timber tract in Kitekatit county.
Brighton—Shingle company organized with \$25,000 capital.

Portland to get factory to make air springs for automobiles.
Oregon Life Insurance company to erect Portland office building.
Machinery for Farmers light plant has arrived.
Alsea to have farmers' school during latter part of January.

What Is the E. R. Parker System?
THE E. R. Parker System in Dentistry is the result of the experience of Dr. Painless Parker and his associates extending over twenty-seven years. Instead of one man practicing in a small way in a small office, several dentists practice together under the Parker System in large offices, where there is room for complete equipment.
Some of the System dentists extract teeth, some fill teeth, some make crowns and bridges, some make artificial plates and some treat diseased teeth. In this way each patient is cared for by a dentist who is experienced in the kind of work each patient needs.
Dental work done in this manner is not only done better, but in less time, making fewer visits necessary, and the saving in time helps to make prices lower.
There are twenty-four offices where the E. R. Parker System is used, located in different cities. Thousands of patients are treated in these offices, and the large quantities of dental supplies used are bought for less money than has to be paid for small quantities.
All dentists using the E. R. Parker System are registered, licensed and experienced. The work they do is done so well that it can be guaranteed. You are sure of satisfaction.
Under the Parker System no charge is made for examinations and advice. You can find out what your teeth need without having to pay a cent. The best things known in dentistry to overcome pain are used in Parker System offices, so you need have no fear at all.
The whole idea is this: Fine dentistry, fewer visits, moderate cost, no fear of pain, satisfaction.
Registered Dentists Using the E. R. PARKER SYSTEM
Dr. D. M. Ogden Dr. E. B. Miller
Dr. F. V. Groff
State and Commercial Streets
DR. PAINLESS PARKER

"ROSY-FIT"
If Bilious, get your Pep and Color back with "Cascarets"

YOUTH ARTIST IN CHECK GAME
Gordon Nelson Psases Spurious Thought to Aggregate \$600
Portland, Or., Feb. 17.—Sheriff T. Taylor of Umatilla county left today for Pendleton, having in custody Gordon Nelson, a 19 year old youth who was arrested here Saturday, charged with forgery of checks aggregating \$600. It was alleged by the arresting officers that investigations indicated Nelson had forged and passed checks in Marshfield, Pendleton, Walla Walla, Yakima and Portland.

ART LEAGUE IN FAVOR OF UNITY
Department System Held Best Plan in Securing Top Notch Results
An informal business meeting was held by the Salem Art League in the auditorium of the Salem Public Library last night. It was thought advisable by a number of the active members that all organizations in the city having for their object the promotion of a true appreciation of the refined and beautiful in architecture, music, literature, painting, decorations and landscape gardening be

PASS ARTIST TO FACE ACCUSERS
Los Angeles Man, Implicated in Wholesale Fraud Waives Extradition
PORTLAND, Feb. 17.—S. R. Powell, implicated by his own confession in fraudulent issuance of railroad passes, according to the police who was taken into custody here last week waived a hearing today before United States Commissioner Drake, and will be removed with his wife and four year old girl to Los Angeles probably tomorrow. Others implicated in the nation-wide scheme have been taken into custody by the Department of Justice in Los Angeles and O. E. Brown, a former associate of his in a detective agency. The wife is said to be involved also.

Be Slender
The true way to become slender, safe, healthy is to lose weight. See the pictures. Use the new idea of size before reduction of weight. No need of starving yourself or tedious exercises. No doing with pills, etc. No flogging, no loss of time. Just follow the simple, easy, sensible system and reduce 10 to 60 pounds in 10 to 30 days. \$100 cash guarantee. Ref. recommended by physicians. AGENTS: J. C. Mendenhall, 40 years a druggist, Evansville, Ind. Sold by Perry's Drug Store.

CONSTANCE TALMADGE IN "ROMANCE AND ARABELLA"
AT THE YE LIBERTY TODAY
The Biggest Constance Talmadge Hit Yet!
Also CHARLIE CHAPLIN IN A Days' Pleasure