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With Medford Stop-Over

BUYING HORSES FOR MEXICAN WAR

Booted and gunned and primed for war, Captain A. Shearer of Dunsmuir, Cal., came to town this morning, to buy horses for the U. S. cavalry or Mexican army, no one knows which. The captain will not tell anything except that he is buying horses for service in Mexico. He says he represents Matt Williams of Gonzales, Mexico, and that he purchased two Jackson county nags this morning, and will buy more if any are offered.

Captain Shearer is well known in these parts. He fought Indians over in Klamath county, and Mexicans along the border, as a Texas ranger, the part he looks in his present garb. "A man don't need no gun to lick them greasers," says the captain, "but don't forget to have a copper toe on your boots. I was down there a speck and I know."

Captain Shearer held a short war talk with the local police who took offense at his belligerent attitude, under the impression that he had a salute too many under his belt. He was allowed to go.

HUERTA SEIZES AMERICANS

(Continued from page 1.)

icans from either leaving or entering. This was a blow to the members of the American colony in the city, but it was an even severer one to the unprotected Americans in the smaller towns in the vicinity, since it deprived them of what protection they might have hoped for by seeking refuge in the capital.

Homes Are Searched

Thursday night the dictator ordered all Americans' homes searched for arms, and they were left entirely defenseless. Sir Lionel Carden, the English minister, was doing everything in his power to protect citizens of the United States, but he could accomplish little, despite the fact that he and Huerta have been close friends. The president was determined to leave the Americans no means of defense in the event of an uprising.

The Mexico City newspapers were issuing the wildest extra editions. One advised the Mexicans to "chop the dogs up."

The diplomatic party's transfer from the Mexican to the American train was made along a railroad embankment through a tropical swamp between skylines marked by huge cocoanut trees. About a mile of torn-up track separated the two trains.

"By Order of Huerta"

Captain H. McL. Huse crossed this interval alone. Approaching the Mexican train, he waved a white flag and the Mexican colors. Colonel Carona met and shook hands with him.

"By order of my president," said the Mexican officer, "I deliver to you the American charge d'affaires, the American consul and their staffs."

Captain Huse grasped the hands of O'Shaughnessy and Shanklin, thanked Colonel Carona and then said to the latter:

"I have brought on my train many Mexicans who wish to leave Vera Cruz. Admiral Fletcher desires me to say that he understands many Americans in the capital wish to leave. We will be pleased to open passenger traffic both ways between the two cities. As an earnest of his wish he instructs me to turn over to you the wife and daughter of General Mans."

Relatives of Dictator

Colonel Carona greeted the two women, who are relatives of Huerta, warmly, and Captain Huse allowed the 250 Mexicans he had brought on his train to cross the line into what is still recognized as Mexican territory.

A KNOCKER NOT NEEDED

IS OREGON becoming reactionary?
Is the mossback element which so many years dominated the state, again coming into power after an interval of progress?
If the platforms of the various candidates, devised to strike a popular chord, are any criterion, then Oregon is in danger of entering upon a period of retrogression and stagnation.

Oregon has never been progressive except in spots. That is why the state has lagged for years so behind her sister states in industrial and commercial development. The past few years, however, have witnessed an era of material development all along the line. There seems to be grave danger now of backsliding.

"Smash" seems to be the keynote of the platform of the average office-seeker who has turned knocker for votes. Between meaningless platitudes and political buncombe runs the promise of destruction.

Few of the political promises contain the germ of a constructive era. Most of them are sinister with threats of ruin, repudiation and retrogression.

The composite platform calls for national prohibition, which would deprive the government of a third of its revenues, ruin established and legitimate industry, throw thousands out of work, force an industrial readjustment that will, temporarily at least, create hard times, besides enormously increasing taxation. It calls for the wholesale abolition of commissions created in response to popular demand and representing the best thought of the day in the effort to legislate for the benefit of humanity. It calls for lower taxes, which can only be secured by cessation of public improvements and curtailment in legitimate expenses—and can never be secured by destruction of the sources of revenue.

The cry of lower taxes is always a popular one—just like the cry of higher wages and shorter hours. And it also usually marks the demagogue. Taxes cannot be lowered beyond necessary expenses of administration. A community, like an individual, cannot have improvements without paying for them. Waste can be eliminated, when it exists, public improvements can be stopped, but the larger items of public expense automatically continue.

Oregon as a state is practically out of debt. A bulletin just issued by the census bureau covers a period of thirty years. The bonded indebtedness is insignificant; \$1000 in 1890 fell to \$653 in 1912. No special debt obligations to public trust funds were recorded. The floating debt changed considerably from year to year, but remained small throughout the period, advancing from \$670 in 1890 to \$30,000 in 1912. In the case of funds and investments the securities increased steadily from \$1,919,000 in 1890 to \$6,491,000 in 1912. The cash fluctuated constantly, though the general tendency was to increase; \$233,000 in 1890 advanced to \$994,000 in 1912.

In 1880 the total debt of Oregon was \$511,000; in 1890 it fell to \$2000, but in 1912 amounted to \$31,000. The population of the state increased from 175,000 in 1880 to 731,000 in 1912. In 1880 the per capita debt was \$2.93; in 1890 it fell to \$0.01; reaching the maximum, \$0.68, in 1900, and subsequently declining to \$0.04 in 1912.

In contrast with Oregon, we find that, taking the entire debt (less sinking fund assets) for the forty-eight states, the per capita debt according to the latest report is \$3.52, or \$3.48 more than the per capita debt of Oregon. Comparing the decrease in the per capita debt of Oregon and the forty-eight states for the thirty-year period, we find that \$5.48 fell to \$3.52 in the average for the forty-eight states, and \$2.93 to \$0.04 in Oregon.

One of the reasons why Oregon has lagged behind Washington and California, is because the state has not done its rightful and necessary share toward development. Like the community that keeps out of debt, the state that follows the same policy, accomplishes nothing. We have no state roads, no state railroads, no state harbors. The individual, the community and the county has been forced to bear the entire cost of development. Until the past year, when the state undertook to help finance an irrigation project, nothing had been done towards reclamation work. In the other states the commonwealth co-operates.

For the development of a commonwealth, the co-operation of individual, of community, of county, of state and of federal government is needed. We need a governor who favors constructive instead of destructive policies, who would have the state lend its credit and wealth to co-operate with the county in the upbuilding of Oregon—not one who wastes his time catering to the reactionary who spends a hundred dollars' worth of time howling about paying ten cents' worth of taxes.

Oregon doesn't need a knocker for governor.

THE NEW AMERICAN CITY

A Resume of the Recent Movement in Municipal Politics and the Salient Features of Civic Reform.

By Benj. C. Sheldon, Secretary Medford Charter Commission.

IV.—THE CITY MANAGER PLAN

In 1911, the Board of Trade of Lockport, N. Y., presented to the state legislature a bill which would have placed within reach of every third-class city in the state a greatly improved form of commission city government. "Machine" influence in the legislature prevented its adoption. But the Lockport Plan, later by and more generally known as the "city manager" plan, has contributed a wonderful chapter to the story of municipal reform. Most careful students of civic affairs affirm that in it has at least been found the scientific, workable and really democratic plan for obtaining efficient and honest municipal administration.

Rapid Spread of Idea

The spread of the commission plan was marvelous. But the city manager feature has outstripped it. In the three years since it was first proposed in the Lockport Bill, it has made more substantial progress and has called forth more favorable expert discussion in civic bodies and magazine and daily press writings, than the original commission plan did in its first ten years.

The first American city to actually adopt the plan was Sumpter, S. C. On adopting its new charter, with characteristic American sense, it advertised for a city manager. More than 150 applications came in. A civil engineer named Worthington was selected. He showed the advantage

of his railroad training by putting into effect a cost and purchasing system by which he saved more than his salary on only a few items. By keeping proper accounts and checks on city teaming, he will save the city \$5,000 a year.

Savings

As could be expected, the idea spread first among the cities having an opportunity to observe it in close-at-hand operation. Hickory, N. C., adopted the plan with marked success. In Staunton, Va., a city of 12,000, a first class city manager was employed. His office costs \$4,000 to maintain. He has saved that much on single contracts. Formerly paying cost from \$1.75 to \$2.25 per yard. Now Staunton does its own paving at from 90 cents to \$1.25 per yard. In the purchasing department there has been a revolution. The shortages formerly prevalent are attributed solely to bad business methods. They like the plan. They have increased the manager's salary and if the question was up for a vote again, they would vote nine to one for the present system.

Other Cities

From the south, the movement took root in Ohio. Immediately after the adoption of the state wide movement for home rule, several Ohio cities vied with each other in getting the new plan into effect. But just as the student of civic reforms saw the great advantage of the plan, so the professional politician and "big business" saw the influence in public affairs fading into the discard. They fought the movement fiercely and through their efforts some of these attempts were checked for a time, notably in Youngstown and Elyria. Springfield with a population of 47,000 adopted the plan in August 1913.

Dayton, Ohio

But to Dayton belongs credit for giving the idea its greatest impetus, in fact it is spoken of as the "Dayton plan". What has been heralded far and wide as the most advanced and best city charter on our continent was adopted by a large majority and put into effect the first of the present year. So far it has more than made good. Over a score of cities have adopted the plan within the past year, including, La Grande, Ore., Phoenix, Ariz. and Whittier, Cal., and many more are at work on new charters with both citizens and charter drafters committed to the manager plan; Eugene, Ore., and Seattle, Wa., among them.

A significant aspect of the movement is the interest in the new feature by cities already operating under the original Des Moines plan. Although all such cities have witnessed great improvements in the commission plan over the old order, the interest in civic affairs has been so awakened, that they seek the best and are turning to the city manager plan as the last word in municipal government.

Tacoma, Wash., has for four years had a charter on the Des Moines plan. It has worked wonderful improvements but still leaves the city's administration far from right. To quote the Mayor: "There is too much log-rolling and trading. Instead of one government we have five, each one objecting to the control of the council itself." He comes out definitely for adopting the city manager feature; and the civic bodies and citizens generally support him in the stand. Tacoma is not alone. Many other commission governed cities are studying and considering the addition of this feature, notably Colorado Springs and Dallas.

Secures Sufficient Government

The framers of the commission plan, realizing that the great evils in our city government grew out of the lack of responsiveness of officials to popular will, devised means in the short ballot, non-partisan elections at large and the initiative, referendum and recall, to make officials really responsive. The plan did that. But it did not secure an efficient and economical administration. It cut out graft, it built up popular interest in civic affairs, it brought people and officials closer together, but it did not provide for expert service. It is on the executive side that the city manager plan introduces a real change. The ordinary commission plan makes each commissioner the head of an operating department. It was therefore a five-headed affair as it worked out. The city manager plan changes that. While retaining all the essential elements of the original plan, it adds one providing efficient administration. And it did it in the simplest way imaginable. For its model, it went to the successful large corporation, which has built up an immense business and crowded out competitors.

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through sheer excellence of its administrative organization.

The city manager is appointed by the council; he therefore does not divide responsibility with it, but is subordinate to it. He is not chosen for a definite term but as long as he gives satisfaction.

Manager an Expert

The plan differs from ordinary commission plan only in providing that the actual work of administering should be delegated to an expert manager. For the highest efficiency city administration must be put on a professional basis. Such officers should be chosen and retained on grounds of merit in respect to the administrative work required. This is prevented by the old commission plan and provided by the city manager plan. The interest of the people is almost entirely in securing real representation. They want their kind of men in the city hall. Needless to say such men may be excellent representatives but not good administrative officials. They lack the specific training, experience and adaptation. How many of the average citizens of the United States could vote intelligently on a choice of a chief engineer to have charge of a comprehensive program for making the Mississippi River open to deep water navigation? Or for the position of chief sanitary officer for the canal zone? The principle applies even more closely in city government. To get the highest efficiency in such an officer, delegate his selection and retention to a small body such as the commission which is in a position to investigate the qualification, and to watch the work of such officer, and hold the commission strictly responsible for the manager's efficiency.

Under the old plan, a real objection was found in the tendency to inter-department trading. A commissioner wanting his own way in his department, will not object to the other commissioners doing as they wish in theirs. Good team work did not develop under that plan. Furthermore it often happens that the commission as a whole ordered a certain piece of work done to which the commissioner having charge of that department objected. The work could be ordered, but the man charged with doing it could not be directed nor disciplined.

Adopting the city manager feature solved all these problems. It becomes a stable single-headed administrative establishment with expert service at the command of real representatives of the people. The plan filters everything through a group. It reduced the personal equation. A single man may have his ups and downs, freaks and fancies, natural bent and inclinations, his pet departments and projects. A board or commission has none of these; to a group such excesses are relative impossible.

Universally Applicable

The plan is universally applicable because of its flexibility. The board can be small in small cities, large in large ones. It is adjustable to villages and to the city of New York. Private corporations are both very small and very large and are all run successfully on the same plan. The usual school board with a professional superintendent is another parallel.

Attracts Good Men

Furthermore good men will act as directors where they will not give most of their time in administering a department more or less foreign to their experiences and predilection. The idea also appeals; that this plan may spread and develop a fine profession of municipal administrators, such as is found in the justly famous German cities where the Burgomasters who succeed in small cities are summoned to larger ones at increased salaries, with Munich and Berlin as the highest goal of their ambitions. A consummation devoutly to be wished.

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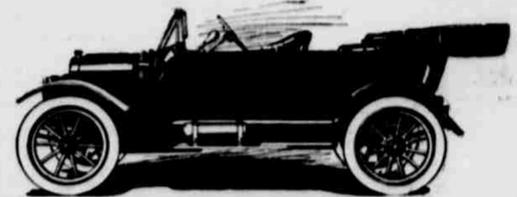
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