

"I understand," he said, addressing the bluecoat, "that you testified this morning that you had no knowledge that the man I sent you to arrest was a gambler!"

"Yes, sir, that is true," said the chief.

"Do you mean to say that you do not know what every newsboy in Cincinnati knows?" continued the mayor.

"I could not testify what I did not know," answered the policeman.

"Well," snapped the mayor, "you are either a fool or something else. In any event, you are not fit to be chief of police in Cincinnati. You are suspended!"

It is needless to say that the civil service board of the city sustained the mayor, and the chief was removed from office.

SOME OF MAYOR HUNT'S REFORMS

The mention of civil service recalls the fact that Mayor Hunt has revived what was for many years a dead letter in Cincinnati. Under Boss Cox, the civil service commission was more or less of a joke. In a year and a half exactly seven people had taken the examination. During the first seven months of Mayor Hunt's administration more than three hundred took the examination, and many of them are efficiently holding down city posts.

Impulsive as this young mayor seems to be, he has a long head and a sober judgment. He plans carefully before he acts.

For instance, the people of Cincinnati have clamored for years for better street-car service. Instead of ordering a drastic revolution, he engaged R. W. Harris, one of the great traction experts of the country, to make a careful investigation of conditions and actual needs.

The same thing is true of his action in the matter of interurban service. The merchants of Cincinnati have long complained that owing to lack of coordination in the interurban lines they have been unable to tap the rich commercial territory adjacent to Hamilton County. Other cities with a better-organized service have stepped in and taken the cream of the trade. Mayor Hunt engaged Bion J. Arnold, one of the great transportation experts of the world, to make an investigation similar to that being conducted by Mr. Harris. Everywhere he is seeking expert advice and expert service.

Now let us see how this mayor gets down to the financial end of his administration, because one of the great functions of any

conscientious chief executive is to save money. He began at what is a chronic source of waste and extravagance in most municipalities, the purchasing department.

Purchasing for a city is naturally a much more serious proposition than buying for a private firm or corporation. The private buyer is allowed to recognize the personal equation. He may permit himself to be convinced. Not so with the city buyer. He is merely the impartial judge whose decision must stand the destructive criticism of a host of disappointed vendors.

Under former administrations, city buying in Cincinnati was a haphazard performance. The heads of the various institutions did their own purchasing. They bought by name of article, and not by quality. There was no specification and no standard.

Mayor Hunt organized a buying department, and instructed its head to buy in bulk and to standardize his purchases.

"Let the city set the standard for each article," he said, "and make the vendors meet that standard."

To-day all the buying for Cincinnati is done through one bureau, and by standards scientifically established. For example, all oil purchased must have a certain lubricating power. If the article bought happens to be a bucket, there is a specification. It must be of a certain kind of galvanizing, of a certain size, shape, and construction—in short, it must be the very best bucket that can be bought, and it is the standard bucket for all city work that requires such a utensil.

This buying system means a corps of trained business men instead of the usual hodgepodge of office-seekers; comparative records so filed as to be instantly available; and a system of checking and counter-checking, which makes mistakes, misunderstanding, and abuse of privilege almost impossible. It removes every element of temptation on the one hand or suspicion on the other. Incidentally, it means also a saving of from one to two hundred thousand dollars a year.

This centralization extends to every other city department. Take charities and corrections. This was operated in very much the same disorganized way as the city buying. The head of each institution ran it his own way. Mayor Hunt named a distinguished sanitary expert, who had devoted years of study to municipal health