

and economic problems, to be superintendent of charities and corrections, and gave him the control of all the city's activities that affected the orphan, the pauper, the defective, or the invalid.

Before the new superintendent entered upon his work, he called a meeting of all the old heads of city departments, and, in the presence of the new heads, asked them to go over their various budgets and explain the reasons for expenditures. You may well imagine that these retiring heads had an unpleasant half-hour, because it was very difficult to explain a great many expenditures. Likewise, it was a wholesome object-lesson for the incoming chiefs.

No detail of city government has escaped this eternally vigilant executive. Instead of having fire inspections by inspectors who have had no experience in the service, he has them made by firemen during their leisure hours. He has had a city oil-reduction plant built. He has revolutionized street-cleaning. He even dipped into the diet of the fire horses, and found out that they were being fed with too much oats. He has not only cut down the feed bills, but improved the health and efficiency of the horses.

And so it has been all up and down the city firing-line. Vigilance has succeeded sloth, business science has taken the place of antiquated, haphazard methods. Everywhere the man holding down a city position is on his job all the time.

"HARRY" HUNT, THE MAN

By this time you doubtless wonder what sort of man this is who, at thirty-three, has been able to conquer one of the last of the great bosses, and who has brought economic order, system, and rehabilitation into the affairs of a large American city. You may well believe that he is no ordinary man. Yet, to meet him at close range, he is as simple, ingenuous, and unaffected as the boy he looks to be.

In his office you will find, in a conspicuous place, a reproduction of the great trial scene in "The Heart of Midlothian," and you need no further evidence of his liking for Walter Scott. You will also see portraits of Lord Coleridge, Henry Clay, and William M. Evarts, for he is still loyal to his profession. You will not find his desk cluttered up with a surplus of unnecessary papers. He uses a flat-top desk; first, because he finds it more comfortable,

and second, because it does not permit the accumulation of dead matter.

That he has been a student of city affairs, his brief experience in authority will show. I asked him to sum up his idea of the mayor's task, and he said:

"I consider it an expert job, pure and simple. My own theory about city government is very much like the German theory, which makes city government a definite profession. There is no reason why a great city should not be run as a great railroad or corporation is run. Such undertakings must have experts in their various departments, and particularly at their head. Why not the city?"

"As a matter of fact, I think that a modified form of commission government is about the most practical kind of administration that a city can get. The commission can hire experts for various departments, very much as a railroad employs its own heads. This system would, of course, do away with a city council. The net result, however, would be a businesslike and efficient conduct of affairs."

In the light of Mayor Hunt's present achievement, and barring the disappointments which often crowd thick and fast about political prodigies, there is no preference that this strenuous young Cincinnati might not attain. An open road to the Governorship lies before him, and beyond that—as this nation of vast opportunity has well attested—perhaps even greater rewards.

But the big fact which stands out to-day in connection with Mayor Hunt is not so much his spectacular elevation to an important mayoralty under dramatic conditions. It is not even his defeat of Cox, and his jolting of a graft-fattened machine, for though Cox may be dead politically, there will always be the menace of the system that he represents.

Behind his rise is the compelling significance of the fact that he represents to-day the fruition of years of non-partizan effort to redeem a community—years of struggle for the setting-up of a standard of merit, and merit alone, in the achievement of an adequate municipal administration.

Herein lies the real declaration of the Hunt principle, and there are many who believe that in this theory of non-partizan local rule, divorced absolutely from national political entanglements, lies the real hope of city government in the United States.