


# PHILADELPHIA: CORRUPT AND CONTENTED

BY

LINCOLN STEFFENS

AUTHOR OF "THE SHAME OF MINNEAPOLIS," "PITTSBURG: A CITY ASHAMED," ETC.

ILLUSTRATED WITH PORTRAITS

THER American cities, no matter how bad their own condition may be, all point with scorn to Philadelphia as worse—"the worst governed city in the country." St. Louis, Minneapolis, Pittsburg submit with some patience to the jibes of any other community; the most friendly suggestion from Philadelphia is rejected with contempt. The Philadelphians are "supine," "asleep"; hopelessly ring-ruled, they are "complacent." "Politically benighted," Philadelphia is supposed to have no light to throw upon a state of things that is almost universal.

This is not fair. Philadelphia is, indeed, corrupt; but it is not without significance. Every city and town in the country can learn something from the typical political experience of this great representative city. New York is excused for many of its ills because it is the metropolis, Chicago because of its forced development; Philadelphia is our "third largest" city and its growth has been gradual and natural. Immigration has been blamed for our municipal conditions; Philadelphia, with 47 per cent. of the population native born of native born parents, is the most American of our greater cities. It is "good," too, and intelligent. I don't know how to measure the intelligence of a community, but a Pennsylvania college professor who declared to me his belief in education for the masses as a way out of political corruption, himself justified the "rake-off" of preferred contractors on public works on the ground of a "fair business profit." Another plea we have made is that we are too busy to attend to public

business, and we have promised, when we come to wealth and leisure, to do better. Philadelphia has long enjoyed great and widely distributed prosperity; it is the city of homes; there is a dwelling house for every five persons,—men, women, and children,—of the population; and the people give one a sense of more leisure and repose than any community I ever dwelt in. Some Philadelphians account for their political state on the ground of their ease and comfort. There is another class of optimists whose hope is in an "aristocracy" that is to come by and by; Philadelphia is surer that it has a "real aristocracy" than any other place in the world, but its aristocrats with few exceptions are in the ring, with it, or of no political use. Then we hear that we are a young people and that when we are older and "have traditions," like some of the old countries, we also will be honest. Philadelphia is one of the oldest of our cities and treasures for us scenes and relics of some of the noblest traditions of our fair land. Yet I was told how once, for a joke, a party of boodlers counted out the "divvy" of their graft in unison with the ancient chime of Independence Hall.

Philadelphia is representative. This very "joke," told, as it was, with a laugh, is typical. All our municipal governments are more or less bad and all our people are optimists. Philadelphia is simply the most corrupt and the most contented. Minneapolis has cleaned up, Pittsburg has tried to, New York fights every other election, Chicago fights all the time. Even St. Louis has begun to stir (since the elections are over) and at the worst was only shameless.

Philadelphia is proud; good people there defend corruption and boast of their machine. My college professor, with his philosophic view of "rake-offs," is one Philadelphia type. Another is the man, who, driven to bay with his local pride, says: "At least you must admit that our machine is the best you have ever seen."

### *All Through With Reform*

Disgraceful? Other cities say so. But I say that if Philadelphia is a disgrace, it is a disgrace not to itself alone, nor to Pennsylvania, but to the United States and to American character. For this great city, so highly representative in other respects, is not behind in political experience, but ahead, with New York. Philadelphia is a city that has had its reforms. Having passed through all the typical stages of corruption, Philadelphia reached the period of miscellaneous loot with a boss for chief thief, under James McManes and the Gas Ring way back in the late sixties and seventies. This is the Tweed stage of corruption from which St. Louis, for example, is just emerging. Philadelphia, in two inspiring popular revolts, attacked the Gas Ring, broke it, and in 1885 achieved that dream of American cities—a good charter. The present condition of Philadelphia, therefore, is not that which precedes, but that which follows reform, and in this distinction lies its startling general significance. What has happened since the Bullitt Law or charter went into effect in Philadelphia may happen in any American city "after reform is over."

For reform with us is usually revolt, not government, and is soon over. Our people do not seek, they avoid self rule, and "reforms" are spasmodic efforts to punish bad rulers and get somebody that will give us good government or something that will make it. A self-acting form of government is an ancient superstition. We are an inventive people and we all think that we shall devise some day a legal machine that will turn out good government automatically. The Philadelphians have treasured this belief longer than the rest of us and have tried it more often. Throughout their history they have sought this wonderful charter and they thought they had it when they got the Bullitt Law, which concentrates in the Mayor ample power, executive and political, and complete responsibility. Moreover, it calls for very

little thought and action on the part of the people. All they expected to have to do when the Bullitt Law went into effect was to elect as Mayor a good business man, who with his probity and common sense would give them that good business administration which is the ideal of many reformers.

### *Business Men as Mayors*

The Bullitt Law went into effect in 1887. A committee of twelve—four from the Union League, four from business organizations, and four from the bosses—picked out the first man to run under it on the Republican ticket, Edwin H. Fitler, an able, upright business man, and he was elected. Strange to say, his administration was satisfactory to the citizens, who speak well of it to this day, and to the politicians also; Boss McManes (the ring was broken, not the boss) took to the next national convention from Philadelphia a delegation solid for Fitler for President of the United States. It was a farce, but it pleased Mr. Fitler, so Matthew S. Quay, the State boss, let him have a complimentary vote on the first ballot. The politicians "fooled" Mr. Fitler, and they "fooled" also the next business Mayor, Edwin S. Stuart, likewise a most estimable gentleman. Under these two administrations the foundation was laid for the present government of Philadelphia, the corruption to which Philadelphians seem so reconciled, and the machine which is "at least the best you have ever seen."

### *Philadelphians Disfranchised Like Negroes*

The Philadelphia machine isn't the best. It isn't sound, and I doubt if it would stand in New York or Chicago. The enduring strength of the typical American political machine is that it is a natural growth—a sucker, but deep rooted in the people. The New Yorkers vote for Tammany Hall. The Philadelphians do not vote; they are disfranchised, and their disfranchisement is one anchor of the foundation of the Philadelphia organization.

This is no figure of speech. The honest citizens of Philadelphia have no more rights at the polls than the negroes down South. Nor do they fight very hard for this basic right. You can arouse their Republican ire by talking about the black Republican votes

lost in the Southern States by white Democratic intimidation, but if you remind the average Philadelphian that he is in the same position, he will look startled, then say, "That's so, that's literally true, only I never thought of it in just that way." And it is literally true.

The machine controls the whole process of voting, and practices fraud at every stage. The assessor's list is the voting list, and the assessor is the machine's man. "The assessor of a division kept a disorderly house; he padded his lists with fraudulent names registered from his house; two of these names were used by election officers.

. . . The constable of the division kept a disreputable house; a policeman was assessed as living there. . . The election was held in the disorderly house maintained by the assessor. . . The man named as judge had a criminal charge for a life offense pending against him. . . Two hundred and fifty-two votes were returned in a division that had less than one hundred legal votes within its boundaries." These extracts from a report of the Municipal League suggest the election methods. The assessor pads the list with the names of dead dogs, children, and non-existent persons.

One newspaper printed the picture of a dog, another that of a little four-year-old negro boy, down on such a list. A ring orator in a speech resenting sneers at his ward as "low down" reminded his hearers that that was the ward of Independence Hall, and, naming over signers of the Declaration of Independence, he closed his highest flight of eloquence with the statement that "these men, the fathers of American liberty, voted down here once. And," he added, with a catching grin, "they vote here yet." Rudolph Blankenburg, a persistent fighter for the right and the use of the right to vote, sent out just before one election a registered letter to each voter on the rolls of a certain selected division. Sixty-three per cent. were returned marked "not at," "removed," "deceased," etc. From one four-story house where forty-four voters were addressed, eighteen letters came back undelivered; from another of forty-eight voters, came back forty-one letters; from another sixty-one out of sixty-two; from another forty-four out of forty-seven. Six houses in one division were assessed at one hundred and seventy-

two voters, more than the votes cast in the previous election in any one of two hundred entire divisions.

The repeating is done boldly, for the machine controls the election officers, often choosing them from among the fraudulent names; and when no one appears to serve, assigning the heeler ready for the expected vacancy. The police are forbidden by law to stand within thirty feet of the polls, but they are at the box and they are there to see that the machine's orders are obeyed and that repeaters whom they help to furnish are permitted to vote without "intimidation" on the names they, the police, have supplied. The editor of an anti-machine paper who was looking about for himself once told me that a ward leader who knew him well asked him into a polling place. "I'll show you how it's done," he said, and he had the repeaters go round and round voting again and again on the names handed them on slips. "But," as the editor said, "that isn't the way it's done." The repeaters go from one polling place to another voting on slips, and on their return rounds change coats, hats, etc. The business proceeds with very few hitches; there is more jesting than fighting. Intimidation in the past has had its effect; and is not often necessary now-a-days, but if it is needed the police are there to apply it. Several citizens told me that they had seen the police help to beat citizens or election officers who were trying to do their duty, then arrest the victim; and Mr. Clinton Rogers Woodruff, the executive counsel of the Municipal League, has published a booklet of such cases. But an official statement of the case is at hand in an announcement by John Weaver, the new machine Mayor of Philadelphia, that he is going to keep the police out of politics and away from the polls. "I shall see," he added, "that every voter enjoys the full right of suffrage and that ballots may be placed in the ballot box without fear of intimidation."

But many Philadelphians do not try to vote. They leave everything to the machine, and the machine casts their ballots for them. It is estimated that 150,000 voters did not go to the polls at the last election. Yet the machine rolled up a majority of 130,000 for Weaver, with a fraudulent vote estimated all the way from forty to eighty thousand, and this in a campaign so machine-made that it was called "no

contest." Francis Fisher Kane, the Democrat, got 32,000 votes out of some 204,000. "What is the use of voting?" these stay-at-homes ask. A friend of mine told me he was on the lists in the three wards in which he had successively dwelt. He votes personally in none, but the leader of his present ward tells him how he has been voted. Mr. J. C. Reynolds, the proprietor of the St. James Hotel, went to the polls at eleven o'clock last election day, only to be told that he had been voted. He asked how many others from his house had voted. An election officer took up a list, checked off twelve names, two down twice, and handed it to him. When Mr. Reynolds got home he learned that one of these had voted, the others had been voted. Another man said he rarely attempted to vote, but when he did, the officers let him, even though his name had already been voted on; and then the negro repeaters would ask if his "brother was coming 'round to-day." They were going to vote him, as they vote all good-natured citizens who stay away. "When this kind of man turns out," said a leader to me, "we simply have two repeaters extra—one to balance him and one more to the good." If necessary, after all this, the machine counts the vote "right," and there is little use appealing to the courts, since they have held that, excepting in one case, the ballot box is secret and cannot be opened. The only legal remedy lies in the purging of the assessors' lists, and when the Municipal League had this done in 1899, they reported that there was "wholesale voting on the very names stricken off."

### *Bosses Appointed from the U. S. Senate*

Deprived of self-government, the Philadelphians haven't even self-governing machine government. They have their own boss, but he and his machine are subject to the State ring and take their orders from the State boss, Matthew S. Quay, who is the proprietor of Pennsylvania and the real ruler of Philadelphia, just as William Penn, the great proprietor, was. Philadelphians, especially the local bosses, dislike this description of their government, and they point for refutation to their charter. But this very Bullitt Law was passed by Quay, and he put it through the Legislature, not for reform reasons, but at the instance of David H. Lane, his Philadelphia lieutenant, as a

check upon the power of Boss McManes. Later, when McManes proved hopelessly insubordinate, Quay decided to have done with him forever. He chose David Martin for boss, and from his seat in the United States Senate, Penn's successor raised up his man and set him over the people. Croker, who rose by his own strength to the head of Tammany Hall, has tried twice to appoint a successor; no one else could, and he failed. The boss of Tammany Hall is a growth. So Croker has attempted to appoint district leaders and failed; a Tammany district leader is a growth. Boss Martin, picked up and set down from above, was accepted by Philadelphia and the Philadelphia machine, and he removed old ward leaders and appointed new ones. Some leaders in Philadelphia own their wards, of course, but Martin and, after him, Durham have sent men into a ward to lead it, and they have led it.

### *Philadelphia Machine Upside Down*

The Philadelphia organization is upside down. It has its root in the air, or, rather, like the banyan tree, it sends its roots from the center out both up and down and all around, and there lies its peculiar strength. For when I said it was dependent and not sound, I did not mean that it was weak. It is dependent as a municipal machine, but the organization that rules Philadelphia is, as we have seen, not a mere municipal machine, but a city, State, and national organization. The people of Philadelphia are Republicans in a Republican city in a Republican State in a Republican nation, and they are bound ring on ring on ring. The President of the United States and his patronage; the National Cabinet and their patronage; the Congress and the patronage of the Senators and the Congressmen from Pennsylvania; the Governor of the State and the State Legislature with their powers and patronage; and all that the Mayor and City Councils have of power and patronage;—all these bear down upon Philadelphia to keep it in the control of Quay's boss and his little ring. This is the ideal of party organization, and, possibly, is the end toward which our democratic republic is tending. If it is, the end is absolutism. Nothing but a revolution could overthrow this oligarchy, and there is its danger. With no outlet at the polls for public feeling, the machine cannot be taught

anything it does not know excepting at the cost of annihilation.

### *No Choice of Parties*

But the Philadelphia machine-leaders know their business. As I said in a previous article ("Tweed Days in St. Louis"), the politicians will learn, if the people won't, from exposure and reform. The Pennsylvania bosses learned the "uses of reform"; we have seen Quay applying it to discipline McManes, and he since has turned reformer himself, to punish local bosses. The bosses have learned also the danger of combination between citizens and the Democrats. To prevent this, Quay and his friends have spread sedulously the doctrine of "reform within the party," and, from the Committee of One Hundred on, the reformers have stuck pretty faithfully to this principle. But lest the citizens should commit such a sin against their party, Martin formed a permanent combination of the Democratic with the Republican organization, using to that end a goodly share of the Federal and county patronage. Thus the people of Philadelphia were "fixed" so that they couldn't vote if they wanted to, and if they should want to, they couldn't vote for a Democrat, except of Republican or independent choosing. In other words, having taken away their ballot, the bosses took away also the choice of parties.

### *Making Graft Safe*

But the greatest lesson learned and applied was that of conciliation and "good government." The people must not want to vote or rebel against the ring. This ring, like any other, was formed for the exploitation of the city for private profit, and the cementing force is the "cohesive power of public plunder." But McManes and Tweed had proved that miscellaneous larceny was dangerous, and why should a lot of cheap politicians get so much and the people nothing at all? The people had been taught to expect but little from their rulers: good water, good light, clean streets well paved, fair transportation, the decent repression of vice, public order and public safety, and no scandalous or open corruption. It would be good business and good politics to give them these things. Like Chris Magee, who studied out the problem with him, Martin took away from the rank and file of the party and from the ward leaders and

office holders the privilege of theft, and he formed companies and groups to handle the legitimate public business of the city. It was all graft, but it was to be all lawful, and, in the main, it was. Public franchises, public works, and public contracts were the principal branches of the business, and Martin adopted the dual boss idea which we have seen worked out by Magee and Flinn in Pittsburg. In Philadelphia it was Martin and Porter, and just as Flinn had a firm, Booth & Flinn, Ltd., so Porter was Filbert and Porter.

Filbert and Porter got all the public contracts they could handle, and the rest went to other contractors friendly to them and to the ring. Sometimes the preferred contractor was the lowest bidder, but he did not have to be. The law allowed awards to the "lowest and best," and the courts held that this gave the officials discretion. But since public criticism was to be considered, the ring, to keep up appearances, resorted to many tricks. One was to have fake bids made above the favorite. Another was to have the favorite bid high but set an impossible time limit; the department or the City Councils could extend the time afterwards. Still another was to arrange for specifications which would make outsiders bid high, then either openly alter the plans or let the ring firm perform work not up to requirements.

Many of Martin's deals and jobs were scandals, but they were safe; they were in the direction of public service; and the great mass of the business was done quietly. Moreover, the public was getting something for its money,—not full value, but a good percentage. In other words, there was a limit to the "rake-off," and some insiders have told me that it had been laid down as a principle with the ring that the people should have in value (that is in work or benefit, including fair profit) ninety-five cents out of every dollar. In some of the deals I investigated, the "rake-off" over and above profit was as high as twenty-five per cent. Still, even at this, there was "a limit," and the public was getting, as one of the leaders told me, "a run for its money." Cynical as it all sounds, this view is taken by many Philadelphians almost if not quite as intelligent as my college professor.

### *Philadelphia Corrupted*

But there was another element in the policy of conciliation which is a potent

factor in the contentment of Philadelphia, and I regard it as the key to that "apathy" which has made the community notorious. We have seen how Quay had with him the Federal resources and those of the State, and the State ring, and we have seen how Martin, having the city, Mayor, and Councils, won over the Democratic city leaders. Here they had under pay in office, at least 15,000 men and women. But each of these 15,000 persons was selected for office because he could deliver votes, either by organizations, by parties, or by families. These must represent pretty near a majority of the city's voters. But this is by no means the end of the ring's reach. In the State ring are the great corporations, the Standard Oil Company, Cramp's Ship Yard, and the steel companies, with the Pennsylvania Railroad at their head, and all the local transportation and other public utility companies following after. They get franchises, privileges, exemptions, etc.; they have helped finance Quay through deals: the Pennsylvania paid Martin, Quay said once, a large yearly salary; the Cramps get contracts to build United States ships, and for years have been begging for a subsidy on home-made ships. The officers, directors, and stockholders of these companies, with their friends, their bankers, and their employees are of the organization. Better still, one of the local bosses of Philadelphia told me he could always give a worker a job with these companies, just as he could in a city department, or in the mint, or post-office. Then there are the bankers who enjoy, or may some day enjoy, public deposits; those that profit on loans to finance political financial deals; the promoting capitalists who share with the bosses on franchises; and the brokers who deal in ring securities and speculation on ring tips. Through the exchange the ring financiers reach the investing public, which is a large and influential body. The traction companies, which bought their way from beginning to end by corruption, which have always been in the ring, and whose financiers have usually shared in other big ring deals, adopted early the policy of bribing the people with "small blocks of stock." Dr. Frederick W. Speirs, in his "The Street Railway System of Philadelphia," came upon transactions which "indicate clearly that it is the policy of the Union Company to get the securities

into the hands of a large number of small holders, the plain inference being that a wide distribution of securities will fortify the company against possible attacks by the public." In 1895 he found a director saying: "Our critics have engaged the Academy of Music, and are to call an assemblage of people opposed to the street railways as now managed. It would take eight Academies of Music to hold the stockholders of the Union Traction Company."

But we are not yet through. Quay has made a specialty all his life of reformers, and he and his local bosses have won over so many that the list of former reformers is very, very long. Martin drove down his roots through race and religion, too. Philadelphia was one of the hot-beds of "know-nothingism." Martin recognized the Catholic, and the Irish-Irish, and so drew off into the Republican party the great natural supply of the Democrats; and his successors have given high places to representative Jews. "Surely this isn't corruption!" No, and neither is that corruption which makes the heads of great educational and charity institutions "go along," as they say in Pennsylvania, in order to get appropriations for their institutions from the State and land from the city. They know what is going on, but they do not join reform movements. The provost of the University of Pennsylvania declined to join in a revolt because, he said, it might impair his usefulness to the University. And so it is with others, and with clergymen who have favorite charities; with Sabbath associations and City Beautiful clubs; with lawyers who want briefs; with real estate dealers who like to know in advance about public improvements, and real estate owners who appreciate light assessments; with shopkeepers who don't want to be bothered with strict inspections.

If there is no other hold for the ring on a man there always is the protective tariff. "I don't care," said a manufacturer. "What if they do plunder and rob us, it can't hurt me unless they raise the tax rates, and even that won't ruin me. Our party keeps up the tariff. If they should reduce that, my business would be ruined."

#### *The Dollar Mark on Martin*

Such, then, are the ramifications of this machine, such is its strength. No wonder Martin could break his own rules, as he did,

and commit excesses. Martin's doom was proclaimed not in Philadelphia, but in the United States Senate, and his offence was none of this business of his, but his failure to nominate as successor to Mayor Stuart the man, Boise Penrose, whom Matt Quay chose for that place. Martin had consented, but at the last moment he ordered the nomination of Charles F. Warwick instead. The day that happened Mr. Quay arose on the floor of the Senate and, in a speech so irrelevant to the measure under consideration that nobody out of Pennsylvania understood it, said that there was in his town a man who had given as his reason for not doing what he had promised to do, the excuse that he was "under a heavy salary from a great corporation (the Pennsylvania Railroad) and was compelled to do what the corporation wished him to do. And," added Senator Quay, "men in such a position with high power for good or evil ought . . . to go about . . . with the dollar mark of the corporation on their foreheads." Quay named as the new boss Israel W. Durham, a ward leader under Martin.

Martin having the city through Mayor Warwick fought Quay in the State, with Chris Magee for an ally, but Quay beat them both there and then prepared to beat them in their own cities. His cry was Reform, and he soon had the people shouting for it.

### *"Shaking the Plum Tree"*

Quay responded with a Legislative committee to investigate abuses in the cities, but this so-called "Lexow" was called off before it amounted to much more than a momentary embarrassment to Martin. Martin's friends, on the other hand, caught Quay and nearly sent him to prison. The People's Bank, James McManes, president, failed. The cashier, John S. Hopkins, had been speculating and letting Quay and other politicians have bank funds without collateral for stock gambling. In return, Quay and the State Treasurer left heavy State deposits with the bank. Hopkins lost his nerve and shot himself. McManes happened to call in friends of Martin to advise him, and these suggested a Martin man for receiver. They found among the items money lent to Quay without security, except the State funds, and telegrams asking Hopkins to buy "1000 Met" (Metropoli-

tan) and promising in return to "shake the plum tree." Quay, his son, Richard R., and Benjamin J. Haywood, the State Treasurer, were indicted for conspiracy, and every effort was made to have the trial precede the next election for the Legislature which was to elect a successor to Quay in the United States Senate; but Quay got stays and postponements in the hope that a more friendly District Attorney could be put in that office. Martin secured the election of Peter F. Rothermel, who was eager to try the case, and Quay had to depend on other resources. The trial came in due course, and failed; Judge Biddle ruled out the essential evidence on the ground that it was excluded by the statute of limitation. Rothermel went on with the trial, but it was hopeless; Quay was acquitted and the other cases were abandoned.

Popular feeling was excited by this exposure of Quay, but there was no action till the factional fighting suggested a use for it. Quay had refused the second United States Senatorship to John Wanamaker, and Wanamaker led through the State and in Philadelphia a fight against the boss, which has never ceased. It took the form of a reform campaign, and Quay's methods were made plain, but the boss beat Wanamaker at every point, had Penrose made Senator, and through Penrose and Durham was gradually getting possession of Philadelphia. The final triumph came with the election of Samuel H. Ashbridge as Mayor.

### *Martin Out — "Is" Durham Boss*

"Stars-and-stripes Sam," as Ashbridge is sometimes called, was a speech-maker and a "joiner." That is to say, he made a practice of going to lodges, associations, brotherhoods, Sunday-schools, and all sorts of public and private meetings, joining some, but making at all speeches patriotic and sentimental. He was very popular. Under the Bullitt Law, as I have said, all that is necessary to a good administration and complete, though temporary reform, is a good mayor. The politicians feel that they must nominate a man in whom the people as well as themselves have faith. They had had faith in Warwick, both the ring and the people, and Warwick had found it impossible to satisfy two such masters. Now they put their faith in Ashbridge, and so did Durham and so did Martin. All



interests accepted him, therefore, and all watched him with hope and more or less assurance; none more than the good people. And, indeed, no man could have promised more or better public service than Ashbridge. The result, however, was distracting.

Mr. Ashbridge "threw down" Martin, and he recognized Quay's man, "Is" Durham, as the political boss. Durham is a high type of boss, candid, but of few words; generous, but businesslike; complete master of himself, and a genius at organization. For Pennsylvania politics he is a conservative leader, and there would have been no excesses under him, as there have been few "rows." But Mr. Durham has not been the master of the Philadelphia situation. He bowed to Quay and he could not hold Ashbridge. Philadelphians say that if it should come to a fight, Durham could beat Quay in Philadelphia, but it doesn't come to a fight. Another thing Philadelphians say is that he "keeps his word," yet he broke it (with notice) when Quay asked him to stand for Pennypacker for Governor. As I said before, however, Philadelphia is so constituted that it apparently cannot have self-government, not even its own boss, so that the allegiance paid to Quay is comprehensible. But the submission of the boss to the Mayor was extraordinary, and it seemed to some sagacious politicians dangerous.

For Mr. Ashbridge broke through all the principles of moderate grafting developed by Martin. Durham formed his ring—taking in James P. McNichol as co-ruler and preferred contractor; John M. Mack as promoter and financier; and he widened the inside circle to include more individuals. But while he was more liberal toward his leaders, and not inclined "to grab off everything for himself," as one leader told me, he maintained the principle of concentration and strict control as good politics and good business. So, too, he adopted Martin's program of public improvements, the filtration, boulevards, etc., and added to it. When Ashbridge was well settled in office, these schemes were all started, and the Mayor pushed them with a will. According to the "Philadelphia Plan," the Mayor should not be in the ring. He should be an ambitious man, and his reward promotion, not riches. If he is "out for the stuff," he is likely to be hurried by the

fretful thought that his term is limited to four years, and since he cannot succeed himself as Mayor, his interest in the future of the machine is less than that of a boss, who goes on forever.

### *"All There Is In It for Ashbridge"*

When he was nominated, Ashbridge had debts of record amounting to some \$40,000. Before he was elected these were satisfied. Soon after he took office he declared himself in an interview with former Postmaster Thomas L. Hicks. Here is Mr. Hicks's account of the incident:

"At one of the early interviews I had with the Mayor in his office, he said to me: 'Tom, I have been elected Mayor of Philadelphia. I have four years to serve. I have no further ambitions. I want no other office when I am out of this one, and I shall get out of this office all there is in it for Samuel H. Ashbridge.'

"I remarked that this was a very foolish thing to say. 'Think how that could be construed,' I said.

"'I don't care anything about that,' he declared. 'I mean to get out of this office everything there is in it for Samuel H. Ashbridge.'"

When he retired from office last April, he became the president of a bank, and was reputed to be rich. Here is the summary published by the Municipal League at the close of his labors:

"The four years of the Ashbridge administration have passed into history, leaving behind them a scar on the fame and reputation of our city which will be a long time healing. Never before, and let us hope never again, will there be such brazen defiance of public opinion, such flagrant disregard of public interest, such abuse of powers and responsibilities for private ends. These are not generalizations, but each statement can be abundantly proved by numerous instances."

### *Blackmailing the Press*

These "numerous instances" are notorious in Philadelphia; some of them were reported all over the country. One of them was the attempted blackmailing of John Wanamaker. Thomas B. Wanamaker, John Wanamaker's son, bought the *North American*, a newspaper which had been and still is exposing the abuses and corruption of the political ring. Abraham L.





Photograph copyright by Prince, Washington

UNITED STATES SENATOR MATTHEW S. QUAY

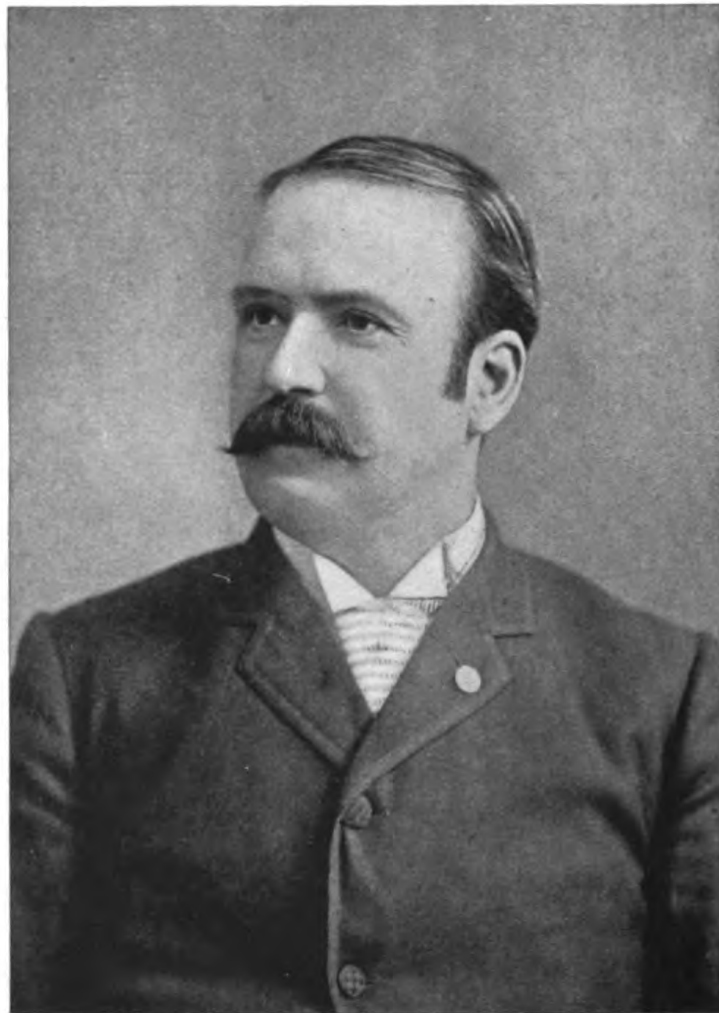
*The Proprietor of Pennsylvania, who appoints the bosses of Philadelphia and is the real ruler of the city.*

English, Mr. Ashbridge's Director of the Department of Public Safety, called on Mr. John Wanamaker, said he had been having him watched, and was finally in a position to demand that the newspaper stop the attacks. The merchant exposed the attempt, and a committee appointed to investigate reported that: "Mr. English has practically admitted that he attempted to

is therefore to be equally censured by the community."

### *Vice Cultivated and Protected*

The other "instances of brazen abuse of power" were the increase of protected vice—the importation from New York of the "white slavery system of prostitution," the growth of "speak-easies," and the



"DAVE" MARTIN

*Ex-Boss of Philadelphia, appointed by Quay, who removed him for insubordination, but not till he had founded the Philadelphia machine.*

intimidate a reputable citizen and unlawfully threatened him in an effort to silence criticism of a public newspaper; that from the Mayor's refusal to order an investigation of the conduct of Mr. English on the request of a town meeting of representative citizens, the community is justified in regarding him as aiding and abetting Mr. English in the corrupt act committed, and that the Mayor

spread of gambling and of policy playing until it took in the school children. This last the *North American* exposed, but in vain till it named police officers who had refused when asked to interfere. Then a Judge summoned the editors and reporters of the paper, the Mayor, Director English, school children, and police officers to appear before him. The Mayor's personal attorney

spoke for the police during the inquiry, and it looked black for the newspaper till the children began to tell their stories. When the hearing was over the Judge said :

"The evidence shows conclusively that our public school system in this city is in danger of being corrupted at its fountain ; that in one of the schools over one hundred and fifty children were buyers of policy, as were also a large number of scholars in other schools. It was first discovered about eighteen months ago, and for about one year has been in full operation." The police officers were not punished, however.

### *Public Schools a Graft*

That corruption had reached the public schools and was spreading rapidly through the system, was discovered by the exposure and conviction of three school directors of the twenty-eighth ward. It was known before that teachers and principals, like any other office holders, had to have a "pull" and pay assessments for election expenses. "Voluntary contributions" was the term used, but over the notices in blue pencil was written "2 per cent.," and teachers who asked directors and ward bosses what to do, were advised that they would "better pay." Those that sent less than the amount



ISRAEL W. DURHAM

*Quay's local boss, a leader who has learned that the ring must be moderate and the people not exasperated.*

suggested, got receipts : "check received ; shall we hold for balance or enter on account?" But the exposure in the twenty-eighth ward brought it home to the parents of the children that the teachers were not chosen for fitness but for political reasons, and that the political reasons had become cash.

Miss Rena A. Haydock, testified as follows : "I went to see Mr. Travis, who was a friend of mine, in reference to getting a teacher's certificate. He advised me to see all of the directors, especially Mr. Brown. They told me that it would be necessary for me to pay \$120 to get the place. They told me of one girl who had offered \$250, and her application had been rejected. That was before they broached the subject of money to me. I said that I didn't have \$120 to pay, and they replied that it was customary for teachers to pay \$40 a month out of their first three months' salary. The salary was \$47. They told me they didn't want the money for themselves, but that it was necessary to buy the other faction. Finally I agreed to the proposition, and they told me that I must be careful not to mention it to anybody or it would injure my reputation. I went with my brother to pay the money to Mr.



RUDOLPH BLANKENBURG

*A merchant-citizen who has served with every reform movement in Philadelphia for a generation.*

Johnson. He held out a hat, and when my brother handed the money to him he took it behind the hat."

### "Macing" Corporations

The regular business of the ring was like that of Pittsburg, but more extensive. I have space only for one incident of one phase of it: Widener and Elkins, the national franchise buyers, are Philadelphians, and they were

"Macing" is a form of high blackmail. When they have sold out all they have, the politicians form a competing company and compel the old concern to buy out or sell out. While Widener and Elkins were at sea, in 1901, the Philadelphia ring went to the Legislature and had introduced there two bills, granting a charter to practically all the streets and alleys not covered by tracks in Philadelphia, and to run short stretches of



JOHN M. MACK

*The financial member of the Philadelphia ring; a political promoter and business politician.*

in the old Martin ring. They had combined all the street railways of the city before 1900, and they were withdrawing from politics, with their traction system. But the Pennsylvania rings will not let corporations that have risen in corruption reform and retire, and, besides, it was charged that in the Martin-Quay fight, the street railways had put up money to beat Quay for the United States Senate. At any rate, plans were laid to "mace" the street railways.

the old companies' tracks to make connections. Clinton Rogers Woodruff, who was an Assemblyman, has told the story. Without notice the bills were introduced at 3 P.M. on Monday, May 29th; they were reported from committee in five minutes; by 8:50 P.M. they were printed and on the members' desks, and by 9 P.M. were passed on first reading. The bills passed second reading the next day, Memorial Day, and on the third day were passed from the Senate to the House, where they were "jammed

through" with similar haste and worse trickery. In six legislative days the measures were before Governor Stone, who signed them June 7th, at midnight, in the presence of Quay, Penrose, Congressman Foerderer, Mayor Ashbridge's banker, James P. McNichol, John M. Mack, and other capitalists and politicians. Under the law, one hundred charters were applied for the next morning—thirteen for Philadelphia.

would not sign that day. But he did. John Wanamaker sent him an offer of \$2,500,000 for the franchises about to be given away. Ashbridge threw the letter into the street, unread. Mr. Wanamaker had deposited \$250,000 as a guarantee of good faith and his action was becoming known. The ordinances were signed by midnight, and the city lost at least two and one-half millions of dollars; but the



SAMUEL H. ASHBRIDGE

*The Mayor who went into office to get out of it all there was in it for himself. He did. His excesses alarmed even the bosses, but the people stood them.*

The charters were granted on June 5th, and that same day a special meeting of the Philadelphia Select Council was called for Monday. There the citizens of Philadelphia met the oncoming charters, but their hearing was brief. The charters went through without a hitch, and were sent to Mayor Ashbridge on June 13th.

#### *\$2,500,000 Declined for a Franchise*

The Mayor's secretary stated authoritatively in the morning that the Mayor

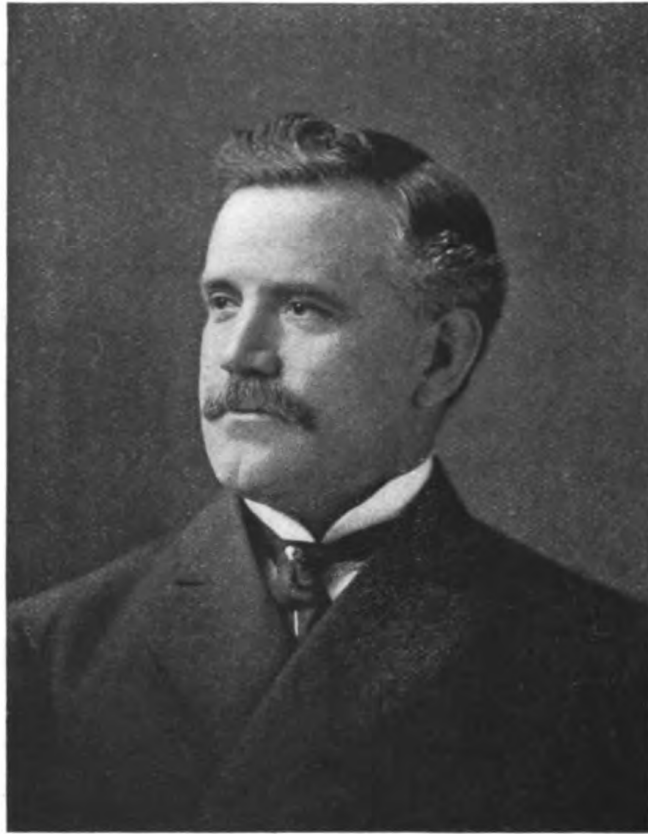
ring made it and much more. When Mr. Wanamaker's letter was published, Congressman Foerderer, an incorporator of the company, answered for the machine. He said the offer was an advertisement; that it was late, and that they were sorry they hadn't had a chance to "call the bluff." Mr. Wanamaker responded with a renewal of the offer of \$2,500,000 to the city, and, he said, "I will add \$500,000 as a bonus to yourself and your associates personally for the conveyance of the grants and



corporate privileges you now possess." That ended the controversy.

But the deal went on. Two more bills, called "Trolley Chasers," were put through, to finish off the legislation, too hurriedly done to be perfect. One was to give the company the right to build either elevated or underground, or both; the second to forbid all further such grants without a hearing before a board consisting of the Governor, the Secretary of the Commonwealth, and the Attorney-General. With all these

One Hundred; they have men like Rudolph Blankenburg, who have fought with every reform that promised any kind of relief; there are the Municipal League, with an organization by wards, the Citizens' Municipal League, the Allied Reform League, and the Law and Order Society; there are young men and veterans; there are disappointed politicians and ambitious men who are not advanced fast enough by the machine. There is discontent in a good many hearts, and some men are ashamed.



JOHN WEAVER

*The hope of Philadelphia. An Englishman by birth, chosen by the ring for Mayor. The Philadelphians depend upon him to give them good government.*

franchises and exclusive privileges, the new company made the old one lease their plant in operation to the company which had nothing but "rights," or, in Pennsylvania slang, a "good, husky mace."

Ashbridgeism put Philadelphia and the Philadelphia machine to a test which candid ring leaders did not think they would stand. What did the Philadelphians do? Nothing. They have their reformers: they have men like Francis B. Reeves, who fought with every straight reform movement from the days of the Committee of

But "the people" won't follow. One would think the Philadelphians would follow any leader: what should they care whether he is pure white or only gray? But they do care. "The people" seem to prefer to be ruled by a known thief than an ambitious reformer. They will make you convict their Tweeds, McManeses, Butlers, and Shepherds, and even then they may forgive them and talk of monuments to their precious memory, but they take delight in the defeat of John Wanamaker because they suspect that he wants to go to the United States Senate.

All the stout-hearted reformers made a campaign to reelect Rothermel, the District Attorney who had dared to try Quay. Surely there was an official to support! But no, Quay was against him. The reformers used money, some \$250,000, I believe—fighting the devil with fire,—but the machine used more money, \$700,000, from the teachers, “speak-easies,” office holders, bankers, and corporations. The machine handled the ballot. Rothermel was beaten by John Weaver. There have been other campaigns, before and since, led by the Municipal League, which is managed with political sense, but each successive defeat was by a larger majority for the machine, and against good government.

There is no check upon this machine excepting the chance of a mistake, the imminent fear of treachery, and the remote danger of revolt. To meet this last, the machine, as a State organization, has set about throttling public criticism. Ashbridge proved that blackmail was ineffective. Durham, Quay, and Governor Pennypacker have passed a libel law which, if it stands, may muzzle the press. The Governor was actuated apparently only by his sufferings from cartoons and comments during his campaign; the Philadelphia ring has boodling plans ahead which exposure might make exasperating to the people. The *Philadelphia Press*, the leading Republican organ in the State, puts it right: “The Governor wanted it (the law) in the hope of escaping from the unescapable cartoon. The gang wanted it in the hope of muzzling the opposition to jobs. . . . The act is distinctly designed to gag the press in the interest of the plunderers and against the interest of the people.”

Disfranchised, without a choice of parties, denied, so the Municipal League declares, the ancient right of petition, and now to lose “free speech,”—is there no hope for Philadelphia? Yes, the Philadelphians have a very present hope. It is in their new Mayor, John Weaver. There is nothing in his record to inspire faith in an outsider. He speaks himself of two notorious “mis-carriages of justice” during his term as District Attorney; he was the nominee of the ring; and the ring men have confidence in him. But so have the people, and Mr. Weaver makes fair promises. So did Ashbridge. There is this difference, however:

Mr. Weaver has made a good start. He compromised with the machine on his appointments, but he declared against the protection of vice, for free voting, and he stopped some “wholesale grabs” or “maces” that appeared in the Legislature, just before he took office.

### *Scheme to Sell Out the Water Works*

One was a bill to enable (ring) companies to “appropriate, take, and use all water within this commonwealth and belonging either to public or to private persons as it may require for its private purposes.” This was a scheme to sell out the water works of Philadelphia,\* and all other such plants in the State. Another bill was to open the way to a seizure of the light and power of the city and of the State. Martin and Warwick “leased” the city gas works. Durham and his crowd wanted a whack at it. “It shall be lawful,” the bill read, “for any city, town, or borough owning any gas works or electric light plant for supplying light, heat, and power, to sell, lease or otherwise dispose of the same to individuals or corporations, and in order to obtain the best possible returns therefor, such municipal body may . . . vest in the lessees or purchasers the exclusive right, both as against such municipal corporations and against any and all other persons and corporations, to supply gas or electricity. . . .” As in St. Louis the public property of Philadelphia is to be sold off. These schemes are to go through later, I am told, but on Mr. Weaver’s declarations that he would not “stand for them,” they were laid over.

It looks as if the Philadelphians were right about Mr. Weaver, but what if they are? Think of a city putting its whole faith in one man, in the *hope* that John Weaver, an Englishman by birth, will *give* them good government! And why should he do that? Why should he serve the people and not the ring? The ring can make or break him; the people of Philadelphia can neither reward nor punish him. For even if he restores to them their ballots and proves himself a good Mayor, he cannot succeed himself; the good charter forbids.

\* In another article I said that these water works had been sold, an unpardonable error. It was a statement of St. Louis boodlers, and I meant to verify it before it should go into type, but I went to Pittsburg instead of to Philadelphia and simply forgot to look up the fact. It is evident that the St. Louis boodlers had advance information and gave it to me prematurely.