

Baker, who was appointed by Mayor McClellan a few months before the close of his term, and who was retained by Mayor Gaynor, has resigned. In his place Mayor Gaynor has appointed as Police Commissioner a Brooklyn lawyer, Mr. James C. Cropsey. Two Deputy Commissioners have also been replaced. This overturn in the Police Department has followed a condition of affairs that has been recognized as increasingly demoralizing. It will be remembered that about a year and a half ago Mr. Gaynor, who was then a Supreme Court Judge in Brooklyn, wrote a letter to Mayor McClellan protesting against what he regarded as the high-handed methods of the police. The particular case on which Mr. Gaynor based his protest was that of a young man who after arrest had been photographed without being convicted of any crime. As a result of this protest and the stir that it created, Commissioner Bingham, who had been very efficient as head of the Department, was summarily dismissed and replaced by a young politician, Mr. Baker. In his campaign for the Mayoralty Mayor Gaynor emphasized the police issue. At that time The Outlook pointed out the danger involved in Mr. Gaynor's attitude of dealing with the police abuses by discrediting the police. Mr. Gaynor was elected, and, on entering upon his duties, made it clear that he was to give his personal attention in an unusual degree to the police. Indeed, it was well known that, more than any other Mayor in recent times, he assumed direct responsibility for the conduct of the Police Department. During these months The Outlook has waited the result of his policy. It has suspended its judgment until the Mayor had a chance to show whether his methods were right or not. In August Mayor Gaynor was shot, and for the better part of two months was unable to give his personal attention to police matters. During his absence from the City Hall the Acting Mayor, Mr. Mitchel, took action which drew public attention to the disorder and unchecked crime that are a disgrace to the city. The facts made public by this action indicated that the Mayor's methods had broken down. Further confirmation of this appeared when the Deputy Commissioner,

Mr. Bugher, in giving the reasons for his resignation, declared that he could not retain his position with self-respect. Little or nothing is known of the new Commissioner. It is, however, noteworthy that the Mayor informs him, "I shall hold you responsible." We hope that Mayor Gaynor's letter to his new Commissioner means that he recognizes the impossibility of the Mayor's giving personal attention to the details of the Police Department, and the necessity of reposing authority in the head of that department and then holding him accountable for results. At the same time it is to be remembered that the primary object of government is to protect life, limb, and property, and to suppress disorder and crime. The Police Department is by no means a perfect instrument to use for this purpose. But it is the Mayor's duty to make the best use of the instrument that he has. If he fails in this respect, he fails in that which is elementary.

THE NEW YORK CITY BUDGET SHOW

During the month of October there was to be seen in New York City for the first time a Budget Show financed by the city government. The similar exhibition last year was financed and conducted by the Bureau of Municipal Research, a group of men who have been studying the departments of the city government, finding out how each department's business was conducted, and how it spent the money allotted to it. For this is what a budget means—the allotment to various departments of the city government of the amounts of money which they may spend during the ensuing year. As the city had appropriated \$25,000 for the expenses of this year's exhibit, it was fitting that city officers should take a prominent part in the exhibition. The city officers constituting the Committee on Budgetary Publicity are: the Hon. George McAneny, President of the Borough of Manhattan; the Hon. William A. Prendergast, Comptroller, and the Hon. John Purroy Mitchel, President of the Board of Aldermen. Every day city officials addressed the visitors to the exhibit, Mr. Prendergast in particular informing them that the object of the budget framers was to reduce everything to a scientific cost

basis. "We will then have a scientific basis for budget-making. We are going to see that the work in this city is efficiently carried on, and that fair salaries are paid; but we are not going to allow one dollar to creep into the budget that does not belong there." These principles are precisely those actuating President Taft in his recent institution of an Efficiency-and-Economy Commission to investigate the working of the various departments at Washington. There are many more departments in New York City, and each wishes to get ample money supplies from the Board of Estimate and Apportionment with which to carry out its particular administrative programme. The money comes from the taxpayers. Hence each taxpayer has a direct interest in learning whether his money is spent wisely or not. He has such a direct interest, indeed, that about two hundred thousand interested taxpayers attended the budget exhibit every week during October. Prospective taxpayers were there too. In one afternoon as many as twenty thousand school-children flooded the old building in Broadway in which the exhibit was arranged. Another year we hope it may take place in better quarters. In the present quarters there was such a lack of ventilation as to make fastidious folk feel faint. The interest in each particular department, however, was so great as for a time at least to cause one to forget personal discomfort. The child's attention was quickly engrossed by the moving pictures thrown on a screen to illustrate the workings of this or that departmental feature; the grown-up's attention was as immediately occupied when he discovered that the Public Service Commission was ready to take his name and address, right there and then, and investigate for him without charge whether his gas-meter works correctly or not; or that the Department of Water Supply, Gas, and Electricity could show him how he could secure two-thirds more light at one-half of the present cost of his gas.

THE EXHIBIT'S APPEAL

The women visitors—and they were legion—were interested in the Health Department's showing the fight it is making to secure pure milk for New York City, especially in the

photographs exhibited of the dairy farms from which the milk comes. Every one looked at the hospital exhibit, particularly at the model of the new Bellevue Hospital, one of the finest in the world. In the Department of Charities exhibit was shown some beautiful furniture made by the feeble-minded children of Randall's Island. This department also showed by models and photographs how it has waged war on tuberculosis. From this it was a natural step to the Tenement-House Department exhibit, with its photographs and models of new and old tenements, also a life-sized model of the newly authorized fire-escapes. But everything, certainly to the younger visitors, was secondary to the exhibit in the Fire Department of the old fire-horse Brentwood, a fine animal still, despite his twenty-two years. If the visitors thus had recollections of the vivid side of running a city government, certain statistics may also remain in their minds—as, for instance, that the Street Cleaning Department reclaims every year two hundred thousand dollars' worth of salable material from rubbish and ashes, and has put into operation a snow-plow which, though operated by only one man, does the work of fifty; or that the city uses 540 million gallons of water a day. Hence, when taxpayers hear that \$22,000,000 is being spent for cutting a rock tunnel under the Catskills, as well as \$4,000,000 for increasing water supply and detecting water waste, they may not think these sums extraordinary. The total expense for water is the largest item in the budget; it reaches nearly a hundred million dollars. The next largest item is that for public work on streets and roads; it exceeds ninety millions; of it, more than a third is spent on sewers. The cost in these departments, increasing with the city's rapid growth, is also shown in the Department of Education, which now consumes nineteen per cent of the total, instead of the sixteen per cent of other years. The result of all is that the item of payment of interest on loans in the city's total yearly expenditures has in twelve years jumped from eighteen to twenty-nine per cent. Despite this increase, however, the cost of the protection of life and property has lessened, the drop being from twenty-three to eighteen per cent. When we see

that the total expenses of New York City have increased from \$163,000,000 last year to \$171,000,000, the estimate for the next year, we need not jump at the conclusion that such vast sums necessarily represent any illegitimate expenses. Five minutes spent at the Budget Exhibit should have convinced any one that it takes millions of money to operate a vast governmental enginery like that of New York City, an enginery greater in power and cost than the government of any State. On the other hand, the taxpayer should have an equal sense of the necessity for economy. This will, we believe, be characteristic of the government of the metropolis if the budget exhibits are continued. We should have the continual exhibit, as Mr. McAneny suggests, of a Municipal Museum, the educative and moral import of which can hardly be overestimated.



THE LAKE MOHONK CONFERENCE

Every year for the past twenty-eight years, at the invitation of Mr. Albert K. Smiley, a group of people have assembled at Lake Mohonk, in the Shawangunk Mountains, Ulster County, New York, to consider questions pertaining to the welfare of the American Indians. For the last decade or so this group of people, varying somewhat in personnel from year to year, have considered also the problems confronting the other dependent people of the United States—the people of Hawaii, of Porto Rico, of the Philippines, and of the little island of Guam. It is unquestionably largely due to the study stimulated and the conclusions reached by these conferences that the Government of the United States has adopted its present Indian policy. Last week *The Outlook* reported briefly some of the more important features of this year's Conference so far as it related to Indian affairs. The later deliberations of the Conference, concerning the Philippines, Porto Rico, and Hawaii, were no less important. In fact, perhaps the most important subject that came before the Conference was the question as to the use to be made of the so-called Friar Lands in the Philippines. The public lands of the Philippine Islands are of two sorts. Those lands that were owned by the Spanish Government before the

War of 1898 became the property of the United States Government. These lands are now known as public lands of the United States. There were other lands held by certain religious orders. These lands remained the property of those orders until they were purchased, as the result of negotiations carried on between the Vatican and the Philippine (not the United States) Government. Since that purchase, these so-called Friar Lands have been held, not by the United States Government directly, but by the Government of the Philippines. Regarding the public lands of the United States in the Philippines, the law is very stringent. It is, for example, contrary to the law for any corporation to hold more than 1,024 hectares—about twenty-five hundred acres. The purpose of such a provision is to prevent the land from falling into the hands of a few men or corporations, and bringing the Philippine population, or any considerable portion of it, into a position of permanent tenancy. Similar to this was the object of the purchase of the Friar Lands. The religious orders were virtually absentee landlords. The pains taken to acquire these lands on the part of the Philippine Government was for the purpose of doing away with this condition of absentee landlordism. It was repeatedly pointed out at the Lake Mohonk Conference that even if (as the Attorney-General of the United States has decided) the law which applies to the public lands of the United States does not apply to these so-called Friar Lands, it is nevertheless of the utmost importance that these Friar Lands be administered by the Philippine Government according to the spirit of that law; for whether a tract of land in the Philippines belongs to the United States or to the Philippine Government, it is equally important that that land should not be made the basis of a landlord system that will tend to create permanent tenants of the Filipinos. Other important questions regarding the island dependencies were discussed—citizenship for Porto Ricans, the proposition to make of Hawaii a treaty port somewhat like Hongkong, the exceedingly successful and rather unconventional methods of government adopted by a naval officer in charge of the island of Guam, and the