CAMDEN COUNTY

1681–1931

Two Hundred and Fiftieth Anniversary

THE STORY OF AN INDUSTRIAL EMPIRE

WRITTEN BY

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FROM FACTS AND FIGURES APPEARING IN
AN ECONOMIC SURVEY

MADE BY

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CAMDEN COUNTY CHAMBER OF COMMERCE

CAMDEN, NEW JERSEY

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DEDICATION

TO THE SPIRIT THAT BROUGHT A LITTLE BAND OF IRISH QUAKERS TO THE BANKS OF COOPER RIVER IN 1681. . . . AND THE HERITAGE WHICH MADE THAT SETTLEMENT THE INDUSTRIAL EMPIRE OF TODAY

CAMDEN COUNTY CHAMBER OF COMMERCE

Growth—That Happy Criterion

As John Aloysius Doe, a wrinkled centenarian, might have remarked, "the first hundred years are the hardest." They are, in more ways than one, but the second or the third are apt to be a story.

Back in 1850, when this venerable old gentleman was still rolling barrel hoops on occasion, it was discovered with something of surprise one day that the population of Camden County was getting very close to the 26,000 mark. There were, in fact, 25,569 settlers spread about the county, and the figures were . . . well, startling.

Along about 1870, when the last of the neighborhood boys had found his way back from the Civil War and was now safely married to the girl next door, the county's population had reached 42,206—a very healthy sign of growth in a brief twenty years.

To draw a chart of the growth of population from those early days is almost to draw a straight line up the side of a page. For twenty years later, in 1890—the Gay 'Nineties of Sunday carriage drives and Saturday bicycle races—the population was rapidly approaching 90,000, or more than doubling itself in the span of another two decades.

By 1910 the population had reached 142,029.

This was at the outset of a great industrial era which Camden and its environs were now entering. So much took place in this next twenty years that perhaps the most compelling synopsis is found in the chart of population figures that leads up to the year 1930. Skylines had changed. A city gathered unto itself a spirit. Bare little settlements of scattered houses, with their lean main street and their corner store, had long ago discarded this rustic simplicity for their row after row of maple-lined avenues, their community halls and their Women's Clubs.

Census, 1930—252,312.

"The First Hundred Years Are the Hardest"

Growth by Decades

1850	25,569
1860	34,457
1870	42,206
1880	62,942
1890	87,687
1900	107,643
1910	142,029
1920	190,508
1930	252,312

The county's growth, however, is not only reflected in its population.

Capital invested in industry increased approximately 500 percent in the last ten years, and equally as business-like a manifestation will be found in the banking and building and loan resources. Taking a single four-year period (1924 to 1928) these building and loan assets in the county increased from $34,000,000 to $54,000,000, while the present total assets of the 170 associations in the county are $62,496,717.

Agnew T. Dice, president of the Reading Company, visualizing the future development of South Jersey in a speech before the Camden County Chamber of Commerce, said:

"I believe South Jersey is destined to become one of the greatest centers of population in the East. I do not know of a territory containing more potentialities for development. Where is there a more equable climate, a more delightful place to make a home than in this territory?

"All the advantages of the metropolis are at your door with none of its disadvantages. At your front door is the world of business, commerce and industry, a growing industrial Camden and a river of world commerce. And at your back door, but a few miles away, a seacoast and the playground of a nation."

Entering Camden County from the West.

Another accurate barometer of growth and changing conditions is the telephone service. In studies made by engineers of the New Jersey Bell Telephone Company can be found not only the records of the past, but "a promise of continued growth in the future and an increasing metropolitan trend in the area." An increase of almost 175 percent in the number of Bell telephones in use in the county has been recorded in the ten-year period between 1920 and 1930, and the report of the company's engineers points out that "residential and business development is indicated to almost as great an extent, although telephone growth is usually slightly greater than increase in population."

The following paragraph is quoted directly from the company's own report on the number of telephones in use: "The signs of increasing metropolitan character in the county that meet the eye are given technical foundation in records which show that people's 'telephone habits' are changing rapidly. In the fairly recent past, most telephone calls were made between people in the same community. The

A Car for Every Family

Another insight into the county's economic independence is reflected in the automobile registration, which shows, by average, an automobile for every family.

Of the 714,923 pleasure cars registered in New Jersey during the year 1930, residents of Camden County owned 39,931. These with 567 omnibuses and 7,012 commercial vehicles, make a total of 47,510.

A comparison with the county's immediate neighbors in South Jersey shows Camden County's pleasure car registration well in the front. Gloucester County registered 14,971, Burlington County 18,448, Cumberland County 15,358, Cape May County 7,534, and Atlantic County 21,759.

County's Telephone Growth
*In Eight Leading Centers**

District	*1920*	*1930*	*Increase*
Berlin	157	554	252%
Camden	6,296	14,931	137%
Collingswood	1,303	4,505	245%
Gloucester	915	2,208	141%
Laurel Springs	286	1,055	270%
Haddonfield	944	2,620	177%
Haddon Heights	814	2,682	229%
Merchantville	883	3,223	265%

* A center includes the town named and surrounding territory.

proportion is swinging rapidly now, however, and a very large portion of calls is made between nearby communities, indicating that business and social interests are spreading well beyond municipal boundaries and that the days of the self-contained and isolated communities are gone."

In a chart prepared by Bell Company engineers the rate of telephone growth for the eight leading telephone centers of the county for the past decade places the number of telephones in use in January, 1930, as 31,778, while in 1920 the number was 11,598.

GROWTH OF POPULATION—CITIES, BOROUGHS AND TOWNSHIPS

	1930	*1920*	*1910*
Audubon	8,904	4,740	1,343
Barrington	2,252	1,333	——
Bellmawr	1,123	——	——
Berlin	1,955	——	——
Berlin Township	1,537	2,093	1,611
Brooklawn	1,753	——	——
Camden City	118,700	116,309	94,538
Chesilhurst	298	287	246
Clementon	2,605	——	——
Collingswood	12,723	8,714	4,795
Delaware Township	5,734	2,331	1,706
Gibbsboro	622	——	——
Gloucester City	13,796	12,162	9,462
Gloucester Township	5,820	3,097	2,380
Haddon Heights	5,394	2,950	1,452
Haddon Township	9,198	2,708	1,465
Haddonfield	8,857	5,646	4,142
Hi-Nella	160	——	——
Laurel Springs	1,343	911	——
Lawnside	1,379	——	——
Lindenwold	2,523	——	——
Magnolia	1,522	1,245	——
Merchantville	3,592	2,749	1,996
Mount Ephraim	2,319	——	——
Oaklyn	3,843	1,148	653
Pennsauken Township	16,915	6,474	4,169
Pine Hill	1,392	——	——
Pine Valley	40	——	——
Runnemede	2,436	——	——
Somerdale	1,151	——	——
Stratford	958	——	——
Tavistock	20	——	——
Voorhees Township	1,405	1,305	1,174
Waterford Township	2,421	1,917	1,484
Winslow Township	4,744	3,379	2,919
Woodlynne	2,878	1,515	500
	252,312	190,508	142,029

Part of Gloucester County was annexed to Gloucester Township in 1926. County totals for 1920 and 1910 include population (4,004 in 1920, 3,200 in 1910) of Center Township formed into Tavistock Borough in 1921. Brooklawn Borough in 1924, Bellmawr, Lawnside, Mount Ephraim and Runnemede Borough in 1926 and parts annexed to Gloucester City and Haddon Heights Borough in 1925, and to Barrington and Haddonfield Borough in 1926. Also population (3,491 in 1920 and 2,794 in 1910) of Clementon Township formed into Clementon and Stratford Boroughs in 1925, and Hi-Nella, Lindenwold, Pine Hill, Pine Valley and Somerdale Boroughs in 1929. Part of Barrington Borough annexed to Lawnside Borough in 1926. Part of Collingswood Borough annexed to Haddon Township in 1924. Part of Haddon Township annexed to Gloucester City in 1927. Berlin Borough incorporated from part of Berlin Township in 1927. Gibbsboro Borough from part of Voorhees Township in 1924.

1879

Today

First Camden National Bank and Trust Company.

1879

Today

Camden Safe Deposit and Trust Company.

Transportation

EVEN back in those halcyon days when primitive man traveled from mountain to mountain or plain to plain, either in quest of a woman to adorn his cave or a dinosaur egg for his Sunday omelet, transportation was a problem. The early Romans had their troubles along these lines and the pioneers who crossed the western plains in their covered wagon caravans spent many an anxious hour pondering over the subject.

But of all the communities in America, few have felt more acutely the recent drastic changes in the Nation's traveling habits than has Camden County. The times when suburban commuters used the railroads to Camden ferries and then took the street cars to their Camden destinations or the ferries to their Philadelphia ones are remote enough now to be shifted to that limbo known as the "good old days."

For they were the days when train service was the only medium of rapid transportation. Despite the fact that the population was less than half its present total, train schedules boasted two or three times as many trains as they show today. Even the extension street-car lines to suburbs such as Riverton, Palmyra, Moorestown, Haddonfield, Haddon Heights and Woodbury did not materially affect the patronage of the railroads and this happy situation continued for years.

It continued right up to the day when the automobile became a necessity rather than a luxury and commuters began to use their private cars for their daily trips to the business houses of the city. Railroad patronage decreased and the street-car lines lost thousands of their daily travelers.

In fact, with the advent of the motor bus as a serious competitor, rail transportation faced a real crisis. And before anything could be done about it something took place in Camden's history that, in addition to further complicating the situation, was destined again to revolutionize it and once more start the public clamoring for railroad transportation.

This was the opening of the Camden Bridge and the meteoric growth of the interstate bus system.

Interstate lines were opened from every Camden County community directly to the heart of Philadelphia, while the local intrastate systems were deprived of the Philadelphia-bound travel. Schedules were cut and intrastate transportation became distressingly unsatisfactory. Philadelphia streets were clogged with South Jersey buses. Congestion caused endless delay for interstate commuters.

Rails once more became the solution of the transportation problem. "Give us high-speed rail transportation over the bridge connecting with Philadelphia's subway system," the public demanded. It became the war cry of the commuting thousands.

And it became the slogan of the Transportation Committee of the Camden County Chamber of Commerce, which led the fight for rail service. Everywhere, a bus-riding public that had once deserted the rails was again fighting for the restoration of rail service, and the outlying communities of the county joined the fight with a plea for direct rail transportation service from Philadelphia to the suburbs.

J. V. Moran, Chairman of the Chamber's Transportation Committee, gradually crystallized sentiment. Then Senator David Baird, Jr., decided it was time for action. He saw that the problem was by no means peculiar to Camden County, but that it affected all of the eight counties of South Jersey. So he secured the appointment of the South Jersey Transit Commission, a group of eight men representing the eight counties of South Jersey, and he requested this body to develop a plan that would lead to a solution of the problem.

In recognition of his past service, Mr. Moran, representing Camden County, was appointed Chairman of the Commission. Other members are: Enoch L. Johnson, Atlantic County; Gustavus W. Bergner, Cape May County; Ernest H. Rigg, Gloucester County; Killam E. Bennett, Burlington County; Henry H. Fithian, Cumberland County; Herbert

Willis, Ocean County; Damon G. Humphreys, Salem County.

By the fall of 1930, after more than a year's exhaustive study, the Commission presented its plan. Governor Morgan F. Larson of New Jersey called a conference on November 12th, of that year, of representatives of the Pennsylvania and Reading Railroads, the Philadelphia Rapid Transit Company, the Public Service Corporation of New Jersey, the States of Pennsylvania and New Jersey, the cities of Philadelphia and Camden, the Delaware River Bridge Commission, the South Jersey Transit Commission and the Camden County Chamber of Commerce.

A committee was formed, with Senator Baird as chairman. A plan was speedily agreed upon and a method of public financing was devised. Legislation was prepared and on April 22, 1931, Senator Clarence Buckman, of Bucks County, Pennsylvania, introduced a bill into the Senate of that State creating a Delaware River Commission empowered to issue bonds to purchase the bridge and operate a high-speed rail system commencing at Eighth and Race Streets in Philadelphia, thence by subway to the Bridge, and continuing—on the Camden side—to Haddon Avenue and Carman Street.

The bill was signed by Governor Pinchot on June 13, 1931, and on June 30th, Governor Larson affixed his signature to conforming legislation passed by the New Jersey Legislature.

July 2, 1931, marked the day of the official formation of the Delaware River Joint Commission and work on engineering and financing Camden County's first high-speed rail transportation system got under way at once.

The benefits of such a system are destined to be widespread. Just what high-speed rail transportation will mean to Camden might be summed up in three ways:

Workers in Philadelphia factories and offices can live in Camden County and reach their places of occupation with as great ease and speed as do the hundreds of thousands from Delaware and Montgomery Counties and Northeast Philadelphia.

Buses will again carry the Philadelphia and the Camden travel to one destination in Camden, again making the transportation system an entirely local operation, and thus greatly improving it.

The exchange place between the local and the high-speed system will develop into a business district, as it has done in every other city.

Railroad transportation.

Water transportation.

Air Transportation

Perhaps no community anywhere—certainly no county in New Jersey—offers the facilities such as Camden County for that most modern of all modes of travel, air transportation. For here on the outskirts of Camden City is Central Airport, described by the press of Philadelphia as the "World's Busiest Airport."

A sandlot two years ago, Central Airport has since become one of the most important transport fields in the East, with a total of 142 arrivals and departures of transport planes on schedule every day. Four airlines, carrying the major portion of all the air traffic in the country, use the field. At times during the day there are eight transport planes, carrying passengers, mail and express, at the terminal building and there is hardly an hour of the twenty-four when some ship is not loading or unloading, whether it be mail or passengers. With some 1,400 seats available, an average of 400 passengers use the airway station on the airport daily.

Of the 225 acres owned by the airport corporation at Crescent Boulevard Circle, about 210 are available for flying. The site itself was chosen by C. Townsend and Nicholas S. Ludington, of Philadelphia, after exhaustive search for a location in the metropolitan district.

During the summer of 1929 an army of workmen prepared the field for flying. Steel, brick and concrete hangars were built, wires were taken down and laid in underground conduits, boundary lights were laid out on the border of the field, obstruction lights were placed on any objects which might form a hazard to flying, runways were put down and a strong fence was placed about the whole.

While all this was being accomplished, a number of far-sighted Camden business men were aiding in the financing of the field.

At the end of September, 1929, the field was opened with a fanfare of trumpets, following extensive national publicity and advertising. It was one of the first airports ever to use national publications as a means of announcing its readiness to serve the aviation industry.

A crowd estimated by the newspapers as close to 50,000 came to see the 200 or more airplanes of every size and type take part in races and exhibitions. The opening meet was a success in every way, through the earnest work of the Camden County Chamber of Commerce, the Philadelphia Chamber, the Aero Club of Pennsylvania and other organizations whose members lent time and effort.

Shortly after its opening, the airmail stop for Philadelphia was transferred from Philadelphia Airport to Central Airport, because the latter is closer to the Post Office in Philadelphia than Philadelphia's own field. It was found, after a series of tests with mail trucks, that the trip from the Philadelphia field occupied thirty minutes or more—depending on the condition of the three railroad crossings and the drawbridge on the route—while that from Central Airport to the center of Philadelphia consumed only twelve. Other fields around Philadelphia were tested out and sites for new airports were even considered, but the government decided that Camden's field was the logical spot. In this change, of course, the Chamber of Commerce had an active hand.

The airmail line, operated by Eastern Air Transport, was the airport's first experience in the transport business that was to come. Not long after the mail planes started landing at the field, Pittsburgh Airways was organized and Camden became a stop on a regular passenger airline.

Prior to the opening of the Pittsburgh Line, the field had been used by Ludington Flying Service and Wings Corporation, and for a time by Curtiss-Wright Flying Service, as a base of operations for charter and short flights and flying instruction, as well as for sales demonstration. On Saturdays and Sundays the parking space at the field was filled with those watching the planes and getting their first rides in the air.

Nearly forty thousand persons have taken short rides from the field since it was opened. Almost all of these, it may be said, were flying for the first time. So it may be assumed that the airport has played a major part in educating the public of this region to believe in aviation.

This short-ride business, however, has dwindled away to little or nothing. It seems that almost everyone who is going to ride has been in the air. The airport management is not worried about this. On the contrary, the number of passengers using the regularly scheduled airlines at the field this year will far exceed the number of joyhoppers in the past.

In planning the airlines of the East, the organizers had, of course, to consider Philadelphia, and, in doing so, Central Airport was the obvious air station. Accordingly, it became a part in the

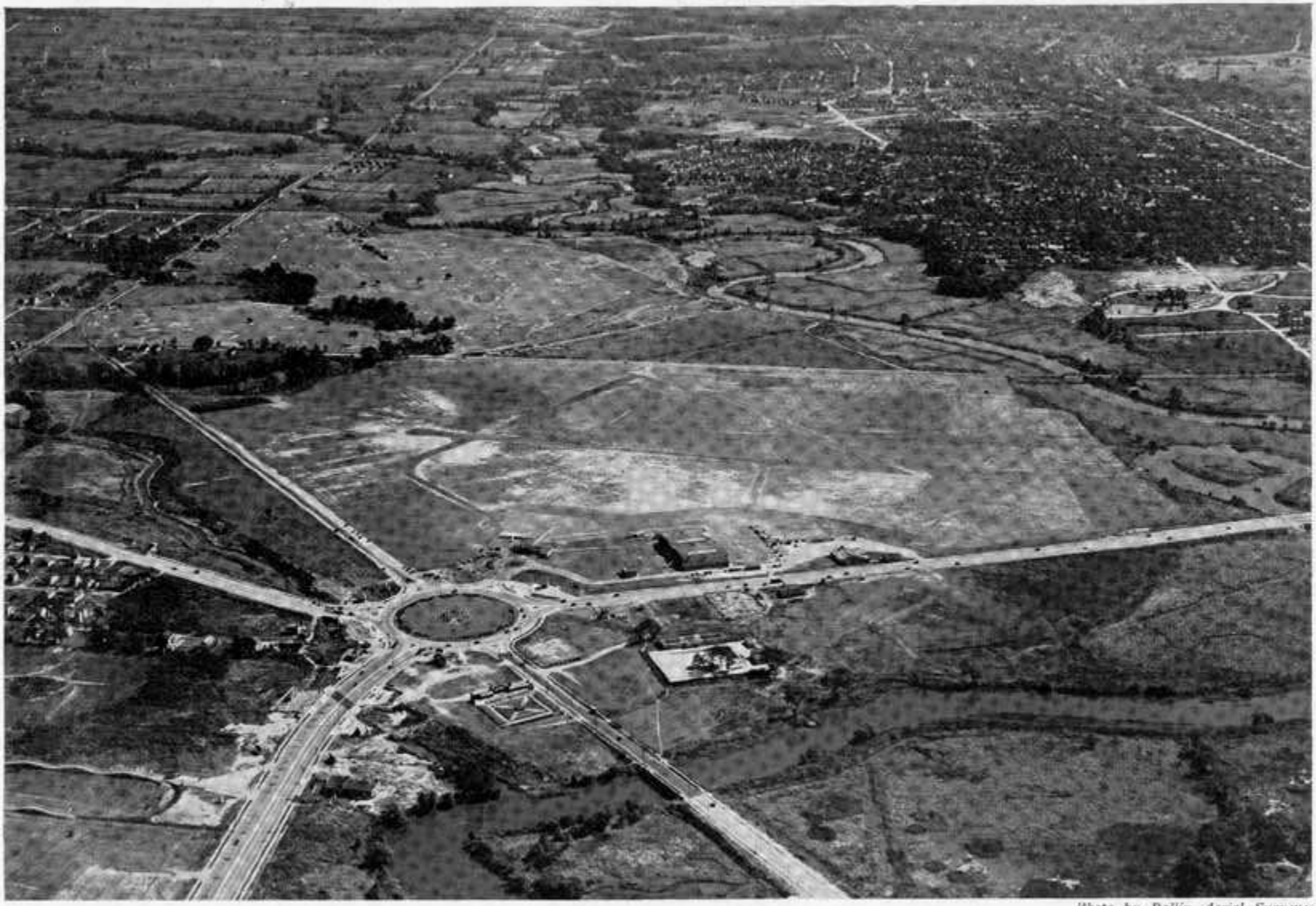


Photo by Dallin Aerial Surveys.

Central Airport—showing complete area of airport; golf course to North which guarantees open ground in that direction; Cooper Creek winding along the South and East borders, which will be developed into a park; unequalled highway system with super-highways leading directly to Camden, Philadelphia, New York, Atlantic City and other South Jersey points.

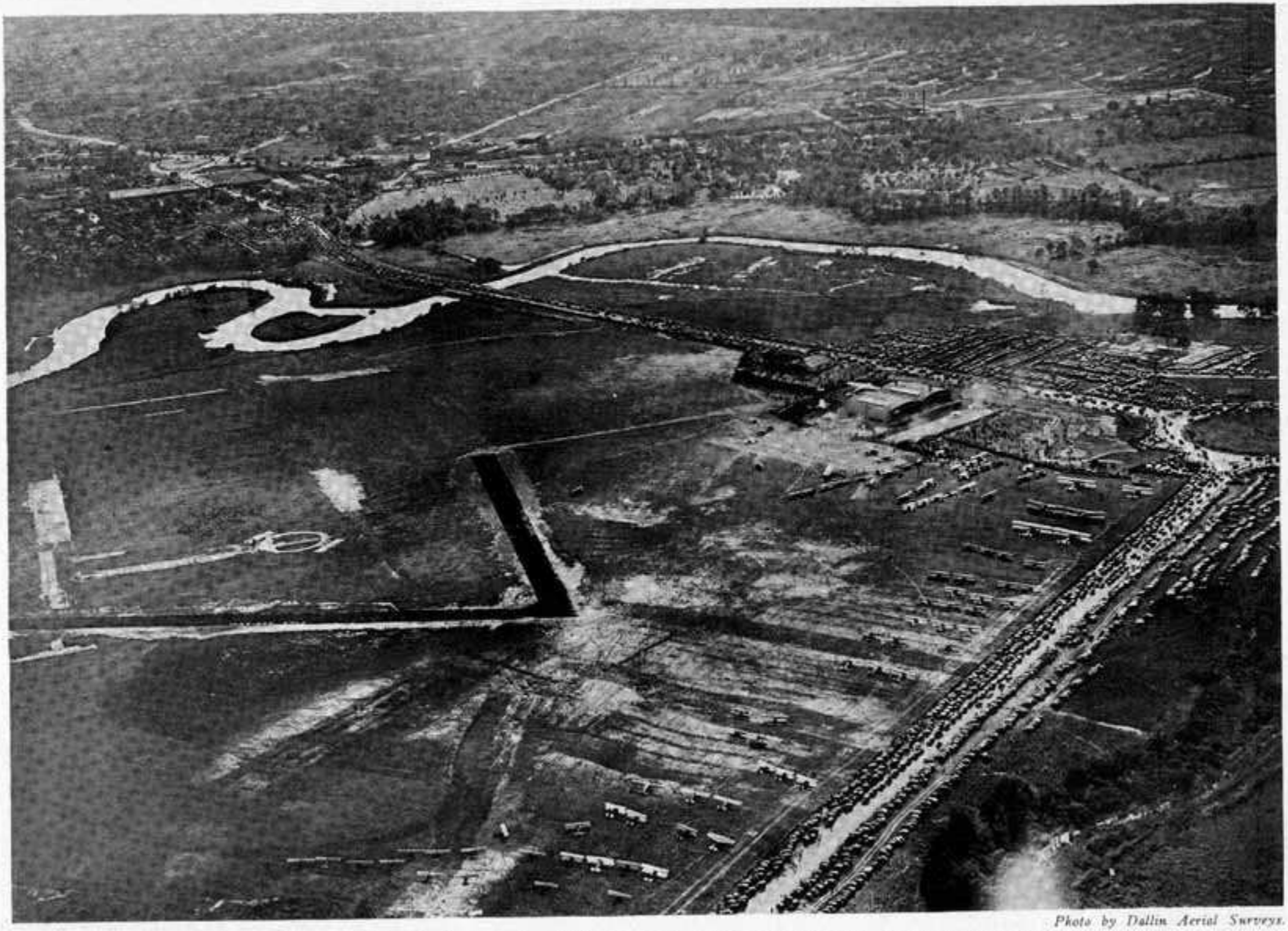


Photo by Dallin Aerial Surveys.

Central Airport during air demonstration. Note the hard surface runways and ample parking facilities.

systems of the New York, Philadelphia and Washington Corporation; Eastern Air Transport's new passenger service, and Transcontinental and Western Air.

The summer of 1930 saw the beginning of the passenger traffic which was to make Central Airport an important dot on airway maps. Ludington Flying Service in June started its run to Atlantic City. They started somewhat timidly and to the surprise of everyone concerned, the public response was overwhelming. Reservations were filled at one time almost a month ahead and when the season finished it was discovered that just under 10,000 persons had taken the ride to the shore. This went a long way to prove that fare, not fear, was responsible for the public reluctance to accept air transportation, for the fare to Atlantic City was $3.90. The passenger got a fifty-mile, thirty-minute ride for less than he would have paid for a five-minute sightseeing flight over the city.

While this service and another operated by Wings Corporation to Stroudsburg, and Pittsburgh Airways were bringing to the metropolitan district its first experience with air transportation, plans were going forward for greater things.

The first of these was the Ludington Line, or the New York-Philadelphia and Washington Airways Corporation, the world's premier hourly air service.

Months of preparation preceded the opening of the line on September 1, 1930. A plane an hour in each direction between New York and Washington, stopping at Central Airport for Philadelphia and Camden. The success of this line has been watched all over the world. Representatives of airlines in the United States, England and Continental Europe have been passengers and intensely interested observers of its operations. Seven months later, after the line had effectively proved the practicability of frequent service for economical operation and volume of traffic, a similar line was started in the Midwest.

In the first six months of operation, the Ludington Line carried 25,800 passengers, all of whom passed through Central Airport. On April 1st, its service was increased from twenty planes a day to thirty and service has been extended from Washington to White Sulphur Springs and Hot Springs, Virginia. Trenton, Wilmington and Baltimore have also been included as stops on the line. A fleet of eleven planes is in operation.

Shortly after the beginning of operations on the Ludington Line, Eastern Air Transport, airmail operators, began a passenger service between New York and Atlanta, later extending its service to Miami and other Florida points, and still later employing a cut-off route through Savannah. Three trips in each direction are made daily to Washington, with stops at Camden and Baltimore. The first ship through in the morning goes directly to Miami. In addition, Eastern Air Transport still operates its regular mail planes.

In December of 1930, Transcontinental and Western Air, Inc., began its 36-hour coast-to-coast service through Central Airport, carrying mail, passengers and express. One plane a day runs in each direction.

All these airlines mean that the airport is as busy as a railroad station. In order to take care of the traffic it was necessary to construct a terminal building. Accordingly, the administration building at the airport now houses offices of all these lines and a central waiting room for air passengers. As many as five hundred may pass through the building in a day and the number is steadily increasing as the airlines augment their schedules. Porters, dispatchers, messenger boys, baggage, magazine stand, loud speaker, cabs and buses lend the busy air of a railroad station.

The terminal building also provides space for three government branches, the Post Office, the Aeronautics Branch of the Department of Commerce and the Weather Bureau.

The Post Office is a sub-station, with its own postmark. The Aeronautics Branch office is headquarters for the second inspection district, embracing New Jersey, Pennsylvania, Delaware, Maryland, Virginia, West Virginia and the District of Columbia. Seven inspectors are required for this work. The Weather Bureau, with three observers, provides twenty-four-hour service and is capable of furnishing hourly weather reports for any point on the airlines of the country.

Seven telephone-typewriters are installed at the airport. Three of them give weather reports from Columbus to New York and from Boston to Miami. The others are for operations of the airlines, giving ship movements and reservations and so on. T. and W. A. has installed a radio equipment for station-to-station and ship-to-ground communication and is in touch with its planes at all times.

To assist in the operation of all the planes stop-

ping here daily, the airport has installed the finest and most modern of equipment. Its hangars will shelter forty airplanes. An expert mechanical crew is in attendance. A million-candlepower floodlight brightens the field for night landings. Other floods light up the buildings to prevent accidents. A white revolving beacon and a green flashing beacon on a fifty-foot tower tell the night-flying pilot where he is on the airway. Field attendants are on duty twenty-four hours.

For the transport lines, a chief dispatcher, employed by the airport, announces the arriving craft, herds the right passengers to the door, collects the tickets and signals the pilot to pull away. The chief dispatcher handles today fifty-five daily scheduled ships.

The airport is also developing industrially as is evidenced by the plant of the Jacobs Aircraft Engine Company recently located on the northern extremity of the field.

Rail and Motor Travel

The Camden Countyite can reach the Nation's playgrounds, and the famed resorts of the Jersey coast in an hour's time from any corner of the county. Traveling to the East or to the South, he can place himself along the shores of the Atlantic and their invigorating breezes.

Traveling westward this same vacationist can find himself, after a two hours' train ride, within the Pocono Mountains, the great health and tourist resorts of Pennsylvania. And northward another two hours' train trip will land him almost on the corner of Times Square!

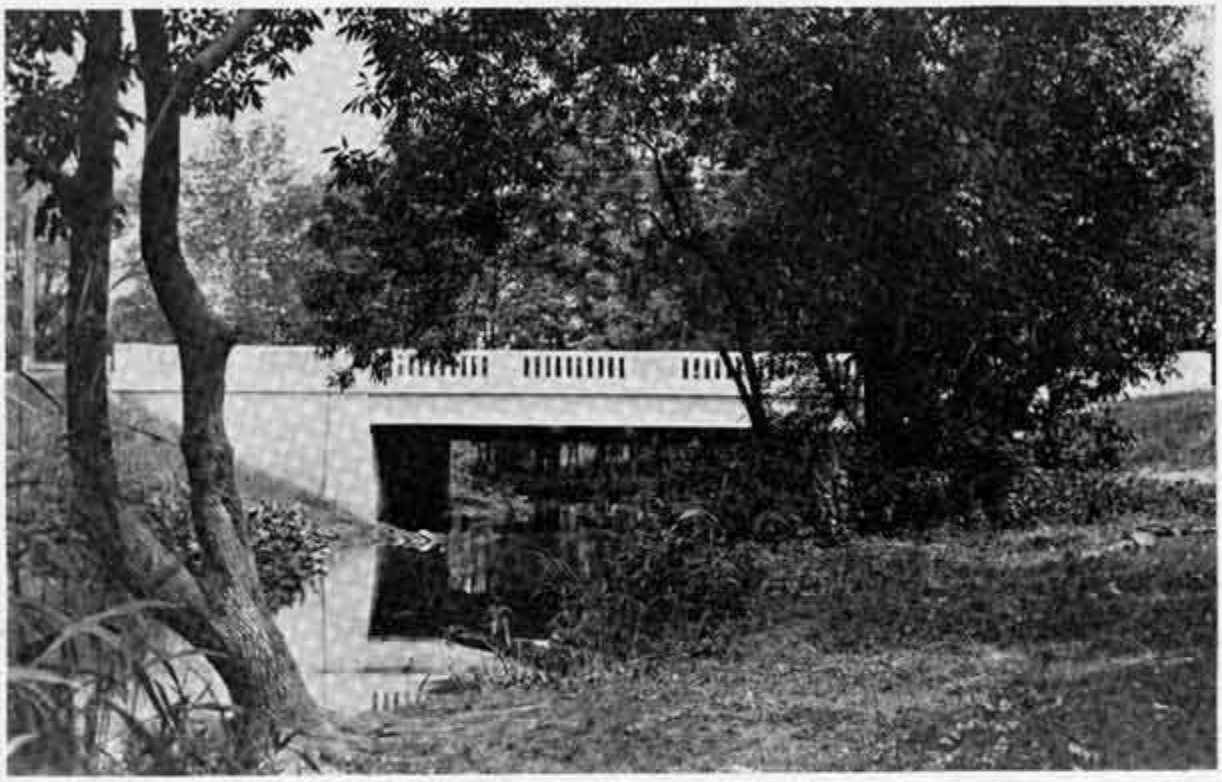
The Pennsylvania and the Reading, two of America's greatest railroads, serve Camden County. Over the smooth roadbeds of southern New Jersey, from one of these Camden terminals, go the world's fastest trains. For years the Reading System has prided itself on its crack "boardwalk flyers" that clip off the sixty miles between Camden and Atlantic City in fifty-five minutes.

On weekdays during the summer months the Reading runs seventeen trains daily to Atlantic City, nine more to Ocean City, Cape May, Wildwood and adjacent seashore resorts. On Sundays, in the busy season, sometimes as many as forty trains are used on the Atlantic City line alone.

The Pennsylvania, on summer weekdays, operates on an average of six steam and six electric

Photo by Dallin Aerial Surveys.

Central Airport looking West, showing location in relation to Camden and Philadelphia.



Bridge—Haddonfield-Sorrell Horse Road.

trains to Atlantic City, and six trains to other nearby resorts. On Sundays as many as thirty trains are scheduled on the Atlantic City run.

Both systems operate daily round-trip low-rate excursions to these seashore playgrounds, permitting thousands of families to enjoy a happy pilgrimage to the famed beaches and boardwalks for little more than the price of a motion-picture show. The excursions are continued through the entire summer, while Sunday excursions are operated fifty-two weeks a year.

So what millions travel thousands of miles to see —The Playground of the Nation—any resident of Camden County can reach in an hour's time. Or if he chooses, there is the White Horse Pike, a sixty-mile stretch of concrete roadway extending in an almost even line from the Camden Bridge to Atlantic City. Or the Black Horse Pike, which likewise cuts across the county from the city of Camden to offer another motor highway to the shore.

Commercial establishments, making their shipments by motor truck, can reach all the great buying capitals in this richest of trade markets within a few hours after loading their cargoes at the back-doors of their plants. A manufacturer, for example, can pack his day's output in a motor truck when the factory closes at night—and by morning that same supply will be on display on the sale's counters of New York's style center.

This is made possible by the excellent trucking service afforded by lines operating from both Camden and Philadelphia. For the latter, it must be remembered, is hardly a five-minute ride across the bridge, and transportation systems converging in that city must be included in any analysis of transportation here.

In a survey published by the Philadelphia Business Progress Association and printed in a pamphlet "Distribution and Production in the Philadelphia Area" it is asserted that you can reach more people with less effort from Philadelphia than from any other great distribution center in the country, being a seaboard city central to all the great markets east of the Mississippi.

Within three days of that center, the survey reveals, it is possible to ship freight by railroad to the principal cities in which reside 52 percent of the total population of the country. These 63,413,047 persons have a spendable income, it continues,

amounting to $54,653,268,000, or 64 percent of the total for the country.

And so it might be reasonably said that Camden, being Philadelphia's neighbor, is so situated geographically that it, too, might point to this great consuming center in the heart of America and consider it as being but three days and five minutes away!

In addition, the great overnight trucking service of which Philadelphia boasts, a direct service maintained on a daily schedule to points 100 to 200 miles distant, is as well a feature of Camden's unique position among the distribution centers contiguous to the important trade markets.

And as for transportation facilities within South Jersey's own trade center, Camden too is in an enviable position. For both rail and motor vehicular transportation routes radiate from the county seat to all the important points in this concentrated little area.

There are the two great highways to Atlantic City, the White Horse and the Black Horse Pikes. Another to Burlington and points north, to Mount Holly—out of which another leads to Lakewood, Asbury Park and the central Jersey shore resorts. Two more to Trenton and another to Millville, connecting with Bridgeton and Salem. Another route to Cape May and still another to Pennsgrove, Carneys Point and nearby towns. All these main highways converge in Camden.

Both the Pennsylvania and Reading Railroads have lines running from Camden to principal points in the southern part of the State, while the Pennsylvania, in addition, operates a line from Camden to North Jersey, one of the first railroads in the country. This system also maintains a railroad bridge across the Delaware several miles above Camden, and both roads offer ferry facilities to Philadelphia.

The county itself is covered with a network of roads for vehicular travel. There are approximately 800 miles of improved and 729 miles of unimproved roadway in the county, making a total of 1,529 miles; 215 miles are concrete; 213 asphalt, and 371 macadam, gravel and miscellaneous. The State controls 46 miles of roads. This, of course, is supplementary to the hundreds of miles of streets and highways owned by cities, townships and boroughs.

Typical Camden County highway.

Old Sol, Citizen

Not so many years ago, along about the time the Jersey coast was becoming less a rendezvous for the Horsemen of the Arctic, some of the wiser heads among the non-professional weather prophets began to ask each other:

"What's become of the old-fashioned winters?"

Five or six years of this business of questioning got to be a nuisance to even the seers themselves. Someone or other, armed with what was apparently sound meteorological data, ventured to suggest that perhaps "the gulf stream is moving northward."

It turned out to be a very satisfactory answer.

Observations concerning the geographical caprices of the gulf stream are, of course, not a part of this survey. It is to be noted, however, that the statistical files of the United States Weather Bureau attest to not only a general change in this area to more moderate climate, but as well to a considerably warmer and milder winter than ever previously recorded.

These prevailing climatic conditions not only offer advantages in health and working conditions, but show a marked effect upon economic progress in general. There is, too, a very definite reaction among factory operatives in various conditions of weather, and climatic conditions have their own part in the mental and physical activity of man.

Lying within the foothills of the Appalachian Mountains, the county's geographical location offers almost the perfect access to the frequent climatic changes that authorities have found beneficial and most likely to favor health, labor and progress. Some of these authorities give to the section of the country of which the county is a part a rating considerably higher than that given such "winter resort" States as North Carolina, Virginia and Maryland.

Accepting as the acknowledged climatic ideal the climate that affords moderate changes, the region embracing Camden County enjoys the average ideal climatic conditions of the United States as observed by the Weather Bureau, and the figures given to this section nearly duplicate this "ideal average."

The prospect of a "white" Christmas, ordinarily commonplace in the temperate zone, during the past few years has been a subject of front-page news value and conjecture in the leading newspapers of the Camden-Philadelphia area.

An indication of Old Sol's good citizenship can be gleaned by a glance at a table of average minimum and maximum temperatures for the year. In the minimum table it will be found that the hottest month of the year had an average temperature of less than 69°. The month was July. While the coldest month, December, struck an average of 31½°. It was the only month of the year 1930 in Camden County which retained an average minimum temperature below freezing.

The Climatic Ideal—Temperature	*Average Minimum*	*Average Maximum*
January	39.3	42.0
February	32.1	48.1
March	34.5	52.5
April	43.0	59.4
May	56.7	76.1
June	64.0	84.3
July	68.9	87.8
August	67.1	84.3
September	66.2	82.0
October	48.8	64.6
November	38.7	58.6
December	31.5	41.8

Blossom Time in Camden County—Millions of blossoming Peach and Apple trees in thousands of acres of orchards present an ocean of gay colors such as cannot be equalled in Eastern United States. Travellers come from far and near to view the beauties of South Jersey's famous blossom time. Peach blossoms usually reach their height about the last week in April while Apple blossoms follow immediately afterwards during the first week in May.

Agriculture

AVERAGE TEMPERATURE—55°

SO CLOSE are the large consuming areas to the farming sections of New Jersey that its crop lands virtually fringe the suburbs of its cities. Perhaps that is one of the chief reasons New Jersey has become known throughout the land as the Garden State.

In Camden County, particularly, these marketing facilities are available right at the farmer's door. The great markets of Philadelphia, via the Delaware River Bridge, lie within less than an hour's trucking distance of any corner of the county.

Such unique proximity places the county farmer in an enviable position. His electrically lighted farmhouse, in the majority of cases, is almost within walking distance of some thriving little community where all the modern advantages of a city are at hand. Nearby is a schoolhouse for his children. And if he wishes, at night, there more than likely is a motion-picture theater so close that he can see its electric sign from his own front porch.

The farmer, in many sections of the country, is isolated entirely from the modern conveniences of city life. And far more important, he is often separated by hundreds of miles from a market for his products. But here, facing the Camden County farmlands, is Philadelphia with its vast distributing area.

Surrounding it, connected by a network of excellent roads, are rapidly growing cities, towns and villages that in themselves offer an attractive market.

Ninety miles to the north of the county's borders is New York.

Along the Garden State's coastline, within easy trucking distance of the county's farms, are the seashore resorts which, through the summer months, make available still another market. It is estimated that these resorts alone bring in an extra population of about a million people during the season.

Then, too, throughout the State are curb and municipal farmers' markets where consumers buy directly from the producers. One of the most successful of these is in Camden City, where daily fresh fruits, vegetables, poultry and eggs are brought for the retail trade.

In recent years roadside markets have been developed. Nine proprietors of such markets who made out a report for the State Department of Agriculture in 1929 reported their average amount of business done per season as more than $3,000, yet their investment in buildings to carry on this extra market averaged only about $300. Fruit and vegetable growers are more and more devoting time and thought to this modern trend which brings a lucrative automobile trade literally to the farmer's fields.

Farming, in Camden County, is better than a million-dollar industry. Its economic advantage, too, is of marked degree. It means an availability of fresh foods coming directly from its own producing territory, and that factor alone plays a large part in the living cost and health of any community.

CLASSES OF LAND*

Total Crop Land	22,543	acres
Harvested	17,475	"
Crop Failure	529	"
Idle	4,539	"
Pasture Land	2,807	"
Plowable	1,859	"
Woodland	328	"
Other	620	"
Woodland not pasture	5,084	"
All other land	3,070	"

* Figures supplied by the U. S. Census Bureau as compiled from the Census of 1930.

Coupled with the vast buying power of the Philadelphia market, Camden County enjoys these advantages in a very satisfactory manner. A simple comparison of its retail food prices will serve as reference. Food staples of almost every variety may be had cheaply and conveniently and industry has long since taken cognizance of this important factor in maintaining the standard of living.

There are now 882 farms in the county with a total acreage of 33,504. Their total value, in lands and buildings, is $8,394,224, and of this amount land alone is valued at $4,361,002.

Of the farm buildings, which are valued at $4,033,222, the investment in dwellings is appraised by the United States Census Bureau as $2,572,960. Machinery and farm implements are valued at $688,080.

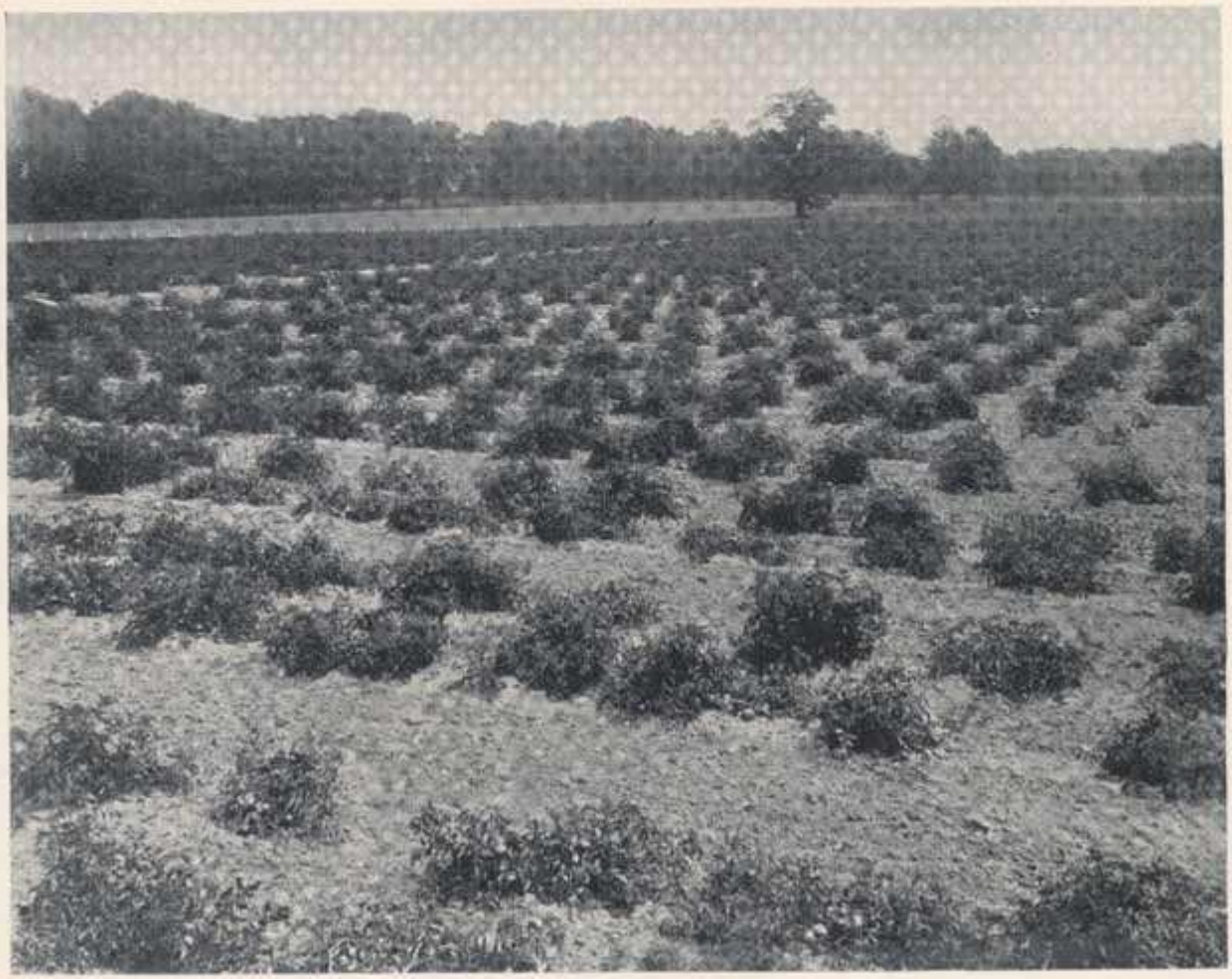
Interesting comparisons are shown in the number of farms operated by owners, managers or tenants. Seven hundred and fifty-three are operated by their owners, these having a combined acreage of 24,503 acres and a total value of $6,063,855. The 119 farms operated by tenants have an acreage of 7,680 acres and a value of $1,869,590. While the ten farms operated by managers, with their 1,321 acres, are valued at $494,279.

The average value of land and buildings, per farm, is $9,555, or $251 per acre. A farm census of livestock, made in 1930, reveals the following figures: horses, 991; mules, 147; cattle, 1,122; milk cows, 649; hogs, 4,157; chickens, 76,376.

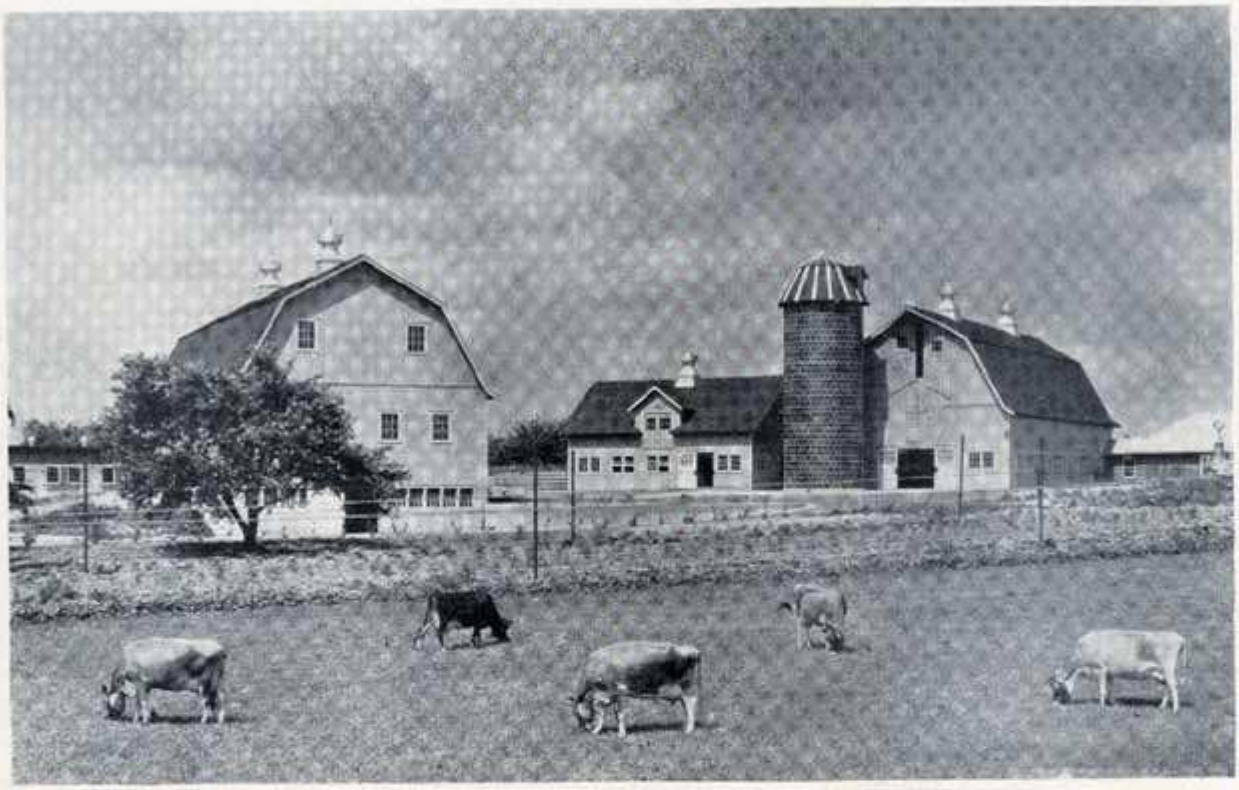
SIZE OF FARMS*

Under 3 acres	19
3 to 9 acres	154
10 to 19 acres	231
20 to 49 acres	270
50 to 99 acres	148
100 to 174 acres	41
175 to 259 acres	12
260 to 499 acres	6
500 to 999 acres	1

* Figures supplied by the U. S. Census Bureau as compiled from the Census of 1930.



Tomatoes—South Jersey's leading vegetable crop.



Scene from farm of David Baird, Jr., Voorhees Township.

Fruit abounds in well cultivated orchard. Waterford Farm, John Gill, 7th, owner.

Some of Camden County's beautiful schools.
Upper, Camden County Vocational School. Center, Haddonfield High School. Lower, Audubon High School.

Education

THE traveler in New Jersey is impressed with two things: its good roads and its excellent school system.

So many thousands have carried this same impression with them from New Jersey that it has come about that these two factors have added considerably to the fame of the Garden State. They, incidentally, are very often the yardstick by which a community or a nation is measured.

As you motor along over smooth concrete highways you are at once impressed with the number and the modernity of the school buildings. Even in rural sections, you come upon a school building of the type you might expect to find in thriving cities.

Wherever you turn you find these advantages offered. And you will find with it, as has ever been the case in communities where education plays a large part, that the standards of living are elevated and exalted because of this very atmosphere. A county or a community which boasts of an excellent school system has seldom, if ever, failed to keep abreast of the times.

Where you find good schools you are more apt to find good people. Or maybe it is the other way around.

And where you find both you have found a place to live. A place where you may be assured the best that life and civilization offer is within your reach. Let's drive through Camden County.

Isn't it something notable that this county—seventeenth in size, sixth in population—should rank third in the State in the number of public school buildings?

Third in the number of school buildings.

Sixth in enrollment.

Sixth in the number of teachers.

Such is the county's record, and what a testimony it is to the standard of living. Here, in almost any town of 5,000 population, you find a public high school with all the efficiency of a highly modernized organization going about a very serious task, and with the enrollment of an average size American college.

Early in its history, the county's fathers perhaps saw in education the keystone of its future. Even in those early days the school system ranked with the finest to be found anywhere in the Nation. Not content with merely building schools, they installed a school system second to none, made going to school so attractive that today illiteracy in the county can hardly be recorded.

Not only has this provision for education been made ample for children, but education has been provided for the adult as well. For these adults, and for minors who work, special courses in vocational and other training adapted to their needs is offered by the county. For the immigrant to America's shores who makes his home somewhere within the county there are courses in citizenship under competent instructors, night classes in English and general cultural subjects.

The county has built its schools, equipped them with all the modern school equipment known to all good school systems, and in return for this has demanded adherence to its attendance laws. It has, in fine, provided the means for literacy and because of it has become outstanding for its results.

Every school district has special provisions for the care of the health of its school population. Medical inspectors keep a stern eye on the physical welfare of these children and physical examinations are given every pupil at regular intervals. The sanitation of school buildings is one of the responsibilities of this branch. In practically every school of any size, modern lunchroom equipment has been installed so that hot lunches can be furnished by the various Boards of Education at cost.

The total value of school buildings in the county has been estimated at $50,000,000, while the equipment of these schools includes whatever is modern in the field of education. Here in the high schools and junior high schools are science laboratories, domestic art courses with kitchens and sewing rooms, woodworking shops, metal, electrical, mechanical and printing plants, art and mechanical drawing rooms, lunchrooms, gymnasiums.

There are 157 public school buildings in the county, one vocational school with day and evening courses, two Friends' schools and 17 Catholic schools. This total of 177 educational institutions includes 11 high schools, 9 junior high schools and 156 elementary schools. These buildings house 61,712 students.

The teaching staff, composed of specially trained men and women, supplies 1,627 teachers to the public schools, 155 to the parochial schools and thirty to the county vocational school. Of this number more than 200 of the teachers are men.

The cost of education per pupil in the county is $105.03. The assessed wealth per pupil is $6,866.00. The average attendance is 94.1 percent and the district school tax rate $1.13.

The County Vocational School

News—that pertinent designation by which city editors classify the events of the day in the "who, what, when, where, how, and why" of the Nation's front pages—is seldom placed upon the quiet classroom routine of a county vocational school.

In the case of the Camden County Vocational School, however, it was. Reporters of the Courier-Post, Camden County's leading newspaper, found their way to the vocational school not so long after it opened its doors when city editors suddenly realized that here, nearby, was a trade school, that because of the completeness of its course, was "page one stuff."

The "page one stuff" that made such worth-while reading happened to be a course in aëromechanics which the vocational school offers as part of its regular curriculum. The newspapers brought out the fact that only a handful of such institutions throughout the country were so equipped to offer this thoroughly modern training as a means of keeping in step with the country's newest industry.

When the Board of Education for the County Vocational School decided to add aëromechanics to their curriculum, aviation had not yet stepped into the frock coat of big business. The science was a romance then rather than an industry, but this far-sighted little institution—visualizing the day when the industry would demand trained mechanics—did some educational exploring on its own—and prepared for the morrow.

Students in the school are enrolled from the thirty-six school districts in the county, with the quota from each based on the ratio of the scholastic population of that district to the total scholastic population of the county. There is no tuition charge for students from the county. Their transportation may be paid by the districts in which they live, with the districts reimbursed by the State for three-fourths of this cost.

Established as a county institution, the vocational school is maintained by county, State and Federal appropriations. It consists of both a day and evening school.

The curriculum of the day school, which admits students between the ages of fourteen and twenty, who have completed the sixth grade of public school, has been arranged to prepare students for the skilled trades and industrial occupations.

One-half of the student's day is devoted to laboratory or shop work and the other half to technical and general educational subjects. The program is so arranged that 50 percent of the student body is at work in the shops while the remaining 50 percent is in the classrooms.

Their education, however, is far from being narrowed to the mere technical training fitting them for an occupation, for in addition to their general cultural education, they are required to take physical training and to participate in some branch of athletic competition.

Thus the institution has a school spirit and life as does any ordinary high school. Serious as is its purpose, with serious young men and women preparing themselves for some useful trade, this very spirit plays a large part in the success of the vocational training.

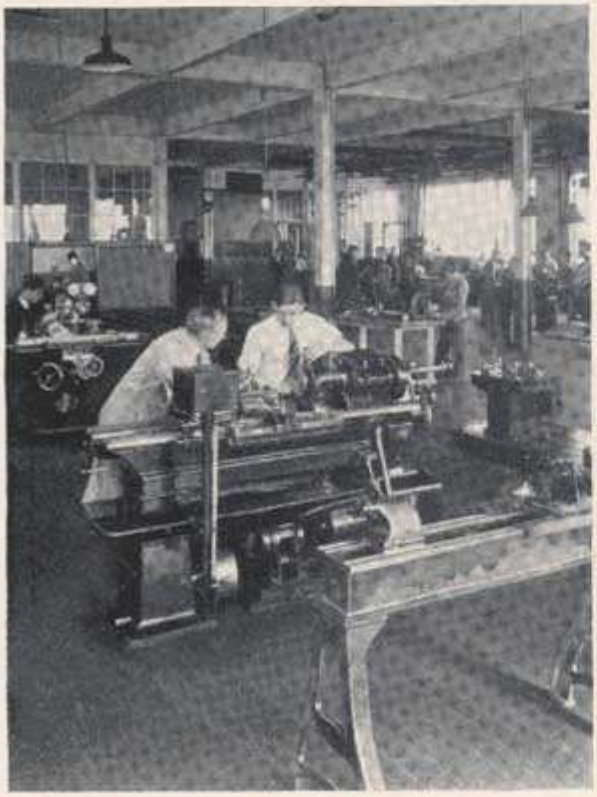
The school maintains its own medical service, employing a physician and nurse. Pupils are given a thorough physical examination once a year and arrangements have been made for free clinic service in the local hospitals. Especial attention is given to students with chronic ailments and the school nurse spends a considerable portion of her time visiting students in their homes.

In June, 1931, there were 698 students enrolled in the day school. These are the courses offered: aëromechanics, auto mechanics, cafeteria and restaurant operation and management, architectural drafting, electrical wiring and electrical machine operation and maintenance, floriculture and landscape gardening, industrial chemistry, machine drafting, machine-shop practise with toolmaking and heat treatment of steel, painting with interior

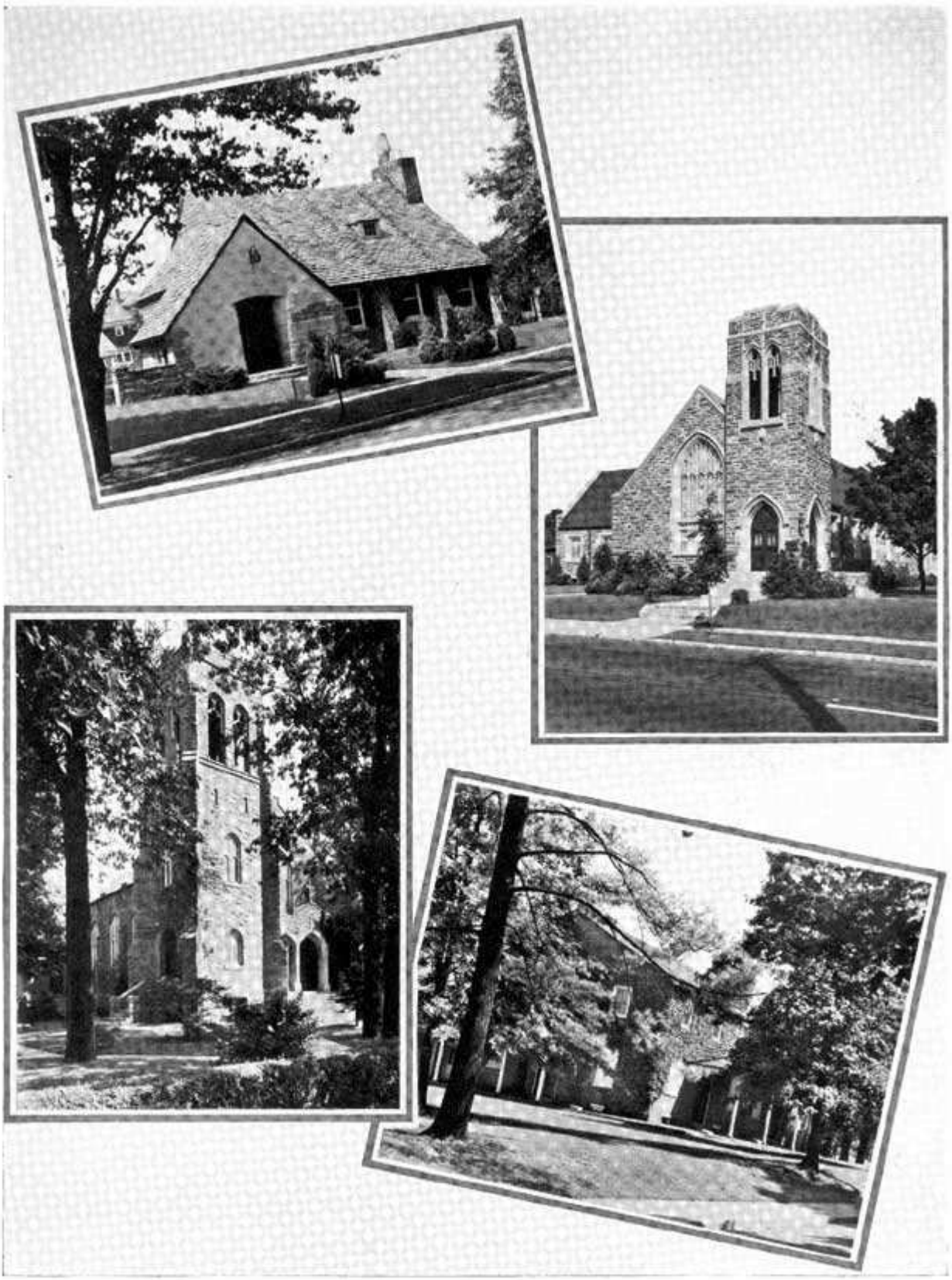
decorating and hardwood finishing, plumbing, printing, radio, welding, and woodworking.

The evening school, which has an enrollment of 1,010, was organized to give instruction to persons already employed.

It is open four nights a week and offers the following courses: aëromechanics, architectural drafting, auto mechanics, industrial chemistry, electrical theory, electrical maintenance, electrical wiring, electrical drafting, mathematics, floriculture, machine-shop practise, machine drafting, marine drafting, blue-print reading, painting and paperhanging, plumbing and heating, printing composition, printing presswork, sheet metal pattern drafting, radio repairing, water analysis, electrical welding, oxyacetylene welding, and woodworking.



Class Rooms, Camden County Vocational School.
Upper, Aeronautics. Lower left, Machine Shop. Lower right, Welding.



Four of Camden County's 242 Churches.

Churches and Church Life

THERE is a church building in Camden County for every 1,100 of its population.

In all, separate congregations in various denominations number more than 100 and most of these individual sects have their own buildings in which to hold services. The very variety of these religions more or less indicates the urbanity of its people. Without counting meeting rooms or buildings under construction, there are 242 churches in Camden County with a total membership of 91,827.

In many instances these church buildings occupy an important place in the architectural development of the county's communities. This is particularly true in the suburbs, where millions of dollars have been spent in their construction. The total value of church property throughout the county is estimated at $60,000,000.

Many of these churches are structures of great beauty and are among the noblest examples of Gothic architecture in New Jersey. Time has honored more than one of them and they lift their ivy-covered spires with supreme dignity above century-old trees. There is hardly a community of any size in the county which does not have at least one notable church building to dignify its horizons.

Nestled here and there behind the busy corners of a business thorofare, hardly a stone's throw from the stream of traffic passing by, can be found the antiquated little Meeting Houses holding, like gallant old ladies, some tender link with the past.

More than often history has been recorded beneath their elms. And about them they seem to gather the spirit and traditions of the past, traditions that linger like friendly little ghosts beside their walls.

If some Revolutionary soldiers could only step out awhile from their heroes' paradise, more than likely a homesick drummer boy or two would gather up a fife and a bar of Yankee music to return now and then on a summer night to stand on their grassy slopes.

For under these same grizzled old elms that still stand guard like sentinels above their grounds, the troops of Washington often rested on their way, and the air about them echoed the tramp of marching feet. A few of these meeting houses are still in use. Some are practically deserted.

Clubs and Civic Organizations

MUCH of Camden County's civic development and present leadership can be attributed to its many clubs and civic organizations. They play a large part in the social and civic activities of the county and their membership might be said to comprise practically the "Who's Who" of the business, professional and civic interests of the City of Camden and its surrounding suburbs.

The headquarters of the activities of most of these organizations is centered in Camden. And although the city has long since taken on the proportions of a thriving metropolis it has ever retained that atmosphere of hospitality and congeniality which often keeps dignified jurists and prominent industrial leaders calling each other by their first names right up till the time they are eighty.

This friendly "hometown" spirit has pervaded its clubs and organizations, and while their purpose is serious and their results widespread, the social aspect has become a distinct part of this phase of city life.

One of the most important of these organizations is the Camden County Chamber of Commerce. For years it has taken a dominant stand in all movements for civic welfare and through its leadership

it has proven a prime factor in a large share of the development of the county.

The past records of this energetic group are a glowing testimony of the part it has played in the growth of Camden County.

Devoted to the service of the commercial and civic interests of the county, the Chamber is called upon constantly for information of various kinds and has ever kept a watchful eye on whatever might prove of benefit to the development of the city and county at large.

Through its efforts many new industries have been attracted to Camden and industrialists in every part of the Nation have been apprised of the desirability of establishing their enterprises here. Its campaign to increase the business of the city and to secure new commercial houses within the county's borders is constantly going on and its work in this field alone would cover many pages.

Just as the Chamber took leadership in the port development movement, it is now exerting its interest in the betterment of transit facilities, and when that great program is finally completed, the work of the Chamber of Commerce will stand as something of a monument.

Organized as a clearing house of civic activities, the Chamber is supported by the business and professional interests of the county. Its officers and membership include the leaders of these two fields.

One of the Chamber's many activities is the protection it offers the public against fraudulent commercial enterprises and solicitations, maintaining a special investigating bureau for this important service. And along with this, the Chamber has exerted a tremendous influence on the civic well-being of the city and county, making its facilities available for all. Its new projects and activities are reported each week in the Chamber's own publication, "Camden County."

Formed in 1919 through a reorganization of the Camden Board of Trade, the Chamber maintains its headquarters in the annex of the Hotel Walt Whitman for the building of which it was responsible.

Its officers for the year 1931 are: Watson Shallcross, president; Leonard R. Baker, Carl R. Evered, H. C. Grubbs, Philip Wilson, vice presidents; Orlando M. Bowen, treasurer. The directors are: A. D. Ambruster, Arthur E. Armitage, Leonard R. Baker, Clinton L. Bardo, Wellington E. Barto, William H. Bottger, Orlando M. Bowen, M. C. Broughton, Carl R. Evered, F. T. Gates, I. D. Gindhart, Jr., H. C. Grubbs, A. C. Held, G. Carr Jessup, S. Lester, J. V. Moran, Watson Shallcross, Walter J. Staats, J. David Stern, William J. Strandwitz, Elwood S. Thompson, Francis B. Wallen, chairman, and Philip Wilson.

Members of the staff are: L. D. Odhner, Executive Secretary; Charles J. Mooney, Manager Retail Merchants', Investigations and Membership Bureaus; Catherine Gayeski, Assistant to Mr. Mooney; Florence M. Hadtke, Manager, Information, Convention and Speakers' Bureaus; Adelaide H. Wonsetler, Assistant to Secretary.

Numbering among its membership many men actively engaged in civic and municipal affairs, the Camden County Real Estate Board has played a large part in the affairs of the county with widespread and beneficial results.

Composed chiefly of realtors operating in and around the county, the Board was incorporated May 10, 1916, and has since grown into an organization of 125 members; sixty-five of which are active brokers and the balance, associate members. It has since proven a real service to the county on numerous occasions and has taken no little part in bringing about the rapid expansion of the past ten years.

Its accomplishments have been many. In 1917 the Board was a factor in organizing the New Jersey State Association of Real Estate Boards. A year later the Board incorporated as part of its own by-laws the Code of Ethics of the National Association, of which it is a member. The code is credited with elevating the business of real estate into a highly modernized profession.

The Board, too, has been actively engaged for years in helping to procure beneficial legislation and was particularly active in gaining the passage of a Real Estate License Law, which has done much to raise the plane of the real estate business.

Various surveys of the present and future potentialities of the county have been made by the Board during the past few years and it has constantly campaigned for the improvement of the business districts of the city. Through these surveys real estate operators have been able to anticipate the factors that will tend to determine the future growth of the region.

Officers of the Board for 1931 are: Edward J. Borden, president; Philip Zinman, vice president;

Charles R. Myers, 2nd, secretary; James T. W. MacElroy, treasurer, and George A. McLaughlin, governor, State association. The directors are: William S. Abbott, William H. Alff, Meyers Baker, Robert J. Gillespie, William B. Hambleton, Arthur J. Leupold, Wilbert H. Mick, Raymond S. Porter, George B. Robeson, T. Howard Smith, James Trend, Jr., and George N. Wimer.

The human element and the friendly relationship of commercial and professional life has found much of its outlet in the spirited activities of the county's service clubs. Three of the largest of these are the Rotary International, the Kiwanis and the Lion's Club, who number in their membership some of the outstanding professional and business men of the county.

They have not only fostered better business relationships, but have played a large part, as well, in civic improvement.

But the list of service clubs hardly stops here. There are in addition the Y's Men's Club, the Optimist Club, and the Soroptimist Club, the feminine equivalent of Rotary International.

The Camden Club, which has its headquarters and clubhouse on Cooper Street in Camden, is purely a social organization and as such is the scene of many social activities. Its clubhouse is one of the fine old dwellings of the city.

Most of the fraternal organizations also maintain magnificent clubhouses. The Elks' Club Building is one of the finest in the city, erected at a cost of $650,000, to care for its membership of 1,600.

Others of these are the monumental new Consistory Building; the Moose lodge, which recently completed its new $400,000 structure; the Masonic Temple and the buildings of the Red Men, the Knights of Columbus, American Legion, Veterans of Foreign Wars and the Eagles.

Headquarters, Camden County Chamber of Commerce.

County Government

CAMDEN COUNTY

Population (1930)	252,312
Area	222 Square Miles
Assessed Valuation	$356,194,872.00
Form of Government, Board of Chosen Freeholders	

THE business affairs of Camden County are controlled by a Board of Chosen Freeholders. Its members are elected by the people for a term of three years, with each city ward and each borough and township whose population exceeds 2,500 entitled to one Freeholder. At the present time there are thirty-two members.

The responsibility of all county business is in the hands of this group of citizens. The Board operates and controls county institutions, appropriates all moneys spent by the county and pays the salaries of all county officials.

In addition the Board appoints such important county officers as County Treasurer, County Counsel, County Adjuster, County Engineer, Clerk of Road and Bridge Department, Supervisor of Roads, County Physician, Jail Warden, Custodian of Court House, Sealer of Weights and Measures, Superintendent of Soldiers' Burials, Superintendent of Schools, General Manager of Institutions, Superintendent of Almshouse, Superintendent of County Hospital, Superintendent of Detention Home, Superintendent of Tuberculosis Hospital, Physician to Asylum, Physician to General Hospital, members of the Board of Managers of the Tuberculosis Hospital, Sinking Fund Commission and the County Library Commission.

The origin of the Board of Freeholders dates back to the early part of the Eighteenth Century, it being founded on an Act passed in 1713 providing for the raising of money for building and repairing court houses and jails in the various counties of the then sparsely populated New Jersey.

So in those early days a Freeholder was a public servant of his Majesty the King. The Board then consisted of two Freeholders elected by each township and all of the justices of the peace of the county, or any three of them. One of these, however, had to be of the Quorum. As was the practice in England, the justices of each county were usually included in one commission—with one or more being designated as "of the Quorum," and whose presence was necessary before the Board could transact county business. These same justices were authorized to appoint Freeholders from any town or precinct which might fail to elect one.

The justices were appointed by the Governor and the Court until 1776 and before that significant year broke across the horizon of American history these mostly rotund gentlemen of New Jersey held office pretty much at their own pleasure. In 1798 the Board of Freeholders was incorporated and organized as it is today.

And it became fitting, with democracy, that a Freeholder—instead of being a public servant of His Majesty the King—became instead a public servant of His Majesty the Taxpayer. So comprehensive is the scope of the Board's activities today that it is divided into twenty-one sub-committees, each with a vastly important function to perform. The regular meeting of the Board is held in the Court House on the second Wednesday of every month. The Director of the Board of Chosen Freeholders is appointed by the members. A member's salary is $750 a year.

Aside from the fourteen wards of Camden which have representation on the Board, Gloucester City sends three members and other communities as follows: Audubon, one; Barrington, Magnolia and Old Center Township, one to serve for all; Berlin, one; Chesilhurst and Winslow Township, one for both; Clementon Township and Laurel Springs, one for both; Collingswood, one; Delaware Township, one; Gloucester Township, one; Haddonfield, one; Haddon Heights, one; Merchantville, one; Oaklyn, Woodlynne and Haddon Township, one; Pennsauken Township, one; Voorhees Township, one; and Waterford Township, one.

New Camden County Court House and City Hall, opened January 1931.

Photo by Dallin Aerial Surveys

Part of Camden County's ten miles of Delaware River waterfront.

Home of Camden County Historical Society.

Leading Officials (1931)

Members, Board of Chosen Freeholders

CITY OF CAMDEN

1st Ward—Samuel D. Payne
2nd Ward—Wm. H. Heiser
3rd Ward—Joseph Bennie
4th Ward—Wm. L. Roberts
5th Ward—C. Leonard Brehm
6th Ward—Harry J. Burrichter
7th Ward—Mrs. M. D. Guthridge
8th Ward—Benjamin W. Sykes
9th Ward—Francis B. Bodine
10th Ward—Samuel J. Edwards
11th Ward—Howard Firth
12th Ward—John T. Rodan
13th Ward—Wm. P. Cotter
14th Ward—Chas. H. Genter

GLOUCESTER CITY

1st Ward—Joseph Tarpine
2nd Ward—George W. Barnard
3rd Ward—Harry Matlack

BOROUGHS

Audubon—Philip Stohlberger
Collingswood—Joseph H. Van Meter
Haddonfield—J. C. Wilkins
Haddon Heights—William J. Dallas
Merchantville—William C. Gerhard

TOWNSHIPS

Berlin—Leslie H. Ewing
*Centre—Jos. S. Fitzgerald
*Clementon—James W. Davis
Delaware—Frank N. Walton
Gloucester—Albert E. Batten
Haddon—Charles C. Durges
Pennsauken—Horace G. Githens
Voorhees—William Myers
Waterford—Theodore Schleinkofer
Winslow—William A. Robinson

Officials Appointed by Board

Director—Leslie H. Ewing
Clerk and Auditor—Fred W. George
Assistant Clerk and Auditor—Royden S. Matlack
County Treasurer—John W. Sell
County Counsel—Walter S. Keown
County Adjuster—Edward R. Deibert

* Refer to explanation in box on page 6.

County Engineer—Beale M. Schmucker
Clerk of Road and Bridge Department—E. Durell Parker
Supervisor of Roads—J. Palmer Earl
County Physician—E. B. Rogers, M.D.
Jail Warden—E. B. Powell
Custodian of Court House—Edward Holloway
Sealer of Weights and Measures—Jacob Price
Superintendent of Soldiers' Burials—Charles R. Dietz
County Superintendent of Schools—Albert M. Bean
General Manager of Institutions—William E. Wimer
Superintendent of Almshouse—H. D. Hilbert
Superintendent of Asylum—Myrtle F. Hess
Superintendent of County Hospital—Lena S. Johnston
Superintendent of Detention Home—Grace A. Riggins
Superintendent of Tuberculosis Hospital—Martin H. Collier, M.D.
Physician to Asylum—Frank O. Stem, M.D.
Physician to General Hospital—Frank O. Stem, M.D.
Coroner—Melvin Cain
Coroner—Samuel F. Foster
Coroner—W. G. Moore

County Officials

County Clerk—Charles F. Wise
Sheriff—E. Frank Pine
Surrogate—George W. Whyte
Register of Deeds—Joshua C. Haines

Court Officials

Presiding Judge—Frank T. Lloyd
Vice Chancellor Chancery Court—Edmund B. Leaming
Sergeant-at-Arms—Herbert Richardson
Judge, Circuit Court—Henry H. Eldredge
Judge, Circuit Court—Francis B. Davis
Judge, Common Pleas Court—Samuel M. Shay
Court Stenographer—Wm. B. MacDonald
Judge, District Court—Frank E. Neutze
Clerk, District Court—Edwin Hillman
Prosecutor of Pleas—Clifford A. Baldwin
Assistant Prosecutor of Pleas—Rocco Palese
Second Assistant Prosecutor of Pleas—William C. Gotshalk

Probation Officer—C. J. Schemeley
Clerk of Grand Jury—James L. Polk

County Board of Taxation

Camden—Robert H. Jaggard, *President*
Collingswood—E. P. Wescott
Haddon Heights—William J. Dallas
Laurel Springs—Gardner S. Driver, *Secretary*

Boards and Commissions

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I. E. Deibert, M.D.
Robert H. Jaggard
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O. W. Saunders, M.D.
I. G. Sieber, M.D.
Sara D. Wolverton, M.D.

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William A. E. King
Emma E. Hyland, *Secretary*
J. J. Mulligan

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Burleigh B. Draper, *Secretary and Treasurer*
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COURT HOUSE ANNEX COMMITTEE

Leslie H. Ewing, *Chairman*
Horace G. Githens
William J. Dallas
Charles C. Durges
William P. Cotter
R. S. Matlack

Standing Committees for 1931

Almshouse—Fitzgerald, Davis, Myers, Burrichter, Firth, Van Meter
Asylum—Batten, Guthridge, Rodan, Barnard, Gerhard, Wilkins
Tuberculosis Hospital—Dallas, Genter, Robinson, Sykes, Tarpine, Walton
Detention Home—Heiser, Githens, Edwards, Gerhard, Rodan, Wilkins
Court House—Cotter, Schleinkofer, Guthridge, Payne, Bodine, Heiser
Roads—Myers, Fitzgerald, Burrichter, Dallas, Batten
Bridges—Brehm, Durges, Firth, Cotter, Matlack
Finance—Githens, Durges, Matlack, Dallas, Davis
Elections—Robinson, Genter, Roberts, Sykes, Van Meter
Fines—Bodine, Rodan, Stohlberger, Robinson, Guthridge
Printing—Durges, Githens, Payne, Schleinkofer, Robinson

Soldiers' Burial—Firth, Sykes, Tarpine, Walton, Bennie

Agricultural Demonstration—Gerhard, Walton, Fitzgerald, Edwards, Bennie

Welfare—Burrichter, Barnard, Edwards, Payne, Stohlberger

County Library—Tarpine, Myers, Genter, Wilkins, Rodan

Miscellaneous Business—Davis, Heiser, Brehm, Cotter, Bodine

Insurance—Roberts, Guthridge, Fitzgerald, Burrichter, Batten

Public Safety—Walton, Myers, Brehm, Barnard, Cotter

General Hospital—Matlack, Brehm, Heiser, Roberts, Schleinkofer, Stohlberger

Lakeland Central—Ewing, Githens, Fitzgerald, Matlack, Dallas, Heiser, Batten

Jails and Workhouse—Schleinkofer, Stohlberger, Sykes, Van Meter, Edwards, Fitzgerald

Famous Indian King Inn of Haddonfield, Built by Mathias Aspden, 1750. Here the Colonial legislature met three times and changed New Jersey from a Colony to a State. Also the scene of reception and adoption of the Great Seal of the State in 1777.

Camden County in Washington

THE history of Camden County might be said to be the history of a few individuals. Pioneers of a kind they were, great rugged fellows whose names would have sifted down through the ages as the empire builders of their time no matter in what part of the world their footsteps might have led them.

Whatever page of the county's history you turn to, you'll be finding there the biography of a man. Back in the 1680's it was William Cooper, who came down out of the forests of Burlington County to build a town along the banks of Cooper Creek. Nearly a century later history finds another Cooper—Jacob Cooper, this time—giving that town the semblance of a city. And there was old Archibald Mickle, for whom Mickle Street was named, and the hard-headed, far-seeing Mr. Kaighn.

History would have suffered without these picturesque figures. They were the "local color" of their age—hard-fisted in a business transaction, but sympathetic in their dealings with their fellow men. Dreamers, they visualized the city of tomorrow. But even more, they were realists who put their dreams to work. And today the empire they created is the monument of their genius.

The latter part of the last century saw another of these empire builders rise, by the power of his own intellect and the color of his own personality, to a dominant place in the affairs of men. Like so many of his kind, his rise was from obscurity and it was destined not only to leave its stamp on the city about him, but to show its mark as well in the Senate of the United States.

The story of this man's career might have been taken from fiction, as might have a hundred others of the staunch figures of American business. It has the drama and sweep of a story-book yarn—of the immigrant boy who rose to eminence and distinction in the affairs of the Nation and left his city a heritage such as few men leave.

He was of pioneer stock, out of Ireland—the sturdy stock that sent into the untamed forests of this new land the little bands of red-blooded men and women who were the builders of the Nation. And before he was to pass from the scene of his early struggles, national attention was to focus on his life.

He was David Baird, a man whose influence the County, State and Nation was to feel.

Born in County Derry, near Londonderry, in April, 1839, he emigrated to America when seventeen years of age and set about at once to find himself a job in the land where for years he had dreamed of carving out a name for himself. New York, even in those early days of 1856, was apparently not to his liking, for somehow or other he found his way into the farming districts of Maryland, where he obtained a job as farmhand at the handsome wage of $6 a month, with board.

The young Irishman stayed on the farm until the spring of 1858, when he took a job rafting logs on the Susquehanna River at $16 a month. It was not long before he was made raft foreman and this slight elevation was possibly one of the turning points in David Baird's life, for fourteen years later was to see him entering the lumber business in the City of Camden.

The firm whose employ he entered at that time had a saw mill on the site now occupied by Cramp's shipyard and the immigrant boy, already well versed in one phase of the lumber business, found his way into the county whose history is so much his own. Meanwhile, in 1864, he became a naturalized citizen and in 1868 he married. Four children were born of the marriage.

In 1875, three years after entering the lumber business, Mr. Baird made his first serious advent into the field of politics so soon to become one of the consuming interests of his life. He was elected to the Camden County Board of Chosen Freeholders. And two years later saw him elected Sheriff, the only Republican candidate for office elected in Camden County that year.

Politics had become a serious business by now. He was appointed a member of the State Board of Taxes and Assessments in 1895, but resigned a year

later to once more become a candidate for Sheriff. He was not only elected by the largest majority ever given any candidate for public office in the county, but he won the distinction of being the only man ever to have been elected Sheriff for more than one term.

His voice soon became a power in the policies of the Republican party in New Jersey, and while he was still finding time to build himself a fortune in the lumber business, his interests broadened and his leadership was recognized.

In 1892 he was a district delegate to the Republican National Convention that nominated Benjamin Harrison, and four years later was delegate-at-large to the St. Louis convention that nominated President McKinley. Once again he was appointed a member of the State Board of Taxes and Assessments and served as president of the Board until 1908. In that same year he went to Chicago as a delegate-at-large to the Republican National Convention that nominated William Howard Taft for the Presidency.

So in time the name of David Baird became associated with all that was Republican in southern New Jersey. Until, in 1918, he was appointed United States Senator to succeed William E. Hughes, and in November of that year was elected to serve out the unexpired term. But despite all this, he had time, or somehow found time, to serve as Chairman of the Board of the First National Bank of Camden (now the First Camden National Bank and Trust Company), as well as being a director of the Security Trust Company.

David Baird died on February 25, 1927, in his eighty-eighth year. He was the last of the empire builders of another day.

But there is an epilogue to the biography of David Baird, Sr. The epilogue is his son.

For just as the father served his State and honored his county in the Senate of the United States, David Baird, Jr., followed his political footsteps into that distinguished body and became one of the few men in the country to achieve such an honor. In fact, their separate memberships in the Senate were less than ten years apart.

Seldom has a son emulated a father in so many branches of endeavor. Where the senior Baird left off in the lumber business the junior Baird began and just as the elder rose to leadership in his party, so rose the younger.

Business section of Camden City.

Born in Camden, October 10, 1881, David Baird, Jr., graduated from Lawrenceville School in 1899 and from Princeton University in 1903. He had a Civil Engineer's degree when he walked into his father's lumber yard to apply for a job, but he went to work in that same lumber yard as a laborer, literally learning the business from the ground up.

During the World War, Mr. Baird was Fuel Administrator for the Camden district and directed a large portion of the Liberty Bond and War Stamp drives.

His interests are many. Active in charitable work, being a Life Trustee of Cooper Hospital, he has also found time to take an active part in Chamber of Commerce work. He is president of three building and loan associations along with being chairman of the board of the Smith-Austermuhl Company, a director of the Camden Fire Insurance Company, a director of the First Camden National Bank and Trust Company, a director of the First National Bank of Haddon Heights, and secretary and treasurer of the David Baird Company.

Although Camden County is but one of three counties which make up the First Congressional District in New Jersey, it has had the distinction

of having its own representatives in Congress from the First District for almost a quarter of a century. The present representative is Charles A. Wolverton.

Mr. Wolverton, formerly prosecutor of the pleas in Camden County from 1918 to 1923, was elected to the Seventieth Congress in 1926, receiving a majority of 32,532 over his Democratic opponent. In November, 1928, he was re-elected by a majority of 72,799 and was re-elected for a third time by an overwhelming majority in 1930. During his three terms in Congress Mr. Wolverton has served as a member of the Committee on Interstate and Foreign Commerce and the Committee on Naval Affairs.

Born in Camden in 1880 he was educated in the public schools, graduating from Camden High School and later studied law at the University of Pennsylvania, graduating in 1900.

A year later Mr. Wolverton was admitted to the Bar of the State of New Jersey and soon afterwards was launched upon a career in politics. In 1903 he revised and compiled the ordinances of the City of Camden—although then only twenty-three years of age—and in 1904 he became assistant city solicitor, serving in that post for two years. From 1906 to 1913 Mr. Wolverton was assistant prosecutor of Camden County and from 1913 to 1914 served as special assistant attorney general of New Jersey. In 1915 he went to Trenton as a representative of Camden County in the New Jersey House of Assembly.

During the World War he became associate Federal Food Administrator for Camden County. In 1920 he went to Chicago as an alternate delegate-at-large to the Republican National Convention.

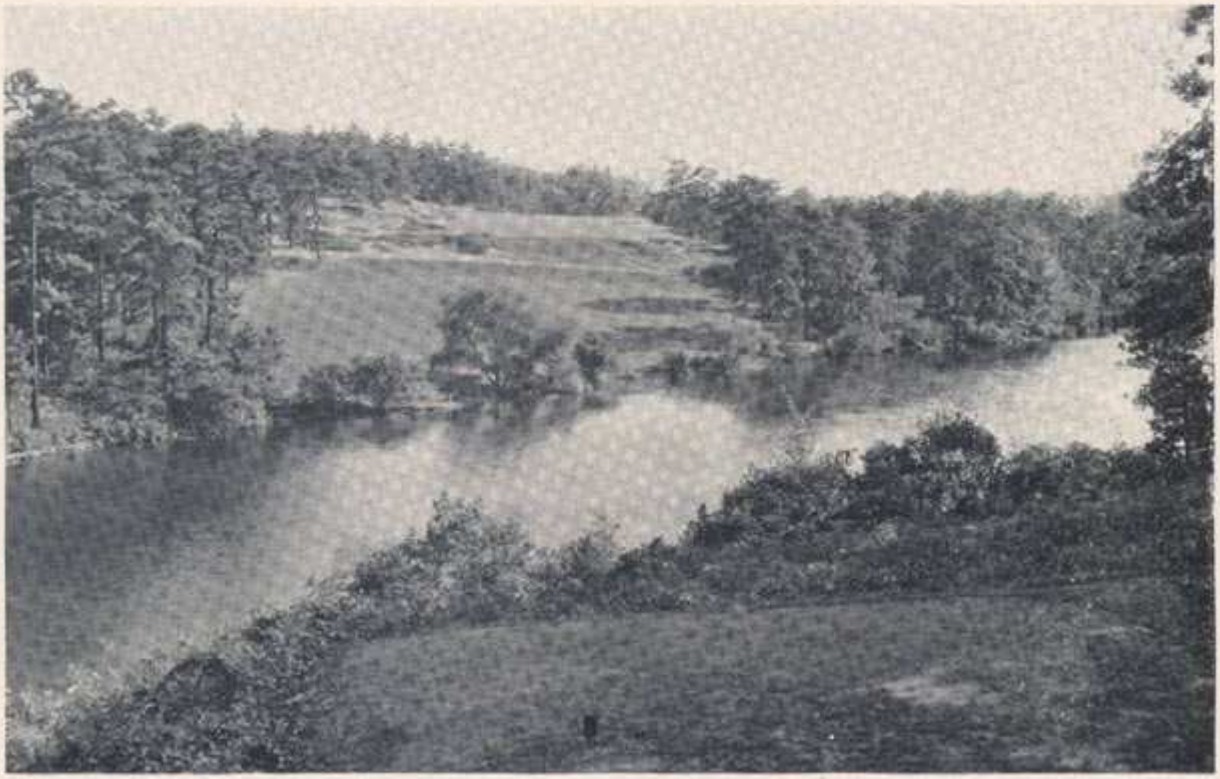
Camden County In Trenton

CAMDEN County's position in the affairs of the State has always been a prominent one. For years it has had representatives in the law-making bodies of New Jersey who have consistently fought for county improvements and much of the legislative history of the State can be attributed to those representatives.

The county's present representative in the State Senate (Senators are elected for a term of three years) is Roy R. Stewart, Mayor of Camden. The members of the General Assembly from Camden County are: F. Stanley Bleakly, Frank M. Travaline, Jr., and George D. Rothermel. (Assemblymen are elected for a term of one year.)

Brigadier General Winfield S. Price, who preceded Mr. Stewart as Mayor of Camden, returned to Trenton at the close of his term of Mayor in 1931 to become Chief of Records in the Adjutant-General's Department of the State, a post he formerly held.

Another view of the farm of David Baird, Jr.



Views of the famous Pine Valley Country Club.

Mountwell Swimming Pool, Haddonfield. Part of the Camden County Park System.

Camden County Park System. Munn's Meadow, Haddonfield.

Camden County Park System

A Thing of Beauty is a Joy Forever—Keats

And, as the poet himself added, "Its loveliness increases." That's getting away from statistics. But stumbling into three or four dozen acres of verdant beauty within a stone's throw of a square-long factory center is another method of getting away from statistics, too.

A motion-picture camera could record just that on a half-hour's jaunt down some of the county's roads. In its search to prove by pictures the progress of this diversified little "Nation" it would have to skip from commercial supremacy in one block to the substance of Mr. Keats' most eloquent lines in the next.

For few counties of their size, either in New Jersey or other States, have so elaborate a park system as does Camden County. Rolling over its smooth highways on an October afternoon one might wonder at the need of a planned park system in a region where so much of the natural countryside offers, in itself, mile after square mile of parkland.

But while a large portion of the county's land is devoted to agriculture, the future may see many of these farms converted into cities. It is hard to tell: time and progress have made their demands before.

One hundred years from now, perhaps, Camden County's park system will stand as a testimonial to the foresight of a century passed. Natural woodlands, hiding slyly back of every turn in a country road, may be supplanted, in this century to come, by the wide thorofares of some thriving young metropolis. One of the unforgivable traits of some of our earlier schools of pioneer community planners was their tragic lack of optimism concerning the years ahead.

Less than a decade ago—after putting a figurative finger on its own active pulse—the county diverted a corner of its attention to another kind of progress. Oftentimes, cities, in their mad rush for supremacy of one kind or another, have overlooked the development of their own physical appearance.

Then in November, 1926, under an Act of that same year, the County Park Commission was created by a referendum with the power to lay out and plan a system of parks, connected by boulevards. The Commission is made up of seven members, two being Democrats and five Republicans. The members are appointed for five-year terms, after initial designation, by the Camden County Board of Freeholders.

The Commission has been empowered to bond the county for a sum not in excess of $2,000,000 and may accept, purchase, or condemn lands. The operating expenses of the Commission are provided by the Board of Freeholders from taxes and the receipts of special benefits, while the Commission may assess special benefits against abutting property—that money being paid into the County Treasury. The members serve without pay.

With the original appropriation of $2,000,000 already expended, part of this great parkway system has been completed, there being nearly 600 acres of land either developed or in process of development. The scenic and recreational advantages of the project are manifest in many ways.

When completed, the park system will touch almost every part of the county, extending to the Atlantic County line—the project to take in all about twenty years. In June, 1931, the taxpayers, apparently in full accord with the great future advantages to be realized from money spent in so satisfactory a fashion, went to the polls and voted—by an overwhelming majority—for a bond issue of $3,500,000 to carry on the next step of the five-year program already well under way.

A drive through one of the completed parks of the county would just about satisfy the most economical taxpayer in existence as to value for the dollar. In the Haddonfield area, for example, he would find what was once a nondescript sort of marshland converted into a public park land of singular beauty, a scenic playground enjoyed by

Even in winter the County Parks are not devoid of charm.

thousands. This one project now offers a formal park of forty-one acres, a thirty-seven-acre pond available for boating and fishing, and Mountwell Park—a thirty-four-acre playground which includes a wooded tract and a natural swimming pool.

But what would please old William Cooper more than anything else, perhaps, is the beautification done along the banks of the river named in his honor. Today a two-and-a-half-mile-long boulevard drive, a macadam roadway forty-two feet in width, stretches along the north bank of the river from Kings Highway in Haddonfield. Ornamental lights and bridges adorn the 114-acre park land and eventually, when the entire park system is completed, a similar boulevard will grace the south bank of William Cooper's once ill-kempt little stream.

Along the south bank of the river in Camden City thirty-eight acres of marshland adjoining Farnham Park have been converted into a public recreational ground, which, along with various other recreational facilities, boasts of the largest public swimming pool in the United States. This gigantic pool offers bathing facilities in three units —a general swimming pool 125 by 240 feet, a diving and racing pool 60 by 125 feet and a circular wading pool on a 40-foot radius.

The pool was opened in the summer of 1931 and enjoyed by thousands during the summer. A bath house, 80 by 200 feet, provides locker space for 2,000 persons. Artesian water is used in the pool, with apparatus provided for refiltration and aeration.

In addition, the recreation center offers to its happy throng of visitors eight tennis courts, two baseball diamonds, a football field and an ice hockey field.

Another public playground of the park system has been completed in Gloucester City. This tract, located on the river front, covers a little more than eight acres and includes a swimming pool and tennis courts.

A fourth completed park is located in Berlin, offering bathing and tennis facilities.

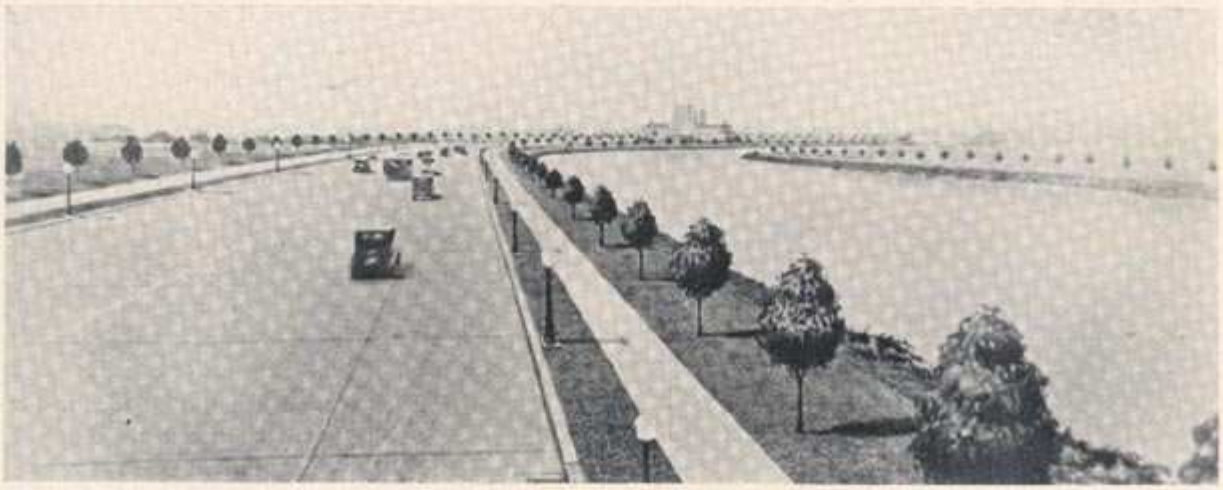
In Haddon Heights the Park Commission has taken over a tract of about fifty acres—most of it shaggy woodland that was of little use to the community—and converted it into a formal park that in the years to come will prove a valuable and artistic adjunct to the borough. Here, as in many

other communities that have benefited, the park system has made possible a beautification that boroughs or townships of such size could scarcely provide themselves. A borough of about 5,000 population that can offer its residents a fifty-acre park has, after all, something of which it may be justifiably proud. The Haddon Heights park ties in with the projected Haddon Lake section.

And now as to parks in project. The shallows of Newton Lake in Collingswood, Oaklyn and Haddon Township will be filled in by pumping and a channel will be obtained to permit an adequate flow of water. That will be the first step.

But where there was just woodland and sloping banks will come tennis courts available for the hundreds of young people in these communities, canoe houses and grassy banks—a natural lake given a setting of real beauty.

Other plans in project include additional beautification of the Cooper River Valley, with the river drive continued from Grove Street in Haddonfield to Admiral Wilson Boulevard in Camden on the north bank of the river; the development of the Admiral Wilson Boulevard as a marginal parkway along the north bank of Cooper River; the completion of the parkway system under construction in Haddon Heights into Mt. Ephraim and Audubon; a marginal parkway along Egg Harbor River for a distance of about fifteen miles through virgin pine and cedar; development of a parkway along the north branch of Timber Creek and a recreation center surrounding Kirkwood Lake.



Looking into the future.
Admiral Wilson Boulevard—Today and Tomorrow.

County Institutions

Lakeland—a County's Haven for Modern Ills

A young boy—he was about twenty-one or twenty-two—stepped down off the wide expanse of stairway that formed the entrance to a huge red brick building of colonial design.

If you had just looked at the sun tan on his face he would have impressed you as a young college strappling, off somewhere on a holiday. For he was carrying a valise and waving to faces peering out of windows on the floors above.

At first look, too, that great brick structure, with its white columns and schoolhouse dome, might have seemed a college dormitory, and the grounds around it a college campus devoid of its usual forenoon crowds.

But back in that building this young man was leaving, a victor, the first great battle of his life. Not his battle alone had it been, however, for inside those walls some 200 others of various ages and walks of life are valiantly carrying on, with the aid of the great heart of a county's people, their own struggle for health and happiness against one of the most vicious foes of modern civilization—tuberculosis.

It was only a year ago that the young man, like others before him, had walked up that stairway. Now he was going back, back to the life which disease had so rudely interrupted. There, in his model white room, he had received the finest treatment medical science can provide. He had known every care and attention that the most complete of private sanitoriums might lavish on a patient. He had, in fine, been restored to health in one of the finest equipped and most modern public institutions of its kind in the entire United States.

The institution is the Camden County Tuberculosis Hospital at Lakeland, and the young man might be any one of the hundreds who have found happiness there.

The hospital is part of the county institutional system set up on a tract of 570 acres at Lakeland, near the Black Horse Pike, one of the county's main arteries of traffic. Its construction is the result of an intensive plan inaugurated by the Board of Freeholders in 1924 to provide for the enlargement of institutional work and to center, on one site, its institutions for the poor, the insane and the sick. Operated by its own central power plant for heat and light, with independent water system and fire-fighting facilities, the great institutional plant is served with fresh foods, vegetables and dairy products direct from its own farm, located on the tract, and is so constructed that nearly all of its buildings are grouped to allow for future expansion.

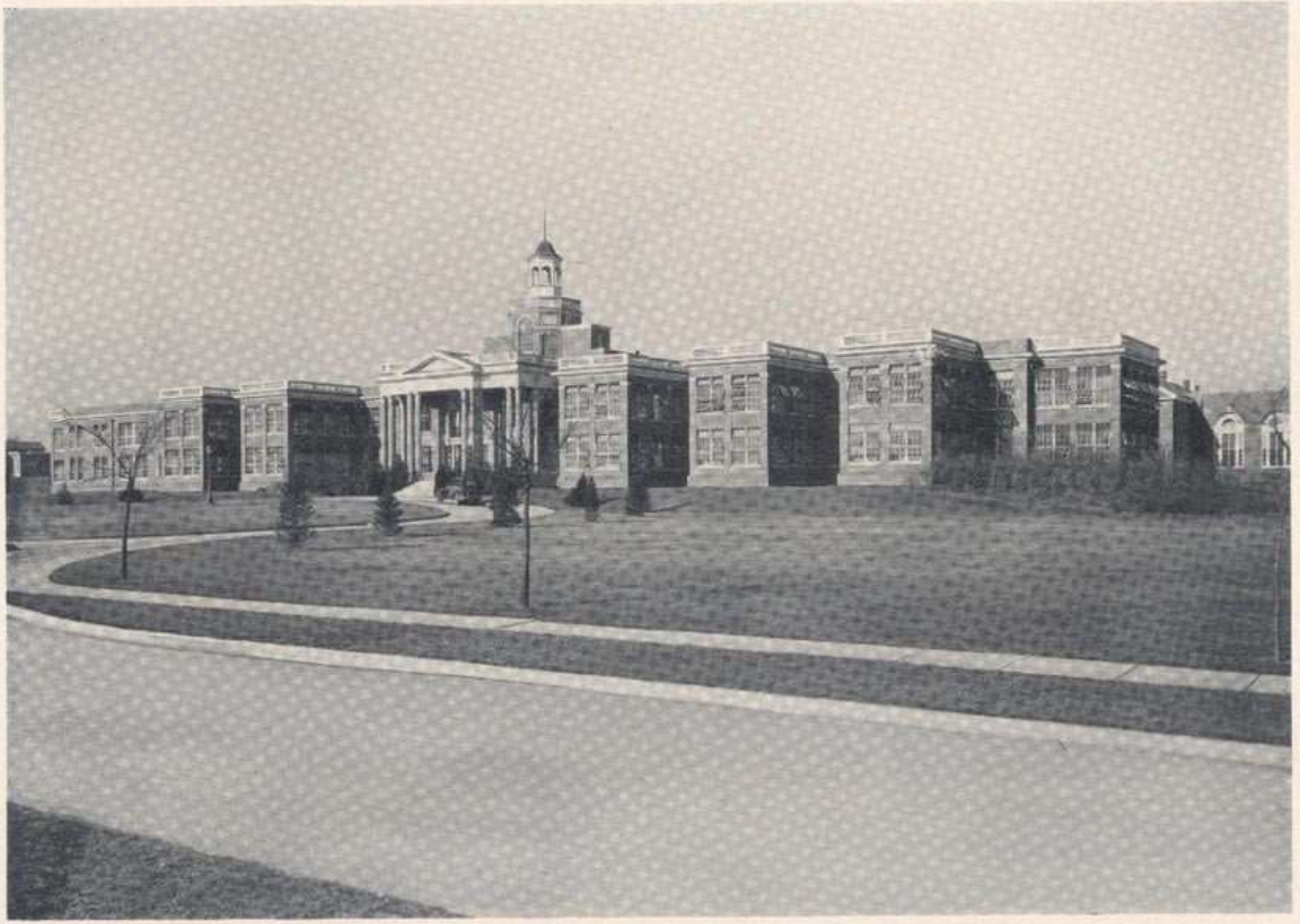
Most important of these buildings is the tuberculosis hospital. In the last report of that institution, made in August, 1931, 215 patients were being cared for, forty less than its capacity of 255. Erected at a cost of about $1,650,000, the sanatorium sets back from other institutions on the tract to permit light and sunshine to penetrate its windows and from any one of its floors patients are able to view for miles the wooded lands and rolling hills of the surrounding countryside.

The main hospital building forms the center of a group of buildings of colonial design, with the Children's Hospital located in the eastern end of the grounds in a self-contained unit. The building faces southeast and has been so planned that all the patients' quarters are in the front. Part of the first floor is devoted to administrative functions, with an office and reception room, while the remaining floor space is utilized by men patients.

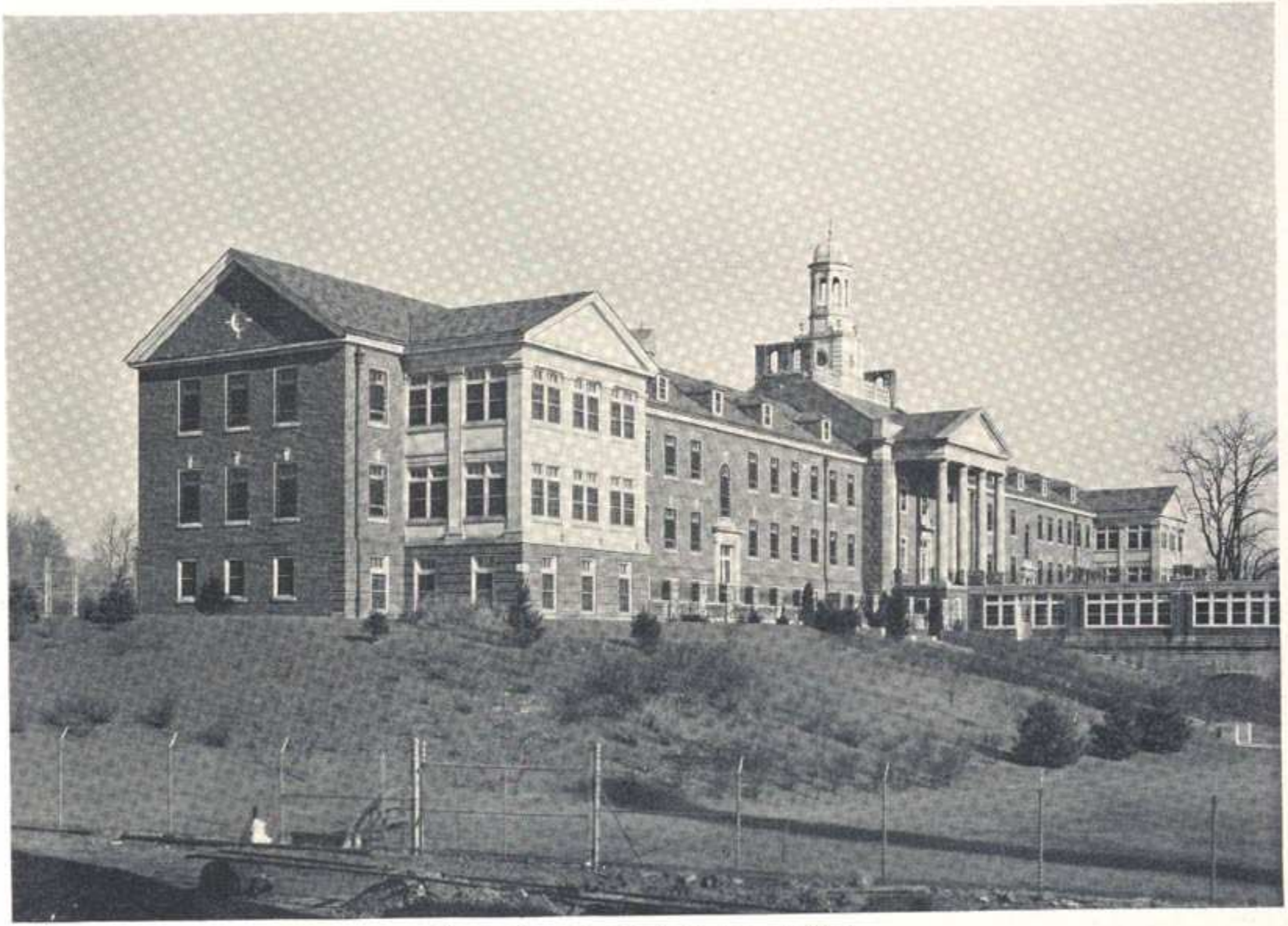
The second floor is devoted to women patients, and as in the men's units, one-half of each floor is used for infirmary cases and the other for semi-ambulant cases. All the rooms are divided into single, two-bed and four-bed rooms, with sleeping porches connecting with the four-bed rooms and other porches available on the north side of the building for use in the summer months.

So modern is this building that radios are provided in every room and there are individual lights installed at the foot of each bed along with a

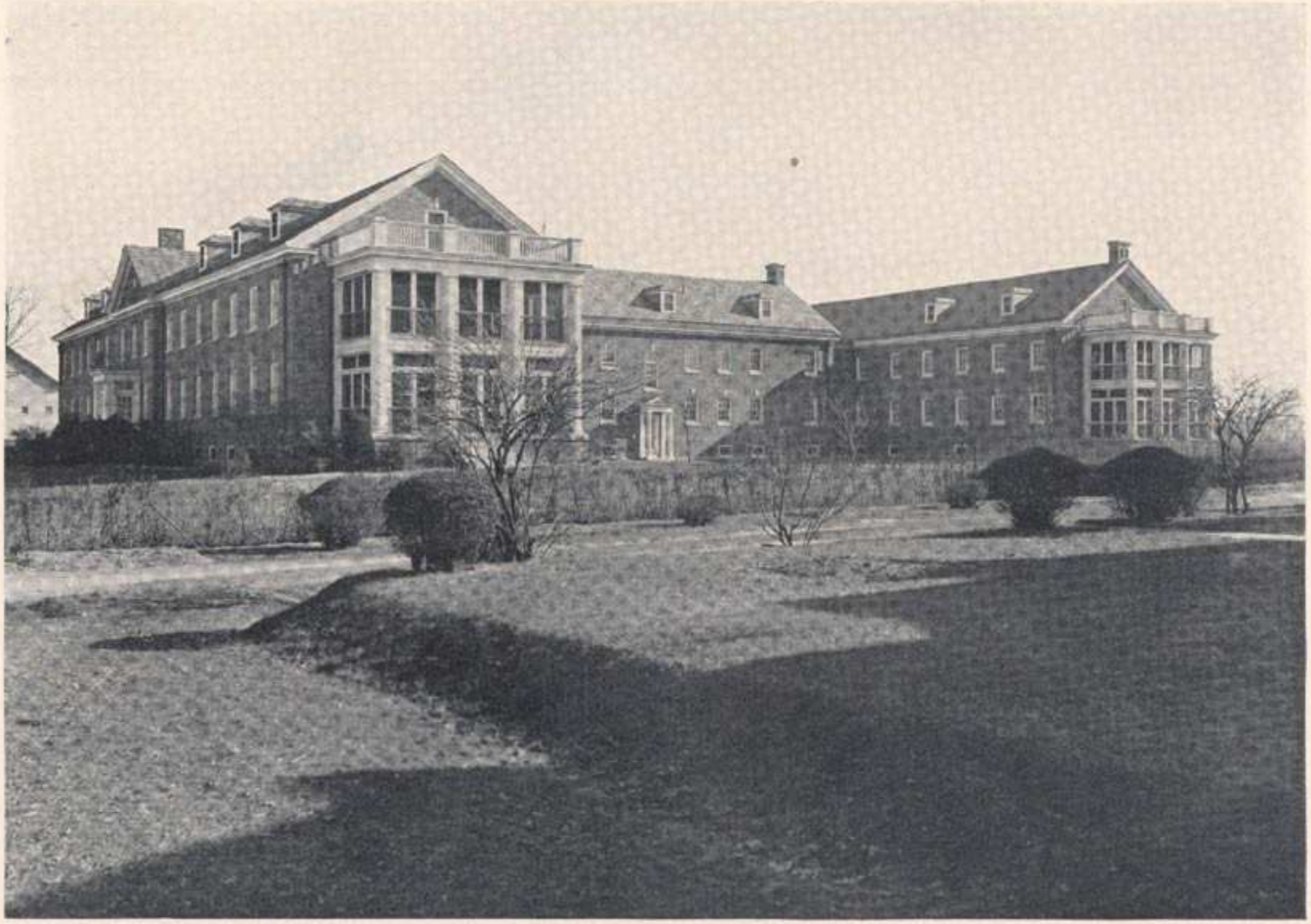
Camden County Detention Home, Pennsauken Township.



Camden County Tuberculosis Hospital, Lakeland.



Camden County Hospital for the Insane, Lakeland.



New Nurses' Home, Lakeland.

nurse's call system. There is a large diet kitchen and a dining room for patients recuperated sufficiently to make use of it and outside these patients' windows are terraced lawns dotted with flower beds and shrubbery that they may enjoy from rest chairs in almost any portion of the building.

The equipment in the medical department on the first two floors of the building includes an X-ray room, a modernly equipped operating room, a room for artificial heliotherapy, an examination room, a pharmacy and dental laboratory and rooms for ear, eye, nose and throat treatment, as well as a large conference room. While on the third floor will be found open decks for sun treatment, plaster room, and an isolation section.

On each side of the main hospital building is a twenty-four-bed one-story pavilion for ambulant patients—one for men and one for women. Comfort and simplicity are the keynotes of these two units. Instead of the usual congregate dressing rooms, individual dressing rooms are provided in warmed corridors at the rear of the dormitories and in the center of each building is a large sitting room where the atmosphere of cheerfulness is enhanced by open fireplaces.

A quadrangle forms the arrangement in the rear of the main building, with the Community building and Vocational school on one side and the dining hall, kitchen and service building on the other. Enclosed porches connect the hospital with the buildings on each side of the quadrangle, while a flower garden has been placed in the open space of the center lawn.

The Children's Hospital has thirty rooms on each side of a large central living room, school rooms, dining hall and kitchen. The second floor of this building is devoted to hospital wards, heliotherapy decks, nurses' quarters and isolation section. The nurses' home and the residence of the superintendent are located on the same grounds, a short distance from the hospital center.

About three city blocks down a shaded street of this Lakeland tract is another group of buildings. Here, shaded by half-century-old trees, is found the General Hospital, the Insane Hospital and the County Home for the Aged and Poor.

The General Hospital is constructed in three sections, two of its units being new buildings connected by corridors to the old infirmary building which was the original institution. One of these units, known as the isolation building, is planned for the treatment of communicable diseases, while the other, known as the infirmary building, is the medical center of the plant. In this building can be found all the equipment necessary for minor surgery, including an operating room, an anesthetic room and a sterilizing room.

Fire-proof throughout, with iron staircases, each of these two new hospital units are provided with all the modern facilities of a systematized hospital. Sun porches make it possible for patients to enjoy the fresh air and sunshine at south and southwest exposures and the ill and incapacitated unable to pay for other hospital treatment are made to feel that they are paid guests, with every possible consideration being given their needs. The isolation building, for example, is so divided with separate facilities for dressing wounds that it is possible to segregate four different kinds of diseases in four different sections of the unit.

The cost of this group of buildings was about $291,000. The last report of the Board of Freeholders showed 159 patients in the General Hospital and 245 in the Almshouse.

Just across the street from these buildings is the Mental Hospital, erected at a cost of about $549,000, where has been provided every known facility for the care and treatment of mental diseases.

Directly in charge of experts and specialists in mental and nervous diseases, the equipment of the hospital includes a department for occupational therapy, hydrotherapy, a dental and X-ray laboratory and an observation laboratory. All the modern and scientific methods of treatment of these unfortunates have been installed. Surrounding the hospital are large recreational grounds available for patients and the aim of the institution is to effect cures wherever possible, rather than to make its rooms a harbor for the doomed.

As a patient is admitted he is given a thorough mental and physical examination by a specialist and a careful diagnosis determines what treatment shall be employed in his particular case. Each day, as this treatment progresses, he is watched by an attending physician, is re-examined and checked for improvement.

Many of these patients have been rehabilitated through occupational therapy. In this department, under expert supervision, they are taught various crafts such as painting, embroidering or basket weaving, while others are taught chicken raising

and farming. Then, too, their dietetical treatment is considered and there is a completely equipped surgical room and infirmary for the treatment of surgical cases.

An underground system of fire protection, consisting of high-pressure water mains supplying fifty fire hydrants about the grounds, reduces fire hazards to a minimum. The system is entirely independent of the domestic water supply, which is derived from four artesian wells. Two lakes of several million gallons' capacity each serve as a reservoir of water for fire purposes. To further increase this efficiency a fire protection system has been installed in all of the buildings on the grounds, consisting of hose lines and an automatic electrical alarm system.

In addition the county has also erected a fire house at the cost of $21,000. The building provides living facilities for eight firemen, while its fighting apparatus includes a hook and ladder, chemical tanks, hose lines and whatever equipment is necessary to combat fires.

Camden County Park System swimming pools. Upper, Gloucester. Lower, Camden.

Amusements

MR. AND MRS. SMITH SPEND A DAY WITH THE CHILDREN

SUPPOSE you were John Smith and you were starting on your vacation.

Suppose, too, the rent was due, the car needed a spare, and the doctor still had to be paid for the time Dickie had the measles.

Ordinarily that's a pretty sad outlook for anyone who has day-dreamed over an office ledger for fifty solid weeks about the grand and glorious time he was going to spend at the seashore on that two weeks' excursion from the time clock.

It just means that John, Emma, and the kids are going to have to find some inexpensive amusement during the two weeks right around the old back yard. And how? That's what Emma wants to know.

Well, if it's hot enough, of course, they might spend an afternoon in the beautiful county swimming pool just off the Crescent Boulevard and Cooper River. There, more than likely, they will meet their friends, because family after family bring the children.

Or they could visit Mountwell, the natural county pool at Haddonfield, cloistered in a little haven of trees and picnic grounds. That or any of the public admission pools and lakes spread about the county and enjoyed by thousands of visitors during the summer months.

The county is studded with lakes and little woodland niches. Long ago, Philadelphians began to realize this, and now some of these woodland parks have been converted into miniature summer resorts. First a rendezvous for campers, later colonies of summer bungalows began to spring up and in the pine sections, particularly, hundreds of summer residents, unable to travel to the mountains or popular resorts, spend their vacations here each year.

During the hot days of the summer months, thousands are lured to the many lakes and swimming pools spread about the county. A half-hour's motor ride from the city will place you in pleasant woodlands, within reach of a canoe, or if you wish, a winding trout stream.

In the past two years, the miniature golf courses that sprung up like mushrooms throughout the country have become an added form of amusement and these tiny recreational spots fringe the roadsides wherever you go. Golf driving ranges soon followed, and a fellow like John Smith would have a hard time covering them all in his two weeks' vacation.

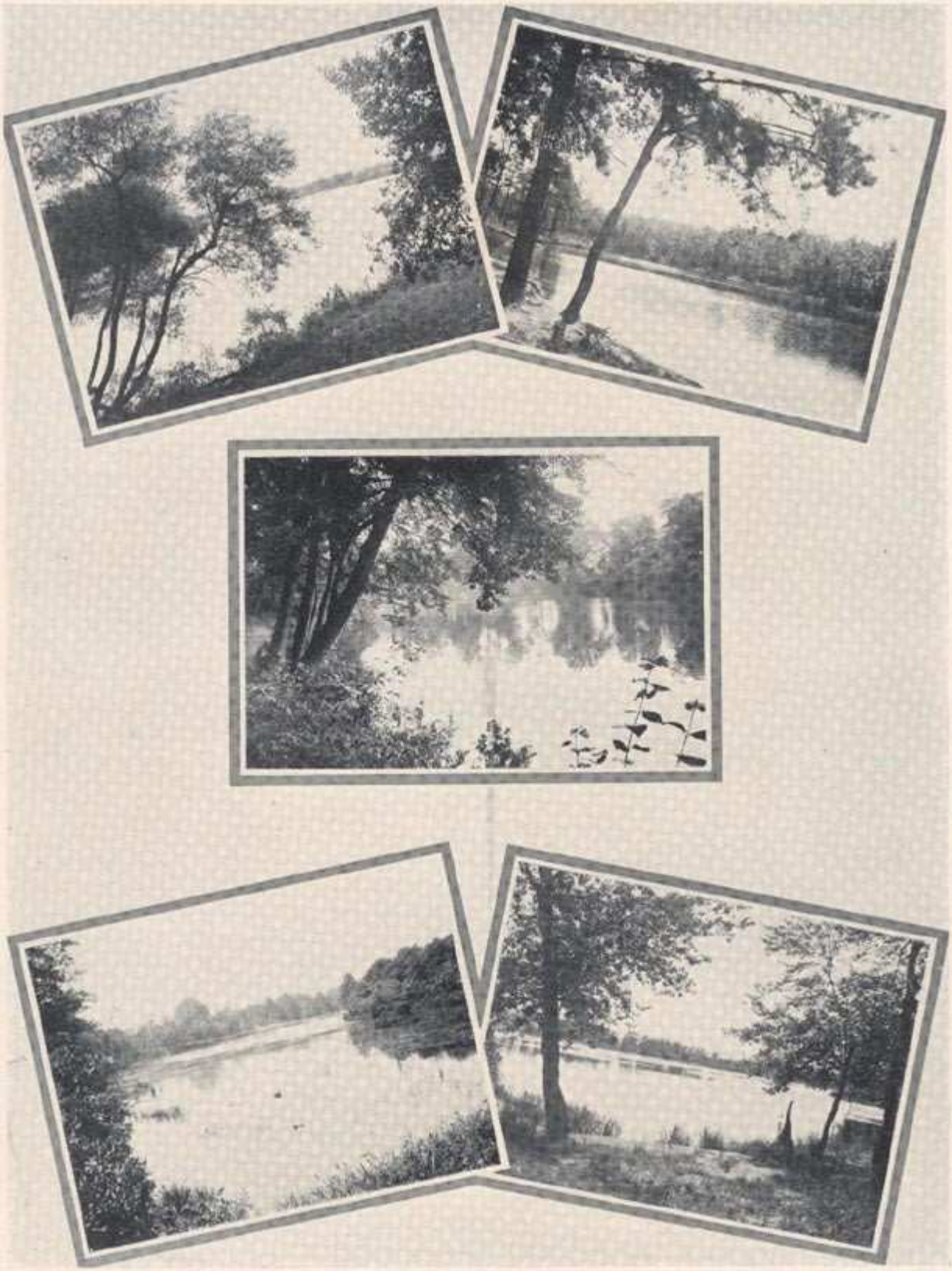
Along the Crescent Boulevard on the outskirts of Camden, the Cooper River Parkway Country Club, a public golf course, opened as a commercial enterprise by paid admissions, was recently established, and attracts many motorists passing over the boulevard on their way to the "Playground of the World."

If John Smith should like some unusual golf he might have a turn on one of the courses of the county's three country clubs. One of these courses, Pine Valley, set like a great green cameo in a small forest of pines near Clementon, is considered one of the finest golf courses in the world.

Its membership extends to every corner of the country and member golfers, making a business trip east from their homes on the Pacific coast, never miss the opportunity of spending an afternoon at least along its fairways. To it, as well, come the gallery of golf's great ones, for its sporty stretches are a challenge even to champions.

Near Haddonfield, six miles from Camden, is Tavistock Country Club, with a membership made up of residents from all over the county. It is considered one of the topnotch courses in the Philadelphia area and its clubhouse in afternoons and evenings is often the scene of many gay social festivities.

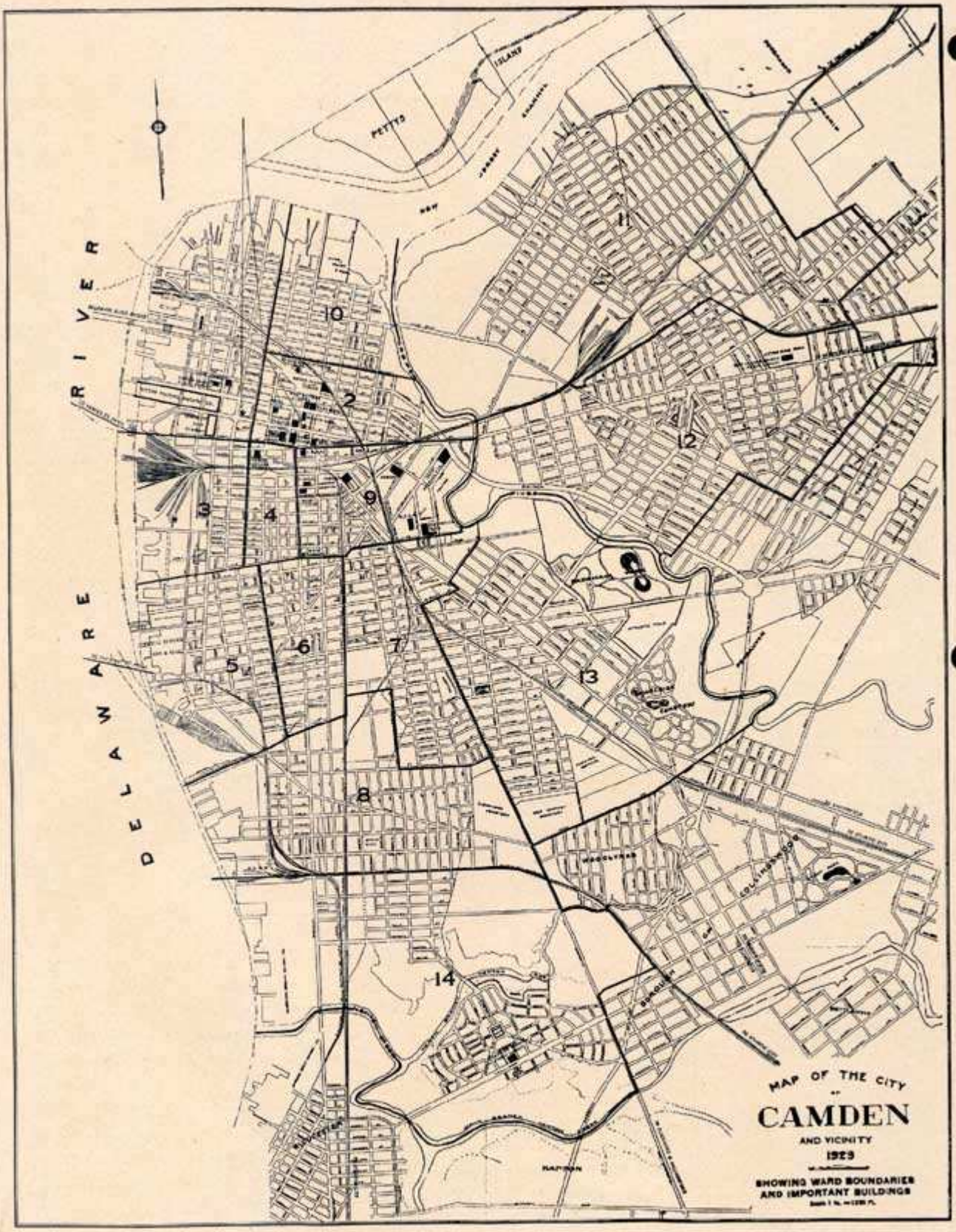
The Merchantville Country Club at Merchantville, three miles from Camden, likewise offers to its large membership a sporty golf course. Its clubhouse, too, has been the scene of many social activities and the club has long been known for its distinct social life.



Some of Camden County's beautiful lakes.

Clementon Lake.

Cooper River Valley Country Club.


DELAWARE RIVER
PETTYS ISLAND
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MAP OF THE CITY
OF
CAMDEN
AND VICINITY
1923
SHOWING WARD BOUNDARIES
AND IMPORTANT BUILDINGS

Camden City

1681—A House is Built

He was an Irish Quaker, a tall, gaunt man. One of those Irishmen forever turning up in the far corners of the earth with the slightest bit of arrogance in their eyes and the whole of Ireland in their smile.

What identity was his had been left in another land—now, almost another world. But he must have had a way about him, for a band of men and women had followed him across the sea.

It had been a year or so since the little band left Ireland. Now it was a quiet spring day and the rugged Irishman was pointing toward the banks of Newton creek.

He was pointing, and standing by his side a woman was saying something in a quiet kind of whisper which seemed to make him smile.

What she said history will never honestly record, but that afternoon a tall, gaunt man began to build a house and here and there along the creek other men followed. Soon a settlement sprung up, and in not so many weeks the family of William Cooper came down out of Burlington to build still more houses. Cooper's Point and what is now known as Federal Street Bridge, heard, for the first time, the sound of civilized footsteps.

That was in 1681 and that was the real origin of Camden.

Cooper, too, was a Quaker, an Englishman who had fled to the New World to find solace from the religious persecutions of his native shores. Good Quakers that they were, they set about at once to erect a crude meeting house in which to hold worship, and the little band increased.

Apparently they were happy. And apparently they prospered, for less than a decade later some of these early pioneers, with a Twentieth Century eye toward trade, established a ferry to Philadelphia. A market was expanding.

Soon afterwards William Cooper bought out the ferry. Word of the new settlement spread along the byways and new settlers came to make their homes. Some moved down to what the Cooper family had named Pyne Poynt, and even then the business acumen of three or four of those pioneers began to show results. In 1695 the General Assembly assented to the formation of the Township of Newton. The early settling may be credited perhaps to what is romantic in the Irish, but the business affairs, undoubtedly, were the Quaker heritage.

The names of three of those hard-headed old settlers still stand to this day. The history of the Cooper family has been part of the history of Camden. But then, too, there was old Archibald Mickle, out of Ireland, and the taciturn Mr. Kaighn. Both bought up large acreages of land, the latter seeing in the riverfront section the likely business center of the growing community. To this day that section of the city is still known as Kaighn's Point. If there had been a Real Estate Board or a Rotary Club in those days surely one of the three of them would have been chairman of the board.

Growth in Assessed Valuation of Camden by Decades

1931	$216,121,800
1930	215,665,518
1920	121,031,630
1910	52,902,013
1900	28,654,210
1890	17,942,050

It wasn't very long before houses got so close together that—at last!—the ladies were discovering such things as next-door neighbors, and borrowing tea and this and that.

And the proposition looked so good to Jacob Cooper, Esq., a lineal descendant of the original William Cooper that in 1769 he called in a surveyor from somewhere or other and said to him:

"Tom, we're going to build a town."

That year, and with refreshing repetition until 1771, advertisements appeared in Philadelphia newspapers calling to the attention of wide-awake citizens the advantages of living in the new town

Cooper House, Pyne Poynt, Camden.

across the river from Market street. Even then they had a sales talk for commuters.

In 1773 deeds for lots were sold and Jacob Cooper's little dream became, officially, the Town of Camden. The new community took its name, Mr. Cooper explained, in honor of the then Lord Camden, who had endeared himself to many a colonist for the admirable stand he took for the rights of the people concerning their religious persecution. Previously (and even for many years to come) it was spoken of more often as "The Ferries" and "Cooper's Ferry."

And then came an event which was to change the history of the world. The business of building a new land became the business of war. Overnight the War of the Revolution had turned peaceful communities into potential battlefields and the colonists found themselves leaving their ploughs and homesteads for muskets and battle.

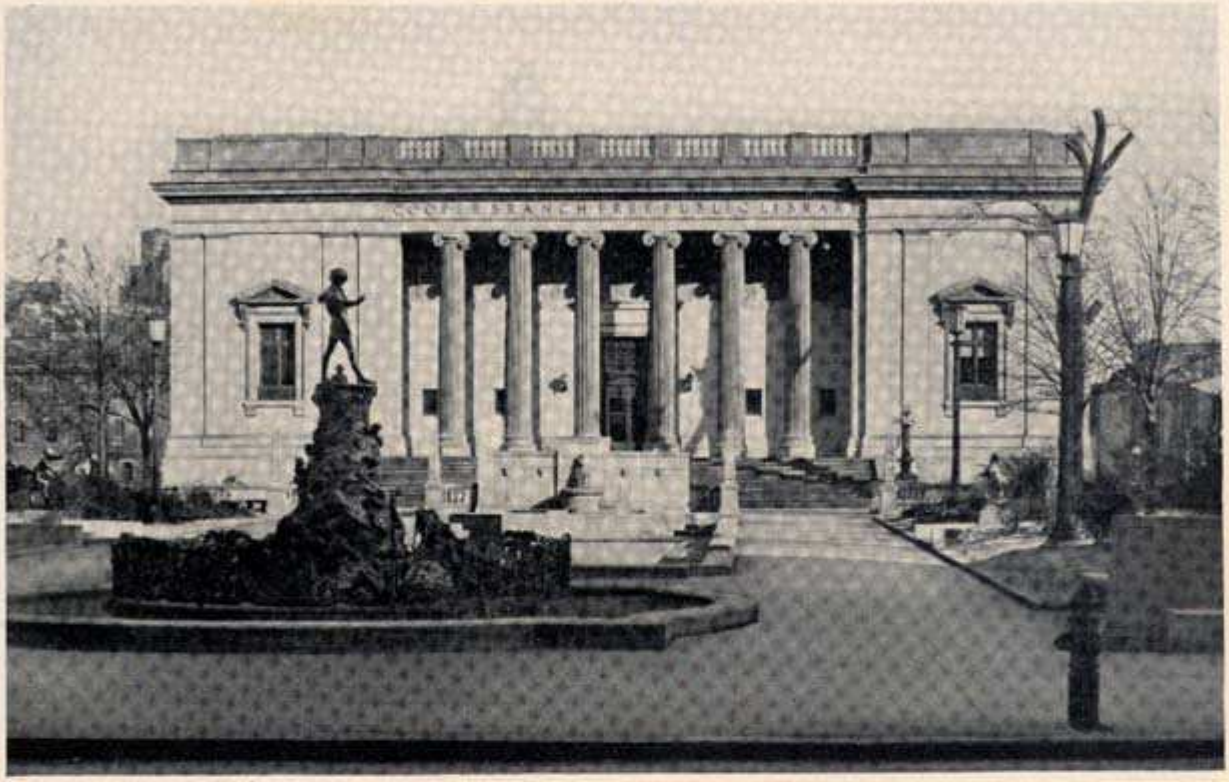
British troops established headquarters along the Camden waterfront and the city became a stamping ground and outpost for Hessian and British soldiers. The struggling little city found itself harassed by the military, and this helped its growth not at all.

But as the newborn nation awakened to the spirituality of its freedom, Camden, with the rest of the ravaged country, set to work and started donning the frock coat of self government. Lots were being sold with encouraging rapidity. New people were moving in. In 1813 a postoffice and school were established, streets were lengthened, and six years later the Kaighn's Point ferry started business. In 1812 the National State Bank began operations . . . altogether, things looked promising!

CAMDEN CITY'S GROWTH

1930	118,700
1920	116,309
1910	94,538
1900	75,935
1890	58,513
1880	41,659
1870	20,045
1860	14,358
1850	9,479

They looked so promising that, in February, 1828, after numerous meetings of the townsfolk, the Legislature incorporated the City of Camden, extending its boundaries and provided, by amend-



Cooper Branch, Free Public Library, Johnson Park, Camden.

ment to the original charter, for the popular election of five councilmen and the appointment, by the Legislature, of five aldermen.

Then along about 1850, Camden having become the seat of government for the county created six years before, the population had reached 9,479.

And growing! For the blunt tops of factory chimneys were already beginning to pour their little puffs of smoke into the sky. These were Camden's pioneer days in industry and glorious they were. In 1871 the city bounds were once more extended, and despite the effect of the Civil War, the population had climbed up to more than 20,000.

Iron products, leather, flint glass and oilcloth even then were commodities associated with the name of Camden. The shipbuilding industry was started on its way to national supremacy. The Esterbrook Steel Pen Company was founded in 1858 and remains today one of the city's flourishing industries. Campbell Soup Company—which later was destined to send the city's trade mark around the world—opened in 1867. By 1880 the population had passed the 41,000 mark.

That same year saw the beginning of the furniture industry with the Van Sciver Company and in the year 1894 the Victor Talking Machine Company opened its doors for its world-familiar "His Master's Voice." The New York Shipbuilding Company and the Armstrong Cork Company soon followed these adolescent commercial giants, and after them came the licorice industry.

With the dawn of the Twentieth Century came Camden's industrial epoch. Industry flourished. Factory buildings dotted the city's skyline. And what had been an industrial output in 1850 of something like $1,514,055, in the epochal year of 1900 had become $20,451,874. Hundreds of acres had been added to Camden's limits. Thousands of citizens to its homes.

In a word, historians were recording a vital condition—"Progress."

1931—A City Rises

If that old Irish Quaker and his little band of pioneers could only stroll down Camden's Broadway some Saturday afternoon!

There, facing them, at just about the spot that marked the outermost boundaries of their meagre settlement, they would see the robust horizon of Whitman's "city invincible." And hovering above

Camden City views.
Upper, Parade on Cooper Street. Lower, North Camden, with Petty Island in the distance.

it, like a mist hardly lifted, the spirit that emanated out of their own vigorous dreams.

Virile and young, a new Camden towers above the bosom of the old. A city rising out of the earth that nurtured the staunch soul of its mother, like a photographic plate taking on the sharp outlines of black and white against the dull gray background of its beginning. Bustling streets coil down to the once sandy banks of the Dutchmen's Delaware. Factory chimneys stand upright in the skyline like exclamations bent on punctuating the "Good Gray Poet's" dream.

It is the new Camden, today's and tomorrow's city.

Business leaders have chosen to call Camden "the city of contented industries." The slogan, to a traveler, seems singularly fitting, for 237 of the county's diversified industries have made their homes here. It is a representation that many a national metropolis has found reason to envy.

It is enough for a city, you might say, that it can become known as a home of contented industries. There's a handshake in such an introduction! But many contributing factors are required before this happy state of contentment is ever brought about.

So immense is Camden's industrial output that many salient features of the city's character are overlooked. A city which can attract and keep contented the universally important string of industrials which Camden boasts of, must, first of all, be a city of contented humans. And as every new gadget is added to the million other gadgets responsible for this highly civilized century of ours we humans get just a little bit more discriminating with the years.

About the finest history ever written of Camden is found in the statistics of the United States Government. And in the cold figures of the Department of Commerce's census of manufactures, released in April, 1931, will be found—if you look between the lines—one of the most thrilling industrial stories that has ever been recorded for a city of Camden's size.

Not history in the terms of centuries this time, but written over the brief span of twenty-nine years. A story you build yourself—with dollar signs and numbers—digging up the romance as you march along to the swift beating tempo of the thing itself. Back of every change in numbers, every increase in the dollar signs, picture a nation building, a metropolis rising where a town had been.

Let us turn to that dawn of a century, the year 1900. And let us count to twenty-nine. For here across these years has been written the great chapter of Camden's industrial achievement. Government statistics, in that momentous year, registered for the city a manufacturing output of a little more than $20,000,000 and local historians were speaking of an epoch.

The next twenty-nine years was to find those figures increasing with almost story-book proportions. Increasing, to be exact, $211,000,000! It was like putting one of the Arabian Nights in a local setting.

That, in a word, is the astounding extent of Camden's industrial growth—an increase of $211,000,000 in manufacturing output in less than thirty years.

The Department of Commerce places the value of products manufactured in this city of contented industries during 1929 at $231,135,097. These

WHERE YOUR DOLLAR GOES

Analysis of Camden City Tax Rate

	1929	1930	1931
County Tax	.5314	.5765	.5702
School	$1.2104	$1.2412	$1.2759
Highway	.10	.10	.10
Soldiers' Bonus	.014	.014	.0137
State Institution Bldg.	.05	.05	.05
Total State, County, School	$1.9058	$1.9817	$1.9598
City	1.2742	1.2783	1.2002
	$3.1800	$3.2600	$3.1600

Walt Whitman Home.

census figures are the latest to be compiled by the government.

The government ranks Camden as the fifth greatest city in New Jersey for its manufacturing output. These five leading industrial centers, in the order of their importance, are listed as Newark, Jersey City, Perth Amboy, Bayonne and Camden.

The value of products manufactured in the entire State is placed at $3,937,656,019, while those five leading centers are responsible for nearly half of that output.

Camden's estimated 28,993 wage earners receive annually in wages $35,583,585. The cost of materials, fuel and purchased current entering into the manufacture of its 237 diversified industries reached $112,090,216 during the year of the Federal census.

But merely to classify Camden as among the five leading industrial cities of the State is misleading. The size of a city, too, must be considered in such a comparison, and here we find Newark and Jersey City, the two topping the list, are likewise the largest cities in New Jersey, with far more population than Camden. And that tells still another story.

For while the city ranks fifth in industrial output, Camden is truly New Jersey's most highly industrialized city and it leads the entire Nation in the proportion of its population engaged in industry.

Turn again to the United States Census figures and you find 24½ percent of Camden's entire population, or 28,993 of its 118,000 people, employed industrially. Only Newark and Paterson exceed Camden in the number of wage earners so employed, and even Jersey City, with three times the population, has less workers in its industrial plants than has Camden. Paterson is Camden's nearest competitor in New Jersey. Of its 138,000 population, 32,298, or 23 4/10 percent are industrial workers.

No census has yet been made of the relative number of "world's largest" manufacturing plants located in various American cities, but until someone can prove the contrary Camden claims to have more plants which are the world's largest in their respective lines of industry than any other city of its size in the world.

Yet industry is so diversified that no single line can be said to be dominant. The leather and paint industries are the only fields represented by more than four firms. And yet ——

Camden is the home of the world's largest talking machine plant, the world's largest soup canning company, the world's largest steam heating system manufacturers, the world's largest steel pen manufacturing plant, the world's largest privately owned shipyard, the world's largest wool scouring plant, the world's largest licorice manufacturers, the world's largest fibre container manufacturers and the world's largest manufacturer of glazed kid.

A Camden school child, for example, after he

Pouring into Camden.

had repeated that breathless paragraph of "firsts," could learn his industrial ABC's on the hundred little objects with which his hands and eyes hold daily contact.

The magazine on his living room table, or the book in his father's den, more than likely was printed in Camden, in the shops of the Haddon Craftsmen.

He could take the buttons on his shirt—there's an even chance they were made in the plant of the Peerless Pearl Company. The handkerchief in his pocket was probably made by Loeb and Wasch and the licorice he rushes for at every recess out of school must have come, of course, from the Camden plant of MacAndrews and Forbes.

This studious juvenile would even have to take his ABC's to dinner, for the gelatine in his dessert and the soup that preceded it in all probability were made in his own highly industrialized city. Kind and Knox are responsible for the first, Campbell's for the other. His dining room chair probably found its way to his home from the Camden plant of J. B. Van Sciver and Company and if his scholarship is of such an order that a bit of after dinner coffee is permitted the young man—well, then, it's Boscul, sure enough, out of the century old Scull Company.

The staples which so neatly hold his school papers together undoubtedly are but a few of the tens of millions produced each year by the Acme Staple Company and the soap he washes with when finally he goes to bed came, in all probability, from the plant of J. Eavenson and Sons.

The cork insulation in the family refrigerator is a product of the Camden branch of the Armstrong Cork Company, and as he walks inside the kitchen to see for himself, the young man treads upon the product of Congoleum-Nairn's Camden plant.

Oh it gets tiresome, all this, even for Junior. He looks at sister's patent leathers. "Keystone Leather Company," he says to himself with a sly kind of wink. And not to let it stop at that there's the man-next-door spraying the grape vines for Japanese beetles with Mechling Company's spray. The chemicals in Mother's cosmetics are from the Camden plant of Wilckes, Martin, Wilckes Company, he finds and the apartment heating system from Warren Webster and Company. The whiting that keeps his sports shoes snappy from the Southwark Manufacturing Company. The wash basin

Business section, Camden City.

The Hurley Store—one of Camden County's leading retail institutions. Founded February 1, 1890, by William Leonard Hurley. Branches in Bridgeton, Atlantic City and Trenton, N. J., Wilmington, Delaware, and Wilkes-Barre and Hazelton, Pa.

and the bath tub from the Rundle Manufacturing Company. His bathing suit from the yarns spun in the Jantzen Company. And ——

Junior looks around once more and heaves a sigh. Will it ever end? No, it will never end! Someone out there on the side porch is smoking an El Producto, Camden's widely advertised cigar; someone else is ——

Poor Junior!

Neither is diversity the only feature of this industrial picture. The city, as well, is an important center of national industries and included in its establishments are many of the greatest in their field. No less than ten national advertisers are among this imposing list.

There are, for example, R. M. Hollingshead Company ("Whiz" products); Wm. S. Scull Company (Boscul Coffee); J. B. Van Sciver Company; Congoleum Nairn, Inc.; Armstrong Cork Company; Campbell Soup Company; RCA Victor Company; New York Shipbuilding Corporation; Warren Webster Company; and the Rundle Manufacturing Company (plumbing fixtures).

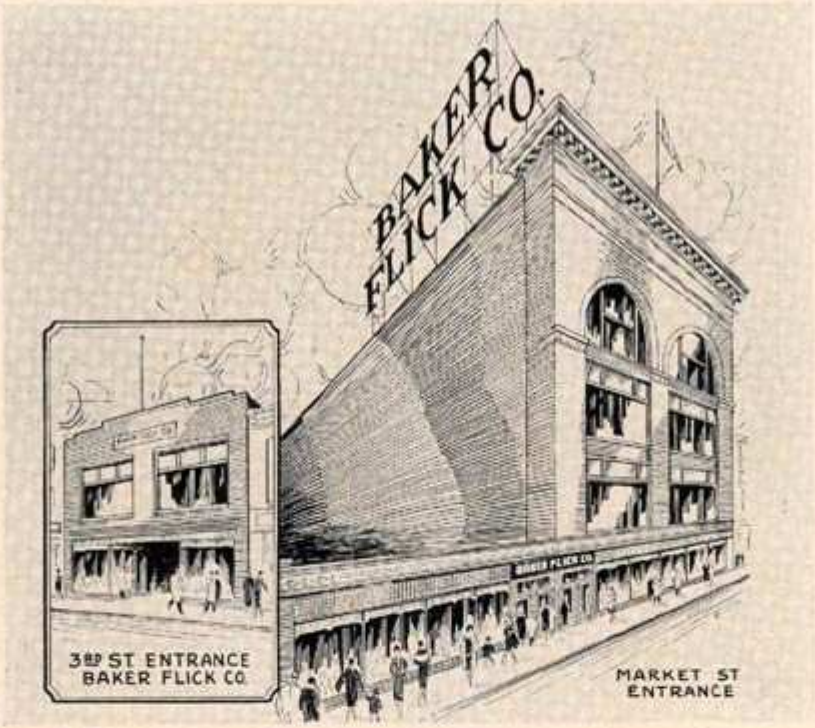
In addition to these are such national industries as MacAndrews & Forbes, the largest producers of licorice in the country; Eavenson Levering Company; John R. Evans Company; Esterbrook Steel Pen Company; Keystone Leather Company; J. Eavenson & Sons, Inc.; Reed-Cook Company; Haddon Craftsmen, Inc.; Loeb & Wasch; Southwark Manufacturing Company; and Congress Cigar Company.

Each year has seen more of these nationally known industries locating their plants and headquarters in Camden. This progress has been continuing at an extraordinary rate for the past five years and every indication of even greater progress in the future is promised.

For there are still numbers of attractive industrial sites along the riverfront and throughout the city available at prices that are proving attractive to industry.

The rumbles of the Civil War were still unheard when industry first recognized the potentialities of Camden. The American Nickle Works and the Camden Iron Works established their headquarters in the city and were doing business as early as 1845.

And even then pioneer industries began to arrive. The Esterbrook Steel Pen Company, which located



Baker-Flick Company, one of Camden's leading department stores, established in 1870 by C. C. Chew, who was succeeded by Baker-Flick Company in 1912.

Sears-Roebuck & Company's Camden retail store, opened July 1, 1927. The street in front of the store is the Admiral Wilson Boulevard, leading from Central Airport to the Camden Bridge. It is heavily travelled at all hours of the day.

in the city in 1858 was the first manufacturer in America to turn out pen points and time was soon to see this company become the largest of its kind in the world.

Soon afterwards shipbuilding enterprises sprang up along the waterfront, later paving the way for the largest shipyard in America. Leather producing plants began to dot the skyline and long before the close of the century the city was well on its way to industrial supremacy.

Before the city became the center for the radio manufacturing industry, it had boasted of the greatest talking machine manufacturing plant in existence. This was the Victor Talking Machine Company, forerunner of the present RCA Victor.

This one company alone played a major part in the development of Camden as an industrial center. It carried the name of the city into the far corners of the earth; wherever music is played the Camden trade-mark has gone.

The history of the company is a romance of modern business. Starting in a tiny machine shop on a rambling Camden street in the late gay nineties, the plant of the company was to expand into a veritable city in itself, comprising, in all, thirty-one brick buildings of modern fireproof construction, covering an area of ten city blocks and nearly sixty acres.

In peak days of business as many as 14,000 workers have been employed in the mighty plant—a far cry from the days of its humble beginning when a poor machinest inventor struggled to bring reality to the dream which was later to give the world so much happiness.

He was Eldridge R. Johnson, founder and first president of the Victor Company, perfecter of the instrument out of which grew the talking machine. Keen business man as well as an inventive genius, Johnson visualized the vast commercial and cultural possibilities of the talking machine once the instrument was perfected. Finally, after exhaustive research and months of arduous labor, with his resources almost exhausted, he succeeded in producing a record that almost perfectly recorded the voice.

It was not only a great scientific achievement, but the dawn of a great commercial venture. Consequently, in 1901, the company was incorporated and launched upon the manufacture of the instruments. Soon the trade-mark "His Master's Voice" became a household word, production mounted, and the little blocks of original stock in the enterprise began to represent a fortune.

Johnson, ever in advance of the times, next conceived the idea of bringing into the thousands of homes where Victrolas were being played the music and voices of the world's leading artists. Just as the original model of the first crude little gramophone, invented by the late Emil Berliner, intrigued his imagination, the possibilities of this great venture became, for a time, the consuming interest of Johnson's life.

Thus, it came about that within the walls of a recording room of this Camden plant the greatest music of all time was immortalized. At first hesitant, the stars of the opera and concert stage were soon won over to this revolutionary plan and it soon followed that their selection by the Victor Company for recording became, for the artist, a symbol of success.

The world began to associate the Victrola with the culture of the times. Isolated farm dwellings now were able to hear the finest music of the age within the four walls of their parlors. Energetic marketing and constant research on the part of the company, aided by this appreciation, carried Victor to the heights.

Then, in 1924, a storm broke over the horizon of its supremacy. Radio appeared and the interest of the public shifted quickly to this new marvel of science. Pessimism clouded the company's future and many predicted the death of the talking machine in this vast home entertainment field.

It is here that another man enters the history of the Camden company. This present far-seeing executive was one of the young men Johnson had trained. He was E. E. Shumaker.

Mr. Shumaker, who had served many years as purchasing agent of the company, took the helm of the great industry during this crucial year. His leadership and foresight proved him at once one of the great figures of American business and the future of the Victor company found itself again in the hands of a single man.

Ever alert toward improving reproducing methods, Shumaker saw at once that the research policy of the company had been too closely confined and that the future of the Victor product lay not in keeping up with the times, but in keeping in advance of them. He found that a new method of electrical recording and mechanical reproduction of sound had been discovered in the research labora-

Photo by Aero Service Corp.

RCA Victor Company and Campbell Soup Company plants—looking towards Philadelphia.

Photo by Aero Service Corp.

Nationally known concerns nestled in Camden's northern industrial area. Included in this picture are the plants of the RCA Victor Company, Campbell Soup Company, Esterbrook Steel Pen Company, J. B. Van Sciver Company, J. Eavenson and Sons and Standard Tank and Seat Company.

tories of the Bell Telephone Company, the American Telephone and Telegraph Company and the Western Electric.

These new principles of sound represented a scientific advance over what the research laboratories of the Victor company had been producing and Shumaker was quick to perceive the possibilities. Negotiations were arranged and in 1925 the company brought out what was then a musical innovation—the Orthophonic Victrola.

The new instrument made something of a musical sensation. Following public showings in November of that year the company received a flood of orders totaling more than $20,000,000 worth of the instruments at factory prices. Once again Victor was working on full-production schedule.

Shortly after this, negotiations were made with the Radio Corporation of America for the right to combine the Radiola with the Victrola and Victor brought out a combination talking machine and radio. The success of this innovation helped to bring about the merger of these two great American industrials.

Meantime, Victor engineers were hard at work perfecting the Victor radio. This was shown for the first time at the Radio Show in Chicago, June, 1929, and a flood of orders followed. Production mounted, employment increased, the sixty acres of the Victor plant became a bustling city within a city—and Camden was opened as America's radio center.

The RCA Victor Company, under the presidency of Mr. Shumaker, began to function January 1, 1930. This was preceded by an $11,000,000 expansion program which added still more buildings to the Victor skyline, even more machinery, and above all, one of the most extensive research departments in the home entertainment field that the world had ever seen.

Before the organization of this tremendous industry in Camden, however, the country had been thoroughly surveyed industrially for the most desirable location for such a trade capital. First, it had to be demonstrated that prevailing conditions, including the labor market, in Camden were such that wide economies could be effected in mass production. Such an organization meant the concentration of all radio and other home entertainment activities, into a single plant, of Victor, Westinghouse, General Electric, Western Electric and Radiola. This was a large order for any city, but Camden for years had been preparing for such a meeting.

Line production was inaugurated, operations were simplified to conform with exacting time schedules, and an industrial miracle began to perform. With the organization of RCA Victor came leadership in the industry and the great hope of radio's future stabilization.

But the history of the Victor Talking Machine Company is not the only romance of industrial Camden. Let us turn back again. Back, let us say, to the spring of 1867 when Joseph Campbell and Abram A. Anderson opened up a small canning and preserving plant at 41 North Second Street, Camden. Here, too, is a business epic.

For today, out of that humble beginning, the plant of the Campbell Soup Company covers five city blocks and its famed product is marketed in almost every corner of the civilized world.

Starting as a food-packing concern, the firm of Anderson and Campbell achieved a reputation even in its early days for the excellence of its products. Bordering the city were the great farming lands of South Jersey, assuring the infant industry the finest of fresh vegetables. Much of the success of the company, then as now, depended on such unsurpassed advantages as the locality offered.

During the latter part of the last century the activities of the company broadened considerably. Anderson had retired from the firm in 1873 and nine years later a new partnership was formed. This consisted of Campbell, Arthur Dorrance, Joseph S. Campbell and Walter Spackman. In 1891 it was incorporated under the title of Joseph Campbell Preserve Company.

The company had already won a national reputation for a number of its food products. Its "Beefsteak Tomatoes" were widely used, but under the new régime the company's activities increased to include the packing of many other food products, various kinds of vegetables, ketchups, pork and beans, and salad dressings. In all, the Camden plant was merchandising nearly 200 different food products.

In 1897 the company brought out its now world-famed line of condensed soups and another year was to see their commercial production under the red and white label known today in almost every American home. From then on Campbell's began to specialize in soups and pork and beans, bringing the product into the kitchens of the land by an adver-

tising program that continues to be one of the most extensive in the country.

And, now, into the romance of this story comes the figure of a man.

It was in 1897 when the late John T. Dorrance made his appearance at the Camden plant. Dorrance had just completed a vigorous scientific training in Germany, where he had received the degree of Doctor of Philosophy. But when he applied to his uncle, Arthur Dorrance, then president of the company, for a position in his plant, it was not with the idea of stepping into a white-collar job.

In Germany he had specialized in organic chemistry, and when he went to work in his $7.50-a-week job he had already conceived the idea of the commercial production of prepared soup in condensed form. He saw in this method the means of saving thousands, for while two containers might have been used before only one would be necessary now. Storage space would be cut down, freight charges would be minimized, but chief of all—America was to be introduced to a new idea in food consumption.

Early in the present century, through the efforts of Doctor Dorrance, the company began to acquaint the public with its now specialized product. It opened an educational campaign which later expanded into the most powerful advertising ever given a food product. Big business opened its eyes and watched the results with interest.

Keen and practical, Doctor Dorrance at once realized that to make the use of his product universal he must first educate the housewives of the land to the advantages of canned soup. Campbell posters began to appear in street cars and it was once said that every street car in every important city of the Nation carried one or more of these billboards. Even as early as 1909 the company realized the advantages of newspaper advertising, and turned seriously to this field to bring their slogan before the buying public.

First the company advertised the importance of soup as a food, later the advantages of its labor-saving features. It was not long before this "Look For The Red and White Label" became a kitchen watchword. Leading newspapers in virtually all the principal cities now carry the familiar Campbell advertisements and the Camden product is kept constantly before the Nation in nearly 40,000,000 magazine pages every month.

But not only in the United States has Campbell's found its market. Cargo after cargo of the famous soups find their way across the seas each month to the loneliest corners of the universe. Wherever man has traveled the Camden trademark has gone.

The very nature of the industry was soon found to have a stabilizing effect upon the city generally, for the market for Campbell's product has never been affected by economic depressions. In fact, it has been said that the company's sales increase rather than decrease during periods of unemployment.

This ability to override depression has a healthy effect on a large section of South Jersey, since the company furnishes a market for the output of farmlands of Camden and nearby counties. Just as this proximity has been one of the main reasons for the company's continued location in Camden, the business of the soup plant has ever been an important adjunct of the agricultural industry of the State.

As in the case with RCA Victor and other major industries in the city, this—like any story—has a moral. Here the moral is strictly an industrial one and it points directly to the city itself. For the leaders of these great industries will attest to Camden's advantages—the home-owning workers, the facilities and improvement which have made her the "city of contented industries." Their presence here is the story; their growth and prosperity and contentment, the story's moral.

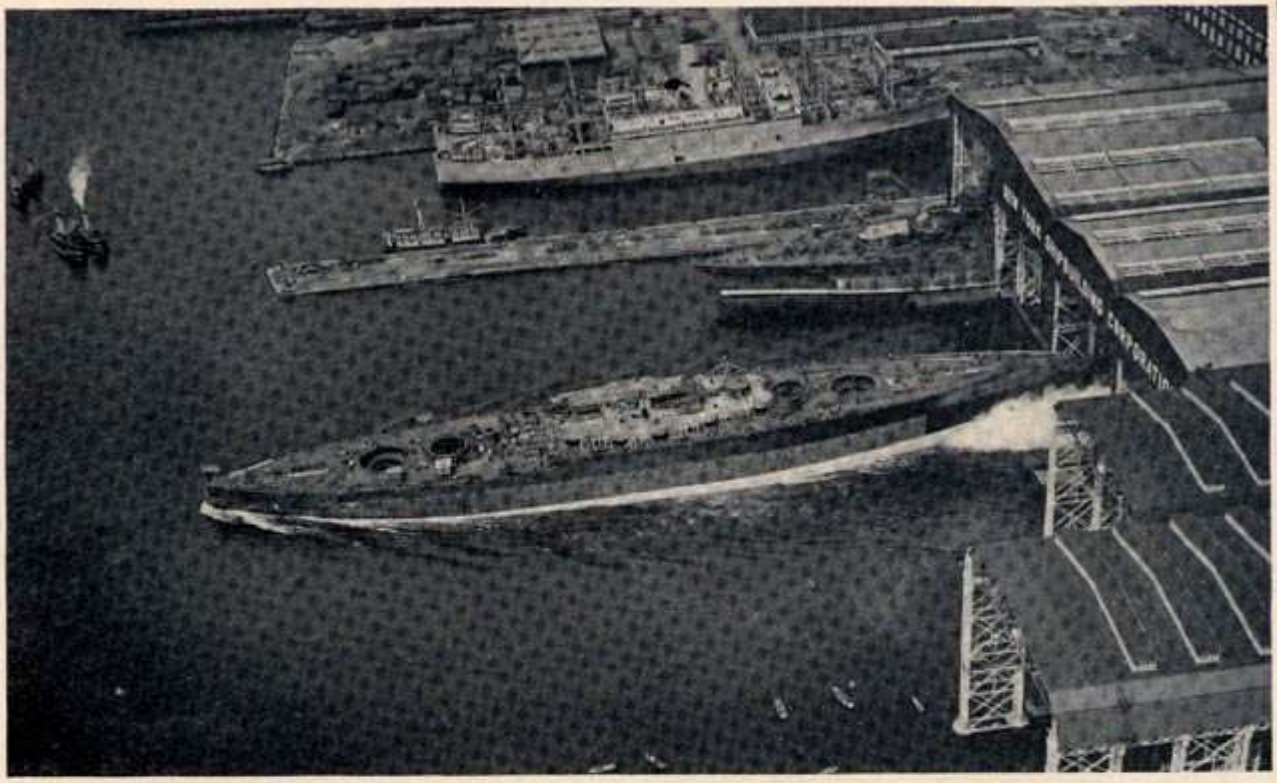
Leaving the Campbell plant let us jump on a bus and ride a few city blocks down Broadway to the yards of the New York Shipbuilding Company, the largest shipbuilding yard in the United States, where more than 4,000 persons are employed.

While the Camden waterfront was already a center for shipbuilding as early as 1899, when the New York Shipbuilding Company established itself here, this single corporation was to play a large part in the thrilling history of Uncle Sam's Navy and Merchant Marine.

The first vessel built within the yards was delivered in 1901 and since that time 406 craft of every description, some of them the largest vessels of their kind afloat, have slid down its shipways into the Delaware.

The $40,000,000 *U. S. S. Saratoga*, the United States Navy's premier airplane carrier, was one of these. Originally planned as a mighty fighting craft, the Arms Conference caused these plans to be altered and it became instead the mother ship of another arm of Uncle Sam's fighting strength. Its

Wartime view of the New York Shipbuilding Company plant, Camden.



Launching of the U.S.S. COLORADO, New York Shipbuilding Company plant, Camden.

View of the great shipyard from the south, showing more than 7½ miles of Delaware River water frontage.

construction and design was a new experience in marine engineering and shipbuilding. There are, perhaps, less than a half-dozen shipyards in the world equipped to turn out such a vessel.

The *U. S. S. Oklahoma* was another of the ships of war built for the Navy in the Camden yards. So was the *U. S. S. Arkansas* and the *U. S. S. Indianapolis*.

These are but a few of the great vessels this Camden industry has launched upon the seas. For here is constructed virtually everything in the shipbuilding line, from scows and concrete barges on up the line to cruisers, battleships, and the great merchant vessels.

During the World War the government recognized the efficiency of the Camden plant and many of the vessels that later played a large part in the naval history of that conflict were started on their way from the yards of the New York Shipbuilding Company. So great was the activity there during these hectic war days that more than 23,000 men were employed on twenty-four-hour shifts and the government found it necessary to build a model village on the outskirts of the city to house the thousands who formed the army of workers.

This Yorkship Village, as it was then known, not only extended the boundaries of the city, but it has since become one of Camden's suburban districts within the city limits and many of the shipyard employees still reside there.

The years 1917–18 saw the peak days of shipbuilding activity at the plant. But building ships had been a business at the New York Shipbuilding Company for nearly twenty years and the war was by far not its first opportunity to bid for the construction of naval craft. The battle cruiser *Washington* was built in the New York shipyard in 1906. Soon afterwards came the *Michigan* and the *New Hampshire* and, in 1911, the battleship *Utah*.

So when an emergency came for ships and more ships this experienced concern was ready. Within a few weeks after America's entry into the war giant cranes were hoisting their powerful steel arms in every corner of the Camden yard. The 335-foot collier *Tuckahoe* was delivered for operation thirty-seven days after its keel was laid. Pieces of steel and raw material within a few weeks became sleek gray destroyers patroling the submarine-infested waters of the North Atlantic. And between them and many of the troop and supply ships they convoyed there was even a more sentimental bond than protection, for several of the latter had years before been constructed in this same Camden yard.

Immediately after the close of the war the Government awarded the New York Shipbuilding Company a contract for thirty more of these destroyers, so shipbuilding activity continued in Camden for several months after the Armistice. But then, soon after this work was completed, came a slump in America's shipbuilding industry. So dark did the future appear for a time that the New York Shipbuilding Company placed its great plant on the market for sale.

In 1925 the Brown-Boveri Corporation came into possession of the Camden yards, acquiring them as a site for the manufacture of heavy electrical machinery. So, for a time, the New York Shipbuilding Company passed out of existence and the American Brown-Boveri was added to the list of Camden industries.

The company continued to build ships while awaiting a demand for its electrical machinery, but conditions in the industry—chiefly because of the high cost of manufacture in American yards as compared to those in foreign countries—were at such a low ebb about this time that any hope of America's supremacy on the seas seemed destined to be lost forever.

Gradually these conditions brightened. The shipyards of the nation began to enjoy a renewed activity and the launching of American-built vessels became more frequent. Once more the New York Shipbuilding Company was revived—this time as a subsidiary—and once more the human factor enters. As in the story behind every achievement, especially those industrial achievements which have carried America to the heights, is always—a man.

Here it is Clinton L. Bardo, who guided the shipbuilding activities of the American Brown-Boveri and became president of the reorganized New York Shipbuilding Company. The next few years was to see him become one of the moving spirits behind the Nation's struggle to regain the shipping supremacy so long ago relinquished.

With the passage, in 1928, of the Jones-White Shipping Act, providing for the rehabilitation of the Merchant Marine, the future prospects of the shipbuilding industry increased materially. Under this act the Post Office Department provided for mail-carrying contracts on old and new trade routes calling for the construction of about $250,000,000 worth of American-built vessels. A replacement

A portion of Camden's 2½ miles of industrial water frontage along the Cooper River.

provision of the Act insures, in addition, a ten-year building program for the construction of millions of dollars' worth of new ships to supplant obsolete types as they are taken out of service.

This revival of life in the Merchant Marine meant not only a new era of activity in American shipyards generally, but a particularly bright future for Camden and her shipbuilding industry.

The contracts for two of these mammoth liners were awarded to the New York Shipbuilding Company over a field of many bidders and are now under construction here. Seven hundred and five feet in length, they will be the largest passenger ships ever built in this country and will be put into service by the United States Lines to compete with such vessels as the *Bremen* and *Europa*.

Camden industry may indeed be proud. For when these great ships slide down the ways into the Delaware there will be launched not only two superlative vessels, but the realization of a "new idea" in shipbuilding. All America awaits this great event.

In the successful operation of this new policy in the building of ships America rests many of her hopes for future supremacy. Clinton L. Bardo was one of those American shipping men who saw in it the strategy that would place the American Flag foremost on the shipping lanes of the world.

The plan, in fine, is one of mass production—a tried industrial system applied to a new field. While the great vessels of the past have all been built along individual lines, today they are being turned out a half-dozen at a time from a single set of plans. These express liners will be so designed that their continuous sea speed will be nine and ten knots faster than the swiftest ships afloat, virtually leaving them without competition. For now American vessels will be able to cut their schedules so greatly that while they are making four trips across the Atlantic their foreign competitors will be making but two.

Only three other shipyards on the Atlantic coast and one other on the Pacific coast are capable of building ships of the larger type, and of these four yards the Camden plant is the largest. So it is quite likely that when the government is ready to begin construction on still more of these giant liners to ply the North Atlantic, the Camden plant will receive its share of the business, for competition in this type of shipbuilding is almost narrowed at present to the Atlantic Coast yards.

So each year ships flying the American flag are more numerous on the seas. Shipbuilding will and must continue. And in addition the Navy must keep pace with the ever-changing designs in improved fighting craft and undoubtedly more of these vessels will be built here.

The replacement provision in the Jones-White Act provides an even larger construction program. Fifty or more vessels of different classes are due for replacement by 1936, while the number of replacements will rise, according to an almost definite schedule, year by year. With a ship's life calculated at twenty years, shipbuilding interests can almost figure the amount of their probable business simply by keeping an accurate account of these age charts. For most operators of steamship lines find it not only preferable from a business standpoint to replace their aging vessels with modern new equipment, but deem it even less expensive, at the end of these twenty-year periods, to retire the ships rather than expend large sums in overhauling them.

Business Leaders Laud Camden As a Location For Industry

THE late Dr. John T. Dorrance, president of the Campbell Soup Company, in a statement made to the Journal of Industry and Finance shortly before his death, had this to say: "Camden is an excellent labor market. A large proportion of our employees live in their own homes, which is a particularly happy situation. But Camden offers many advantages. The services of two railroads insure quick delivery to and from our plant. Water facilities enable us to take advantage of the lowest freight rates on raw material and finished product. The development of the Port of Camden will do more for the development of the City of Camden than any other one thing.

"Camden is blessed with a splendid water supply drawn from her municipally owned Artesian wells. This is an asset of the greatest importance and Camden can well congratulate herself on it."

E. E. Shumaker, president of RCA Victor: "The Victor Talking Machine Company, now the RCA Victor, grew up in Camden. During the quarter century of its growth, years that were to see a crude mechanical workshop expand into one of the greatest industries in America, most of its thousands of workers have lived and continued to make their homes in the city. Every great manufacturing center must, first of all, make available an adequate labor market. Camden has ever supplied this market and the industrialist has never had to secure his skilled labor from outside regions."

Clinton L. Bardo, president of the New York Shipbuilding Company: "Camden is one of the most industrialized cities of its size in America. One of its main points of attractiveness to industries, both large and small, is its excellent labor market, the all-year availability of labor. The majority of our employees live in their own homes either in or near the city.

"Good schools, municipally owned Artesian wells, moderate rentals and proximity to metropolitan centers and the famous South Jersey Shore resorts keep the worker contented and happy."

The Light Leather Industry

TURN to a list of Camden's major industries and you will marvel at the great number of imposing leather-producing plants located in the city. In normal times these tanneries and factories employ on an average of 2,500 workers. And although far removed from the industrial centers in which leather is made into shoes, the city is recognized as the light leather center of the United States.

Why?

For no other reason than that the city possesses unique desirability for the establishment of industrial activity of any kind. Part of one of the Nation's greatest labor markets, aided by excellent shipping and railroad facilities, it was merely a case of one leather company finding its way to Camden back in the past century, and others seeing the logic behind their location.

Patent leather, glazed and colored kid, along with other forms of light leather, make up the products of the half-dozen or so plants devoted to the various processes through which light leather finds its way. From these Camden plants leathers are sent to the leading shoe factories in the country for use chiefly in the manufacture of shoe uppers.

One of the largest of these plants is that of the Keystone Leather Company, established in 1895, and now employing on an average of 500 men and women. Located with its own wharfage on Cooper River, the plant covers nearly ten acres and occupies three city blocks.

Another of these major leather plants is the

John R. Evans Company, considered one of the most modern and largest of its kind in existence. Here skins from the far corners of the world are glazed and tanned before they find their way into the shoes you wear.

Labor

When that grand and historic old craft, the *U. S. S. Mayflower*, caught fire at its berth in the Philadelphia Navy Yard early in 1931, and sank along the waterline of the Delaware, the problem of raising it to some of the glory of its former self again became a man-size job even for Uncle Sam's Navy.

It was strictly a Navy job, but it serves as an excellent illustration of the availability of Camden's labor market.

Raising a vessel called for divers, efficient fellows who were of the quality rather than of the quantity of the labor market. But raising the divers in such an emergency is something else again—even in America's third largest city.

Uncle Sam got his divers and raised his Presidential yacht, of course. The Navy could not get enough of these specially trained men in Philadelphia (or at least they were not available at that particular time), so they crossed over to industrial Camden just across the river—and got some divers to help bring that glorious old ship to the surface.

A diver, you might be saying, is far removed from your present needs. He probably is. Airplane tires in your corner automobile tire shop may be articles for which you have as little need, but you cannot help respecting the shopkeeper that keeps his stock so well supplied.

Practically any city in the United States can supply labor on demand. That is to say, labor of a kind. Government statistics, however, will tell you a different story; it is of the quality of labor.

Quantitative factors are, of course, to play a large part in the industrialist's scheme of things, but oftentimes the quality of labor is to be considered above all other factors in this market. Modern industry more and more calls for the skilled man, not the raw and untrained laborer who might be found in any number of cities. And skill, very often, has a tradition.

Historically, Camden may be young. But industrially it has traditions of which it is proud, and there is an ancestry in the factory chimneys of its skyline. This is the tradition of labor.

Industry has recognized the tradition.

Some of Camden County's 34,000 industrial wage earners.

Camden Fire Insurance Association, Camden—This Association was organized on the night of January 12, 1841, in the old Colonial Ferry House, a building made noteworthy by a visit from David Crockett shortly before his heroic death in the Alamo.
Until the year 1900 the Association operated in Camden County, its premium income in that year was $30,000 and total assets $287,000. Since then it has grown by leaps and bounds until in 1930 the premium income was almost $5,500,000, with total assets of about fourteen million dollars. It now operates in practically all of the United States with a department office in London, England, for world wide business.

Surely the presence of industry is testimony of its labor supply. Certainly the addition of still more of these commercial workshops to its industrial folds each year indicates better than anything else the availability of skilled workers. Even the big neighbor across the river shows envy at times of this industrial recognition.

When RCA Victor decided to make Camden the "radio capital of the world" it had for reference the history of the Victor Talking Machine Corporation. In all the years of the Victor company's world-consuming production it never suffered from a lack of available workers of any kind. These builders of talking machines—especially in the early days—were anything but ordinary workmen. Following the evolution of a phonograph from a piece of wood to a finished machine that recorded a human voice is to delve into the secrets of a hundred separate trades.

And delving into the secrets of a hundred separate trades under the roof of one factory building demands first of all a unique availability of labor to supply the dramatis personae of such an industrial drama. Take this one commercial enterprise alone and add it with but one other of Camden's 200-odd industries and you have an idea of the diversity of its labor market.

For a running mate let us choose the New York Shipbuilding Company, largest privately owned shipbuilding company in the world, which stretches along another section of Camden's waterfront.

During the normal days of business these two Camden industries hire and often keep employed in "overtime" shifts for months as many as 25,000 workers. Skilled workers of some kind most of them are. And the bulk of them are Camden men and women. Many of these men and women workers acquired their skill from their fathers. To them the tradition of labor represents a heritage. The city, and industry at large, look upon this tradition as a vital asset to its growth and the community has come to realize that skill more often means a certain pride in applying knowledge to an honest job well done.

In all its history, Camden has never known a major strike.

It has never had to send to the far corners for the skilled workmen in various lines when a new enterprise opened up its doors. There's availability.

About twenty percent of the total employed "heads of families" of the city are engaged in what

Miles of tomatoes.
Truckloads of South Jersey tomatoes enroute to the Campbell Soup Company plant.

might be termed miscellaneous labor. In the metal trades alone, another eight or nine percent of the entire number of gainfully employed can be found helping in this distribution of the labor market. Five or six percent more can be found in the building trades.

And as for the quantity of labor. Another twenty percent of this industrial population can be found among the unskilled or general labor. The total number of gainfully employed is 28,993.

The city has always enjoyed an abundance of labor, for thousands throughout the county find employment in Philadelphia or somewhere within the metropolitan area. The worker has never been restricted to his own particular city limits, as is the case in many sections of the country. When he moves to Camden he builds his home, realizing that he is well within this metropolitan area where industrial activity is continually going on.

But there are other factors affecting the labor market. Upon many of these even tradition is dependent. The American workman will make his home where life will be found most agreeable, where the standards of living are high.

Once, probably, he sought a job wherever a job might be found, colonizing as he went. Today he drives to work in his car. He lives in a trim little house on a well-kept street. He selects an environment that will be both healthy and pleasant for his children—a good school, a thriving community where his family will be able to enjoy all the cultural advantages. In fine, he wants a home.

Without his home the worker is without his tradition. It is only in the city of settled labor where this tradition may exist. So take yourself a ride some day down the rows of Camden streets, over the avenues of its suburbs. Before you stretch the miles of homes—little kingdoms of settled labor—built on that particular spot for no other reason than that there is work for him just around the corner, and nearby the amusement or recreation that he might desire.

Then, too, because of the excellent transportation facilities, there is an interchange of labor between Camden and Philadelphia, with ferries and bridges making it as easy to commute from one city to another as to travel back and forth within one.

The average income of the skilled worker is about $1,900, the unskilled worker, about $1,300.

There are other factors, too, which determine the stability of labor. Eighty-two and one half percent of the population of the city is native born. Compare this with Philadelphia's seventy-eight percent, New York's sixty-four percent, or Newark's seventy-two percent. Ninety-three percent of the entire population is white.

Of utmost importance in these contributing factors is the availability of homes at low rentals. The Camden worker enjoys this advantage to a decided

Tons of tomatoes.
Weighing in tomatoes at the Campbell Soup Company.

degree. His cost of living is considerably lower than the average American city offering the same advantages. The average rental in the city is about $31 compared with $36 to $38 in Philadelphia, $60 in New York, $39 in Baltimore, and $55 in Detroit.

His fresh foods come daily to his doorstep during the summer time from the food-producing sections of the county. He is a contented worker, this Camden industrialist. In very many cases he is a homeowner besides, investing his money in the city which he has found satisfactory to his means. Ask him. You'll find him playing ball on the corner lot at night, or off to the movies with his brood. Sundays you'll find him out for a drive in the family car, bound more than likely for one of the nearby seashore resorts for a healthy coat of tan.

City Government

The city government of Camden is divided into five distinct departments, each headed by a City Commissioner elected for a term of four years. The present incumbents, all Republicans, came into office in May, 1931, after a sweeping victory in the city election. Three of these officials are serving their second term as commissioners.

The commissioners are: Roy R. Stewart, Mayor and Director of Public Safety; Frank B. Hanna, Commissioner of Streets and Public Improvement; Clay W. Reesman, Commissioner of Parks and Public Property; David S. Rhone, Commissioner of Public Affairs; Harold W. Bennett, Commissioner of Revenue and Finance.

The three serving their second terms are: Frank B. Hanna, Clay W. Reesman, David S. Rhone.

The salary of the Mayor is $5,200 a year and the salary of the four other commissioners is $4,500. The group itself designates which of its members is to serve as Mayor.

The adoption of the commission form of government was decided by an overwhelming majority of the voters in a special election held in March, 1923. Previously the municipal affairs had been in the hands of a Mayor and a Council of twenty-eight members. The election was called "For the adoption or rejection by the City of Camden of the provisions of an Act of 1911 entitled 'An Act relating to, regulating and providing for the government of cities, towns, townships, boroughs, villages and municipalities governed by the Boards of Commissioners or improvement commissions in this State.' "

For weeks preceding the election, community meetings were held throughout the city—in churches and public halls—and the subject of the proposed change became one of lively interest in political and civic circles. Debates were held. Professional and business men, and persons in all walks of life, were discussing the question and the outcome of the election was watched in many quarters.

The present board is the third to take office under this form of government since 1923, and, like their predecessors, they have substantiated the original predictions of success made by early advocates of the system.

The greatest benefit of commission government, it was pointed out at that time, rested in the increased interest of the people in their city government; such form of government, they said, would concentrate the power and responsibility of municipal affairs in City Hall, where the eyes of the people would be focused.

Walt Whitman Hotel, showing traffic to Camden Bridge.

Plant of the Camden Courier-Post Newspapers. Founded in 1852 as the Camden Evening Courier and acquired by David Stern, December 19, 1919. Purchased the Camden Post Telegram in January 1926 and on January 31, 1926, became Courier-Post Newspapers, publishing the Morning Post every morning except Sunday and the Evening Courier every evening except Sunday. Circulation in excess of 73,000.

City Commissioners and Departments They Head

Roy R. Stewart, *Mayor, Commissioner of Public Safety.*

Legal Department, City Clerk, Fire Marshal, Police Department, Fire Department, Detective Bureau, Electrical Bureau and Transportation. As Mayor he is the President of the Sinking Fund Commission, President of the Board of Trustees of the Free Public Libraries and has the sole power to appoint members of the Board of Education. City Planning.

David S. Rhone, *Commissioner of Public Affairs.*

Bureau of Charities, Health Department, Municipal Hospital, Health Camp, Animal Welfare, Publicity, Sealer of Weights and Measures, Libraries, and Radio Station, WCAM.

Harold W. Bennett, *Commissioner of Revenue and Finance.*

Comptrollers Office, Tax Department, Assessment Department, and Purchasing Department. In the absence of the Mayor, Commissioner Harold W. Bennett has full power to act as Mayor.

Frank B. Hanna, *Commissioner of Streets and Public Improvements.*

Highway Department, Water Department, Sewage Disposal, Incinerator, and City Engineer.

Clay W. Reesman, *Commissioner of Parks and Public Properties.*

Bureau of Recreation, Department of Parks, City Nurseries, Convention Hall, Street Lighting, Cemeteries, Municipal Market, Building Bureau, and Plumbing Bureau.

Directory of Camden City Officials

Mayor—Roy R. Stewart
Commissioners—Harold W. Bennett, Frank B. Hanna, Clay W. Reesman, David S. Rhone, M.D.

Department of Public Safety

Director—Roy R. Stewart
Deputy—Major Charles V. Dickinson
Secretary—Bayard M. Sullivan
Chief Clerk—Wm. H. Kelly
Recorders Court—Recorder—Garfield Pancoast
Clerk—James S. Smith
Transportation Inspector—Horace B. Beideman
Clerk—Edward F. Sutton
District Court—Judge Frank F. Neutze
Chief Clerk—Edwin Hillman
Municipal Motor Repair—Supt. Alvin Haley
City Clerk—Frank S. Albright
Deputy City Clerk—Howard Dyer
City Solicitor—E. G. C. Bleakly
Asst. City Solicitor—Lewis Liberman

Department of Public Affairs

Director—David S. Rhone, M.D.
Deputy Director—Oscar W. Magnuson
Sealer of Weights and Measures—George E. Johnson
Public Charities—Director—James E. Hewitt
Librarian—Wm. H. Ketler
Health Director—Dr. A. L. Stone
Epidemiologist—Dr. J. F. Leavitt
Supt. City Hospital—Dr. J. C. Lovett
Health Clerk—Lewis A. Lee

Department of Revenue and Finance

Director—Harold W. Bennett
City Comptroller—Sidney P. McCord
Deputy—J. Walter Trappe
Chief Clerk—W. H. MacClaskey
Board of Assessors—Wilbur B. Ellis, *President*; Thomas C. Wright, Edward Peard
Secretary to Director—Samuel Edwards

Department of Streets and Public Improvements

Director—Frank B. Hanna
Deputy Director—Martha Kemble
Chief Clerk—Walter P. Wolverton
City Engineer—Thomas J. Daley
Asst. Engineer—John D. Kenny
Chief Engineer of Water Bureau—James H. Long
Chief Clerk—Frank S. Fithian

Department of Parks and Public Properties

Director—Clay W. Reesman
Supt. of Parks—Carlton M. Harris
Plumbing Inspectors—Thomas Walton, G. H. Robinson
Building Inspector—George W. Johnson
Deputy Building Inspector—Daniel Toal

Board of Public Library Trustees

R. R. Stewart, *President*
Leon N. Neulen
Alexander MacAlister
Mrs. Charles Schuck
Mary S. Hartung
Mrs. Holmes Gravatt
C. Arthur Dennis

Sinking Fund Commission

R. R. Stewart, *President*
Harold W. Bennett, *Custodian of Moneys*
Theodore Thompson
Lester R. Wilson, M.D.
William G. Oakes

POLICE AND FIRE PENSION FUND COMMISSION

President—R. R. Stewart
Secretary—Mrs. Louise Walsh
Treasurer—Harold W. Bennett
Fire Bureau—Newton Ash
Police Bureau—Edward F. Middleton

MUNICIPAL ART COMMITTEE

R. R. Stewart
Eldridge R. Johnson
Florence V. Cannon
Ralph W. E. Donges
W. W. Fry
Mrs. Edward A. Duer
Miss Margaret M. Hall
J. David Stern
Pierre deRohan

SURGEON, POLICE AND FIRE BUREAUS

Garnett Summerill, M.D.

ZONING COMMISSION

Frank G. Hitchner
David Tattersdill
Thomas J. Daley
Harold W. Bennett
Dr. A. L. Stone

WALT WHITMAN'S HOME, 300 MICKLE STREET

Herman Livesey, *Curator*

BUILDING CODE COMMISSION

George Bachman
Dr. A. L. Stone
Thomas J. Daley
Harold W. Bennett
George Rich
Byron Edwards
Albert Green

MOVING-PICTURE CENSORS

Rev. Thomas J. Whelan
Charles Levister, D.D.
James E. Tatem
Mrs. Mary W. Kobus

BUREAU OF HEALTH

Director and Registrar of Vital Statistics—Dr. A. L. Stone
Epidemiologist—Dr. J. F. Leavitt
Chief Clerk—Lewis A. Lee
Food Inspector—Dr. David D. Helm
Sanitary Inspector—Lewis Munion
Supervising Nurse—Cecelia Foster
Chief of Laboratory—Dr. A. Cassleman
Technician—Elizabeth Healey
Medical Director of Communicable Disease Hospital—Dr. J. C. Lovett

BUREAU OF POLICE

Chief of Bureau—Vacancy
Chief Clerk—Capt. Arthur Colsey
Inspector of Traffic—Charles Humes
Captain of Detectives—John Golden
Headquarters, City Hall—Capt. A. L. James, Lieut. George Frost
1st District, 5th & Arch Sts.—Lieut. George Ward
2nd District, Chestnut near 6th St.—Lieut. Ralph Bakley
3rd District, 27th & Federal Sts.—Lieut. Walter Welsh
4th District, 1596 Mt. Ephraim Ave.—Lieut. Herbert Anderson

BUREAU OF FIRE

Chief of Bureau—Thomas J. Nicholas
Clerk—Charles H. Hayes
Deputy Chiefs—Wm. Patterson, John H. Lennox
Fire Marshal—Bernard A. Gallagher
Battalion Chiefs—Samuel Price, Rolla H. Jones

Population (1930)	118,700
Area	9.56 square miles
Net assessed valuation on which County, State and State school taxes are apportioned (1931)	$212,334,870.00
Tax Rate	3.16

CAMDEN'S WATER SUPPLY

A water supply such as Camden boasts might have been one of old Jacob Cooper's fondest dreams. Not only is it famed throughout New Jersey, but it has been recognized by the Government as one of the finest in the nation.

Obtained solely from sixty-nine artesian wells, located in various points throughout the city, it has a total daily yield of 45,000,000 gallons, distributed through 132 miles of main. The average daily consumption is seventeen million gallons and the peak demand is 34,000,000 gallons per day.

Only 7 percent of the consumption is metered and this chiefly to large industrial establishments.

At one of these model stations, nine 26-inch wells, each equipped with low-pressure vertical turbine pumps, have a joint capacity of 18,000,000 gallons daily.

The water is pumped into a 500,000-gallon reservoir and thence delivered into the main system from four five million gallon horizontal centrifugal high-pressure pumps.

Two views of Farnham Park, a unit of the Camden County Park System, covering 258 acres.

Photo by Dalin Aerial Surveys

Camden's new Marine Terminal, constructed and operated by the South Jersey Port Commission, showing 12 acres of land available for industrial development.

The Port of Camden

Six carloads of radios have just been boxed in packing cases in a factory corner of the "Radio Capital of the World."

Just across the street workmen are loading hundreds of cases of soup on trucks in the yards of the Campbell Soup Company. It's been an all-day job for the workmen. As one truck leaves, another pulls up behind it, waiting for its cargo for the piers.

A block or so away the same industrial tableau is taking place. Some trucks have just pulled up in the yards of the Esterbrook Steel Pen Company and Hunt Pen Company and workmen are moving out case after case of steel pen points for the far corners of the earth.

It's sailing day in Camden. Almost every day is sailing day in Camden. For somewhere along its nine miles of waterfront cargoes are being received by truck from the back doors of Camden industries for shipment direct to the markets of the world. Nine miles of waterfront on a thirty-foot channel to the sea—this is the unwritten story of Camden's future.

Located directly opposite the City of Philadelphia, the Port of Camden is approximately 100 miles from the Atlantic Ocean. Five miles of its waterfront are on the Delaware while the remaining four miles stretch along the Cooper River, a vastly important tributary stream.

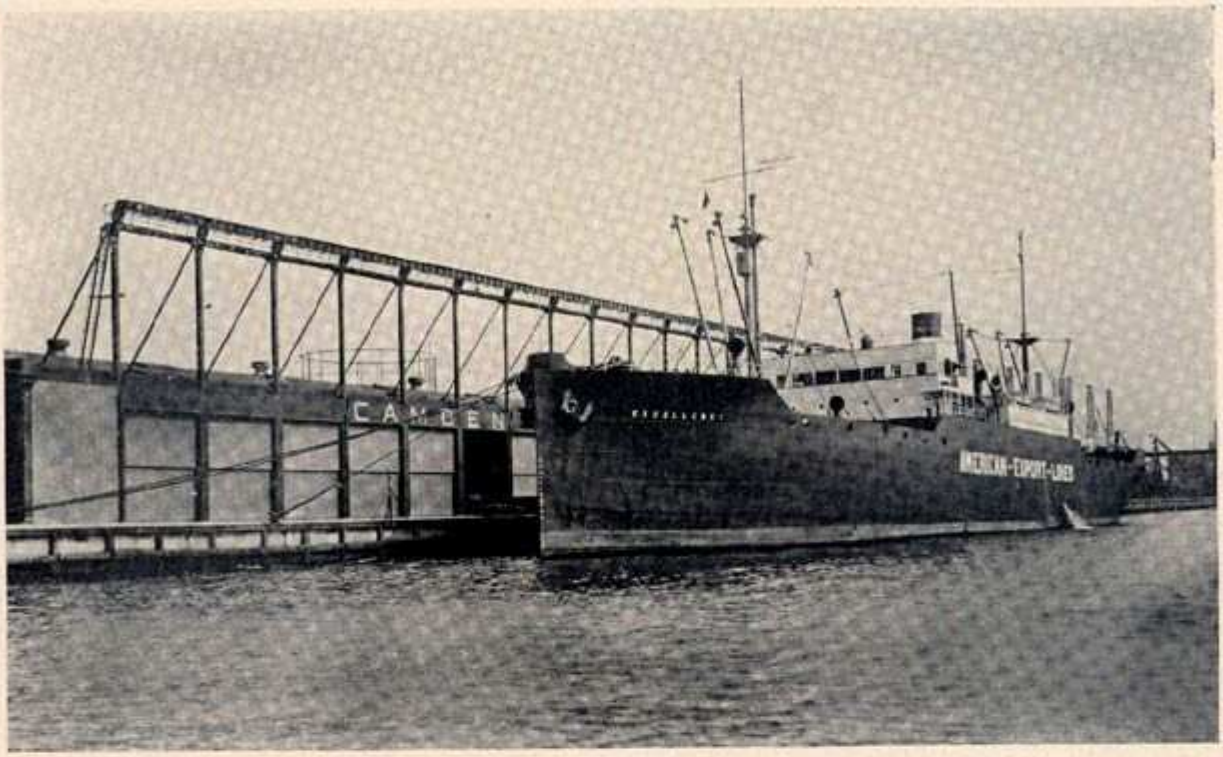
Left virtually undeveloped for years, industry only recently began to see in the Port of Camden the possibilities of vast future expansion. Here at the back door of its workshop was a channel to the sea, down which ocean-going vessels might carry their cargoes of made-in-Camden goods direct to the markets of our own and other nations.

After a time the city got to realize that nowhere in the United States could be found a better harbor or finer facilities for the handling of ocean traffic.

Here is the only Atlantic coast port situated on fresh water.

Here is a port served by two of America's largest railroads.

Here is tidal current never exceeding three miles an hour; a charted river nearly 1,000 feet wide, marked with every aid to navigation down to the sea.



Camden Marine Terminal equipped with every modern facility for the rapid handling of cargo.

But these are only a few of the advantages that might be summarized. First of all, the Port of Camden, located as it is directly across the river from the Port of Philadelphia, must share in the expansion and development of that port. And that such an expansion is under way can be seen in the increase of vessel movement and tonnage shipped during the past two years.

That Camden's port will grow in proportion to the amount of business done by its neighbor is indicated by a comparison of figures for the net commerce of the two ports during any one particular year. In 1929, for example, the Port of Philadelphia registered a gain of approximately 6.66 per cent in volume and 4.12 per cent in value over the preceding year. Camden's gain was even greater. It amounted to approximately 7.73 per cent in volume and 10.1 per cent in value.

During that one year no less than 13,918 vessels made up the inbound and outbound foreign and coastwise vessel movement at the two ports. This was an increase of 905 vessels over 1928 and the fact that Camden's gain in volume was greater by more than 1 per cent over Philadelphia, and in value by nearly 6 per cent, testifies just how widely the city will benefit by Philadelphia's port activities.

Camden, too, has an advantage in its low wharf rentals, small port charges and cheap bunker coal. Industrialists have found that by shipping direct from the Port of Camden, rather than freighting their products to New York, a saving of more than $500 on the average-size cargo can be realized.

Because of a rail differential on lumber under all other Atlantic coast ports on shipments consigned to Atlantic City and other points in South Jersey, the Camden Marine Terminals have rapidly developed into a distribution point for lumber cargoes from the Pacific coast.

Much of this lumber is brought here for transshipment to points in Pennsylvania, for the rail rates on lumber to central and western Pennsylvania are the same from Camden as from Philadelphia. It is no longer an uncommon sight at the municipal piers to see large freight vessels unloading their cargoes of lumber.

Camden is the chief port of the South Jersey Port District, which embraces seven counties bordering on the Delaware River, the Delaware Bay and the Atlantic Ocean. The population of this district is between 700,000 and 800,000. Thus, situated as it is, the scene of all major activities in the development of the port district will be centered

Photo by Dallin Aerial Surveys

Camden Marine Terminal and Camden Municipal Pier, both operated by the South Jersey Port Commission. The intervening land is also owned by the Commission and will be developed in the future.

in Camden. Indeed, the development of the port is the magic that will open wide the doors of Camden's growth.

This great port district is each day coming more and more to realize the necessity of opening this avenue of prosperity. Within it are some of the world's largest industries, and at least two of its municipalities, Camden and Trenton, might be ranked as among the leading manufacturing centers in the State.

A network of excellent roads, converging in Camden, stretch across the South Jersey Port District and through it run sixteen tributaries of the Delaware River, all of which offer navigable approaches to inland points. It is within the greatest industrial area of the nation, and with every natural resource and facility at hand, its full development now remains a matter for the calendar alone to record.

Let us quote some extracts from the fifth annual report of the South Jersey Port Commission concerning Camden:

"While carrying out its construction program, your commission has been active in bringing about greater use of existing port facilities at Camden, which from its central location is a port serving the entire South Jersey district.

"The piers, docks, and storage yard at Spruce Street, owned by the City of Camden, have been operated by your commission for more than two years. In the two-year period to June 25, 1930, cargo movement through this pier increased from approximately 65,000 tons per year to 100,000 tons per year.

"The importance of these port facilities to the industries of Camden and South Jersey is shown by the fact that in 1930 every large shipper increased his shipments through the pier with one exception, and a considerable amount of new business was developed.

"During the year, 129 ocean-going vessels docked at the pier for the purpose of loading or discharging cargo. There has been, in addition to these ships, daily sailings to Baltimore, Maryland, and Wilmington, Delaware, and also many lighters and barges have berthed to load and unload freight.

"The movement of loaded freight cars in and out of this terminal amounted, in 1930, to 1,123 cars, through a belt-line connecting with both the Pennsylvania Railroad and the Reading Systems.

"A larger part of the freight movement to and from the pier, however, was by motor truck.

"Including offshore cargo, the total tonnage movement at the pier, in 1930, was 109,684 tons, valued at approximately $10,437,611.

"The principal commodities handled were canned goods, fiber containers, linoleum products, woodpulp, fertilizer materials, lumber and miscellaneous manufactured goods.

"Fertilizer materials came from Germany, France, and South America, as well as from plants in this country, 2,495 tons of fertilizer being handled through the pier for distribution to the farmers of South Jersey, with savings affected by this routing. With additional storage facilities, soon to be provided, a large increase in fertilizer tonnage is anticipated.

"Cargoes of woodpulp arrived from Baltic ports consigned to a South Jersey industrial plant, and this will be a regular movement, for which special machinery has been provided.

"Among outgoing cargoes it is interesting to note that sand, for which our State is famous, received at the pier by rail from Bridgeton, Millville and other points in South Jersey, is shipped to the Pacific coast, via the Panama Canal.

"Another example of what Camden Port development means to South Jersey industries is the inauguration of direct shipments by motor vessels to the Great Lakes. Diesel motor barges con-

Camden Municipal Pier operated by South Jersey Port Commission.

Pennsylvania Railroad Yards, Camden.

veyed a total of 5,314 tons of canned goods to the Great Lake ports during the season."

SOME PORTS REACHED BY LINES OPERATING REGULARLY FROM CAMDEN MARINE TERMINALS

Via Quaker and Munson Lines

San Diego, California
Los Angeles, California
San Francisco, California
Oakland, California
Sacramento, California
Stockton, California
Mare Island Navy Yard, California
Astoria, Oregon
Portland, Oregon
Seattle, Washington
Tacoma, Washington
Victoria, British Columbia
Vancouver, British Columbia
Shanghai, China
Hong Kong, China
Yokohama, Japan
Kobe, Japan
Honolulu, Hawaiian Islands
Manila, Philippine Islands
Iloilo, Philippine Islands
Brisbane, Australia
Adelaide, Australia
Melbourne, Australia
Sydney, Australia
Auckland, New Zealand
Wellington, New Zealand
Lyttleton, New Zealand
Dunedin, New Zealand

Via Quaker Line

Cristobal, Canal Zone
Panama, Republic of Panama
Colon, Republic of Panama

Via Green Line

Baltimore, Maryland, and Washington, D. C.
Norfolk and Newport News, Virginia
Wilmington, Delaware

Uncle Sam has already spent more than $40,000,000 in improving the Delaware River for navigation and his expenditures are by no means finished. The year 1930 not only infused new life into American maritime interests, with Congress providing funds for the rehabilitation of the Merchant Marine, but it offered new hope to cities such as Camden by the passing of Federal legislation for the improvement of rivers and harbors.

Camden benefited happily when Congress, in July, 1930, passed the bill authorizing these necessary rivers and harbors projects. Many projects beneficial both to the Port itself and to the Port District were in this bill.

Chief of these was the thirty-foot Delaware River channel extension to Camden's new marine terminals. This work has been completed.

The channel means ample depth of water for ocean-going vessels using the marine terminals. Its opening marked the great beginning of Camden's Port history.

For the new terminal, constructed at a cost of $2,000,000, provides a complete operating unit for the handling of ocean cargo. The large marine cargo shed, 400 by 100 feet, includes railroad tracks, cargo masts, roadways, and water and power lines. In addition the City of Camden has extended Beckett Street, from Front to Second Street, to a sixty-foot-wide entrance to the new terminal.

The terminals, constructed by the Port Commission and operated by the City, means a total investment in publicly owned rail and waterfront terminal property of about $4,000,000. They are open to the use of all on equal terms.

The Federal government's expenditure in providing the thirty-foot channel depth to the new marine terminals, and which extends from Kaighn's point to the vicinity of Berkley Street, was $311,000. The work, in charge of the War Department, called for dredging 850,000 cubic yards. The Con-

gressional appropriation allows $10,000 annually for the maintenance of this channel depth.

Five ocean-going vessels are able to dock at one time at the new marine terminals, and with the terminals' completion the Port's position as a lumber distribution center was still further enhanced. While there are now eight acres of storage space for lumber at the Spruce Street Pier, twelve acres of storage space have been provided here.

At both piers railroad tracks have been laid directly to the ship's side so that lumber and other heavy cargoes can be loaded into the waiting cars. Thus, the water carrier and the rail carrier meet at the wharf.

At Spruce Street Pier four large lumber carriers are available for handling lumber into the storage yard, while the Port Commission has purchased three twenty-five-ton locomotive gantry cranes from the U. S. Shipping Board for use at the new marine terminals.

DISTANCE TABLE FOR DELAWARE RIVER AND BAY

(All distances are given in statute miles from Camden)

Upstream

Upper R. R. Bridge, Trenton	33.72
Roebling Wharf	25.05
Bristol Wharf	10.25
Burlington	18.55
Torresdale Wharf	11.57
Tacony	7.57

Downstream

Greenwich Point, Pier 6, Navy Yard	3.13
Fort Mifflin Wharf	8.55
Chester, Pa. (Market St. Wharf)	16.94
Marcus Hook (Lower Government Pier)	20.51
Wilmington (Mouth of Christiana River)	29.06
New Castle (Ice Piers)	34.38
Reedy Island Wharf	44.75
Entrance, 35-ft. Channel (1 Mile Above Bombay Hook Point)	59.53
Ship John Light	63.03
Brandywine Light	89.14
Cape Henlopen Light Abeam	101.68

In all, the pier equipment is as fine as can possibly be installed, giving the port facilities to handle any kind or type of cargo.

Today the Port of Camden is linked with Pacific coast ports by two steamship lines—the Munson-McCormick Line and the Quaker Line—which operate regular direct sailings from the Camden Marine Terminals. They are at present the envy of lines giving direct service from the Delaware River. Both issue through bills of lading on shipments to the West Coast ports of South America, Central America, Mexico and Panama, as well as on freight consigned to the Far East, Australia, New Zealand, British Columbia and the Philippine Islands.

In addition, the Luckenbach, Mallory, Dimon, Nelson, Calmar and American-Hawaiian Lines load cargo at Camden for the Pacific coast ports.

Daily overnight shipping service from the Port of Camden to Baltimore, Wilmington and Delmarva Peninsula points, is furnished by the Green Line, operated by the Chesapeake and Delaware Steamboat Company. Transshipments for Miami, Jacksonville and other southern ports are made over this line from Baltimore. That the service has been appreciated by Camden shippers is indicated in the 115 per cent increase in freight handled by the line in the year 1930 over the preceding year. And in that year, 1929, the tonnage had more than doubled over 1928.

CAMDEN'S INSTITUTIONS FOR THE PUBLIC HEALTH

The city has adequately prepared for the public health, for in addition to the Cooper Hospital and the West Jersey Homeopathic Hospital—two of the largest institutions of their kind in southern New Jersey—there has been erected the Camden Municipal Hospital for the treatment of contagious diseases, the City Dispensary and the Free Dental Clinic.

In the dental clinic at 725 Federal Street an average of 400 cases are cared for every month, while in the dispensary approximately 800 prescriptions are filled every thirty days.

The Camden Bridge.

Total length—Franklin Square, Philadelphia, to 6th & Penn Streets, Camden—1.81 miles. Length of main span—1,750 feet between towers. Length of structure proper—8,436 feet. Height of main span—135 feet above high tide. Height of towers—385 feet above high water. Dimensions of two main cables—3,534 feet long, 30 inches diameter. Structure of main cables—18,360 wires. Diameter of each wire, 0.192 inches. Length of wire required—22,100 miles. Weight of wire required—6,100 tons. Over all width—125 feet, 6 inches. Vehicular roadway—57 feet, six traffic lanes. Footways—Two, ten feet wide, suspended over trolley tracks. Transit facilities—One trolley track and one high-speed track on either side of vehicular roadway. Not yet in operation.

The Camden Bridge

World's Second Largest Suspension Span

On the average of every three seconds of every minute of the day a motor vehicle passes through the toll lanes of the Delaware River Bridge connecting Camden and Philadelphia—a caravan of twelve million cars a year.

Opened to vehicular traffic July 2, 1926, the toll income of this $37,000,000 driveway above the Delaware is expected to meet the bond principal payments by 1940. In the first year of operation more than 6,000,000 vehicles rolled across its 1.81 miles of asphalt roadway, with an average increase of nearly one million cars a year.

Thus, after fifty-four months of actual work, the world's second largest suspension span opened, like a Sesame, the doors of what almost overnight became a new commercial era to Camden and its surrounding suburbs. Commerce danced to the staccato of riveter's hammers on its sturdy steel frames, soon to prove as tuneful as a Pied Piper's pipes. Concrete and stone rose where shingles squatted. Country-rutted lanes sunk to oblivion beneath glistening coats of asphalt. Cow lanes changed places with suburban streets and rows of sleek brick dwellings crowded down into the pasture lands. Camden County was feeling one of its greatest real-estate booms since Jacob Cooper decided it was high time for someone to make a bid for the over-the-river trade.

Almost with the same anticipation that early settlers waited, watched, and shaped their dreams upon the day that Camden would be linked with its towering neighbor across the river by a ferry line or two, the county watched, waited, and prepared for the bridge that in any accurate history must be recorded definitely as one of the important events of the century. For whatever had been needed to awaken or revive the vitality of trade came with the completion of this venture into progress.

The expense of building the bridge was shared by the States of Pennsylvania and New Jersey and the City of Philadelphia. Originally estimated to cost $28,871,000, including real estate valued at $6,392,000, it was found necessary, with land values rising sharply overnight, to call for more money. About $24,000,000 was spent on construction.

The cost of bridge administration is met by toll receipts. All vehicles crossing the span pay these tolls, which range from twenty-five cents for private motor cars up to fifty and seventy-five cents for the larger types of buses and motor trucks. Interstate bus lines bring thousands of dollars each month into the bridge treasury. There is no charge for pedestrians.

The average income per month is about $275,000. And to analyze the toll dollar would find forty-three cents being paid to the State of New Jersey, 21.5 each to the State of Pennsylvania and City of Philadelphia, ten cents paid out in salaries and four cents in repairs.

The cost of administration includes repairs, and the maintenance of a police department, highway department and office force. All tolls are collected on the Camden end of the span, where booths are erected on elevated traffic islands. Receipts for the fourth year of operations, ending June 4, 1930, were $3,493,988.51, an increase of more than $1,364,000 over the first year of operations and considerably in excess of the estimated revenue. The peak months of the year are, of course, in mid-summer.

The affairs of the bridge are controlled by an interstate commission, which conducts its activities from the Administration Building erected on the Camden plaza. The New Jersey group is composed of eight members, one from each South Jersey county. The Pennsylvania members are composed of the Governor, State Treasurer, Auditor General, Mayor of Philadelphia and four others appointed by the Governor. The operating force is composed of a general manager, captain of police, captain of toll collectors, chief cashier, treasurer and counsel. (Complete bridge statistics may be found on page 166.)