

of them, too. I know what they like and what they don't like, what they are strong at and what they are weak in, and I reach them by approachin' at the right side.

For instance, here's how I gather in the young men. I hear of a young feller that's proud of his voice, thinks that he can sing fine. I ask him to come around to Washington Hall and join our Glee Club. He comes and sings, and he's a follower of Plunkitt for life. Another young feller gains a reputation as a baseball player in a vacant lot. I bring him into our baseball club. That fixes him. You'll find him workin' for my ticket at the polls next election day. Then there's the feller that likes rowin' on the river, the young feller that makes a name as a waltzer on his block, the young feller that's handy with his dukes—I rope them all in by givin' them opportunities to show themselves off. I don't trouble them with political arguments. I just study human nature and act accordin' . . .

As to the older voters, I reach them, too. No, I don't send them campaign literature. That's rot. People can get all the political stuff they want to read—and a good deal more, too—in the papers. Who reads speeches, nowadays, anyhow? It's bad enough to listen to them. You ain't goin' to gain any votes by stuffin' the letter boxes with campaign documents. . . .

What tells in holdin' your grip on your district is to go right down among the poor families and help them in the different ways they need help. I've got a regular system for this. If there's a fire in Ninth, Tenth, or Eleventh Avenue, for example, any hour of the day or night, I'm usually there with some of my election district captains as soon as the fire engines. If a family is burned out I don't ask whether they are Republicans or Democrats, and I don't refer them to the Charity Organization Society, which would investigate their case in a month or two and decide they were worthy of help about the time they are dead from starvation. I just get quarters for them, buy clothes for them if their clothes were burned up, and fix them up till they get things runnin' again. It's philanthropy, but it's politics, too—mighty good politics. Who can tell how many votes one of these fires bring me? The poor are the most grateful people in the world, and, let me tell you, they have more friends in their neighborhoods than the rich have in theirs. . . .

Another thing, I can always get a job for a deservin' man. I make it a point to keep on the track of jobs, and it seldom happens that I don't have a few up my sleeve ready for use. I know every big employer in the district and in the whole city, for that matter, and they ain't in the habit of sayin' no to me when I ask them for a job. . . .

There's no crime so mean as ingratitude in politics. . . .

The politicians who make a lastin' success in politics are the men who are always loyal to their friends, even up to the gate of State prison, if necessary; men who keep their promises and never lie. . . .