

The Albert Owen Plan of Integral Cooperation.

The Problem Stated.

In a Prolouge to Integral Cooperation, first published in 1885, Albert Kimsey Owen writes as follows: "The great, the underlying problems which have agitated, which have convulsed the races of man during all the ages of recorded history, are two. Production is one, Distribution is the other. The first great problem of civilization is how to produce wealth, how to cultivate, how to work, how to manufacture, how to make this, how to perfect that. The second great problem of civilization is how to distribute wealth, how to move the produce grown, how to exchange the article made; how we are to transport the coal from the deep, dark hole where it is of no use to the iron furnace where it is greatly needed, how we are to exchange this entire pair of shoes which we do not want

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for that surplus ²barrel of flour at the mill which our family must have or die. These are the two, the great, the basic, the underlying problems upon the intelligent solution of which our civilization, our very existence, depend.

The first problem treats of labor, of force of machinery; it utilizes invention, applies Chemistry and advances science.

The second problem contains the question of wages, of transportation, of exchanges, of ethics and of the ways and means of payments.

With the first, the question is how to occupy labor, how to employ force, how to apply invention, how to profit by discovery, how to diversify and perfect our finished articles of manufacture. With the second, the question is how we are to distribute the wages, the burdens, the taxes, the necessities, the conveniences, the luxuries of our labor, of

our fields, and of our work-shops.

From the intelligent employment of force results National power. Force represents the first problem, and if solved by itself it will form an ill-constituted grandeur, a barbaric Confederation, a government of privileged and incorporated classes such as we have in these United States to-day; a government in which all the material elements are combined and into which no moral principle enters.

From the intelligent distribution of services, results individual happiness. Distribution represents the second problem, and upon the happy and prosperous homes of an educated people a great nation can be formed. By intelligent distribution we must not understand equal distribution, but equitable distribution. The highest equality is equity.

The solving of this second problem of civilization without at the same time solving the first problem, would be fraught with disaster

no less gory than history has painted in our own and ancient times in connection with the solving of the first great problem. The two great problems of civilization must be solved together to be solved well.

There have been and there are several nations which have measurably solved the first problem. Rome, Greece and Egypt are ancient examples. There have been, possibly, two nations - Peru under the Incas and Venice under the Doges - which have started upon the correct solution of the second; but there never has been a nation, ancient or modern, which has solved the first and second problems together."

To this end, the solving of the problems of both production and distribution at the same time together, was matured the economic system known as the Albert Owen Plan of Integral Cooperation.

The object of this study is to make a clear

and concise statement of that Plan, to be used in future studies as a criterion for determining how far and with what results its methods and principles have been practically illustrated by the Colony founded for that purpose.

It is not the purpose, therefore, to enter here upon any history of the establishment of the Colony nor to refer to deviations from the plan, except where such reference may serve to elucidate a point in question. Neither does any discussion of the merits of the plan find a place here. Since departures have been mentioned, however, it may not be out of place to remark that every such deviation, for whatever cause adopted, seems to have proved injurious or disastrous, and the results appear to have been satisfactory only in proportion to the faithfulness with which the plan has been adhered to.

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The Plan.

Section 1. Of Property.

Of equity in property, Albert Owen writes:
"There are four kinds of properties; Private or Personal properties, Municipal or City properties, Inter-Municipal or State properties, and Inter-State or World properties. Each of these properties should be kept distinct from, and yet inter-dependent and coordinate with, each of the other three; for upon the proper adjustment of these four properties rests that order and equity on which progressive society must depend. Order and justice must precede good fellowship and love between persons.

Private or personal properties are one's home, the product of one's labor and all those articles, effects, tools, furniture, vehicles, ornaments, etc., which one person may use, handle, control and enjoy, and for which one may exchange one's own services.

Municipal or City properties are thoroughfares, parks, quays, wharfs, tramways, telephones, powers, heat, light, waters, public buildings; and all conveniences, forces, transportations, productions, exchanges, insurances, distributions, amusements, entertainments, and educations upon which the Citizens of a Municipality depend for their order, usefulness, pleasure, sanitation and progress.

The Inter-Municipal or State properties are the atmospheres, land and all that it implies, all natural deposits and growths, wild animals, birds and fishes, rivers, bays, gulfs, lakes, inter-municipal transportation and communication, clearing-houses for the City banks, and all public conveniences which are within the State and which are not distinctly and exclusively the properties of the Municipalities or the properties of Citizens.

The Inter-State or World properties are the oceans and seas and all that in them is, Steam-

- ships and vessels which ply between states, ocean cables, etc.."

This statement, it will be seen, embraces the principle that every individual has an equal right to the resources of nature - to the benefit of all those creations which man had no part nor power in producing; that every citizen has an equal right to the benefit of those comforts, conveniences, etc., which are the product of the citizenship collectively; and that each individual has an exclusive right to the product of his exclusive labor.

This principle is fundamental in this Plan. All those properties not included under the head of private or personal property are held by the Company in trust for the use of its members.

Lands are not yet free for the reason that the Company has not had the means of acquiring them by purchase. They will become free by the payment of all the expenses of their acquisition. Meantime, members obtain perpetual

Leases at cost prices in cash and every form of speculation is guarded against. Possession for use or occupancy is complete and secure to the lessee and to his heirs after him, the restrictions being merely that he cannot sublet, mortgage or hold out of use, having no title in fee simple. If he wishes to remove, the Company takes up the lease and the sale of improvements is effected through the Department of Commerce. The Company does not pledge itself to buy the improvements; it acts, through the appropriate Department, as the real-estate agent of its members in exchanging properties. The amount of land that can be leased by one person is limited to the average amount one man is supposed to be able himself to cultivate of arable land, and one block of City lots, upon the principle that one has no right to more of this common inheritance from nature than he can himself occupy and use, any more than the Carpenter

has the right to appropriate more of the tools in the Municipal work-shops than he need to handle and charge other workmen for their use. The limit in acres has not yet been ~~fi-~~ finally fixed; forty acres has been suggested, but owing to the quality of the Colony lands and climate, the disposition of farmers has been to take up not more than the half of that amount.

Public Utilities. Not only all those institutions and works generally recognized as public and those accommodations and conveniences commonly owned and controlled by incorporated Companies, such as tramways, electric plants, etc., but also every class of service that that can be collectively performed, such as laundries, restaurants, bakeries, tailors, mantua-makers and milliners, barbers, boot blacks, etc., etc., are under the management each of its appropriate Department and held out of reach of speculation or private monopoly, and members of the Company served at cost.

Private or Personal Property. It is not the

function of the State to equalize property, but only to see that all individuals have equal opportunities and to prevent any person or combination of persons obtaining an advantage over another. One person will make more out of the same opportunities than will another which is the just return for his greater skill, industry and assiduity. To the laborer belongs the full product of his labor and with this product, be it much or little, the municipality has nothing to do further than to protect the producer in the possession of it and to prevent his making of it a nuisance to others.

Taxes, rent and interest are abolished. The Credit Foncier Company does away with interest by substituting profit. Interest forecloses and may wipe out the principal. Profit is only shared after a success has been made. Does away with rent by having the Company or State possess the lands, waters, metals, minerals, timbers and all natural

elements and to hold the same in trust forever for the uses of each and every member or citizen. Abolishes tax by having the Company or State to construct, own and manage all works of public use, Convenience and necessity" (Integral Cooperation at Work, No 1, page 23.)

Section II.Of Money.

"A service can be paid," says Albert Owen, "only by service." This exchange is effected in the Colony by means of the Clearing-house method of accounts. Every service rendered, whether to the Community collectively on public works or to an individual member, is credited on the books in Units of Account, and every service received is debited on the same. A statement of his account is furnished monthly to every Colonist. The value of these Units of Account to the Colonist - that is, what service, or product of service, he can obtain in exchange for his own - must depend upon the extent and diversification of the Industries of the Community.

Were fishing, for example, its only resource it is clear that beyond the simple exchange of domestic services nothing could be obtained ^{except} fish; and whether commodities of outside manufacture and produce could be obtained in exchange for surplus fish would depend first upon whether or not there were any surplus and secondly upon the outside market.

The Unit of Account is the Company's Money. True money has no intrinsic value; or if the substance used for money have any such value it is accidental and does not belong to its quality as money. Money is not a value but the representation of value. If the Unit of Account of The Credit Foncier Company represent the same value in commodities as represented by the American dollar it will be at par with that dollar. It will be "as good as gold" when the Credit of the Company, based upon real wealth, is as good as gold to its creditors. A creditor of the Rothschilds does not insist upon being paid in coin. Venice, under the Doges, maintained her Money of Account at a premium

over gold.

The workings of this system in the Colony will be treated more in detail under the head of Department I.

Section III.

Of Methods of Business.

The entire business of the Municipality, including every conceivable service required for the comfort, culture and entertainment of man, is classified and conducted under ten Co-ordinate, inter-dependent Departments - the Chiefs of which constitute the Board of Directors of the Company. Their several functions naturally divide these Departments into two groups of organs, namely of Production and of Distribution.

Organs of Production.

The great wealth producing organs of the Commonwealth are Departments IV, VI, and IX, to which are added Departments III and VIII. The last (Education) is properly the great and

essential auxiliary to both groups of organs, without which neither the problem of production nor distribution can be thoroughly solved, but we treat it under the first division.

Department IX; Under this head are embraced a number of sub-departments, such as Stock-raising, Bee-culture, Horticulture, Fisheries, Lands, Irrigation, etc., etc. It is also expected, of course, that this Department have a bureau of information as thorough and extensive as its means may compass for the promotion of intelligence, skill and technical knowledge of all matters appertaining to the wide range of subjects within its directory.

Lands may be farmed to members in two ways.

1st. - An individual may take a perpetual lease of forty (40) acres or less, improve, stock and cultivate it at his own costs (or he may rent teams, implements, etc., from the Department). His obligations to the Company he settles in produce or other exchange, and this due being deducted the Department of Commerce is his agent for disposing of the surplus. If he needs assistance, in harvesting for example, when he must accomplish the labor of many days in one, the Department will furnish him the hands at its disposal either of members of the Company or outside employees, when necessary, for either or all of which he will settle with or through the Company, not directly with the persons employed. No member can employ and settle directly with another member, for all service to be recognized for exchange must be credited by the Company. Neither will opportunity be left open

for the demoralization of labor by competition and extortion on the part either of employer or employee in the use of outside labor. It is a violation of the equities of the case to employ outside labor if there be a member of the Company able and willing to perform the service, or to permit holders to live on the land in idleness themselves employing cheap outside labor.

2nd. The Department must reserve always lands sufficient for cultivation by those to whom it is more convenient, or who for any reason may prefer, to work for stipulated wages under direction of a superintendent than to settle and to assume the responsibility of an individual farm. The great staples, such as Cotton, wheat, sugar cane, oranges, olives, etc., will probably be cultivated in extensive plantations under the management of experts. The individual who takes a lease of land to cultivate according to his own judgment in preference to employment at fixed wages on farms cultivated directly under the management and control of the

Department, must, of course, take at the same time the risks and responsibilities of his own management. It is entirely without reason that he should expect his losses or failures to be made good by the Company except such as the course of arbitration may determine to have been caused by some fault of the Company (as, for example, the failure to supply the water guaranteed), or those for which a general insurance is provided, such as losses by flood, fire or such like casualty.

Lands not needed for present use of Colonists may be rented to outside parties, care being taken, however, in the framing of such agreements to avoid any entanglements that might interfere with the appropriation of such lands to Colonists whenever needed for the purpose. To members, land and water are as free as it is to the Company and can be no freer. In other words, as stated before, members obtain the use of these resources at the cost to the Company of acquiring, and since the Company obtains in large tracts and

in other ways to advantage, this cost per acre is most reasonable.

The same principle applies to stock-raising as to the produce of the fields.

Whether production shall be individual or collective is not a question of principle, but merely of expediency; but distribution to be equitable must be under collective control.

The public will not be concerned as to whether those Departments which are framed for the equitable distribution of products are supplied from Municipal or individual fields and herds, except so far as to demand that the method be adopted which will furnish the best supply at the least cost.

Department IV:

From the co-operative nature of extensive manufacturing and all works employing machinery,

and the long consolidated Manufacturing Companies, this Department begins with a more matured and compact organization and has fewer problems to solve in the adjustment to integrally Co-operative life. At the same time, its relation to the other parts of the public organism is most important and responsible. It is its function to develop and apply all available mineral and atmospheric resources as it is the province of Department IX. to utilize the resources of fields, forests and fisheries. Upon its skill and energy depend also what proportion of advantage the Commonwealth shall reap out of the raw products of the other Departments, while it is responsible for the utilization of all that labor force of the community which, for whatever reason, may be more profitably applied to mechanics than to other industries. If raw materials be exported while skill to manufacture is unemployed at home, or time and

strength wasted in labor that could be as well done by attainable machinery, this Department is not fulfilling its whole duty.

Department III;

Department III, provides against all that enormous waste of energy, time and material incident to the haphazard and conscienceless methods of building and improving in the competitive world, as well as against the losses, dangers and discomforts, direct and indirect, arising from the bad planning and faulty construction of ignorant and incompetent persons. No building will be permitted in the City unauthorized by the Department. Private parties will be furnished with plans and specifications at the cost of preparing the same, and it will be the office of the Department to promote the study of the branches of art under its charge and to cultivate the

public taste in regard to such works. The Department is the sole Architect and must do all building for all Members of the Company at cost of the same to the Department. Cost, of course, includes every manner of expenditure made in the work: time, service material, etc..

No Department can incur an expense to be met by the Board of Directors without the Concurrence of the Board, nor can the Board make an assessment or contract a debt to be met by the membership without the consent of the members. A Department or the Board can project any public work the expenses of which it has means at its disposal to defray. If it be a needed public utility, which from its nature and the public demand for it will begin at once to bring in a return, the means of defraying the expenses of building may be said to be at command, and all such public works can be supplied to the public demand as are private buildings to the requirements of individuals, the public or the individual, as the

case may be, paying the cost of construction for the use of them. If the administration approve any public improvement, either in whole or in part, beyond the resources at its own command, it may present the proposition to the public and such as so desire and have the financial ability may take stock in the enterprise sharing the profits pro rata with the Company or other investors. Or an individual, or any number of individuals, may take the initiative in an enterprise, suggesting its expediency to the Board and advancing the means for carrying it out. But all public works and utilities, it will be remembered, whether established in this manner or from public revenues at the disposal of the Directors, are equally held, managed and controlled by the administration for public use, and when investments made for the purpose of construction of them have been refunded the property belongs to the Municipality.

The revenues derived from public works and service are at the disposal of the Directors for meeting expenses of the Municipality and ex-

tending its improvements, but as the charges to members of the Company must be just sufficient to cover expenses any surplus receipts must be collected from outsiders and therefore no considerable profit can be looked for until after the Colony has become something of a Commercial Center or Station or highway of travel. Meantime, the members establish every variety of service within their means for themselves, and if such plants do not pay sufficient dividends to give them absolutely "free tickets," they keep in their own pockets all that enormous profit which in other cities enrich the chartered monopoly, enjoying the use of these works at cost.

Department VIII; Diversification of and Protection of Home Industries. There is no point upon which the Plan is more urgent than the right

economy of home talent, labor and produce, by means of the diversification of industries. It is a principle of its economics that no raw material should ever be exported when there is skill and labor in the Municipality to work it into more desirable form. Directors of other Departments need only to thoroughly understand each his own division, but the Director of Department VII. must study assiduously the entire field of operations, its collective resources, the needs and capacities of the population. He must watch the demands and the opportunities of the hour as vigilantly as an individual watches for his "opening" when his support depends upon his individual efforts, and must labor to promote every art and industry which will contribute to the mutual comfort and prosperity of the community and the individuals directly engaged in it.

The advantage of having more than one prop to a house needs no discussion, and if whole peoples have been saved by the timely revival or introduction of some useful industry,

and history demonstrates correctly that those rulers have done most for the permanent good of their realms who in the midst of distracting responsibilities have given most attention to the promotion of such occupations, the wisdom of creating an especial organ for this important function is sufficiently apparent. The responsibilities of this Department are greatly emphasized, moreover, by the peculiar circumstances the new system creates. For since the ordinary means of domestic service are precluded, it is absolutely essential to the conduct of the business of the community that these services be supplied, according to the Plan of Cooperation, by the Municipality.

Department VIII: Education, Social Science, and Public Amusements. This Department is concerned with all that is understood by the term education in its most comprehensive sense. Its responsibilities are not limited to the welfare of persons of school age. It is expected to promote the general intellectual and moral culture of the community and meet

The demand of the public for instruction in every branch of knowledge and for recreations and of all healthful entertainments, to the utmost of the resources at its command for such expenditures. In this Department more than any other one the genius of the Plan expresses itself, and upon its faithful organization and administration will largely depend the moral success of the movement. The school age is from three to twenty-one. The course of training and instruction must be industrial and physical as well as mental and ethical, and every girl and boy trained to some useful occupation. Children are chattel property neither of parents nor State but both. State and parent are trustees and guardians of infancy and youth. If there are parents who are unwilling to commit the education of their children wholly to the collective wisdom and interest of the community so much the less can the public consent to leave the nurture and training of those members of its body upon which

depends the prolongation of its own existence to the caprice or incompetence of individuals. The most jealous parent, moreover, demands most vehemently, and justly, the cooperation of the public in the development of the character of his children, and should remember that if the general educational system fall short of his own ideal, he has the opportunity to supplement its deficiencies and counteract its errors in his own child while the public, without the concession of ample powers and organized action, in this particular could do little or nothing toward that cooperation which he demands from it.

All persons within the school age should be regarded as apprentices for each of whom the Department is responsible to the State which demands of it not only the most thoroughly trained artisans and experts but the best developed men and women, physical, intellectual and moral. The product of the labor of apprentices performed within prescribed hours belongs to the Department, but all such income it should be the policy of the Department to

expend directly upon itself, thus securing to students the most direct benefit of this skill and industry. The organization of the Company lends itself most admirably to a thorough system of industrial training in the most economic manner, for the factories, offices and workshops of the Company in every branch of business will be open to the training of apprentices under the most competent master craftsman until the demands and the means of Department VIII require the establishment of distinct technological schools. For example, in lieu of a culinary department directly connected with the school, the girls have in the Colony been sent from the school-room by turn to assist so many hours per week under a competent directress in the public kitchen and dining-hall.

Under the head of Social Science, Ethical Culture and Public Amusements, it is the duty of this Department to provide such means for these objects - Lecturers, Musicians, Singers, Dramatists, Exhibitors, Libraries, etc.

- as its resources will allow and its judgment approve. As soon as practicable there should be established, beyond the regular obligatory course of the schools, such institutions as the demands of higher culture require; for example, such as Academies of Science, of Religion and Philosophy, of Music and Drama and of the Fine Arts. In this as in other Departments the initiative is not confined to the Director of the Department. The public or any number of persons who are prepared to meet the expenditures required in the case may make a request to the Director for any particular entertainment or instruction desired, as for instance a certain course of lectures, the presentation of an opera or play or some especially admired performer; or they may wish place, appliances and opportunity for some performance, exhibition or religious service of themselves, in which cases it is the duty of the Director, in the character of agent of the community, to provide

as far as possible what is sought, just as the Department of Commerce should fill an order for Merchandise. Amusements, occupations or exhibitions of a brutal or obscene character, or which involve any form of gambling, are proscribed by the Principles of the Company, and the Director would be held responsible who should admit anything of that nature. On the other hand there is little danger that the public's liberty of choice may be unduly restricted by any prudish rulings by an official elected because of qualifications for maintaining and extending the broadest and highest system of human culture. Nevertheless, should any Director of this Department adopt a policy unsatisfactory to the people, any ten voting members may demand an investigation of the acts of a Director, and there is the redress also in change of administration. Furthermore, the Director would have no motive in opposing obstacles to the popular demand further than to avoid condemnation for

the flagrant violation of the law, and would be much more disposed to give the widest latitude of interpretation than to condemn upon slight grounds, for within these Constitutional limits no responsibility would attach to the Department for the character of the entertainment demanded any more than the Chief of Commerce is responsible for the literary style of a book ordered through his Department, except so far as the Department may be responsible for the general culture and the standard of taste it may cultivate in the public.

Persons not members of the Company will be charged the usual rates for tuition or any service rendered by the Department. To members the schools are free, and all other educational institutions and agents and entertainments as free as the Department can provide them. But as cited above, persons willing to meet larger expenses need not be restricted to the list of instructions and entertainments the Department can provide out of its own revenues.

It is believed that a high order of schools established at Topolobampo will draw no inconsiderable revenue from outside patronage beside which the Concessionaire has appropriated to this Department a handsome percentage of the income from the sale of City lot-uses. Until such incomes are available, however, the expenses of the schools like all other public services are credited by the Company in Credits; for to serve the Company is to serve the members; hence public services are paid with public and private services in exchange upon the books of the Company.

Organs of Distribution.

Department I; Of first importance in the group of organs of Distribution ~~is~~ is this department.

1.- The general method of payments which this

Department is to facilitate, namely, the exchange of service for service, has been indicated in a previous section. The Department constitutes a Bank of Loans and Deposits which gives or takes no interest and of which the chief deposit is labor. Each member is credited with every service he performs and debited with all he receives. It is evident that if service is to be maintained as a just medium of exchange, no credit must be given except for actual service received, and Albert Owen distinctly insists that, in contradistinction to the Communistic idea "from each according to his ability to each according to his needs," we are to pay "for service rendered and not fortune spent;" that every laborer is to receive the product of his labor, no more and no less, and every individual shall be required to render an equivalent for what he receives.

This Department is also the Insurance Office through which, by means of the payment of a very small percentage of the Company's

income annually during his term of working age, an ample fund is provided against accident, disease, disasters (floods, fires, etc.), and for maintenance after the prescribed years of service.

Wages, costs, values, weights and measures. Too many factors enter into the comparative value of services for any arbitrary schedule of prices to be established by legal enactment. Prices adjust themselves by inexorable laws of circumstance, and where equality of opportunity is maintained they will adjust themselves equitably. The common day-wage, adopted by the early colonists as a temporary device, is entirely opposed to the principles of the Plan and has been adhered to much to the confusion of thought of the colonists and to the interference of the exchange of services. It is the function of the Department, therefore, not to dictate what wages or prices shall be, but to determine, all the factors in the case being considered, what the just price of or

wage is; as it would be called upon to declare not that such a vessel shall be accepted for a pint measure, but whether or not it is a pint measure. A. will not cook for B. for ten dollars a month when he has the same opportunity as B. of earning one hundred dollars, but he will cook in a Co-operative kitchen where his month's service will be worth as much as B's, and B. will get his share of the cooking for less than the ten dollars he offered to A. But suppose all the cooks in the community should combine to demand an extortionate return for their services; the greatest inconvenience would only be the immediate result that people would begin to do their own cooking rather than spend twice the labor, time and care in exchange for the cook's services. This move would withdraw service from the laundries, sewing-rooms, offices, etc., and directly a sufficient number of persons would perceive that by spending in a well appoint-

-ed Kitchen the same amount of time and labor spent over their own Cooking-stoves they would not only have their own Cooking done but enable the Laundresses, dress-makers, etc., to return to their occupations and furnish the exchange of service; in other words that it was more profitable to Co-operate and agree upon a reasonable valuation of Comparative Services. It is not probable, however, that so severe a lesson as this would be needed where facilities for Co-operative work were offered. It may be suggested that in the absence of tyranny of conditions to Compel, no one may be found willing at any price to perform some Services of a very dangerous or disagreeable nature. In that case, the wit that has heretofore been employed in enslaving our neighbor will be turned to the invention of some means of rendering the objectionable service safe and agreeable, and it is little to be feared that human ingenuity will not be equal to the achievement of making practicable whatever service or work is needful to human progress and comfort.

3. - General public expenses are met without any form of tax, by means of exchange of service and revenues from public utilities which are all owned and controlled collectively. The true Commonwealth is simply a great Consolidated business organization - an incorporated Company - for the conduct of every kind of enterprise its members desire, and taxation is as unnecessary and as much out of place as in a railroad Company or Commercial firm. Few partners would remain long in a business demanding continual assessments and giving promise of no dividends. The least to be demanded of the Cooperative Commonwealth is that its multifarious businesses pay their own expenses, or to express it better, (since such enterprises chiefly render service directly to the members themselves) thus the business return, to the members, the full equivalent of service for that invested in it.

The same principle is involved in fixing charges for use of public works of general utility, namely, the equitable distribution of the burden of expense - the just exchange of service for service. The minute

details by which this operation may be performed are left to the skill and judgment of the executive. To do otherwise would be to deprive the public of the benefit of any superior experience or sagacity the Director might possess, for one person may solve a problem by a shorter method and with less figures than another, and a method of determining and collecting dues under one set of circumstances may be found either not equitable or not practicable under different conditions. Take, for example, the distribution of the expense of irrigation. To put upon the price of the products the cost of the water supplied to them, answers completely the demands of equity, for in that case each consumer pays for exactly his share of benefit received; but it will be discovered that not a little care and patience are required in the details of carrying out even so simple a proposition. In a pure Communism, or any association wherein all produce is grown collectively, it would be but a simple arithmetical operation to determine the proportion of expense to be charged to each product; but when

the right of individual access to ones share in the land is allowed, a number of additional questions enter into the problem demanding adjustments in such a manner that each producer shall receive the just reward of his particular degree of industry and sagacity, that the public, on the other hand, be not subjected to loss from any individual incompetence or evasion of obligation, and that all these ends be compassed with the least expense, machinery and personal annoyance. These principles being observed, the requirements of the Plan are satisfied, and the methods of securing them is a matter of book-keeping.

Department II; It will be readily perceived what small occupation can be left for the legal profession within the bounds in incorporated Co-operative life. Individual possession being confined to strictly private property, and all business dealings being directly with the Corporation and not between

individuals, want being abolished by the profitable employment and just recompense of every adult of working age in the community, and drunken disorders being prevented farther by the control of intoxicants by the State, the most fruitful sources of litigation are cut off. So all the legal affairs of the Corporation the Department attends and retains Counsel for cases between the Company, or any member of the Company, and outside parties when occasion requires. Questions between members or between a member of the Company are settled by a Committee of Arbitration elected by the people, constituting a Court of Equity. The findings of this Committee are referred to the Board of Directors. In the case of sentence of expulsion, the sentence cannot be pronounced by the Committee but is referred in the form of a recommendation to the Board and if sustained by that body thirty days are granted to the condemned in which to appeal to the people whose majority vote is final. Individual members are forbidden to appeal against one another to outside courts.

To this Department is entrusted the care and Collection of all legal and historical documents, statistics and all registrations and records, and its Chief always occupies the important position of Clerk of the Board of Directors.

Department VI; If Department I be the heart, Department VI may be called the arteries and veins of the system. It is the sole purchasing and sales agent of the Company and its members. To purchase to sell again is confined to the Company's agent; but any member can buy anything for his or her own personal use, when and where he or she pleases. The same obligation which forbids members to seek any other agent, binds the agent to see to it that there be no need of other agents, and should an occasion once appear requiring a member to resort to other means in order to be

served either in the sale of a product or the purchase of any article to be procured, it is reflection upon the management of this Department and just cause of complaint. No equitable system of exchange can contemplate the surrender of the individual's right to dispose of his own in the market of his own choice without obtaining thereby corresponding advantages. The Company, therefore, must give every guarantee that this Department will handle such products in the most satisfactory manner. It would not answer simply to admit the producer's right to seek some outside market; for the producer does not wish to be his own shipper but requires an agent to handle his goods for him, and Department V. being the only agent admitted within the Corporation must be obliged, by whatever means, to perform this required service as thoroughly as possible.

The Department buys the produce and other articles delivered to it, paying Credits as agreed before the product was grown or article made;

by this means a member will get an immediate
 cash sale for what he or she produces, and it
 may readily be seen that this can only be done,
 with profit and equity to all concerned, by the
 producer being in full confidence and counsel
 with the Director of the Department in which
 he or she works - for it is the business of the
 Directors to inform themselves of the home wants
 and the outside market demands, and to en-
 courage production in accordance with the
 same. The price paid for articles will be that
 agreed upon, from season to season between
 Director and producer - and the article should
 be sold for this price plus the cost of handling,
 to members; but to outsiders, it should be sold
 for the ruling price for such articles outside;
 and the profit gained should be proportioned
 between the Company and the producer of the ar-
 ticle sold. As there exists not a little confusion
 of ideas on this point, it will be necessary to en-
 ter more into the details of the transaction. A
 brings in ^{his produce} and receives credits upon the Company's

books as previously agreed - with these "Credits" he can get anything that the Company has for sale.

Transportation and Communication.

Experience has amply proved that greed and selfishness, however their powers may be otherwise restricted, can and will effectually prevent any equitable distribution of wealth and comfort so long as private individuals or monopolies control the means of transportation and communication. These functions, therefore, under Credit Foncier principles, belong exclusively to the Commonwealth and constitute an important division of one of its Co-ordinate Departments.

Department X: Of Police and Sanitation.

The securing of the most wholesome physical conditions, and the full cooperation with every individual in the community, for the preservation of health, is recognized in Credit Foncier principles as a most essential function of the body. The Department must guard vigilantly against

any pollutions of earth, air or water, maintain hospitals, baths, institutions for the afflicted, health officers, surgeons and physicians, at public cost, and by every care and study promote the healthfulness and minister to the physically afflicted of the Community.

Department V. All restaurants, hotels, bakeries, Confectioneries, Canneries, and like establishments are under the management and control of the Commissary, which is responsible for the best service and the wisest economy in the conduct of these various branches of business. A superintendent may be appointed to each and assistants employed directly by the Department, or the business may be contracted to some competent person who will assume the responsibility of it. But in either case salaries of assistants and the prices of services to be rendered by the establishment are fixed by the Department with

The persons employed and these persons are consulted with and assisted by said Department. There is plenty of room in integral co-operation for emulation of the best service, but none whatever for rivalry of interests.

There is no Spartan prohibition against the private kitchen if one choose to maintain it, but provision must be made for the board of all, whether single persons or families, to be served either in their own homes or in public dining-halls as may be preferred by the boarder. Reception of Colonists, entertainment of strangers, etc. belong also to the duties of this Department. The responsibilities of this Department are greatly emphasized by the peculiar circumstances the new order creates; for since the ordinary methods of domestic services are precluded it is absolutely essential to the conduct of the business as well as to the comfort of the community that all these demands be supplied by the Municipality.

Section IV. Of the Executive.

The Topolobampo Colony is promoted by The Credit Foncier Company, a joint stock company incorporated under the laws of Colorado. The administration of affairs is entrusted to a Board of ten Directors who are the heads of ten departments of business.

Directors are elected by stock, while By-Laws are submitted to personal vote. The legislative authority is vested in the personal vote of all resident members of legal age. When by reason of increased population and other circumstances a general assembly of voters becomes unwieldy or otherwise inconvenient, the business will be conducted by means of the initiative and referendum. The amount of stock that can be held by any one individual is limited to forty-eight (48) shares, and it is proposed in new By-Laws to further limit its voting power by giving one vote to the first share and an additional vote to every ten additional shares of stock. It is the intent

of the Plan, however, that stock shall eventually be held exclusively by resident colonists, and as each individual in the Colony has exactly equal opportunities for acquiring stock or other property, the voting power will naturally equalize itself, but be this as it may, the evils of stock voting, as seen in stock companies heretofore incorporated is by the rule which forbids any stockholder from voting for himself or herself for any office; or for asking any other stockholder for voting for him or her. When 100,000 shares have been sold, it will be bought in, beginning with the outside holder with the largest amount, until the entire issue is absorbed by residents of the Colony. To have a vote one must be able to read and write, and it would be in accord with the spirit of the Plan to require, hereafter, of those brought up in our schools a much higher educational qualification.

The same regulations as to voting and holding office apply equally to both sexes.

The Board is an administrative, not a legislative body. It is the agent of the Municipality for the transaction of business within the terms of the By-laws. It has the handling and expenditure of revenues from public properties, sale of stock and dividends on stock over a fixed percentage, but has no power of taxation in any form. The Departments are co-ordinate and inter-dependent. The Director has both legislative and executive authority within the limits of his own Department, and is responsible for its organization and the conduct of its affairs without interference of other Directors or the Board of Directors except that his acts may be challenged for unconstitutionality, and if any Department desires to engage in any work or enterprise requiring appropriations of money or which might involve the Company in any loss, it must be passed upon by the Board of Directors.

It has been suggested that opportunity has been left open here for one Department, if so disposed, to press its interests and enterprises

to the disadvantage of the other Departments; but, on the contrary, this danger is guarded against as it is not, in the competitive world. In the first place, the Board has no power to appropriate labor to this or that Department or enterprise, any more than the Congress of the United States has to prescribe what percentage of the people shall engage in this or that enterprise, or the Commissioner of Agriculture to draft men into the Cotton fields, while its power over pecuniary appropriations, as stated above, is also limited. If, therefore, any Director should gain the approval of the Board for any extravagant enterprise, it would still remain with the members to carry it forward or not according to its judgment. On the other hand, the requirement of the Board's approval is a check upon the ruinous popular enthusiasms and delusions often created by designing persons in a community where any person or combination of persons may blow any sort of bubble for their own gain.

Of the various occupations open to him, each individual will choose, according to his own best judgment, which best suits him. By reason of superior natural advantages or of better management, one Department may attract more forces and do more business than another. There is no way, under the provisions of the Plan, by which any Director or the Board of Directors can impose any expense upon the people, or any individual of the people, without consent. In what manner public works are built up, has been treated of in detail under the head of Department III.

The books of the Company are open at all times to the inspection of an auditing Committee, and any ten stockholders can call for and have an investigation made of the public acts of any Director. Rules are strict against the making of party tickets and electioneering combines, and to vote for or to ask a vote for one's self is punishable with expulsion. The details of organization of each Department

are left to the genius of its Chief within, of course, Constitutional limits. No regulation or methods of business must violate the principles of equal opportunity to all, the full product of his labor to each. No service shall be exacted from any one beyond what is rendered in return, no responsibility imposed without commensurate authority and opportunity to meet them, and no license given to any Class or individual which may impose burden or discomfort upon another. It must be the care of the Director to adopt or devise the means and methods most efficient orderly and economical for the conduct of the business of his Department upon these principles. Voice or vote in the Councils of a Department belong exclusively to the members of that Department, and anyone entering a Department must be subject to its regulations. It is the duty of each department to promote every interest and industry which can be more conveniently classified among its branches than in

another Department. The genius of the Plan requires a perfect ^{1st} order, system, discipline and simplicity throughout, which in every organization of a high grade alone insures the maximum of Co-operation of all the parts with the minimum of friction. Sub-Departments are under the direct management of Sub-Directors chosen in what manner judgment and experience may suggest. The duties, authorities and responsibilities of every functionary are to be distinctly defined, and no one, whether subordinate, Co-ordinate or superior, is to interfere with those of another. Votes are cast by stock simply for Directors, the appointments to the various Departments being left to the Board, which organizes itself by election of its Chairman, Secretary and Treasurer, and assuming the headships of the Departments. A business meeting of the Board must be held once a month - The Board may impose fines and penalties and make such regulations as it judges advisable for the conduct of affairs in accordance with the provisions of the Plan. It must not be

supposed that all enterprise must necessarily wait upon the initiative of the Board or of a Director. It is presumable that the Director will be the first, in all ordinary cases, to perceive the need or opportunity in his Department, but any one desiring to engage in any particular business, not already established, applies to the Head of the appropriate Department and if ~~he~~ it be something useful for which there seems a demand he is assisted to inaugurate it.

Section V: Of Social and Religious Life.

The Plan is founded upon no quixotism in morals or manners. It sets forth no new theory of ethics but seeks to establish conditions for the broader and higher culture of those world-old virtues which the best development and the widest experience of the race have ever commended in theory, if imperfectly attained in practice. It is framed not for a sect but for humanity, and plans to put into everyday practice in its business system

The basic law of equity which for ages has
 been preached: "Do unto others as you would
 have others do unto you," in a word the plan
 is based upon "Eclecticism" - that is upon the
 best selected thoughts and acts. The material
 prosperity and the moral health and progress
 of the Commonwealth are based upon the se-
 curity and comfort of the home and the sanc-
 tity of family life. Every member must hold
 one lot use (25 x 150 ft.) for each share of his
 stock and every facility is given him toward
 the building of his home. Prostitution or illi-
 cit connections and all forms of gambling
 are punishable by banishment and confis-
 cation of property. The manufacture and sale
 of intoxicants and narcotics belong exclusive-
 ly to the Company, which prohibits the sale to
 minors, or to adults convicted of abuse of them.
 The raising of tobacco for export is expressly for-
 bidden upon the moral principle that the
 trustee of a common inheritance such as the
 land, cannot in equity sanction its appropri-
 ation to the production of that which can sub-

-stantiate to minister to any wholesome want of man but rather to the cultivation of vicious habits. The Municipality is not responsible for the growing of such a plant by any individual on his own lot, but only for giving license to its culture by either directly engaging in it or by recognizing it as a legitimate article of Commerce.

"Religion" say Our Principles "belong to the individual and not to the State, Company or Association". Members may hold any Creed or opinions as safely as they may hold their personal property, so long as those beliefs do not prompt them to conduct at variance with the principles and regulations of the Colony.

The Company is one and indivisible and no firm or Company within the Company is admissible. Men abide in walled cities and go forth in steel armor when the turbulent condition of the age and the Country render such precautions necessary. So, secret Societies and protective associations belong, says Albert Owen, to a disorganized state of society. No sect, order,

Club or association can have any corporate legal existence, hold property or carry on business as a legal personage. This implies, however, no prohibition to the assembling of persons who so desire for religious services or for culture in any particular line of thought, and any preacher or philosopher may preach and teach any who wish to hear him. Halls of assembly will be provided by the Municipality in conformity to the taste and requirement of the public.

These regulations are not aimed against religion. On the contrary it is believed by the founder that they secure the most absolute individual freedom of religion, and all self-interest and secular concerns being removed from its province that the pure worship of God, "in spirit and in truth" will be promoted.

To sum up the intent of this Plan in the words of its Author it is "to make a better place to live a better life" - To seek "the best homes, the best culture, the best religion". It denies that humanity is yet sufficiently disciplined self-disciplined and morally cultured to safely permit every man to be a law unto himself. It believes in law and order, but makes the law

of the protection of the weak and the equal-
izer of opportunities, instead of an instru-
ment of oppression in the hands of the own-
ing. It believes that questions should be deter-
mined by equity rather than by force of num-
bers. It does not hold that every human being
born into the world has an equal right to a
voice in the management of public affairs
merely by virtue of existing twenty-one years
upon the planet; but it demands that every
such an one be given equal opportunity to be-
come qualified to Counsel. It would establish
an aristocracy to which not birth - nor wealth -
but intelligence and virtue were the title and gua-
rantee equal opportunities to each man and wo-
man to become one of the "Aristoi".

Conclusion.

The foregoing is a statement of the problem
and the analysis of the solution as proposed
in the plan of Albert Owen. The plan was not
presented as a mere contribution to the theories
of economics, but was the fruit of earnest stu-
dy to better the condition of mankind in an

immediately practical manner.

The Colony founded for the purpose of establishing its provisions in practice is most advantageously located for the up-building of a great Municipality, and a future study will undertake the office of giving the steps of the enterprise there taken, and the actual results of the experiment.