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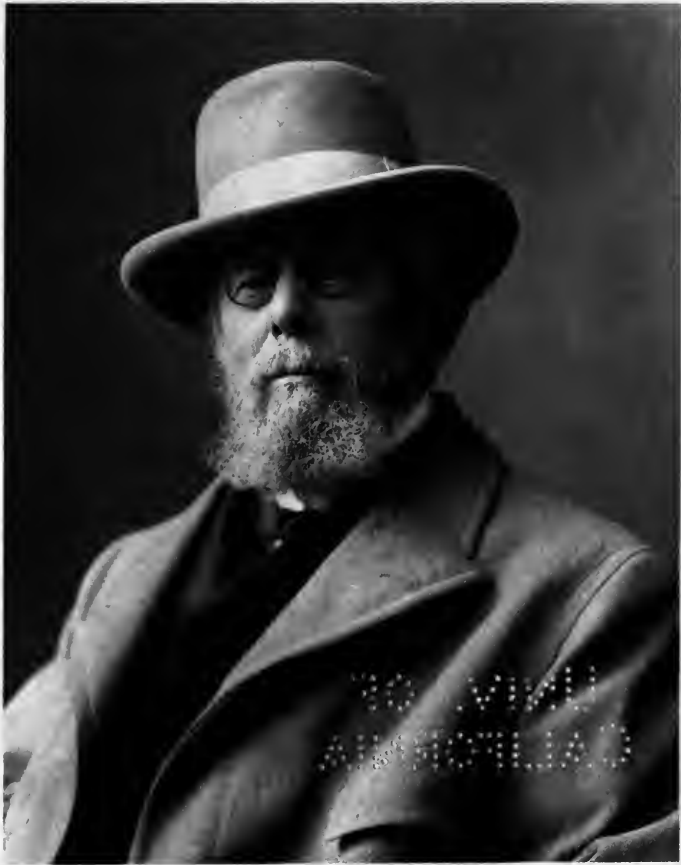
H. Morse Stephens.

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Charles W. Smith



C. H. Dalton.

MEMOIR

OF

CHARLES HENRY DALTON.

BY

ROGER BIGELOW MERRIMAN.

UNIV. OF
CALIFORNIA

CAMBRIDGE:
JOHN WILSON AND SON.

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FROM THE
PROCEEDINGS OF THE MASSACHUSETTS HISTORICAL SOCIETY
FOR APRIL, 1909.

HENRY MORSE STEPHENS

TO THE
ASSOCIATION

MEMOIR

CHARLES HENRY DALTON was born at Chelmsford, Massachusetts, September 25, 1826, the third of eight children of John Call Dalton and Julia Ann Spalding. On both sides he was descended from families whose history is intimately connected with the early growth and development of New England.

His great-grandfather, James Dalton, who was born in 1718, was the first of his family to settle in Boston. Whether or not he was descended from the Daltons who emigrated to this country in 1635, and whose principal home in the seventeenth century was at Hampton, New Hampshire, I have been unable to discover: the probabilities on the whole seem to point in this direction. From his early youth James Dalton was engaged in seafaring pursuits. In 1740 he was commander of the brigantine "Joshua," trading from Boston to London, and later became the owner of various vessels, voyaging along the coast to the Carolinas, West Indies, and sometimes to Europe. In 1756 he purchased an estate in Boston on the south side of Water Street, which contained a tanyard, garden, dwelling-house, and other buildings. These he pulled down and in 1758 built upon the property a Mansion House¹ which was occupied by himself and family during the remainder of his life and afterwards by his son, Peter Roe Dalton. After the "great fire" of 1760, when this part of the town was rebuilt, a committee of the General Court ordered a new street, running from Milk to Water Street, to be laid out through

¹ A picture of this Mansion House forms the central portion of Mr. Charles H. Dalton's book-plate, designed in 1903.

the estate in such a way as to divide it very unequally and render the smaller part unavailable for building purposes. A memorial addressed by Captain Dalton to the General Court resulted in moving the site of the proposed street further west, so that it divided the estate more equally, and in consideration of this Captain Dalton agreed not to require any compensation for the portion of his land occupied by the new street, which was known as "Dalton's Lane" and "Dalton's Street" until the year 1800, when its name was changed to Congress Street.

Captain Dalton was one of the proprietors of King's Chapel at the time of its rebuilding, and owned at various times pews 26, 40, 53, 58, and 98. He married January 24, 1740, Abigail, daughter of Peter Roe, a resident of Boston, and widow of Judah Alden. He died April 21, 1783. He is described as "prudent, but energetic and successful in business, persevering, liberal and public-spirited, courteous to his associates, and of a kindly disposition."

Of his ten children the second (and oldest son), Peter Roe Dalton, was born in 1743 and died in 1811. In his youth he followed his father's calling and went to sea. The similarity between his character, tastes, and career and those of his grandson, the subject of this memoir, is too striking to be passed over without comment. During the American Revolution he was Deputy Commissary-General of Issues in the Continental service, receiving and distributing provisions of all kinds to the troops stationed at Boston, to the prisoners of war confined in the harbor, and to the French fleet under the Count d'Estaing. In 1782 he was appointed by the General Court of Massachusetts one of a committee to settle the accounts of the Board of War of that State, and to examine and certify all claims against the State arising from losses in the Penobscot expedition of 1779. He was connected with several financial and commercial organizations in Boston, and frequently acted as executor and administrator. He is described as "a man of great activity and devotion to business, and capable of managing large interests. He was prompt to detect and thwart any attempt at gaining undue advantage and decided, though polite, in his manner of doing so. He was fond of generous living, and accustomed to make ample provision for his bodily comfort, but was never excessive in

any personal indulgence." *Mutatis mutandis*, this portrait, both of character and occupations, will be found to fit his grandson equally well.

Peter Roe Dalton was twice married. His first wife, Susannah Griggs, bore him four children, of whom one, a daughter, survived; his second, Anne Call, bore him eleven, of whom the tenth was the father of the subject of this memoir. John Call Dalton's distinguished career as a physician in Chelmsford, Lowell, and Boston, and in the Civil War does not need description here. Suffice it to say that he was the ideal doctor of the old school, of the days before the practice of medicine had become highly specialized, and one who was able by his sterling character as well as his professional attainments to render priceless service to the community where he lived.

Mr. Dalton's maternal ancestors were a race of farmers. Edward Spalding (or Spaulding, as the name was then spelt) came to America in the earliest years of the Massachusetts Colony, probably between 1630 and 1633. After a brief residence at Braintree, he went to Chelmsford at the time of the first settlement of that town, and at the first town-meeting, September 22, 1654, was chosen one of the selectmen. Seven generations of his descendants lived at Chelmsford, cultivating and increasing the land which was granted to their ancestor, yeomen all, and servants of the town, colony, state, and church at various occasions and in various ways. By all odds the most distinguished member of the family was Simeon Spalding (1713-1785), the fourth in descent from Edward, and the great-grandfather of Charles H. Dalton. His most notable services were rendered in connection with the American Revolution. In 1770 he was chosen representative of his town "at a Great and General Court and Assembly appointed to be convened, held and kept for his Majesty's service at Harvard College"; and again in 1773, 1774, 1775, and 1776. In February, 1776, he was commissioned colonel of the Seventh Regiment of Provincial Militia, and in 1779 delegate to the Convention for framing a Constitution of Government for the State of Massachusetts Bay. These and many other minor offices attest his prominence in the public service in this first great crisis of our national existence.

Such were the high traditions and noble inheritance of

Charles H. Dalton. By a long and active life of service and good citizenship he was to prove himself worthy of them.

The first five years of Mr. Dalton's life were spent for the most part at Chelmsford, until his father's removal to Lowell in 1831. The only incident of this period of which there is any record is his first journey to Boston in 1827 at the age of one, made by the then famous Middlesex Canal, which was first open for traffic in 1803, only to be superseded, some thirty years later, by the Boston and Lowell Railroad. Mr. Dalton used to be fond of pointing out, as a unique illustration of the radical changes in the methods of transportation that have been witnessed in New England in the past seventy years, that this canal trip landed him in Haymarket Square on precisely the spot now occupied by one of the stations of the subway to whose construction he devoted so much care and labor in his later life. His boyhood and early youth were spent in Chelmsford and Lowell; he was a pupil at the common school at Chelmsford, and at the Lowell High School before the year 1844, after which he was sent to a boarding school at Medford; but of college education he had none. It was a source of the deepest regret to him in later life that he never went to Harvard. An honest fear that he might not be able to equal the brilliant record there of his elder brother John, who graduated in 1844, was perhaps the chief reason why he decided not to go. Great and genuine modesty in regard to his intellectual attainments was ever one of his most prominent traits.

Mr. Dalton entered upon his long and successful business career as a salesman in the firm of R. A. Crafts and Company certainly not later than the year 1848. This firm was engaged in the manufacture of ginghams and mousseline-de-laines and its mills were in Taunton; but Mr. Dalton, to judge from the Boston Directory of 1848-1849, was employed in the Boston office, which was located at 49 Milk Street. In the year 1849 he was transferred to the commission house of Sayles, Merriam, and Brewer, selling agents for some of the largest factories in New England. His first important service to this firm was rendered in the settlement of a strike among the operatives of the Hamilton Woollen Company at Southbridge, a task which he accomplished so successfully that he was soon put in

charge as manager there, and continued to reside for the most part at Globe Village, a part of Southbridge, during the next five years.

Fragments of a correspondence between Mr. Dalton and the firm that employed him at this time have been preserved, and are interesting as showing that he inherited all his grandfather's ability "to detect and thwart any attempt at gaining undue advantage," and was "decided, though polite, in his manner of doing so." In January, 1851, it was proposed that he should visit England for three months in order to inform himself concerning the factories and manufacturing methods there: his firm, however, desired him before his departure to engage positively to remain with them five years longer, but attempted at the same time to reserve to themselves the privilege of terminating the connection at any moment, and hinted that if Mr. Dalton was unable to fall in with their plans, they should be obliged to find another to fill his place. To this proposal Mr. Dalton wrote a decided though courteous letter of objection, pointing out the unfairness of the terms and desiring a more equitable arrangement. The precise nature of the settlement of this difference of opinion is not apparent, but it is clear that Mr. Dalton's views prevailed, for he sailed for Europe in less than a month in the employ of the firm, but terminated his connection with it, of his own volition, in the latter part of 1853, before the five years had elapsed.

His first impressions of England are interestingly recounted in a letter to his father, dated from Manchester, March 13, 1851:

I have been into various parts of the west of England, through the counties of Lancashire, Yorkshire, Chester and Derbyshire. Everywhere the country is beautiful, highly cultivated, not an inch of ground wasted, the roads fifty miles from Manchester as clear and smooth as Boston streets. The only objection to them is that about every two miles there is a toll bar where it is necessary to pay tribute. . . . Last night I went to a dinner party about five miles from Manchester at Mr. H——'s, the partner of Miss P——'s friend. Hope Hall is the name of the house. The style of these things here is quiet and dignified, elegant in all parts. To me thus far, they have been pleasant because they are somewhat of a novelty, but I should think the gentlemen would get weary of them. I arrived at about five minutes before 6.30 (the dining hour stated on the card) and was relieved of my coat and hat

by one servant in livery, straw colored small clothes, white neck handkerchief, etc., and announced by another who evidently knew my name beforehand. Three or four guests had arrived before me and in five minutes all had come, making a party of about twenty. I being the only stranger, Mr. H—— asked me to take Mrs. H—— to the table when dinner was announced and to take a seat on her right; the other guests were arranged without fuss; and down we went, about six servants in livery being at the foot of the dining room, as solemn and stiff and to me, a little fantastic, as a drum major. The room was rather bare of furniture and ornament but the heavy drapery and large dining chairs made it look comfortable enough. The courses lasted, I should think, about two hours, when the ladies left and the gentlemen clustered around one end of the board and talked and drank, eight or nine of us, keeping about as many decanters running the gauntlet for an hour longer. We then followed the ladies, had tea, and a very little execution by the Misses H—— on harp and piano. At ten precisely, "Your fly, Sir," was announced to three or four of us and as regularly and quietly as clock work, we took our leave. . . .

England is a fine place to live in if one is rich, but Heaven help the poor. I have got so accustomed to the beggars of all degrees and ages that they make no impression at the moment. Yesterday I passed a family of six or eight, mostly females, and though I was cold with a thick top coat and shawl, and it was raining at the time, not more than half their bodies were covered with anything. There is misery and degradation in this city among the factory classes which is not dreamed of in Lowell, and many a person may tour it through England without seeing much which places it infinitely below America in point of respectability. The hospitality and good manners and elegant, stylish mode of living of the rich is pleasant to their guests, but the misery, heart sickening to look upon in some of the crowded streets of Manchester, is fully strong enough in contrast. On a Saturday afternoon, after the hands are paid off, I have been among the gin-shops, which are on every corner, with a living stream going in and out, young girls and boys, men and women. England is n't all a palace, nor will average so near it as America.

Within three years after his return from England Mr. Dalton became a partner of the selling house of J. C. Howe and Company, and as such was chiefly occupied from 1854 to 1859 with management and rebuilding of the Print Works at Manchester, New Hampshire. He was perhaps more closely identified with this business than with any other in which he was ever engaged. In it he displayed to the full that remarkable capacity for organization and administration which characterized

him to the day of his death, and his energy, integrity, and skill were rewarded with marked success on every hand. The time, however, was near when he was to have the opportunity to employ these talents in another field. The first and perhaps the most notable of the many public services which it was the good fortune of Mr. Dalton to render and which later made his name almost a byword for public spirit and good citizenship in the community was in connection with the Civil War.

Like all the bravest and best of his day and generation, Mr. Dalton's attention became more and more closely focussed on the great national crisis, which loomed ever larger on the political horizon in the autumn of 1860 and the spring of 1861. An ardent Northerner, he did not underestimate (at least not as gravely as did most men) the power of the southern Confederacy, and was deeply convinced from the first that it would be necessary to put down any resistance by force of arms. The first occasion on which he offered his services to his country was in connection with the inauguration of Lincoln in March, 1861. He wrote at least twice to the authorities at Washington to ask if his presence on that occasion might not be desirable as a means of helping quell a disturbance, should such occur. Answered in the negative, he abandoned his intention of immediately repairing to the capital, but the news of the firing on Sumter which followed in April made him resolve once more to put himself at his country's service. On May 20, 1861, he accepted an appointment from Governor Andrew to act as Agent of the Commonwealth of Massachusetts at Washington, whither he at once repaired, and remained (save for occasional visits to the North at moments of comparative leisure) until January, 1862. On September 27, 1861, he received another mark of Governor Andrew's confidence by his promotion to the post of assistant quartermaster-general of the militia of the Commonwealth (the appointment to date from May 23), and the following day he was commissioned with the rank of colonel.

The duties of his position in Washington are best described by the following extracts from the letter of instructions which was sent him by the Massachusetts authorities the day after his first appointment:

All supplies for our troops forwarded to Washington will be sent to your care and the vessels when the supplies are sent by water will be consigned to you. You will attend to the disposal and distribution, or storage of the supplies, according to directions sent you, or to the best of your judgment in the absence of specific directions. You will communicate with the proper departments of the U. S. Government in relation to stores sold, or troops carried, or any transport service, and see that all proper allowances are made, and all bills settled either by payment, or by being put in a shape, as to vouchers and allowance, to require no adjustment hereafter.

You will communicate with the Colonels, Quarter Masters, and commanding officers of the Mass'tts troops, and everything wanted by them will be received through you, and all requisitions and requests for supplies must be transmitted by them through you, with proper explanations, when you have not the means or authority to supply them. You will look up as far as possible and take charge of, any Massachusetts supplies, stores or equipments that have heretofore gone astray, and if they have gone into possession of U. S. officers recover them or procure payment or vouchers therefor.

You will also transact any business for the State with any of the Departments. You will have a room where you or some clerk will constantly be found, to receive messages by telegraph or otherwise, and to transact any necessary business.

You will keep an account of all expenses and report as nearly daily as practicable all your doings. You can employ a clerk *if necessary* and your reasonable and proper expenses with a proper compensation for your services will be paid by the State.

You will doubtless want a copying press. If you have occasion to procure storage, you may be able to make arrangements with some competent and responsible person who will deliver on your order.

The object of the whole arrangement is to have some one responsible and competent agent, who will know all that is done and sent from Massachusetts, and all that is wanted and received at Washington, or by the troops wherever stationed, to take care of property, take vouchers, prevent waste, and be the sole channel or communication between supply and demand. This agent you are to be until some further arrangement.

It was a position closely resembling that occupied by his grandfather at the time of the Revolution — a position for which he was pre-eminently fitted by character, ability, previous training, and inheritance.

To enumerate in detail the almost infinite variety of the tasks that were laid upon Mr. Dalton during the busy eight

months of this first stay in Washington would be tedious and unprofitable. They all required shrewd judgment, untiring energy, patience, and good temper. Reconciliation of the conflicting views of state and federal officials, rectification of justifiable grievances and soothing the makers of groundless complaints, providing for the care of the sick and wounded and settling the details of soldiers' enlistment, pay and pensions — all these formed part of his manifold duties. A few examples drawn from his correspondence will perhaps serve to make the picture clear. He had scarcely got established at Washington when an urgent letter from the military secretary of the Commonwealth arrived, directing him to represent to Secretary Cameron "the miserable state of the coast defences of Massachusetts, and more particularly of the Harbor and city of Boston." The language of the epistle is noteworthy :

The mere statement of the fact that in all Fort Warren there is only one gun, and that in Fort Independence there are only a few barbette guns and no casemate-guns mounted, and that these constitute the entire defence provided by the Federal Government for the second city of the Union in commercial importance, ought to be sufficient, it would seem, to secure immediate attention. But when to this is added the fact that the less reasonable requests made from certain other sections of the country seem to meet with a prompt hearing, and a ready compliance, it becomes difficult to understand why the delay in attending to the defenceless condition of Boston Harbor is not a grievous injustice to our people, and we have yet to learn that Massachusetts has (either by what she has done or left undone of late, or ever), afforded any pretext for the Federal Government to neglect her representations and requests. It does indeed, appear at times, as if we should speak to a more willing ear, if we were not so unanimous in our loyalty and if the Federal administration did not count so surely always upon the contribution of blood and treasure we are glad to make for the common cause.

About all we ask in respect to the Forts in Boston Harbor and along our coast is that guns which are now lying useless at Watertown and Charlestown and Chicopee and elsewhere, shall be transferred to them and mounted. They will be just as much the property and under the immediate control of the United States in the Forts, as where they are now lying ; more so, because if it should become absolutely necessary to remove them, they would then be at spots on tidewater, where they could promptly be transferred to shipboard. For instance there are, and have been for many years, lying at the Foundry of Messrs. Ames at Chicopee, three 12 lb. brass guns and the same number of 12 lb. brass howitzers,

belonging to the United States, which were accepted and paid for, long ago. It would be a great convenience and a great relief if these guns, instead of lying useless stored away in a town a hundred miles away from the sea-board, could be brought down to Salem or New Bedford or Gloucester or Provincetown, all exposed points of great commercial importance, which are lying at this moment at the mercy of any privateer which may have the boldness to swoop down upon them.

But in the instance of Boston the neglect not only to do anything, but even to assign reasons for withholding action in respect to the Forts, is to us perfectly unaccountable upon any theory creditable to the patriotism and energy of those officials having the matter in charge.

With considerable difficulty, and after some delay, Mr. Dalton obtained access to Secretary Cameron, persuaded him to move the guns as requested, and received the Secretary's promise to send an armed vessel to Nantucket immediately.

A curious matter occupied his attention from the 22d to the 24th of August. A company of Massachusetts troops raised in Cambridge by a certain Captain Burgess, had been induced, by false representations, to leave the State and to attach themselves to the Fifth Regiment of the so-called Sickles Brigade in New York — thereby depriving their families of the monthly bounty of three to twelve dollars per man, recently provided for in an extra session of the Massachusetts Legislature. A prolonged correspondence between the governors of Massachusetts and New York on the subject had not availed to secure the return of these troops to a Massachusetts regiment, and the matter was finally referred to Mr. Dalton at Washington with orders to lay it before the Secretary of War. Despite the sturdy opposition of Sickles, Mr. Dalton accomplished his task in two days, and on August 24 was able to send to Governor Andrew an order for the transfer of the Burgess Company to any Massachusetts regiment he might select. The way in which he brought this about may be judged from the contents of the two following letters. To Governor Andrew he writes:

I went out to see Burgess yesterday, found him ill, but his command in good condition, so far as a company, so badly placed, could be. Was satisfied it wd. be hard for it to remain in its present position. Had a talk with Sickles, & believe he wd. oppose any change, therefore urged the matter to a final conclusion, with Secy. War this morning, before Sickles had time to make it more difficult. I *did* so settle it, in con-

formity with your instructions, and therefore wd. not advise that any further change be asked for, as it is by no means easy to get the Dept. to take hold of such a delicate matter.

And to a private friend :

In the morning, I had a hard job at War Dept. namely, to get a Mass. company now in a New York Rgt. commanded by . . . Sickles, transferred to a Mass. Rgt. He was determined the transfer should not be made, and I concluded to try metal with him, and succeeded in getting just what I wanted, which pleased me.

Another matter in which Mr. Dalton took a vigorous part was the question of the re-enlistment for three years of a large number of Massachusetts troops, who, believing that the war would be speedily brought to a close, had originally volunteered for but three months. Many of the authorities at Washington desired to retain the three months men in the three year regiments which had already been formed at the capital, instead of giving them an opportunity to return home, be regularly discharged, and re-enlisted as State troops. To this course Mr. Dalton was strongly opposed. In a letter to Governor Andrew of June 22, 1861, he wrote :

In regard to re-enlisting the 3 mos. men *herè*, in 3-year Rgts. my opinion is that there will be many difficulties, and that by so doing or trying to do, we shall fail to secure many of the best. As all the world knows, these Rgts. left home suddenly, their private affairs unattended to, the majority imperfectly prepared for so long a stay as even 3 mos. Cameron, Thomas, & Mansfield all see the importance of securing these men for 3 years, or as large a proportion of them as possible. . . .

It therefore seems to me most desirable that the Regt. be ordered home soon after 4th July, be mustered out, and paid, then the men re-enlisted so far as possible. These remarks apply, generally, to our other 3 mos. men.

These views were re-echoed in Governor Andrew's reply of June 29, and after prolonged interviews at the War Department and at headquarters, Mr. Dalton made his point and was able to telegraph home on that same day: "Scott; Cameron, Thomas, Wilson all agree that 3-mos. Regts. shd. go home soon and men be re-enlisted for three years there."

Of all this busy eight months in Washington, the busiest

week of all was undoubtedly that succeeding the disaster at Bull Run. Mr. Dalton's correspondence doubles in quantity at this crisis, every line of it breathes cheerfulness and calmness in defeat, but at the same time feverish energy and a stern determination to make good lost ground. Some of his accounts of the battle are interesting. To Governor Andrew, under the date of July 24, 1861, the Wednesday after the fight, he writes :

The disaster to our soldiers is less than was feared. It is that the missing will amount to 6 to 800, all told. The loss of material is insignificant in value, with the exception of am'tion wh. is large. The accounts of Sunday's fight amount to this ; our troops were marched 3 to 5 hours, after a slight breakfast, and were at once fought against fresh troops, protected by batteries and trenches, on a difficult ground, the enemy more than double in numbers. For 3 or 4 hours our troops drove back the rebels, 'till, at 4 o'ck. from a causeless, or rather utterly unnecessary reason, the entire army, in a few minutes was panic-stricken. The rout was described as fearful in the extreme. That the enemy were equally taken by surprise by this movement appears from the fact that no attempt was made to follow our flying army, otherwise it wd. have been finished and Davis wd. to-day have been in the White House. He is, however, the other side of the Union Entrenchments, the only side he will ever see.

And to a friend :

The Govt. is exerting itself to the utmost to repair the terrible blunder of Sunday morning, that beautiful day to some of us. While we were so pleasantly going up the mountain side, our troops were just going into a fight, after a march of 10 miles, and kept at this work, without any intermission for 4, 5 and 6 hours, with nothing to eat, against fresh troops, protected by their entrenchments and batteries, and more than double in n^{os}. Still inch by inch we drove them back, when, by some unaccountable misfortune, an utterly unexpected and incomprehensible panic ran through Regt. after Regt. so that the retreat was general, in a few minutes. The enemy was equally astonished, for they made no attempt to follow, or Washington wd. have been taken and Davis wd. have been in the White House to-day! . . . 'T is sad, oh very sad, yet no hesitation for a moment must be allowed. We must and shall have an army of 100,000 men ready to attack the enemy shortly, and redeem this humiliating blunder.

His words were justified by the event. The second uprising of the North in early August swept all resistance before

it. Even at Washington, where there were "too many play people to suit him," as Mr. Dalton once complained, the activity was tremendous. Two weeks later he wrote to a friend at home :

You should see the energy and vigor with which the work is done. Our Govt. is worth fighting for, 't is it or *long years of misery*. Elegance is out of the question when the solemn fact stares us in the face of having our lives and homes safe, or at the mercy of a few bad, ambitious, faithless men. 'T is a fight for manhood, and if we fail, which we *shall not*, the happiness of long years is *gone*, past help.

Busy and useful as he was in Washington, however, Mr. Dalton was chafing at every moment to get away. He disliked the city intensely; the calls of his business and private affairs were imperative, and twice during the summer and autumn of 1861 he was obliged to ask leave of Governor Andrew to come home to the North to attend to them. On both of these occasions the stress of events at the capital caused him to return much sooner than he had intended, but with the beginning of 1862, when things had got into running order, his residence at Washington was much more frequently interrupted. In the early months of this year he paid many visits to his brother Edward, who, having been commissioned by the State of New York as surgeon to the Thirty-sixth New York Volunteers in November, 1861, had at once joined his command, and accompanied it in the forward movement of the army in March, 1862, and through the Peninsular campaign until June, when he was attacked by malarial fever and forced to return to the North.

It was perhaps these continual visits to the front that made Mr. Dalton long for a taste of real fighting and suggested his application, in March, 1862, for the post of staff officer to General Frémont. "I shall see him and try to learn his plans," he wrote to a friend, "and, after frankly confessing my ignorance of military matters, ask him if such as I can be of *real use* on his staff, and if he is going to *do* anything and wants me, I shall want to go. . . . The more I learn of his command, the more I hanker for it, for then 't will be brisk campaigning and not lying in camp, which would worry me to death, it seems to me." Several unsatisfactory interviews with the General convinced him, however, that he stood no

chance of getting this appointment, and his failure here really marks the end of the period of his greatest activity in connection with the Civil War. From that time onward he was often in Washington on special business connected with the government, sometimes at the front, visiting his brother, and once on board the "Monitor" (April 19, 1862, just six weeks after its fight with the "Merrimack"), of which he wrote home the following interesting description:

Yesterday morning some of us took a ship's boat with a crew and went up to the "Monitor" which is stationed up above the Fortress, so as to command a view of any movement of the "Merrimack" should she appear around Sewell's point, about three-fourths of a mile from where we lay at anchor. All the large ships, steamers, gunboats with a large flotilla of transports and supply vessels lay down below the Fortress, a mile and a half from the "Monitor," to be out of the way of any surprise, but the armed vessels all having steam up night and day, and constantly on the watch should a signal come for them to go up to help the "Monitor." We went on board the "M," and all through her, and I was utterly amazed to find her such a solid, strong and apparently invulnerable machine. She was well battered in the engagement, the two craft being only 3 yards apart during some of the time, so that their guns nearly *touched!* But no harm came to the little rascal which has saved this country from an awful defeat. The officers seem entirely confident that the "Merrimack" can in no way injure her, either by running her down or by the heaviest guns they can bring at her. She is certainly a splendid success, and as I say, apparently impenetrable, but I guess a pretty hot box to be in during an engagement of four hours. . . . Later in the P. M. we went down into the fleet, passing the large steamer "Vanderbilt" and others which are lying here to run down the "Merrimack," and went on board the "Minnesota," a noble Navy vessel, with 600 men and officers on board. She was attacked by the "Merrimack" during the Sunday engagement, and could not get away nor defend herself, having got aground, and she carried the marks of the shots from the "Merrimack" in many places. Had she not been saved from a second attack by the "Monitor's" most fortunate arrival, she too, would have been utterly destroyed. We left the "Minnesota" about 6 o'clock P. M. to go up to our "Saxon" and just then, heavy firing commenced between the battery of large guns on Rip Raps, opposite the Fortress, — *our* guns — and the Rebel battery on Sewell's point, which is up towards Norfolk — 3 miles off. The heavy shell would *hum* through the air and then burst with a low dull sound among the trees on Sewell's point where the Rebel battery is concealed. This firing was kept up till dark, one of our gun boats run-

ning up and opening her guns on the Rebels also. You see from this diary what interests are concentrated around this spot — the most intense and momentous of any in the world to-day. The French War steamer and two English ones lie here, also; one of the English away up above the "Monitor," where 't is not safe for a Federal vessel to be, as she is in sight from the Rebel lookouts at Norfolk. All last night we were unloading shells into two boats at our side, but today the wind has come on to blow and the roads are so rough that nothing can lie along side, so we are delayed.

After the occasion described in this letter, there is no record of his being at Washington or at the front until more than a year afterwards, and then only for the briefest period. His appointment, 27 May, 1862, as quartermaster of the Fourth Battalion of Infantry in the First Brigade, First Division of the Militia of the Commonwealth, with the rank of first lieutenant — an office the duties of which could be for the most part performed at home — is additional evidence that thereafter he remained, for the most part, in the North. The only other official position which he held in connection with the Civil War, namely, membership in a Massachusetts Board of Recruitment, appointed July 14, 1864, by Governor Andrew under an Act of Congress of the same year to supervise the recruitment of volunteers to the credit of Massachusetts from the Rebel States, did not apparently involve any prolonged or arduous labors. His marriage to Miss Mary McGregor of Boston occurred on 25 June, 1862, directly after his permanent return to the North.

The years 1862-70 were spent by Mr. and Mrs. Dalton for the most part in Boston, where they resided at first at 59 Hancock Street, and later at 33 Commonwealth Avenue. Before 1865 they spent their summers at the old Spalding homestead in Chelmsford, but in that year they established themselves permanently at Beverly Farms. They were in Europe for a year in 1866-67, where Mr. Dalton acted as one of the agents of the Commonwealth at the Universal Exposition at Paris, charged with the special function of "furnishing to Massachusetts citizens desirous of exhibiting their industrial products at the said Exposition the requisite information and facilities." During all this period up to 1870, Mr. Dalton remained a partner of the firm of J. C. Howe and Company. As such he was

employed for the most part in Boston, but he also continued frequently to visit the Print Works at Manchester, where he was instrumental in the prevention of a dangerous strike in July, 1863. But even in this, perhaps the most retired and concentrated portion of his life, his zeal for the public service did not slacken. Besides continuing to lend a helping hand in connection with the Civil War, the early sixties saw him exceedingly active in promoting the organization of the Massachusetts Institute of Technology, of which he was one of the charter members and Treasurer for four years from May 6, 1862. He remained a member of the Institute Corporation till 1879, and was re-elected to it sixteen years later, but declined to serve. A close friend and admirer of President Walker, he maintained a lively interest in the Institute long after his official connection with it was severed. In 1896 he established "The Dalton Graduate Chemical Scholarship Fund" of \$5000, the income to be used "for the payment of fees of American male students, graduates of the Institute, who may wish to pursue advanced chemical study and research, especially applicable to textile industries."

The next two decades saw Mr. Dalton at the height of his long and prosperous business career. Though he had terminated his connection with J. C. Howe and Company in 1870, his intimate knowledge of the Print Works at Manchester resulted in his appointment as treasurer *pro tem.* during their reorganization in 1873. In the early seventies he was for a brief time president of the Consolidated Coal Company of Maryland, in the interest of J. M. Forbes (with whom he had had many dealings in regard to the transport of troops and supplies in Civil-War days), and in January, 1876, he became treasurer of the Great Falls Manufacturing Company for two years. Much more intimate was his association with the Merrimac Manufacturing Company, of which he was treasurer for twelve years, from 1877 to 1889; next to the Manchester Print Works, his business career was more closely identified with this corporation than with any other. His ability, integrity, and success in these different enterprises were speedily recognized, and are attested by his election as director of the Suffolk National Bank, January 12, 1876, and January 13, 1886; as trustee and vice-president of the Provident Institution

for Savings in the Town of Boston, December 15, 1875, and December 18, 1889; as director and vice-president of the New England Trust Company, May 12, 1875, and March 31, 1879, and as director of the Massachusetts Hospital Life Insurance Company, January, 1879. All but the first of these offices he held at the time of his death. His reputation, moreover, was far from being merely local. His appointment by President Harrison in June, 1889, as a special commissioner to proceed to Europe to obtain the views of the principal governments of that continent in regard to the re-establishment of a common standard for the free coinage of silver, and his choice as judge of manufacturing at the World's Fair at Chicago in 1893 (personal affairs obliged him to decline both these positions), indicate that he was widely known outside Massachusetts and New England.

Interesting and valuable as is the story of his business career and preferments, one is tempted to hurry over it in order to concentrate on what was even more thoroughly and particularly characteristic of Mr. Dalton, — the wide and varied range of his public services. The Union Club and Brookline Country Club bear eloquent testimony to his activity in furthering the cause of social intercourse and good fellowship in this community; he was one of the founders of each of these organizations, and labored long and successfully for the prosperity of both. Together with the late Edmund Dwight, he started the Wintersnight Dinner Club. Another organization of which he was the founder and first president was the Arkwright Club of New England Manufacturers, whose beneficent advice and efforts in regard to the tariff have, on several occasions, prevented hasty and unwise legislation. Mr. Dalton's keen interest and sympathy in the problems of the poor and unemployed are attested by his chairmanship of the Citizen's Relief Committee at the time of the panic of 1893, and by his vice-presidency of the Legal Aid Society. But of all his many public activities, the three in which his name stands out most conspicuously are his services to the Massachusetts General Hospital, to the Park and Subway Commissions. A brief paragraph may well be devoted to each.

Born and brought up in close touch with the medical profession, Mr. Dalton was always deeply interested in the question of caring for the sick, injured, and infirm. His brothers

John and Edward were trained physicians, and though his own calling in life was another, Mr. Dalton's knowledge of and interest in the medical profession were far greater than those of the ordinary man of affairs. Much of his correspondence from Washington in Civil-War days deals with the care and transportation home of the sick and wounded, to the improvement of which he contributed valuable suggestions; and on his return to the North in 1862 he became one of the most zealous workers in behalf of the Sanitary Commission. His connection with the Massachusetts General Hospital began in 1866 with his election as a trustee; it was rendered closer on February 1, 1888, by his election as president of its corporation, an office which he held to the day of his death. During the forty-two years of his connection with this institution he gave it his unwearied, loyal, and efficient service. He was a prominent member of the committee for negotiating the sale of the old site at Somerville, and chairman of that for the building of the new McLean Hospital at Waverley in the early nineties, offices which he performed with such success as to cause the following minute to be adopted by the Hospital trustees:

The trustees desire to bear witness to the services of the President of the Corporation during the last three years. Accepting the chairmanship of the McLean Building Committee, and devoting time and skill to its constant demands, he transformed his office from a merely presiding to a laborious and highly efficient one. An enterprise of such magnitude, involving so much to the present and the future of the Hospital, could have been neither begun nor ended without authoritative supervision, and this has been performed by Mr. Dalton in a manner to claim our respect and our gratitude.

As president of the Hospital Corporation Mr. Dalton delivered an interesting address at the celebration of the fiftieth anniversary of the first application of ether at the hospital in September, 1846. Together with his younger brother, Henry, he established in 1891 the "Dalton Scholarship" of \$10,000 for "Investigation in the Science of Medicine" in memory of the services to the hospital of his brothers John Call and Edward Barry; and he left an addition of \$15,000 to this sum in his will.

Mr. Dalton's services as member of the Boston Park Com-

mission began with the first appointment of that body in 1875 and lasted till his resignation in 1884. During eight of these nine years he acted as chairman of the commission. He was the author of its most important report (that of 1876), in which the general scheme of the Boston parks, as at present existing, was first laid out; and the successful accomplishment of that scheme in subsequent years was chiefly due to his energy and executive ability. The duties of his office were by no means easy, the frequent necessity of sacrificing the property of private persons and corporations demanding both tact and fearlessness in high degree, but Mr. Dalton never wavered, and carried through the work which had been laid upon him in a manner which commanded the admiration even of those who suffered on account of it. The merits of the general plan which he originated are too many to be enumerated here, but among them two are deserving of special mention. First, the scheme, from the moment of its inception, was one susceptible of elaboration and development *pari passu* with the growth of Boston: the commissioners studied carefully the park systems of the five American cities which already possessed them, and also those of the chief capitals of Europe before they came to any decision, and were thus enabled to devise a plan which should take into account all the possibilities of municipal expansion. Second, the trenchant arguments with which Mr. Dalton and his colleagues refuted in advance the objections of those who dreaded the expense which a park system would entail are beyond all praise. "We think money so expended (in laying out park systems)," they wrote, "will be well invested and quickly returned, by betterments, and by the increase in taxable value of all surrounding property . . . and the rate of taxation will thereby be reduced rather than increased." "It is not an extravagant proposition, though unsusceptible of proof, that more taxable capital has been driven out of the city and invested in neighboring towns during the past twenty years, for lack of a frontage for dwellings similar to that around the Common and Public Garden, than would pay for the lands and improvements of the parks located under this Act, and that within ten years after laying out the said Parks, a larger sum will be returned within the city, legitimately belonging to it, than the cost of these lands and improvements." And again, referring to sanitary conditions

“always paramount to such as are purely financial,” quoting from the report of 1874, he says, “Nothing is so costly as sickness and disease, nothing so cheap as health. Whatever promotes the former is the worst sort of extravagance — whatever fosters the latter the truest economy.” In view of municipal experience in this country within the last thirty years, how sane, how just, how far-sighted a statement is this!

It was not only in beautifying Boston, but also in increasing its facilities for transportation that Mr. Dalton rendered important services to the community. He was one of the three members of the first Subway Commission, appointed by Mayor Matthews January 1, 1894, and authorized to investigate the advisability of constructing a subway for electric cars at a cost not to exceed \$2,000,000. Within a few months after its appointment the commission reported that a subway was imperatively necessary in order to relieve the congested condition of traffic in Tremont Street and elsewhere, but that \$2,000,000 would be a sum entirely inadequate for the satisfactory building of it. The ultimate result of this report was the appointment, in July, 1894, of a Transit Commission, consisting of the three who already comprised the Subway Commission and two others, appointed by Governor Greenhalge. To this body Mr. Dalton gave more than twelve years of loyal and efficient service. His connection with it did not finally terminate till October 11, 1906. During this period the subway as it exists to-day was constructed, leased to the West End Street Railway Company, and connected with the Elevated. Mr. Dalton's services to the commission were valuable in every department of its work, but special emphasis should be laid on his general business experience, his ability in valuing condemned real estate, in negotiating with those from whom it was to be taken, and in estimating the probable cost of extensions and complicated operations. As in the days of his service on the Park Commission, he was exceedingly fond of visiting in person the scene of excavations and building, with a keen eye to detect shirking and imperfect work, and an ever-ready word of encouragement and praise for those who deserved it. On two occasions in particular his services were indispensable, first, during the negotiations with the Boston and Maine Railroad concerning the purchase of the site of the old station in Haymarket Square; second, in drafting the very complicated

lease of the subway to the West End Street Railway. It should be added that from the very first he was an ardent supporter of the plan of putting the electric cars underground, and in the early days of the commission labored strenuously, and in the end with complete success, to bring others who favored the plan of surface cars, and the appropriating of a slice of the Common to give them room, to his point of view.

Of Mr. Dalton's connection with this Society, there is little that remains to be said. Though in no sense a historian, his election, which occurred at the stated meeting of June 9, 1904, was well merited on account of his wide and intelligent reading and his active interest and participation in public affairs; and it may not be out of place to add that it would almost certainly have occurred earlier had he not unselfishly maintained the precedence of the claims of a much younger man. The President has already spoken of his two papers concerning his own family's history and traditions, and of his memoir of his brother John, whose death, in 1889, was perhaps the greatest sorrow of Mr. Dalton's life. His rare attendance at our monthly meetings is explained by his increasing deafness in later years, while his lively interest in the Society's work is attested by his regular reading of its publications. His sole contribution to our Proceedings was a brief monograph, printed in the form of an open letter to Senator Crane, and presented to the Society at the stated meeting of January 11, 1906, on the advisability of regulating the issue of postage stamps. In it Mr. Dalton recommended the adoption of the Houdon head of Washington on all stamps except those of the one-cent denomination, and for those the head of Franklin (the first Postmaster-General of this country). This suggestion he took pains to justify historically, by a number of data and precedents. The very gratifying result has been the recent issue (February, 1909) by former Postmaster-General George v. L. Meyer of a new series of postage stamps, on a scheme almost precisely identical with that suggested by Mr. Dalton, with the Houdon head of Washington on all denominations except the one-cent, and ten-cent special delivery stamps; the one-cent stamp has the Franklin head. An interesting letter of Mr. Meyer to Mr. Adams on this subject, and a minute adopted by the Society thereon, are printed in our Proceedings for March, 1909.

This brief enumeration of the organizations and societies of which Mr. Dalton was a member and the enterprises in which he bore a part, needs to be supplemented by a few excerpts from his correspondence in order to reveal the keenness and range of his interest in public affairs. A friend in London (a relative by marriage) writes the following description of Mr. Dalton's letters to him :

They covered the period 1902-1907, and abounded in shrewd inquiries and pithy comments on public affairs, British and American. In a sense, no doubt, their interest was personal and ephemeral, since they were composed simply for the reader to whom they were addressed, without either appeal to a wider audience or straining after literary effect. But of his writing it may truthfully be said that the style was the man — the man as he was — plain, forcible, direct, without a superfluous word or an irrelevant idea, equally free from parenthesis, repetition, and periphrasis. Many an accomplished man of letters has laboured for years, and laboured in vain, to acquire the art which seemed to have been given by Nature to Charles Dalton or unconsciously developed along with his character. Probably he never hesitated over a phrase or considered the turning of a sentence. He just put down his thoughts as they came into his mind — confident that they would present themselves on paper in due order, whether of sequence or logic. Let any reader who thinks this an easy matter make the experiment of describing some scene he has witnessed and then compare his performance with the specimens given in this memoir of Charles Dalton's quality of self expression. How he attained this sure literary power I have no means of guessing. All his life he was a reader of good books, and without purposed imitation may have formed himself on some great model. But he also made his way through a huge mass of contemporary stuff — newspapers, magazines, official publications, and books of the current season — which from the literary point of view would be mere rubbish, tolerable only for the information given, and compiled without sense of form. But against the demoralizing influence of all this bastard English, his style was immune. From the press, and the perishable trumpery which men of affairs must deal with, he took nothing but the new facts and fresh ideas for which his mind was always eager.

He was never tired of learning. His alertness and receptivity were still unaffected when I first came to know him, and he was then already an old man; his curiosity was but less remarkable than his open-mindedness. He started life, no doubt, with a fairly strong crop of anti-British prejudices. But these had been toned down by travel in England and close intercourse with individual Englishmen. If he liked

us at all he would take us to his heart as frankly as though we had been born in Massachusetts itself. But he was always ready for a fight, either across the dinner table or by correspondence. He fairly revelled in a stiff argument, and as he seldom made a statement for which he could not give chapter and verse, he was a tough antagonist. Once I caught him tripping. Just by way of "drawing" him I had repeated in a letter the statement (casually recalled from a forgotten magazine or pamphlet) that an eminent Abolitionist for whom Charles Dalton entertained a special esteem had himself been a slave-holder. By return of post came an indignant repudiation with the demand for my authority. The prospect of research in order to make good my random assertion was somewhat disconcerting. But there was no way out of it. Before I had entered on my labours with the British Museum catalogue, however, I received another letter from Boston — ruefully admitting the charge. Charles Dalton had himself gone laboriously into the question, and found the case proved against his view, though with extenuating circumstances. The incident seems worth recording as proof of the trouble which a busy man would take in a matter which he thought important and of his intellectual candour. If he had left me to myself, I should probably have been obliged to withdraw my statement.

When the question of protecting British industries and fostering Imperial trade through a revised tariff was raised by Mr. Chamberlain in 1903, Charles Dalton engaged with me in a long and somewhat detailed correspondence. While he did not believe that the people of Great Britain would ever agree to what he called "monkeying with the food supply" by curtailment of United States imports, he was quite as warm in support of defensive operations in favour of British home manufactures as though the new duties would not be largely directed against American competitors. The idea that such a policy might generate bad blood between the two countries he laughed to scorn. Moreover he was at considerable pains to show that the enhanced prices in America were more than compensated by the higher rate of wages and salaries. He spent quite a number of days in collecting and arranging statistics aimed at showing that the workingmen and poorer class of clerks in England would not necessarily suffer under a protective tariff.

On the fishery disputes between Great Britain and the United States — or, perhaps one should say, between the London and Washington governments — it was natural that a strongly American line should be taken by a man associated with the Republican party in Massachusetts and a cordial, if occasionally discriminating, supporter of recent administrations. But his chief anxiety was that all such outstanding questions should be brought to a satisfactory settlement. When a change was made, a little time after, in the British Embassy at Washington,

he wrote at once to make all possible inquiries about the new representative of Great Britain. As a man of the world, who was acquainted with some of the most influential persons in American politics, he knew how important a part may be played in public affairs by the personal qualities of the diplomatists employed by a Foreign Power. On national enterprises in which he took pride, such as the completion of the Trans-Isthmian Canal, Charles Dalton spared no trouble in collecting and forwarding information that might usefully be circulated in England. He delighted also in giving me fresh and unconventional sketches of eminent countrymen. Over and over again, when writing, from the British point of view, upon some international controversy, I have found my phrases mitigated, perhaps my judgment modified, by recalling a sentence in one of Charles Dalton's lucid, reasoned, and pointed letters. That his opinions were untinged by patriotic prepossession he would never have pretended, but his sincerity was so obvious, his outlook so broad, that one felt confident, on reading what he had written, that one was being brought into communion with the highest individual expression of the dominant American feeling.

A few passages from his letters to another London friend attest the truth of this description. "Do not destroy your Lords!" he wrote in 1885. "It is said Americans admire them, and so they do, your cathedrals and castles and great estates. If you want Democracy, come here or go to any of your colonies, but keep Old England for what she has been and is, Lords and all." And again in another letter:

You cannot approve of the Republican protective policy, nor do I wonder at it from an English point of view, for I suppose such a policy would be fatal to England. But our conditions permit, or rather demand, our own methods, whereby, as I suggested to you, America may become, as she rapidly is doing, a self supporting nation . . . Why should we follow in England's wake [in regard to foreign expansion] . . . Our civilizing functions are exercised upon subjects coming to us instead of our going to them. Do you appreciate this task? A daily stream, 1500 to 2000 strong, every day in the year, mostly ignorant, with wrong ideas, many with vicious habits to be trained to become respectable, voting citizens. It is a contract which no other nation would, or perhaps could, undertake.

The crowning reward of this long and active life of upright character and disinterested public service was a truly beautiful old age and a blessedly peaceful death. The gentlest, sunniest side of his character was all to the fore in his declining years,

And that which should accompany old age
As honor, love, obedience, troops of friends

he enjoyed in fullest measure. His earlier activities were of course diminished, but by no means entirely cut off, and further restriction, which might have been irksome, and which his physician contemplated advising in his last days, were spared him by the quiet sleep into which he fell, all unconscious of his approaching end, on the morning of 23 February, 1908, and from which he knew no waking.

The salient feature of Mr. Dalton's character, as the foregoing sketch has been primarily intended to show, was helpfulness — helpfulness in the largest sense of the word, helpfulness toward individuals and towards the community at large. Some of his more distinguished public services have been already touched upon; those which he rendered to single persons, though impossible to enumerate, formed an equally important part of his life. Though a generous giver of money, he preferred the more ambitious and active methods of aiding by unstinted devotion of time, energy, and patience. A contemporary and friend of thirty years says of him:

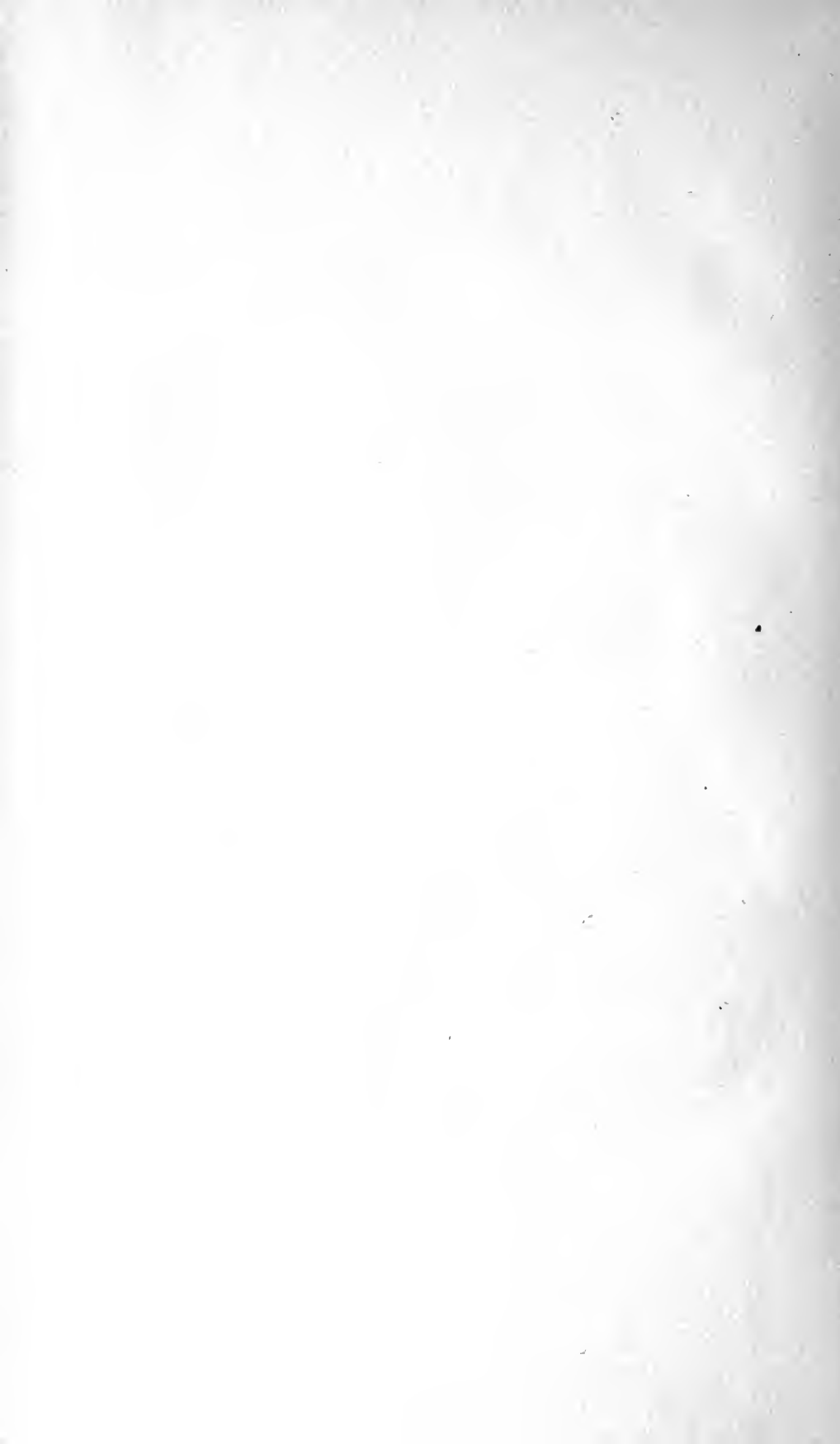
He was a very rare man in his simplicity, his high standards, his never failing public spirit, his generosity and his kindness. This community owes him more than many realize, not only for what he did in so many ways to help his fellow-citizens, but for his example, — for his life, which was a constant example. In a generation when men are advertising themselves, seeking offices, honors and money, he was conspicuous for seeking none of these, and asking only for opportunities to serve. We have too few such men, and the loss of such a man is a public calamity.

Next to this quality of helpfulness should be placed the remarkable energy, masterfulness, and virility of his character. Shirking and laziness were abhorrent to him. He saw the end to be gained with unvarying clearness, and was direct and forcible in his methods of attaining it, and perhaps sometimes a little hasty in his judgments of those who disagreed with him. He had his full share of *gaudium certaminis*, and never flinched from any task which demanded a struggle or a contest. But he never suffered a temporary difference of opinion

permanently to cloud his relations with his fellow-men: he never let the sun go down upon his wrath, nor permitted any vexatious incident to disturb the current of his naturally cheerful and genial disposition. His was a conspicuous case of the ripening and mellowing of old age. Without abating one jot of the vigor and forcibleness which had characterized him from the first, he grew wonderfully in the complementary virtues of gentleness, patience, and serenity.

He was a most genial and charming host, and, once more like his grandfather, "was fond of generous living and accustomed to make ample provision for his bodily comfort, but was never excessive in any personal indulgence." His bearing was always distinguished by a certain gallant quality, peculiarly his own, which marked him off as one of eminence and distinction among his fellow-men. To those in his employment he was unvaryingly kind, "his help to them being usually given in the form of a surprise," as one of them writes. He delighted in the society of younger men and women, and they in turn esteemed it the greatest privilege to sit by his fireside or at his table, and to hear and participate in the interesting conversation that was always to be found there. With every age and walk of life he felt a warm bond of sympathy; he never wavered nor faltered to the very end; and he died, as he had lived, loyal and devoted to those he loved, a brave and faithful servant of his country and of mankind.







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