

CAN CUT EXPENSES

Taft Tells Congress Results of Economy Inquiry.

SUBMITS SPECIAL MESSAGE

How Increased Efficiency in Government Service at Lower Cost May Be Obtained, According to Special Commission.

Washington, President Taft has submitted to congress a special message on economy and efficiency in the government service. The message in part is as follows:

To the Senate and House of Representatives: I submit for the information of the congress this report of progress made in the inquiry into the efficiency and economy of the methods of transacting public business.

Efficiency and economy in the government service have been demanded with increasing insistence for a generation. Real economy is the result of efficient organization. By perfecting the organization the same benefits may be obtained at less expense. A reduction in the total of the annual appropriations is not in itself a proof of economy, since it is often accompanied by a decrease in efficiency. The needs of the nation may demand a large increase of expenditure, yet to keep the total appropriation within the expected revenue is necessary to the maintenance of public credit.

Upon the president must rest a large share of the responsibility for the demands made upon the treasury for the current administration of the executive branch of the government. Upon the congress must rest the responsibility for those grants of public funds which are made for other purposes.

Plan of the Work.

In accordance with my instructions, the commission on economy and efficiency, which I organized to aid me in the inquiry, has directed its efforts primarily to the formulation of concrete recommendations looking to the betterment of the fundamental conditions under which governmental operations must be carried on. With a basis thus laid, it has proceeded to the prosecution of detailed studies of individual services and classes of work, and of particular practices and methods, pushing these studies as far and covering as many points and services, as the resources and time at its disposal have permitted.

In approaching its task it has divided the work into five fields of inquiry having to do respectively with organization, personnel, business methods, accounting and reporting, and the budget.

Comprehensive Plan of Organization.

On organization the commission has entered upon the preparation of three series of reports. The first series deals with the manner in which the services of the government should be grouped in departments. This is a matter of fundamental importance. It is only after a satisfactory solution of this problem that any important measure of reform becomes possible.

The second and third series of reports deal, respectively, with the organization and activities of particular services, and the form of organization for the performance of particular business operations.

One of the reports of the second series is upon the revenue cutter service, which costs the government over two and a half million dollars each year. In the opinion of the commission its varied activities can be performed with equal or greater advantage by other services. The commission, therefore, recommends that it be abolished. It is estimated that by so doing a saving of not less than \$1,000,000 can be made.

Another report illustrating the second series recommends that the lighthouse and life saving services be administered by a single bureau, instead of as at present by two bureaus located in different departments. These services have much in common. Geographically, they are similarly located; administratively, they have many of the same problems. It is estimated that consolidation would result in a saving of not less than \$100,000 annually.

Abolition of Local Offices.

Perhaps the part of the organization in which the greatest economy in public expenditure is possible is to be found in the numerous local offices of the government. In some instances the establishment and the discontinuance of these local offices are matters of administrative discretion. In other instances they are established by permanent law in such a manner that their discontinuance is beyond the power of the president or that of any executive officer.

The responsibility for the maintenance of these conditions must naturally be divided between the congress and the executive. But that the executive has performed his duty when he has called the attention of the congress to the matter must also be admitted. Realizing my responsibility in the premises, I have directed the commission to prepare a report setting forth the positions in the local services of the government which may be discontinued with advantage, the saving which would result from such action and the changes in law which are necessary to carry into effect changes in organization found to be desirable. On the coming in of the report, such offices as may be found useless and can be abolished will be so treated by executive order.

Classification of Local Offices.

In my recent message to the congress I urged consideration of the necessity of placing in the classified service all of the local officers under the departments of the treasury, the interior, postoffice and commerce and labor. The next step which must be taken is to require of heads of bureaus in the departments at Washington, and of most of the local officers under the departments, qualifications of capacity similar to those now required of certain heads of bureaus and of local officers. The extension of the merit system to these officers and a needed readjustment of salaries will have important effects in securing greater economy and efficiency.

In the first place, the possession by the incumbents of the positions of requisite qualifications must in itself promote efficiency.

In the second place, the removal of local officers from the realm of political patronage in many cases would reduce the pay roll of the field services. At the present time the incumbents of many of these positions leave the actual performance of many of their duties to deputies and assistants. The government, often pays two persons for doing work that could easily be done by one. What is the loss to the government cannot be stated, but that it is very large cannot be denied.

In the third place, so long as local officers are within the sphere of political patronage it is difficult to consider the question of the establishment or discontinuance of local offices apart from the effect upon local political situations.

Finally, the view that various offices are to be filed as a result of political considerations has for its con-

sequence the necessity that the president and members of congress devote to matters of patronage time which they should devote to questions of policy and administration.

Business Methods.

In every case where technical processes have been studied it has been demonstrated beyond question that large economies may be effected. The subjects first approached were those which lie close to each administrator, viz., office practices. An illustration of the possibilities within this field may be found in the results of the inquiry into the methods of handling and filing correspondence. Every office in the government has reported its methods to the commission. These reports brought to light the fact that present methods were quite in the reverse of uniform. Some offices follow the practice of briefing all correspondence; some do not. Some have flat files; others fold all papers before filing. Some use press copies; others retain only carbon copies.

Need for Labor-Saving Office Devices.

The use of labor-saving office devices in the service has been made the subject of special inquiry. An impression prevails that the government is not making use of mechanical devices for economizing labor to the same extent as are efficiently managed private enterprises. A study has been made of the extent to which devices of this character are now being employed in the several branches of the government and the opportunities that exist for their more general use.

The efforts of the commission resulted also in the adoption by several bureaus or departments of improved methods of doing copying. The amount of copy work heretofore done by hand each year in the many offices is estimated to aggregate several hundred thousand dollars. The commission exhibited, at its offices, appliances that were thought to be especially adapted to the kind of governmental work. Following these demonstrations methods of copying were introduced which have brought about a saving of over 75 per cent in offices where used for six months. This change in one section of office practice will more than offset the whole cost of by inquiry.

Waste in the Distribution of Public Documents.

Going outside the office, one of the business processes which have been investigated is the distribution of department documents. This is a subject with which both the congress and administration heads are familiar. The prevailing practice in handling government publications is to have them manufactured at the government printing office; each job when completed is delivered to the department; here the books or pamphlets are wrapped and addressed; they are then sent to the postoffice; there they are assorted and prepared for shipment through the mails; from the postoffice they are sent to the railroad station, which is only a few steps from the government printing office, when they started. The results of this laborious and circuitous method is to make the cost of the best mechanical equipment impracticable and to waste each year not less than a quarter of a million dollars of government funds in useless handling, to say nothing of the indirect loss due to lack of proper co-ordination.

The use of equipment is a matter which also has been investigated. Up to the present time this investigation has been confined to the subject of electric lighting.

Lack of Specifications.

The importance of establishing and maintaining standard specifications is found not only in the possibility of materially reducing the direct cost of government trading, but also in insuring to the service materials, supplies and equipment which are better adapted to its purposes. One of the results of indefiniteness of specifications is to impose contract conditions which make it extra hazardous for persons to enter into contractual relations. This not only deprives the government of the advantages of broad competition, but causes it to pay an added margin in price to vendors who must carry the risk.

The Budget.

The United States is the only great nation whose government is operated without a budget. This fact seems to be more striking when it is considered that budget and budget procedures are the basis of growth of democratic doctrines and have had an important part in the development of modern constitutional rights. The American commonwealth has suffered much from responsibility on the part of its governing agencies. The constitutional purpose of a budget is to make government responsive to public opinion and responsible for its acts.

The Budget as an Annual Program.

A budget should be the means for getting before the legislative branch, before the press, and before the people a definite annual program of business to be financed; it should be in the nature of a prospectus both of revenues and expenditures; it should comprehend every relation of the government to the people, whether with reference to the raising of revenues or the rendering of service.

The principal government objects in which the people of the United States are interested include: The national defense; the protection of persons and property; the promotion of friendly relations abroad; the regulation of commerce and industry; the promotion of agriculture, fisheries, forestry and mining; the promotion of manufacturing, commerce, and banking; the promotion of transportation and communication; the postal service, including postal savings and parcels post; the care for and utilization of the public domain; the promotion of education, art, science and recreation; the promotion of the public health; the care and education of the Indians and other wards of the nation.

These are public-welfare questions in which I assume every citizen has a vital interest. I believe that every member of congress, as an official representative of the people, each editor, as a non-official representative of public opinion, each citizen, as a beneficiary of the trust imposed on officers of the government, should be able readily to ascertain how much has been spent for each of these purposes; how much has been appropriated for the current year; how much the administration is asking for each of these purposes for the next fiscal year.

Furthermore, each person interested should have laid before him a clear, well-digested statement showing in detail whether moneys appropriated have been economically spent and whether each division or office has been efficiently run. This is the information which should be available each year in the form of a budget, and in detail accounts and reports supporting the budget.

I ask the continuance of this commission on economy and efficiency because of the excellent beginning which has been made toward the reorganization of the machinery of the government on business principles. I ask it because its work is entirely non-partisan in character and ought to apply to every citizen who wishes to give effectiveness to popular government in which we feel a just pride. The work further commends itself for the reason that the cost of organization and work has been carefully considered at every point. Three months were taken in consideration of plans before the inquiry was begun; six months were then spent in preliminary investigations before the commission was organized; before March 2, 1911, when I asked for a continuation of the original appropriation for the current year, only \$12,000 had been spent.

STATE CAPITAL NEWS

Protests Express Service.

Charles N. Thompson, manager of a resort in the Pocono Mountains, complains to the State Railroad Commission of the express service between Philadelphia and that locality, saying an express package sent by the Adams Express Company must be transferred several times before it reaches the Pocono region, going by way of Bethlehem and Phillipsburg and Washington, N. J. The Adams people explained that this long route was necessary because their express matter could not be sent over the tracks of the Delaware, Lackawanna & Western Railroad, which handles the express of the United States Express Company.

State Appointments.

Governor Tener announced the following appointments: John Shigo, Freehold, member of the Board of Trustees of the State Hospital at Hazleton. R. H. Thomas, Mechanicsburg, member of the State Board of Agriculture, reappointed. Herman V. Amas, Philadelphia, and Charles Stubbs, Osceola, members of the Advisory Commission for the Preservation of Public Records, reappointed.

Rectors Transferred.

Bishop J. W. Shanahan, of the Catholic diocese of Harrisburg, announced these appointments: Rev. Francis J. Welsh, Harrisburg, to St. Patrick's Church, Carlisle. Rev. Joseph P. Murphy, Carlisle, to Midway. Rev. George Rice, Locust Gap, to Mont Alto State Sanatorium. Rev. G. W. Brown, Mont Alto, to Sunbury. Rev. T. S. Daugherty, Sunbury to Gettysburg. Rev. Thomas McEntee, Hanover to York as assistant.

Candidates to Democratic Convention.

Sheriff Frank M. Walters, of Cumberland County, has announced his candidacy for delegate to the National Democratic Convention from the Eighteenth District. The field is already occupied by Dr. M. M. Daugherty, of Mechanicsburg; Dr. John Walter, Lebanon, and Dr. C. Albert Fritchey, Harrisburg; all medical men, who aspire to represent the three counties. It is expected that more people will enter the race now that the National Committee has met, although no man has yet declared himself for any particular candidate.

Will Check Oyster "Floating."

Dairy and Food Commissioner Foust has given notice to his agents to look out for the bloated oyster, this being the season of the year when it is served. The Commissioner says that in many towns dealers place the bivalves in water to "fatten" them and thereby destroy not only flavor but food value. Added water is as much against the law as added preservatives and numerous arrests will soon be reported, it is said.

Approve Water Requests.

The State Water Supply Commission approved the agreement for consolidation of the Citizens Water and Gas Company and Williamsport Water Company as the Williamsport Water Company. The commission also approved the application of the Shohola Falls Hydro-Electric Company for a plant in Shohola Township, Pike County, and the Hoversville Water Company for a dam near Hoversville, Somerset County.

To Inspect Foreign Nursery Stock.

State Nursery Inspector Enos B. Engle was summoned to Philadelphia to make the first inspection of foreign nursery stock to be received in the port in weeks. A rigid examination of the stock will be made to prevent entrance into the state of the brown-tailed moth, gypsy moth and varieties of scale which have been found in former importations.

Prepares Demonstration List.

Dr. H. A. Surface, the State Zoologist, is preparing the list of demonstration orchards in which Pennsylvania State officials and demonstrators will show farmers and orchard owners how to increase the value of their fruit many per cent. He says he is fairly swamped with applicants.

Bonds Coming Slowly.

Although State bonds to the value of \$1,550,000 will fall due on February 1, it is not expected that they will be presented for redemption promptly. The sinking fund is more than sufficient to pay off all of the bonds of the State.

Commission Appointed.

Governor Tener appointed the following members of the commission to examine the Panther Creek Valley Hospital at Coaldale, Schuylkill county: Baird Snyder, Jr., and John A. Quinn, Lansford; John R. Boyle, Coaldale; Andrew Broellin, Summit Hill; James Tinley, Tamqua. This commission was appointed under the act approved June 14, 1911, for the purpose of providing for the transfer under certain conditions of the hospital to the Commonwealth.

REACHED LIMIT OF TORTURE

Real Reason Why Burglar Gave Evening Papers Chance to Use Effective Headline.

A burglar broke into a New York mansion early the other morning and found himself after wandering about the place in the music room. Hearing footsteps approaching, he took refuge behind a screen. From eight to nine the eldest daughter had a singing lesson. From nine to ten the second daughter took a piano lesson. From 10 to 11 the eldest son got his instruction on the violin. From 11 to 12 the younger boy got a lesson on the flute and piccolo. Then, at 12:15, the family got together and practiced music on all their instruments. They were fixing up for a concert. At 12:45 the porch-climber staggered from behind the screen. "For heaven's sake, send for the police!" he shrieked. "Torture me no longer!" And in the evening paper there was the headline: "Nervy Children Capture Desperate Burglar."

Man and Meter Both Unique.

A Kansas City man notified the gas company that his meter was running slow. Greater honesty hath no man than this.

RECOGNIZED THE ACTION.



Little Nell—I didn't know that they played "I Spy" in church, mamma. Mamma—What do you mean, my child? Little Nell—Why, the preacher said "Let's Play," and everybody held their hands up to their faces.

The man who hides his light under a bushel is sometimes surprised to find that the sun still shines.

Walking for Nerves.

The nerves suffer from want of pure oxygen. They run like a network all through the skin and when they are overwrought the skin is apt to be dry and colorless. Walking is an excellent tonic for the nerves. It gives them strength to control themselves.

If one has means or leisure, there are plenty of other more enjoyable exercises. But few forms are so beneficial as the regular daily jaunt of four or five miles for obtaining a good complexion.

Mistaken There.

The phrenologist was examining the bumps on Sambo's head.

"Curiosity and acquitiveness abnormally large."

Sambo rolled his eyeballs and showed two rows of white ivory.

"Imitiveness, causality and conscientiousness small; with your weak mouth indicates—"

"Don' yu be so shu 'bout me habbin' a weak mouf. I kin crack nuts in ma teef."

Even when they have nothing to do some people can't seem to do it gracefully.

The social whirl has made many a girl giddy.

A Hold-Up

In Oppressive Trust.

Before the Coffee Roasters' Association, in session at Chicago on Thursday, Thomas J. Webb, of Chicago, charged that there is in existence a coffee combine which is "the most monstrous imposition in the history of human commerce."

There is very slight exaggeration about this statement. It comes very close to being literally true. There is a coffee combine in Brazil, from which country comes the bulk of the coffee used in the United States, which is backed by the government of Brazil and financed by it, which compels American consumers, as Mr. Webb said, "to pay famine prices for coffee when no famine exists."

The worst thing about this is that the consumers of the United States have been compelled to put up the money through which this combine, to further cinch them, has been made effective. There were formerly revenue duties imposed upon all coffee entering the United States. Those taxes were denounced as an imposition upon the people; as taxing the poor man's breakfast table, and the like. The taxes were removed. Immediately thereafter Brazil imposed an export duty upon coffee up to the full amount of the former customs taxes in this country. The revenue which formerly went into the treasury of the United States was diverted to the treasury of Brazil. The poor man's breakfast coffee continued to cost him the same old price.

But this was only the commencement. The "valorization" plan was evolved in Brazil. Through this plan the government, using the revenues derived from the export duties for the purposes, takes all of the surplus crop in a season of large yields and holds it off the market, thus keeping the supply down to the demands of the market and permitting the planters to receive a much higher price than they would otherwise have done.

The United States consumes more Brazilian coffee than does the rest of the world. We are the best customers of Brazil, and Brazil buys little from us. Now Brazil is promoting, financing and maintaining a trust designed, and working effectively for the purpose, to compel American consumers to pay an exorbitant price for the coffee they use. What is the remedy?—Seattle Post-Intelligencer—Nov. 19, 1911.

He did
"Compels"
Tax Americans
Get this clear
Then this

POSTUM

is a pure food-drink made of the field grains, with a pleasing flavour not unlike high grade Java.

A Big Package

About 1½ lbs. Costs 25 cts.

At Grocers

Economy to one's purse is not the main reason for using Postum.

It is absolutely free from any harmful substance, such as "caffeine" (the drug in coffee), to which so much of the nervousness, biliousness and indigestion of today are due. Thousands of former coffee drinkers now use Postum because they know from experience the harm that coffee drinking causes.

Boil it according to directions (that's easy) and it will become clear to you why—

"There's a Reason"

Postum Cereal Company, Limited, Battle Creek, Michigan.