



DWIGHT F. DAVIS

PLANS OF WAR DEPARTMENT UNDER NATIONAL DEFENSE ACT

In the fall of 1918 the war was costing the United States \$2,000,000 an hour. Planning in peace for war means not only the saving the life-blood of our youth, but every hour we can shorten such a conflict means \$2,000,000 removed from the shoulders of the taxpayers.—John W. Weeks.

Under the recent mobilization plan the Quartermaster corps has figured that the cost of all harness, pack and saddle equipment, which practically includes all the leather requirements of the army, will cost at current prices approximately sixty million dollars. During the World War for lack of plans there was spent for these same items three hundred million dollars.—J. Mayhew Wainwright.

By JOHN DICKINSON SHERMAN

THE World war demonstrated the man-power of America and confirmed the traditional prowess of the American soldier. The World war also demonstrated America's material unpreparedness and left this problem for the American people to solve: In case of another war how shall we arm and feed and clothe our fighting men at the front without wrecking our industrial life, bringing needless suffering upon the millions at home, and wasting billions?

Congress, in passing the National Defense Act of 1920, sought to provide the broad foundation of authority for the solving of this material preparedness problem. This act gave the president emergency power, authorized the creation of a non-partisan "Board of Mobilization of Industries Essential to Military Preparedness," outlined the industrial mobilization task and turned the job over to the assistant secretary of war, Col. J. Mayhew Wainwright, appointed March 28, 1921, labored at this titanic task until his election to the Sixty-eighth congress from New York brought about his resignation.

In a lecture before the Army War college January 20, 1923, Assistant-Secretary Wainwright said:

"It is not in a spirit of egotism, but rather a report of my stewardship when I say that I am certain that more has been accomplished in the past eighteen months looking to industrial preparedness than has ever been accomplished before in the history of the War department."

Dwight Filley Davis of St. Louis succeeded Representative-elect Wainwright as assistant secretary of war. He was born in St. Louis in 1870. He got his A. B. from Harvard in 1900 and his LL. D. from Washington university in 1903. Since then he has been a man of many activities, both local and national. In St. Louis he was prominent in every movement for municipal betterment. In 1921 he became director of the War Finance corporation.

September 1, 1917, Mr. Davis was commissioned captain of Company L, Fifth Missouri Infantry, by the governor of Missouri. March 26, 1918, he was promoted to rank of major, National Guard. He was appointed lieutenant colonel of infantry October 10, 1918. He served as assistant chief of staff in the Thirty-fifth Division and in the Second Army, A. E. F. He was graduated from the General Staff college at Langres. He served overseas from April 25, 1918, to April 20, 1919, when he was honorably discharged.

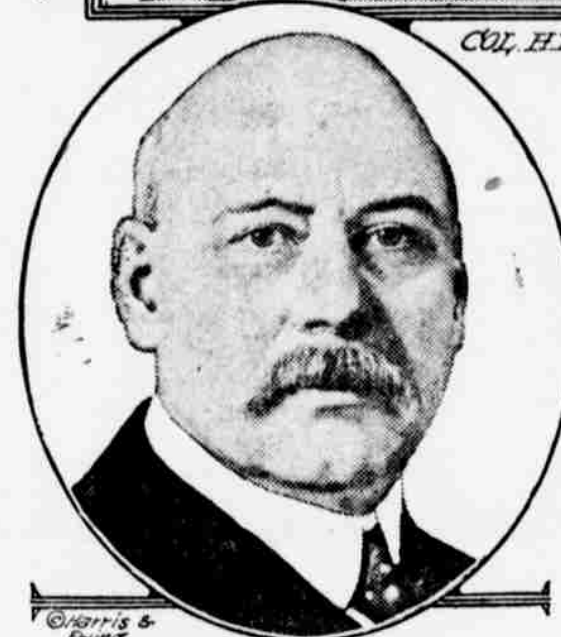
He was cited in General Orders No. 81, Headquarters, Thirty-fifth Division, dated October 11, 1918, and in Citation Orders No. 1, General Headquarters, June 3, 1919, "for carrying out the orders of his brigade commander in a manner utterly devoid of fear under the most intense artillery and machine gun fire. At Baulny, on September 29 and 30, he recklessly exposed himself to the enemy fire in order to obtain information of great value to his brigade and division commanders," which citation carries the award of the silver star.

Col. H. B. Ferguson is director of procurement. He has seen much service in many lands. He was born in North Carolina in 1875 and is a graduate of the U. S. Military academy (1897), Army Staff college (1905) and Army War college (1912). In 1898 he was a second lieutenant of the Corps of Engineers; first lieutenant in 1900; captain in 1904; major in 1911; lieutenant colonel in May of 1917; colonel of Engineers, N. A., in August of 1917; brigadier general, August 8, 1918. He was with the troops in Cuba and the Philippines in the Spanish-American war. He was chief engineer of the China Relief expedition during the Boxer uprising. He has served as instructor in the Military academy and Army Staff college. He raised the battleship Maine in Havana Harbor (1910-12). He has had charge of river and harbor work in various districts. He organized and trained (August, 1917-May, 1918) the One-hun-

Uncle Sam's Industrial Mobilization



COL. H. B. FERGUSON



SECRETARY WEEKS



GENERAL PERSHING

dred and Fifth Engineers, Thirtieth Division, and commanded them in France (June 10-October 3, 1918). He was the division engineer of the Thirtieth Division and corps engineer of the Second Army Corps during the training and offensive between Mt. Kemmel and Ypres and the offensive in the Bellincourt sector. He commanded the Port of Debarkation, Newport News (November, 1918-May, 1919). He was awarded the D. S. M. by General Pershing.

"Wars are no longer fought by the armed forces alone," said Assistant Secretary Davis. "Every man, woman and child, every resource and every dollar in the entire nation must throw its weight toward victory in time of war. Industry alone cannot win a war; but it can lose a war by failing to supply the armies with munitions, vital to their fighting efficiency."

And under the National Defense Act, Assistant Secretary Davis, under supervision of Secretary Weeks, is charged with the control of policies affecting the business administration of the army. He has two distinct functions. First, he is responsible for supervising the procurement of all military supplies by the War Department and other duties relating thereto. Second, he is charged with "the assurance of adequate provision" for industrial mobilization.

In planning for procurement of supplies in time of war, it is of course necessary to know what kind of supplies will be required, and how much will be needed. The general staff indicates to the secretary of war the military program which is believed adequate for any emergency and determines the types of equipment and tables of allowances. All questions affecting the procurement of supplies; that is, where they can be procured, who will procure them, the rate of production, and maintenance of an economical program, are determined under policies laid down by the assistant secretary of war, the business head of the War department. The cost of the supply program must be estimated, in order that congress may know the extent of appropriations required, and the Treasury department may have the necessary data upon which to make plans for financing the war.

"In this connection the War department is giving most careful attention to the ways and means whereby profiteering may be controlled in time of war," said Mr. Davis. "The principle that the men at home shall not profit from war, while their fellows are staking their lives and their health for their country, is fundamental as a proposition of common justice. Such a policy was affirmed in a nation-wide referendum by the Chamber of Commerce of the United States during the World war and was repeatedly commended as a principle of government by President Harding.

"Before the War department could approach industry in order to discuss production, it was first necessary to standardize specifications for supplies wherever practicable. This has been done by adopting, as far as possible, commercial standards. At the same time, it has reduced the large number of contract forms, previously in use, to one single form which is about to be adopted for all war contracts.

"Plans for procurement do not stop with the determination of the finished article, but the War department must go further and plan for the procurement of machines for the making of its ma-

terial, for securing the necessary raw materials which might become critical in time of war, and for insuring an adequate supply of labor, of power, and of transportation facilities.

"This phase of procurement planning goes beyond the strictly military features and merges into the broader field, which for want of a better term has been called 'Industrial Mobilization.' By this term we mean the conversion of the industrial effort of the nation from peace production to war production in an orderly manner, so that supplies can be furnished promptly, economic losses minimized, and the return to normal economic conditions at the conclusion of the war facilitated.

"In order that these plans may be complete, it is necessary that the war requirements of the navy, of shipping, of the railroads, and civilian needs, be considered. Co-operation with the navy will be accomplished by the recently created army and navy munitions board. It will be necessary, in time of war, to create an agency similar to the war industries board to co-ordinate the civilian demands with those of the army and navy.

"The following indicates the steps which have been taken in working out a plan for the procurement of supplies for the War department in time of war. First, having determined what will be required, it became necessary to figure out how much would be required. Second, having worked out in detail the amount of supplies required, it then became necessary to determine where and how they could be procured. This has been done by the establishment of procurement districts by each branch of the War department, to each of which has been apportioned a proper share of the total requirements."

The district headquarters number 47 and are located in 21 cities in 14 states. The officers in charge are engaged during the present year in making a survey of establishments required to meet the supply program. There are seven supply branches in the army: Quartermaster corps, ordnance department, signal corps, corps of engineers, air service, medical department and chemical warfare service. Each branch has its own problem. That of the Quartermaster corps is comparatively easy; it deals with vast quantities of supplies, but they are mostly commercial in character. On the other hand, the problems facing the Ordnance department and the Air service are peculiarly difficult, since they deal with items which are either not produced commercially in time of peace or in such limited quantities as to have little effect upon war time procurement.

Some of the problems which will confront the government and which must be solved by industrial experts are:

Capital—Finance manufacturers to whom war contracts have been allocated. Prevent profiteering. Stabilize prices in time of war.

Labor—Provide machinery for the settlement of industrial disputes in time of war. Insure a proper distribution of labor. Prevent the assumed necessities of industry becoming a haven for "slackers."

Facilities—Equalize the war load so that industries are neither overloaded nor made inactive. Determine what industries are less essential and provide for them in time of war. Plan conservation in industrial methods.

Raw materials—Provide for a constant flow of raw materials. Provide for their equitable distribution for the best interests of the nation. Effect of tariff on strategic raw materials.

Power—Prevent overloading of districts to meet increased demands. Utilize power most economically.

Transportation—Maintain railroads and rolling stock in good condition. Obtain maximum efficiency in the use of rolling stock. Make best use of highways and waterways to supplement railroad transportation.

"During the World War the unpreparedness of the nation cost every citizen thousands of dollars by the increased cost of living," points out Mr. Davis. "Some industries found themselves swamped with orders they were unable to perform, while other industries were ruined by a sudden cessation of their normal business. In a well devised industrial mobilization scheme, much of this can be avoided. This is a matter of vital importance to the taxpayers. The army will be equipped for war months sooner than it was during the World War. The war will be shortened by just that much, thereby saving thousands of lives and billions of dollars. It will also mean a minimum dislocation of the normal economic effort and facilitate a return to peace conditions."



POULTRY

Contagious Roup Cause of Heavy Poultry Loss

(Prepared by the United States Department of Agriculture.)

With the approach of fall and wet, cold weather, contagious roup, say members of Iowa State college, is one of the most dangerous diseases that threaten flocks. It causes a heavy loss not only from a high death rate but also from the fact that it interferes with egg production and causes loss of vitality in breeding.

Contagious roup is easy to identify. It starts with a thin watery discharge from the nose and eyes, which has an offensive odor. Inflammation sets in, the birds begin to cough and sneeze, breathing becomes noisy and they frequently breathe through their mouths. The secretions from the nose and eyes change to a yellowish cheese-like mass.

Roup can easily be prevented by avoiding damp, poorly ventilated, overcrowded quarters. To cure a sick bird, place it in a dry, well-ventilated place away from the other birds and give it plenty of fresh water and feed. Every morning and evening remove all the cheesy matter from the eyes and nostrils and dip the bird's head into a solution of bichloride of mercury (1-1,000). This is made by placing one 7.3 mercury bichloride tablet in a pint of water. Hold the bird firmly and immerse the head until the eyes are covered, keeping it there a few seconds or until it struggles.

Poultry Manure Is Most Valuable as Fertilizer

Poultry manure contains fertilizing constituents which would cost 20 to 25 cents as commercial fertilizers. The average night droppings of a hen are 30 to 40 pounds annually. A flock of 100 hens at this rate would produce \$20 to \$25 worth per year. To prevent loss of the fertilizing constituents, sifted coal ashes may be used on the dropping boards as an absorbent. Wood ashes or lime should not be mixed with the manure. As poultry manure is particularly adapted to gardening, poultry raisers can often dispose of it at a good price. Such management will add a little to the profits from the flock.

Feather-Pulling Harmful in Any Chicken Flock

Feather-pulling destroys a flock. When a cock begins to look as if he were picked on the neck and breast you may then begin to watch for the hen that is doing the mischief; and she should be removed at once, as she will teach the habit to others if she remains with the flock. Feather-pulling is a vice that comes from confinement and idleness. There is no remedy for it, but it may be prevented by so feeding the fowls that they will be compelled to scratch. They should be fed meat and bone-meal, plenty of grass, and a little salt, in their food.

Fowls Lay Majority of Eggs During First Year

Hens lay the majority of eggs during their first two laying seasons, and especially during their pullet year, if they are early hatched. If a hen lays well during her pullet year she should be kept for another year as a breeder. If she lays well during her second year she should be kept for another year as a breeder. The older she is and the more culling she survives the better, for then she has proved that she has the vitality to stand up under long-continued laying, and consequently is valuable as a breeder.

Overcrowding of Fowls Cause of Many Failures

Overcrowding of poultry is one of the most common reasons why success is not had. The temptation to carry a few extra fowls, over and above the capacity of the buildings and equipment, and thereby "increase" the profit, is one of the commonest stumbling blocks to actual success. When this lesson is learned (sometimes it is a bitter lesson) then real profit is more likely to be had.



POULTRY NOTES

Vigorous chicks come from eggs laid by hens of good breeding and vitality.

Don't throw or bury dead fowls where there is a possibility of others of the flock having a chance to eat the diseased meat. Burn them.

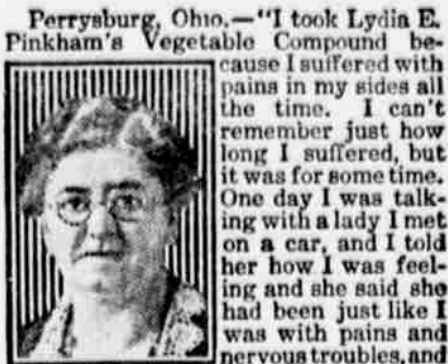
Poultry will pay for a lot of milk. Where milk is fed to hens and chicks freely, there is no need to furnish any meat scraps or meat-meal mash.

When you discover that there is something wrong with some of the fowls don't stop your investigations until you have discovered the trouble.

Gapes do not usually trouble turkeys as much as chickens, but turkeys sometimes pick up the gape worms from ranging on soil which has become infected from chicken raising.

ASK YOUR NEIGHBOR

Women Tell Each Other How They Have Been Helped by Lydia E. Pinkham's Vegetable Compound



Perryburg, Ohio.—"I took Lydia E. Pinkham's Vegetable Compound because I suffered with pains in my sides all the time. I can't remember just how long I suffered, but it was for some time. One day I was talking with a lady I met on a car, and I told her how I was feeling and she said she had been just like I was with pains and nervous troubles, and she took the Vegetable Compound, and it cured her. So then I went and got some, and I certainly recommend it for it is good. Whenever I see any woman who is sick I try to get her to take Lydia E. Pinkham's Vegetable Compound."—Mrs. ADA FRICK, Route 3, Perryburg, Ohio.

In nearly every neighborhood in every town and city in this country there are women who have been helped by Lydia E. Pinkham's Vegetable Compound in the treatment of ailments peculiar to their sex, and they take pleasure in passing the good word along to other women. Therefore, if you are troubled in this way, why not give Lydia E. Pinkham's Vegetable Compound a fair trial.

Moonlight suggests romance, but after a good many years the romance is reminiscent.

Aspirin

Say "Bayer" and Insist!



Unless you see the name "Bayer" on package or on tablets you are not getting the genuine Bayer product prescribed by physicians over twenty-two years and proved safe by millions for

Colds Headache
Toothache Rheumatism
Earache Lumbago
Neuralgia Pain, Pain

Accept "Bayer Tablets of Aspirin" only. Each unbroken package contains proper directions. Handy boxes of twelve tablets cost few cents. Drug-gists also sell bottles of 24 and 100. Aspirin is the trade mark of Bayer Manufacture of Monaceticacidester of Salicylicacid.—Advertisement.

Better to do a good deal near home than go far away to burn incense.—Chinese Proverb.

For true blue, use Red Cross Ball Blue. Snowy-white clothes will be sure to result. Try it and you will always use it. All good grocers have it.—Advertisement.

Headline says: "Jury gives nurse \$20,000 for a kiss." Well, it is worth that to kiss some juries we've seen.

Be sure your kin will find you out.

THE SAME OLD BACKACHE!

Does every day bring the same old backache? Do you drag along with your back a dull, unceasing ache? Evening find you "all played out"? Don't be discouraged! Realize it is merely a sign you haven't taken good care of your kidneys. Take things easier for a while and help your kidneys with Doan's Kidney Pills. Then the backache, dizziness, headaches, tired feelings, and bladder troubles will go. Doan's have helped thousands and should help you. Ask your neighbor.

A Nebraska Case

F. J. Kabley, prop. blacksmith shop, Crete, Neb., says: "My back, and kidneys gave out. Many times when I stooped I could hardly straighten again, because of the sharp, cutting pain through my kidneys. My kidneys acted irregularly. I decided to try Doan's Kidney Pills. After using the first box the trouble was ended, but kept on using them until I was cured."

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DOAN'S KIDNEY PILLS
FOSTER-MILBURN CO., BUFFALO, N. Y.

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Soap 25c, Ointment 25 and 50c, Talcum 25c.



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HINDERCORNS Remove Corns, Calluses, etc. Bring all kinds of corns to the feet, makes walking easy. 10c by mail or 25c per dozen. Hindercorn Chemical Works, Paterson, N. J.