

Governor Alfred M. Landon relief matters correspondence

Section 40, Pages 1171 - 1200

Relief correspondence received and created by Governor Alfred M. Landon from 1933-1937. It largely concerns the appropriation of federal relief funds for Kansas relief projects and programs as part of President Franklin Roosevelt's New Deal program during the Great Depression.

Creator: Kansas. Governor (1933-1937 : Landon)

Date: 1933-1937

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Governor Alfred M. Landon relief matters correspondence



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CITY OF KANSAS CITY, KANSAS

October 28, 1934

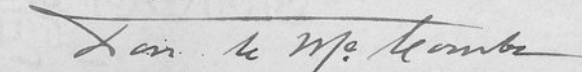
Honorable Alf M. Landon
Governor of Kansas
Topeka, Kansas

Dear Sir:

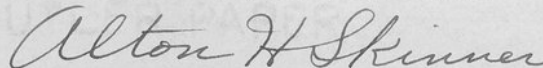
In the accomplishment of the duty that was placed upon us by the Board of City Commissioners in appointing the undersigned as a committee to conduct negotiations to secure relief work to be done in our community for the relief of our people, we want you to know that we appreciate the assistance and help that you, as a public officer, acting in your official capacity, have given us.

Others have likewise helped us and permanent improvements long needed, have been accomplished for our City and our people. We could not have succeeded had it not been for your whole-hearted help and that of various other public officers.

Very truly yours,



DON C. McCOMBS, Mayor of Kansas City, Kansas



ALTON H. SKINNER, City Attorney of Kansas City,
Kansas.

Governor Alfred M. Landon relief matters correspondence



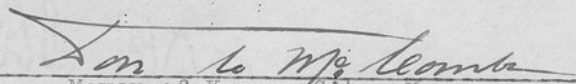
CITY OF KANSAS CITY, KANSAS

AN ACKNOWLEDGMENT OF APPRECIATION

The undersigned, the Committee appointed by the Board of City Commissioners of Kansas City, Kansas, to negotiate with Federal and State officials to secure for Kansas City, Kansas and its people, the benefits of the Federal and State relief acts, acknowledge publicly that we have had full and willing cooperation from the following officials holding both national and state offices:

Senator Arthur Capper
Senator George McGill
Congressman U. S. Guyer
Assistant Secretary of War, Harry H. Woodring
Commissioner of Internal Revenue, Guy T. Helvering
Deputy Commissioner of Internal Revenue, Arthur J. Mellott
Governor Alf. M. Landon
State Highway Director, Harry Darby
Director of Relief, John G. Stutz.

Also, the other Kansas representatives in Congress have each given us great encouragement and assistance. The ones above-named, however, were particularly diligent in our behalf.



Mayor of Kansas City, Kansas



City Attorney of Kansas City, Kansas

Governor Alfred M. Landon relief matters correspondence

PITTSBURG, KANSAS October 27, 1934.

Hon. Alf M. Landon.,
Topeka, Kansas.,

Dear Sir:

In accordance with our understanding with you Friday, October, 26th. We are writing you regarding the coal project in Crawford County. For you information we may say the County Commissioners and Mr. Courtwright County Poor Commissioner told us that Mr. John G. Stutz had full authority to approve coal project.

Later in the afternoon of the same day Mr. Courtwright told Mr. Courtwright, told Mr. Howat he had heard from Mr. Stutz and said that Mr. Stutz had approved the coal project and they would start moving the shovel at once to the place they were going to strip the coal.

A few days later we heard from the County Commissioners that the Coal project was called off. We then wired Mr. Stutz and he informed us that he had no authority to approve a work relief project for producing coal. You will readily understand there is some mixup in connection with the question when Mr. Courtwright said Mr. Stutz had approved the project and would begin work at once, then Mr. Stutz informs us he has no authority whatever.

Something must be done at once regarding this matter. A cold wave now means intense suffering to many hundreds of needy families who have no coal, and no money to purchase any, surely the State of Kansas will not permit it to be said that any one suffered for want of coal here in Crawford County where we are surrounded with coal.

We therefore appealing to you direct as Governor of Kansas to use all the influence at your command in behalf of the needy families of Crawford County to have the coal project approved without further delay as it is evident that Mr. Stutz has no interest in the welfare of the people in this locality.

Your co-operation in this matter will be greatly appreciated not only by those who are so much in need of coal, hit by the people of Crawford County as a whole, who are in sympathy with the ones who are so much in need of assistance.

We would also appreciate it very much indeed Governor if you would use your influence to have our Committee from the unemployed given permission to check over the books of the County Poor Commissioner in order that we may make a complete list of persons on work relief together with **number** of dependents and amount of their weekly budget.

Governor Alfred M. Landon relief matters correspondence

PITTSBURG, KANSAS

Our object in making this request is so that we may have an opportunity to see that every one on Federal Relief work receives a square deal which we are quite sure they are not receiving at this time.

Our organization shall be very glad to co-operate with you in every way possible to the end that justice may prevail and that no one favors be shown to anyone.

There is a great deal of satisfaction here regarding this matter as we are positive that certain ones are receiving more than their share, while others are not receiving the amount they are entitled too.

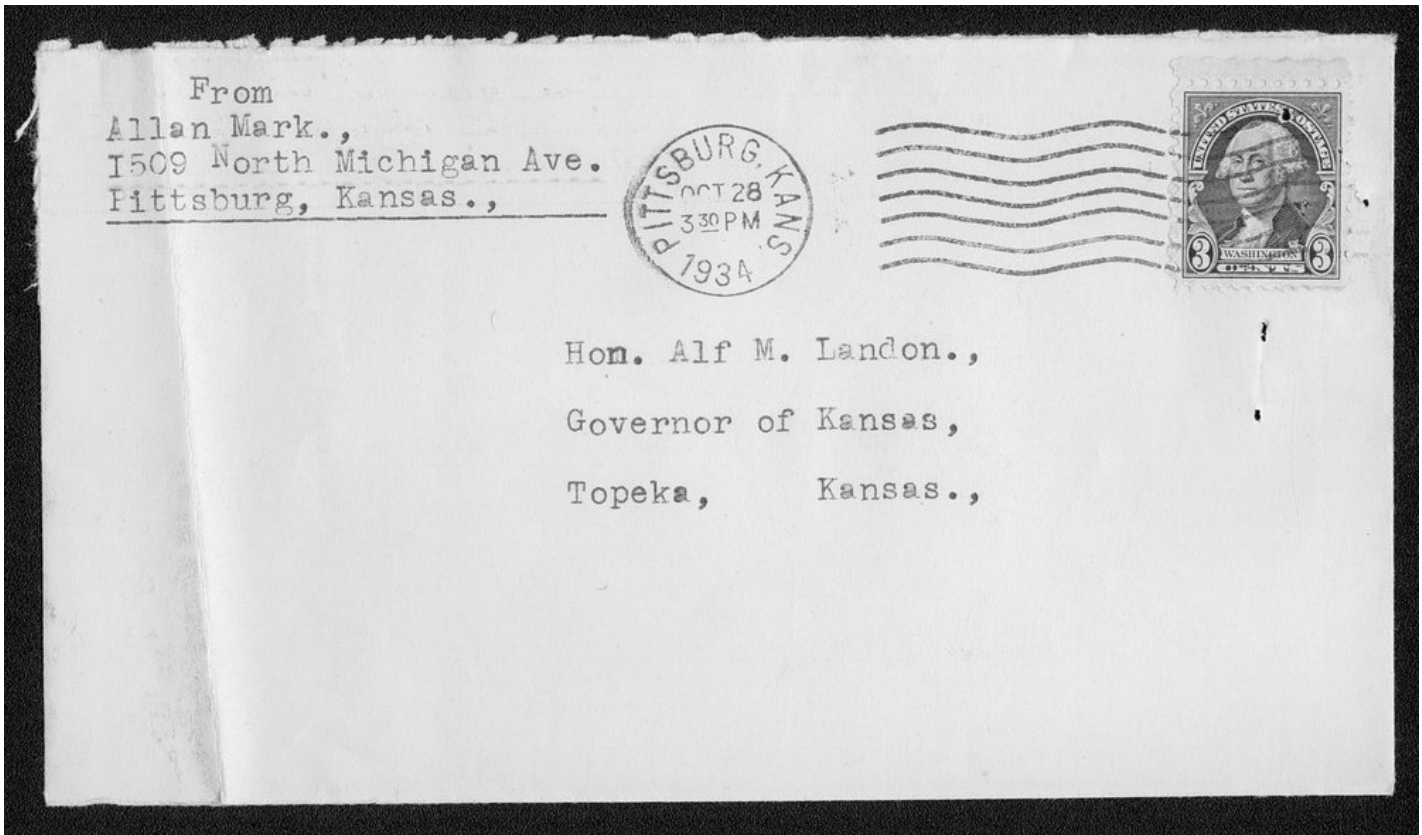
We feel that we can be of considerable assistance in seeing that Federal Relief work is given out to each and every one as it should be if our Committee is given permission to check over the books in accordance with the request of our organization, if this permission was given our Committee they would then be in a position to point out to your representative here any case where some were receiving more than their share, while in other cases some might not be receiving the amount they are justly entitled too.

If it is the intent and purpose of your administration as we believe it is to see that all workers on Federal Relief are given a square deal, then we feel sure you will be glad to assist us in this matter so that we may be able to see that there is no discrimination against anyone, with the hope that this may receive your prompt and favorable consideration, and that we may hear from you at your earliest convenience. We are,

Very Truly

August Dorchy
Ed Hartung
Alex Howard
Albert Lewis
Allan Mark
Mike Thornberry

Governor Alfred M. Landon relief matters correspondence



Governor Alfred M. Landon relief matters correspondence

697. E.P.A.
Lafayette
campaign

It is being reported by unscrupulous would-be political heelers that employees of the County Poor Commissioner's office are threatening to withhold relief work unless the applicant agrees to vote a certain party ticket. These political prevaricators perhaps do not know that the Poor Commissioner has been informed that political activity on the part of any person connected with the Relief Administration will subject such employee to "summary dismissal". I am giving this information to the public through the columns of the local press.

D. J. Brown
Poor Commissioner

Governor Alfred M. Landon relief matters correspondence

STATEMENT OF LULA MC GUIRE

STATE OF KANSAS *
 * SS.
COUNTY OF LABETTE *

Lula McGuire being first duly sworn and on oath deposes and says that my name is Lula McGuire and I live at Mound Valley, R. R. #2.

That on or about the 19th day of August I started working at the cannery in Parsons, Kansas. Since that time and until October 4th, I have worked continuously three days a week.

That on or about the 19th day of August, while working at the cannery, I stated to a lady who was working with me that I believed that this work was being furnished by the tax payers and not Mr. Roosevelt.

That on the 4th day of October, I received a notice from Joe Jarboe stating that my services would not be needed until further notice.


On the 20th day of October I went down to the relief office to see if I could again be put back to work. While there I met Mrs. Louis Mathis and I told her what I was doing there and she asked me to come away from the crowd and she wanted to tell me something. She told me that a colored man came to the table where the women were working last night and told them that they could not hold their jobs at the cannery, if they did not line up with Ketchum and that if Ketchum was not elected, the cannery would be closed down in three days after the election.

Lula McGuire

Subscribed and sworn to before me this 25 day of October, 1934

W. B. Brownell
Notary Public

W. B. Brownell
1937



Governor Alfred M. Landon relief matters correspondence

The City of Oswego

Officers:

J. M. HEWITT, Attorney
NELIE NAFUS, Engineer
H. E. WHITE,
Street Commissioner
ALEX McCULLY,
Police Judge

W. A. BLAIR, Mayor
ELMER S. NANCE, City Clerk
W. A. LAWELLIN, Treasurer

Oswego, Kansas,

Members of Council:

W. J. HANCOCK
DR. L. B. RHODES
FRANK FARRIS
W. W. BARNARD
H. W. BURGESS
O. W. BALL

Oct. 26, 1934.

Mr. Willard Mayberry,
Topeka.

Dear Mr. Mayberry:-

Enclosed herewith is an affidavit which you will please deliver to John G. Stutz. Doubtless, he will know that it deals with a complaint that has been registered in this county—one among many in fact, relating the the tactics that are being used at the cannery where federal relief labor is employed.

Governor Landon is familiar with the matter. It was told to him while here Wednesday and he asked that this affidavit be procured. While the affidavit does not substantiate just the story as told me and as told the Governor, yet it does show what is going on. And when the distribution of rations are made, both at Parsons and here, the parties handing it out, assure the recipients that unless the Democrats are continued in power and Ketchum is elected that the aid will cease.

Sincerely,



Governor Alfred M. Landon relief matters correspondence

FEDERAL EMERGENCY RELIEF ADMINISTRATION
WALKER-JOHNSON BUILDING
1734 NEW YORK AVENUE, NW.
WASHINGTON

October 16, 1934

69
74 RA

Honorable Alf M. Landon
Governor of Kansas
Topeka, Kansas

Dear Governor Landon:

I have approved a grant in the amount
of Five Thousand Dollars (\$5,000.00) to the State of
Kansas, on behalf of the Unemployed Trading Post,
Wichita, Kansas.

This grant is made in accordance with
your application dated September 18, 1934.

Sincerely yours,



Harry L. Hopkins
Administrator

Copy sent to Atty 10/22/34

Governor Alfred M. Landon relief matters correspondence



COMMITTEE MEMBERS

D. E. ACKERS
THE KANSAS POWER AND LIGHT CO.
TOPEKA, KANSAS

H. C. BASTIAN
MERCHANT
ATWOOD, KANSAS

HARRY DARBY, JR.
THE DARBY CORPORATION
KANSAS CITY, KANSAS

LEE E. GOODRICH
ATTORNEY
PARSONS, KANSAS

C. H. HUMPHREYS
THE BARTON SALT CO.
HUTCHINSON, KANSAS

WALTER P. INNES
WICHITA, KANSAS

E. L. JENKINS
TOPEKA FEDERATION OF LABOR
TOPEKA, KANSAS

R. J. LAUBENGAYER
PUBLISHER
SALINA, KANSAS

H. B. MIZE
BLISH, MIZE & SILLIMAN HDW. CO.
ATCHISON, KANSAS

CLARENCE NEVINS
MERCHANT
DODGE CITY, KANSAS

JOHN G. STUTZ
LEAGUE OF KAN. MUNICIPALITIES
LAWRENCE, KANSAS

D. E. ACKERS, CHAIRMAN
WALTER P. INNES, VICE CHAIRMAN

THE KANSAS EMERGENCY RELIEF COMMITTEE HON. ALF M. LANDON, GOVERNOR STATE OF KANSAS

JOHN G. STUTZ
EXECUTIVE DIRECTOR

F. H. MARVIN
SUPERINTENDENT OF
RELIEF

V. L. MORRISON
AUDITOR

G. M. MARCH
SUPERINTENDENT OF
ENGINEERING

TELEPHONE 20531
501 NATIONAL RESERVE BUILDING
TOPEKA, KANSAS

October 15, 1934

Governor Alf M. Landon
State House
Topeka, Kansas

My dear Governor Landon:

Enclosed is a memo which shows
some results on your suggestion that we
tell the people of Kansas more about the
work of the relief administration.

Very truly yours,

JGS:HK

Executive Director

Governor Alfred M. Landon relief matters correspondence



The Kansas Emergency Relief Committee

October 5, 1934.



NEWS RELEASES, RELIEF NEWS-BULLETINS, PRINTED KERC BULLETINS
AND OTHER PRINTED MATERIAL EDITED BY MISS MARY SMITH

NEWS RELEASES

- April 6, -- Federal Funds for April.
- April 12, - Need for increase in Relief.
- April 13, - Relief Only for Counties Who Disagree on New Work Program.
- April 15, - Stutz Asks for Increase Because of Drought.
- April 17, - Minimum Hours Work Relief Reduced to 18.
- April 24, - Statement of John G. Stutz.
- April 25, - Emergency Relief Program in Kansas.
- April 26, - Tenth Annual Meeting of Kansas Chamber of Commerce.
- April 28, - Federal Funds Available for Sedgwick County Work Relief Wages.
- April 29, - Relief Budget--May 4 to June 7.
- April 29, - Request for Restoring of Federal Funds for Work Relief.
- April 30, - Must Face Facts--(All Papers).
- April 30, - Resume Work Relief Projects--(Telegram).

- May 12, --- New County Poor Commissioners Attend School.
- May 12, --- Number of Man Hours of Labor on County and State Roads--(All Papers).
- May 13, --- Kansas Civil Works Projects Permanent Benefit to State.
- May 20, --- Addition to May 13th Release.
- May 29, --- County Commissioners Have Greater Opportunity for Constructive Services. (Exclusive to Clyde Roberts).

- June 5, --- Federal Grants for Period Ending July 5.
- June 7, --- Geologists to Seek Water.
- June 15, --- Poor Commissioners to Discontinue Work Relief to Persons Refusing Other Employment.
- June 16, -- Federal Funds May be Discontinued to Pawnee County.
- June 17, -- Homestead Rehabilitation.
- June 17, -- Homestead Rehabilitation Plan to Improve Living Conditions.
- June 24, -- Homestead Rehabilitation.
- June 29, -- Construction on Lakes May Begin.
- June 29, -- Federal Grants for Period Ending August 9.

- July 2, --- Meeting of Six District Schools of Water Conservation and Homestead Rehabilitation.
- July 3, --- Series of Six District Conferences--(All Papers).
- July 6, --- John G. Stutz. (Exclusive to Associated Press).
- July 6, --- Water Conservation.
- July 9, --- Rural Rehabilitation.
- July 12, -- CCC.
- July 15, -- CSEP.
- July 20, -- Transients' Voting Privileges.
- July 25, -- Meeting the Relief Needs.
- July 27, -- Water Conservation.
- July 27, -- Canning Kitchens.

Governor Alfred M. Landon relief matters correspondence



The Kansas Emergency Relief Committee



Aug. 1, ---- Beef Canning Program.
 Aug. 5, ---- Number of Persons on Relief.
 Aug. 8, ---- Surplus Commodities.
 Aug. 15, ---- Beef Canning Factory.
 Aug. 15, ---- Additional Federal Allotment.
 Aug. 17, ---- Feed For Subsistence Animals.
 Aug. 17, ---- Second Cannery (In Kansas City).
 Aug. 30, ---- Federal Grant for September.

Sept. 13, -- Relief Cattle Shipping Quota.
 Sept. 15, -- Homestead Rehabilitation.
 Sept. 21, -- School of Public Welfare Administration.
 Sept. 29, -- Convention of Kansas Police Association.

Oct. 3, ---- Appointment of Miss Helen Kinney.
 Oct. 4, ---- Federal Allotment for October.
 Oct. 4, ---- Sanitary Water Supply--(Enc.-Mats).

KANSAS RELIEF NEWS-BULLETINS

No. 5 - May 24, -- Emergency Relief Program in Kansas.
 No. 6 - June 4, -- Boards of County Commissioners.
 No. 7 - June 25, - Homestead Rehabilitation.
 No. 8 - July 9, -- Relief Committee Meets with County Administrators.
 No. 9 - July 23, - Governor's Statement on Drought Relief Services.
 No. 10 - Aug. 13, - Operation of Relief Program Depends on ---.
 No. 11 - Aug. 27, - Federal Funds Must be Used for Purposes for which Appropriated.
 No. 12 - Sept. 17, - School of Public Welfare Administration.

PRINTED MATERIAL

July 6, -- Preliminary Statement on Water Conservation.

KERC BULLETINS Printed

KERC No. 72 -- July 19, -- Water Conservation.
 KERC No. 78 -- July 25, -- Relief and Loan Services.
 KERC No. 89 -- Aug. 27, -- Important Consideration in Water Conservation Program.

BULLETINS EDITED IN THIS OFFICE Since April 1.

KERC -- 57 (Fifty-seven)	Engineering -- 9(Nine)
CO ---- 33 (Thirty-three)	Relief ----- 3(Three)
WB -- 2(Two)	

Governor Alfred M. Landon relief matters correspondence

Oct. 24, 1934
Release

Enabling acts passed through the special session of the Kansas legislature at the insistence and direction of Governor Landon have made possible the operation of federal relief in the state of Kansas, co-operative devices being offered by the state because of these acts. The actual distribution of federal funds which have been augmented by funds derived from sources within the state to the extent of 57% of the whole is entirely in the hands of the state relief administrator, Mr. John G. Stutz with offices in the National Reserve Life Building, Topeka, Kansas.

Mr. Stutz was appointed executive secretary of the relief committee of the state of Kansas by Governor Harry Woodring two years ago. When Governor Landon was inaugurated he left the relief committee appointed by Governor Woodring intact. Within a few months after his inauguration, however the federal relief set-up was materially changed and Harry Hopkins, National Relief Administrator who was appointed by President Roosevelt direct, appointed John G. Stutz as Federal Administrator of Relief in Kansas with full powers and authority.

Governor Landon, although cooperating at all times with Mr. Stutz had nothing whatever to do with the appointment as federal relief administrator nor was he consulted in regard to his wishes in the matter of a choice of such administrator.

Responsibility for details of distribution for allotments and amounts sent into the various counties of the state and the set-up within the various counties is vested with Mr. John G. Stutz who works with county commissions which act as sponsors to relief projects under the law. Poor commissioners are selected by the county commission of the various counties and are approved by Mr. Stutz. The same is true of the case workers so that the Governor has no voice in any such selections and his part in the relief program has been to augment ~~their~~ and supplement federal funds by legislative and executive acts wherever possible.

Governor Alfred M. Landon relief matters correspondence

THE KANSAS EMERGENCY RELIEF COMMITTEE
Topeka, Kansas

69
Per Com
October 5, 1934

A Personal Letter
To
County Poor Commissioners:

There are a few problems in the administration of the Public Welfare Service in the counties in general which I wish to bring to your personal attention.

1. There is an increase in the administrative costs on which you must keep a sharp watch. You should be especially on the lookout to hold down administrative costs resulting from the employment of non-relief employees. Any relief client has first right to any relief administrative or B personnel position in your county for which he is qualified or for which you can train and direct him. You and your certifying officer are being called upon to make a strict accountability for every non-relief administrative employee in your county.

2. Homestead Rehabilitation is to be used as the fundamental method of meeting the objectives of the Public Welfare Service of this State. County poor commissioners must keep well informed on this subject as they will have to take the lead in directing this work in the county. Your qualifications of enthusiasm and resourcefulness for this program are essential.

We are initiating, in the near future, this rehabilitation service for urban clients, that is those relief clients living in cities. You should keep in mind that we anticipate your placing sixty percent of your relief cases on Homestead Rehabilitation. We shall probably assign you a definite quota to sign up week by week or month by month as soon as the program gets under way in your county.

3. The selecting, instructing, and directing of a good administrative personnel to get your job done is always an important problem. The Federal Emergency Relief Administrator is holding me more definitely responsible this winter than ever before for an able and effective relief administration in each county administering federal relief funds and commodities.

Several county poor commissioners have called public welfare service staff meetings since our School of Public Welfare Administration in Wichita. At these staff meetings all the administrative employees and officers were required to attend from the junior clerk to the county case supervisor. The county board of commissioners and the county emergency relief committeemen were invited. At these meetings the county poor commissioner and his assistants discussed the work of the public welfare service, its objectives, its methods, organization, and the results expected. This is a vital government service in which we are engaged and it commands the service of the very best executive talent in the community. County poor commissioners are expected to demonstrate beyond a doubt that they are well qualified to manage this governmental service.

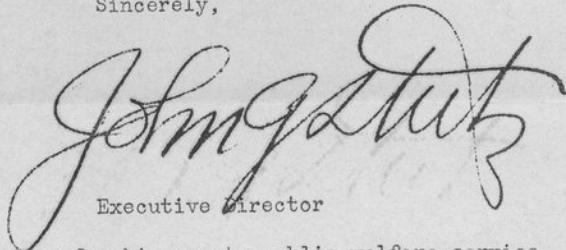
Governor Alfred M. Landon relief matters correspondence

To County Poor Commissioners
Page 2

October 5, 1934

I am writing this personal letter to you with a view to soliciting your very best efforts in behalf of this important governmental service, keeping in mind that every one of our acts should be based upon the principle of rehabilitation; that is, aiding the clients of the Public Welfare Service to rehabilitate themselves.

Sincerely,



Executive Director

JGS:HMH:VP

P.S. Please note Mr. Armel's program for his county public welfare service staff meeting which is attached.

J. G. S.

Governor Alfred M. Landon relief matters correspondence

SHAWNEE COUNTY RELIEF ADMINISTRATION CONFERENCE Topeka, Kansas

October 2, 1934

PROGRAM

- I. The County Commissioners Responsibility.....
W. C. Noller, Chm. Board
- II. The Growth and Development of the Public Welfare Program
in Shawnee County..... Lyle O. Armel, Poor Commissioner
- III. Fundamentals, Practices and Philosophy of Granting Relief
the Case Work Method..... Helen M. Shirk, County Case Supv.
- IV. The Engineering Aspects of the Relief Program.
Chas. A. Martin, Supervisor of Work Program
- V. Accountability to the Government.....
Wayne Easterday, Certifying Officer
- VI. Statistics - Review of Past Year.....
Walter A. Organ, Auditor
- VII. The Joys of Time Keeping.....
Bert Derrington, Chief Time Keeper
- VIII. Rural Rehabilitation.
Melvin Wertsberger, Homestead Rehabilitation
Advisor
- IX. Non-Manual Projects.....
Bernice Viers, Assistant Case Supervisor
- X. The Look Ahead.....
Lyle O. Armel, Poor Commissioner

Governor Alfred M. Landon relief matters correspondence

THE KANSAS EMERGENCY RELIEF COMMITTEE
Topeka, Kansas

October 3, 1934

County Poor Commissioner
Certifying Officer

_____ County

Grants in Aid for Period Ending November 1

We are making your county an additional grant in aid of Federal Emergency Relief funds today for work relief wages and aid in paying authorized administrative costs for the period ending November 1, of \$ _____ plus the minimum necessary amount for materials and rent on tools and equipment approved in projects, plus necessary funds for Homestead Rehabilitation cases, plus necessary funds for materials and rent on tools and equipment for community wells as approved, plus necessary funds for approved non-manual projects.

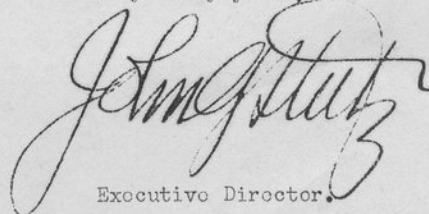
The County Commission, the responsible governmental agency for furnishing public aid for those who have a proper claim for it within the county, is held responsible for financing such public aid. It is their duty, therefore, to use the county funds, supplemented by the above grants in aid by the Federal Government, to get the job done. Other additional grants in aid for this period will not be made except in an emergency which is clearly a case of an unexpected increase in the case load. Any application for additional grants in aid for this period must be in writing, signed by the County Poor Commissioner and certified to by the Certifying Officer.

Counties are expected to have a qualified public welfare administration with sufficient case workers to provide a home investigation for each client once each month. Additional grants in aid will not be made to any county which has not re-investigated all of its clients within the past thirty days.

County Poor Commissioners in filing their estimates of budgetary needs for the month of November will be required to make a signed statement as to the number of cases which have been re-investigated within the last thirty days. Such statement will be certified to by the Certifying Officer. Grants in aid will be made on the basis of cases investigated within the last thirty days and properly certified to. We are not authorized to furnish Federal Emergency Relief funds for administration on a guess-work basis.

Most county administrations are now in an excellent position to meet the standard of public welfare administration which is required in the use of Federal Emergency Relief funds.

Very truly yours,


Executive Director.

JGS:VP:VC

Governor Alfred M. Landon relief matters correspondence

KERC 104

THE KANSAS EMERGENCY RELIEF COMMITTEE
Topeka, Kansas

KERC 104

October 3, 1934

County Poor Commissioners
Certifying Officers

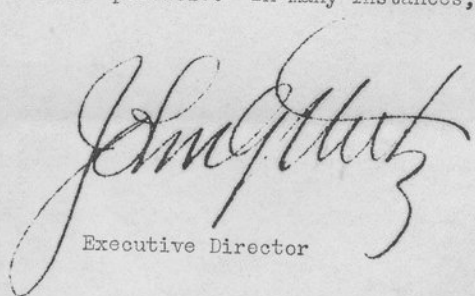
AAA surplus pigs will be received and receipted for on KERC Form 112 in the same manner as other AAA surplus commodities.

Pending further instruction, the County Poor Commissioner will arrange for a yard and feeding and watering facilities for these pigs. He will make the most economical, yet suitable arrangements possible. It is the duty of the owner of surplus pigs to deliver them to the County Poor Commissioner. Therefore, there should be one concentration point and pig pen for the AAA surplus pigs.

Claim vouchers on KERC Form 1 should be executed and sent to this office for payment for any expenses incurred in renting a suitable pen and paying for feed. The work necessary to take care of these pigs will be done by men regularly budgeted for work relief. No additional employment is authorized whatsoever for this project.

Pens should not be rented until the County Poor Commissioner has notice that he is to receive pigs and then, as stated above, he should provide the most economical service possible. In many instances, pens can be provided without cost.

JGS:BNVC


Executive Director

Governor Alfred M. Landon relief matters correspondence

File

POSTAL TELEGRAPH CO.

Topeka, Kansas, July 31, 1934

Harry L. Hopkins
Federal Relief Administrator
Washington, D. C.

I join with the Oklahoma congressional delegation which met yesterday in their protest against the red tape of the F E R A in Kansas, also their tremendous overhead in the administration of relief agencies stop This overhead has increased tremendously, beyond all reason, over the overhead in previous administration of federal relief agencies.

ALF M. LANDON

Governor

Charge 4036-Gov.Office

Governor Alfred M. Landon relief matters correspondence

Stutz 69
CONFIDENTIAL
The Public Welfare Administration in Kansas

Address by John G. Stutz, Executive Director,

The Kansas Emergency Relief Committee, to the State Administrative Staff,

Wichita, September 22, 1934

Our work is that of performing the governmental function of public welfare. I should like it especially if all those in this administration, regardless of their phase of the work, would orient their thinking so that they feel they are performing a part of the governmental function of public welfare. You may be an accountant, but if your work is in the Department of Public Welfare, we want you to feel that your business is that of public welfare and that your specialty is accounting. If you are an engineer, whether a safety engineer, or an aeronautics or project or professional project engineer, you should think just as much as possible with the attitude that you are engaged in the business of public welfare. Your attitude should be that of a public official engaged in the business of public welfare.

Our Problem

Our problem is that of furnishing sufficient satisfactory public aid to those who have a proper claim for it. Our state constitution expresses it very nicely, as those who have a proper claim upon society for public aid. The State Supreme Court has interpreted that to mean that those who do not have and cannot get with the facilities that they have the necessities of life for themselves and their dependents have a proper claim upon society for public aid.

Let us consider the philosophy of that. The most valuable human right is the right of citizenship, the right to be associated with, to work for, and have the cooperative aid of some organized society, whether one is a member of a tribe in the jungles of Africa or a citizen of the State of Kansas. The most valuable right is that of citizenship. An analysis of that will bring us, I think, to the conclusion that with every right there are one or more duties to be performed. One should look at it from the standpoint that if he has been a citizen of the State of Kansas for any length of time, it is presumed that he has paid the necessary premium upon that insurance so that in an emergency, whether it be physical, social or economic, where by he is unable to meet the necessities of life and his friends or relatives cannot meet them for him, he has a right to look to organized government for that aid.

That is the point at which we arrive in our conclusion that in homestead rehabilitation we should not expect a family that is looking to the public for public aid to obligate itself to pay back to the public any of the aid that it gets until such time as the public welfare service has rehabilitated the individuals of that family to a point of having something more than the necessities of life, having a net, so to speak, out of which to repay the government or individuals for any such services. In other words, the citizen, by virtue of his citizenship, is entitled to certain public welfare service from his government, in the time of emergency or great need, which is presumed to have been paid for by his performing the duties of citizenship up to the time he became dependent.

Governor Alfred M. Landon relief matters correspondence

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Our Objective

Our objective is the rehabilitation of clients to a self-sustaining status on a suitable standard of living and proper care for those not subject to rehabilitation. My personal opinion--keeping in mind that I am not a professional public welfare official--is that we ought to be able to rehabilitate at least 60 per cent of those families or cases that we have or who become dependent upon public aid in this State. Therefore, we should rehabilitate those to the best of our ability and of course, we shall have to take proper care of the others.

Our Methods

Our methods in performing the governmental function of public welfare should begin with instruction. We are looking at the matter from the standpoint of the first contact that the citizen would make with the Public Welfare Department in his proper claim upon the government for that particular service. I think we should keep in mind, therefore, that instruction is the first and fundamental method that should be used in public welfare service. In other words, from the time the individual makes the first contact with the Public Welfare Department until he is rehabilitated, and even for some time after he is rehabilitated, there should be an instructional responsibility upon the Department.

I think the second method to be used is the direction of cooperation, which is readily recognized as a type of instruction. However, it is also a type of leadership, a directing service, that this function of the government can give individuals and groups of individuals to the end that they aid each other in attaining or maintaining a self-sustaining status on a suitable standard of living.

The third method, which is the one that we shall use most extensively in this State and the one that is being emphasized everywhere, is rehabilitation. In this state we call it Homestead Rehabilitation because we are making a special effort to apply rehabilitation to all of the clients of the Public Welfare Service. Whether they be rural or urban, we believe that they can be rehabilitated. I am sure that as we carry on this service, we will find ways and means of rehabilitating a much larger percentage of these clients than we at this time can account for or forecast.

If the problems of the clients become so difficult that we are unable to handle them on a rehabilitation basis or with a rehabilitation method, we can use work relief, then direct relief, and finally, institutional relief.

There are, therefore, instruction, directing cooperation, homestead rehabilitation, work relief, direct relief, and institutional relief, which are the methods in general. These are the methods that all of the employees of the Administration of Public Welfare should keep in mind and from which basis they should do their reasoning, planning and directing.

Administrative Policies

I have four fundamental administrative policies, one having to do with personnel selection; another with instruction; another with direction, and a fourth with rehabilitation.

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Personnel. It is my observation that in the selection of personnel it is a foregone conclusion, that we must select personnel to do this most important work for the government on a strict basis of merit.

The social attitude of the individual is important. That would probably be difficult to explain, but it gets right back to what I mentioned at the outset, that your attitude and mine in the conduct of this work should be that of thinking of public welfare as a governmental function. I think that the social attitude and the governmental attitude of an individual are most important points to be considered in selecting personnel for this work.

You who are here today are continually being called upon to interview men and women for approval or employment for the performance of this function of the government, and I think you should become good judges as to the governmental and social attitudes of the individual who wants to undertake this work.

I should think that one of the best evidences of these necessary attitudes should be an imperishable faith in the human being. One should have reasonable ability to weigh the possibilities of the human being, and to expect that which is reasonable.

I should cite as an instance of the lack of these attitudes a conversation I had with a certain business man, a high official in a banking institution. We were discussing the defalcation of a county official, one who had embezzled about \$50,000 of the county's money in the course of a year's time. This bank official made the remark, "The longer I do business with men, the more I become disappointed in them."

To me, that was a shocking statement. When I go to an automobile dealer to buy an automobile, having made up my mind to buy the car, I ought to have a reasonable idea of what to expect of it. If I take it out on the road and find that it will not do half what I expected it to do, the probabilities are that my judgment is bad.

It seemed to me, that a banker, of all people, since he has historical and business records of what he might reasonably expect of human beings should not become more and more disappointed with men. To do so is to cite definite evidence that his judgment as to human beings is wrong, or deficient. Either he is expecting more than he might reasonably expect of them, or he is making a bad analysis of what they are doing.

I think it is important in our work that we have a reasonable understanding of what may be expected of our administrative personnel and of what may be expected of our clients. If we make proper analysis of the people with whom we deal, we will have an imperishable faith in the human being to do what may reasonably be expected of him. To expect too much is to interfere with one's ability to instruct and direct and get results. To lose faith will hamper one even more in getting a job done.

I think the second quality we ought to observe in the selection of administrative personnel is mental resourcefulness or imagination. The training and experience of an individual are important, of course, but his mental resourcefulness enables him to have a reasonable understanding of what may be expected of him. In

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other words, an administrative official must have that imagination, that mental resourcefulness, by which he will be able to give leadership and direction to the activities so that he can get a constructive job done.

In this work, as in any other, the individual should be industrious, loyal and honest.

In public welfare service, as in any other governmental work, those of us who are in charge of the administration, in selecting subordinates and in directing the administrative work must keep in mind that one of the first duties of an executive or administrator, after selecting proper personnel, is to instruct them. As we go on with this discussion, those of you who are state supervisors will see that your job is primarily one of instruction, direction and supervision of the county administrative officials to aid in getting this work done effectively.

I use the word, effectively, instead of efficiently. I do not believe there is such a thing as efficiency in public welfare service, any more than there is such a thing as perfection in the activities of any human being. There can be effectiveness, but the work does not have sufficient stability to have efficiency. There is too much variety to permit of efficiency, but there can be effectiveness.

Direction. I have already mentioned something about our responsibility for direction. We can instruct our administrative personnel and those whom we are responsible for guiding. Next we should guide them and give them leadership. In leadership you have, for example, inspiration and ideas which constitute part of your function of carrying on your work as an executive.

Rehabilitation. I did not have a great deal of army training, but I had the good fortune during the war to be trained under some of our government's best regular army officers. Perhaps it is that army training which makes me feel that in any organization the officers and the employees should feel at all times the maximum of security.

The human being is depreciated faster by worry, by doubt, than by any other thing. A devastating disease, as a rule, will not affect him as greatly or as fast as worry and doubt. Logically, if you want men and women to perform, especially when it comes to mental jobs of instruction, direction, and mental resourcefulness, they have to be happy mentally, and of course, as healthy and happy physically as possible. Therefore, those who are connected with the administration of public welfare in this state ought to feel that once they have been selected or approved for this type of work, so long as they are loyal and honest, we will undertake to provide employment for them in this in this field; that we will undertake to permit them to use their training and their experience, the capital that they have invested in this profession, speaking economically; that we will aid them in protecting that capital investment in this business; that if they do especially good work we will undertake to give them their right of promotion.

Professional people who have their investment in training and experience and personal service should always have the right to their professional market. We always regret to see some one promoted out of the state and away from our staff and organization, but if their opportunity comes, they should be permitted to make the most of it. Likewise, if a man or woman in this work is found to be undertaking a

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work he or she is not capable of performing, it certainly should be our responsibility to attempt to rehabilitate him to the best of our ability, so that his capital investment in this work can be salvaged, so to speak, or rehabilitated and so that he may be given an opportunity to work in some other phase of the service to which he is better suited. That may result in a horizontal change, in a demotion or promotion.

We shall have to do a great deal of coaching, instructing and directing of our county people along that line. Our function in government does not permit of our discharging and forgetting about an employee who has not performed a job just the way we should like to have had it done. If we do that, we slap ourselves in the face. When we put an individual out of one place, we have to take cognizance of just what we are doing to him.

We may have in our employ some able people who for some reason go "haywire", to use the common expression, on the job. When they do, we ought to take a special interest in them, keeping in mind what our governmental function is, and undertake to rehabilitate them. If we come to the final conclusion that they must be removed from the service, we must consider where we are going to put them when we put them outside.

The same thing is true with the county commissioners. We can't tell them they can't fire anybody, of course, but we certainly ought to instruct and direct them to as great an extent as possible so that when they want to discharge some one from the service, they should take some consideration of where they are going to put him. If they are going to put him outside without a job and no means of sustaining himself, it will be inexcusable. I realize there are going to be some county commissioners who cannot be excused, but they ought to be helped to understand that it is not sound in this governmental function to put an individual out of the service when he has no other way of sustaining himself.

Sometimes, however, an individual cannot continue in any branch of this service. If no suitable adjustment can be arranged in the service or other employment is not available, institutional care or direct relief may have to be provided.

Our Organization

Let's consider the organization we have to get this job done. In this state, we start out with the county. Our state constitution provides that the county shall take care of those with proper claims for public aid. Our state statutes provide that the county commissioners shall be responsible; that in directing and handling that responsibility, they shall employ a properly qualified county poor commissioner and a certain number of properly qualified assistants to get the job done. They are required to have a uniform intake and financial record system, a central index, and must make certain uniform reports.

It is also required that as an objective of public welfare work in this state they shall by instruction and other helpful means undertake to rehabilitate these people and help them to become self-sustaining. It is also provided that those private agencies that would engage in public welfare service as a regular business be invited to register with the county and coordinate with the established, uniform public welfare system in the county.

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We have a County Emergency Relief Committee, which is a citizen's advisory committee of which two members are county commissioners. They are made members of the committee because we do not want to have two separate agencies that will be in competition instead of cooperating. One each of the other three is from the two largest cities within the county and the other is selected from a place which gives the best representation. The Kansas Emergency Relief Committee appoints these five members and designates the chairman of the committee. The county poor commissioner serves as the secretary of the committee.

We establish by that means a citizens' organization and governmental agency coordinating instead of competing. We establish a line of central administrative responsibility from the poor commissioner on down. It is inescapable.

The poor commissioner should always know all about the administration of the public welfare service within the county, and we should be particularly careful in the administration of the various phases, or in the supervision of this work, to see that we always deal through the chief administrative official of the county relief administration, and that we always pay deference to the county commissioners as the responsible governmental agency.

Our organization in this state is one which was designed to be and which we have undertaken from the very beginning to make sound from a political science standpoint, because this is a governmental function and as a governmental function, it must be sound from the standpoint of the principles of government, that is, the methods used by human beings in self-government. That is our system in this country. Self-government cannot succeed except by self-governing.

It is impossible to impose upon the county an arbitrary, dictatorial service from above. If that is done, there cannot be the functioning of the county unit on the basis of our established system of government. Therefore, we begin from the premise of local responsibility for all things and matters for which the county can possibly be responsible. Our system, therefore, is one of grants in aid, the grant in aid of instruction service, of directing service and supervisory service, and the grant in aid of funds and commodities with local responsibility for meeting the conditions of the grants in aid.

We carry that principle, of course, to the individual family, because each individual family, if it is going to become self-sustaining, must put forth those efforts and perform those functions by which it can become self-sustaining. No one secures a good muscular physique by being put to the board and fed and clothed and put to bed. He acquires a good muscular physique by certain activities, exercise, work, and so forth. People will become rehabilitated and attain a status of self-sustenance on a suitable standard of living by working at just that - hence our program of Homestead Rehabilitation through which we make grants in aid and give instruction service to the individual client to help him do his job of rehabilitating himself.

We deal with the counties on the same basis. There are a great many advantages, from the standpoint of administration of this function of government, by having started out on a sound political science basis. The Kansas Emergency Relief Committee, as the agency, so to speak, created by the Governor, has no statutory or state authority whatever. It was created by the Governor as an advisory and state

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policy forming agency to aid in carrying on this work of making grants in aid of instruction, direction, federal funds and commodities to the counties to help them in getting the job done.

Neither the Kansas Emergency Relief Committee nor our state administration assumes the original responsibility for public welfare service in the county. In this state that original responsibility remains with the Board of County Commissioners, or more properly I should say, the original responsibility remains with the county, composed of its people and its assessed valuation subject to producing revenues by which to provide the service. Therefore, in all our planning and instruction and direction and supervision, we must keep in mind that that is where the original responsibility lies and pay deference to the Board of County Commissioners.

I hope you can orient your reasoning and control your expressions to the end that you will recognize in the Board of County Commissioners the elected representatives of the people of the county. They may have made a poor choice, but the fact is, it is their choice and to condemn the regularly elected Boards of County Commissioners publicly or otherwise is bad practice, in my opinion. I believe it is all right to point out the weaknesses and that sort of thing, but to say that the Board of County Commissioners of this county is thus and so is, to speak, entirely out of your field and jurisdiction.

Mr. Marvin and I have observed that our hand-picked County Emergency Relief Committeemen behave almost identically with the elected county commissioners, and that observation tallies with our original theory that we may reasonably expect certain things of human beings.

A large percentage of human beings, when they have an unfortunate relative, naturally want to protect that relative and take care of him as against all the rest of the world. That is a human trait, comparable to the instinct and tendency of a mother to take care of a crippled child against all odds and sometimes to the detriment of all the rest of her children.

When that natural instinct is considered, one realizes why some of these boards of commissioners insist upon some unfortunate relative being placed upon the governmental payroll or why a county emergency relief committeeman will insist upon having a sister-in-law or some other relative put on the payroll in spite of everything. That is the way they perform, and there is no use of you and me standing up and lamenting the fact and condemning the situation until we get to the point where we can't think straight or act effectively. The thing to do is to commence thinking as straight as possible and acting as properly as possible in order to take care of the effects of that disposition or tendency.

We lament the drought, but we can't make it rain. All we can do is to do something about the effects of the drought. To stand up and scream day and night about there being no rain is not the way to ameliorate the effects of the drought. Likewise, it is not the way to meet the results and effects of the prevalent desire and effort of county commissioners and county emergency relief committeemen to be shouting about it all the time. The thing to do is to work out a proper method of directing those activities.

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In order to do that you may have to take the commissioners or the committee-men aside and talk to them about the matter. You may have to become somewhat fiery; you may have to be very calm, or you may have to use other means of attaining the desired end, but standing on the street corner and shouting about it, or going into a public meeting and condemning the public officials as such is only to slap yourself in the face.

The FERA holds the State Executive Director or Administrator responsible for the administration of the distribution of the federal funds and commodities within the state, responsible for their proper administration and the proper accountability by which the FERA makes proper account to the President and the President, in turn, to Congress. Congress appropriates the money with certain rules and regulations and restrictions, and turns it to the President. The President is authorized to have a Federal Emergency Relief Administrator who is directly responsible to him. The President approves the rules which the administrator makes under which we are supposed to conduct the work in the state.

The line of responsibility, then, is this: The county has the original responsibility. The federal government makes grants in aid to the state. The state, in turn, makes grants in aid to the county and the county gets the job done. The county meets the requirements of the grant in aid or we are required to discontinue the grants in aid until it does meet the conditions.

We would not insult any county in Kansas by presuming that it could not find, either within the county or within the state, the proper personnel by which to do the public welfare job within the county in a manner acceptable to the FERA. As yet all of our counties are financially able to take care of the direct relief load and to pay their statutory share of the administrative costs. They have the ability to raise funds for relief and employ a properly qualified personnel, and therefore must be considered fully responsible governmental agencies for their prescribed functions. For a reasonable length of time any one of them could carry its relief load under the statutory powers that it has to finance and to employ properly trained personnel.

OUR RESULTS

I believe, if you will survey the kind of public welfare service that we had in this state in the majority of counties until about two years ago, you will observe that it was rather a palliative process whereby public aid was given purely for the immediate effect. Some of our counties spent their \$50,000 or \$75,000 or \$10,000 a year regularly, year after year, good season and bad season, whether there were more cases or less cases.

I think the outstanding results we have had in the last two years have been the training of men and women to do this work on something like a sound governmental basis, a constructive, forward-looking basis, with the needs of the individuals on relief foremost in their minds.

Our business is one that succeeds by putting itself out of business. In other words, we have to look at this public welfare service in which we are engaged as one in which the better one does the job, the sooner he is going to be out of a job or at least out of this work. In my opinion, your consolation ought to be,

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fortunately, that this work improves those who are engaged in it and better equips them for any type of work which they may choose to enter.

It is true that there is always going to have to be a considerable number of men and women who will function in this public welfare field. There is no question in my mind but what we will always have in Kansas from now on a more and more constructive public welfare program in every county, one that is cognizant not only of the immediate physical needs of the unfortunate members of society or the citizens of the county, but of those who have social problems.

As I said, this work improves the personnel for any position in society. Regardless of what work you might want to do after your services would no longer be needed in this field you would find this training and experience helpful.

It is my opinion that young women who enter this profession will gain an experience thereby that will be of value to them and useful to them as wives or as civic leaders in their communities. Likewise with the men. The young men and women who work in this service, those who do case work or social work or otherwise engage in this work of carrying on the governmental function of public welfare, will be better family people, better citizens of the community, better governmental people.

I think the work is splendid in its socializing influence. We learn to know ourselves better and we learn to know our fellow beings better. The improvement of that understanding will help us in any type of work in which we may want to engage later.

Summary

I have discussed our work, that of performing the governmental function of public welfare, and how our attitude ought to be governed and based on that premise.

I have discussed our problem of furnishing sufficient satisfactory public aid to those who have a proper claim for it; our objective in rehabilitating the client to a self-sustaining status on a suitable standard of living, or in the case of those who may not be rehabilitated, in providing proper governmental care for them; our methods, which are instruction, direction in cooperation, homestead rehabilitation, work relief, direct relief, and institutional relief; administrative policies, selection of a personnel with proper social and governmental attitudes, mental resourcefulness, training and experience, industry, loyalty and honesty; our responsibility for instructing administrative officials, directing their activities and maintaining security of employment for them to as great an extent as possible, and rehabilitation service; our organization, with original responsibility in the county, the grants in aid from the federal government used to aid in instruction, direction and to furnish additional funds and commodities; the results, that we put ourselves out of business as we succeed.

In regard to that last point, those who are continually measuring the administrative cost as against the amount of funds spent for human relief do not have the proper picture, because as we succeed, the funds spent for human relief are going to decrease and be out of proportion with the administrative cost. Eventually it will no more be possible to weigh the effectiveness of the county administration of relief by comparing the administrative costs in percentages as against the money spent for human relief than it would be possible to measure a fire department's effectiveness or its total cost of maintenance with the miles they run in the street or the amount of gasoline and oil they use in operating their equipment.

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The effectiveness of a public welfare service cannot be measured by comparing the administrative costs with the amount of money spent for meeting human needs, because as we approach the most effective service, we would have an administrative cost that would include no outlay whatever for relief.

Other results are these: If in the county there is maintained a proper instructional service; if the county relief administration is doing a good job, beginning with that first essential of the public welfare service, instruction and direction of cooperation, there will not be a militant organization wherein the clients work against the relief administration. It is first rate evidence in any county in which there is a militant organization working against the county relief administration that the county relief administration is lame in the first two methods of the conduct of its work, namely, instruction and direction of cooperation.

That is the answer you ought to give to any county commission or County Emergency Relief Committee or county emergency relief administration when they complain about being obstructed and hampered and harassed by their clients. You should say to them, "You will have to make a study of your conduct of the business. You are lame in the first two essentials".

They may be lame in other respects. They may not be giving sufficient aid, but even if they were not, they ought to have the cooperation of the clients to a certain extent.

Human nature is such that there is a certain, shall I say, centrifugal force by which the client is inclined to be repelled from the administration, but the administration has to build up forces that will counterbalance the effect of that centrifugal force which tends to draw them away. That tendency is a good deal like that which the average boy and girl of fifteen to nineteen usually develops. Nature seems to have engendered in them at that age something which makes them have a desire to turn away from their families, to oppose what the families want them to do, and to get away and shift for themselves.

To counteract this centrifugal force or influence, we might inaugurate a practice of having the case supervisor or case worker in the district invite to the conference hour one or two well chosen clients in an effort to help them become oriented and acclimated as much as possible and to take part in a discussion of the plan for conducting the work of the governmental function of public welfare, interesting them if possible, in getting the job done.

I think you will find that much more easily accomplished when there are more families on rehabilitation, when you really get into the rehabilitation work with the family. If you are a real partner in that business of rehabilitating the family, so to speak, I think you will be able to offset this tendency of the human being to be repelled from the governmental agency.

Finally, we will have to consider that one of the compensations of this work is that it is helpful to any individual who puts his heart and soul into it. He is, or should be, improving himself for almost any type of work in which he might want to engage at some future time when this work is sufficiently successful and sufficiently complete that he is no longer needed in it.



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KERC 97

THE KANSAS EMERGENCY RELIEF COMMITTEE
Topeka, Kansas

KERC 97

September 18, 1934

POLICIES GOVERNING SELECTION, TRAINING, and COMPENSATION OF PERSONNEL
FOR COUNTY RELIEF ADMINISTRATIONS IN THE STATE OF KANSAS
(prescribed by the Federal Emergency Relief Administration)

County Poor Commissioners
County Case Supervisors
Certifying Officers
Board of County Commissioners
County Emergency Relief Committee

Meeting the Demand For Effective Public Welfare
Service

Probably the outstanding feature of the relief or public welfare service in Kansas during the last two years has been the selection, training, and development of men and women who have distinguished themselves by their great strides in improved public welfare service in a time of emergency and great need. The demand for a more effective and permanent governmental function of public welfare service necessitates a redoubling of the efforts of the counties to select and train personnel commensurate with the importance of the governmental function of public welfare. That is, in measuring the importance of public welfare as a governmental function along side those of protection of life and property, education, and public highways, we readily realize now that from the standpoints of public economics, of government, and of society, no governmental function can be considered of much, if any greater importance than that of public welfare or the care of our unfortunate families, many of whom have been among our best families but because of continued economic depression and social readjustment they are unable to provide the necessities of life for themselves and their dependents.

Among these families are many children and youths, the latter standing at the threshold of life. During the last several years these youths have been without employment; their families have been unable to provide them with work, and they have been unable to get work outside the family. The result is they are approaching life without the training and experience of work. This is only one of the important features, but it is an example of the serious consideration which this function of government commands at this time.

Not so many years ago we heard statements of a professional teacher class fastening themselves upon society. There have been only good effects from the rising standards for professional teachers. Only recently we have those who objected to the employment of qualified engineers to build permanent roads. No one now thinks of building roads without competent engineering service. Now we have a current public welfare problem involving many of our best citizens. It seems only logical that we should select and train some of our best talent to undertake the administration of this function of government.

While the requirements set forth in the following schedules are greater than those which have been used heretofore in Kansas in qualifying men and women for the important administrative positions in county relief administrations, yet these new requirements are far below those proscribed by other functions of government which at this time have much less importance from the standpoint of public economics, government, and society. While a city superintendent of schools, for example, does not have nearly the social, governmental, and economic responsibility