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Correspondence Files Division

STRONG PAPERS

SUBJECT

1) STRONG'S CORRES. WITH ARTHUR WOODS

1921-1922

CHAIRMAN - COMMITTEE ON CIVIC + EMERGENCY MEASURES

THE PRESIDENT'S CONF. ON UNEMPLOYMENT

COMMERCE DEPT.

COMMITTEE ON CIVIC AND EMERGENCY MEASURES, PRESIDENT'S
CONFERENCE ON UNEMPLOYMENT.

Washington, D. C., October 21, 1921.

My dear Mr. Mayor:

The following are brief accounts of some of the different methods that are being used in different cities to meet the unemployment emergency. They are forwarded to you in the hope that they may contain suggestions that will be helpful to you in handling your local problems.

Very truly yours,

ARTHUR WOODS,

Chairman.

Schenectady, N. Y.

A suggestion that is being followed in Schenectady is this: encourage the citizens of the city during the Fall clean-up to give this work to the unemployed. For example, many people in Schenectady are in the habit of pitching in and doing their own cleaning up of yards, etc. It is suggested to these people that instead of doing this work themselves, wherever it is financially possible they give this work to the other more unfortunate brethren.

"We are so situated," writes Mayor George R. Lunn, "that it will be necessary in addition to providing all the work possible to hand out relief. We have thousands of people out of employment who are good substantial, dependable citizens. In more prosperous times these people have contributed toward the prosperity of the city, and have, of course, been a factor in the business success of our merchants. It is no more than right that at this time of industrial crisis these people should be considered as assets of the community even though temporarily they are out of employment. The people who have benefitted by the purchasing power of these men and women now unemployed should in turn do everything in their power to lighten the present heavy load. What we need is the spirit of sincere cooperation. We need it in the City, in the State and in the Nation. Surely this great nation of ours which manifested such a triumphant spirit of unity during the war can be depended upon to bring into being again that same inspiring unity so that we can conquer our internal foe called unemployment."

Toledo, Ohio.

The Committee on Recreation of the Mayor's Unemployment Committee is an addition to the program of the National Conference. Its function is to provide free recreation throughout the winter for those who are unemployed or who are only employed part time. This is looked upon in Toledo as an important feature in maintaining public morale through a period when there is bound to be considerable idleness along with inability to pay for entertainment.

Portland, Me.

On the work of building two school houses most all of the money is spent for labor alone. The method of securing money for these things is as follows: As it is approaching the end of the year, it is possible to tell by reference to the city Budget just what departments will have a surplus. These surpluses would ordinarily lapse into the sinking fund but this year transfers are being made from the well-off departments and in order to secure funds for relief work.

Portland, Oreg.

Hon. George L. Baker, Mayor, writes: "We are operating with two or three distinct ends in view. The first is to provide employment to our own people. The second is to prevent employers from taking advantage of conditions and cutting wages, thereby profiting from the misfortunes of others. The third is to make it unnecessary for persons to 'mooch' on the streets and the fourth is to prevent the opening of public soup kitchens.

"Under this plan, the Mayor is made General Director of the work with the responsibility of supervising the entire system in and about the departments. Under him he has four directors, the first has charge of the task of causing public bodies including the state, county and city high-ways, school board, port, dock commissions and other government agencies to arrange their public work improvement program so that as much work as possible may be done during the winter months. The second Director has charge of the Industrial Activities and is encouraging industries to do as much construction work as possible this winter. He is also urging home owners to create employment in the 'Clean-up--Spruce-up' Campaign in order to give employment to as many men with dependents as possible. The third Director has charge of securing employment for women and already has three agencies working on the rehabilitation of clothing, etc. These will be combined and enlarged for the benefit of women workers, and also for families unable to buy new clothing.

"For the benefit of such of the floating population as insisted upon coming to Portland a yard for the production of cord wood for fuel is being set up in an abandoned shipyard where men will be given a nominal amount of work in return for bed and meals. The wood produced will be sold for the maintenance of the yard. For the general relief of the needy this same department is promoting a program of conservation of food stuffs such as vegetables, fruit and other foods to be obtained and stored for distribution to the needy.

"The municipal rock pile for prisoners will also be operated for the benefit of 'pan-handlers' and 'moochers.' This rock pile and also the unemployment conditions are being advertised throughout the Northwest with the idea of preventing an influx of men who if they came would only add to Portland's problem and not benefit themselves in any way.

"In putting this plan into operation the fullest cooperation was first obtained between business and industrial interests of Portland, organized labor, government agencies and the press."

Springfield, Mass.

Hon. Edwin F. Leonard, Mayor, writes: "We have created a central bureau to register the unemployed. Each case is investigated and work given to the most urgent cases, those with dependents. During the year the city has done about \$1,000,000 more than usual in public improvements which is giving splendid results. A five hour a day job is given to needy cases on public jobs at forty cents an hour. This is \$12 per week, a wage so small that a man is compelled to seek a better job. Besides five hours is about all the average man unaccustomed to shovelling can stand. They have the remainder of the day to look for other work. The city is appropriating \$5,000 to \$10,000 a month to pay for this kind of work by the unemployed. This plan has also been used in Hartford, Connecticut, with good results."

Muskegon, Mich.

Hon. Paul Beardsley, Mayor, writes: "During the winter of 1920-1921, this city adopted the plan which has been approved by the recent Conference on Unemployment, i.e., of constituting our City Welfare Department an employment agency and using on City jobs those actually in need, selecting first of course men with families to care for. We also started and have carried forward more public improvements than we would have under other circumstances. We insist upon male applicants for assistance working and also use our Employment Bureau to find work for both male and female applicants. We have loaned money to those temporarily out of employment, taking their notes, and are pleased to say that these loans are being repaid, proving our contention that the men applying for same were perfectly honest and willing to work but merely unfortunate in not being able to find employment."

Cleveland, Ohio.

Recommendations of the President's Unemployment Conference for
Community Organization and Action Taken on Each one by
Mayor William S. Fitzgerald's Unemployment Committee

1. The Mayor's Committee should try to harmonize the operations of all the different agencies which are trying to relieve the situation, so as to avoid clashing and wasted effort.

The secretary was instructed to prepare a list of agencies in Cleveland which are trying to relieve the unemployment situation and to request each to tell the Mayor's Committee what they are doing and to ask them to co-operate with the Mayor's Committee in its effort to harmonize the operations of all agencies in the field. It is the sense of the Mayor's Committee that all existing agencies be co-ordinated and such other agencies as may be necessary, should be formed.

2. The facts of the extent and distribution of unemployment should be in the possession of the Committee, and should be made available to the public.

All organizations gathering statistics on unemployment are requested to furnish copies of their information to the secretary of the Mayor's Committee so that a comprehensive set of statistics may be prepared for the entire community. Statistics were presented by the State-City Free Employment Bureau and representatives of the Chamber of Commerce and of the Federation of Labor declared that they have data which will be furnished to the Committee. The Secretary of the Cleveland Federation of Labor agreed to make a general survey of unemployment among union labor. It was thought that the surveys of the State-City Free Employment Bureau and of the Chamber of Commerce would complete the data by furnishing statistics of unemployment among non-union labor.

3. Each locality should have a public employment bureau.

It was agreed that the State-City Free Employment Bureau, which is supported jointly by the state, the city, and the Welfare Federation, is doing all that is possible under this suggestion. The Committee favors extending the services of this bureau as much as possible.

4. The Mayor's Committee should try to get the whole community behind the effort to speed up the construction of public improvements. In a period like this there should be the greatest activity in putting up new schools and other needed public buildings, and in necessary repairs and improvements in streets, bridges, sewerage, public utilities, parks, and other municipal works.

It was reported that the city is constructing all public improvements for which money is available and that the Board of Education had sold \$5,000,000 worth of bonds for building and that plans and specifications were coming through daily so that the school building program will be under way at the earliest possible time. The secretary was instructed to find out the true condition of the Public Library building and of County bridge and road construction. Mr. John G. Ownes presented a written recommendation that the Committee approve the exemption from taxation of newly built workmen's homes during the period of the depression, for a period to be fixed by the Committee. This was referred to a subcommittee.

5. Every effort should be made to provide real work by stimulating industry. Meanwhile, each industry should be urged as far as possible to keep together its own force by giving at least part time employment.

It was reported that the Federation of Labor had asked contractors to put men at work part time and that in that way 90% of the men in building industries are now employed. It was reported that the Employment Managers Group of the Chamber of Commerce are considering two or three plans to rotate working forces and that some industries are trying out one or the other of these plans. The Committee went on record approving recommendation "5" and instructed the secretary to gather information as to the extent to which short time employment is practiced and to bring this recommendation to the attention of employers.

6. In some cities "Spruce-up" campaigns have proved good. In these every one is urged to do at once whatever is needed in the line of sprucing up his property. This applies both to public and private owners of property, to small householders and flat renters as well as to large companies, hotels, theatres, etc. It should be made clear to all that money spent in this way, stimulating the regular activities of industry, will help to reduce unemployment far more than any other aid.

This recommendation was approved and the Committee went on record requesting the Mayor to send out letters through the State-City Free Employment Bureau urging everyone to do necessary repairs at once.

7. It is important to strengthen and increase the resources of the local family welfare agencies which are best prepared for effective service, and to give them vigorous support in order that they may deal promptly and adequately with the needs of families and individuals. The burden of meeting these needs should be borne not by a selected few but by many. Provision should be made for maintaining the usual facilities for the homeless, and for the relief of poverty arising from sickness, from widowhood, from mental or physical handicaps, in order that these may not be a complicating factor in the problem of unemployment. Cities that have municipal lodging houses or other adequate provision for the homeless man find that this makes possible differentiating the two problems of the resident and floating unemployed, and enforcing regulations against vagrancy and begging.

It was reported that \$146,260 has been appropriated this year for outdoor relief or three times the ordinary appropriation. It was also reported that the Associated Charities had extended its capacity for lodging the poor from 100 to 500 beds for this year. Mayor Fitzgerald urged that the Committee support the Community Fund campaign in its drive for relief this fall to the fullest extent and the Committee unanimously agreed to his request.

8. Consideration should be given to the practicability of keeping children in school as long as possible in order that they may not compete for the insufficient number of jobs and also that they may profit by additional schooling and the postponement of the beginning of wage earning. It may be found desirable to give scholarships to minors beyond the compulsory school age, and the public schools have provided special vocational training for them so that the period of unemployment may be used to equip them for better positions.

The Director of Vocational Guidance of the Board of Education reported that a new state law had gone into effect on August 26th providing that work permits may be issued only to children sixteen years of age or over and that if children between the ages of sixteen and eighteen are out of work, no work permit can be issued to them and they must stay in school. She said that every effort is being

made to round up all juveniles who are illegally employed in compliance with this law. The Committee went on record requesting the Board of Education to co-operate as much as possible in keeping children at school as long as possible in order that they be not employed on work needed for adults.

9. It must always be remembered that an unemployed person needs work, first and last, and that the community should relax no effort to find work for him, regarding other aid only as a temporary measure to be superseded at the earliest possible moment by work. The community should be able to handle the situation in such a way as to make bread lines unnecessary. Each community should remember that hunger and want must be relieved, and it should always be prepared to take whatever measures may be needed to prevent human suffering.

The Committee heartily approves of recommendation "9" and will bend every effort to comply with it. In order to do effective work it was decided that the secretary's office must be augmented and an organization set up to secure information and act upon it. Such organizations as the Chamber of Commerce, the Chamber of Industry, the Advertising Club, and the Automobile Club are to be asked to furnish temporary secretarial and clerical help to carry out this program.

Hartford, Conn.

Hon. Newton C. Brainard, Chairman of the Executive Committee of the Emergency Unemployment Committee of Hartford citizens writes:

"The features of the work here are as follows:

(a) The appointment of an Emergency Unemployment Committee by the Chamber of Commerce at the request of the Mayor. The membership includes representatives of all the social and leading civic organizations, with an executive committee in active control.

(b) The committee serves RESIDENTS OF HARTFORD.

(c) Preference is given to those with families and children in the schools, or to those with dependents, and to ex-soldiers.

(d) Registration is made with full information as to previous employment,--with such incidental information as naturally arise--citizen, length of time in country, etc. (In more than 30 cases it was quite naturally learned that a child would soon be born and all were referred to the Babies' clinic and received attention).

(e) Four types of jobs were procured:

Permanent--these are casual--factory, farm, watchman, etc.

Temporary jobs from the city--at half day \$1.75 for five hours--grading in parks, schools, construction of aviation field; total appropriation, \$37,500.00.

'Pick-up' jobs--the result of the work of a telephone committee of women who solicit jobs--cleaning, painting, window washing, etc.

'Emergency' jobs--the work supplied by semipublic institutions e.g. Hartford Hospital, St. Francis Hospital, Old People's Home; the pay coming from a citizen fund raised by appeal through letters--amount to about \$5,000.

"Nearly 3,000 jobs have been furnished in these ways since May 1.

"We have found that 3,700 men have been registered; 24.9% were born in the U. S.; 50% have resided here over 5 years; 9% have resided in the U. S. less than 6 months; 7% have resided in the U. S. 6 months to 1 year; 67% are married men.

"We have found that 4,098 children in the schools of Hartford are affected by their parents' lack of employment.

"We have found considerable misunderstanding of the situation in that many people thought only 'foreigners' were out of work; that only bums and unemployable were out of work; that most of them were men with high wages who squandered their wages.

"The conference at Washington with the publicity attached has been of help locally in making plain that the situation is serious--that it affects the whole country and that it is important that SOMETHING should be done."

Dayton, Ohio.

Mayor Switzer's Committee on the Unemployment Situation believed that in order to secure the maximum support of all organizations interested, a pooling of interests was necessary. To that end a general city commission was selected, composed of one representative each from the City Commission, the County Commission, the Board of Education, the Chamber of Commerce, the Community Service, and all civic organizations engaged in relief or employment, or who expected to undertake any of this work this fall and winter.

For legal reasons, an Executive Committee composed of a representative from each of the first five major functions was selected by the General Commission and has organized by the election of a permanent Chairman and Secretary. This Executive Committee is representative of all the people. It will appoint necessary sub-committees from the members of the General Commission.

The present Associated Charities will function as the Central Relief Registration Bureau. This together with the Bureau of Free Legal Aid and the Division of Health consisting of medical and nursing service, food inspection and sanitation, school examinations and laboratory which are already a part of the City Welfare Department, will, it is hoped, cause the employment and relief situation in Dayton to be well centralized and controlled.

The general relief work will function (1) as to single men and transients; (2) family care and (3) school children. If necessary a possible central purchasing control will be maintained through the office of the City's Purchasing Agent.

No cash will be distributed for the purchase of food in Dayton. In all cases of necessity, groceries will be ordered and paid for, but in cases where labor can be obtained in return, this will be demanded. The labor will be used on public work.

The City Government has already issued one-half million dollars with which to continue public work. No jobs will be given to transients or to anyone not a citizen of Dayton.

THE PRESIDENT'S CONFERENCE ON UNEMPLOYMENT

DEPARTMENT OF COMMERCE

WASHINGTON

October 27, 1921.

My dear Mr. Mayor:

The inclosed letter from the Director-General of the United States Employment Service is self-explanatory. It is sent to you so that you may be informed as to just what help the Federal Government can give to your city in case you have, or wish to start, a public employment office.

Very truly yours,

ARTHUR WOODS.

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(4) In any state in which no employment system exists, sufficient funds to employ a trained worker through the emergency period is to be granted to the municipalities operating and financing an employment office satisfactorily.

If any municipality which has or contemplates establishing an employment office, desires to cooperate along the lines here outlined, it is requested that they communicate with the Director General, U. S. Employment Service, Washington, D. C., for the purpose of establishing direct cooperation in this work. There is enclosed a list giving the names and addresses of the heads of the State Employment Services, who are also the Federal Representatives in the respective states.

Respectfully,



Francis I. Jones,
Director General.

WHS/EP

October 25, 1921.

FEDERAL DIRECTORS AND REPRESENTATIVES
of the
UNITED STATES EMPLOYMENT SERVICE

STATE	NAME	ADDRESS	CITY
<u>Alabama</u>	: H. E. Oliver (Sr.Exam.)	: 335 City Hall	: Birmingham
<u>Arizona</u>	: John D. Patty	: 121 N. 2nd Ave.	: Phoenix
<u>Arkansas</u>	: T. A. Wilson	: 129 A State Capitol	: Little Rock
<u>California</u>	: John P. McLaughlin	: 933 Mission St.	: San Francisco
<u>Colorado</u>	: Carl DeLochte	: 305 Customs Bldg.	: Denver
<u>Connecticut</u>	: Hon. Wm. S. Hyde	: State Capitol	: Hartford
<u>Delaware</u>	: Joseph H. Odell	: 6th & Market Sts.	: Wilmington
<u>Dist. of Col.</u>	: Robt. Livingston(Supt)	: 1410 Penna Ave.	: Washington
<u>Georgia</u>	: H. M. Stanley	: 318 State Capitol	: Atlanta
<u>Illinois</u>	: W. C. Lewman	: 116 N. Dearborn St.	: Chicago
<u>Indiana</u>	: Thomas Riley	: State House	: Indianapolis
<u>Iowa</u>	: A. L. Urick	: 114 Court House	: Des Moines
<u>Kansas</u>	: J. H. Crawford	: State House	: Topeka
<u>Kentucky</u>	: W. C. Hanna	: Capitol Bldg.	: Frankfort
<u>Louisiana</u>	: Henry Cucullu	: 626 Maison Blanche	: New Orleans
<u>Massachusetts</u>	: E. Leroy Sweetser	: 469 State House	: Boston
<u>Michigan</u>	: Perry J. Ward	: 306 Owens Bldg.	: Detroit
<u>Minnesota</u>	: Hon. J. S. Williams	: 612 Bremer Arcade	: St. Paul
<u>Mississippi</u>	: H. M. Quinn	: City Hall	: Hattiesburg
<u>Missouri</u>	: Wm. H. Lewis	: 11 N. 7th St.	: St. Louis
<u>Nebraska</u>	: Frank A. Kennedy	: State House	: Lincoln
<u>New Jersey</u>	: Lewis T. Bryant	: State House	: Trenton
<u>New York</u>	: Henry D. Sayer	: 120 East 28th St.	: New York City
<u>North Carolina</u>	: M. L. Shipman	: State Dept. Bldg.	: Raleigh
<u>North Dakota</u>	: J. N. Hagan	: Capitol Bldg.	: Bismark
<u>Ohio</u>	: Geo. F. Miles	: Old Hartman Hotel	: Columbus
<u>Oklahoma</u>	: Claude E. Connally	: State Capitol	: Oklahoma City
<u>Oregon</u>	: W. H. Fitzgerald	: 501 Court House	: Portland
<u>Rhode Island</u>	: Geo. H. Webb	: 57 Weybosset St.	: Providence
<u>South Dakota</u>	: Chas. McCaffree	: Chamber of Com.	: Sioux Falls
<u>Texas</u>	: Marvin Duncan	: 106 City Hall	: Dallas
<u>Virginia</u>	: E. J. Conway	: 5 City Hall	: Richmond
<u>Washington</u>	: W. C. Carpenter	: 326 Federal Bldg.	: Spokane
<u>Wisconsin</u>	: R. D. Knutson	: State Capitol	: Madison

U. S. DEPARTMENT OF LABOR

U. S. EMPLOYMENT SERVICE

WASHINGTON

IN ANSWERING REFER TO

No.

October 25, 1921.

Colonel Arthur Woods,
Chairman, Committee on Civic and Emergency Measures,
President's Conference on Unemployment,
Department of Commerce,
Washington, D. C.

My dear Colonel Woods:

I have your letter of October 21st suggesting that the Conference on Unemployment send to the Mayors of all cities of over 20,000 population, a brief statement of what the U. S. Employment Service could do to help in case they should start local employment bureaus.

A recent conference with a number of state employment officials and others interested in public employment activities, adopted the following plan of cooperation for the Federal Employment Service in connection with emergency employment bureaus:

- (1) In any state in which an employment system now exists or may be established, all Federal employment work should be carried on through the State Official responsible for the supervision of public employment work within such state; by making available for all cooperative offices, however financed, the franking privilege and also blanks and standard forms. Furthermore the Federal Government should make available office equipment, where such equipment is now the property of the Employment Service and is reasonably accessible.
- (2) In any state in which no State Employment System exists or may be created, the Federal Employment Service, in the discretion of the Director General, should be expected to assist in establishing any office in any locality which will satisfactorily finance the undertaking, maintain responsible standards of work, and cooperate with other offices; such assistance to be limited to trained guidance in installing the office, in addition to the franking privilege, blanks, forms, etc.
- (3) In the event that Congress grants the appropriation of \$400,000 for emergency employment purposes, which was recommended by the President's Conference on Unemployment, the Federal Employment Service should make available, through the State official, a limited amount of money for the purpose of employing only competent workers in any new offices which the local community or the state may finance and support satisfactorily.

Unemployment

THE PRESIDENT'S CONFERENCE ON UNEMPLOYMENT

DEPARTMENT OF COMMERCE

WASHINGTON

November 2, 1921.

My dear Mr. Mayor:

corrected *LOOSE IN FILE*
Inclosed is a copy of the recommendations
of the Sub-Committee on Employment Bureaus of the President's
Conference on Unemployment. It is sent to you in the hope that
it may be found useful in the work of finding jobs for people
needing work in your city.

Very truly yours,

ARTHUR WOODS.

COMMITTEE ON CIVIC AND EMERGENCY MEASURES,
PRESIDENT'S CONFERENCE ON UNEMPLOYMENT.

Washington, D.C., November 4, 1921

My dear Mr. Mayor:

On October 21, I sent you brief accounts of methods used in several cities to meet the unemployment emergency. In the hope that the experiences of other communities may be of further help in handling your local problems, I am sending you today a short story of Detroit's problem, and the plans used to solve it, also outline of the plans in use in Poughkeepsie, N. Y., Milwaukee, and Seattle.

Very truly yours,

ARTHUR WOODS,

Chairman.

Detroit, Mich.

Reports of the Employers' Association of Detroit, March 13, 1920, showed that 79 factories included in its membership employed 200,765 workers, or what amounted to about two-thirds of the working population of the city. In September, 1920, this number averaged 180,000. Then reduction, through the effect of a vanishing market, began, slowly at first, then so rapidly that in December, for the week of December 29, 1920, these same factories reported only 25,339 wage earners.

This represented almost a complete cessation of industry, but from that point reconstruction was gradual until the high point of 118,497 was reached in May, 1921. On September 29, 1921, the Employers' Association reported 115,975 wage earners on their pay rolls. If these figures may be used as a basis for the entire working population, it means that from a total working force of approximately 300,000, Detroit diminished in December, 1920, to 38,000 and has recovered now to approximately 175,000.

Detroit did not require to be prodded into action by long lines of hungry men and women besieging the City Hall for aid. Through the courage and foresight of the City Government, the problem of unemployment relief was handled quietly and promptly.

Through an open letter addressed to all members of the Board of Commerce and other employers, various methods of taking care of the unemployed which have since been indorsed by the President's Conference were suggested by Mayor Couzens. These included the rotation of pay roll, cutting down of hours and working days in order to take care of the largest number of men, and preference given men with dependents and those with established records.



Public works offered another field for employment although there was considerable feeling on the part of the unthinking that because the industrial depression most of these construction projects should be postponed until primes had been reduced. Some decided courage on the part of the Mayor and Common Council was necessary to speed up instead of postponing these construction projects.

A clearing house for city employment was established by a meeting of the heads of all city departments called by the Mayor. During the first two months after October, 1920, 12,000 men registered for work and during the first year 38,000 applied for employment. During the first year of this employment bureau, nearly 16,000 men were placed in paying jobs of which 12,000 were on city work.

Relief for the unemployed was begun in November, 1920, and the pressure of applications for assistance grew steadily as the situation became more severe. A large proportion of the wage earners had been sufficiently thrifty during high wages and prosperity to have accumulated savings to tide them over but as the unemployment period lengthened more and more jobless were forced upon the city for assistance. To handle this job it became necessary in January to divide the city into five districts with five separate offices and a large number of investigators. Further appropriations for relief were obtained in 1921. Up to to-day the Common Council has appropriated emergency funds to the extent of \$1,750,000 for relief of the unemployed; 32,000 families have applied for assistance and relief given approximately 22,000 families. During March nearly 13,000 individual families of unemployed were assisted at a cost of over \$300,000. During September the number of families dropped to 4,186 at a cost of \$120,000.

All of this relief work is done through regular application and investigation of each with the issue to worthy families of food orders on stores in the city for supplies. The relieved in each case is asked to register and take work as can be found. Medical relief is furnished in the same way, all of the different relief activities being coordinated and functioning together and in harmony. Each man relieved is asked to refund the money advanced to him when he can and forms and records prepared to keep track of these agreements.

Relief for unattached men has been provided by means of a lodging house and restaurant known as the City Barracks with capacity for 385 lodgings. The City Barracks furnished, while in operation, 2,000 meals, twice a day. It was closed in June and will be reopened should the need again present itself. Also private restaurants were organized by ex-service men and labor unions for which the city provided provisions. The system of registration and follow up prevented duplication of feeding.

Detroit has not solved its unemployment situation. On October 27, it was estimated there were between fifty and seventy-five thousand unemployed. But Detroit believes that it has satisfactorily provided for the problem of unemployment relief and the needs of the destitute among the jobless and their dependent families. As a whole the plan of unemployment relief has met with the approval of employers, of labor, of the unemployed, and the taxpayer. By rotation of jobs in private industry, by extension of public work, by judicious placing of needy men at public work, by concentration of relief activities under one organization, by a dignified plan of assistance and by work tests, the hardships of unemployment have been palliated. The city government can not prevent unemployment. That is a problem of economic management, but it can and it should alleviate, as wisely as possible, suffering among those of its citizens who are involuntarily jobless.

Milwaukee, Wis.

The principle points on which the Milwaukee plan is based and is now working appear in the recommendations of the committee named by the Mayor and the Association of Commerce. This organization was at work before the President's Conference adjourned and the following paragraphs are taken from the committee's report.

"The committee's first thought was of employment rather than the question of relief for the unemployed. This is the more optimistic side of the situation and more conducive to return to normal times.

"With this in view, we turned first to public works and a careful survey shows many projects can be started almost immediately. This will insure much employment. Milwaukee is fortunate in being so placed that much public work can be started with little delay. The county and city authorities are evidently anxious to cooperate. Some obstacles present themselves and these are noted in our report. Efforts should be made to eliminate these as we feel nothing should be allowed to stand in the way of progress under present conditions. We urge that all questions pending under the zoning and city planning acts be expeditiously settled as far as possible. Delays may hold up work that might be immediately undertaken. In no case should advantage be taken of the present situation to put over anything that would, after the emergency has passed, be detrimental to the city. This is a matter that should be handled with great care.

"Your committee has made a survey of private building enterprises in contemplation or have been started and for some reason have not progressed. We propose that an investigation of each project be made in an endeavor to (1) find out why it is not going ahead; (2) see if aid can not be offered which will facilitate matters. By this we hope that much private building will be carried along this fall and winter. After a thorough investigation the committee does not hesitate to recommend that now is the time to start building. There is every indication that present costs are lower than they will be next spring.

"Householders and owners of buildings of all kinds should undertake at once repairs, minor improvements, painting, etc. It has been suggested that a campaign to this end be inaugurated by all civic organizations, possibly the proclaiming of October as "improvement month" might tend to induce people to have this work done now.

"To determine whether employers should adopt part time employment-that is, have more employes on the payroll but work each employee fewer hours or days - a questionnaire has been sent to each industrial group asking for facts on this and other employment subjects.

"The committee had referred to it two suggestions that certain firms were short of working capital and if this could be remedied more people could be employed. We are unable to find any concern or employer that has been unable to get funds, where credit was justified, and we believe that there is nothing the conference can do that is not being done by the banks in the city.

"Many suggestions have been made that elaborate plans for the registration of the unemployed should be undertaken by the Association of Commerce and the city authorities. The committee considers any new registration would be a duplication of effort. We recommend extension of the activities of the State employment bureau to permit a more comprehensive registration of job seekers and employers. We recommend that the Association of Commerce issue a circular letter to its membership explaining the facilities of the state employment bureau and urging its use. We recommend a publicity campaign in the local press so all those who are seeking employment will appear in person to register at the State free employment bureau. Also all employers in need of workers will register at the bureau.

"The committee feels that the worst service the general public can render in the present situation is to reduce their normal expenditures and withdraw from the market. Excessive retrenchment at this time should be avoided. The public should continue spending on the usual scale, avoiding excessive luxuries."

Seattle, Wash.

From the recommendations of Mayor Caldwell's Committee of Unemployment, which were the basis of the Seattle plan, the following paragraphs are quoted:

"We would respectfully suggest that you should lodge full power in a strong and able executive committee of, say, six members, of which you should be the chairman. Each other member should be chairman of a subcommittee, the size and personnel of which should be left to his or her judgment. The division of activities to be decided by the executive committees.

"In general the work of this committee, like the work of a similar committees in other cities, would divide itself somewhat as follows: (1) Subcommittee for promoting public works; (2) subcommittee for promoting employment in industry; (3) subcommittee for centralizing all measures of relief among unemployable; (4) subcommittee for assisting women to find employment; (5) subcommittee for centralizing all employment agency activities.

"This executive committee in recognizing and assuming this public responsibility should discriminate sharply between our own citizens and those of other communities. In this connection we recommend that you establish a system of registration and investigation, a form of clearing house, in order to eliminate duplication of effort and to stabilize the activities of the various organizations engaged in this class of work. If possible, we believe the Public Employment Bureau the logical agency to handle this matter.

Statistics of unemployment are confessedly inaccurate. We believe that the centralization into a common clearing house of all organizations performing this particular class of work will at least, as far as the city of Seattle is concerned, enable us to have an intelligent understanding of the actual number needing work.

"This Clearing House should regularly have published the numbers dependent upon them for employment, that the community may be apprised of its responsibility.

"We recommend that public construction such as is possible to be performed during the winter months, as sewers, water mains, grading, building, park work, and paving be advanced. That contracts be entered into for all pending improvements. We have mild winters in the city of Seattle and much public work should be done in this season of the year. If the cessation of work during the winter months means that large bodies of men will be thrown out of work and possibly become a public charge, the economy in cost does not appear evident as viewed from the standpoint of the public.

"We recommend that private work of all kinds, such as construction of homes and buildings, advancing repairs and alterations contemplated, clearing lands, care of yards, heavy housework, be performed during the winter months. Your subcommittee on industries should make this in part its division of labor.

"We recommend that all agencies of every character, be enlisted in a concentrated, intensive movement for the purchase of Northwest Products. The increase in the purchase of all lines of merchandise locally manufactured will add many men and women to our pay rolls and materially reduce the condition of unemployment. It will further encourage manufacturers and industries from other sections to locate in this City and State.

"We believe that employers can materially relieve the unemployment situation by one of the following suggestions: (1) Part time work, through reduced time or rotation of jobs; (2) as far as possible, manufacturing for stock; (3) taking advantage of the present opportunity to do as much plant construction, repairs, and cleaning up as is possible.

"The first of these suggestions will probably be resented by both employer and employee at first. Yet it forms a considerable part of every report on unemployment received by your committee and should not be turned down until given careful consideration.

"We condemn bread lines and soup kitchens as unnecessary, indiscriminating, and debasing. We realize that in times of industrial depression there come into the community a horde of men from other locations who are attracted on the assumption that conditions will be found better here than the place they leave.

"We, therefore, recommend that all encouragement possible be given to the proposed wood yard to be inaugurated by the Millionaire Club. We believe that this institution should be operated with a view to meeting the problem of the single man, the transient, and the unskilled worker with the hope of establishing the following objects: To have a place to which our citizens can send the man appealing either on the street or at private residences, where if he is willing to work, he will be placed in the position to purchase wholesome food, sanitary accommodations and a place to sleep through the efforts of his labor and thereby maintain his self respect and independence.

"Some reflections of a general character may not be out of order. Our citizens should have it called forcibly to their attention that cash without work is of doubtful value; that preference must always be given to men of a family; that relatives should recognize the duties of kinship; that churches, lodges and benevolent and philanthropic agencies generally be asked and expected to care for their own; that employers be urged to recognize their obligations to put the principles of humanity to the fore, retaining as many men with families, and continuing to keep their factories running as long as possible; that employers likewise approach the winter not in a state of panic, complaint or suspicion. Landlord~~s~~ should be urged to leniency with honest lease-holders; tradesmen should discourage reckless buying and extend credits when necessary and possible; householders should be encouraged to clean up and repair. Let us not say there is no work until every vacant lot in our city is freed of unsightly material; women should be encouraged to enter houses as maids at more reasonable price levels."

THE PRESIDENT'S CONFERENCE ON UNEMPLOYMENT

DEPARTMENT OF COMMERCE

WASHINGTON

November 22, 1921.

My dear Mr. Mayor:

LOOSE IN FILE

Inclosed is a corrected copy of the report of the Subcommittee on Employment Bureaus of the President's Conference on Unemployment, which I hope may be found useful in the work of finding jobs for people needing work in your city. Please substitute this report for the incorrect copy sent you under date of November 2.

Yours very truly,

ARTHUR WOODS,

Chairman, Committee on Civic and
Emergency Measures,
President's Conference on Unemployment.

THE PRESIDENT'S CONFERENCE ON UNEMPLOYMENT

DEPARTMENT OF COMMERCE

WASHINGTON

December 2, 1921

Mr. Benjamin Strong, Governor
Federal Reserve Bank
New York, New York

My dear Sir:

In acting as a clearinghouse of information, we are gratified to note the large increase in public building, and public works generally, during the latter part of 1921. The example of the Federal Reserve Banks in proceeding with their necessary construction seems to have been contagious.

Will you be kind enough to inform us when the contract for your Reserve Bank building was let, its present approximate percentage of completion, and whether the work is being, and will be, actively prosecuted during the winter months?

The normal seasonal recession in many lines during January, February, and March superimposed upon a period of unemployment of considerable duration urges the Conference to encourage other public authorities in the belief that a small increase in general construction now, which might ordinarily be deferred until spring or summer, would be of great assistance in stabilizing industry and employment.

Very truly yours,

Arthur Wood

Chairman

Committee on Civic and Emergency Measures

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THE PRESIDENT'S CONFERENCE ON UNEMPLOYMENT

DEPARTMENT OF COMMERCE

WASHINGTON

December 6, 1921.

GENERAL FILES
DEC 18 1921
FEDERAL RESERVE BANK
OF NEW YORK

My dear Mr. Mayor:

We are sending to you under separate cover a copy of Collier's Weekly for December 10th which contains an article by Mr. Whiting Williams on the work of the President's Unemployment Conference. Mr. Williams seems to be particularly well qualified to write such an article in view of his work as a day laborer, an account of which he gives in his book "What's on the Worker's Mind." I feel that you will be interested to see this article and hope that it may be helpful to you in the work in your city of trying to meet the situation created by the unusual amount of unemployment.

Yours very truly,

Arthur Woods

Chairman, Committee on Civic and
Emergency Measures,
President's Conference on Unemployment.

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THE PRESIDENT'S CONFERENCE ON UNEMPLOYMENT

DEPARTMENT OF COMMERCE

WASHINGTON

GENERAL FILES

DEC 9 1921

December 7, 1921.

FEDERAL RESERVE BANK
OF NEW YORK

Benjamin Strong,
Member President's Conference on Unemployment,
15 Nassau St.,
New York, N.Y.

My dear Mr. Strong:

We thought you would be interested to see the inclosed report which has come to us describing the effort that is being made in England to form a definite organization of the unemployed. This is a confirmation of the reports we have had that in England the responsibility has been put squarely on the Government to maintain people who are unemployed. The situation created from this seems to be growing worse and worse.

Very truly yours,

ARTHUR WOODS,

Chairman, Committee on Civic
and Emergency Measures,
President's Conference on Unemployment.

AW:GB
1 incl.

CONFIDENTIAL.

MEMORANDUM:

November 18, 1921.

There has been formed in England a National Administrative Council of Unemployed, which seems to be a definite organization made up of the unemployed. Some idea of its activities can be got from the following instructions which were sent out to all committees for the "week of national agitation":

"All Unemployed Committees are to make definite arrangements that the deputations and demonstrations on Thursday, October 13th, should be simultaneously at the hour of 3.00 p. m.

"No Committees must allow their efforts to relax after Thursday, but rather, if possible, they should increase the agitation, not being content with mere assurances or meet half-way proposals by the Local Authorities, but cut for the main essential and definite object 'WORK OR FULL MAINTENANCE'.

"Don't attempt to stand on ceremony with these people, if they are antagonistic, refuse to see you, or may be on holidays, just give them to understand that you mean business. The time and day for constitutional action has long past. It is now three years after the Armistice and our numbers are still increasing. IT IS NOT THE TIME FOR PARLOUR TALK. IT IS THE TIME FOR ACTION. Never allow it to be said that the clergy are the only people who believe in and use DIRECT ACTION. Let us get a little of the Vint Laughland developed in our action, there will be no doubt then whatever as to the presence of the unemployed. 'UP THE UNEMPLOYED'."

The London unemployed, in the last report that is available, were stated to be planning to make attacks on Town Halls and Public Libraries for the purpose of obtaining winter quarters. The London District Council of the National Administrative Council of Unemployed has also discussed further action on the lines suggested by Cant and Elsbury to their members who are of the opinion that demonstrations in mass should be discontinued, proposing as an alternative that each district should supply 20 or 30 resolute men and make raids and pester the police in different localities as frequently as possible. Cant says that this can be done but that in the case of mobs such as those that assembled on October 4th the majority run away in a time of crisis.

Plans have been laid to move on the homes of people, the report being "There are many big houses in the West End where the present occupier, who wears a very high collar, is used to ordering his meals of green peas and etc. will be surprised one day to find another man in his place at the table who will not leave the table until he has been given his food. These will all enter the houses at a given signal and will leave at a given signal and if the police are sent for--well, a lot of damage can be done in a house of that description."

Reports from all over England indicate progress in the organization of the unemployed and many committees have affiliated to the National Administrative Council of Unemployed. "Out of Work" had a circulation in October of 51,000. The last issue, before the report was sent to this Country, contains the following poem:

"To My Comrades on the Stones

"You are hungry, so am I.
Food we must have or else we die!
Now I've a plan we all can make -
Here it is--LET'S GO AND TAKE.

"There are houses and cafes swell and good
Full of good drink and full of good food -
There's Lockhart's, the Ritz, what's in
a name?
If we go and fill up, where is the shame?

"Let's have no violence, no hot air -
We only want to get our share.
So we'll take a seat and order the stuff
And we'll give 'em our thanks when we've
had enough.

"Try it to-day--follow the plan;
Be ordered and disciplined every man.
You were taught in the Army to answer the call -
So stick all together boys, then we shan't fall.

"Walk into the show, sit down on a chair
And order the best of mine host's fare;
But when we've finished--keep to the plan,
To the sound of the whistle walk out like one
man.

"You've no need to starve whilst the food's
in the land,
You have fought for it, bled for it,
followed the band,
Don't let good stuff rot on the shelves,
'Tis the workers' own product; and we need
it ourselves.

"You fought just like heroes in the Great War -
Now fight Big Money till it rolls on the floor;
They smashed a few heads in Whitehall one week -
So fill up and get your own back, so to speak.

Arthur E. Titley."

To show something of the organization of this Council, on September 22nd the London District Council of Unemployed adopted the following constitution:

- (1) "That Area Councils be formed to cover the following areas:-
 - (a) Camberwell, Battersea, Clapham, Deptford, Greenwich, Southwark, Lambeth, Lewisham.
 - (b) Bethnal Green, Hackney, Bow, Poplar, Shoreditch, Stepney.
 - (c) Tottenham, Edmonton, Hornsey, Wood Green, Ponders End.
 - (d) St. Pancras, Islington, Finsbury, Paddington.
 - (e) Walthamstow, Stratford, Chingford, West Ham, East Ham.
 - (f) Erith, Dartford, Crayford, Bexley Heath, Woolwich.
 - (g) Willesden, Hendon, Acton, Chiswick, Hounslow.
- (2) "Each Area Council shall be composed of representatives of Committees in each Area, elected on the basis of one representative for every 500 members or part thereof.
- (3) "Each Area Council shall appoint a Secretary, Organizer, and such other officials as may be necessary.
- (4) "The London District Council shall be composed of the Chairman of each Committee, and ONE delegate for every 500 members or part thereof from each organization."

PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES.

Washington, D.C., December 7, 1921.

My dear Mr. Mayor:

From time to time brief accounts of effective methods used in various cities to meet the present unemployment emergency have been sent to you with the idea that you might find them useful in supplementing your own efforts along these lines. Much that is encouraging has reached our Committee, and I take pleasure in passing it along with the idea that it may contain suggestions of value to you in the work of reducing unemployment in your community.

Very truly yours,

ARTHUR WOODS,

Chairman.

Atlanta, Ga.

Acting on one of the suggestions of the President's Conference on Unemployment, W.H. Johnson, City Warden, has formed a plan to increase the housing facilities of the city and at the same time to reduce the number of unemployed. Mr. Johnson plans a "500 Club" whose members will each pledge themselves to build a dwelling for rental purposes at a reasonable rent. He believes that this will mean the erection of 500 small homes in Atlanta before the end of the year and work for hundreds of jobless men as well as the restoration of normal renting prices.

Boston, Mass.

Some of the things done by the Committee on Unemployment appointed by Mayor Peters are:

1. All Boston members of the Associated Industries of Massachusetts requested to stretch their list of employees by as many men and women as possible if for no more than two or three. Same request made of every member of the Boston Chamber of Commerce.
2. When vacancies in the employment list have been reported, the Unemployment Committee has urged that they be filled from the American Legion or the State Employment list giving preference always to the most meritorious cases.
3. The State Civil Service Commissioner urged to give preference to the most deserving cases in selecting names of eligibles from his certified lists.

4. Advertisements printed in all Boston papers and messages circulated through the Publishers Association calling attention to the location of employment bureaus, asking employers to increase their number of men, asking builders to start construction work and asking citizens to start repair work now.

5. Advocation of the passage of a Building Tax Exemption Bill, similar to that in effect in New York.

6. Advocation of the immediate placement of contracts now ready for work in the Public Works Department.

7. The use of slides in all moving picture houses, urging people who know of jobs to notify the Mayor's Employment Committee and calling the attention of employers and individual citizens to the fact that if each one would create a job for a man out of work now there would be very little or no unemployment in Boston.

Rock Island, Ill.

In conjunction with the Mayor's organization of city officials and city organizations working on the unemployment situation, the Chamber of Commerce writes that it is "doing something no other city is doing, that is conducting a campaign with a view of forcing employment." Cards have been issued to any citizen taking a pledge to employ one man a week or a period of _____ weeks at the rate of _____ cents per hour for a minimum day of _____ hours. Another blank on the pledge is left for filling in the character of the work. These pledge cards when filled in and signed are returned to the Rock Island Welfare Association and Illinois Free Employment Bureau who find the men and send them to the jobs.

New Brunswick, N.J.

Mayor J.J. Morrison writes that his Committee has selected a Field Man, whose duties are to look over the entire city in an effort to find where work may be obtained for men willing to do such jobs as cleaning off lots, general repairs, house cleaning, painting, etc., that may give work for a few hours a day.

Trenton, N.J.

Mayor F.W. Donnelly's Committee has selected an executive group composed of one member from each organization in town working on the unemployment relief. This Committee is now engaged on a survey to determine the number of unemployed and the classification of the same according to their training and fitness for the relative branches of work. This survey will be an extensive one and after it is completed the Committee is confident that it will have the unemployment question bettered to a perceptible degree.

East Orange, N.J.

Mayor C.H. Martens writes that his city is purely a residential one and that it is handling individual cases of unemployment in a personal way as they come up. The city has, however, recently prepared a classified list of the unemployed and is urging the citizens to have such necessary work as the cleaning up of yards and cellars, painting of buildings and general repair work done at the present time in order to give such work as possible to those of the unemployed who want it. East Orange is going to start a drive for the "Special sales idea" for the purpose of finding an outlet for goods and thereby hoping to create a demand for labor in the factories where the goods are made.

New Britain, Conn.

The City Government, during the past winter, took a census by a filling out of questionnaires, classified and indexed the applicants, and established a city labor bureau which is still functioning and doing good work on the present problem of the unemployed. Also, it acted as a clearing house with the city charity department and different local organizations, as the Red Cross, Charity Organizations, Boy Scouts, the Soldiers' Service Bureau and others, ascertaining what people were out of work and those who required aid and investigated the applicants' circumstances as thoroughly as practical, also solicited information from all the manufacturing employment offices, business houses and individuals regarding openings for those who were looking for employment. This office was put into operation about the first of May. It embraced in its operation all city departments, such as, Water, Parks, Street, Sewer and Building Departments for Schools, in securing places for people who are out of work, as well as availing itself of all other chances.

A Service Bureau was also established to aid ex-service men in securing assistance for themselves and family, as well as employment when possible.

Only a small part of those who solicited work could be employed at one time, so a weekly or semi-monthly shift was made in order that there should be a frequent change for nearly everyone except those whom it was found necessary from the experience of the foreman to keep in directing the rest. This system has been in operation for nearly six months and on the whole has proved as satisfactory as could be expected. It affords only temporary relief but it inspires confidence in the unemployed that the local authorities are doing everything possible to supply their wants and that they have their welfare at heart. The city authorities enlarged as far as possible work of a public character outside of the normal or regular work and with that completed, in the process of construction

and further provided for, have authorized expenditures for the sum of nearly \$1,350,000 for the current year, in excess of the normal yearly appropriations.

In thus furnishing work, care is taken to employ residents of the place in preference to aliens or residents of other localities and when these apply they are advised to return to their homes and be taken care of there. The city also has been to the expense of deporting quite a number of foreigners who came in within the last few months with the expectation of securing work but instead became public charges.

In furnishing employment the most needy were employed and people who had property and money were not furnished work. As it became apparent that many people with property were in nearly as bad straits as those who did not have any, as in many instances they depended on the workers for their incomes by rents, etc., arrangements were made for these people to work out taxes that they owed the city, and in some instances aided otherwise, and people with no property also had an opportunity of working out taxes for others, part of the earnings applying that way, so that thousands of dollars were turned into the city treasury.

Quincy, Illinois.

Mayor O'Brien's Committee on Unemployment has taken the position that the return of business industry to normal will be slow, owing to conditions in foreign countries and has planned construction work of a continuous character instead of simply providing for the present emergency only. As a basis for action the Mayor's Committee has mapped out work to be obtained for those needing work as follows:

Constructive.

Street Car Company---Extension, repairs.
Gas Co.---Extensions, repairs.
Water Works Commission---Extensions.
Sewer connections, open sewers, covering, drainage.
Telephone Co.---Setting poles, wires.
Electric Light Co.---Setting poles, extending wires.
Telegraph Co.--- Setting poles, extending wires.
Filling ponds.
Fire Hydrants, setting.
Macadam for streets---Street pavements actual or preparation.
Repairing sidewalks.

Park and Boulevard Association work.
State road work.
Soldiers' Home work.
Levee repairing.
Railroads--- Cutting hills, improvements, track extensions.
Factories---Division of time, occasional employment, repairs.
Stores---Division of time, added help occasional employment,
window washing, removing rubbish.
Public Utilities---Improvements, repairs, added help.

Intermediary.

Digging cellars, felling dead trees, cleaning alleys, removing rubbish, loading cars, cleaning cars.

Subordinate.

Individuals---Home work, cleaning lawns, odd jobs, cleaning barn lots, washing windows, removing snow from sidewalks, keeping street crossings passable.

Davenport, Iowa

In the organization of the greater Davenport Committee, a special committee of three citizens, will keep an eye on public works improvement to see that money provided, through a bond issue for unemployment relief, is used wisely.

This Committee consists of a citizen designated by the Chamber of Commerce, another designated by the Labor Organization, and a third selected by the other two.

Most of the work, including the seven projects underway in this City, is of a type which will necessitate considerable labor and only a small portion of the money will go for materials. If weather conditions permit, it is hoped that these projects, straightening of a creek, the erection of a natatorium and the opening of a number of streets, will provide work for about five hundred men.

Cambridge, Mass.

Mayor E.W. Quinn reports that the unemployment situation in the City is bad. Cambridge has endeavored for the past seven or eight months to relieve the situation by giving men five days employment each month, the Civil Service rules in the State being suspended for that purpose.

In addition to this, the Mayor has endeavored in every way possible to secure employment from manufacturers and others but, he reports, that he is not having much success.

New York City

Commissioner Bird S. Coler of the Industrial Aid Bureau in writing of the organization of the Employment Division says, "The City of New York has been divided topographically into sections which are assigned to the various field workers or procurement agents, and they in turn stay within these districts and visit the various large employers therein. Procurement work is also done by the registrars at the desks with employers already known to them whom they continually call by telephone when they have persons of the type usually requested by such employers. These calls average about 250 a day."

Everett, Mass.

Mayor Christopher Harrison, commenting on the Civil Service regulations with respect to the unemployment situation, writes: "The difficulty we have found here in an attempt to give work to the real needy is due to the rules of the State Civil Service Board, requiring that each one be treated alike whether heads of families or single men. When application is made to the Civil Service Board, a certain number of names of eligibles for employment are submitted to the Public Works Department, including single and married men. "My opinion of the Civil Service Laws is one of commendation in this respect, - that it relieves the officials of cities of responsibilities and the influence of politicians. On the other hand, I have found that many incompetent men have been placed upon the payrolls of the City and after a trial they were found to be utter failures, and I refer to classified labor. Just what the trouble is, I am unable to decide but from the point of a professional man and Civil Engineer, it does seem as though the examinations held are not in control of competent men with the proper fitness for the duty."

Springfield, Mass.

Honorable Edwin F. Leonard, Mayor, Springfield, Mass., writes further of the work of his city's unemployment committee, as follows:

"We have created an Unemployment Committee composed of prominent men representing manufacturers and merchants, the labor unions, private charitable organizations and others. They have sent our letters to all manufacturers and merchants and all employers urging them to give work to as many as possible even the short hours. This committee is working with the Free Employment and other bureaus coordinating, report the most necessitous cases to a central bureau. Our Soldiers Relief Commissioner volunteered to serve. All these cases and those received by the city for work or assistance are card indexed by him. Each case is investigated by the Union Relief Association, a private charitable association, who also volunteered to investigate cases. They have a lot of trained investigators. The worthy cases are reported back to the Soldiers Relief Commissioner. The applicant if found worthy is given a card to the Superintendent of Parks or Street Department who place him on a job at 40¢ per hour, five hours per day or \$12 per week."

FEDERAL RESERVE BANK
OF NEW YORK

New London, Conn.

Under direction of the Community Service Committee, the Department of Public Welfare and the Mayor's Unemployment Committee a plan has been worked out whereby entertainments have been arranged in a local theatre by local talent including the Salvation Army Band, vaudeville numbers, etc. The Committee have tickets printed to sell at 15¢ each for this entertainment. Each unemployed man is given 10 tickets to sell and he has to report back and pay for the tickets before he receives another ten. Of the total sales made, each married man is given 50% and the unmarried men 33-1/3%. Before the date of the entertainment, the men have usually sold out the house, earned on an average of \$3. or \$4. and been given an enjoyable and pleasant afternoon at the entertainment.

GENERAL FILES

DEC 13 1921

FEDERAL RESERVE BANK
OF NEW YORK

PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES.

Washington, D. C., December 17, 1921.

My dear Mr. Mayor:

Better reports on the unemployment situation reach us, but this by no means must be taken as indicative that we may rest from our labors. Hard times and bad weather are both ahead of us, and while conditions are improved there are centers where much remains to be done. In passing along to you these reports from selected cities, we ask you please to take them as suggestions which might point to the solution of your own particular problem and to assure you that the President's Conference on Unemployment feels that to hold on to the advantage already gained will require much earnest and workmanlike effort for the next three months on the part of us all.

Very truly yours,

ARTHUR WOODS,

Chairman.

Aurora, Ill.

Mayor Charles H. Greene reports the appointment of a representative committee of citizens for the unemployment emergency. He writes as follows:

"We have sent a letter to the clergy of the city, and are now preparing a similar letter to all lodges of the city. We have adopted for our slogan: "Let's Put Aurora's Idle To Work. Have It Done----NOW." Merchants and advertisers are being solicited by the advertising representative of one of our leading newspapers, to insert this slogan at some point in every ad they run, for the coming three months, which we believe will be the worst we have to combat in the unemployment situation. This slogan appeared Sunday in about twenty ads.

"We also have delegated members of our Committee to mention this Committee and its object before the various lodges, at their next meeting. This is not only true of the lodges but of the Kiwanis Club and other organizations prominent in our city.

"One of our members is working on a letter which will be sent to all manufacturers of the city. We will request the manager of the Aurora Theatres Company, today, to give us a slide, free, bearing our slogan, to be run in all theatres of the city, and feel confident our request will be granted. Needless to say, all members are doing their utmost to interest all their business associates in this laudable movement. Our main plea, as you will see, is to appeal to everyone to 'dig up' an odd job here and there, anything to help the men who are out of work."

Bayonne, N. J.

Following is an excerpt from the report of Mayor W. Homer Axford of Bayonne, N. J.:

"I originally appointed a committee of 100 known as the Mayor's General Committee. This committee was made up of the heads of all local industries, clergymen, business men, and the heads of charitable organizations. This general committee was subdivided as follows: Committee on Unemployment, Committee on Relief Organizations, Committee on Registration for Relief, Committee on Reduction of Living Cost, Committee on Reduction of rents.

"Meetings were held and the situation discussed from all angles with the result that an Employment Bureau was established with offices at the City Hall. A competent clerk was put in charge and a complete record is made in each case. Every person seeking employment registers at this office. Letters are sent to the different industries advising them of this bureau and requesting that if they have any positions open to notify this bureau. When any of the industries need any help or if any of the committee know of any employment that is to be had the clerk in charge of the bureau is notified and he in turn makes a search of his records and selects from them the person who he thinks could best fill the position and most deserving. He then notifies this applicant and sends him with a card to the employer showing by whom he is sent. This card is then returned by the employer to our bureau advising us whether the person sent to him was employed or not and our records completed accordingly. As the result of this work a large number have received employment and many needy families have been taken care of by the Relief Committee."

Bristol, Conn.

J. Fray Douglass, Secretary of the Manufacturers' Association of Hartford, County, Connecticut, reports as follows:

"Regarding the measures taken to meet the unemployment situation, the Mayor has appointed an Emergency Unemployment Relief Committee which is attempting to relieve the situation somewhat by having all unemployed men and women registered at this office.

"Then for people who may have odd jobs, such as cleaning yards, carting ashes, beating carpets, cleaning house etc., they notify me and I see that a man or woman is sent. We feel there is a great deal of this kind of work that could be done and are trying to bring the man and job together. A committee of women are helping out by canvassing from house to house to bring the need of such work before the people and urging them to send in their wants."

Mayor Joseph F. Dutton writes as follows:

"The City of Bristol has experienced the same industrial depression as other New England cities. Early in the summer it was realized that many people would need small amounts of money and yet they had not asked for charity and should not be placed on the pauper list of Bristol. As an experiment One Thousand (\$1000) Dollars was set aside for the Relief Fund. It was paid out in small sums, the average being \$7 each, although a very few received over \$20. The borrowers signed a note in favor of the city to the effect that if the same was not paid within reasonable time the borrowers would finally be classed in the pauper list. It worked well. Numerous people were benefited and a few have already returned the loan to the city. Of course the great majority have not, but they expect to and it keeps them off the pauper list and they retain their self respect.

"An emergency relief committee has been appointed by Mayor and City Council. The committee is efficient. It is working through a central employment agency of its own to help secure work. It also works to prevent duplication of charitable gifts endeavoring to distribute charity in proper manner and to make sure that none suffer.

"The Chamber of Commerce has cooperated with city officials throughout and some of its members are also serving on the Emergency Relief Committee.

"There is also a Manufacturers Association as well as a Foremen's Club and both these organizations are working in harmony with the relief committee.

"The City of Bristol has a large high school building under course of construction. About 200 men are employed on it.

"The street department has kept large force of men at work. It maintains a three day shift and new men are being continually added. A card index is maintained. The street department has spent \$35,000 for additional work to keep unemployed at work.

"Our city has population of 20,600 and every kind of public improvement has been started to keep men at work.

"One Hundred Thousand Dollars has been spent on new fire equipment, of which \$65,000 was spent for houses, labor and work.

"The conditions here are somewhat better. More men are gradually getting a few days work although the approach of cold weather with short time in the factories works for hardship. We are all working together in Bristol."

Detroit, Mich.

The Manufacturers Committee of Mayor Couzens' Unemployment Conference at a recent meeting decided to communicate with all local manufacturing concerns and to make the following suggestions to them for relieving the present unemployment situation:

That preference should be given to former employees with dependents, the degree of preference being based on the need of assistance.

That in employing women, the order of preference should be widows with dependents, married women with dependents, single women with dependents.

That employers should shorten hours rather than discharge men if the necessity requires lower production.

That employers manufacture for stock as largely as possible.

That employers arrange to have such odd jobs, repairs, rearrangement of machinery, etc. done during the present winter.

Houghton, Mich.

President R. H. Shields, Houghton, Mich., reports as follows:

"Replying to your letter of December 6 relative to what is being done here in Houghton to relieve the unemployed situation, would say that during the season just closed employment was given to practically all the unemployed on the highways of the county, which relieved the situation greatly.

"All those who can give work to any one unemployed are requested to do so. Quite a few find employment in the lumber camps during the winter season.

"The Houghton Chapter of the Red Cross is caring for the needy ex-service men as far as their funds permit. In addition to this the Salvation Army collects clothing for the needy and distributes the same. The women of the town are organized into sewing circles and make wearing apparel for the poor and each member of one organization contributes two articles, new at stated periods, such as shoes, stockings, rubbers, etc."

Houston, Texas.

Mayor Oscar F. Holcomb, of Houston, Texas, reports the appointment of a committee on unemployment as recommended by the President's Conference. This committee has communicated with employers generally to secure as much co-operation as possible and requested them to require applicants for positions to present the card of the free employment service maintained by the city, thereby getting as full registration as possible of the unemployed. Mayor Holcomb adds:

"The Committee approved the proposals of the Mayor and City Council to provide public work during the winter months at a low rate of pay. The amount fixed was one dollar and twenty-five cents (\$1.25) per day. It was intended by this arrangement to make it possible for everyone desiring work to be doing and earning something. In case this was not found to be a living wage, it made it easier to supplement from the relief funds than if the men were doing nothing. It was considered inadvisable to pay a higher rate for the reason that Mexicans would be attracted in great numbers to the city, which would defeat the plan. This work was started about two weeks ago and the number of laborers varies between two and six hundred. The good workers are drawn out as quickly as possible by the Municipal Service and placed in regular positions at standard rates. Those who refuse the work are taken by the police as vagrants.

"The plan is working very well. A labor reserve is maintained, from which employers are daily drawing out considerable numbers. The hoboes are discovering that this is a closed season for them in this part of Texas."

Portland, Oreg.

The Mayor's Committee of Portland, Oregon, has secured the Northwestern Steel Ship Yards and has equipped this place for the floating unemployed. They are housed and fed, and earn their board by working in the wood yard run there. A barber shop, bath and laundry are run in connection with the plant, which is planned to house all of the unemployed that may be in the city during the winter. Able-bodied men who refuse to work for the small sum that each costs the city are sent to the rock pile and taken care of there. A shoe shop is also planned where shoes will be repaired. Clothes and underwear are also patched and put in good shape. Married men have first call.

To keep this burden from falling on the taxpayers, the committee secures discarded clothing and waste materials of all kinds and sells them in order that the situation may be handled without taxation or drawing on any of the city funds.

Syracuse, N. Y.

The Secretary of Mayor Farmer's General Committee writes:

"We are particularly fortunate in Syracuse in having a well equipped, centrally located, and properly manned Employment Office which had been functioning for about six years. The State Industrial Commissioner very promptly offered the services of this office in any way that it could be of assistance. The Committee, therefore, unanimously designated the State Employment Office as the Clearing House for all employment work, and the office has been most successful in carrying out this work.

"We have received the utmost cooperation from Chamber of Commerce, the Manufacturers Association, the Social Organizations, such as the Rotary, Kiwanis, and Optimistic Clubs, as well as from several women's organizations.

"The Chairman of the Committee has also appointed a Publicity Committee, and thru the efforts of this Publicity Committee, we have every bit of news publicity, that any newspaper could give an organization. All three of our daily papers are backing the proposition, and show every day on the news page, a box containing the list of openings for both men and women which are on file at the Clearing House.

"Through this Committee's efforts, a letter has been sent to each minister in the district, outlining the work, and enclosing a copy of the resolutions, and the ministers have been talking about the situation in their sermons on Sunday. Every retail and wholesale concern has also had a personal letter urging them to make known their wants, whenever they need any type of worker thru the Clearing House. The manufacturers of the city are only hiring their workers through the Clearing House, as a result of a personal letter, which was sent to each manufacturer by the Chairman of the Committee. The householders and real estate people, contractors and material dealers have all been appealed to, to do every bit of repair work and building, which has been put off, or is to be done in the near future, at once, and this appeal has met with a generous response. The municipality is going ahead with every bit of work, as far as possible."

Waterloo, Ia.

The city of Waterloo, Iowa, has approached the problem of providing relief for unemployment in a most workmanlike manner, and, as a result, the situation is very satisfactory. As a basis for its campaign it has adopted the slogan "Give 1% Of Your Monthly Income." This is followed by letters to clergymen, farmers, business men, and manufacturers, and cards have gone out with telephone bills, gas bills and bank statements. Card indexes have been made of applicants for jobs and employers who need men. E. F. MacDonough, General Chairman of the Waterloo Relief and Employment Commission, has written to Mr. Hoover as follows:

"The plans and purposes of the commission which is organized according to the suggestion of President Harding's committee on unemployment may be explained as follows:

"Coordination---All agencies are coordinated and operated on a uniform plan to obtain the best results with the least duplication of effort.

"Employment---A special committee is constantly searching for additional employment possibilities, in fact civic improvements are being initiated by this group in order to furnish additional employment.

"Relief---Is given to those who show a willingness to work (provided they are physically able) on the civic projects initiated by the employment committee, Those physically unable are given direct relief.

"Finance---The plan for obtaining funds with which to furnish relief is by the process of inviting contributions from those who are still on jobs.

"Subscription blanks are furnished each employer and responsibility is placed on him to secure the equivalent of one per cent of a month's wages or income from each person connected with the establishment."

The following circular has been sent to all employers in Waterloo:

"TO THE HEAD OF THE OFFICE, STORE OR SHOP:-

"Herewith the subscription blank which you have anticipated for several days. This method of raising a fund for Relief and Employment activities in Waterloo should appeal to you since you are expected to be responsible for your own establishment only.

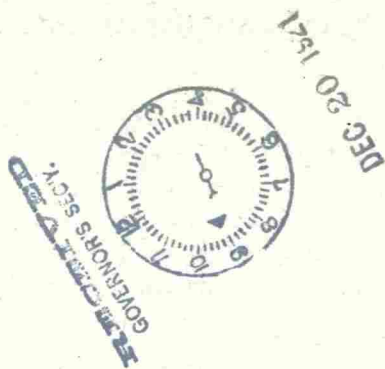
"We make the following terse suggestions as to methods of handling.

1. "As head of your establishment assume responsibility for this subscription list.
2. "Start the list by entering your own subscription.
3. "See that all your associates and employees understand this community spirited plan by which those who are lucky and have jobs give one per cent of their monthly income to help take care of the unemployed and their families.
4. "Four Minute Speakers may be had by telephoning 4500.
5. "Have every employee participate. Most of them are waiting for the list.
6. "Send us your check before November fifth for the total amount subscribed in your establishment. Collect from your employees at your pleasure.

7. "Honor rolls of establishments participating one hundred per cent will be published.

"Do you remember that, 'Keep the Home Fires Burning' spirit which helped us to be a sympathetic though determined people during the war? Try some of that on this subscription. You will get results.

"This plan is so simple and requires so little of you, the commission is satisfied that you will not fail in returning an early one hundred per cent response."



PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES.

Washington, D. C., December 19, 1921.

My dear Mr. Mayor:

The New York World has started a campaign with the slogan, "Give a job For a Christmas Gift."

The suggestion was the result of an extended inquiry into the unemployment situation and the response was, to quote The World, "both immediate and heartening."

A letter was sent to a selected list of New York business men. By return mail 11 firms supplied positions for the heads of 13 families--almost 100 persons. These jobs represent a weekly cash overturn of about \$450, or \$25 weekly to each of these families.

Nineteen other employers have offered 134 other Christmas gift jobs, and await suitable candidates to fill them.

Two paragraphs from the letter sent by The World read:

"The World, in its turn, will undertake to bring to your employment manager the heads of families in question, certificated as to their worthiness by some established agency like the New York Community Service, the Brooklyn Bureau of Charities, the Hudson Guild or the Salvation Army. They will be classified, so that if you can, for illustration, use a billing clerk a driver will not be sent for your consideration."

"With Christmas only a week away, you can get action quickest by telephoning to The World, asking for the Christmas Placement Bureau, and giving full data covering the job, or jobs you've decided to give away just because of the season and the need. As acceptable candidates are installed in the eighteen positions already offered. The World will take pleasure in adding the names of other firms to the list given above."

The World acts merely as a clearing house and proposes only one condition,-- that every candidate must be actually bread winner, for a group of dependents and that he or she must be in genuine need of employment.

This is merely a suggestion to you, Mr. Mayor, with the idea that the plan may be passed along to newspapers in your community who might be willing to co-operate with you in your efforts to take care of your own needy workers. It is almost too late to try the plan for Christmas, but why not give a thought to similar action for New Years? You will find most newspapers very cordial in any such holiday campaign, and your Committee, might use this idea with success.

Very truly yours,

ARTHUR WOODS,

Chairman.

PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES.

Washington, D.C., December 27, 1921.

My dear Mr. Mayor:

With the holiday season now wound up there is bound to be a drop in employment because thousands of people taken on as extra helpers during the Christmas rush will now be let go by retailers everywhere. In addition, cold weather is upon us and outdoor activities will be curtailed to the minimum. So, we are almost certain to find that our efforts to get work for the jobless will have to be redoubled. This does not mean that the situation has not been bettered, for good judges seem to feel that the improvement in the industrial situation which has been marked in the country for the past few months will continue. As time goes on, however, and as winter causes extra expense, more and more of those who have been out of work for many months will come to the end of their resources and have to be taken care of. For many this will be the second winter without a job. All of us, therefore, will have to be eternally vigilant if we are not to take a backward step in this nation-wide campaign to relieve unemployment and distress.

I am sending you some interesting excerpts from letters received, with the idea that perhaps they may be useful to you in casting up the situation for your own community.

Very truly yours,

ARTHUR WOODS

Chairman.

Akron, O.

E. A. Zeisloft, Director of Public Service, Akron, Ohio, has something to say about out-of-door work in the winter, in this wise:

"We have been awarding contracts practically every week for the past six weeks. This work is being pushed as rapidly as possible in order to give employment to as many men as we can during the winter months.

"We experience very little difficulty in this section with cold weather interfering with sewer construction, and are usually able to build sewers during the winter months."

Chicago, Ill.

The outgrowth of a meeting in Chicago, was the formation of a permanent organization, the Chicago Conference of Unemployment, of which Willoughby G. Walling was elected Chairman, and Abraham Bowers, Secretary. An Executive Committee was appointed to investigate conditions and map out a program of relief. The Committee of Social Agencies, W. S. Reynolds, Chairman, turned in some recommendations which were approved and a Procurement Bureau was established for which funds were secured from the Industrial Club and the Commercial Club of Chicago, through the efforts of Mr. Walling. The money was sufficient to maintain four experienced employment solicitors, supplemented by one clerk, and three additional solicitors furnished by the Department of Labor of Illinois.

Chas. J. Boyd, General Superintendent of the Illinois Free Employment Offices, writes as follows:

"Other activities for procurement of opportunities was the announcement made in all of the churches in Chicago and suburbs calling attention to the unemployment situation, with particular stress upon the advisability of having contemplated work done during this crisis of unemployment.

"To secure necessary publicity, Mr. Victor Lawson of the Chicago Daily News assigned a special representative to our Service, not for the purpose of gathering news for his own paper but to furnish special articles on unemployment to the newspapers in Chicago and vicinity.

"A visit was paid to the Chief of the Fire Department for the purpose of interesting him in a house to house canvass under the direction of his twenty-three battalion chiefs to compel householders to remove from their premises, as a fire prevention measure, all combustible material and refuse. This campaign is resulting in the creation of many short time jobs.

"The Woman's City Club of Chicago under the leadership of Mrs. Joseph T. Bowen, volunteered the services of that organization in procuring work for the unemployed, and the city has been divided into thirty-five districts, each in charge of a woman chairman, who devotes specified hours each day to the procuring of jobs through their membership.

"All orders received through these various sources are placed with the Illinois Free Employment Offices, co-operating with the U. S. Employment Service and are immediately distributed to our various placement divisions for the selection of suitable applicants to fill same.

"Preference in employment is given to the married ex-service man and the married residents of Chicago with dependents.

"All of the above co-operative efforts have been given wide publicity through Mr. Beardsley assigned for this purpose by the Chicago Daily News, as above stated."

Dallas, Tex.

In the City of Dallas, Texas, J. W. Everman, Supervisor of Public Utilities, had a census taken of the entire population to ascertain their Church affiliations. Out of a population of about 190,000 "only a few over a hundred" disclaimed any faith whatsoever.

Mr. Everman writes: "While this census was being taken, each householder was asked if some special job of work, painting, carpentering, gardening or cleaning up yard could be furnished the unemployed, and a record was kept of the replies, with addresses, etc., and a large number of days of work secured in this way, which are being distributed to the most needy.

"Our Mayor, who is working heart and soul in this, the same as he does in all other work beneficial for Dallas, appointed a strong committee of prominent men representing the various important industries, business, manufacturing, railroads, utilities, etc. and this committee meets twice a week regularly, and is also subject to call, and is accomplishing a great deal.

"The railroads, who always closely work with the Dallas authorities, are accomplishing a lot, as they are putting on all the new work they can, and increasing forces wherever possible.

"Our Mayor also appointed a committee on employment by the farmers, the appointment including successful farmers who have been working in the interest of Dallas County for years, and they are having their regular meetings and accomplishing a great deal in the way of securing employment for a number of applicants."

Fort Wayne, Ind.

From H. E. Bodine, Secretary of the Chamber of Commerce of Fort Wayne, Ind., come the following:

"We published advertisements in the newspapers and asked those who were not employed to send in blanks. Between 250 and 300 blanks came in. These were turned over to the employment agency and quite a number of them were given positions by local industries and in other ways the situation was temporarily relieved."

Kearny, N.J.

Fifty per cent of the applicants for employment in Kearny, N. J., have been placed in steady positions, and a few more in temporary jobs, according to a letter received from Montague A. Clark, Chairman of the Mayor's Emergency Committee:

"In Kearney we have established an employment bureau at the town hall under the guidance of an Emergency Committee consisting of the employment or personnel directors of the six largest industrial plants in the town.

"We have appointed a Superintendent of the Bureau, a local man who was appointed primarily for the knowledge of the citizens of the town, of the industries and their demands, rather than any ability to scientifically place the human element in employment. This latter phase has been handled by the advisory committees who have endeavored to train the superintendent in the science of efficient selection and placement.

"The office is open for applicants from 9 A.M. until 1 P.M., and from 2 until 5 the superintendent covers the entire town with the help of various municipal officers who have automobiles in an endeavor to secure positions for the unemployed. He visits the construction of buildings, streets, etc. the industrial plants, railroad shops, packing industries, etc. offering the co-operation of the Bureau and seeking to learn precisely the calibre of employees most desirable.

"We have also issued a letter to all employers in the town including garage owners, storekeepers, restaurateurs, and a large section of the best residential districts who have odd jobs for furnace tender men, to clean around the house, etc., by the day or evening as the case may be.

"We have also advertised in the two local papers on several succeeding weeks in a good display ad that employers should apply to the Municipal Labor Bureau and that the unemployed should also register there. Such expenses as have been incurred, and these are very small, have been borne by unexpended appropriations for civic improvements."

Minnesota.

Charles M. Babcock, State Highway Commissioner of Minnesota, who resigned as Regional Director of the President's Unemployment Conference to devote his undivided attention to Minnesota's winter highway work, wires a most interesting account of his State's program as designed to relieve idleness and to spread needed betterment.

He says: "Minnesota winter highway work comprises gravel surfacing, material distribution, rock crushing and heavy excavating. Half our program has been contracted for at 1917 prices, or \$2,500,000. It covers 300 miles of graveling, 50 miles of grading to finish April 1; also 50 miles of paving. On a team basis, it is estimated jobs for 8500 men are now being filled. Sled hauling and frozen routes are big advantages, and competition is now keen for winter contracts."

It is pointed out that if Minnesota, whose average winter temperatures are as low as any state in the Union, can do highway construction in the winter months, then other states, with moderate effort, could go even farther with any well considered program in order to provide work for the jobless.

Montclair, N.J.

Mayor Howard F. McConnell writes as follows:

"We established a Municipal Employment Agency under the direction of the Mayor, and up to the present time we have been successful in placing about eighty per cent of the applicants for employment. We do not anticipate any serious difficulty in taking care of this situation during the balance of the winter.

"The two big women's clubs, all the churches and several other smaller organizations have united in a canvass for employment. They are asking every citizen to arrange to give some man a days' work now and then at anything, and we feel with this co-operation the matter will be arranged satisfactorily for all concerned."

New York City.

There are now 103 social agencies cooperating in relief work for the unemployed in New York City. A central bureau of registration is being formed amongst these agencies, which will act as a clearing house and will allow one bureau to take up a case where the other leaves off. It also aims to prevent professional beggars and loafers from taking advantage of this situation to obtain food and clothing.

Pittsburgh, Pa.

Mayor E. V. Babcock says that public improvements, on account of the foresight of city officials, are running 100% or 200% above normal.

He writes: "The improvements were well under way at the beginning of this calendar year and were running at high speed during the following months when unemployment was intense. To this, more than any one thing, we attribute the success in keeping men at work. The contractors and employers were requested to keep one or two men in each family on the payroll rather than more, if there were more in the families, and to hire, to a large extent, those living here and who had dependents on them.

"We have not advertised the fact that we did not have to resort to bread lines because we did not want to attract unemployed labor from other points to this city. Labor was reasonable in price, especially common labor, and materials plentiful and reasonably low, all of which augured to the general good of the cause.

"In addition to this, the citizens themselves became interested and I think to quite an appreciable extent spent money that they would not have otherwise spent had they not fully realized that there was dire need of work."

Poughkeepsie, N.Y.

R.W.Budd, Secretary of the Poughkeepsie Chamber of Commerce, has put forward the following:

"There is one suggestion I would like to make which I think should be carried out by the City of New York or other large centers where unemployment is of a considerable amount at this time. We find here through our Police Department large numbers of men heading toward the bigger cities with the idea of securing employment, and we are doing all that is possible in this city to persuade them to go back to the town from which they have come. If the City of New York would issue posters or notices of some sort to be posted in cities adjacent thereto advising men not to come there for employment, I believe that we might be able to steer a large number back not only to the town from which they have come, but to the farms where seasonable occupation is using a large number, corn husking being a seasonable occupation, at this time. I offer this simply as a suggestion to your Committee."

Rockford, Ill.

J. H. Hallstrom, Mayor of Rockford, Illinois, states that his city has been very successful with its system which is, in brief, as follows:

"We have gone still further and perfected an organization in each ward of the city. We have two aldermen representing each ward, and they ~~are~~ named chairmen of the ward committees. The ward committees have in turn organized precinct committees, and are at the present time endeavoring to place a member of this committee in charge of each city block.

"These committees are making a thorough canvass of the entire city, collecting clothing, food supplies and other necessities. Of course the result will depend entirely on the efforts, and I think I am justified in stating that no stone is being left unturned.

"To my mind the idea of ward committees is important, because through such committees it is possible to obtain all the information needed and also much needed supplies....It also is more of a neighborhood affair; the members of the committees work in the ward where they live, thus saving a great deal of time in going from place to place. It also creates something like competition between the different sections of the city, thus stimulating interest in the work."

Schenectady, N.Y.

There has been received from C. Hall Roosevelt, Chairman of the Executive Committee of the Schenectady Unemployment Committee, an interesting report of the activities of this Committee. Among others suggestions it contains:

"The municipality has responded to an appeal for assistance by bond issues designed to take care of public improvements, such as park work, wherever such work had been contemplated as part of the civic development for the next two years.

"Through a publicity campaign the existing charitable organizations have been accelerated in their regular work.

"Furthermore, through a direct appeal to the citizens, potential employers are being exhorted to place men and women at work whom they would not employ as a matter of regular necessity, but in lieu of a charitable contribution they are being asked to make work, even though it might not be efficient.

"Daily reports from the Unemployment Office are published in the newspapers, reading as follows:-

Total unemployed registered to date ...	1417
Total number employed on emergency	
Public Works	300
Total number employed on private jobs	
located through the Unemployment	
Office.....	8

"In co-operation with the Committee our City officials are intending to enforce rigidly such ordinances as show removal on city walks within six hours of the cessation of snow storms, which shall be done under city supervision and charged on tax bills.

"On all public or private work we have found it very easy to obtain contributions of tools and trucks or building material from the merchants as their share in the unemployment campaign, whereas all cash contributions and bond issues are limited to wages.

"There has been no general canvass for funds, and all publicity to date has been in the form of soliciting jobs."

St. Paul, Minn.

A letter has been sent out to employers of labor in the State of Minnesota and several other Northwestern States, to urge that building operations be not held up any longer, and to convince builders and employers that prices of building material have reached the low level, and that there is no further reason for longer delay in contemplated construction work.

In order to help worthy people who are out of employment, a church has been secured and a new branch of the St. Paul Goodwill Industries has been put into operation. This is being financed by the Community Chest, and is the first move in an extensive campaign to increase the scope of charitable work there.

The Goodwill Industries solicit clothes, shoes, furniture, and other articles which are repaired and then sold, the proceeds going to pay wages to people who work part time, and in this way it is possible to secure labor without interfering with the unions' standard of wages.

Wichita, Kans.

Mayor Wallace C. Kent, Wichita, Kansas, reports encouragingly as follows:

"We have been holding up some of our public work awaiting the situation which now exists in the employment of labor. We are now commencing to do some of this public work and we are dividing the work among the resident heads of the families of the city, dividing the work up so that each man will be supplied a few days work each week."

PLANNING DIV.
JAN 1 1922
FEDERAL RESERVE BANK
PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES

Washington, D. C., January 7, 1922.

My dear Mr. Mayor:

As a result of these brief bulletins a large number of valuable suggestions have come in from widely scattered localities, showing how intelligently and helpfully certain communities have attacked their own problems of unemployment. Unfortunately, as soon as one situation is cleared up, another looms on the horizon, for as winter weather becomes more severe, outdoor employment becomes less and less, so that the man who has work this week may find himself jobless next week. Spring is a good three months ahead of us, and until then we must relax no effort that could help to provide work or relieve distress. So, if you can find anything in the following suggestions which may be of use to you, we shall be very glad to hear from you or your representative, as to just what has been accomplished and how.

Very truly yours,

ARTHUR WOODS

Chairman.

AKRON, Ohio

A bond issue of \$490,000 was authorized by the City Council of Toledo, Ohio, on October 10, last. The Toledo City Journal has the following to say concerning the results:

"The first gang of men employed with those funds was put to work on October 15th. They worked until October 31st when an entirely new gang was employed. There was some variation in the time employed because additional men were hired from time to time during the two weeks. The payroll for the first shift contained 375 names and the total of the checks for that period was about \$36,000. The wage paid to these men is at the rate of 50 cents per hour.

"A second shift was hired from November 1st to 15th. These men were paid off this week. They numbered 1,090 and they received an aggregate pay amounting to \$42,426.35. On the 16th of this month, last Wednesday, 600 new men were employed for a two-weeks' shift.

"The men who have been employed have been drawn from two principal sources; namely, the list of men registered with the emergency placement office through the engine houses, and the men who have applied for poor relief and who have been found by the Social Service Federation to be badly in need of employment.

"On Wednesday of this week, a total of 2,300 men had registered at the engine houses. Of this total 1,175 had been given jobs, chiefly temporary, and almost entirely in city work. Of this number some 250 had registered as skilled workers and the remainder as unskilled.

"The work that has been undertaken has been chiefly such as could be done by unskilled labor without spending large sums on materials and supplies.

"The work was undertaken at this time of course in order to relieve in some degree, the unemployment situation. It was recognized, however, that work should be chosen which would yield the greatest permanent results as well as giving employment to the greatest number of men. Judged from this point of view the work appears to have been well chosen."

ATLANTA, Georgia.

Each member of the Employers Association has agreed to take on from 1 to 5 more employees to relieve the unemployment situation. This step alone will give employment to about 1,000 of the jobless.

BIRMINGHAM, Alabama.

The City Commissioners of Birmingham, Ala., have secured a large building, equipped it with heating apparatus and supplied a large number of cots for people who have no place to sleep. On the following morning those who have slept there during the night can bathe and get breakfast, and wherever it is possible the city furnishes employment sufficient to compensate for the lodging and breakfast so furnished. The Salvation Army, with its limited equipment, takes care of as many as possible each night and furnishes them with breakfast the following morning, and it, too, requires that the person so furnished shall do a small amount of work to compensate for the accommodations. The Red Cross and several of the churches are doing everything possible to relieve those in immediate distress, and in every instance where it is possible to secure a job, if even only temporary, that is done.

The American Legion has just recently opened up a soup kitchen and temporary sleeping quarters for ex-service men, and those at the head of this undertaking say that they will take care of all ex-service men out of employment, and will undertake to secure employment for them in order that they may not become a burden to the city and community.

CHARLESTON, South Carolina.

Governor Cooper, of South Carolina, has made the Young Men's Board of Trade the official organization for Charleston. J. Gilmore Smith, Secretary, reports that it has obtained employment for more than 1,200 men. An authorized report reads in part:

"From the record on file in the secretary's office it is disclosed that 1,123 of these men were ex-service men. Every day from 30 to 40 men apply at the board of trade for employment and practically all of them are veterans, though young men, of the late world war. Ex-service men have begun to look upon the Young Men's Board of Trade as their benefactor and in seeking positions they naturally appeal to this organization.

"There have been many cases where ex-service men have been down and out and upon applying to the board of trade for help in obtaining jobs, have also been given immediate assistance, the secretary's office obtaining sleeping quarters for them at the Salvation Army, the city mission and other charitable organizations, and also supplying them with meals until such time as the organization could place them in good jobs, that being accomplished within a few weeks."

CHICAGO, Illinois.

The Prepared Roofing Association of Chicago has started a campaign to relieve unemployment by means of odd jobs. This is an outline of how work is being created by means of this campaign:

Fix up your back fence.

Build the sleeping porch you have been talking about.

Cover your splintery floors with hardwood or maple flooring.

Lay a mosaic tile in your bathroom over your old flooring now very cheap.

It will not cost much to wall off a play-room in the attic for the little folks.

You can make an extra room in the attic with wall board and give your maid and yourselves more freedom.

A lot of plaster, cement work and roofing can go on in the winter time.

COLUMBIA, South Carolina.

After making a study of the recommendations from the President's Conference on Unemployment, the Mayor's Committee drew up a series of 19 recommendations which were published in the local press and distributed freely to employers. The City Council appropriated money for the municipal registration office to take care of the men out of work, while the Young Women's Christian Association looked out for the women. A letter from V. C. Dibble, Secretary-Treasurer, Columbia Builders Exchange, reads in part as follows:

"The YMCA, YWCA, Red Cross Service Station, and Builders Exchange were designated registration offices, and citizens were called on to get in touch with them. Publicity was given through the newspapers to the recommendations of the emergency committee as to repairs, renovations, remodeling, cleaning, and other odd jobs. The ministry was appealed to through interviews with the Chairman, published in the papers, to urge their congregations to co-operate with the committee."

Mayor C. L. Barewald of Davenport, Iowa, writes:

"The City of Davenport issued a bond issue of \$475,000. This money is being used to make permanent improvements throughout the city. Same is giving work at the present time to about 400 men. These men are alternated every two weeks, so up to date we have furnished work to approximately 1,320 men."

Regional Director Ferry K. Heath, whose district includes the State of Michigan, writes that about 7,000 colored men came to Detroit during the automobile boom following the armistice, and adds:

"Any of them who desire can obtain free transportation back to the South. Any person unemployed in Detroit can obtain sufficient groceries, coal or other necessities from the City Unemployment Bureau and pay for same by three or four days work each week on various municipal projects. The rest of the time they are supposed to look for permanent employment."

Mayor M. M. Stephens encloses an interesting circular which was sent to every employer in East St. Louis by the Emergency Committee on Unemployment. Headquarters were established at the city hall and it was announced that no salaries would be paid or cash collected for expenses. With the circular went a postal card of which the following is a copy:

How Many	No.	Day	Month	Date
	Women, White, on			
	Women, Colored, on			
	Men, White, on			
	Men, Colored, on			

Duplicate this request each week until further notice? Yes No

Remarks:

[illegible]

An excerpt from the circular reads:

"We appeal to every merchant in the City of East St. Louis to give employment to either a man or a woman at least one day each week during the winter months. We believe that you could use either a man or woman in addition to your regular help in the capacity of general clean-up in and around your establishment. This will give employment to many men and women who have a family to support.

"We will try to select either a man or woman, as per your request, who will give to you value received.

"Remember, every day's work that you give to the unemployed you are helping to provide food and clothing for the little ones at home, and in return you are receiving a day's work.

"Please fill out the enclosed card and put one cent on same, or call headquarters. Teams and wagons will be furnished you by headquarters at a reasonable price for hauling ashes, rubbish, etc."

KANSAS CITY, Missouri.

Recently Kansas City put on a charity drive at which time approximately \$290,000 was subscribed for the various charities in Kansas City. This money is handled by the Chamber of Commerce and has been available since December 1. It is distributed by the Chamber of Commerce among the various charitable organizations, such as the Salvation Army, Helping Hand, Red Cross and other similar organizations.

LOS ANGELES, California.

The Mayor's Committee on Unemployment, appointed in conformity with the request of the President's Unemployment Conference, is actively at work, and have sent out 7,500 letters to the firms and industries in California who employ labor, asking their assistance in placing more men in industry. The Public Employment Bureau of the State of California, the principal medium through which they are working, reports a substantial and gratifying response to this appeal. Besides these letters, a bulletin has been sent out to 2,000 ranchers, advertisements are being run in the newspapers, appeals are flashed on the screen in moving picture shows, and 4-minute speakers are appearing before all public assemblages and meetings, explaining the unemployment situation, and urging the placing of the unemployed.

Authorization for the appointment of 235 new police in Los Angeles has been voted. This will, of course, help residents and citizens of Los Angeles, but will not relieve the conditions of transients. However, the Mayor and Chief of Police have announced that the resident clause will be waived in favor of ex-service men who are applicants for such appointments.

MUSKEGON, Michigan.

This city was farsighted enough to prepare for the present depression, as City Manager Ellison writes:

"One year ago to-day the City of Muskegon called a meeting of all the charitable organizations, civic clubs, etc. to work out a plan to care for the unemployed. At this meeting it was decided to put on a drive to create work, to

sell public work to our local citizens, and thereby create as much work as possible. At the same time, investigators were employed by the Welfare Department of the City, to investigate each case, and an employment department was created. Each applicant for employment was carefully investigated, and if found worthy and in need, was given preference on the list. Those who had some money, or could care for themselves, were not placed on the available list. Every effort was made to employ just enough in each family to care for that family. Religion, politics, etc., were entirely eliminated.

"The city was very successful in selling a considerable amount of public work, and co-operation from the public at large was better than expected. However, before we got our machinery in operation, by March 1, we had on our list approximately four hundred families for which we were caring. The list has gradually decreased to less than one hundred at the present time."

PHILADELPHIA, Pennsylvania.

The Engineer's Club, acting in co-operation with the Industrial Relations Committee of the Chamber of Commerce of Philadelphia, and the Mayor's Unemployment Committee, has started a campaign urging its members to proceed at once with such work as they have in contemplation, with the idea that business can be revived on a reasonably safe economic basis, thus relieving the existing unemployment. It has made the following recommendations to its members:

1. That contracts for new work which is in contemplation for next year be let at once, wherever possible, and that contractors be requested to place orders for materials and supplies at the earliest possible moment, in order that the manufacturers of such materials and supplies may proceed with their production during the winter.
2. That the bankers of the city be urged to co-operate to the greatest possible extent with those having work in contemplation, to the end that financing may be arranged expeditiously.
3. That the Mayor and Councils be commended for their activity in promoting public works, but that the Committee believes still further advantage can be gained toward permanent improvement by prompt advancement of the great city projects for which funds have been made available, or appropriated, such as the bridge, the new system of subways, the program of schoolhouse building, the art gallery and similar public improvements, the South Philadelphia improvements, etc.
4. That as a basis of relieving the unemployment crisis, as well as from patriotic motives, the Sesqui-Centennial be put at once into the condition of practical promotion by the selection of a site, the appointment of the necessary preliminary personnel, and the preparing of definite plans for the project.
5. That those in charge of both private and public work use special endeavor to so arrange their projects that, as far as possible, work upon them can be prosecuted through the cold months.

PITTSFIELD, Massachusetts.

Robert G. Nash, Manager of the Employment Bureau conducted under the Local Chamber of Commerce, started the registration of applicants on September 12, and he now writes as follows:

"Since the opening of the office a progress chart has been plotted weekly, showing the totals of the number of jobs received, the number of men referred to positions, the number of positions filled and the number of men registered. In this way we were able to note the effect of each of our efforts along this line, such as, advertising in the local newspapers, talks before local clubs and so on. These curves show that our efficiency increased at a regular rate until the first of November, from which time the efficiency curve, while still increasing, is at a much lower rate than before that date. This fact is accounted for because of the number of men we were able to place during the months of September and October at garden work, assisting in house cleaning and painting jobs. Since November 1, the work which we have found has been mostly of a temporary nature.

"Some of the methods by which we have attempted to produce work has been as follows: (1) Talks before the Kiwanis and Rotary Clubs, explaining the situation, (2) Letters were sent to all the merchants in the business section, explaining the fact that we had made a special file of those applicants who have had experience clerking in stores. These letters were sent out as special delivery letters and were delivered by boy scouts. (3) Newspaper publicity was obtained also through editorials."

PONTIAC, Michigan.

The following is an excerpt from a report of the Civic Employment Bureau:

"We are carrying on a continuous campaign through the local newspaper, urging the citizens of Pontiac to make every effort to provide one days' work for a needy man or woman.

"This coming week we are making a general survey, using the school houses as registration quarters, in hopes of reaching the greatest number of unemployed, in order to get some idea as to what the situation is."

Four thousand letters reading as follows have been sent out:

TO THE HOME FOLKS OF PONTIAC:-

If you had no money--not even enough for tomorrow's meals for your family--
If you had no fuel--not even coal to keep your home warm tonight--
If you had no job of any sort, and hadn't had for a long time--
WOULDN'T YOU BLESS THE NAME OF THE MAN OR WOMAN WHO GAVE YOU A
CHANCE TO EARN A FEW DIMES OR DOLLARS?

There are men in Pontiac to-day in that predicament. They are men who never knew want before. They don't whimper or whine, but they are getting desperate when they see their families facing suffering.

They want work--any kind of honest work, that will bring in money enough to buy food. It may be only a few hours' labor at odd jobs.

It may be cleaning a basement; or may be removing ashes; it may be painting a floor; it may be any of the hundred odd jobs that need doing around most homes. To the home owner it means a few dollars spent on necessary improvements or repairs--but--

TO THE MAN WHO DOES IT, THAT JOB MEANS MEALS AND
WARMTH FOR HIS FAMILY.

Look around. Note what you have that needs doing. Call up the CIVIC EMPLOYMENT BUREAU and tell what you need. A good man will be sent,--a worthy, respectable man with children. A MAN WILL BE SENT WHO NEEDS THAT JOB.

You can help mightily. START NOW.
HANG THIS REMINDER ON YOUR TELEPHONE.
CIVIC EMPLOYMENT BUREAU.

PROVIDENCE, Rhode Island.

The Providence Committee on Unemployment of which Luther D. Burlingame is Chairman, after having a police census taken of the city, is sending out literature constantly, keeping in touch with all employers, not only in Providence, but in nearby cities. A letter is sent to every person who takes out a building permit, from which the following is an extract:

"We write to urge that if your operations are not already under way you will take this favorable opportunity to make a start, in order to give employment to some of the many men who are out of work and who express themselves as ready to do anything for which they may be fitted, and at a reasonable wage.

"These applicants include laborers--skilled mechanics--handy men--etc. and they need work badly.

"If your work is being done through contractors will you not ask them if they cannot add some to their force by giving work to some of the unemployed? The providing of such work at this time would in many cases mean keeping families together and preventing their becoming a charge upon the community. We believe it would also give you efficient help under more favorable conditions than may exist next spring, when the rush of building will be on."

Another form letter has been sent to citizens generally, asking them to look up odd jobs in their stores or plants. Posters have been put up calling attention to the odd-job campaign for which the Committee can furnish jobless workers.

SALT LAKE CITY, Utah.

With reference to the work being done by the Mormon Church in Utah, the following report has been received:

"At the Presiding Bishop's Office there is an employment department and applicants are assisted to obtain employment regardless of creed or color. This is operated without any expense whatever to the applicants. A large number of persons, both men and women, are helped to obtain employment through the influence of the Church and the Presiding Bishop's Office. The authorities of this Church, both general and local, are using every effort to furnish employment. Every Bishop in the Church and especially in the State of Utah, has been urged to interest himself, not only in finding employment but to make employment and to use his local influence for this purpose. There are in the neighborhood of five hundred wards in Utah, presided over by a Bishopric of three men, and these men are instructed to do what they can to ameliorate the unemployment situation in his own vicinity. These same organizations are taking care of distribution. There are no members of the Church absolutely wanting for food, clothing and shelter. In every one of the 500 units there is a Relief Society composed of mature women of that vicinity, who visit from house to house regularly once a month to relieve poverty, especially among women and children. This includes non-Mormons as well as Mormons. There is no distinction in their work because of the religious belief of the people, but any person found to be in distress is helped. The person does not have to apply to a center, but the condition is discovered by the visiting of the Relief Society women from house to house."

SPOKANE, Washington.

Work will begin in February on a \$350,000 sewer for Spokane, which will give work to a good deal of skilled labor, as A. D. Butler, City Engineer, writes:

"The work was brought about, to a large extent, to aid the unemployment situation in this locality. The Climatic conditions would not be unfavorable to the construction of such a sewer in this territory."

SPRINGFIELD, Massachusetts.

Arthur E. Ball, of The Springfield Republican and Daily News writes as follows:

"We are planning to run an advertising campaign appealing to the employers to cope with unemployment. We plan to run some display advertisements to take care of the publicity end of it and to give away 'Situation Wanted' advertisements to those out of work for a period of two months."

STOCKTON, California.

According to the Reverend Harley H. Gill, Pastor of the First Congregational Church of Stockton, California, the Emergency Committee appointed by the Mayor "has accomplished some things worth while." In an interesting letter the Reverend Mr. Gill says:

"We have a very large number of transient laborers passing through Stockton on their way from the east to the milder climate of California. Our Committee has brought together the Salvation Army and the city recreation commission, who together have taken over an old athletic club and have fitted it up in a thoroughly efficient manner. Lounging rooms with light, warmth, reading matter and games are provided by the recreation commission. A lodging and eating house with shower baths and places for men to wash their clothes, mend their shoes, shave, etc. is being maintained by the Salvation Army.

"The men are limited to two days' residence at the place unless they are ill and employment is provided so that each man works two hours for one day's accommodation. Arrangements are made whereby the Associated Charities help to take care of those who are physically unable to work.

"The committee has established six points of registration for unemployed residents of Stockton. More than one hundred registrations have thus far been received many of which reveal critical situations in families. A public appropriation has been made for a secretary for the committee who will devote himself to publicity and who will conduct a clearing house for employers and applicants for positions."

PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES.

Washington, D.C., January 27, 1922.

My dear Mr. Mayor:

Reports to this office from widely scattered localities indicate that the falling off in employment has not been so great as most people had anticipated.

If general business conditions keep along about the same until Spring, doubtless the situation will depend largely upon the severity of the winter. There is no doubt but that the manner in which cities throughout the country generally have organized to meet the emergency, has had and will continue to have a very strong and mitigating effect. If it had not been for this potent factor, those best fitted to know are inclined to think that there would have been, before now, many serious situations.

Very truly yours,

ARTHUR WOODS

Chairman.

ATLANTA, Georgia.

James Morton, Executive Secretary of the Christian Council, Atlanta, Georgia, writes:

"The sub-committee on Publicity secured a half-page ad in all three of our papers (one issue) carrying a statement of the situation and urging the public to create work for the unemployed, reporting such jobs to headquarters at the City Hall for men, and at the Y.W.C.A. for women.

"A letter was gotten out to all of the pastors, and immediate results were shown the following week in jobs reported to headquarters, and in the beginning of building operations by a local land company.

"The Employment Creation Committee secured an agreement from the local Railway Company to temporarily waive the injunction against the city in order that the city might go ahead with paving certain streets.

"The Committee on Temporary Employment got out a letter to the pastors urging the appointment of a live committee in each congregation.

"They are working on plans for a central sewing room to be fitted out in machines where those having sewing to be done may bring it and those women out of employment who can do this class of work may find employment.

"We are now working out the details for a central loan fund to tide over those who are deserving."

BUFFALO, New York.

The city employment agency for returned soldiers, established after the war, has been converted into a permanent industrial aid bureau for the benefit of citizens, now being used as a clearing-house for the unemployed. It placed 9,000 last year.

Buffalo expects to put 1,000 at work by reason of an appropriation of \$100,000 to be expended in public work, now before the City Council. The plan is, if the appropriation is passed, to have the unemployed engaged in work three days a week.

COLUMBIA, South Carolina.

The following is an excerpt from the report covering three months work of the city employment bureau of Columbia, sent by W. T. Willingham, its manager:

"We have telephoned and talked personally to more than two hundred business men since this office opened, trying to locate work. These calls netted less than one dozen prospects at the time, but have resulted in many calls on us by these men since and in this way we have been able to give work to carpenters, brick masons, painters, plasterers, laborers and a few retail clerks. We have given both white and colored men notes to different jobs proceeding in the city. Some of these have reported work obtained, others have made no report and have not registered again. Doubtless some of these men obtained work. We have put slides into the theatres and have kept up with the building permits and new enterprises of the city. We have appealed to the ministers of the city for their cooperation. Very fortunately we have only had to send less than a dozen unemployed men to the Columbia Associated Charities for immediate help. Doubtless most appeals for immediate relief are made direct to the Associated Charities."

DAYTON, Ohio.

Irvin E. Deer, Executive Secretary for the Council of Churches in Dayton, Ohio, has written a letter to the Reverend Worth M. Tippy, of New York City, of the National Federation of Churches, describing the work at Dayton, of which the following is an extract:

"An unemployment Commission has been organized in Dayton, on which the following organizations are represented: The City Commission, the County Commissioners, the Board of Education, the State-City Free Employment Bureau, the Bureau of Community Service, the Council of Churches, and other civic organizations and agencies. It is the desire and purpose of this commission to pool the entire resources and centralize the administration in handling the unemployment situation. Subcommittees have been appointed; one to give its attention exclusively to the securing of jobs, for after all, the fundamental solution of the problem is to secure jobs for those who are unemployed. Another committee will look after the relief of families. This work will be done pretty largely through the Associated Charities. A committee to have in charge the school children suffering from malnutrition is headed by the Superintendent of Public Instruction. According to the law in Ohio, it is not only permissible, but mandatory, that the Board of Education

see that children underfed are properly cared for. Another committee has in charge the particular work of caring for the transients. This committee will use the Salvation Army as headquarters for this work. The chairman of this sub-committee is Mr. Claude Burnett, who is the representative of the Council of Churches on the Unemployment Commission. We are pleased that the churches have been able to take such an active and useful part in these plans.

"Several individual churches have placed in their budget certain money to be used during the coming winter for the relief of those families in their membership who may need assistance. Our great problem is to have such individual churches cooperate cordially with our agencies in the city through the use of our confidential exchange."

FORT DODGE, Iowa.

The Mayor of Fort Dodge, A.E. Scott, writes as follows:

"A number of miners who were out of work have been working abandoned coal mines, of which there are a number in the vicinity. As a result we see quite a flurry in the coal business which I believe has done a great deal to reduce the price of coal. These men are making a living and getting quite a large amount of coal on the market."

HUDSON, New York.

The following plan of activity comes from L. S. Dougherty, Secretary of the Hudson Chamber of Commerce, at the request of Mayor Galster:

PUBLICITY. Activity through the newspapers and posters, etc., to awaken the people of the community to the seriousness of the situation and to lay the foundation for a drive for funds if such may be necessary. Through this committee we would also carry on the Spruce-Up campaign advised by Col. Woods.

SURVEY. This committee will immediately get definite figures from industries and others employing labor concerning their normal employment, the percentage now employed, and the possibility for increase or decrease in employment figures during the next four months. The committee should then be in a position to report showing the probable trend during the winter for increase or decrease in employment and we can make arrangements to meet the situation if it should arise.

EMPLOYMENT. The committee to endeavor to secure a list of all openings and to list men who are or may be in need of employment through the winter. The committee will then endeavor to place men in these various jobs to the best advantage of those so placed, and to the community as a whole.

FINANCING. The committee to raise cash or credit funds to relieve distress if it is thought necessary for such action.

RELIEF. This committee to pass on any request for relief which may be received and to prepare from time to time to give funds and other relief where needed.

MASON CITY, Iowa.

The Mayor of Mason City, Iowa, A. H. Beecher, writes as follows:

"Over 200 men have registered for work at the Chamber of Commerce Employment Bureau and there have been listed with them 164 jobs during the three months of its operation. Ninety per cent of these jobs have been of short duration, but have nevertheless helped to relieve a bad situation. Employers of labor have been asked and do, list their requirements with the Chamber of Commerce who furnish men who have made their homes in Mason City for some time and who have families to support. In that way they get the right men rather than giving the job to floaters or someone who is not deserving.

"Another thing which we do here which has a bearing on unemployment is the formation of a confidential exchange through which information relative to all relief and charity work is cleared. In this manner the relief agencies of the city are enabled to do their work with the minimum of duplication and waste.

"It has been found that in a city which did not have a confidential exchange or similar organization that charitable and relief agencies are often times working at cross purposes and that a large amount of their work is duplicated. They are thus handicapped and their funds are depleted more rapidly than they should be."

PORTLAND, Oregon.

W. B. Ayer, President of the Eastern and Western Lumber Company, writes as follows:

"We are at the peak load of unemployment and, while the wood yard is taking care of a certain character of cases, family men are pretty well up against it. "The Oregonian" is carrying on a very able campaign to induce home owners to furnish employment, and the director of the Unemployment Bureau says that the appeal met with instant response and over 150 men were sent out that were directly attributable to this article. "The Oregonian" is carrying on a daily campaign and I have written the editor, expressing my appreciation of his action."

PROVIDENCE, Rhode Island.

Luther D. Burlingame, Chairman of the Providence Committee on Unemployment, has sent out a follow-up letter addressed to employers, in connection with registration of men who have been on one job for more than two years. This letter is as follows:

"The registration of the unemployed taken at this office since October 28th, 1921, shows the names of some of your former employes as being out of work, according to our records. The attached list is for your reference.

"This Committee is fully aware that considerable effort is being made by employers to assist in reducing the number of unemployed, and it does not expect the impossible to be attempted, but we are faced with a condition that may produce acute suffering.

"The purpose of this letter is to remind you that the services of one or more of your old employees with whom you are acquainted are available, should you find it possible to add to your present force.

"Feeling sure that you will assist to the fullest extent possible by providing work where it is now lacking, we remain,

"Yours very truly,"

(Signed) PROVIDENCE COMMITTEE ON UNEMPLOYMENT
Luther D. Burlingame, Chairman.

The following card has been sent to every employer in the city:

PROVIDENCE COMMITTEE ON UNEMPLOYMENT

27 Westminster Street

Telephone Union 1969.

WHEN YOU NEED HELP -- TELEPHONE HERE FIRST

Men qualified in every trade are registered for work.

Their former occupation is known, and their family conditions are fully investigated.

This Committee is co-operating with most of the local business and social organizations to reduce unemployment, but it should know of EVERY vacant job in order to do the MOST good.

PLEASE HAND THIS CARD TO THE MAN WHO HIRES
(File for Future Reference)

This card is interesting, for it gives an idea of the difficulties under which public employment bureaus have to work, because of lack of confidence in them of employers. The card distributed by this Providence committee emphasizes that their men are qualified to work, that their former occupation is known, and their family conditions fully investigated.

This is just what would tend to reassure the employer as to his natural mis-giving. He feels that there is no particular incentive on the part of a public employment office to make good in picking its men, whereas the private employment service succeeds or fails in business by its success in satisfying employers.

QUINCY, Illinois.

The Ways and Means Committee of the Committee on Municipal Unemployment, Quincy, Illinois, has submitted an exhaustive report to Mayor P. J. O'Brien. One of its most novel features is the plan to build 50 homes at cost, thus giving employment not only to hundreds of men directly, but indirectly to many others. In brief it is as follows:

The proposition is to erect in this city fifty homes, of five rooms each, at the actual cost of construction.

Plans have been prepared by five of the leading architects in this city who are co-operating.

Each architect will prepare alternative plans, one for a house of brick, one of concrete and one of frame construction.

A prospective purchaser of a home may have the choice of either of fifteen plans or designs.

The architect who may have prepared the plan selected will supervise the erection of the home.

There will be no extras, no deviation, no competitive bids.

Everything required will be provided for in the price named, according to the style or plan the buyer selects.

The price to be established will be on the basis of actual cost of construction.

Nothing like it has ever been offered in this city. The builders, various craftsmen and architects have united in proposing to erect these fifty homes at cost.

The low price will induce purchasers.

Labor will find employment. Unemployment will largely be relieved. Builders will be able to keep up their establishments.

New homes, greatly needed, will be supplied. The entire city will benefit, and other enterprises will follow.

RED OAK, Iowa

A novel means of providing work is reported by Mayor C. E. Owens, of Red Oak, who writes:

"In reply to yours of the 10th asking statements as to condition of unemployment in Red Oak, Iowa, will report that the county has opened a stone quarry for the purpose of securing stone to be used for baffles in ditches along graded dirt roads and aprons at ends of culverts. This rock is being hauled to the locations where it will be used in the spring thus getting away from the probability of bad soft roads later and at the same time providing work for those who do not have anything to do at this time and no doubt would have appealed to the county for aid if this work had not been provided."

SALT LAKE CITY, Utah.

Mayor C. Clarence Neslen, of Salt Lake City, writes the following:

"Besides having many of our local men with families out of employment, we have a great many transients to be looked after; many going out to the coast and returning therefrom. We are caring for them through our municipal wood yard.

"From the railroads, we have secured great quantities of old lumber and old ties; from the telephone and electric light companies, old discarded poles; and from other sources, we have secured quantities of wood, including trees. This material has been hauled to a convenient place in our city, to which point we send men who are applying for temporary relief. We furnish them the necessary equipment and shelter and they saw and chop the wood and bail it, for a consideration of 25 cents an hour. They do not receive the money, but are given a credit slip for lodging at different cheap rooming houses and meal tickets at moderate priced eating establishments.

"The kindling wood which is cut by the men is sold to the public and delivered by the city organization. The city furnishes also the foreman at the wood yard and stands all incidental expenses. Our Charity Organization Society has thus far furnished the wages for the men. They are, however, at the end of their funds and if we continue the wood yard, the city will have to meet this item, subtracting from it, of course, the amount we receive from the sale of wood.

"Through the press, we are urging our good citizens to furnish a day, or part of a day's work to the unemployed - work around their basements or in their yards, painting, or repairing, or cleaning up. The citizens are asked to report their needs to the employment department, which organization is charged with getting the unemployed and the employer together."

SAVANNAH, Georgia.

From Savannah, Georgia, comes the following, from James T. Roche, in charge of unemployment work there:

"I am much obliged for the summaries recently received on what is being done in other parts of the country.

"We have not been idle here. Our men's committee is busily at work having appointed sub-committees to deal with certain phases of the unemployment situation. A committee of thirty-six of the city's most prominent women are now canvassing property holders, business men, and heads of industries asking jobs for those who are out of work and turning the responses in to the city's employment bureau,

"At a full meeting of our Emergency Committee held yesterday in the Board of Trade rooms, Mayor Stewart was present and announced that he was taking steps to float a \$300,000 bond issue and that this project would be submitted to the voters of the city within the next ten days. The members of the emergency committee who were present expressed unanimously the view that the situation was too grave to be handled by any relief committee, no matter how efficient."

WILLIAMSPORT, Pennsylvania.

Albert H. Standish, Chairman of the Unemployment Committee in Williamsport, Pennsylvania, writes:

"The greatest result has been obtained by our co-operating with the different agencies including the ministerial association and publicity on the part of the newspapers in reference to giving a day's work to the unemployed.

"We have adopted about seven slogans, such as 'Give a Job to the Jobless,' 'Find a day's Work for the Unemployed,' 'If You Have a Job, Help the Other Fellow Get One,' etc., which have been given prominent publicity in our daily papers, and the Merchant's Association membership have also included one of these slogans in their daily and weekly advertisement.

"The postal cards which have lately been distributed have been the means of calling the conditions to the attention of the people and have resulted in placing quite a few persons. We are still obtaining returns from these each day.

"At this time we are contemplating an organized effort on the part of our committee together with city officials of finding ways and means of raising sufficient money to carry on the public work which can be put in progress during the cold weeks."

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PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES.

Washington, D. C. February 7, 1922.

My dear Mr. Mayor:

Of late we have been receiving many reports from various communities as to how they extend relief to the unemployed. This particular bulletin is largely made up of different methods used to achieve the same result - the tiding over of jobless men and their dependents through the winter season, or until home industries can start up and normal local employment resumed.

I trust that some of these suggestions may be of value to you in your work in your own locality.

Very truly yours,

ARTHUR WOODS

Chairman.

ALLENTOWN, Pennsylvania.

Mayor M. W. Gross, of Allentown, says in part:

"The city is continuing all public work on sewers and the like regardless of weather conditions and we expect very shortly to leave several new contracts to relieve, if possible, the strained conditions. The manufacturers of our city are aiding us in every way possible by shortening their shifts and in that way creating positions even though they are not working full time. We have made a special appeal to the merchants and manufacturers to get under way any repair work which they may have had in mind for the Spring, especially the remodeling of store fronts which has aided the building trades. We also have a movement on foot for the building of new homes in order to give more employment. Quite a number of our citizens have assured us that they will join in this movement.

"In addition to the unemployed we are receiving constant complaints from workers whose wages have been reduced who insist that the living costs are not being reduced in proportion. The city officials are investigating the prices of all the necessities of life, especially bread, in an effort to help the situation".

BUFFALO, New York.

From George C. Hillman, Secretary of the Department of Public Affairs of Buffalo, comes the following:

"In order to help out the unemployment situation, the City of Buffalo, has during the month of January, 1922, appropriated the sum of \$200,000, of which \$50,000 is to be expended for clearing the streets of snow and other obstructions and \$150,000 for necessary repairs to various city buildings. This will provide work for a limited number of artisans.

"In addition to this, the city has several kinds of relief for needy persons, such as hospital care, health center or physician's services, aged people in homes. We have also what we call the budget system of providing weekly payment to widows having small children, and are found worthy of having these ^{sums} small/ themselves rather than receive grocery orders or the like from our Welfare Department. We also issue orders, in the case that requires it, for groceries, for shoes, for coal, for rent, and in addition to that, we frequently have donations made of clothing and various other necessities, which we distribute as judiciously as possible.

"Last week, through the medium of the public school pupils, each donating a small amount of potatoes, onions, apples and other necessary food products, the Welfare Department was able to distribute 1,200 bags to those dependent upon the city for aid".

BUTTE, Montana.

From Wm. B. Daly, Assistant Manager of Mines, comes the following:

"During the early fall, the Butte Relief Association was incorporated for the purpose of taking care of any needy families and single men who were still living in the Butte District. This Association appointed what has been termed the Administration Committee, of which the writer is Chairman, for the purposes of carrying out this work.

"A drive to secure funds took place on November 8-9-10, 1921, during which approximately \$25,000 per month was subscribed by individuals who now reside in Butte and by a few others who formerly resided in Butte. The mining companies thereupon subscribed \$1.50 for every dollar subscribed by the individuals. This made our total subscriptions well above \$60,000 per month. Relief was extended by the Administration Committee, consisting of groceries, meats, fuel, wearing apparel, employment, housing and sickness, to a total of 2,500 families. A restaurant was also established under the management of the Salvation Army for taking care of single men who were without funds, and the expenses thereof were paid by this Administration Committee. The meals granted by the Salvation Army management were two meals per day, consisting of good beef stew with several kinds of vegetables, bread and butter, and coffee".

CLEVELAND, Ohio.

Helen W. Hanchette, Assistant General Secretary of the Associated Charities of Cleveland, says:

"We feel that one of the greatest achievements in the community program has been a lack of harmful publicity which would create applications from our own residents due to panic and draw to Cleveland people from other cities who would be dependent upon us".

DALLAS, Texas.

The following are excerpts from the report entitled "Meeting the Unemployment Situation; Dallas" by Alecia I. Brown, Director of Public Welfare, Dallas:

"Carrying out the recommendation of the National Unemployment Conference, Mayor Aldredge has appointed a committee to act under the direction of the department of public welfare in the consideration of all phases of the unemployment situation in Dallas. Like the National Conference the committee has stated that its object will be, 'to inquire into the volume of needed employment, the distribution of unemployment, to make recommendations as to measures that can properly be taken in co-ordinated speeding up of employment by industries and public bodies during the next winter, and in addition, a broad study of economic measures desirable to ameliorate the unemployment situation and give impetus to the recovery of business and commerce to normal'.

"At its first meeting the committee recommended that all men who are residents of Dallas and who have families to support be given the preference. And it further recommended that necessary public works be constructed at this time when their construction will simplify the unemployment situation. It felt, however, that since the Employment Bureau's function was to bring together the unemployed men and the employers seeking laborers, the question of wages did not come within the scope of the committee's authority. All members of the committee were desirous of stimulating any type of work which would create employment for men. The Mayor pointed out that the City was building the City and County Hospital, the White Rock filtration plant, and the garbage incinerators, while continuing its street improvement work. The committee was informed of all road work going forward or being considered. Steps were taken to urge railroad officials to complete their plans and begin operations on all improvements which have been projected. Letters were sent to housewives asking that gardens be spaded up and windows washed. Work on the Physicians' Building and the erection of the Athletic Club has been stimulated. It is probable that nothing within recent years has done so much to clarify the thought of the city on the unemployment problem as has this committee. It represents a long step towards an intelligent grappling with the employment question, and has done much to correct the irregularity of employment in Dallas and the inadequacy of our employment machinery.

"Employment means buying power, buying power means consumption, consumption means production, and production in turn means employment. Employment is the starting point in the everlasting circle that makes prosperity.

" 'Live and let live' is our slogan; and while the committee feels that little can be gained as long as farm production in Texas remains as at present because of drouths and other unfavorable circumstances, we still hope that through newspaper publicity, through education, and through keeping the public informed of the unemployment situation, we will be able to secure employment for the greatest possible number of Dallas residents".

ERIE, Pennsylvania.

The Sub-Committee on Information and Program of the Mayor's Committee on Unemployment of Erie, among other recommendations, have put forward these:

"Any industries which are running full time, or practically full time, with a smaller force than they usually employ, should, if it does not materially increase their costs, call back their old employees and work all on a part time basis. A great many plants of the city are doing this, which has helped considerably in relieving the unemployment situation.

"Stores which are handling Erie-made products should make a particular effort to push the sale of these articles so that the factories concerned may increase the production of these products, thus employing more men. The people, through newspaper advertising, could be induced at the present time to give preference to Erie-made products, providing they are as reasonable as other articles of the same quality".

EVANSTON, Illinois.

What has been done in Evanston is summed up by the Rev. James M. Stifler, Chairman of the Unemployment Committee, as follows:

"Evanston is a suburban residential city with only a little manufacturing. The skilled labor is being placed by appeals through press. Housewives are responding to appeals through press and churches and clubs, to anticipate spring cleaning. The city secured prepayment from the street railway company of its annual license fee and set gangs of unskilled labor to work taking down condemned trees, of which there were 1000 to be removed. The wood is sawed in four foot lengths and left on the parkway and sold through the Associated Charities for a small amount to those who will cart it away. Satisfactory headway is being made. An active campaign to stimulate work was conducted by sending a letter to every member of the Chamber of Commerce and by distributing dodgers on blotters throughout the city. The distribution was made by suitable persons among the unemployed".

On the blotter is the following list of odd jobs suggested:

- Take out ashes from base of chimney
- Clean the bazement.
- Whitewash the basement.
- Clean and wax hardwood floors
- Mend and polish furniture
- Repair steps, front or back
- Kalsomining ceilings and rooms
- Decorate one room
- Wash the windows
- Can you use a tailor pressing up your clothes?
- Tidy up the yard
- Saw up wood.

FORT SMITH, Arkansas.

Mayor Fagan Bourland, of Fort Smith, writes:

"We have begun all classes of public works, such as repaving our worn out paved streets and paving streets that have not been paved here before. We have also started laying water and sewer mains so as to extend these systems where needed.

"We also inaugurated a rock pile on which we are working a great many men. The men break up large stones in smaller pieces so as can be used to mix with cement and sand to improve our streets. We are paying \$1.50 a square yard for this kind of labor. We find this a very good way to keep our unemployed laborers employed. It enables them to make a living. We don't encourage them, though, to keep up this kind of work. It is only temporarily, until they can find something better."

GALESBURG, Illinois.

Mayor Henry G. Hawkinson of Galesburg says:

"We carried a bond issue for the extension of water mains amounting to \$100,000, which we are more than thankful for; it gave us a piece of relief that had we not had it, I am sure that the suffering would of been quite serious and would of been very expensive to the tax-payers, caring for the dependent people.

"We have, however, continued the work through the winter every day that was possible and put into the homes of those working people some \$12,000 in salaries during the past three months.

"We are housing and feeding the traveling, destitute men by providing lodging and breakfast and such other necessary meals, through the local Salvation Army, being paid for by populat subscription through the people and our churches."

GLOUCESTER, Massachusetts.

Mayor Percy W. Wheeler, of Gloucester, writes:

"I do not think Gloucester has been so seriously affected by unemployment as some other cities in Massachusetts. We have around our water basins large acreages of woodland on which there is a great amount of standing dead wood. We have offered \$4.00 a cord for the cutting of this wood. A great many of our unemployed have been assisted that way, and the harvesting of our ice the last three weeks has employed three or four hundred more. Of course, our Poor Department is finding an increase in expense, as I presume the Poor Departments in all cities are".

LIMA, Ohio.

C. A. Bingham, City Manager of Lima, writes as follows:

"We are doing all possible to relieve the situation in Lima. At the present time the city is working over one hundred men a day on what is known as grocery slips; that is, the men work two or three days each week and receive in return orders on grocery stores for groceries. Of course the heads of families only are given this privilege.

"We are also starting every possible piece of public work in the city and are just about to complete final legal steps for the construction of a million dollar disposal plant and intercepting sewer".

LITTLE ROCK, Arkansas.

Ben D. Brickhouse, Mayor of Little Rock, writes as follows:

"Beg to state that we are re-organizing the charitable organizations; we are asking every religious and civic body to collect a monthly subscription for a common fund, and a representative from each organization is a member of the Board of Directors of the General Charity, with an Executive Committee of fifteen to directly handle the affairs.

"In regard to homes, we have procured a number of portable houses, which are very comfortable, placing them on vacant property to be used for the unfortunate during these strenuous times."

LOGANSPOUT, Indiana.

Frank V. Guthrie, Mayor of Logansport, writes:

"We have an organization for the purpose of raising funds by popular subscription in which fraternal orders and churches have joined. We also receive donations of food, especially tomatoes, beans, meats, etc., for the purpose of making soup. The responses to this fund have been very liberal.

"The secretary, who is secretary of the City Board of Health, and other officers of that department have supervision over the distribution of food and the Salvation Army, under such supervision, prepares meals to be served to the people who are hungry. Such public work as can be done is being performed at this time, thus giving employment to a limited number of persons".

MIDDLETOWN, Ohio.

"The following illuminating letter from Kenyon Riddle, City Manager of Middletown, Ohio, is reprinted in full as an example of what a forehanded community can do:

"The City of Middletown, through its Chamber of Commerce, and City Government, anticipated considerable unemployment and about a year ago began to organize to take care of the situation. The important feature of the policy determined by these institutions was to provide necessary work for all able-bodied men and women who were permanent residents of Middletown and consideration was given to families so that there would be at least sufficient income to make a family self-sustaining.

"In order to create the necessary work, the City Commissioners undertook all of the essential work possible, making an effort to do work of such a nature that the maximum of labor for a given cost would be involved. The Chamber of Commerce also put into effect a campaign to encourage and stimulate building and work of all kinds on the part of individuals and private concerns.

"In order to have a complete and detailed record of the permanent residents of Middletown, and that the most deserving ones might be given preference, the Chamber of Commerce installed a Free Employment Bureau and put a trained and competent man in charge. The work being created and the Employment Bureau as an agency to connect labor with such work, there remained those persons incapable of earning, and, inasmuch as the Red Cross is also a department of the Chamber of Commerce, these people were charges upon that organization. There also remained those persons who were physically able to perform work and who had others dependent upon them, but were unwilling to work. In such cases, the deserving dependents were taken over by the Red Cross and the unwilling workers were put under arrest and sent to the workhouse.

"It is a fact that the methods followed here have almost entirely solved the unemployment situation, and there are today no able-bodied persons being cared for by charity. They are either working or serving time in the workhouse.

"I claim that if the people of any community through such agencies as the Chamber of Commerce, and with the support of City Government, will undertake to solve the problems of humanity, and enough of such communities will carry out this work effectively, ultimately there would be no considerable amount of suffering in the whole nation. Probably the best suggestion offered at the

President's Conference on Unemployment was that each community feel the responsibility of taking care of its own people, and it would then be only necessary for the National Government to advise and assist in the uniformity of such work.

"For this year, in Middletown, the following public and semi-public work is in process:

"Public work amounting to \$400,000; new hotel building, \$500,000; for schools, \$700,000; new Y.M.C.A. and Community Building, \$700,000".

PITTSFIELD, Massachusetts.

Robert G. North, Manager of the Pittsfield Chamber of Commerce, and member of the Advisory Committee of the President's Conference on Unemployment, writes as follows:

"Since my last report to you this section of the country was visited by a severe sleet storm. This storm so damaged many of the trees on our watershed as to make it necessary to have the trees removed entirely in order to prevent forest fires. Since the city has no available fund with which to do the chopping of this wood we have arranged with the Board of Public Works to sell the cord wood through the employment office with the understanding that the Board of Public Works will superintend the cutting and delivery of the cord wood, employing on this work the most needy cases who apply at this office. In this way we expect by rotating the men to care for all who are in dire need.

"We have arranged with the Board of Public Works for the loan of six snow shovels which we keep in this office. We have advertised that we have a 'flying shovel squadron' one of which any citizen can have to clean their sidewalk by telephone this office. Through this means we have been able to give a few men a little work."

PORTLAND, Maine.

Mayor Carroll S. Chaplin, of Portland, encloses the following excerpts from a report of the Associated Charities:

"There are numerous private relief-giving societies which, to a certain extent, register their cases in the Confidential Exchange kept by the Associated Charities and through this work out plans together. The Associated Charities has about 10,000 registrations and 5,300 case records. This society does reconstructive work with families and tries to put them on their feet so that they will not have to continue dependent. All cases of need coming to them are provided for either through the public agencies, the other private relief-giving societies or from their own funds specially raised for the purpose. By a working agreement between the Overseers of the Poor and the Associated Charities, families whose need is chronic or will continue for a long period are referred to the former; where the need is temporary or can be removed by supervision or the working out of a plan the Associated Charities takes charge.

"In the present industrial crisis it is felt that need caused wholly by unemployment - (that is, where the family has good standards and has never before applied for assistance) - should not subject the family to pauperization by referring them to the Overseers of the Poor. Last year, therefore, the City, as an emergency measure, placed with the Associated Charities, \$1500 to be used in giving help to families of this type. The community responded also to the appeal for extra funds, so that the need has been met. In addition to giving relief, social work has been done with every family, health problems have been worked out, guidance in domestic difficulties given.

"The Associated Charities listens to every man's story, tries to return him to his home or friends or place of settlement. Failing this, if he is a superior type of man, it gives assistance until he can be provided for in some other satisfactory way. If he is shiftless - a drafter who patently is making the unemployment situation an excuse for roaming - we refuse any assistance further than a meal.

"We intend and expect to care for families in their homes, avoid bread lines and soup kitchens and thus to preserve the standards of family life and prevent any break-down in health or morale because of need consequent on unemployment."

POTTSVILLE, Pennsylvania.

Dr. J. O. Bearstler, Superintendent of Public Safety, writes as follows:

"In answer to your letter of the 24th instant would say that as far as possible, this City through a Society named the King's Daughters and the Salvation Army and Red Cross Societies have taken care of all really destitute in this City.

"Further the merchants of the city have been called as well as every householder to look about their premises to see what can be done to give some worthy person work as cleaning, repairing, etc. Our moving pictures have been instructed to recall to their patrons the question of the unemployed person and many lodges and organizations have had what we termed four minute speakers to address them on this subject.

"The newspapers have taken this matter up and are calling every citizen to look around and provide employment where found.

"The situation in this region is much better than in most communities but we are always keeping the subject before the people".

ROCK ISLAND, Illinois.

Mayor H. M. Schriver, of Rock Island, reports as follows:

"Our local Committee have made every effort in the world to stimulate employment of labor. We have had numbers of our citizens employing one man one day a week, simply making work for him, to prevent him from becoming an object of charity. I have had the railroad companies ship me many carloads of discarded ties and old lumber of no further use to them, gratis, which has been distributed among the poor for fuel by means of municipal trucks".

WILLIAMSPORT, Pennsylvania.

What has been done in Williamsport is succinctly told in the following newspaper account of the work of the State Employment Office in that city:

"Other activities of this office have consisted of personal interviews with employers of labor in this city and with questionnaires, telephone calls, besides writing letters to every employer in this district offering the services of the office and assuring them of our prompt and careful attention to all requests for help received from them which comprises the following counties: Lycoming, Union, Montour, Northumberland, Sullivan, Potter, Bradford, Snyder, Tioga, Cameron and Clinton. Also interviewing laborers making applications. The representative council connected with the office has held meetings regularly every month during the year and have discussed about all phases of the labor situation, among them seasonable industries, seasonable trades and occupations and many other reports. By their kindly advice and counsel they have been a great help to this office. The mayor's emergency unemployment committee was organized October 20, 1921. The committee has done excellent work in helping to provide work for the unemployed. The first plan was the extraordinary publicity in the newspapers explaining all phases of the subject and by placing a coupon in all daily and Sunday papers for those who had odd jobs to fill out and return to the state employment office. The 12,000 franked postal cards were sent out, but it is too early to give results. The committee have other plans for the near future to help the situation here. The state employment office has acted as the clearing house and has done all correspondence and other detail work for this committee".

YOUNGSTOWN, Ohio.

A letter from Youngstown reads:

"Our Mayor's Committee on Employment is at the present time functioning in a most efficient way, through the efforts of the Committee, Municipal bonds were sold and through the money provided in this way, work was provided in the city parks for men with families. The men were divided into two groups and worked in two weeks' shifts. One group went on as the other came off.

"They have also as a committee interviewed the heads of the steel mills of the Youngstown District and as a result, it has been agreed that the mills will take back their family men in two weeks' shifts, as far as possible.

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"Of course, this has not entirely alleviated the situation but we are glad to say that it has decreased the suffering by at least fifty per cent and that we have had the co-operation of the churches, the labor unions and the business and professional men in carrying on this programme.

"At the present time, our greatest problem is the single unemployed man, but we are considering this question from every angle and feel sure before long, we will be able to take care of our single men as effectively as we have the family man".

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PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES.

Washington, D.C., February 17, 1922.

My dear Mr. Mayor:

American cities have gone through unemployment experiences of varied kinds, oftentimes distressing. With midwinter upon us, many are in the midst of the most trying conditions. The able-bodied man with a family dependent upon him who has lost his employment and the jobless man who has no home, furnish the two most serious aspects of the problem.

January, February, and March are the acute months of the year in both cases, Bitterness and depression follow a too long drawn-out cessation of work, with its attendant loss of income. Home standards fall, and the physical well-being of men, women, and children is put in peril.

Happily, hundreds of communities have forestalled such a calamity. Many are reporting to this office how a workable plan has been evolved. A selection of these fellows, with the idea that they may be useful in your own local problem.

Very truly yours,

ARTHUR WOODS

Chairman.

BETHLEHEM, Pennsylvania.

Two stores have been organized by the Chamber of Commerce to collect and distribute food, coal, and clothing, which is raised by direct contribution of those articles, or by liquidating at stores orders made out by subscribers for supplies chargeable to their accounts at wholesale cost. The Family Welfare Association cooperates with these stores to follow up requests to see that gifts are merited.

A \$2,500,000 hill-to-hill bridge is partly under way, and when the work is in full swing, which is expected within a few months, from 1,000 to 2,000 men will be added to the 350 now employed.

In the recent storm, everyone who wanted to shovel snow got at least two days work.

CALIFORNIA

Mortimer Fleishhacker, Regional Director, has made an exhausted investigation of unemployment conditions in the State of California and reports an encouraging situation. He writes:

"I requested the Oakland theatres, in the name of the President's Conference on Unemployment, to allow Four-Minute speakers to appeal to their audience to render aid in solving the unemployment question in the City of Oakland.

"We have followed the plans outlined at the Conference in Washington, and have met with the unanimous support of the various organizations throughout the State.

"Building, both public and private, has received marked impetus due to our campaign, the State and municipalities having cooperated with us in every way. In Southern California road work has materially relieved the unemployment situation. We find that in every department- Agricultural, Construction, State Highway, and Railroad - work which has been of incalculable help has been financed and started for the first time during the winter months.

"The general situation is encouraging and I have reasonable assurance that the whole problem will be kept well in hand and that within sixty days the question will be that of procuring workers for the job, rather than jobs for the workers. It has been very gratifying to me as I have found that the problem solved itself when the employers were brought to a realization of the situation through the able campaign conducted by the various citizens' committee and municipal bureaus."

CAMDEN, New Jersey.

The following is a portion of a report from the Bureau of Charities' to Mayor Charles H. Ellis of Camden:

"Realizing the great distress prevalent among the unemployed, who in a large measure are now or are about to become charges upon the city, this bureau deemed it essential to make strenuous efforts at once to give the unemployed man one or two days work per week during the next two months thereby giving assistance to the many.

"First, the Bureau aroused the Industrial and Civic interest as to the acuteness of the situation, we then held a meeting at the Bureau which resulted in an immediate call by the Chamber of Commerce, reconvening their "Unemployment Committee" out of which various Industries immediately placed many of our men, one large corporation offering to place all former Employees of good standing, others taking a certain number of half time for two months, another firm requiring thirty labourers for two weeks accepted our proposition of taking ninety men for two days each per week, using only Bureau of Charity men. Another far reaching result attained was that the Manufacturer will first consider Camden residents, second married men or other men having dependents, third, that of placing men from the Bureau of Charities.

"Another method being pursued and producing immediate results is that of having well known women volunteering their services, going out in teams of two in an automobile, calling wherever they shall choose to find short timed jobs, asking the Manufacturers to start an Idle Department as far as it is possible for them to do so; this effort is expected to produce good results, and keep the Bureau of Charities from handing to the able bodied man a food order making a pauper of him causing loss of self respect instead we hope to hand him a day's work."

CHARLESTON, South Carolina.

Secretary J. Gilmore Smith of the Young Men's Board of Trade, which is the official bureau of Charleston for the unemployed, is quoted in a local newspaper as follows:

"It would demand too much space for us to go into details about the way we go after jobs, but briefly let me say that every morning my assistant secretary and I make a round of telephone calls, for several hours, covering a list of about twenty-five employers of labor, including stores, factories and private and public enterprises of all sorts. The persistence of these calls day by day, is one of the most effective means to make people realize that they should create for the unemployed all the work they possibly can. The daily list of jobs, secured in this way ranges from six to fifteen a day, some days more."

CLEVELAND, Ohio.

Cleveland, Ohio, Recreation Council reports on a plan partly recreational in character which came through the suggestion of one of the managers of one big manufacturing plant of this city. It is to open the cafeteria of the plant as a recreation room from nine in the morning until late afternoon or evening for the use, not only of their employees, which are at present small in number because of the reduction of work, but also for the use of former employees, so that they may come to this cafeteria and use it as a social room, playing games, reading newspapers, and so on, thus being available for any calls for employment which may be routed here from the central employment agency.

CLINTON, Iowa.

Mayor H. W. Cowles, of Clinton, reports as follows:

"The city of Clinton has been very fortunate in this respect as we have not found it necessary to take any special action in the matter to take care of the situation due in a great measure to the varied class of industries located here, and again to the action of the city council during the winter of 1920-21 in providing for extensive improvements which were carried on through the summer and late fall of the year 1921.

"Subway construction has been under way during the entire winter beginning in November. The ice harvest is taking care of 300 to 400 men. City council has plans for sewer construction to begin at an early date.

"In conclusion, I would say that I am of the opinion that the most enviable position that Clinton holds today is due to the splendid foresight exhibited by the business interests and its city officials at the proper time. Unemployment has been practically unknown except temporarily."

HAGERSTOWN, Maryland.

Mayor John Ankeney writes:

"We are building sewers, quarrying stones, grading streets and in general doing everything we can do at this season, preparatory to the opening of spring weather. All who will work can get it."

LOWELL, Massachusetts.

Cornelius F. Cronin, Director of the Civic Employment Bureau of Lowell, reports:

"The method employed in Lowell for the care of these people was the establishment of an Employment Bureau and the naming of a committee on employment, consisting of mill agents and business men of Lowell and vicinity, which committee also acts as a committee on temporary relief. Under their direction a tag day was held, which netted a goodly sum, sufficient to take care of all who may need immediate relief."

MASSACHUSETTS

John W. Hallowell, Chairman, Massachusetts Committee to Promote Work, writes as follows:

"Through the efforts of Governor Cox, an emergency appropriation of \$50,000 has been authorized by the State Legislature, which amount shall be expended for the purpose of 'clearing the forests of the Metropolitan Parks District' injured by the ice storm of a month or so ago. The \$50,000 will be administered by a 'Special Commission composed of the Chairman of the Metropolitan District Commission, the Chairman of the Massachusetts Committee to Promote Work, the Commander of the Massachusetts Department of the American Legion, the Commissioner of Public Welfare, and the Commissioner of Conservation', and this Commission is 'given full authority to make rules and regulations as to employment, to fix wages, and otherwise to direct and carry on the work.'"

NORWOOD, Ohio.

Mayor Louis H. Nolte, of Norwood, Ohio, writes:

"We have in our City Hall a department of social service and public welfare, called the 'Norwood Community Service League.' This organization takes care of the unemployment situation gratis. They are very closely affiliated with the large manufacturing plants and as their director was also the director of the Red Cross work they are in touch with every man, woman and child in Norwood, through the schools, churches, factories, city officials and through the homes. Every citizen of Norwood so far as we know is a volunteer worker of this organization.

"We have urged each of the factories to take on as many men as they can; have had the house wives give work such as cleaning basements, walls, etc. to every man they can. These men receive \$3 a day.

"We have reported to each church the men who have applied to us for aid from their congregation, they in turn assist by having these men employed among their own members.

"Our factories have been more than generous and have at times given work to men when we knew their services were not needed. We feel that our unemployment situation here is pretty thoroughly taken care of and the factories assure us that with the opening of spring weather the chance of permanent jobs for every one will be very good."

OKLAHOMA CITY, Oklahoma.

Mike Donnelly, Commissioner of Accounting and Finance of Oklahoma City, writes the following:

"During the war a very large number of married women were prevailed upon to lay down their household duties and take up employment of various kinds. Oftentimes husband and wife would be employed in the same institution at large salaries. There has been an effort to adjust this matter by requesting employers to make investigation to ascertain whether or not the efficiency of their institution could be retained and single women given the preference, especially where technical knowledge is not required.

"A church census has been taken with the view to ascertaining how many members of each church would be willing to create odd jobs around their homes for the purpose of giving men employment and this has been moderately successful.

"We are dividing the city into districts with the view of having the members of the Fire Department require certain districts to be cleaned up and all rubbish, trash and combustible material to be hauled away, which will provide short time jobs for a number of men."

POUGHKEEPSIE, New York.

R. W. Budd, Secretary of the Poughkeepsie Chamber of Commerce writes that the Poughkeepsie Plan for the Relief of Unemployment Conditions has practically eliminated any distress in the city. He says:

"The Poughkeepsie Plan for the Relief of Unemployment Conditions was put into effect the middle of October in this City and by the functioning of the same we have practically eliminated any distress in the City as far as we know.

"Unemployment is not now apparent on the surface and the professional pan-handler or charity seeker has been eliminated and either forced to move from the City or been put to work. While the demands on our charitable organizations due to employment have been bigger than in previous years for some time, still the amount of actual relief given in the aggregate has been less due to the cutting out of duplication as the clearing house system, which we have adopted, has worked perfectly.

"We ran in one of our largest department stores in this city a "Made-in-Poughkeepsie" sale at which all manufacturers sent their products to this store where the same were sold at cost. In addition to this, we issued posters headed 'Patronized Poughkeepsie and Promote Prosperity.'

"Poughkeepsie has solved its problem and is now about to enter upon a period of stable prosperity, the like of which she has not had for some years past."

(NOTE:-The leaflet describing the Poughkeepsie Plan was sent to all mayors and other public officials who are on the list to receive this bulletin. Should further copies of the Poughkeepsie Plan be desired, they will be promptly forwarded on application to Colonel Arthur Woods, Room 214, Commerce Building, Washington, D. C.)

ROCHESTER, New York.

Albert M. Flannery, Secretary to Mayor Clarence D. Van Zandt, writes that the administration's policy is as follows:

"To urge, to the fullest extent possible, carrying on public improvements to afford the greatest possible measure of employment;

"To have the administration work in harmony with the Community Conference Board, upon which the city has a representative, in devising plans to substitute steady for seasonal employment;

"And, to furnish relief through the medium of the Department of Charities and Corrections in cooperation with various and unofficial philanthropic and social welfare organizations."

SAGINAW, Michigan.

Don W. Lobdell, Secretary of the Employers Association of Saginaw Valley, Mich., reports conditions as follows, at the request of Mayor B. N. Mercer:

"If the case is a city case or a case that is interpreted as coming by law under the jurisdiction of the city of Saginaw, the city departments render all possible aid to the destitute persons by furnishing fuel, provisions, medicines, etc. If there are any wage earners or persons physically able to work in the family, these persons are given employment through the city unemployment bureau operated in the employment office of the Employers' Association of Saginaw Valley. Persons who do not come under the jurisdiction of the law as being dependents upon the city government for aid are taken care of through the county fund and given the same attention as if they were city residents. However, there are some cases of persons who have moved to Saginaw from other sections of the state or from other states of the union who under no construction of the law can be classed as wards of either the county or city and in this case, the Saginaw Welfare League, a local welfare organization, provides those persons with the same help as we have stated above as given by the city.

"In all cases, we endeavor to immediately place applicants for charity at work and in ninety-nine cases out of a hundred, have been able to do so through the operation of our local city unemployment bureau."

SCHENECTADY, New York.

Schenectady has put the city firemen to work canvassing to determine the exact conditions. Seventy thousand dollars have been used up by furnishing employment in the parks during the winter months. Ninety percent of this went for wages. More money is needed and the budget committee is meeting this week to determine the amount. The city has a fine system of aiding families in distress and even advance money when people are about to be dispossessed. The General Electric plant also has established a relief plan to help its old employees who are unemployed at present.

The city engineer has suggested that all the creeks be cleaned out right away and a committee of alderman is making a study of the situation.

"We have had the most severe weather we have had in years, and through these agencies we have been able to take care of all calls."

WORCESTER, Massachusetts.

From Gerhard Becker, Almoner, Board of Overseers of the Poor of Worcester, comes the following:

"I wish to say in compliance with your request, that the City of Worcester is providing for destitute families and individuals through this department, primarily, in accordance with the Massachusetts Support Laws. Families are cared for in their own homes by the furnishing of cash, food, fuel, clothing, medicine, and in numerous instances where the families are to be evicted, we are assuming the payment of rent. We are giving aid to some families amounting to as much as \$30 a week. At the present time we are aiding over 800 families every week at an expense of over \$25,000 a month.

"Individuals are being cared for primarily in our almshouse, but in some cases where only a small allowance is necessary we grant a little cash each week, but these are exceptional cases. Those having a legal settlement in some other city or town are furnished transportation to their place of settlement.

"Soldiers and their dependents are as a rule provided for out of the Soldier's Relief fund.

"There are instances where we find it necessary to start people up in housekeeping by purchasing secondhand furniture and aiding them in procuring a tenement. No family found to be in distress is ever refused relief."

YOUNGSTOWN, Ohio.

Leroy A. Manchester, member of the Advisory Committee, reports as follows, concerning a drive to raise \$100,000 for relief of the destitute:

"The churches furnished sufficient teams for the work and in the afternoon, between the hours of two and six o'clock, the entire city was covered by house-to-house canvas. All theatres and places of public amusement closed voluntarily from two to five. Something over \$121,000 was raised in this way. The officers of the Community Corporation advise that this fund, together with other funds which are available, will be sufficient to last until March 1st. Thereafter, we will have to make other and further provisions for the destitute.

"The next question was how to distribute to best advantage the available jobs among those out of work. Our Committee did not assume that it could create employment. Its influence might in some degree and in some places stimulate employment, but its greatest usefulness is in aiding the equitable distribution of available jobs.

"The steel mills are the largest employers. They all agreed to cooperate by first taking care of their own men, so far as possible, and, secondly, giving preference to those registered in filling new jobs. This co-operation has assisted very greatly.

Two experts are to be appointed to check up on all business and private houses in the city. It is the plan to ask the owners to "spruce up" at once in order to make jobs.

WILMINGTON, Delaware.

How the City of Wilmington solved its problem is described by Mayor LeRoy Harvey, as follows:

"Replying to your letter of January 23, I beg to say that Wilmington is meeting the strain of unemployment by coordinating the work of the different charitable organizations into one Emergency Relief Fund Committee, ^{this committee} has collected to date about \$70,000, and is distributing the money to the different agencies as they need it.

"We are supporting a lodging house where homeless men can be put up and given meals. We are also giving employment to men who are heads of families, in cleaning up and grading certain tracts of the City's parks that have been owned by the city for some time, but never before developed.

"In addition the city is building a new harbor and a new library at a cost of \$3,000,000, both of which projects give employment to hundreds of men when the weather permits.

"We find the communications from you that tell what other cities are doing most helpful, and hope that you will continue sending us this information."

WILMINGTON, North Carolina.

Mayor James H. Cowan, of Wilmington, writes as follows:

"The city has just undertaken an extensive street building programme, issuing \$200,000 in street improvement bonds, with the idea of increasing this after June 1, in order both to advance the city in the way of permanent paving and to give employment. One of the large contractors, working under the bond issue, is at work and the other will begin work this week. The resumption of operations by the many fertilizer plants around Wilmington, within the next few weeks, will also provide additional work."

WINSTON-SALEM, North Carolina.

James G. Hanes, Mayor of Winston-Salem, writes:

"We have an organized Associated Charity in this city which takes care of our homeless, destitute and sick people. They furnish clothing, the city furnished medical aid and attention, and where necessary the sick are taken to our hospital which is owned and run by the city, where about eight percent of the patients are charity patients. Wood and coal are furnished by the Associated Charity as well as clothing, etc. This organization is supported by our entire citizenship and is contributed to also by the city in our yearly appropriation. There are, of course, a number of chronic cases which are taken care of by churches and institutions.

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"A sub-committee was then created to confer with the various departments of the city, to assure as much public work as could properly be done. This required some additional bond issues, and City Council so re-adjusted its financial program as to provide the necessary funds for a maximum of this kind of work. By this means many people have been given employment by the city, who otherwise would have had nothing to do.

"Efforts have also been made to induce people, generally, who have work to be done about their homes, or elsewhere, to give it through the Committee. All public agencies, having power given them by law to administer relief, have co-operated in a way to avoid duplication and make the funds available go as far as possible."

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PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES.

Washington D. C., February 27, 1922.

My dear Mr. Mayor:

Early in the present period of unemployment the American people caught the idea that this was not a matter for legislation, that no magical cure could be looked for, that the emergency had to be met by the neighborly, helpful dealing of one with another, by everyone's making an effort to provide as soon as possible, all the necessary work that he could, by everyone's holding out a helping hand. It has been the realization of this situation by the people of the country and their acting upon it in definite and sound ways, that has kept the emergency from causing far more suffering than it has.

Perhaps you may find a helpful idea or two in some of the methods and means which certain communities have adopted.

Very truly yours,

ARTHUR WOODS

Chairman.

ABINGDON, Illinois.

Contracts have been let for $1\frac{1}{2}$ miles of street paving, to furnish employment to a considerable number of men, and Mayor G. K. Slough writes that the town is working on other similar projects.

BALTIMORE, Maryland.

A new feature is the establishment of an "Odd Job Bureau", its purpose being to cooperate with the Municipal Employment Bureau in Baltimore and to specialize in the procurement of small jobs. This work will be under the auspices of the American Rescue Workers, 722 West Baltimore Street.

CHESTER, Pennsylvania.

Mayor William T. Ramsey reports:

"Our Committee, which is headed by Mr. John G. Pew of the Sun Shipbuilding Company, successfully carried on a drive for funds to care for the unemployed insofar as supplying food, fuel and clothing in the absence of work. It collected \$80,000, which is sufficient to care for all of our people."

CINCINNATI, Ohio.

George D. Crabbs, Chairman of the Mayor's Unemployment Committee, reports as follows, concerning Cincinnati:

"(a) We personally visited the editors of our Cincinnati papers immediately upon being appointed by the Mayor, and through this effort secured full sympathy of the press and wide publicity based upon information supplied by the Committee from time to time. In addition thereto the papers agreed to run the Registration Blanks and Job Blanks for several weeks, and through this source we secured complete new registration of about 1,500 unemployed.

"(b) We co-operated with and moved the State City Free Labor Exchange into adequate quarters without cost, increased the personnel of the Exchange that it might function properly and placed the whole operation under the supervision of one of our Committee.

"(c) Through appropriate committees we interviewed City and County officials, Board of Education and those in charge of all large construction jobs to hasten all work contemplated. We held meetings with large employers of labor, we urged the State Highway Commissioner to immediately release three important road contracts in our City and County and in all these efforts we met with satisfactory results.

"(d) We have conducted a speaking campaign before clubs, churches, organizations and business groups. The federated Improvement Association of the City made a special effort in a house-to-house canvass to secure odd jobs.

"(e) Through the large industrial corporations, we secured their employment managers to give one day per week in our Labor Exchange, to assist in telephoning all possible employers of labor and interviewing in person large construction jobs.

"(f) Placed large posters in all the important buildings throughout the city, calling attention to the serious unemployment situation confronting the Mayor's Committee.

"(g) We have co-operated with all the organizations in the city and have tried to tie up all efforts with proper publicity.

"I am gratified to say that the conditions of unemployment in our city have been greatly improved and we are hoping to solve the problem in a large measure by the first of April."

CONNECTICUT

Charles J. Bennett, the State Highway Commissioner, writes:

"This Department has made a concerted effort to meet the President's desires in the matter of getting contracts under way as early as possible. We advertised for bids early in the year for quite an extensive program of work, and while it was not possible to award the contracts immediately, arrangements were made whereby the preliminary work has been carried on so far as is possible during the bad weather.

"We are receiving bids for 27 miles of construction which will probably be started immediately. In addition to this, every possible effort is being made by the contractors, themselves, to keep the work going as fast as possible during the winter months to take care of the unemployment situation. At times, of course, there must be a let-down on account of the disagreeable weather, but on the whole, the amount of work under way this winter^{far} exceeds that of any previous winter in my experience. While this, of course, does not have any great effect on the actual unemployment situation in this section so far as the average person can see it, I have not doubt that the work done by the different State Highway Departments in this vicinity is doing much to alleviate the serious conditions which prevail."

COUNCIL BLUFFS, Iowa.

The Mayor has communicated with representative citizens and business firms and is getting from them financial and material assistance to relieve the poor and unemployed. He also authorized a campaign, setting a day aside to sell tags on the streets for the benefit of the unemployed, and has further attempted to relieve the situation by opening a free employment agency in his own office, requesting the unemployed to apply for work to him. Firms of this city notify his employment office whenever in need of help. Grocery stores and fuel dealers have come to the assistance of the Mayor, authorizing him to draw on their supplies free of charge for the benefit of the poor in the city.

HAGERSTOWN, Maryland.

A community chest organization was formed by the representatives from twenty-six local organizations who in joint session elected a Board of Directors and officers. The object of the community chest was for the purpose of supplying sufficient funds to the various welfare and other organizations of Hagerstown for their yearly budget, thereby preventing the constant solicitation of each and every organization.

To do this the people of Hagerstown and vicinity were asked to subscribe \$36,000, and the beneficiary organizations were required to submit a detailed budget based upon receipts and expenditures for the past two years and their proposed program for 1922. These budgets were very carefully studied by the Budget Committee of the community chest, and after certain adjustments were made the amounts given below were approved as being the actual needs of the respective agencies for the year's activities;

County Health Association	\$ 6,837.59
Country Boys' and Girls' Clubs	1,742.30
Day Nursery	1,663.38
Kings Daughters	110,292.90
Orphans Home	2,224.50
Playground & Recreational Ass'n.	7,465.67
Red Cross	1,206.20
Salvation Army	1,576.33
Emergency Fund	3,000.00
Total	<hr/> \$ 36,008.87

To quote a report:

"It can readily be seen by the above explained community chest proposition and its carefully worked out budget plan, that Hagerstown is away ahead of most of the larger cities of this country in caring for its destitute cases, and Emmet W. Gans, Chairman of the executive committee, and President of the Chamber of Commerce of Hagerstown, contributed largely to the success of this movement by bringing to the beneficiary organization the various cooperating societies of business associations and clubs in the raising of this money. Amount subscribed for stated purposes, \$36,074."

JOHNSTOWN, Pennsylvania.

The Cambria Steel has a welfare department that is making personal investigation of every case that comes to its notice and tries to place men wherever possible. In one recent report out of 56 cases investigated and helped, all but 19 of the men were placed at work. The mill officials had asked the charity organizations to report any cases of need to the company that involved any of their former employees. The Cambria Steel Company employs 70 per cent of the male labor of Johnstown.

NORFOLK, Virginia

Albert L. Roper, Mayor of Norfolk, Va., writes as follows:

"The city administration has made every effort to put on as large a program as possible of public improvements, not only because those public improvements are always needed, but very largely because of our desire to employ as many men as possible, and also to stimulate private individuals in their own businesses. We are building approximately \$1,500,000 in schools; are spending between \$500,000 and \$1,000,000 in street improvements; are engaged in the construction of a \$5,000,000 addition to our water supply; and have just authorized an expenditure of \$5,000,000 for municipal terminals and grain elevator. This is why I expect, with so much confidence, improved conditions in Norfolk."

PENSACOLA, Florida.

A report from Pensacola reads:

"The local labor situation has been greatly relieved during the past few months by the erection of three handsome public school buildings, and many men are now ^{being} employed in extra number of municipal paving contracts. Work will shortly begin on an extensive scale on a number of road and bridge contracts in the vicinity of Pensacola, built by Federal, State and County aid. It is proposed to spend several hundred thousand dollars.

"In short there appears to be employment here for people who are willing to take the inevitable reduction in wages."

PETERSBURG, Virginia.

The City Council has provided for public work to be begun within the next few weeks, which will employ several hundred laborers. A contract has also been let for the erection of a Country Club at Petersburg to cost \$150,000, and as soon as work on this building is started, which will probably be within the next month, the number of unemployed in Petersburg will be considerably reduced.

A committee of citizens was appointed by the Mayor in accordance with the recommendation of the President's Conference, which committee has been co-operating with the various local organizations and City Council in providing work for the unemployed.

No additions to the ranks of the unemployed are in prospect at the present time, but, on the other hand, the building of roads and other public work provided for, which will begin in the near future, it is believed, will take care of nearly all the unemployed in that city.

PORTLAND, Maine.

Mayor Carroll S. Chaplin, writes:

"Our City Council on February 16 appropriated the sum of \$10,000 to be expended by the Commissioner of Public Works for the employment of labor on such emergency public work as is available at this time of year. This public work consists of preparing stone for the stone crusher, and the cleaning of gutters and removal of ice in preparation for the spring thaw.

"In employing this labor the Commissioner of Public Works is to select such residents of the city, preferably citizens, as have dependents, and as are certified to him in writing by the representatives of the Mayor's Committee on Unemployment, it being required that all applicants for jobs under this special appropriation register with the Mayor's Committee.

"The transient unemployed are being cared for by the Salvation Army and to them the work test is applied. If they meet this test they are further assisted otherwise, not.

"I believe that the unemployment situation here is improving and that with the coming of spring and the commencing of several proposed building operations, conditions will fast return to normalcy."

SAVANNAH, Georgia.

From J. T. Roche, a member of the Advisory Committee on Unemployment of Savannah, Ga., comes the following:

"Savannah's plan of 'One day's income for the man with a job to help the man without a job' has brought very satisfactory results. We have now a good emergency fund to take care of the needy for some weeks to come. The Finance Committee of business men took charge of the soliciting with the exception of women with incomes, who were handled by a women's committee. Contributions are still coming in and the Finance Committee's Report will be sent to you in due season.

"The Investigation and Disbursement Committee, also made up of the city's leading business men, is now busy extending relief to people in need of the bare necessities of life. I became convinced early in the game that the business men must be brought into close touch with the conditions in order to obtain satisfactory results. At every hour of the day these men take their turn at a big desk in the Board of Trade rooms, applicants for relief are passed upon by them and relief extended at once where the applicants appear to be deserving. They work with the Social Service Federation, the Red Cross and the Salvation Army all of which were short of funds and food, clothing and fuel are promptly supplied by them to needy people without distinction of race or creed.

"Everything considered the results are most gratifying and I can say with truth that there is not in this city today a man, woman or child lacking for the necessities of life and there is a more general desire on the part of the public to aid in solving the problem of unemployment."

WATERLOO, Iowa.

The Mayor is closely co-operating with the Waterloo Relief and Employment Commission and has ordered civic improvements for the purpose of giving employment. Each day about 50 men report to work under the Mayor's plan, for which work they do not receive money but a day's ration for a family. In the meantime efforts are being made to find more permanent work for these unemployed, and these permanent positions are given to the people that are working on the sustenance plan. The railroad companies within the last few days relieved the situation to a great extent by employing many of the city's unemployed to unload coal, which they are shipping into Waterloo for storage.

WILMINGTON, Delaware

Quite a number of citizens are donating considerable sums of money to certain departments of the city, or to certain businesses, to be used in furnishing work for the unemployed. One case in particular is where a citizen had given \$2,000 a month, to the Park Commission to furnish work for men engaged in cleaning up and improving park conditions during the winter.

The newspapers are giving ^{much} publicity to the situation and endeavoring to run daily stories about unemployment.

YAKIMA, Washington.

A community chest drive has been inaugurated, amounting to \$48,000. This has been pro-rated among the following organizations, viz: The American Red Cross; Boy Scouts, Y.W.C.A., Y.M.C.A., Associated Charities, and the Near East Relief (Russia); they in turn, have donated sums from \$1 to \$200 to be used in assisting the unemployed. On January 17, the city established an Employment Bureau, which is now listed as the "U.S. Employment Bureau". Since its opening 75 married men have been employed at short jobs. The county is handling about 80 families who are in need of charity. Conditions are far better than a month ago, and if the cold weather moderates, all of the unemployed in Yakima will be engaged in street work and irrigation work; also carpenters and plasterers will be in demand.

There is no anxiety felt in this District as to the unemployment situation.

YONKERS, New York.

The local employment bureau is planning to start a drive for 15,000 hours of work. The Y. M. C. A. and the Knights of Columbus will furnish canvasses for three weeks. The Public Works Department gives employment to the most needy cases.

PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES.

March 3, 1922.

My dear Mr. Mayor:

The information contained in this Bulletin has all been sent to you before, in previous issues. It has, however, been classified only under the names of the cities from which the information had been received.

We have felt that you might find it useful, for more convenient reference, to have this same material classified by subject also. So we are herewith sending it to you under the heads: Stimulating Work; Public Works; Rotation in Jobs; Odd Jobs; Public Relief; Registration of the Jobless.

These are by no means a tithe of what has been accomplished, but they are given as samples from widely separated communities with sharply contrasting situations of varying types of complexity. They are sent to you in the hope that they may either suggest a way of easing your own local situation, or at least give you an idea of the ingenuity of our people in meeting a crisis which might have been much worse had not civic resourcefulness and local pride come to the rescue.

Yours very truly,

ARTHUR WOODS

Chairman, Committee on
Civic and Emergency Measures.

STIMULATING WORK

To recapitulate all the plans adopted by various cities to stimulate employment is beyond the limitations of space. However, boiled down and given in skeleton outline are some of the more successful ideas of creating and finding employment for the jobless citizens of a community:

Employment superintendent visits the construction of buildings, streets, etc., the industrial plants, railroad shops, packing industries, etc., offering the co-operation of the Bureau and seeking to learn precisely the calibre of employees most desirable. (Kearny, N. J.)

Winter highway work comprising gravel surfacing, material distribution, rock crushing and heavy excavating. Half the program has been contracted for at 1917 prices, or \$2,500,000. (Minnesota)

City officials enforce rigidly such ordinances as snow removal on city walks within six hours of the cessation of snow storms, which is done under city supervision and charged on tax bills. (Schenectady, N. Y.)

500 citizens have formed a club, whose members each pledge themselves to build a dwelling for rental purposes at a reasonable figure. (Atlanta, Ga.)

Members of the Associated Industries of Massachusetts request employers to stretch their list of employees by as many men and women as possible if for no more than two or three. (Boston, Mass.)

Arrangements made for people to work out taxes they owe the city, and in some instances aided otherwise, and people with no property had opportunity of working out taxes for others. (New Britain, Conn.)

Straightening of a creek, erection of a natatorium and the opening of a number of streets, to provide work for about five hundred men. (Davenport, Iowa)

Remodeling of store fronts. (Allentown, Pa.)

Pushing the sale of home town products. (Erie, Pa.)

Starting a rock pile for unemployed. (Fort Smith, Ark.)

Cutting standing dead wood. (Gloucester, Mass.)

Furnishing a 'flying snow shovel squadron' on telephone calls. (Pittsfield, Mass.)

Working abandoned coal mines (Fort Dodge, Iowa)

Building 50 homes at cost. (Quincy, Ill.)

Opening a stone quarry. (Red Oak, Iowa)

Maintaining a reserve labor gang for outside work. (Houston, Texas.)

Employing worthy applicants on municipal work by the hour. (Springfield, Mass.)

Getting up entertainments, tickets for which unemployed can sell on commission. (New London, Conn.)

Establishing "Odd Job Bureau." (Various cities)

An advertising campaign appealing to the employers to cope with unemployment. We give away "Situation Wanted" advertisements to those out of work for a period of two months. (Springfield, Mass.)

A plan of "One day's income for the man with a job to help the man without a job" has brought a very satisfactory results. We have now a good emergency fund to take care of the needy for some weeks to come. (Savannah, Ga.)

PUBLIC WORKS

Of course, one of the obvious means of remedying local unemployment conditions has been by means of public projects either speeded up in winter or inaugurated out of season, or by means of creating new projects solely for the purpose of giving work to the city's unemployed. Some accomplishments have been:

A bond issue of \$490,000 was authorized by the City Council on October 10th last. The first gang of men employed with these funds was put to work on October 15th. They worked until October 31 when an entirely new gang was employed. (Toledo, Ohio.)

The city issued a bond issue of \$475,000. This money is being used to make permanent improvements through the city. Some is giving work at present to about 400 men. These men are alternated every two weeks, so up to date we have furnished work to approximately 1,320 men. (Davenport, Iowa.)

Work has begun on a \$360,000 sewer, which will give employment to a good deal of skilled labor. (Spokane, Wash.)

Audit was made to determine what funds it could designate for public works, and finding that \$163,000 could be made immediately available, it commenced work on parks and streets with a constantly increasing payroll of deserving men, which now aggregates above 1200. (Indianapolis, Ind.)

We carried a bond issue for the extension of water mains amounting to \$100,000, which we are more than thankful for; it gave us a piece of relief. (Galesburg, Ill.)

Public work amounting to \$400,000; new hotel building, \$500,000; for schools, \$700,000; new Y. M. C. A. and Community Building, \$700,000. (Middletown, Ohio)

Municipal bonds were sold and through the money provided in this way, work was provided in the city parks for men with families. (Youngstown, Ohio)

The city is building a new harbor and a new library at a cost of \$3,000,000, both of which projects give employment to hundreds of men when the weather permits. (Wilmington, Del.)

An extensive street building programme has been undertaken by the city issuing \$200,000 in street improvement bonds, with the idea of increasing this after June 1, in order both to advance the city in the way of permanent paving and to give employment. (Wilmington, N. C.)

The local labor situation has been greatly relieved during the past few months by the erection of three handsome public school buildings, and many men are now being employed in extra number of municipal paving contracts. Work will shortly begin on an extensive scale on a number of road and bridge contracts in the vicinity of Pensacola, built by Federal, State and County aid. It is proposed to spend several hundred thousand dollars. (Pensacola, Fla.)

Our City Council on February 16 appropriated the sum of \$10,000 to be expended by the Commissioner of Public Works for the employment of labor on such emergency public work as is available at this time of year. This public work consists of preparing stone for the stone crusher, and the cleaning of gutters and removal of ice in preparation for the spring thaw. (Portland, Me.)

City Government has issued half-million dollars to continue public work, and jobs will be given to citizens. (Dayton, Ohio.)

Small unemployment due to large activities on public works. Two new bond loans passed to stimulate business. (Allentown, Pa.)

\$250,000 worth of bonds will be sold during January for the construction of sewers and street paving which will be in operation during 1922. (Hazleton, Pa.)

\$2,000,000 for public works has been authorized in Los Angeles County. Money to be spent on state highways, and other public improvements. (Los Angeles, Cal.)

City floating a \$300,000 bond issue to provide work for the unemployed. (Savannah, Ga.)

The city opened a municipal wood yard where the unemployed can obtain jobs. The municipal wood yard does not pay as high wages as the usual scale in Boise, but a number of grocers have pledged themselves to supply groceries at cost to the men on this release work, thereby making the wages paid serve as much as the regular wage scale would. (Boise, Idaho.)

Bonds have been issued for city improvements to give work to the unemployed. (Shreveport, La.)

Public works in the amount of \$250,000 started. Mayor to take up with Board of Estimates an appropriation of \$100,000 for use for "emergency labor." (Baltimore, Md.)

Advertising during present month for \$4,000,000 of public sewer work in tunnel. Also keeping men on city payroll repairing sidewalks, etc., which work, ordinarily, would be done away with at the approach of winter. (Detroit, Mich.)

Appropriated funds for extensive paving, water main and sewer construction giving employment to a great number - giving each man one week's work out of every three. (Hamtramck, Mich.)

\$4,300,000 bond issue being voted on to provide good water. (Saginaw, Mich.)

Under an emergency clause in the charter, the city is authorized to borrow \$100,000 for the purpose of giving employment to men with families. The money to be used for the building of sewers, repair of bridges, removal of snow, etc. (St. Paul, Minn.)

Bond issues being made to take care of public improvements, and relieve the unemployment situation. (Schenectady, N. Y.)

ROTATION IN JOBS

The rotation of workers in the same job was one of the strongest recommendations in the President's Conference on Unemployment. Two and even three shifts on the same work is not uncommon where the emergency is great. A few ideas:

Any industries which are running full time, or practically full time, with a smaller force than they usually employ, should, if it does not materially increase their costs, call back their old employees and work all on a part time basis. A great many plants of the city are doing this, which has helped considerably in relieving the unemployment situation. (Erie, Pa.)

Work was provided in the city parks for men with families. The men were divided into two groups and worked in two weeks' shifts. One group went on as the other came off.

The Mayor's Committee has also interviewed the heads of the steel mills of the Youngstown District and as a result, it has been agreed that the mills will take back their family men in two weeks' shifts, as far as possible. (Youngstown, Ohio.)

Contractors and employers were requested to keep one or two men in each family on the payroll rather than more, if there were more in the families, and to hire, to a large extent, those living here and who had dependents on them. (Pittsburgh, Pa.)

The street department has kept large force of men at work. It maintains a three day shift and new men are being continually added. A card index is maintained. The street department has spent \$35,000 for additional work to keep unemployed at work. (Bristol, Conn.)

Railroad shops will be closed on certain days each week and the working hours of other forces regulated in order to bring about the desired result. By this arrangement all employes will bear their proportion of the decreased earnings, as was formerly the practice, instead of throwing some of their fellows out of employment to carry the entire burden as required under the national agreement. (Louisville, Ky.)

The first gang of men employed with those funds was put to work on October 15th. They worked until October 31st when an entirely new gang was employed. There was some variation in the time employed because additional men were hired from time to time during the two weeks. The payroll for the first shift contained 875 names and the total of the checks for that period was about \$36,000. The wage paid to these men is at the rate of 50 cents per hour.

A second shift was hired from November 1st to 15th. These men were paid off this week. They numbered 1,090 and they received an aggregate pay amounting to \$42,426.35. On the 16th of this month, last Wednesday, 600^{now} men were employed for a two-weeks' shift. (Toledo, Ohio.)

The city has endeavored for the past seven or eight months to relieve the situation by giving men five days' employment each month, the Civil Service rules in the State being suspended for that purpose. (Cambridge, Mass.)

ODD JOBS

Many a municipality has solved its local problem by way of the "Odd Job" campaign. Numerous employment committees have sought out and created various means of temporary employment, and have made the suggestions by posters, blotters, telephone, cards, dodgers, and through the public press. Some are:

Spade the garden.

Fix up that back fence.

Build a sleeping porch.

Cover your splintery floors with hardwood.

Tile the bathroom.

Wall off a play-room in the attic.

Do your plastering and cementing this winter -- not next spring.

Take out ashes from the chimney.

Clean the basement.

Whitewash the cellar.

Mend and polish furniture.

Wax hardwood floors.

Repair the steps.

Kalsomine rooms.

Decorate the parlor.

Wash the windows.

Have your clothes pressed.

Tidy up the yard.

Saw wood into kindlings.

Paint the auto.

PUBLIC RELIEF

Where everything else fails, it is the community's obligation to care for its own when willing would-be workers have reached the point of destitution and are suffering from hunger, cold and all the evils that follow. The generosity of the American people is proverbial, and they have not failed their less fortunate fellow citizens in the emergency which has confronted so many communities when times are slack and jobs are few. Some expedients:

Community Chest of \$500,000 raised, which includes an item of \$50,000 for emergency fund for unemployed. (New Haven, Conn.)

Small sums of money advanced to persons who give a personal note in favor of the city for the repayment of same. This keeps borrowers from being put on the pauper list, and persons retain their self respect in that way. (Hartford, Conn.)

\$290,000 raised in Charity Drive which is being distributed to charitable organizations. (Kansas City, Mo.)

Finance Committee of Chamber of Commerce will loan up to \$100 to any man of good and reputable character and accept his note for a period of 90 days at a reasonable rate of interest. Interest is charged to make up any loss which might come from failure to pay. (Poughkeepsie, N. Y.)

City Council appropriated \$10,000 for Mayor's Unemployment Committee. (Cincinnati, Ohio)

When able bodied persons applied for relief they were required to perform labor in the Service Department; received necessities of life in return. (Lima, Ohio)

City Council, out of its general fund, turned over \$50,000 to the Central Association to be expended in relief for the needy, sick and unemployed. Applicants were asked to sign note and funds advanced are expected to be repaid as soon as employment is secured, either in part or in full. (Racine, Wis.)

The Community Chest Organization raised its quota of \$3,500,000 in one week's time, and is confident that enough more would be forthcoming in emergency to prevent extensive suffering in the city. (Cleveland, Ohio)

Appropriated \$69,609 for groceries and other necessities of life, and gave relief to 1,113 families. \$86,000 was the amount expended during the year for relief of the unemployed. (Buffalo, N. Y.)

City appropriated \$80,000 for relief. (St. Louis, Mo.)

Up to October 21, 1921, the Common Council appropriated emergency funds of \$1,750,000 for relief of the unemployed. This money was loaned, as necessity arose, to applicants for relief, mostly because of unemployment. It is estimated that about one-fourth of the relief given is being returned in work performed for the city. (Detroit, Michigan.)

We have an organization for the purpose of raising funds by popular subscription in which fraternal orders and churches have joined. We also receive donations of food, especially tomatoes, beans, meats, etc., for the purpose of making soup. The responses to this fund have been very liberal. (Logansport, Ind.)

We have had numbers of our citizens employing one man one day a week simply making work for him, to prevent him from becoming an object of charity. (Rock Island, Ill.)

At the present time the city is working over 100 men a day on what is known as grocery slips, that is the men work two or three days each week and receive in return orders on grocery stores for groceries. Of course the heads of families only are given this privilege. (Lima, Ohio.)

A drive to secure funds during which approximately \$25,000 per month was subscribed \$1.50 for every dollar subscribed by the individuals. This made our total subscriptions well above \$60,000 per month. Relief was extended by the Administration Committee, consisting of groceries, meats, fuel, wearing apparel, employment, housing and sickness to a total of 2,500 families. (Butte, Mont.)

In regard to homes, we have procured a number of portable houses, which are very comfortable, placing them on vacant property to be used for the unfortunate during these strenuous times. (Little Rock, Ark.)

The city, as an emergency measure, placed with the Associated Charities, \$1,500 to be used in giving help to families.

The Associated Charities listens to every man's story, tries to return him to his home or friends or place of settlement. Failing this, if he is a superior type of man, it gives assistance until he can be provided for in some other satisfactory way. If he is shiftless - a drafter who patently is making the unemployment situation an excuse for roaming - we refuse any assistance further than a meal. (Portland, Me.)

We have also what we call the budget system of providing weekly payment to widows having small children, and are found worthy of having these small sums themselves rather than receive grocery orders or the like from our Welfare Department. We also issue orders, in the case that requires it, for groceries, for shoes, for coal, for rent, and in addition to that, we frequently have donations made of clothing and various other necessities, which we distribute as judiciously as possible.

Last week, through the medium of the public school pupils, each donating a small amount of potatoes, onions, apples and other necessary food products, the Welfare Department was able to distribute 1,200 bags to those dependent upon the city for aid. (Buffalo, N. Y.)

REGISTRATION OF THE JOBLESS

In well ordered campaigns to provide employment or relief for the jobless a system of registration is necessarily of prime importance. How to reach the unemployed; how to single out the man who needs a job from the one who would rather not work if possible, is a real problem solved by registration and investigation. How sample communities have achieved this:

A total of 2,800 men were registered at the engine houses. (Akron, Ohio)

The City Council appropriated money for the municipal registration office to take care of the men out of work while the Young Women's Christian Association looked out for the women. The Y.M.C.A., Red Cross Service Station, and Builders Exchange were designated registration offices, and citizens were called on to get in touch with them. (Columbia, S. C.)

The committee has established six points of registration for unemployed residents. More than one hundred registrations have thus far been received. A public appropriation has been made for a secretary for the committee who will devote himself to publicity and who will conduct a clearing house for employers and applicants for positions. (Stockton, Cal.)

The papers agreed to run the Registration Blanks and Job Blanks for several weeks, and through this source we secured complete new registration of about 1,500 unemployed. (Cincinnati, Ohio)

An employment bureau was established with offices at the city hall. A competent clerk was put in charge and a complete record is made in each case. Every person seeking employment registers at this office. Letters are sent to the different industries advising them of this bureau and requesting that if they have any positions open to notify this bureau. (Bayonne, N. J.).

The Mayor has appointed an Emergency Unemployment Relief Committee which is attempting to relieve the situation somewhat by having all unemployed men and women register at this office. (Bristol, Conn.)

The committee has communicated with employers generally to secure as much co-operation as possible and requested them to require applicants for positions to present the card of the free employment service maintained by the city, thereby getting as full registration as possible of the unemployed. (Houston, Texas)

The Committee unanimously designated the State Employment Office as the Clearing House for all employment work, and the office has been most successful in carrying out this work. Every retail and wholesale concern has also had a personal letter urging them to make known their wants, whenever they need any type of worker through the Clearing House. The manufacturers of the city are only hiring their workers through the Clearing House, as a result of a personal letter, which was sent to each manufacturer by the Chairman of the Committee. (Syracuse, N. Y.)

We published advertisements in the newspapers and asked those who were not employed to send in blanks. Between 250 and 300 blanks came in. These were turned over to the employment agency and quite a number of them were given positions by local industries and in other ways the situation was temporarily relieved. (Fort Wayne, Ind.)

We have advertised in the two local papers on several succeeding weeks in a good display ad that employers should apply to the Municipal labor Bureau and that the unemployed should also register there. Such expenses as have been incurred, and these are very small, have been borne by unexpended appropriations for civic improvements. (Kearny, N. J.)

We established a Municipal Employment Agency under the direction of the Mayor, and up to the present time we have been successful in placing about eighty per cent of the applicants for employment. (Montclair, N. J.)

There are now 103 social agencies co-operating in relief work for the unemployed. A central bureau of registration is being formed amongst these agencies, which will act as a clearing house and will allow one bureau to take up a case where the other leaves off. (New York, N. Y.)

The city has established a registration bureau for the unemployed in my office as Superintendent of Buildings, where the men can register and the people of the city who want work done can call in and we can furnish such men as they may require. We also published a blank form, in our local papers, asking the people to fill in and return to us. We also took the matter up with the various clergymen of each church, asking them to announce from the pulpit the location of the Registration Bureau. (Highland, Park, Michigan)

The committee is responsible for the card indexing of the unemployed, and the cards will show the actual needs of men, how much work they have had during the season, and all details, thereby giving work to those who are most in need of it. This work is being done by the City Labor Bureau. This committee also planned that all charity work should be done by the Social Service Bureau as a clearing house, and all employment agencies have been asked to use the City Labor Bureau as a clearing house. (Spokane, Wash.)

Registration of the unemployed has been accomplished through the fire stations and the City Welfare Department has secured an appropriation of \$20,000 for relief work. Rotation has been used in all city work and in most plants, and several clubs have pledged each member to give employment to some one during the winter. (Toledo, Ohio.)

PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES.

Washington, D.C., March 7, 1922.

My dear Mr. Mayor:

MAR 15 1922

From all reports, the next few weeks will be among the most trying of the present unemployment emergency. As winter nears its end, the number of families and individuals who reach the end of their resources is bound to increase, no matter how hopeful the prospect of seasonal employment after spring is fairly under way. This is the time when every possible measure that is at all practicable to relieve the situation should be adopted.

There is every reason to hope that the worst is over, and at no time has the situation been as bad as all indications pointed last autumn. The gratifying response of so many communities to the appeal to their sense of municipal responsibility has solved many a local problem, and anything which cities and towns can do in advancing public projects to give even temporary employment, will be of double advantage and assistance right now. There may be an idea in reports from selected localities which follow.

Very truly yours,

ARTHUR WOODS,

Chairman.

ASHEVILLE, North Carolina

From Mayor Gallatin Roberts comes the following:

"We have a free employment agency in operation here and many unemployed have been placed in various positions. We have not suffered on account of the financial depression as many other sections of the country. The city is spending \$600,000 on new school buildings at this time, and we contemplate street paving and sewer work, which will employ many men during the coming spring, summer and fall."

BALTIMORE, Maryland

The local Municipal Employment Bureau reports that during the past week 106 positions were secured for those making application, of which number 62 were with the city and 44 in private industries; almost all of the latter class were of a permanent nature.

It is estimated that when the \$33,000,000 public improvement program is in full blast locally, about 10,000 to 12,000 men will be employed, including those hired by contractors. Approximately 6,000 skilled and unskilled laborers and mechanics will be given work by the Water Department, Highways Department, Electrical Department, Park and Harbor Boards, etc. It is thought that when this work is well under way, early in the Spring, the local unemployment situation will be materially benefited thereby.

CLARKSBURG, West Virginia

The following report comes from City Manager H. G. Otis:

"Our local unemployment situation is rapidly improving, due to the reopening of several factories which have been closed for some months.

"As a municipality we are rushing a large amount of public work in the way of paving and sewerage, that would otherwise be postponed until next year, in order to create jobs for laborers."

COLUMBUS, Georgia

From Columbus, Georgia, comes the following report of J. H. Dimon:

"We have an employment bureau established, registering all unemployed, securing work for those who seem to want work. For those that are in distress we are providing comforts through the Family Welfare Bureau.

"We are doing this in a business-like way and trying to handle the situation without being imposed upon. As the season advances, we look for better conditions and hope that the situation in our district will not prove serious. We do not think it will."

JOHNSON CITY, Tennessee

Mayor A. B. Ellison, of Johnson City, writes:

"A year ago we initiated a public improvement program calling for the construction of school buildings, the improvement of school grounds, the paving of streets and the laying of sewer lines. Of course, no work has been undertaken that was not regarded as of great public importance, but it was timed to meet just such a situation as the recommendations of the President's Conference on unemployment. The carrying out of these plans not only furnished employment to a great number of people during the year just closed but seems to have had a psychic effect on private enterprise and 1921 was the banner building year in the history of the city.

"We are now planning for the current year further street and other public improvements and are hopeful that all local labor demands for employment may be provided for."

LYNN, Massachusetts

From the Committee on Local Relief comes the following:

"Every employer in Lynn is asked to secure the agreement of his employees to contribute one per cent of their weekly wage for the next ten weeks. The employers themselves will of course contribute, if their workers do.

"It is the purpose of the Committee to work directly through the existing local charitable agencies in carrying out this great program. Applications for relief will be made directly to these bodies who will give immediate relief and all bills will then be paid through the Executive Committee.

"The Committee is anxious that it should be understood clearly that there is no element of charity in this emergency relief. It is a neighborly service on the part of the entire community to help the families who have a 'bit of hard luck'. No money will be given to applicants who require relief. Food and provisions, as needed, will be provided.

"There will be no overhead costs, as all services in this work will be contributed without charge. Every penny received by the Committee will be devoted entirely to the relief of the needy."

MACON, Georgia

The Chamber of Commerce is composed of practically every business man in Macon, and they are co-operating in every way possible. Its list of unemployment which has been compiled by the Secretary of the Chamber now stands at 268, and all the industries and those in position to give employment are co-operating with the Chamber of Commerce by allotting or proportioning employment among the unemployed, in order that all people out of employment may make enough "to keep the wolf from the door."

None of the unemployed is suffering for the lack of food, clothing or shelter. In isolated cases that happen to reach the point of the necessity for public aid, the Chamber of Commerce or one of the Charities, immediately goes to the assistance, and continues to give aid until the applicants can sustain themselves, but cases of this kind are negligible.

MASSACHUSETTS

John W. Hallowell, Chairman, Massachusetts Committee to Promote Work, writes as follows:

"The most constructive piece of work, relating to unemployment, which has been done by the State of Massachusetts, is the placing of 500 men at work in the Middlesex Fells and in the woods at Riverside to clean up the damage done to the trees by the disastrous ice storm. Both of these localities are within the Metropolitan Parks District.

"We started 200 men at work on Monday, February 6th, and increased this number to 500 a week later. By checking up applicants for the work, we are able to determine the men in greatest need and with the largest number of dependents.

"About 70 per cent of the 500 men given employment, as outlined above, are ex-service men, and an encouraging feature of the whole proposition is that the work is being zealously and well done, which means that the State is receiving good value in return for the expenditure of its funds. The psychological effect on the unemployment situation in and near Boston is excellent."

NEWBURGH, New York

So far, the course followed has been to use the daily newspapers of the city. Every day, coupons are printed in the press to be filled out by applicants for work and other coupons, offering employment.

The Y.W.C.A. and Y.M.C.A. have employment bureaus and cooperate with the churches and the business firms which do an employment business, usually combined with some real estate agency.

OAKLAND, California

A citizens' General Committee, sponsored by civic organizations, has taken charge of relief work and is endeavoring to create employment. Through the action of this committee, the Board of Supervisors appropriated \$35,000 for road and street work. A municipal employment bureau was opened where deserving men might register for this kind of work.

In addition, the municipality has opened a wood yard to take care of the single unemployed men. Adjoining the wood yard is a four-story building where the city has provided accommodations for 200 men a night. Single men without homes are permitted to stay there for three days and get three meals a day. In return for this they cut wood which is in turn sold by the city to deserving destitute families, at cost.

Churches, schools, fraternal organizations and local business men in Oakland have been contributing money and supplies regularly for the relief of destitute families, and this, in addition to the regular relief work of the Salvation Army, has done much to ease conditions.

OMAHA, Nebraska

James C. Dahlman, Mayor, reports as follows:

"We have, in connection with our municipal government, a Welfare Board, which comprehends everything that the name implies. This board has been co-operating with our various civic organizations engaged in like activities, viz: the Associated Charities, Volunteers of America, Salvation Army, and the Colored Welfare Association.

"Omaha has had considerable public work going on throughout the past several months, and all of this that could possibly be done in the cold weather, was continued, in the effort to afford employment to a number of men. Our city is issuing a million-dollar sewer and public improvement bonds; \$100,000 of park bonds, and \$50,000 of fire bonds. In addition to all this, we have in course of construction in Omaha one of the finest high-school buildings in the country; this is a three-million dollar contract. Work on this building has gone on practically uninterruptedly for the past several months, thereby furnishing employment to hundreds of men who would otherwise have been idle. To emphasize the spirit of hopefulness obtaining here, we had a "Building Show Week", which had for its object the hastening of building operations by those who were anticipating such work.

"Omaha was one of the several large cities that had the strike situation to contend with; but to our great amazement and joy, we have weathered the ordeal satisfactorily, and although we had 5,000 men and women "out" in this strike, things are beginning to adjust themselves in fine shape. By April 1st, when all our public work will start, we shall be "out of the woods" for the season."

PASSAIC, New Jersey

Many of the mills are not running full time, but are keeping all their workers on part time. Some are running both day and night.

SACRAMENTO, California

In order to relieve unemployment, the city has appropriated \$15,000 for river work along the Sacramento River and the county is pushing its road work as fast as possible. This work was on the regular Spring program but it was started a little earlier than it would ordinarily have been. Sacramento's building inspector has also been doing considerable to relieve unemployment by getting private construction started, and in his last report to the City Manager, it was noted that building permits in Sacramento are already greater this year than last.

The Chief of Police in Sacramento reports that there was less crime in Sacramento during the month of January of this year than in any similar period for the past eight years.

SAN FRANCISCO, California

A recent survey of the situation in San Francisco finds conditions considerably improved. Unemployment is being reduced throughout the San Francisco Bay district as the result of an investigation of employment, undertaken in co-operation with employers and social agencies to provide work for the unemployed.

A thorough canvass of all employers, state, municipal and private in the district is now going forward under the direction of A.B.C. Dohmann, vice-president of the Mayor's unemployment committee. Its scope extends down the peninsula to San Jose, east to Vallejo and the intervening territory.

Every employer of men and women in the entire district is being urged to provide some temporary employment for the unemployed.

SAVANNAH, Georgia

The campaign for one day's income for the unemployed has thus far netted \$9,300 and contributions are still coming in. This is the emergency fund for providing food, fuel and clothing for the needy.

The rent problem is being handled by a special committee which has devoted its efforts principally to seeing that there are no evictions for failure to pay rent. They are working with real estate agents.

The municipal woodyard is now handling transients, for whom also a lunch-counter has been established and all of these who wish to chop wood can earn food and lodging.

TORRINGTON, Connecticut

H. G. Ellis, Warden, reports:

"The town officials, through the Selectmen, are charged with the duty of caring for the destitute of town and borough. This care takes the form of issuing orders for food, fuel and medical attendance and the payment of rent.

"During the past year the town and borough have co-operated in the emergency, the borough providing work on streets, and sanitary sewers and furnishing the necessary materials and teaming therefor, with the town paying for the labor bills.

"In addition, the Maria Seymour Brooker Memorial, a charitable institution endowed as to plant but operating by public subscription, has cared for a large number of destitute cases. The Volunteers of America have also cared for a similar number.

"The combination of these agencies have been effective in properly caring for the destitute of Torrington."

WILMINGTON, North Carolina

Mayor James H. Cowan writes as follows:

"The city recently awarded street work to the amount of approximately \$200,000, so that some of this unemployment might be curtailed.

ZANESVILLE, Ohio

Mayor Slater of Zanesville, Ohio, writes:

"Our ladies went out on the streets and sold small tags to the citizens for any sum that the people cared to contribute, and the sum of \$2621.25 was realized. This was placed in charge of a treasurer, at one of our local banks, and relief is being extended to individuals, through the following charitable organizations of our city: the Benevolent Society; the Mary and Martha Society; the Humane Society; the Women's Relief Corps; the Salvation Army."

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PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES.

Washington, D.C., March 17, 1922.

My dear Mr. Mayor:

Spring is fairly upon us now and in the next few weeks we shall see just how far the promise of a relieved employment situation is to go. Fortunately, the winter has not been as serious as even the optimistic admitted it might be, and the unprecedented amount of outdoor work and public projects carried on in spite of adverse climatic conditions has certainly helped the situation very materially. In addition, there seems to be a slight falling off in the number of applicants for work at the employment bureaus, coupled with a corresponding increase in the number of unemployed for whom work is found by these same bureaus. Some hopeful reports are included in the following summary.

Very truly yours,

ARTHUR WOODS,

Chairman.

ALBANY, New York

The following are extracts from a letter written by Mayor Hackett of Albany, New York:

"The city officials of Albany have been very active in furnishing jobs for the jobless, during the last few weeks, and will continue to be more active in the next few weeks to come.

"At the session of the Common Council held last night, I recommended that an appropriation of \$12,000 be made, to be placed in the hands of the Commissioner of Public Works, to give employment to about 200 men, in cleaning our streets, etc., for the next few weeks to assist the unemployment conditions.

"I am quite sure that the conditions in Albany will be very much improved shortly. We are hastening the plans for the immediate re-pavement of Second Avenue, Clinton Avenue, and upper Central Avenue. We are also hastening the necessary procedure for the building of a number of schools, which are needed in the city of Albany, as well as some other contemplated improvements.

"In my position as bank president, I know that as soon as the frost is out of the ground, the building of a thousand new houses or more will be started.

"These additional improvements, and the building of new homes will, I feel certain, furnish enough work to give employment to those who are now unemployed and worthy."

BALTIMORE, Maryland

The following comprehensive report shows how the American Legion has met the problem of the jobless ex-soldier:

AMERICAN LEGION EMPLOYMENT BUREAU

from October 10, 1921, to March 1, 1922:

1434 men registered.

704 permanent jobs secured, (by permanent jobs we mean they were considered permanent at time men were sent out. Conditions beyond the control of this bureau may have changed their status.)

907 temporary jobs secured, (some lasted but an hour; others several weeks.)

107 men assisted financially.

112 men were provided with beds through the co-operation of the Gibbons Service Club and the Salvation Army.

56 were given medical attention through the co-operation of the Veteran's Bureau.

165 were given clothes.

4201 noon-day lunches served.

A Christmas dinner and entertainment was provided for the unemployed and their families.

A New Year's dinner was given to the men.

Total cost of operation to-date for 20 weeks, \$1060.53.

Average weekly cost of operation has never exceeded \$50 per week, not including special Christmas and New Year's dinners.

No salaries except stenographer and cook at \$10 each per week. Managed by Chairman who devotes practically his full time without pay.

Work has been financed entirely by Committee with the exception of \$225 which was pledged by Posts and the Department.

We have opened a Rest Room for men waiting for work and serve hot lunch at noon. If conditions become so serious that it is necessary to open dormitories, we have a room available; also cots and blankets and can meet the emergency in 12 hours.

Our work is being carried on independent of any other employment bureau.

We estimate that there are about 15,000 unemployed ex-service men in Maryland and of this number from 9,000 to 10,000 are in Baltimore.

It has been also announced that Baltimore is on the verge of a building boom which will go far toward settling the unemployment situation. Private and public construction plans for the spring and summer call for the expenditure of at least \$1,000,000 a week, more than half of which will be paid out in wages. The figures in January for the city of Baltimore show an increase of 118 per cent over last year in building construction as compared with 49 per cent for the balance of the country.

BUFFALO, New York

Frank X. Schwab, Mayor of Buffalo, writes to the Regional Director for New York:

"For your information I will advise you that at the beginning of the year the City Council appropriated \$150,000 for emergency repairs on public buildings, all of this work being done by the unemployed, under direction of the Department of Public Buildings; also \$50,000 was appropriated to be distributed by the Department of Public Welfare for direct relief to the unemployed.

"In addition to this, food collections were taken in the public and parochial schools and the city markets, which resulted in a considerable amount of food being collected, which was distributed by the Fire Department to the Department of Public Welfare.

"In addition to this, the Council now has under consideration an additional appropriation of \$98,000 for repairs to public buildings.

"This has relieved the unemployment situation to a considerable extent locally."

HUTCHINSON, Kansas

Mayor George E. Gano writes as follows:

"Our Chamber of Commerce, Rotary Club, Lions' Club, and churches have all taken up the labor question, and a great many have been employed by their efforts. I will say that we are having no trouble whatever in keeping our unemployed at work. We are doing considerable civic improvements, such as building roads, parks, and things of that nature, and our labor here has been well taken care of."

KINGSPORT, Tennessee

This interesting letter from Mayor J. W. Dobyne, together with copies of telegrams sent and received, shows how one executive solved his local problem:

"Following the suggestion of our good President in relieving the unemployment conditions here and elsewhere, a canvass of the present and contemplated work at Kingsport was made with the result it was ascertained that Mr. George Eastman of Rochester, N.Y., through his Company, the Tennessee Eastman Corporation, contemplated building some houses. The Vice-President and General Manager of this Company, Mr. P. S. Wilcox, was visiting his home office at Rochester at the time this matter was under consideration at Kingsport. I am attaching copy of telegram to Mr. Wilcox and Mr. Eastman's reply, to whom Mr. Wilcox referred it. After authorization of the work by Mr. Eastman, plans were effected for a most attractive and comfortable housing development, with all modern conveniences, provision for play grounds and other things that make homes out of houses, and the work was started.

"In the meantime, a very considerable number of laborers and mechanics have been employed, directly and indirectly, in connection with this development, giving many people an opportunity to work, which they sorely needed. I heard from the manager of this Company yesterday that these houses were about completed and would be ready for occupancy next month.

"After all, there were three things in it that seem worthy of attention: The splendid initiative of the President in bringing attention to the opportunity for the study of conditions in every community to see what could be found that would help; the local disposition to take advantage of it; and, last but not least, men like Mr. George Eastman who would respond to the needs of the people for work.

"I have read with much interest your report dated March 3rd, outlining the activities of other communities."

(Copy of Telegram)

Mr. P.S. Wilcox,
Care Eastman Kodak Company,
Rochester, N.Y.

Following suggestions of Presidents unemployment conference have been considering with many interested citizens here problem of finding work for unemployed people. Have understood you are considering building considerable group of houses. If you do so without detriment to your interests such an enterprise started now would be of great help and would be greatly appreciated by citizens of our city. We have been successful in getting some little work started but your enterprise would help more than anything. Best wishes to Mr. Eastman.

J.W. Dobyms, Mayor

(Copy of Telegram)

James W. Dobyms, Mayor,
Kingsport, Tennessee.

With an earnest desire to meet the wishes expressed in your telegram of the sixth shall be glad to cooperate with your efforts to find employment for people of Kingsport who are out of work consequently have instructed Mr. Wilcox to proceed with housing program if they can be built within the estimated prices.

George Eastman

MUSKEGON, Michigan.

During the early part of 1920, the Mayor called a meeting of all the charitable organizations, civic clubs, etc., to work out a plan to care for the unemployed, and to institute a drive to create municipal work, and stimulate local employment. As a result, a committee was appointed, and an employment department organized, in connection with trained investigators, functioning in connection with the Welfare department.

Each applicant for work was carefully investigated, and the more needy, and worthy placed at the top of the list of those available.

This plan has been carried forward throughout the stress of the unemployment situation, and during the year approximately \$40,000 has been devoted to caring for dependent families, which have gradually decreased from 400 families to about 150, at the present time.

NEW YORK, New York

The Boy Scouts of New York have started on a canvass of the 5 boroughs of the city to hunt for possible openings for jobless men. Using the machinery of the regular Scout organization, the city will be combed by boroughs, each Scout working in conjunction with his own troop and under the direction of his troop leader.

The slogan which the Scouts have adopted for this campaign is a conversion of the famous Scout by-word, "A good deed a day" to "A good job a day." Employers who have openings in their working forces will be asked upon location by the Scouts to communicate immediately by telephone, Franklin 1510, with the Employment Bureau at 129 Worth Street. The boys will endeavor to popularize this number so that "Franklin 1510" will suggest immediately to men who want help the place where they can get it.

NORFOLK, Virginia

From Norfolk, Virginia, comes the following report:

The number of seamen unemployed has materially decreased in the last month or six weeks and there seem to be but few of them now a care to the city. An indication of this is that the soup line at the Union Mission averages 30 now, against an average upwards of 100 about a month back.

C. E. Ashburner, the City Manager, has energetically pushed public works and about \$10,000,000 is available for improving and extending docks, terminals, schools, etc. A good deal of work should be done on State roads and an effort has been made to hasten it.

The common labor problem does not seem to be particularly serious, partly because the chemical plants opening up now take on a good many men and partly because the farms in the neighboring country constitute an extensive but not particularly remunerative resource for employment.

PEORIA, Illinois

At one time in 1921 there were some 7,000 out of regular employment. The situation has cleared considerably since then and possibly 3,000 are now idle. However, most of these have been able to find some work of an irregular nature, but enough to keep going. Three organizations, the Association of Commerce, the Merchant's Association and the Associated Charities, each made surveys at different times during the year and their verdict each time was that the situation did not warrant large organized effort; that the need was being met by the proper agencies. No "bread-line" as yet. Some plants are working full-time and some part-time. Two large farm machinery plants are still closed, and it may be some time before they resume.

PITTSBURG, Pennsylvania

Mayor William Magee plans to have the city itself do as much of the proposed street improvement as possible, and thus furnish employment to Pittsburg workmen. Often, when this work is let to contractors, outside labor, which may be cheaper, is brought in and the saving added to the profits of the contract.

It is proposed that the city departments provide the necessary superintendents and section bosses and employ residents of Pittsburg, who will be glad of the opportunity to do such work.

The money from bond issue will then be put into circulation in a way and at a time when it will do the most good to the people of the city.

SAVANNAH, Georgia

Each person who is at present employed, is asked to donate one day's salary for the unemployed, and nearly every one called upon is willingly complying with this request. The first collection amounted to about \$12,000, a part of which has not yet been spent. The parties requesting assistance do not receive money, but orders for certain articles considered necessary in each individual case. These orders are presented to local merchants, and the bills in turn are paid from this fund. When the money is exhausted, another collection will be taken.

SPRINGFIELD, Missouri

W. E. Freeman, Mayor of Springfield, sends the following:

"The city is building several sewers and doing quite a lot of street improvement; building three junior high schools at a cost of \$600,000; a normal school, \$250,000; mosque temple, \$345,000. Our citizens here make up a sum of money each fall, say \$25,000, to take care of the worthy needy."

WACO, Texas

Charles B. Braun, Secretary and Manager of the Waco Chamber of Commerce, reports:

"We do not believe there are now over 300 or 350 men out of employment in Waco. Most of them seem to be getting by, though in some cases I think the people are very hard up, but in the majority of cases they seem to be able to make ends meet somehow.

"About the 10th of December the Mayor called a conference of representatives from the various civic organizations and an unemployment committee was formed. The Waco Chamber of Commerce was selected as headquarters where the unemployed could register for work and where the employer could find men who need the work. One of the local newspapers, the News Tribune, featured this very extensively for a number of days and gave the employment bureau splendid co-operation. As a result of this agency 650 men have been registered and practically 400 of them have been placed in employment, though of this number some were placed in temporary jobs only.

"Most of the unemployed were unskilled labor. Carpenters and the various building crafts have been kept busy in Waco all through the fall and winter, as there are a large number of small houses and bungalows being erected. There seems to be some unemployment among skilled labor such as auto mechanics, certain railroad men, etc. We have placed 75 men at Orange, a number at Mexia, and probably 50 or 60 at Trinidad, Texas. In other words, when it became known that we had this agency, people looking for men called on us in order to get the workers they needed."

WHEELING, West Virginia

It is reported that there is no excuse for destitution because civic organizations will take care of the native, the City Mission will care for the transient and a State fund will care for ex-service men. Panhandling was stopped on the streets by a scheme inaugurated by the City Mission. They distributed a large number of single meal tickets and placed them in the hands of reputable citizens in many business houses throughout the business section. When a man asked for assistance he was offered a meal ticket. Street begging stopped quickly.

PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES.

Washington, D. C., March 27, 1922.

My dear Mr. Mayor:

More encouraging reports have been received during the past ten days, not only as to the improvement in local conditions, but also in the more organized methods adopted by various communities to solve their own problems, and to meet the new situations brought about by spring.

Your attention is especially invited to the work done by the churches of which mention is made in the reports from several cities. This is a successful line of endeavor, apparently, and is worth considering in your own community.

The upward trend, while not great, still continues to hold, with the number of jobs available slightly increased, coupled with a corresponding decrease in the number of applicants, -- a most hopeful sign.

Very truly yours,

ARTHUR WOODS,

Chairman.

ATLANTA, Georgia.

The Christian Council, in actively handling the situation, has created many jobs by means of a church campaign and has established a community work room for needy women. This latter is functioning excellently.

The Council has an ambitious program for a permanent organization to handle employment, unemployment, and working conditions in general -- an organization which can be expanded or contracted to meet conditions as they arise. Members also plan to extend this organization to the State.

AUBURN, New York

A. J. Lauer, Chairman of the Employers' Association of Auburn, reports as follows:

"The Employers' Association is using every effort to place men and women and are succeeding in a great measure.

"The city officials are about to place a force of men on street department work.

"I am pleased to say that a good feeling seems to exist at this writing."

BELOIT, Wisconsin

J. A. Janvrin, Mayor of Beloit, writes as follows;

"Our shops, although not busy, have been running right along. The idle surplus labor has been directed to other channels.

"The city has gone ahead with improvements such as paving, sewers and bridges, and by dividing the work, has been able to take care of most of it. We have a fine organization to look after those who are poor and dependent, and are now over the worst and on the up-grade.

"Much new building is under way and projected."

COLORADO SPRINGS, Colorado

A. M. Wilson, City Manager of Colorado Springs, writes:

"I believe the unemployment situation in Colorado Springs is improving and that it will gradually continue to do so.

"We are in the midst of a \$1,000,000 paving program, work on which will be resumed just as soon as the weather will permit; plans are about completed for a municipal auditorium, work on which should be started soon; the number of building permits being issued is on the increase and there are a number of building projects being contemplated."

COLUMBIA, South Carolina

W. L. Dillingham, of the City Employment Bureau, writes as follows:

"A good many unemployed people of Columbia have just become educated to the fact that the City Council, upon the request of the Mayor's Committee on unemployment, has opened an employment bureau for the purpose of helping the unemployed residents of Columbia to locate work. Therefore, we continue to register some men and women each day whom we have not registered before. We have had more than 300 business men, housewives, etc. call on us for help from our lists and many of these have called on us several times. The public generally is now calling on us for all the help they are able to use. During the month of February past we registered 131 persons; of this number we secured work for 109."

LINCOLN, Nebraska

Frank C. Zehrung, Mayor of Lincoln, writes:

"On April 10, the State of Nebraska expects to let the foundation contract for the new capitol building at Lincoln, for which the State has appropriated \$5,000,000, and it will take at least five years to build. The city is enlarging its water and light department both as to building and capacity, at an expense of more than \$200,000. This includes material, labor, power and the extension of the water and light lines.

"The street department will in a few weeks start its paving and sewer work, of which a considerable amount has been signed for. Lincoln and the County will start work soon on a sewerage disposal plant which will represent an outlay of around \$200,000. The County will build a number of miles of government-aided road.

LINCOLN, Nebraska (continued)

"The School Board is building at this time three schools to cost more than \$1,000,000 and we have just finished one that cost nearly \$600,000.

"The State and government employment offices report less applications last month for work than any month this winter and there is a general feeling that the worst is over. The fact that the farmers are receiving more for their ^{corn} hogs and other products has made them feel much better and we are all very hopeful that hard times are a thing of the past, and that the next few years will be ones of great prosperity."

LOS ANGELES, California

With an acute housing shortage still existing, particularly in the ordinary type of dwelling at a moderate rental, building continues apparently at an increased pace.

Great harbor improvements to be undertaken shortly which will require large numbers of men and much other public work to start soon. The great new municipal stadium is indicated as a source of work for many. It is specifically declared there is a shortage of plasterers. Retail trade is said to be very good for this time of the year.

MANSFIELD, Ohio

The following has been received from Mansfield:

"The Manufacturers Club is very much interested in being the placement bureau for the city so far as it can, and urges the Salvation Army, the Humane Society and the churches to refer all cases of unemployment to it. The club urges merchants and manufacturers to let it know whenever they have vacancies.

"It is not placing floaters. It urges all plants to get in touch with the Manufacturers Club when they contemplate taking on men or when they have laid off men, and it tries to place the men who ordinarily have regular employment. It wishes to keep in Mansfield the men who have been regular wage earners there and to discourage men who pass through the city looking for food or jobs."

NASHVILLE, Tennessee

Felix Z. Wilson, Mayor of Nashville, writes:

"With our city power plant to be rebuilt, and a mammoth building program in all lines in prospect with settled weather, it is my belief the unemployment situation will be reduced to a minimum.

"Certainly by April 15th, 1922, the employment situation should be normal."

NEW YORK CITY, New York

The New York Federation of Churches has launched a drive, beginning with an "Unemployment Sunday", on March 12. One thousand Protestant clergymen were appealed to by letter and bulletin, which will be repeated from time to time as new situations arise or new facts develop.

Charles Stelzle got up the first bulletin, which contains a wealth of information for clergymen and church people who are engaging in the drive.

It contains a series of 12 proposals to be presented by the minister to his congregation, on how to get work, starting out with the "Be a good neighbor" plan, whereby individuals or families will become responsible for certain others who are in distress.

It also contains quotations for "Unemployment Sunday", facts about unemployment in New York City, a list of printed material available, an article on the causes of unemployment, unemployment "Don'ts" for employers and a list of books on unemployment.

The bulletin is very complete and workable, and contains many suggestions for similar campaigns in other cities.

PENNSYLVANIA

The advantage of setting up a reserve fund in good times for expenditure on public works during periods of unemployment is illustrated by the action of the Emergency Public Works Commission of Pennsylvania. At a meeting of the Commission at Harrisburg on March 14, its members, consisting of the Governor, the Commissioner of Labor and Industry, the State Treasurer, and the Auditor General, appropriated money for public works which will immediately be undertaken. This reserve fund was set aside by the Legislature of 1917 with the stipulation that it should not be expended except during the period of extraordinary unemployment. A part of the fund is now to be expended on the development of the State Park in Harrisburg, and will give employment largely to unskilled labor.

Otto T. Mallory, who represents Pennsylvania with the President's Conference on Unemployment, says:

"If all the states and cities had similar reserve funds set aside and now ready for use, the number of unemployed would be greatly reduced, and the wages that they would receive would create a purchasing power and demand for many commodities which in turn would necessitate the employment of other groups. A study of the effect of such a nation-wide policy and practicable steps in preparation for a future unemployment period, will be a part of the work of the Committee of the Conference now under way."

PROVIDENCE, Rhode Island

The Providence Committee on Unemployment has hit upon a novel idea in the following poster which is put up in the local employment office and elsewhere:

DON'T BE DISCOURAGED

Everything possible is being done to provide emergency work in addition to what is regularly required.

Many are providing work who do not report it to this office, so keep up your own efforts to find employment.

Don't sit down and wait for something to turn up.

PUEBLO, Colorado

John M. Jackson, President of the City Council of Pueblo, sends the following report:

"Plans have been made and submitted for flood protection for the City and County of Pueblo, for the purpose of protecting the city against floods, such as occurred June 3, last. Before taking up these plans, however, it is necessary that a session of the legislature be called to adopt a law so that these improvements may be carried out. We are expecting the Governor to make a call for special session very soon. If this law is adopted and the improvements made it will call for the expenditure of \$3,000,000 to \$5,000,000 and, of course, such an improvement would furnish labor for a great many people.

"About \$1,000,000 of paving is contemplated for this coming summer. We are now beginning work on one of the districts and, of course, this will help the situation. On the whole I think the outlook is encouraging and that we will gradually get back to normal conditions."

ROANOKE, Virginia

W. W. Boxley, Mayor of Roanoke, send the following report:

"Here in the city we are doing every piece of work we possibly can to give men employment, stinting every department so as to enable us to acquire this money.

"The railroads are beginning to start up some construction and maintenance work that will take some men, and I think by April 1st this will be greatly increased.

"All of the operations which are carried on by individuals and corporations are apparently working everybody that they can, and in this way I feel that our unemployed condition has been very much improved in the last thirty days. I believe in sixty days more, unless something takes place to give us a setback, that all of our people will be at work."

As an indication of the improvement of the unemployment situation in the Seattle district the following facts are cited:

Construction work at the Puget Sound Navy Yard will furnish employment to thousands because of the contract just awarded by the Government to the J. A. McEachern Company of Seattle for \$1,000,000. The contract is for a sea wall at the Navy Yard, which will require a year to build.

Two thousand dollars a day has been added to the payroll of the Harbor Island yard of the Todd Drydock through contracts for the repair and reconditioning of vessels at that yard.

One hundred and thirty-six mills of the West Coast Lumbermen's Association for the week ending February 18, cut 79,154,189 feet of lumber. The sales were only 10,000,000 feet less than the output/

Labor conditions in Centralia, Washington, and vicinity are improved. There are less men on the market and wages seem to be rising a little. Gradually industry is normalizing. All the local mills are running full-handed. Most of the railroad men are on steady runs again.

Settlement of the Hongkong strike has given shipping from Seattle to that port new life. The Admiral line resumed booking cargo full blast from Seattle and other Sound centers this morning direct to Hongkong. Other transpacific steamship lines are also preparing to book, and from present indications in a week or ten days the old-time movement of cargo from the Sound to the Oriental port will begin regaining its old volume. As a result of the strike, direct booking of cargo from Seattle and other North Coast ports to Hongkong was reduced to small volume.

SHEBOYGAN, Wisconsin

Herman Schuelke, Mayor of Sheboygan, writes the following:

"As soon as the season opens we will put to work about all the unemployed who are satisfied to work."

"Our program for this year will be fully as big if not bigger than last year. We are going to build a lot of streets, sewers, gas, and water mains. We have also entered into contract for a new bridge, which will cost the city \$210,000 and also a second unit to our new High School which will cost \$300,000. Outside of that there will be quite a number of big buildings put up and lot of good residences. So the future for this season looks even better than last year."

"I personally have urged all these improvements in streets, and water works, just to give employment."

TOLEDO, Ohio

The following report is made by the Commission of Publicity and Efficiency of Toledo:

Toledo's 1922 program to relieve the unemployment situation has been started with the recent authorization by the Council of a \$100,000 bond issue for park and boulevard work. Welfare Director Newcomer has prepared a year's program that will require the expenditure of \$350,000 for this kind of work. He plans to do most of this work through direct employment of labor.

TUCSON, Arizona

The following comes from the Industrial Bureau of Tucson:

"While some lines of work have not been done as in normal times, other work has started so that our city people have been able to shift into this.

"Tucson's public and semi-public construction has been great enough to take care of the local employment situation, and plans for the summer and fall are sufficient to keep unemployment to the point of satisfaction for those times of re-adjustment."

WHEELING, West Virginia

T. F. Thoner, Mayor of Wheeling reports the following:

"The city of Wheeling is preparing to submit a bond issue to the citizens for their ratification in the sum of \$2,000,000 for the purpose of building a filtration plant and improving our water system generally. If approved by the voters, work will begin at an early date. It is estimated that it will require all of two years from the time work is started until it is finally completed.

"The County is also preparing to open a new thoroughfare or outlet from the city into the country which will cost in the neighborhood of \$180,000.

"The State Road Commission are arranging to repave several miles of the national road running through Ohio County. Contracts amounting to approximately \$150,000 have been let up to the present time.

"Contracts have been let for a number of large business buildings, as well as a considerable number of residences, work on which will be started very soon.

"The city is planning to do between \$350,000 and \$400,000 work of paving in addition to all of the foregoing.

"I have every reason to feel that the worst is over."

"GIVE A MAN A DAY'S WORK"

Suggestions for Possible Jobs

TO HOUSEKEEPERS

Clear attics, closets and areas
Paint walls, outside and inside
Paint woodwork
Polish floors or furniture
Attend to carpentry jobs from cellar to roof
Have doors adjusted
Have windows tightened
Have carpets beaten and cleaned
Attend to plumbing jobs
Attend to papering and calcimining
Catalogue the library
Mend library books
Have mattresses mended or re-made
Inventory household goods
Clean garage
Polish brass-work and silverware
Repair awnings
Upholster furniture
Mend carpets and rugs
Repair transom fixtures
Repair window shades
Repair light fixtures
Clean flues and plumbing traps
Whitewash cellar and coal bins
Cut and chop dead wood and boxes for kindling
Make garden and lawn improvements
Build garage and playhouse for children
Wash windows and mirrors
Vacuum clean rugs and draperies

TO OFFICE MANAGERS

Arrange old files
Classify or catalogue old material on the shelves or in the corner
Check up accumulation of reports
Have the auditing done
Have the carpets taken out and cleaned
Re-arrange partitions
Have the furniture polished
Do that circularizing campaign
Copy records, tabulate and classify past experience
Make up new list of old customers

TO STOREKEEPERS

Take inventory of stock
Have the cellar cleaned
Remove packing cases
Paint the woodwork
Build extra shelves
Have your accounts audited
Get out circulars to your customers
Attend to cellar elevator
Have the sidewalk work done
Do neighborhood sample distributing

TO LANDLORDS

Inspect your property now and do not leave it entirely to your agents
Attend to the plumbing and painting
Have the cellars waterproofed
Clean walls and ceilings
Attend to papering and calcimining
Repair and clean areas
Repair woodwork
Clean chimneys
Repair sidewalk
Paint outside walls
Repair roofs
Make garden and lawn improvements

Issued by the Committee on Unemployment, The New York Federation of Churches, Room 9018, One Madison Avenue, New York City. Telephone Gramercy 2077

"GIVE A MAN A DAY'S WORK"

Name of Firm or Individual.....

Address

Place where work is to be done.....

Man or Woman wanted.....

Kind of work.....

When job begins.....

Probable length of job.....

Wages  be paid.....

When filled out send this card to your pastor

HOW LOCAL CHURCHES MAY HELP THE UNEMPLOYED

Further details and printed matter concerning the suggestions contained in this folder will be sent upon request, but letters of inquiry should state specifically the points concerning which information is desired.

1—Promote the “Be a Good Neighbor” plan whereby individuals or families will become responsible for certain other individuals or families who are in distress, furnishing such assistance as may be needed, or seeing to it that such assistance is received through other individuals or agencies.

2—Push in the community the plan to “Give a Man a Day’s Work” by suggesting through printed cards and other methods of publicity odd jobs which might be given to the unemployed by housekeepers, office managers, storekeepers, landlords and others.

3—Hire, with the co-operation of the neighbors on various blocks, men to keep sidewalks and area clean, each neighbor paying approximately 50 cents per week for this service, arrangements being made through the local church whereby the men shall be given brooms and such other utensils as may be necessary.

4—Urge upon employers of labor in the church their religious duty to help find work for the men and women affiliated with the church.

5—Get in touch with needy people through the public school. There will be an increasing tendency this winter to take children out of school and send them to work because their fathers have lost their jobs. The unemployment committees or members of the staff should work in close co-operation with the public schools in order to help avoid such action, which cannot but result in great harm to children of our city. Scholarship funds for such children might be raised.

"BE A GOOD NEIGHBOR"

I will help a needy ^{family} individual or see that somebody else does so.

Mr.

Name Mrs.

Miss

Address

Kind or extent of assistance I will give.....

I ^{do} ~~do not~~ object to being known to the person or persons assisted and ^{will} ~~will not~~ deal directly with them.

I prefer to co-operate with the following ^{relief} ~~church~~ ^{other} agency in dealing with the person or persons assisted

I am affiliated with the following church.....

*Issued by the Committee on Unemployment,
The New York Federation of Churches, Room 9018,
One Madison Avenue, New York City
Telephone Gramercy 2077*

GENERAL FILES

PRESIDENT'S CONFERENCE ON UNEMPLOYMENT
COMMITTEE ON CIVIC AND EMERGENCY MEASURES.

FEDERAL RESERVE BANK
OF NEW YORK

Washington, D.C., April 17, 1922.

My dear Mr. Mayor:

Among the outstanding features of the work in New York City has been the employment drive of the New York Federation of Churches.

The leaders of this movement planned an "Unemployment Sunday;" they aroused the clergy and the employers in their congregations; they distributed bulletins and printed literature freely; and they so created sentiment that an appreciable change has been made in the situation.

The New York Federation of Churches has kindly contributed enough of this printed literature (with the exception of its bulletin, now unfortunately out of print) for this office to distribute samples to all recipients of the matter sent out by The President's Conference on Unemployment.

The enclosed cards are forwarded to you with the idea that they may be useful to the churches in your own community.

In case you desire the printed bulletin there are enough on hand to fill a limited number of requests.

Very truly yours,

ARTHUR WOODS,

Chairman.

WISCONSIN

The Wisconsin Industrial Commission, through Fred M. Wilcox, Chairman, reports that during January and February a campaign to advertise the employment offices among the farmers was carried out. Circular letters were sent to over 3,000 farmers. Letters were written to all the county agents. Newspaper stories were sent to the country papers and several agricultural papers. Charts showing the farm labor activities of the Commission were exhibited in connection with the Farmers' Course at the University in January, and the superintendents of the offices attended many farmers' institutes and had opportunity to explain the service which the offices can render.

In January, places were found for 173 applicants out of 319, and in February, 221 out of 421.

