for release in morning papers
Sunday, September 22, 1935.

Hopkins stipulates four fundamental policies for operation of State WPA programs.

Harry L. Hopkins, Works Progress Administrator, today stipulated to his State Works Progress Administrators four fundamental policies under which they must operate their programs of work on WPA projects to the end that suitable employment will be provided for all kinds of workers from the relief rolls.

In emphatic instructions to all State Works Progress Administrators he pointed out that the Works Progress Administration in Washington has attempted to secure final approval of approximately twice as many projects for each State as can be financed out of Works Program funds so that a wide range of approved projects will be available to select from.

"It is obvious, therefore, that you cannot prosecute every project approved. Approval merely constitutes authority and does not mean you must start the work on each project," Mr. Hopkins said.

Approval of this large number of projects has been done, Mr. Hopkins stated, to afford a maximum of latitude for State administrators in operating their programs. This procedure insures a large list of projects of every character from which the required number may be chosen to meet the need for employment in each community and permits the State administrators quickly to put in operation the kinds of projects called for by the number and types of workers in need of employment.

Stressing that the Works Progress projects must provide the kind of work that persons on relief are suited for, Mr. Hopkins told his State administrators:

...
"You are expected to utilize these projects to meet the need for employment that exists in each locality, choosing from among the approved projects those which require the number and particular classes of workers that are available from the relief rolls.

"The obligation and responsibility thus placed upon you is tremendous. Within the limits of human ability you must provide employment for all eligible workers; you must complete projects or project units, once begun; you must so plan your material purchases that no project need be delayed for lack of it, and yet you must not accumulate surpluses of unneeded materials."

Mr. Hopkins especially warned the State administrators to be certain before authorizing the commencement of a project that there will be sufficient eligible labor to insure completion either of the whole project or such units as constitute a definite entity.

"Hold in reserve a large list of projects composed of numerous units upon which work can be started and stopped as the labor supply fluctuates without losing any of the value of completed work. Avoid the purchase of large quantities of materials, wherever possible; arrange for frequent and immediate delivery of materials as needed," Mr. Hopkins stated.

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ote: A copy of Mr. Hopkins' instructions is attached.
September 20, 1935

TO ALL STATE WORKS PROGRESS ADMINISTRATORS:

SUBJECT: Planning of Project Operations

Note:
Copies of this letter are to be distributed to all district and branch Works Progress Administration offices and to all sponsors of projects.

We have attempted to secure final approval of approximately twice as many projects as can be financed out of available funds. This has been deliberately done so as to afford you a maximum of latitude in operating your programs by insuring that you have instantly available approved projects of every character. It is obvious, therefore, that you can not prosecute every project. Approval merely constitutes authority and does not mean you must start the work. You are expected to utilize these projects to meet the need for employment that exists in each locality, choosing from among the approved projects those which require the number and particular classes of workers that are available from the relief rolls.

The obligation and responsibility thus placed upon you is tremendous. Within the limits of human ability you must provide employment for all eligible workers; you must complete projects, or project units, once begun; you must so plan your material purchases that no project need be delayed for lack of it, and yet you must not accumulate surpluses of unneeded materials.

Present procedure permits you to use money allotted for any project in the State in the execution of any other approved project within the same classification of the Act (i.e., either 'grants to political subdivisions' or 'assistance of educational, professional, and clerical persons'). However, the Treasury State Accounts Offices will require that the total estimated cost of each project upon which work is begun be charged against your allocation unless you personally certify that the project will not cost as much as originally estimated, or that less than the originally intended amount of work will be performed, or that the unit of the project for which you
issue an Advice of Allotment constitutes a complete entity. Likewise, before releasing the unused portion of an allotment for an abandoned or incompleted project, the Treasury State Accounts Offices will require your personal certification that the United States is not obligated to complete the project or to make any expenditure therefor.

In order to properly discharge your responsibilities in this respect, it is essential that you exert a maximum of judgment and foresight in scheduling project operation. Be certain before authorizing the commencement of a project that there will be sufficient eligible labor to insure the completion either of the whole project, or of such of its units as constitute a definite entity. Hold in reserve a large reservoir of projects, composed of numerous units upon which work can be started and stopped as the labor supply fluctuates without losing any of the value of the completed work. Avoid the purchase of large quantities of materials, wherever possible; try to make arrangements for frequent and immediate delivery of materials as needed.

Harry L. Hopkins
Administrator