

June 17, 1935

[Remarks to the State, Works Progress Administrators]

0785

FDR Speech File

FEDERAL BUDGET AND BUDGETARY
SCHEDULES AND OTHER INFORMATION

INFORMAL EXTEMPORENEOUS REMARKS OF THE PRESIDENT
TO THE STATE WORKS PROGRESS ADMINISTRATORS

June 17, 1935

We are all engaged in a common task and I think we can be quite informal in talking about it. There are only one or two points I want to mention. The first, of course, relates to the broad objective, what might be called the main objective of this program we are engaged in. And it does not require very difficult arithmetic for the average layman to understand it.

We have to divide three and a half million men into four billion dollars. Almost anybody can understand that. In other words, Congress has given us four billion dollars. The objective is to put three and a half million men to work during the coming fiscal year.

That means a great many heartaches for people who have very expensive projects. They might just as well recognize that. You are going to have a great many difficulties and heartburnings because you will have to turn down a lot of splendid projects all over the United States. I assure you, however, that you are not going to have any more difficult time than I am having already from people all over the country who have projects that are very worthy -- projects that just do not fall within the arithmetic of the situation.

Franklin D. Roosevelt Library

This is a transcript made by the White House stenographer from his shorthand notes taken at the time the speech was made. Underlining indicates words extemporaneously added to the previously prepared reading copy text. Words in parentheses are words that were omitted when the speech was delivered, though they appear in the previously prepared reading copy text.

Therefore, I feel it is incumbent on us not only to explain this problem of arithmetic to the people who have these projects but also to explain it to the people as a whole; in every state of the country, so that they will understand why it is necessary, in attaining this objective of ours, to say "No" to requests that do not fall within the arithmetic.

In other words, outside of a handful of what might be called strictly Federal projects, such as the Bonneville and the Fort Peck Dams, the deepening of the Mississippi and the channel in the Upper Missouri, and a few others of that kind which total only a very small portion of the four billion dollars, practically all the rest of the money must be spent, on the average, at the rate of somewhere between eleven hundred dollars and twelve hundred dollars per man, which must of necessity include everything -- not only the amount we pay the men themselves but also the amount that the materials cost as well as the overhead costs. Translated in another way, that means that given "X" State we find out the number of people on the relief rolls and we call that "Y". Then we make a quota allocation. That quota we call "Z" and there are your three factors: "X" the name of the State, "Y" the number of people on the relief rolls, and "Z" the amount of money we can spend on them.

That is your job and ours. I should say probably it was even more your job than ours because each one of you knows the possibilities within your own State better than we can know it here in Washington. We must look to you and we are going to look to you for advice. The chances are we will take it. In regard to the spending of this allotted money, the responsibility is going to be very, very largely on you to see that the money goes around and accomplishes the objective given us as a mandate by the Congress of the United States. That is to put all the people on the relief rolls to work within the coming year.

We want to get rid of the dole. We believe that the dole is destructive of all that is best in our citizenship and we want to make people feel that they are no longer in the bread line -- no longer getting things for nothing. We want them to feel that they are getting work, even though the amount they get in pay for their work is somewhat below, in most cases, what they would be able to earn in private jobs.

That brings up the second point. We want, in so far as possible, to have every relief administrator make every effort to get the unemployed into private industry, even if it means slowing down or stopping some of the jobs we have undertaken. We should not hesitate for one single

moment to stop a certain number of projects if people are taken back into private industry. There will be a certain number of our works that can be closed down temporarily or stopped just where they are without very much loss. This whole thing very largely will depend upon the close cooperation with local authorities everywhere -- governors, mayors, county officials, and various State agencies. It is a Federal administrative program and, of course, the Federal government is ultimately responsible. You are responsible because you represent the Federal Government and yet at the same time we cannot conduct it successfully unless we get cooperation and joint effort on the part of all the localities.

The second point I make is that we have to be extremely careful not to make any kind of discrimination. We cannot discriminate in any of the work we are conducting either because of race or religion or politics. Politics, so far as we are concerned, is out. If anybody asks you to discriminate because of politics you can tell them that the President of the United States gave direct orders that there is not to be any such discrimination.

That applies both ways. It means, we cannot hurt our enemies nor help our friends. We have to and will treat them all exactly alike. In carrying out this work, consider it purely and solely from a human point of view.

Do everything you can to prevent the use of political considerations, one way or the other.

Finally, in regard to the projects themselves, we want them to be as useful as we can make them. We have all seen the work that was done in a very great hurry in the late Fall and Winter of 1933-34. Of course, a lot of that was thrown together. It was made work. It was invented work. A great many municipalities and counties had only a week or two weeks to decide what they had to do. They did the best they could. The extraordinary thing is that in view of the shortness of time so much of that work was actually useful.

Today we have all that experience behind us. Of course, there will be a great many large projects, but we must keep to that mathematical figure of $3\frac{1}{2}$ million people and four billion dollars. We must always keep that mathematical figure in mind.

This morning I saw a delegation from a certain State -- Senators and Congressmen -- who were most anxious to have a dam built. They said this dam had the approval of the Congressional Committees from six States. I said, "Fine; what will be the cost per man employed?" There wasn't one of them who could answer that question. They were for the dam and it is a grand project. But actually the first year's work on the dam would cost, if done in

the regular engineering way, about three thousand to thirty-five hundred dollars per man employed.

Obviously, if we go ahead with that particular dam, a brand new project, it means we have to offset and reduce other projects to somewhere around five or six hundred dollars. Therefore it probably is not a practical thing for us to do if we keep our arithmetic in mind. I think we can get across to the country the very simple proposition that we have a mandate from Congress to put three and one-half million people in this country to work for four billion dollars. I said to this delegation:

"I am all for this dam; I think it is a very important project on a very important river in the United States. It is going to prevent floods and so forth, but, in order to do it, I would have to increase the allotment to your particular State by ten or fifteen million dollars. Are you willing to ask me to take ten or fifteen million dollars away from the other forty-seven States of the Union and give it to your State?" They said: "No, we can't ask that."

That is a very simple answer to people who would ask you in your several States to exceed the allotment. We have only so much money and if anybody gets an excess allotment it means that the other fellow of necessity will have to pay the bill. That is why I stress the need of

making clear to the people in your own States the common objective, -- the Congressional intent, your intent and mine -- to put these unemployed to work during the coming year for a given sum of money. This sum is not elastic but definite; a fixed appropriation of the Congress.

We naturally want to decentralize and give you people authority, just as much as we possibly can. The responsibility really is yours in the first instance; it is only ours in the very ultimate instance.

Harry Hopkins and I are considering offering a medal -- a medal to the State Administrator who causes us the fewest headaches.

We are ready to answer questions and to help you out with any problem you have on your hands. Except, probably for a few days' holiday occasionally, between now and the first of July, 1936, you will find Harry and me on the job practically all the time. So, if any problems arise, do please, if we can help you, let us know about them.

We will give you 100% cooperation and on your shoulders rests not only a great responsibility but also, I think, a very splendid opportunity to do a fine service for this country.

We all hope there is going to be a very definite and distinct pickup all over the United States. We are working slowly but very surely toward the elimination of the major unemployment problem we have had during these past few years. Of course, we always will have a certain number of unemployed with us, but nothing like the present scale, we hope. And, this year, I believe, is going to be the beginning of the picking up of the greater part of this unemployment slack from which we have been suffering.

It is very fine to see you. Bless you all. I hope you go to it, with your coats off, and that the dirt will begin to fly very soon.

June 17, 1936

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Informal remarks of the President to the State
Works Progress Administrators who were received
today in the President's office:

We are all engaged in a common task and I think we can be quite informal in talking about it. There are only one or two points I want to mention. The first, of course, relates to the broad objective, what might be called the main objective of this program we are engaged in. And it does not require very difficult arithmetic for the average layman to understand it.

We have to divide three and a half million men / into four billion dollars. Almost anybody can understand that. In other words, Congress has given us four billion dollars. The objective is to put three and a half million men to work during the coming fiscal year.

That means a great many heartaches for people who have very expensive projects. They might just as well recognize that. You are going to have a great many difficulties and heartburnings because you will have to turn down a lot of splendid projects all over the United States. I assure you, however, that you are not going to have any more difficult time than I am having already from people all over the country who have projects that are very worthy -- projects that just do not fall within the arithmetic of the situation.

Therefore, I feel it is incumbent on us not only to explain this problem of arithmetic to the people who have these projects but also to explain it to the people as a whole, in every State of the country, so that they will understand why it is necessary, in attaining this objective of ours, to say "No" to requests that do not fall within the arithmetic.

In other words, outside of a handful of what might be called strictly Federal projects such as the Bonneville and the Fort Peck Dams; the deepening of the Mississippi and the channel in the Upper Missouri, and a few others of that kind which total only a very small portion of the four billion dollars, practically all the rest of the money must be spent, on the average, at the rate of somewhere between eleven hundred dollars and twelve hundred dollars per man, which must of necessity include everything -- not only the amount we pay the men themselves but also the amount that the materials cost as well as the overhead costs. Translated in another way that means that given "X" State we find out the number of people on the relief rolls and we call that "Y". Then we make a quota allocation. That quota we call "Z" and there are your three factors: "X" the name of the State, "Y" the number of people on the relief rolls, and "Z" the amount of money we can spend on them.

That is your job and ours. I should say probably it was even more your job than ours because each one of you knows the possibilities within your own State better than we can know it here in Washington. We must look to you and we are going to look to you for advice. The chances are we will take it. In regard to the spending of this allotted money, the responsibility is going to be very, very largely on you to see that the money goes around and accomplishes the objective given us as a mandate by the Congress of the United States. That is to put all the people on the relief rolls to work within the coming year.

We want to get rid of the dole. We believe that the dole is destructive of all that is best in our citizenship and we want to make people feel that they are no longer in the bread line -- no longer getting things for nothing. We want them to feel that they are getting work, even though the amount they get in pay for their work is somewhat below, in most cases, what they would be able to earn in private jobs.

That brings up the second point. We want, as far as possible, to have every relief administrator make every effort to get the unemployed into private industry, even if it means slowing down or stepping some of the jobs we have undertaken. We should not hesitate

for one single moment to stop a certain number of projects if people are taken back into private industry. There will be a certain number of our works that can be closed down temporarily or stopped just where they are without very much loss. This whole thing very largely will depend upon the close cooperation with local authorities everywhere -- governors, mayors, county officials, and various State agencies. It is a Federal administrative program and, of course, the Federal government is ultimately responsible. You are responsible because you represent the Federal Government and yet at the same time we cannot conduct it successfully unless we get cooperation and joint effort on the part of all the localities.

The second point I make is that we have to be extremely careful not to make any kind of discrimination. We cannot discriminate in any of the work we are conducting either because of race or religion or politics. Politics, so far as we are concerned, is out. If anybody asks you to discriminate because of politics you can tell them that the President of the United States gave direct orders that there is not to be any such discrimination.

That applies both ways. It means, we cannot hurt our enemies nor help our friends. We have to and will treat them all exactly alike. In carrying out this work, consider it purely and solely from a human point of view. Do everything you can to prevent the use of political considerations, one way or the other.

Finally, in regard to the projects themselves, we want them to be as useful as we can make them. We have all seen the work that was done in a very great hurry in the late Fall and Winter of 1933-34. Of course, a lot of that was thrown together. It was made work. It was invented work. A great many municipalities and counties had only a week or two weeks to decide what they had to do. They did the best they could. The extraordinary thing is that in view of the shortness of time so much of that work was actually useful.

Today we have all that experience behind us. Of course, there will be a great many large projects, but we must keep to that mathematical figure of $\frac{3}{2}$ million people and four billion dollars. We must always keep that mathematical figure in mind.

This morning I saw a delegation from a certain State -- Senators and Congressmen -- who were most anxious to have a dam built. They said this dam had the approval of two Congressional Committees from six States. I said "Fine; what will be the cost per man employed?" There wasn't one of them who could answer that question. They were for the dam and it is a grand project. But actually the first year's work on the dam would cost, if done in the regular engineering way, about three thousand to thirty-five hundred dollars per man employed.

Obviously, if we go ahead with that particular dam, a brand new project, it means we have to offset and reduce other projects to somewhere around five or six hundred dollars. Therefore it probably is not a practical thing for us to do if we keep our arithmetic in mind. I think we can get across to the country the very simple proposition that we have a mandate from Congress to put three and one-half million people in this country to work for four billion dollars. I said to this delegation:

"I am all for this dam; I think it is a very important project on a very important river in the United States. It is going to prevent floods and so forth, but, in order to do it, I would have to increase the allotment to your particular State by ten or fifteen million dollars. Are you willing to ask me to take ten or fifteen million dollars away from the other forty-seven States of the Union and give it to your State?" They said: "No, we can't ask that."

That is a very simple answer to people who would ask you in your several States to exceed the allotment. We have only so much money and if anybody gets an excess allotment it means that the other fellow of necessity will have to pay the bill. That is why I stress the need of making clear to the people in your own States the common objective, -- the Congressional intent, your intent and mine -- to put these unemployed to work during the coming year for a given sum of money. This sum is not elastic but definite; a fixed appropriation of the Congress.

We naturally want to decentralize and give you people authority, just as much as we possibly can. The responsibility really is yours in the first instance; it is only ours in the very ultimate instance.

Harry Hopkins and I are considering offering a medal -- a medal to the State Administrator who causes us the fewest headaches.

We are ready to answer questions and to help you out with any problem you have on your hands. Except, probably for a few days' holiday occasionally, between now and the first of July, 1936, you will find Harry and me on the job practically all the time. So, if any problems arise, do please, if we can help you, let us know about them.

We will give you 100% cooperation and on your shoulders rests not only a great responsibility but also, I think, a very splendid opportunity to do a fine service for this country.

We all hope there is going to be a very definite and distinct pickup all over the United States. We are working slowly but very surely toward the elimination of the major unemployment problem we have had during the past few years. Of course, we always will have a certain number of unemployed with us, but nothing like the present scale, we hope. And, this year, I believe, is going to be the beginning of the picking up of the greater part of this unemployment slack from which we have been suffering.

It is very fine to see you. Bless you all. I hope you go to it, with your coats off, and that the dirt will begin to fly very soon.

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STATEMENTS FILE

REMARKS OF THE PRESIDENT TO THE FORTY-EIGHT STATE
ADMINISTRATORS OF WORKS PROGRESS, JUNE 17, 1935.

Well, Harry, I think this is a very likely looking bunch. We are all engaged in a common task and I think we can be quite informal in talking about it. There are one or two points I wanted to mention. The first, of course, relates to the broad objective, what might be called the main objective of this program that we are engaged in. And it does not require ~~much~~ ^{very} difficult arithmetic for the average layman to understand it. We have to divide three and a half million men into four billion dollars. Almost anybody can understand that. In other words, Congress has given us four billion dollars with an objective. The objective is to put three and a half million men to work during the coming fiscal year. That means a great many heartaches for people who have got very expensive projects, and they might just as well recognize that. You are going to have a great many difficulties and heartburnings in having to turn down a lot of splendid projects all over the United States, but I assure you that you are not going to have any more difficult time

than I am having already at this desk and in this room from people all over the country who have things that are very worthy. they want to have done -- things that just do not fall within the arithmetic of the situation.

Therefore, I feel it is incumbent on us not only to explain this problem of arithmetic to the people who have got projects but also to explain it to the people as a whole in every State of the country so that they will understand why it is necessary in attaining this objective of ours to say "No" to a lot of things that don't fall within the arithmetic. In other words, outside of a handful of what might be called strictly Federal projects such as the Bonneville Dam and the Fort Peck Dam and the deepending of the Mississippi and the channel in the upper Missouri and a few things of that kind, totaling a very small portion of the four billion dollars, outside of those Federal projects practically all the rest of the money has got to be spent on the average at the rate of somewhere between eleven hundred dollars and twelve hundred dollars per man, which must of necessity include everything-- not only the amount we pay the men themselves but also the amount that the

materials cost and the amount that the overhead costs. Well, that means, translated in another way, that given "X" State we find out the number of people on the relief rolls and we call that "Y", and then we make a quota allocation. This is a rule of thumb but the rule goes for practically everything. That quota we call "Z" and there are your three factors: "X" the name of the State, "Y" the number of people on the relief rolls, and "Z" the amount of money we can spend off them. Now, that is your job and ours. I should say probably it was even more your job than ours because each one of you knows the possibilities within your own State individually better than we can know it down here in Washington and we have got to look to you, and we are going to look to you, for advice—and the chances are we will take it — in regard to the spending of this allotted money and the responsibility is going to be very, very largely on you good people to see that that money goes around and accomplishes the objective that was put in effect by the Congress of the United States — that it puts all the people on the relief rolls to work within the coming

year. We want to get away, as you know, in so far as possible -- and I think we can do it substantially all the way — we want to get rid of the dole. We believe that the dole is destructive of all that is best in our citizenship and we want to make people feel that they are no longer in the — no longer getting things for nothing. We want them to feel that they are getting work, even though in this time the amount they get in pay for their work is somewhat below, in most cases, what they would be able to earn ~~be/earning/in/~~ private jobs.

That brings up the second point that we want, in so far as possible, to have every relief administrator going ahead with every effort to get people into private industry, even if it means slowing down or stopping some of the jobs we have undertaken. We should not hesitate for one single moment if people are taken back into private industry to stop a certain number of projects and, as you know, as they are worked there will always be a certain number that can be closed down temporarily or stopped just where they are without very much loss. That will depend, of course this

whole thing very largely will depend on close cooperation with the local authorities everywhere -- mayors, the county officials, the governors and various other State agencies. It is an administrative -- it is a Federal administrative -- program and, of course, the Federal government is ultimately responsible. You are responsible because you represent the Federal Government and yet at the same time we cannot conduct it successfully unless we get cooperation and joint effort on the part of all the localities.

And then the second point I make on this line is that we have got to be extremely careful not to make any kind of discrimination. We cannot discriminate in any of the work we are conducting either because of race or religion or politics and that is the most important, that last one, discriminating in regard to politics. That is, so far as we are concerned, out, and if anybody asks you to discriminate because of politics you can tell them that you heard the President of the United States give direct orders that there is not to be discrimination ~~in~~ account of politics. Now that applies both ways. It means that we cannot hurt our enemies nor help

our friends. We have got to treat them all exactly alike. And in carrying out the work, consider it purely and solely from a human point of view and do everything we can to prevent the use of the effort we are all giving for political purposes one way or the other.

Finally, in regard to the projects themselves, of course we want the projects to be as useful as we can make them. We have all seen the work that was done in a very great hurry in the late Fall and Winter of 1933-34 — what we called the CWA. Of course, a lot of that was thrown together, it was made work, it was invented work. A great many municipalities and counties had a week or two weeks to decide on what they had to do and they did the best they could. The extraordinary thing is that in view of the shortness of time that so much of that work was actually useful. Today we have all that experience behind us and while there will be a great many large projects, of course in order to keep back to that mathematical figures of $3\frac{1}{2}$ million people and 4 billion dollars, we are bound to have a great many more or less elastic local projects which will always keep that mathematical figure in mind. Try to make those local projects as useful as possible.

I had this morning a delegation from a certain State — Senators and Congressmen — who were more anxious to have a dam built. Well, they said that this dam had the approval of the Congressional Committees from 6 States. I said "Fine; what will be the cost per man employed?" Well, there wasn't one of them could answer the question. They were for the dam — that's all they knew — they were for the dam. Well, it is a grand project, this dam, but actually the first year's work on the dam would cost, if done in the regular engineering way, about three thousand to thirty-five hundred dollars per man employed. Obviously, if we go ahead with that particular dam, which is a brand new project, it means we have to offset ~~on the other~~
~~city, county~~ on the rest of the funds in that State and reduce other projects to somewhere around five or six hundred dollars, including materials, per man employed to offset this cost of \$3000 to \$3500 for the men who would be employed on this dam. Therefore it probably is not a practical thing for us to do if we keep our arithmetic in mind, and I think that we can get across all over the country the very simple proposition that we have a mandate from Congress to put $3\frac{1}{2}$ million people in this country to work for 4 billion dollars. I said to this delegation this morning "I am all for this

dam; I think it is a very important project on a very important river in the United States. It is going to prevent floods and so forth", and I said, "In order to do it I would have to increase the allotment to your particular State by ten or 15 million dollars. Are you willing to ask me to take 10 or 15 million dollars away from the other 47 States of the Union and give it to your State?" And they said, "No, we can't ask that". Now that is a very simple answer to people who would ask you in your several States to exceed the allotment. We have only got so much money and if anybody gets an excess allotment it means that the other fellows of necessity have to pay the bill. And that is why I stress the need of making clear to the people in your own State the common objective, — what the Congressional intent is — what your intent is and mine; that it is to put these people to work during the coming year for a given sum of money which is not elastic but is a definite, fixed appropriation by the Congress.

Now, when it comes down to cooperation: here in Washington we naturally want to decentralize and give you people authority, just as much as we possibly can. The responsibility really is yours in the first instance;

it is only ours in the very ultimate instance and therefore Harry Hopkins and I are considering offering a medal — a medal to the State Administrator who causes us the fewest headaches. That does not mean that we are not ready to answer questions or to help you out with any problem you have on your hands. Except for probably a few day's holiday occasionally between now and the first of July, 1936, you will find Harry and myself on the job practically all the time, so if any problems do arise, do please, if we can help you, let us know about them. We will give you 100% cooperation and on your shoulders rests not only a great responsibility but also, I think, a very splendid opportunity to do a fine service for this country. If we can get through this coming year, we all hope there is going to be a very definite and distinct pickup all over the United States, and we are working slowly but very surely toward the elimination of the major unemployment problem we have had during these past few years. Of course, we will always have a certain number of unemployed with us, but nothing like the present scale, we hope, and this year, I believe, is going to be the beginning of the picking up of the greater part of this unemployment slack.

that we have been suffering from.

It is very fine to see you --- bless you all and I hope that you can go to it with your coats off and that the dirt will begin to fly very soon.

(1)

file

IMMEDIATE RELEASE

June 17, 1935

FOR THE PRESS

Informal remarks of the President to the State
Works Progress Administrators who were received
today in the President's office:



~~For the Press. Immediate Release Jan 17, 1935~~

~~Informal~~

(2)

~~REMARKS OF THE PRESIDENT TO THE FORTY-EIGHT STATE
ADMINISTRATORS OF WORKS PROGRESS.~~

We are all engaged in a common task and I think we can be quite informal in talking about it. There are ^{only} one or two points I want ~~to~~ to mention. The first, of course, relates to the broad objective, what might be called the main objective of this program ~~that~~ we are engaged in. And it does not require ^{very} ~~much~~ difficult arithmetic for the average layman to understand it. ~~If~~ We have to divide three and a half million men ~~into~~ four billion dollars. Almost anybody can understand that. In other words, Congress has given us four billion dollars. ~~an objective~~ The objective is to put three and a half million men to work during the coming fiscal year. ~~If~~ That means a great many heartaches for people who have ~~had~~ very expensive projects. ~~They~~ They might just as well recognize that. You are going to have a great many difficulties and heartburnings ~~in trying to~~ because you ^{will have} to turn down a lot of splendid projects all over the United States. ^{however,} ~~but~~ I assure you that you are not going to have any more difficult time

(3)

than I am having already ~~in this~~ from people all over

the country who have ~~projects~~ that are very worthy ~~they want to do more~~

~~projects~~ that just do not fall within the arithmetic of the situation.

Therefore, I feel it is incumbent on us not only to explain this problem of arithmetic to the people who have ~~these~~ projects but also to explain it to the people as a whole, in every State of the country, so that they

will understand why it is necessary, in attaining this objective of ours, to say "No" to ~~requests~~, ^{not} ~~things~~ that don't fall within the arithmetic. In other words, outside of a handful of what might be called strictly Federal projects

such as the Bonneville Dam and the Fort Peck Dam, the deepening of the Mississippi and the channel in the upper Missouri, and a few ~~things~~ others of that kind, totaling a very small portion of the four billion dollars, ~~which~~ must be spent on these ~~Federal~~ projects practically all the rest of the money ~~has~~ to be

spent on the average at the rate of somewhere between eleven hundred dollars

and twelve hundred dollars per man, which must of necessity include everything--

not only the amount we pay the men themselves but also the amount that the

as well as (4) materials cost ~~and~~ the overhead costs. ~~Well, this means,~~

~~that means~~ Translated in another way, that given "X" State we find out the number of

people on the relief rolls and we call that "Y". ~~Then we make a~~

~~quota allocation.~~ This is a rule of thumb but ~~it is good for everybody~~

~~everybody~~ That quota we call "Z" and there are your three factors:

"X" the name of the State, "Y" the number of people on the relief rolls,

and "Z" the amount of money we can spend on them. ~~It~~ that is your job

and ours. I should say probably it was even more your job than ours be-

cause each one of you knows the possibilities within your own State ~~in~~

~~in~~ better than we can know it ~~is~~ here in Washington. ~~We must~~

~~in~~ look to you ~~and we are going to look to you~~ for advice ~~and the~~

chances are we will take it. In regard to the spending of this allotted

money ~~the~~ the responsibility is going to be very, very largely on you

~~to see that~~ the ~~money goes around and accomplishes the ob-~~

~~jective~~ given us as a mandate ~~that is~~ ~~put in effect by the Congress of the United States~~

~~to~~ put all the people on the relief rolls to work within the coming

year. We want to get away as you know, in so far as possible, and I
think we can do it substantially all the way -- we want to get rid of the
dole. We believe that the dole is destructive of all that is best in our
citizenship and we want to make people feel that they are no longer in the
bread line -- no longer getting things for nothing. We want them to
feel that they are getting work, even though in this time the amount they
get in pay for their work is somewhat below, in most cases, what they would be able to earn
be/earning in private jobs.

9 That brings up the second point. What we want, in so far as possible,
to have every relief administrator make every effort to get the
unemployed into private industry, even if it means slowing down or stopping some
of the jobs we have undertaken. We should not hesitate for one single moment
if people are taken back into private industry to stop a certain
number of projects, and, as you know, as they are worked there will always
be a certain number that can be closed down temporarily or stopped just
where they are without very much loss. There is no reason why this

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upon the
whole thing very largely will depend close cooperation with the local
authorities everywhere — mayors, county officials, _____
and various _____ State agencies. It is _____

a Federal administrative program and, of course, the Federal government
is ultimately responsible. You are responsible because you represent
the Federal Government and yet at the same time we cannot conduct it suc-
cessfully unless we get cooperation and joint effort on the part of all
the localities.

I — The second point I make _____ is that we have
to be extremely careful not to make any kind of discrimination. We
cannot discriminate in any of the work we are conducting either because of
race or religion or politics and _____
discriminating in politics, _____ so far as we are concerned, to
out, if anybody asks you to discriminate because of politics you can
tell them that you _____ the President of the United States gave direct
orders that there is not to be discrimination _____

I That applies both ways. It means _____ we cannot hurt our enemies nor help

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and will

our friends. We have ~~to~~ to treat them all exactly alike. In carrying out the work, consider it purely and solely from a human point of view. Do everything you can to prevent the use ~~of~~ ~~of~~ giving of political ~~parties~~ one way or the other.

II

Finally, in regard to the projects themselves, we want ~~them~~ them to be as useful as we can make them. We have all seen the work

that was done in a very great hurry in the late Fall and Winter of 1933-34.

Of course, a lot of that was thrown together. It was made work. It was invented work. A great many municipalities and counties had a week or two weeks to decide what they had to do. They did the best they could. The extraordinary thing is that in view of the shortness of time

so much of that work was actually useful. Today we have all that ex-

perience behind us. There will be a great many large projects,

but the most

in order to keep back to that mathematical figures of 3½ million

people and 4 billion dollars, we have to have a great many more or less

The most

elastic local projects which will always keep that mathematical figure in

mind. ~~and yet the same time, we must~~

make those local projects as useful as possible.

L-T I saw 8

~~L-T~~ this morning a delegation from a certain State --- Senators and
Congressmen -- who were more anxious to have a dam built. ~~T~~, they said

~~that~~ this dam had the approval of the Congressional Committees from ~~6~~ States.

I said "Fine; what will be the cost per man employed?" ~~T~~, there wasn't
~~one of them could answer the question.~~ ^{who} ~~t~~ They were for the dam ~~but~~
~~all they knew - they said~~ ^{and} ~~it is a grand project~~

~~B~~ But actually the first year's work on the dam would cost, if done in

the regular engineering way, about three thousand to thirty-five hundred
dollars per man employed. ¹ Obviously, if we go ahead with that particular
dam, ~~a brand new project~~, it means we have to offset ~~the~~

~~etc.,~~ ~~on the~~ ~~use~~ ~~of the funds in the State~~ and reduce other pro-
jects to somewhere around five or six hundred dollars ~~etc.,~~

~~per man employed to offset this cost~~ ~~\$5000~~ ~~etc., the man would~~
~~be employed~~ Therefore it probably is not a practical thing

for us to do if we keep our arithmetic in mind. ~~T~~, I think ~~that~~ we can get

To the
across ~~all over~~ the country the very simple proposition that we have a man-

date from Congress to put ³~~3~~ million people in this country to work for ⁴~~4~~
~~billion dollars.~~ *I told* ~~said to~~ *I am all for this*

dam;

I think it is a very important project on a very important river in the

United States. It is going to prevent floods and so forth. ~~but~~,
~~but~~,

In order to do it I would have to increase the allotment to your parti-
cular State by ten or ~~15~~ million dollars. Are you willing to ask me to
take ~~10~~ or ~~15~~ million dollars away from the other ~~47~~ States of the Union
and give it to your State? ~~They~~ They said, "No, we can't ask that". ~~they~~

If that is a very simple answer to people who would ask you in your several
States to exceed the allotment. We have only ~~so~~ so much money and if any-
body gets an excess allotment it means that the other fellow ~~of~~ of necessity

~~will~~ have to pay the bill. ~~that~~ That is why I stress the need of making clear

to the people in your own State the common objective, -- ~~what~~ the Congress-
sional intent ~~is~~ your intent ~~is~~ and mind ~~the~~ to put these

~~unemployed~~ ~~people~~ to work during the coming year for a given sum of money ~~which~~ is not

elastic but ~~some~~ definite ~~fixed~~ appropriation ~~by~~ the Congress.

naturally want to decentralize and give you people authority, just as much

as we possibly can. The responsibility really is yours in the first instance;

10

it is only ours in the very ultimate instance. ~~we~~ Harry Hopkins

and I are considering offering a medal -- a medal to the State Administrator
who causes us the fewest headaches. ~~This~~ ~~is~~ ~~the~~ ~~best~~ ~~man~~ ~~in~~ ~~the~~ ~~country~~

~~and~~ ~~for~~ ready to answer questions ~~or~~ to help you out with any problem you have
on your hands. Except ~~we~~ probably ~~a few days~~ holiday occasionally between
now and the first of July, 1936, you will find Harry ~~and~~ ~~I~~ ~~on~~ ~~the~~ ~~job~~
practically all the time. ~~If~~ ~~if~~ any problems ~~arise~~, do please, if we

can help you, let us know about them. ~~If~~ We will give you 100% cooperation
and on your shoulders rests not only a great responsibility but also, I

think, a very splendid opportunity to do a fine service for this country.

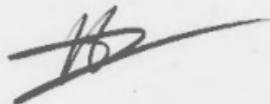
~~If we can get through this~~ ~~we~~ ~~all~~ ~~hope~~ there is going to be
a very definite and distinct pickup all over the United States. ~~we~~ ~~are~~ ~~working~~

working slowly but very surely toward the elimination of the major unemploy-
ment problem we have had during these past few years. Of course, we ~~were~~
~~will~~
always have a certain number of unemployed with us, but nothing like the

present scale, we hope. ~~and~~ this year, I believe, is going to be the be-
ginning of the picking up of the greater part of this unemployment slack

from which we ^H
have been suffering —

II It is very fine to see you & bless you all. I hope that you
go to it with your coats off and that the dirt will begin to fly very
soon.



WORKS PROGRESS ADMINISTRATION
WASHINGTON, D. C.

HARRY L. HOPKINS
ADMINISTRATOR

[Signature]

June 17, 1935

Honorable Stephen Early
Secretary to the President
The White House
Washington, D. C.

Dear Steve:

// The President is going to see the Works Progress Administrators at 5 o'clock today to say a brief word to them. I think he will want to cover these points.

1. There is to be the closest cooperation with Mayors of Cities, County Officials and Governors. While administratively the whole program is a Federal enterprise, it can never be conducted successfully without the joint efforts of everyone.
2. It is essential that there be no discrimination in this work because of race, religion or politics, with particular emphasis on the latter.
3. The real objective is to take three and a half million unemployed from the relief rolls and put them to work on useful projects.

There will be representatives from all of the states except two, and a half dozen people from our office at the meeting this afternoon.

Very sincerely yours,

[Signature]

Harry L. Hopkins
Administrator