February 10, 1937

CAUTION — HOLD FOR RELEASE

CONFIDENTIAL: To be held in STRICT CONFIDENCE and no portion, synopsis, or intimation to be published or given out until its READING has been begun in either House of the Congress. Extreme care must therefore be exercised to avoid premature publication.

STEPHEN EARLY
Assistant Secretary to the President

TO THE CONGRESS OF THE UNITED STATES:

I transmit herewith for the information of the Congress, the report of the Great Plains Committee under the title, "The Future of the Great Plains".

The report indicates clearly that the problem of the Great Plains is not merely one of relief of a courageous and energetic people who have been stricken by several years of drought during a period of economic depression. It is much more fundamental than that. Depression and drought have only accentuated a situation which has been long developing. The problem is one of arresting the decline of an agricultural economy not adapted to the climatic conditions because of lack of information and understanding at the time of settlement, and of readjusting that economy in the light of later experience and of scientific information now available.

The settlers of the Plains brought with them agricultural practices developed in the more humid regions from which they came. By historic circumstance the period of settlement was generally one of rainfall above the average, and, although water was known to be scarce, these practices then appeared to be suitable. The long-run experience, however, has disclosed that the rainfall of the area hovers around, and, for considerable periods, falls below the critical point at which it is possible to grow crops by the agricultural methods common to humid regions. A new economy must be developed which is based on the conservation and effective utilization of all the water available, especially that which falls as rain and snow; an economy which represents generally a more rational adjustment of the organization of agriculture and cropping plans and methods to natural conditions.

The whole subject of drought on the Great Plains dovetails into the studies made by the National Resources Committee in the larger aspect of public works planning. Previous and current studies of land and water problems have been undertaken on a nation-wide basis. In this report they have been re-worked and applied by the Great Plains Committee in cooperation with other Federal agencies and with State and regional planning agencies as a component part of our desire to develop a program of constructive action for the drought area.

Whatever program is adopted must be cooperative and will require complementary lines of action by the Federal Government, State Governments and all the citizens of the Region individually. Each has material interests at
stake and can no longer afford to defer constructive action; each has moral responsibility for unwitting contributions to the causes of the present situation; and especially each has responsibility for undertaking lines of action essential to effectiveness of action by the others.

The problem is one that can be solved, but the solution will take time. Therefore a policy should be determined, a long-run program formulated, and execution begun without undue delay.

FRANKLIN D. ROOSEVELT

THE WHITE HOUSE
February 10, 1937.
MESSAGE OF THE PRESIDENT
OF FEBRUARY 10, 1937
RELATING TO
GREAT PLAINS
TO THE CONGRESS OF THE UNITED STATES:

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THE WHITE HOUSE
February 10, 1937.
January 25, 1937.

My dear Mr. President:

In connection with the forthcoming release of the Great Plains Report, it has occurred to me that you may want to consider the advisability of holding it back a few days until the present flood situation has passed its peak.

I believe three or four days will find the newspapermen anxious for a fresh lead and receptive to the thought that Flood and Drought are fundamentally related problems.

Yours very sincerely,

Honorable Franklin D. Roosevelt
The White House
Washington, D. C.
The President,

The White House.

My dear Mr. President:

I appreciate the opportunity to review the draft
of a possible message to Congress transmitting the
report of the Great Plains Committee.

As noted in my letter of January 14 and the accom-
panying memorandum by Mr. Delano of January 13, there
are a number of points in the report of the Great Plains
Committee in its relations to the activities of the
National Resources Committee which need clarification.
These difficulties might be handled by inserting in the
message a new paragraph after the statement concerning
the need for a new economy in the Great Plains region
and before the discussion of "Program".

"This subject is dealt with in detail in the
report on 'Public Works Flaming' by the National
Resources Committee which I have transmitted to
Congress. Previous and current studies of land
and water problems undertaken on a nation-wide
basis have been reworked and applied by the Great
Plains Drought Committee in cooperation with other
State and Regional planning agencies to develop a
program of constructive action for the drought area."

A new copy of Mr. Cooke's draft for the Message,
including this paragraph, is attached hereto for your con-
sideration.

Sincerely yours,

Harold L. Ickes
Chairman

Att.
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Whatever program is adopted must be cooperative and will require complementary lines of action by the Federal Government, State governments and all the citizens of the Region individually. Each has material interests at stake and can no longer afford to defer constructive action; each has moral responsibility for unwitting contributions to the causes of the present situation; and especially each has responsibility for undertaking lines of action essential to effectiveness of action by the others.

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To the Congress of the United States:

I transmit herewith for the information of the Congress, a letter from the Chairman of the Great Plains Committee accompanied by the report of the Committee entitled: "The Future of the Great Plains."

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January 25, 1937

Mr. Rudolph Forster
The White House

My dear Mr. Forster:

I am not acquainted with the points raised by Secretary Ickes and Mr. Delano in connection with the report of the Great Plains Committee. But they may have to do with the agency suggested by our Committee to effect coordination in the field - these gentlemen may be apprehensive that the plan proposed will not harmonize with the pending reorganization of the activities of the National Resources Committee.

Our Committee was careful to use wording which would not conflict with any such reorganization however comprehensive and radical it might be. We did have in mind however that the work of coordination in the Great Plains Area is so urgent that it should not be allowed to wait. As the decisions are reached as to general governmental reorganization the necessary readjustments with what is done now in the Great Plains can be made. Further your attention is called to the fact that no recommendations are made in the suggested letter of transmittal - certainly none that affect organization.

Will you kindly see that these observations are brought to the President's attention if in your judgment it becomes desirable so to do.

Thanking you for your interest, I am

Yours very sincerely,

Morris L. Cooke
Administrator
January 22, 1937.

My dear Mr. President:

In answer to your request I am sending you three drafts of a possible message to the Congress transmitting the report of the Great Plains Committee. We prefer the one marked No. 1 but it is a bit longer than the other two.

Copies of the report will be in your hands tomorrow — Saturday. In talking the matter over with Mr. Early and having in mind your expressed desire to send the report to the Capitol "as soon after Inauguration as possible" we thought that possibly you might want to send it up on Tuesday, January 26 if the Congress is to be in session. In this case the reports could be given to the newspapers on Monday.

Yours very sincerely,

[Signature]

Honorable Franklin D. Roosevelt
The White House
Washington, D. C.
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January 26, 1937.

MEMORANDUM FOR

THE PRESIDENT

You gave me this yesterday as O.K. to send up. However, Mr. Forster would like to have you read the comment of Mr. Delano and the Secretary of the Interior which I have attached.

M. A. LE H.
The President,

The White House.

My dear Mr. President:

I appreciate the opportunity to review the Report of the Great Plains Committee in advance of your approval.

The recommendations in the report indicate a gratifying endorsement and extension of the previous proposals of the National Resources Committee and of the suggestions submitted by State and regional planning agencies in the Great Plains area. There is real need for a continuing regional planning agency operating in cooperation with State Planning Boards and under the general guidance of the permanent National Resources Board proposed in your message to Congress on administrative management. To be consistent with your previous recommendations, it should, of course, report through the permanent National Resources Board and not be a separate governmental agency.

The attached brief review of the specific recommendations in the report shows a number of points which would seem to require further study or clearer orientation in relation to the reorganization of the Government and policies for cooperation with State and local agencies. Presumably, when the general recommendations in the report are crystallized into specific plans for action by the proposed continuing regional planning agency, these questions will be answered through the permanent National Resources Board.

Sincerely yours,

[Signature]

Chairman

Att.
MEMORANDUM FOR THE CHAIRMAN:

Under date of October 6, 1936, The President wrote to you, "It is my thought that after the report of the Drought Area Committee has been tentatively drafted, I would discuss the recommendations with you and Mr. Delano before the final report is made."

Late yesterday afternoon Mr. Forster sent for Mr. Eliot to come over to the White House and gave him Mr. Cooke's copy of the report with the covering letter which indicates that the report is due for delivery from the printer January 22 and that Mr. Cooke is advocating transmittal to Congress on the 26th.

The report of the Great Plains Committee follows quite closely the previous recommendations of the National Resources Committee and its predecessors. The principal recommendations for further investigations, purchase of submarginal land, increasing the size of farms, water development, rural zoning, erosion control measures, blocking up tax delinquent lands, and finally for a continuing regional planning organization are all direct follow-ups or repetitions of our previous proposals.

The deficiencies and doubtful points in the report which after a single reading of the document appear important are, as follows:

a) General questions concerning the attitude displayed by the report;
   b) Major questions of policy;
   c) Detailed references to pages and specific phrasing; and
   d) Miscellaneous - in the supplement.

   a) General: Without wishing to make petty criticisms, the report appears to me to show the result of haste and to miss a great opportunity in ignoring any previous report or recommendation on any of the subjects discussed. There is little continuity and no connection or mention of the previous work of the National Resources Committee from one end of the report to the other, except in connection with the Drainage Basin Study. This avoidance of mention of our Land Report is both pointed and odd, considering that they repeat most of our recommendations.

   There is an attitude throughout the report of telling the States where to "get off". It gives the impression in reading it that here is a
group of Federal officials telling the poor misguided brethren where they
got off and what they ought to do. It is also typical of the report that
there is no mention throughout of State Planning, and in that way undoes
some of our most important work.

If the President proposes to transmit this report with any kind
of special message it would seem to me very important to cover the two
foregoing points so as to avoid as much as possible a wrong impression.

b) Major Questions:

1) The report proposes a new agency (pages XXXII and 147-148). Congressonal sanctions and appropriations are involved in carrying out
the recommendations for a new agency. This new agency is recommended
either in connection with a permanent National Resources activity or
separately. In view of the President's reorganization message I think
the Great Plains Committee should be asked by the President to make its
recommendations conform with his announced policy. It would be entirely
proper to have a regional planning commission in the Great Plains report-
ing through a permanent Resources or Planning agency, but it should not
be established by separate act of Congress, nor should it be a separate
agency reporting either to Congress or to the President.

2) The report advocates compensation to local governments in
lieu of taxes for lands acquired by the Federal Government, although
there is a warning in the report as to the possible danger of this device
in perpetuating improper county organization. The whole principle is
highly debatable in its effect on Government activities of all sorts
throughout the country.

3) The report recommends reorganization of the tax policy of
the several States to provide assessment and rates of taxation based on
income from land. It is argued that this revision will assist in prevent-
ing or reducing speculation. As you know, there is much to say in favor
of reorganizing our real property taxes on this basis, but only if this
revision of policy is accompanied by other methods of taxation to secure
to the public the unearned increment of advance in land prices or specula-
tion. Unless such a change in tax policy is accompanied by stronger
controls over private gain at the public expense, it is likely to lead to
more speculation rather than less. Again, while the group making the
recommendation may be on the right track, there has hardly been time to
study all of its implications and adequately appraise them.

c) Specific Statements:

Pages 94-98 - recommended investigations: No reference to the
percentage of these investigations already done or possible. No refer-
ence to possible use of State or local planning agencies for cooperation in
investigations. Who is to decide which investigations come first?
Pages 98-102 - Purchase of submarginal land: Who is to determine what land is submarginal and which of these areas should be acquired first? There is apparently no provision in the report for indication of State desires or cooperation, and the whole matter would be determined from Washington.

Pages 103-105 - Control or range: There is a recommendation for cooperation among agencies; in other words, that the new land purchased will not be turned over to the Grazing Division of the Interior but kept by some other agency and operated under a cooperative agreement. Just why it is necessary to have two agencies doing the same job in the same field is not explained.

Page 124 - Zoning: It is recommended that county zoning be authorized. There is no reference in the report to the related problem of whether or not the county or groups of counties would make a better unit. In the Wisconsin experience it is clear that rural zoning cannot go ahead with any success unless guidance and leadership are provided by some State planning agency.

d) Miscellaneous - in the supplement or memoranda on various subjects attached to the report: There is no indication of authors or the degree of the Committee's responsibility for the statements contained therein. There is much more doubt about some of the statements in the supplement than in the report proper. It was my understanding from Doctor Barrows before he left at Christmas time that the supplement was to be definitely the responsibility of the authors of the several memoranda and not of the Committee. In this section, I noted the following in reading it:

Page 200: Who determines what should be bought as submarginal land? See previous comment on pages 98-102.

Page 207, beginning of the long description of the Taylor Grazing Act: Apparently nobody in the Grazing Division has been consulted. I wonder if they are agreeable to the statement of what they are trying to do? There is also a strong endorsement of the Montana grazing associations. Does the Grazing Division approve of this method, or have they been consulted?

Page 237, begins a discussion of education for conservation: In every case the contributions to conservation from the Department of Agriculture are placed before the discussion of any corresponding activity in Interior; whereas all of the agencies in Agriculture dealing with conservation are set out in detail, there is no mention in this section of Park, Grazing or Reclamation activities in Interior. In view of The President's recommendation for a Conservation Department, there is a serious question of whether this section should be included in the report.

Frederic A. Delano, Chairman, Advisory Committee.
MEMORANDUM FOR THE CHAIRMAN:

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1) The report proposes a new agency (pages XXXI and 147-148). Congressional sanctions and appropriations are involved in carrying out the recommendations for a new agency. This new agency is recommended either in connection with a permanent National Resources activity or separately. In view of the President's reorganization message I think the Great Plains Committee should be asked by the President to make its recommendations conform with his announced policy. It would be entirely proper to have a regional planning commission in the Great Plains reporting through a permanent Resources or Planning agency, but it should not be established by separate act of Congress, nor should it be a separate agency reporting either to Congress or to the President.

2) The report advocates compensation to local governments in lieu of taxes for lands acquired by the Federal Government, although there is a warning in the report as to the possible danger of this device in perpetuating improper county organization. The whole principle is highly debatable in its effect on government activities of all sorts throughout the country.

3) The report recommends reorganization of the tax policy of the several States to provide assessment and rates of taxation based on income from land. It is argued that this revision will assist in preventing or reducing speculation. As you know, there is much to say in favor of reorganizing our real property taxes on this basis, but only if this revision of policy is accompanied by other methods of taxation to secure to the public the unearned increment of advance in land prices or speculation. Unless such a change in tax policy is accompanied by stronger controls over private gain at the public expense, it is likely to lead to more speculation rather than less. Again, while the group making the recommendation may be on the right track, there has hardly been time to study all of its implications and adequately appraise them.

c) Specific Statements:

Pages 94-98 - recommended investigations: No reference to the percentage of these investigations already done or possible. No reference to possible use of State or local planning agencies for cooperation in investigations. Who is to decide which investigations come first?
Pages 98-102 - Purchase of submarginal land: Who is to determine what land is submarginal and which of these areas should be acquired first? There is apparently no provision in the report for indication of State desires or cooperation, and the whole matter would be determined from Washington.

Pages 102-106 - Control or range: There is a recommendation for cooperation among agencies; in other words, that the new land purchased will not be turned over to the Grazing Division of the Interior but kept by some other agency and operated under a cooperative agreement. Just why it is necessary to have two agencies doing the same job in the same field is not explained.

Page 124 - Zoning: It is recommended that county zoning be authorized. There is no reference in the report to the related problem of whether or not the county or groups of counties would make a better unit. In the Wisconsin experience it is clear that rural zoning cannot go ahead with any success unless guidance and leadership are provided by some State planning agency.

d) Miscellaneous - in the supplement or memoranda on various subjects attached to the report: There is no indication of authors or the degree of the Committee’s responsibility for the statements contained therein. There is much more doubt about some of the statements in the supplement than in the report proper. It was my understanding from Doctor Barrows before he left at Christmas time that the supplement was to be definitely the responsibility of the authors of the several memoranda and not of the Committee. In this section, I noted the following in reading it:

Page 200: Who determines what should be bought as submarginal land? See previous comment on pages 98-102.

Page 207, beginning of the long description of the Taylor Grazing Act: Apparently nobody in the Grazing Division has been consulted. I wonder if they are agreeable to the statement of what they are trying to do? There is also a strong endorsement of the Montana grazing associations. Does the Grazing Division approve of this method, or have they been consulted?

Page 237, begins a discussion of education for conservation: In every case the contributions to conservation from the Department of Agriculture are placed before the discussion of any corresponding activity in Interior; whereas all of the agencies in Agriculture dealing with conservation are set out in detail, there is no mention in this section of Forest, Grazing or Reclamation activities in Interior. In view of the President’s recommendation for a Conservation Department, there is a serious question of whether this section should be included in the report.

Frederic A. Delano
Chairman, Advisory Committee.
January 12, 1937.

Mr. Rudolph Forster
The White House
Washington, D.C.

My dear Mr. Forster:

In answer to your request I am sending you my personal copy of the typewritten draft of the Great Plains Report. The President has already had the Summary Foreword, pages I - XXXIII and Chapter VI on "Lines of Action". He has advised me that he wants to send the report to the Congress as soon after January 20 as possible. We have a promise from the Government Printer to let us have copies on Friday, January 22 and whatever number you request will immediately be sent to the White House. My suggestion is that if it is agreeable to the President to send it to Congress on Tuesday, January 26, that we let the newspaper men have them on Monday, January 25.

All this of course is subject to your approval.

Yours very sincerely,

Morris L. Cooke
Chairman, Great Plains Committee

P.S. Talked the foregoing plan over with Mr. Early yesterday.

MLC.

attachment
To Mr. Early:

I have gone over

Mr. Eliot's statement

and entirely approve it.

[Signature]

Jan. 17, 1937
MESSAGE
from
THE PRESIDENT OF THE UNITED STATES
transmitting
A Report of the National Resources Committee on
Public Works Planning.

To the Congress of the United States:

During the depression we have substantially increased the facilities and developed the resources of our country for the common welfare through public works and work relief programs. We have had to make our plans hurriedly in the emergency. Now it is time to develop a long-range plan and policy for construction - to provide the best use of our resources and to prepare in advance against any other emergency.

To this end I am transmitting for your attention a report of the National Resources Committee on Public Works Planning. The principle of a six-year program, as outlined in the report, is sound, and its adoption would, I believe, contribute to the wise selection and priority of public works. The aggregate appropriation of funds to carry out the program should, of course, be determined annually by the Congress under the regular budget procedure. The report also contains recommendations on the timing of public works and division of costs, as well as for the necessary organization to prepare the six-year program and to administer it. These administrative problems have been (or will be) treated in another message.
As an example of the kind of reservoir of projects constituting the six-year program, a Drainage Basin Study is included in the report. This summary list of projects involving the uses of water is not to be regarded as fixed or final, as the report itself notes, but rather indicates a great forward step in the development of the planning process, considering not one project alone but the relationships between a great group of projects dealing with water use and control.

Through the formulation and annual revision of a six-year program of all types of construction, revision and adoption of the program by Congress and appropriations under regular budgetary procedure timed in relation to the business cycle, we can provide for the orderly development of our resources and the provision of needed facilities for our people.
A new coordinated national public works policy is recommended to The President in the report of the National Resources Committee on "Public Works Planning" which The President transmitted to Congress today with a special message.

In his message The President says, "The principle of a six-year program, as outlined in the report, is sound, and its adoption would, I believe, contribute to the wise selection and priority of public works. The aggregate appropriation of funds to carry out the program should, of course, be determined annually by the Congress under the regular budget procedure. * * * Through the formulation and annual revision of a six-year program of all types of construction, revision and adoption of the program by Congress and appropriations under regular budgetary procedure timed in relation to the business cycle, we can provide for the orderly development of our resources and the provision of needed facilities for our people."

Basing its recommendations on the experience of the Army Engineers with river and harbor projects, the Public Works Administration and the Federal Employment Stabilization Office, the National Resources Committee recommends:

(a) Formulation and annual revision of a six-year program of Federal construction;

(b) Revision and adoption of this list of approved projects by the Congress;
(c) A lump sum annual appropriation under regular budget procedures for expenditure on these approved projects;

(d) An allocation of these funds to appropriate construction agencies by a permanent public works or development agency.

"This is the procedure", says the report, "now followed with river, harbor and flood proposals and for public buildings. Congress approves projects in two categories - for construction or for study, and the approved lists cover work over a period of years. The control of approved projects rests entirely with Congress and the President, but the order of their construction is determined by the size of appropriations and the efficient conduct of the work. This procedure is applicable to other public works and should be extended to cover them."

To effectuate this policy the Committee recommends the creation of a permanent public works organization based on the existing powers of the Public Works Administration and the Federal Employment Stabilization Office. The functions of this proposed permanent public works or national development organization, as outlined by the Committee, would include preparation and annual revision of six-year public works programs, negotiation for division of costs between Federal, State and local governments and the allotment of funds to Federal and non-Federal agencies.

The Committee also urges a permanent advisory national resources board and a fiscal advisory committee to advise as to the manner in which public funds shall be provided to meet the public works expenses needed during any given period. The Committee holds that advance programming of public works will result in the development of consistent
six-year programs which, with annual revision, will provide a reservoir of selected projects which can be utilized in periods of economic depression.

Six-year programs for State and municipal public works are also recommended by the Committee.

"In so-called normal times", says the report, "the volume of State and municipal construction is six to ten times the Federal program. The correlation of Federal activities with regional, State and local public works is important both for the full value of the works themselves and for the relationships among the projects in construction or operation. Several States and local governments have already adopted the practice recommended and now have five, six or ten-year programs of public works or long-range, financial programs for construction."

The Committee is of the opinion that, after a six-year program has been adopted by Congress, decisions as to the order of work and the agencies responsible "can obviously be taken with the greatest knowledge by an agency like the Bureau of the Budget or the Public Works Administration or an interdepartmental committee set up for that purpose. Such an agency can enormously assist the construction bureaus by allotment of funds and projects to utilize special engineering skills and to provide continuity in the field and office work of these Bureaus."

The functions of the advisory national resources board recommended by the Committee would include correlation of planning within the Federal Government and among Federal, State and local jurisdictions and fundamental research directed toward the development of basic national
policies and programs.

Joint investigations of divisions of fields of taxation by Federal, State and local interests are recommended as are joint investigations of selected river basins by State and Federal agencies to provide bases for interstate action or permanent programs of water use and control, utilizing the National Resources Committee for correlation and coordination.

The President's message to Congress refers to Part II of the Report as follows, "As an example of the kind of reservoir of projects constituting the six-year program, a drainage basin study is included in the report. This summary list of projects involving the uses of water is not to be regarded as fixed or final, as the report itself notes, but rather indicates a great forward step in the development of the planning process, considering not one project alone but the relationships between a great group of projects dealing with water use and control."

This section of the report was prepared at the request of The President by the Water Resources Committee of the National Resources Committee. It constitutes the first attempt by joint action of State and Federal agencies to consider the Nation's water problems as a whole and to offer a coordinated program covering every part of the country.

The report is based on an intensive study of the principal drainage areas by a special organization set up by the Committee, which worked in close cooperation with State Planning Boards as well as with all Federal agencies concerned with water resources.

Among the objectives of the Committee was the presentation of specific
construction and investigation projects for each of 17 major drainage
districts of the country with general priorities of importance and time.

These projects were classified into the following groups:

Group A (Immediate) Projects which are ready for construction or
study and which should be undertaken as soon as possible.

Group B (Deferred) Projects which, while desirable for immediate
construction or study, involve questions of public policy
or are obstructed by other difficulties.

Group C (Indeterminate) Projects which, although included in the
plan of development for the basin, should follow Group A
in sequence of construction or whose priority in the program
is as yet indeterminate.

A list of projects which are now under way and which, in the opinion
of the Committee should be completed, is also included in the report.

In making its recommendations the Committee subdivided Group A into
Group A-1 which consists of investigational projects and Group A-2 which
contains immediate construction projects. The estimated cost of the
projects over a ten-year period shows in Group A-1 approximately
$20,000,000; in Group A-2, $1,727,000,000, and in Group B $1,024,000,000.

A list of the projects in Group C is contained in the basin reports
on individual drainage areas which make up the supporting data that
complete the report. This data will be published later.

Separate sections in the report deal with the following drainage
areas:
New England
North Atlantic
Middle Atlantic
Southeast
Tennessee Valley
Ohio Basin
Lower Mississippi
Western Gulf
Southwest Mississippi Basins
Upper Mississippi - Red River of the North
Great Lakes - St. Lawrence
Missouri Basin
Colorado Basin
The Great Basin
California
Upper Rio Grande
Pacific Northwest

"These lists", says the report, "provide a reservoir of meritorious undertakings in the field of water resources that should fit during a period of years, perhaps a decade, into an integrated pattern of drainage basin development."

Members of the National Resources Committee follow:

Harold L. Ickes, Chairman, Secretary of the Interior;
Frederic A. Delano, Vice Chairman; Harry H. Woodring, Secretary of War; Henry A. Wallace, Secretary of Agriculture; Daniel C. Roper, Secretary of Commerce; Frances Perkins, Secretary of Labor; Harry L. Hopkins, Works Progress Administrator, and Charles E. Merriam.

The Advisory Committee is as follows:

Frederic A. Delano, chairman; Charles E. Merriam, Beardsley Rumr, and Henry S. Dennison.

Charles W. Eliot 2nd is Executive Officer of the Committee.