

JOHN B. PAYNE, GENERAL SUPERINTENDENT OF THE U. S.

Developing the Vast Untouched Resources of the Nation and Bringing Those Now Contributing to Our Wealth to a Higher Degree of Efficiency Is This Man's Job

BY RENE BACHE.

"GOBBLE, gobbles!" A flock of turkeys coming along the road. "Strong. Behind them a young white man, a Virginia negro and a small boy, helping to drive the birds."

The small boy, 12 years old, was John Barton Payne, who, now a man of 35, has become the secretary of the Interior in Paris, France. He had been a young white man, a Virginia negro and a small boy, helping to drive the birds. The day he herded turkeys was the occasion of his first visit to Washington, and the few dollars he earned by driving those turkeys all the way from the village of Orleans, Va., were spent for a shotgun, possession of which was his earliest ambition. The young man whom he accompanied on the drive was his school teacher, and the turkeys were the property of an Orleans merchant.

But the first money ever earned by the boy was gained by chickens. His father was the village doctor and incidentally a farmer. He gave to little John, when the latter was 10 years old, a rooster and two pullets with which to start a flock of his own. The youngster had a separate chicken house of his own and sold to all the local merchants his eggs and broilers.

John was one of a big family; he had four brothers and five sisters. When his school days at Orleans were over he studied law and later practiced that profession in Chicago, where he became judge of the superior court. During the late war he was general counsel to the United States shipping board and the railroad administration. He became chairman of the shipping board nearly a year ago and held that job until appointed secretary of the Interior.

Judge Payne has brought into the cabinet a new and very breezy element. Lacking the whiskers, he is otherwise a reminder of "Uncle Jerry" Rusk, erstwhile secretary of agriculture, full to the brim with the same sort of dry humor and a chronic rebuff against conversation. He has a spade a spade, and about him there is no "dog."

Ordinarily the sanctum of a member of the cabinet is rigorously guarded against intruders, and to obtain admission to the presence is difficult. He sits in private, like a brooding Buddha, while his general presents a melancholy scene, the "waiter" being usually content to obtain, each in his turn, a word with his private secretary.

With the new secretary of the Interior it is different. The door of his private office is wide open all the time. Anybody can walk right in. Groups of people go in and out, gathering about his desk while he talks to them. He says that he can do business much quicker that way.

A couple of days after he was inducted into his new office, a messenger happened to notice a couple of negro messengers in the ball outside his anteroom. "What do you do?" he asked.

"Us, seh?" replied one of the startled negroes, stammering. "We is here for emergencies, seh."

"There aren't any emergencies around here," said the secretary. "Go to Mr. Harvey, my private secretary, and tell him to get you some work to do."

One day a high official of the department, speaking of an expected visitor who had made an appointment by phone, said to the judge: "I don't think you want to see that man. He is a crook."

"Crook, eh?" was the reply. "I don't give a damn. If he's the crookedest crook this side of Hades he can see me."

When he gathers his chief men together for a conference he does not attempt to dominate, but tries to get at the real views of each one. "What do you think about this?" he will say. Recently much consideration has had to be given to the land-leasing law, which governs coal lands, oil lands, etc., on the public domain, mostly in the west. He has asked the governors of the states to pick out representatives men acquainted with these matters and send them to Washington to talk to him and through the business end. Practically working regulations are needed. The west hitherto has thought itself regulated to death; it is suspicious of federal interference. Judge Payne deals frankly with the western men. He says to them: "What is fair? Let us find out and do that."

A phrase that often passes his lips is, "Let's get this thing done, let's get it working!"

When a decision is wanted, he gives it quickly. Says he: "It's a damn sight better to decide wrong than not to decide at all."

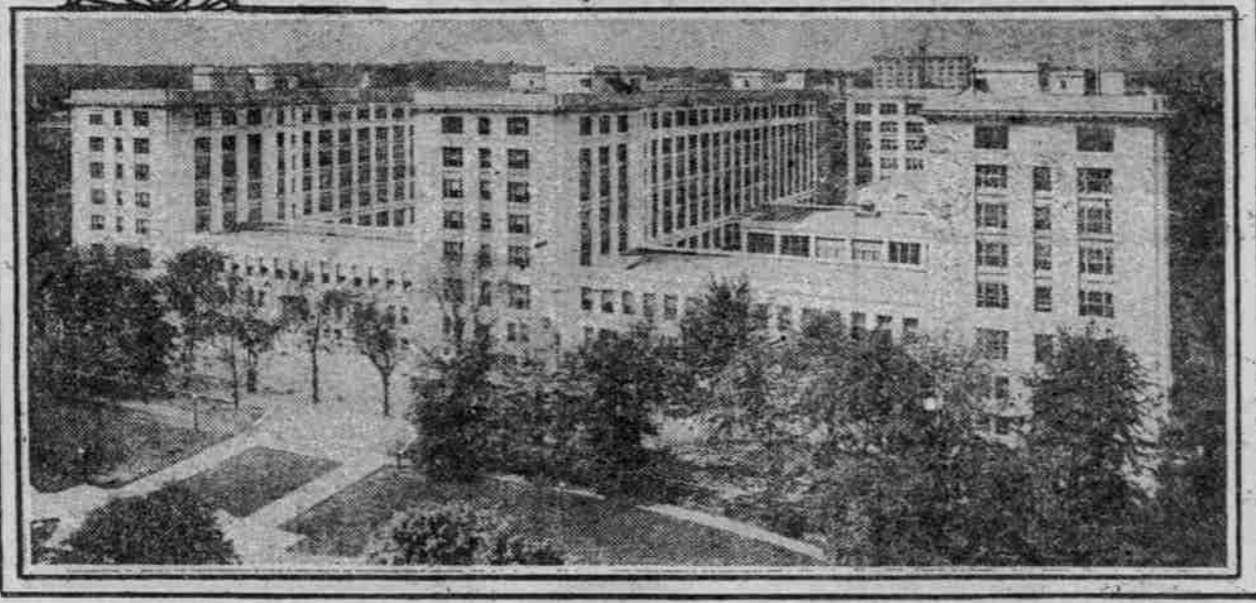
These few sketchy remarks will give a notion of the kind of man the new secretary of the Interior is. To talk to him is a joy.

"I'm rather worried about Alaska," he said the other day. Can you blame me? Its population is hardly more than half that of the state of Virginia. The war drew the people out of Alaska, and they are not going back in any such numbers as they ought.

"I've been pounding away at the problem. Sooth after I came in here, I appointed a commission, with cooperation of the postoffice department, the department of agriculture and the shipping board, to study conditions. They've been out in Seattle. One thing I've suggested is that it may be advisable to establish a direct line of steamers running between Seattle and Seward, Alaska. The way ships now go, the distance is 3,000 miles, but a straight trip would be only 1,400 miles.

"We want to encourage people to go to Alaska and to stay there. It's a great country. The railroad the government is building ought to do a lot to open it up and encourage settlement. It is already built and in operation for 255 miles running due north from Seward. Then there is a break, unfinished, for 90 miles, and following that a completed stretch of about 150 miles to Fairbanks, on the Tanana river, which is a tributary of the Yukon.

"There is supposed to be a great deal of oil in Alaska, but that is not a matter of certainty as yet. We do know that the territory has immense resources of coal, and we are starting to get it out. The Matanuska fields, in South-Central Alaska, offer 48 square miles of possible coal, bituminous; but the formation is irregu-



THE DEPARTMENT OF THE INTERIOR BUILDING, WASHINGTON, D. C.

lar, the beds covered by gravels and exposed only on stream-banks, so that no estimate can be ventured of the quantity available.

"Much the same description applies to the Bering fields, near the coast and east of the mouth of Copper river. They can be reached by constructing a branch from the existing Copper river railroad, which was built to develop very important copper deposits near the headwaters of that stream.

"We are starting in to develop the Matanuska fields for the navy. Up to now the coal needed for our warships on the Pacific coast has been carried across the continent by rail, but before long an adequate supply will be obtained from Alaska.

"Speaking of fuel, one of the most interesting of new projects relating to our national development is what is called the 'super-power plan,' which contemplates the combining of power plants at coal mines and on rivers into one great system for economy in power production on a vastly augmented scale. Under this plan the whole region from Portland, Me., to Washington, D. C., will become a single electrical area.

"The scheme is to interconnect the electric power systems of this great region and put them within reach of the cheapest sources of steam and water power; this to be accompanied by a general electrification of the railroads. Existing power companies and railroads already electrified will form a nucleus for the contemplated system. Coal, for the production of power, will be burned near the mines as possible, and water powers will be developed whenever this can be done to advantage.

"A fundamental object is to save coal, and to relieve the railroads of the burden of hauling coal for their own use and for power purposes—their haulage being over one-third of their total traffic.

"It is suggested that there shall be a main 350,000-volt line extending all the way from Washington to Boston, fed by 'tap lines' from a group of large power stations at the nearest soft coal fields and from another group at the hard coal fields, supplemented by auxiliary water powers developed on the Delaware and Susquehanna rivers. The tap line from the soft coal fields to the main line at Philadelphia will be 150 miles long, and a second tap line of about the same length will connect New York with the hard coal fields. Possibly a third tap line might bring electricity 250 miles from Cedar Rapids, on the soft coal fields, to the point where the main line crosses the Hudson.

"The great 'base load' of the super-power system will be carried by large steam and hydro-electric plants. Groups of small steam powers, or water powers, will be connected with the nearest distributing systems, and not with the main 350,000-volt line.

"For an investigation of this scheme and the development of the plan, congress has given the interior department \$125,000. It contemplates a vast extension of the utilization of electricity, and the application of it wherever economically possible in factories and on the railroads. The

to this 24,000,000 tons saved in running industrial plants by operating them from high-efficiency control stations, and you have a total of 28,000,000 tons, which, at \$5 a ton, represents \$140,000,000.

"The extent to which electricity is now used for minor purposes is far beyond what is generally realized. Only the other day one of the large electrical companies closed an order for 1,000,000 motors for electric washers. The electric range, the toaster, the fan, the curling iron, and all the little implements depending on the 'juice' consume a great aggregate of electricity. The amount of power used by a one-kilowatt washer in an hour would move a 40-ton freight car a half mile.

"If the contemplated super-power system accomplishes what is expected of it, its relative economy will make electricity much cheaper; and, as the cost of it is reduced, it will find much more employment in the home, for

rail cargo will be cut one-half, and thereby rail capacity will be automatically increased without increase of track mileage. To substitute electricity for steam in locomotives within the area covered by the proposed system will, it is reckoned, save 14,000,000 tons of coal annually. Add

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On July 29th I informed Washington that another U-boat was then coming down the west coast of Ireland, bound for the United States, and that it would arrive some time after July 15. Complete reports of this vessel were sent from day to day, as it made its slow progress across the

ocean. On July 6 I cabled that still another U-boat had started for our coast; and that the progress of this adventurer, with all details as to its character and probable area of operations, were also forwarded regularly. From the end of May until November there were nearly always one submarine operating off our coast. The largest number active at any one time was in August, when for a week or ten days there were more or less active in attacking coastwise vessels. These three performed all the warlike duties that this submarine was attempting by these tactics to create the impression that dozens of hostile U-boats were preying upon our commerce and threatening our shores. These submarines, however, attacked almost exclusively sailing vessels and small coastwise steamers, rather than using torpedoes. A number of mines were laid at different points off our ports on what the Germans believed to be the traffic routes; but the information which we had concerning them made it possible to counter successfully their efforts from a military point of view, the whole of the submarine operations off our coast can be dismissed as one of the minor incidents of the war, as the secretary of the navy described it in his annual report. The five submarines sunk in all approximately 119,000 tons of shipping but the vessels were, for the most part, small and of no great military importance. The only real victory was the destruction of the cruiser San Diego, which was sunk by a mine which had been laid by the U-156 off Fire Island.

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Some of Mr. Payne's proposed developments. On the east are electric lines fed by coal and water in the west steamship lines to Alaska.

dam is located—there are 95,000 acres that could be watered by the development of another river, the Verde, supplemented by three minor streams. Some folks have got together for this purpose, and have built two dams on the Verde, to impound water for what they propose to call the Paradise project.

"Well, the Salt river people don't approve of the scheme at all. They don't want the Paradise project developed, because there might come a time when they would want to use the water of the Verde river themselves. There might be a long drought, and the water would come in handy. Meanwhile they are satisfied to allow it to run to waste. I think you are like the fellow at the wedding. When the preacher inquired in the usual way if anybody knew of any reason why the ceremony should not be accomplished, a little man rose up at

the back of the church and shouted, "I object!" Of course there was a sensation, and the little man was asked to step forward and explain. "On what ground do you object?" demanded the preacher. And the little man replied, "Because I want the girl myself."

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"In this important business we are co-operating with the mining authorities of the states. There is plenty of work in the same line still to be done, as may be judged from the tragic fact that even now more than 3000 miners are killed annually in the United States. We are going right ahead with it, and the prospect is that we shall succeed in cutting the mining fatalities at least in half.

"I wonder if you know that the United States patent office is having a huge boom at the present time. It's a fact. More patents are being issued than at any previous time in the history of the office. The excess profits tax is doing it. Manufacturers all over the country have discovered that they can spend money in developing new inventions without its costing them anything. They can charge it off in their accounts against income as 'expenses.' Clever of them and tough on Uncle Sam; but it is likely to have a beneficial effect by developing our arts and industries.

"Speaking of patents, the Indians—who, as you know, are wards of this department—are getting patents for land, whereby they become citizens. Formerly lands were given to the tribes. Now poor Lo—let us live in Oklahoma he is likely to be rich Lo, with oil wells on his property—gets a title in fee simple and thereupon becomes a full-fledged voter.

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VICTORY AT SEA OF AMERICA AND ALLIES IS GRAPHICALLY SET FORTH BY EXPERT

Admiral William Sowden Sims Continues Account of Fleet Operations and Tells of German U-Boats Operating in American Waters.

(Continued From Page 3.)

convoy were protected in the submarine danger zone in European waters.

This is a fact which even many naval men did not seem to grasp. Yet I have already explained that we knew practically where every German submarine was at a given time. We knew whenever one left a German port; and we kept track of it day by day until it returned home. No U-boat ever made a voyage across the Atlantic without our knowledge. The submarine was a slow traveler, and required a minimum of 30 days for such a trip; normally the time would be much longer, for a submarine on this long voyage seldom cruised at more than five knots an hour. Our destroyers and anti-submarine craft were much faster, and could easily cross the Atlantic in ten days. It is therefore apparent that a flotilla of destroyers stationed in European waters could protect the American coast from submarines almost as successfully as if it were stationed at Hampton Roads or Newport. Such a flotilla would be of no use at these American stations unless there were submarines attacking shipping off the coast; but as soon as the German started for America, a detail of which, as I shall explain, we always were in fact informed—we could send our destroyers after them. These agile vessels would reach home waters about three weeks before the submarines arrived; they would thus have plenty of time to rest and to welcome the unwelcome guests. From any conceivable point of view, therefore, there was no excuse for keeping destroyers in the eastern Atlantic for "home defense." Moreover, the fact that we could keep this close track of submarines in itself formed a great protection against them. I have already explained how we routed convoys entering British waters in such ways that they could sail around the U-boat and thus escape contact. I think that this simple procedure saved more shipping than any other method. In the same way we could keep these vessels sailing from American ports outside the areas in which the submarines were known to be operating in our own waters.

Yet the enemy sent no submarines

stand, for that was just the period when a campaign of this kind might have served their purpose. During this time, however, we had repeated indications that the Germans did not take the American entrance into the war very seriously; moreover, looking forward to conditions, after the peace, they perhaps hoped that they might soon be able to establish once again friendly relations. In 1917 they therefore refrained from any acts which might arouse popular hatred against them. We had more than one indication of this attitude. Early in the summer of 1917 we obtained from our coast in 1917; why they did not do so may seem difficult to understand. In the captured German submarine a set of orders issued to the German admiralty staff. Among these was one dated May 8, 1917, in which the submarine commanders were informed that Germany had not declared war upon the United States, and that, until further instructions were received, the submarines were to continue to look upon America and American shipping as neutral. The submarine commanders were especially warned against attacking or committing any overt act against such American war-vessels as might be encountered in European waters. The orders explained that no official confirmation had been received by the German government of the news which had been published in the press that America had declared war, and that, therefore, the Germans officially were ignoring our belligerence. From their own standpoint such a policy of endeavoring not to offend America, even after she became a belligerent, may have seemed politically wise; from a military point of view, their failure to attempt the submarine demonstration off our coast in 1917 was a great mistake; for when they finally started warfare on our coast, the United States was deeply involved in hostilities, and had already begun the transportation of the great army which produced such decisive results on the western front. The time had passed, as experience soon showed when any more demonstrations on our coast would disturb the calm of the American people or affect their will to victory.

In late April, 1918, I learned through

secret service channels that one of the large submarines of the Deutschland class had left its German base on the 19th of April for a long cruise. On the first of May, 1918, I therefore cabled to the department that there were indications that this submarine was bound for our own coast. A few days afterward I received more specific information, through the interception of radio dispatches between the submarine and its German base; and therefore I cabled the department, this time informing them that the submarine was the U-151, that it was now well on its way across the Atlantic, and that it could be expected to begin operations off the American coast any time after May 20. I gave a complete description of the vessel and the probable nature of her cruise and her essential military characteristics. She carried a supply of mines and I therefore invited the attention of the department to the fact that the favorite areas for laying mines were those places where the ships stopped to pick up pilots. Since the Delaware bay pilots for large ships were taken on just south of the Five Fathom Bank light, I suggested that it was not unlikely that the U-151 would attempt to lay mines in that vicinity. Now the fact is that we obtained this piece of information from the radio we had intercepted; as there was a good chance that our own cable might fall into German hands we did not care to give the news in the precise form in which we had received it, as we did not intend that they should know that we had means of keeping so accurately informed. As had been predicted, the U-151 proceeded directly to the vicinity of this Five Fathom Bank off Delaware bay, laid her mines and then, cruising north up the coast, began her demonstration on the 28th of May by sinking two small wooden schooners.

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small power, for cooking, for heating and other purposes.

"The work of this department in watering and thereby reclaiming desert lands in the west is going right ahead, and a new scheme is being successfully operated, by which the irrigating jobs are paid for without taking money out of the treasury. The settlers raise the money for themselves, forming irrigation districts under the laws of the state in which those districts are located, and issuing bonds.

"A question in this line came up the other day that had a strong human touch. In Arizona, not far from the Salt river irrigated area—the place, you know, where the Roosevelt

dam is located—there are 95,000 acres that could be watered by the development of another river, the Verde, supplemented by three minor streams. Some folks have got together for this purpose, and have built two dams on the Verde, to impound water for what they propose to call the Paradise project.

"Well, the Salt river people don't approve of the scheme at all. They don't want the Paradise project developed, because there might come a time when they would want to use the water of the Verde river themselves. There might be a long drought, and the water would come in handy. Meanwhile they are satisfied to allow it to run to waste. I think you are like the fellow at the wedding. When the preacher inquired in the usual way if anybody knew of any reason why the ceremony should not be accomplished, a little man rose up at

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"In this important business we are co-operating with the mining authorities of the states. There is plenty of work in the same line still to be done, as may be judged from the tragic fact that even now more than 3000 miners are killed annually in the United States. We are going right ahead with it, and the prospect is that we shall succeed in cutting the mining fatalities at least in half.

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"Which reminds me that a few years ago I was in the office of Sir Alfred Jones, active partner in control of a number of steamship lines running between London and the West Indies. He had to see a great many people, and his well-known practice was, when he desired an interview to end on Monday, come and hand to the visitor a banana. He always had a few bananas on his desk. When he handed me a banana I knew it was time to go. Unfortunately, I have no bananas.

"Must you go? Delighted to have seen you. Good-by!"

ocean. On July 6 I cabled that still another U-boat had started for our coast; and that the progress of this adventurer, with all details as to its character and probable area of operations, were also forwarded regularly. From the end of May until November there were nearly always one submarine operating off our coast. The largest number active at any one time was in August, when for a week or ten days there were more or less active in attacking coastwise vessels. These three performed all the warlike duties that this submarine was attempting by these tactics to create the impression that dozens of hostile U-boats were preying upon our commerce and threatening our shores. These submarines, however, attacked almost exclusively sailing vessels and small coastwise steamers, rather than using torpedoes. A number of mines were laid at different points off our ports on what the Germans believed to be the traffic routes; but the information which we had concerning them made it possible to counter successfully their efforts from a military point of view, the whole of the submarine operations off our coast can be dismissed as one of the minor incidents of the war, as the secretary of the navy described it in his annual report. The five submarines sunk in all approximately 119,000 tons of shipping but the vessels were, for the most part, small and of no great military importance. The only real victory was the destruction of the cruiser San Diego, which was sunk by a mine which had been laid by the U-156 off Fire Island.

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Judge Makes Personal Inquiry. Pittsburgh Chronicle-Telegraph. When the prisoner had been duly fined for cruelty to the wife of his bosom, he was asked to go to the magistrate's private room. There he found that great man waiting.

"Look here," said the latter, "your wife in her evidence just now said you had her completely terrorized."

"She did air," agreed the man; "but—"

"Now, look here. I am not speaking to you as in my official capacity, but as man to man. You understand?"

"Yes, sir."

"Well, how did you do it?"

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