

**Rainbow Sale!**  
at the  
**CASH VARIETY STORE**  
BEGINS MAY 18 CLOSES MAY 27

Big values for little money  
**Helen V. Smith Prop.**  
HEPPNER, OREGON.

**Where will You be  
At 65?**

Out of 100 average men, at the age of 25 today—

- 54 Will be Dependent on Others
- 36 will be dead
- 5 Will be working for a bare living
- 4 Will be well to do
- 1 Will be Wealthy

You may be one of the hundred today, but where will you be at the age of 65? It depends upon how you can answer the following question—

**Are You Saving  
Systematically?**

One Dollar Opens A Savings Account With  
This Bank

**Farmers and Stockgrowers  
National Bank**  
Heppner, Oregon

**Hot Drinks-Sandwiches**

Hit the right spot this time of the year

You Get the Best  
At  
**McAtee & Aiken**

**A Bargain if Taken at Once**

640 acres, every foot in cultivation, all fenced good drilled well with plenty of water to irrigate garden, four-room house, one-half mile from school, 11 miles from rail oad.

Price Only \$20.00 an Acre.  
\$2,000.00 down, Terms on Balance

**Roy V. Whiteis**

**Fruits and Vegetables**

Fresh, Clean and Palatable. Fresh  
Shipments Received Daily.

We Specialize in Things You like to Eat

Fresh Strawberries

**Sam Hughes Co.**

**Where Your  
Taxes Go**

How Uncle Sam Spends  
Your Money in Conduct-  
ing Your Business

By **EDWARD G. LOWRY**  
Author "Washington Close-Up," "Banks and  
Financial Systems," etc. Contributor Political  
and Economic Articles to Leading Periodicals  
and a Writer of Recognized Authority on the  
National Government's Business Methods.

Copyright, Western Newspaper Union  
XXI.

**OUR COSTLY NEGLIGENCE**

"Co-ordination" is a tired, haggard, nervous wreck of a word that was nearly worked to death at Washington during the early days of the war. It was the first of the dollar-a-year words to come forward to do war work, and it was worn to a frazzle. I hate to drag the poor wan thing out from the quiet retreat in my dictionary where it has been resting and recuperating, but I must say that this lack of co-ordination, lack of organization, duplication, inefficiency, waste, and haphazard hodge-podge structure of the national governmental machine is no secret to those at Washington, who run and manage it for us, and who are even more directly responsible than we are for the condition into which it has fallen.

I submit pleas of avoidance and confession from both Democrats and Republicans. It is not a matter of politics. It is a matter of proved and confessed negligence on the part of the men we have hired to run the machine, and have kept year after year in places of trust and power and responsibility. They haven't kept up the plant. The form of organization is grotesquely inadequate. The morale of the working force is badly impaired, as I have set forth at length in previous articles. We have paid the price for this, grossly and hugely, in money and in poor service. This has been costly negligence on our part.

I said I had confessions. Here they are, Reed Smoot, Republican and a senator from Utah, speaking:

The administrative branches of the government have undergone no fundamental change since the organization was devised by Alexander Hamilton. No other government in the world could have gone on as ours has done, and paid the bills involved in our wasteful methods of administration. We have been able to do it because this country has had resources and wealth unparalleled. But the war has brought us at last to realize that these will not last always. We need a complete survey of the whole situation de novo by a committee of men willing to recognize that it is a task of day and night for a year, and very likely, two years.

There is endless duplication of work among different departments, and even in the same department. . . . It is the same through all the government functions, and now, when the burden of carrying our enormous debt is weighing on the people, we can no longer neglect to give it consideration.

When he said these things, Mr. Smoot was urging a concrete proposal to bring about the reformation so badly needed.

And now Franklin D. Roosevelt, for seven years assistant secretary of the navy and recently the Democratic candidate for vice president:

The entire system of relationship which exists between congress and the executive departments is fundamentally wrong. Let me illustrate: I made an offer one spring to the appropriations committees of both house and senate, telling them that I would tomorrow discharge 15 per cent of the employees of the Navy department if they, the committees, would give me complete authority to take one-half of the salaries of the employees so discharged and add it to the salaries of the other 85 per cent of the employees still left in the department. . . . Of course, however, under the present system congress would not think of giving executive discretion of this kind.

Congress, for various reasons, has so tied the hands of the executive officers of the government that they have no discretion in the fundamental questions of employment. . . . My own wonder is that, considering the existing circumstances, the employees of the government are as efficient as they actually are. Congress legislates for every minute item of employment. . . . There is a lot of work being done in other departments which ought properly to be under the Navy department and in the same way there is a lot of work done by the Navy department which could perfectly properly be transferred to other departments.

After seven years down here in an executive position . . . I cannot help the conclusion that our governmental methods are cumbersome and wasteful. The first improvement must come in what is, after all, the source of governmental activities—that is, the legislative branch. . . . This must come from congress. We need also a reclassification and redistribution of the work of the executive departments. This can only come if congress, working in accord with itself and with the executives, will discuss the whole question simultaneously and not merely piecemeal.

Well, there you are! A Republican who has been in the legislative branch of the government for seventeen years, and a Democrat who has been in the executive branch for seven years, both telling the same story of how badly the national business is managed.

The odd thing about it is that our agents and representatives at Washington who let this waste and inefficiency run on, year after year, pay no penalty. We pay the piper to the tune of millions and billions—literally that much. And the condition will endure until we make a real roar about it. Congress increasingly shakes its head over the situation and brings in various proposals of reform, and says how wrong it all is; but lacking a lively, inflamed public pressure, nothing gets done.

The lives of several kinds of plants have been doubled by a Vienna botanist who has discovered ways to delay their blossoming and germination.

\*\*\*\*\*  
PROFESSIONAL CARDS  
\*\*\*\*\*

**VAUGHAN & GROVE**  
DENTISTS  
Permanently located in Odd-fellow's Building  
HEPPNER, OREGON

**DR. A. D. McMURDO**  
PHYSICIAN and SURGEON  
Telephone 122  
Office Patterson's Drug Store  
HEPPNER, OREGON

**F. A. McMENAMIN**  
LAWYER  
Office Phone Main 643  
Residence Phone Main 666  
Roberts Building  
HEPPNER, OREGON


**S. E. NOTSON**  
ATTORNEY-AT-LAW  
Office in Court House  
HEPPNER, OREGON

Same E. Van Vactor R. R. Butler  
**Van VACTOR & BUTLER**  
ATTORNEYS-AT-LAW  
Suite 305 First National Bank Bldg.  
THE DALLES, OREGON.

**WATERS & ANDERSON**  
FIRE INSURANCE  
Successors to  
C. C. Patterson  
HEPPNER, OREGON

**DeLUXE ROOMS**  
Summer Rates  
75c & \$1.00  
Over Case Furniture Co.

**WOODSON & SWECK**  
ATTORNEYS-AT-LAW  
Masonic Building  
HEPPNER, OREGON




**Let Us Be Your Bookkeeper**

A checking account can be made a very convenient system of bookkeeping, commending itself especially to those people who feel that they do not have enough business to justify the keeping of an elaborate set of books. Your deposits can be made to represent your receipts; and your checks your expenditures. The stubs of your check book will be your record, which will require very little time to keep up to date.

We would be pleased to have you call and let us explain more fully the advantages of a checking account. We can give you the names of people who have done checking business with us for years, and who will recommend it very highly.

Come in and talk it over. If you once get the checking habit you will not want to break it, but will be glad that you started it.


**First National Bank**  
Heppner Ore.



Heppner Herald Want Ads bring home the bacon.

**Have You Ever Tried  
Calumet Baking Powder?**

If not why not give it a trial?



The price is about 40 per cent less than some other brands we sell and it is guaranteed to give you 100 per cent Satisfaction.

Like the "Ford" it is fool proof

**35c lb.**

**Phelps Grocery  
Company**