



**"QUOTA MAD"**

A famous advertising agent was talking with me about business in these United States.

It is his function to prepare the advertising for several large manufacturers, and to consult with them on their sales problems. He goes home every night all tired out. He says he doesn't know anybody in business who is getting any real fun out of it.

"I'll give you my program for a typical day," he said. "I come down to my office a little before nine, and there is the sales manager of a shoe company waiting for me. His pockets are full of charts. His company's sales are 20 percent ahead of last year, but is he satisfied? Not for a minute. He must set the mark for next year 50 per cent ahead.

"Then I go over to the office of a food manufacturer. He has just closed the best year of his history. And we try to figure out how he can do twice as much again!

"I lunch with the officers of a cement company. If they would get together with their competitors, and agree to curtail production just a little, they could all make more money. The price of their product might have to be raised a trifle, but I doubt it, because the sales expense would be that much less. But will they curtail? Never. Every year must show bigger figures. The quotas must go up and up.

"The trouble with this country is that we have gone crazy on the sub-

ject of volume. We are quota mad." As he talked I recalled a conversation I had some years ago with an American who represents a French manufacturer in this country.

"I have a heart-breaking time with that Frenchman," he said. "Every year I go over there and plead with him to double his factory. We could sell twice as much of his stuff if he would only turn it out. And do you know what he says? He just waves his hands in French fashion and sputters: 'Why should I double my plant and work twice as hard? I and my family are making money enough. We have a good time. We enjoy our lives. Why should we work ourselves to death?'"

That seems to us Americans a very terrible utterance. It is treason to the spirit of modern business. Of course, a man should force his production, and his sales, and force his own poor mind and body until he dies at the age of sixty with an order blank in his hand.

Somewhere between the French attitude and our attitude there must be a half-way point that would combine the best elements of both.

"Life," says the Bible, "is more than bread, and the spirit than raisinment." It also asks the question, "What shall it profit a man if he gain the whole world and lose his own life?"

Or, in modern language, what's the use of killing yourself by being quota mad?

ing upon public works to relieve a sudden stress of unemployment—it takes so much time to plan them and provide for financing them that by the time the work is ready to begin the period of unemployment may be almost over.

**SUGAR**  
The announcement by the Depart-

ment of Agriculture that the Federal sugar cane experiment station at Canal Point, Florida, has developed a cane which yields a third more sugar to the acre than any previously known variety, and is at the same time resistant to cane diseases, is of importance to everyone in the United States. We consume several times as much sugar as any other nation in the world. Our sugar producers have had difficulty in competing with foreign sources. The sugar industry in Louisiana was practically wiped out a few years ago, by plant diseases; the Mississippi flood of 1928 almost finished the job. But the introduction of a new type of sugar cane from Java, known as "P. O. J. 213," has rejuvenated the Louisiana sugar industry, which is now producing five times as much sugar as in 1926.

The new cane developed in Florida, called "C. P. 807" yields a ton more sugar to the acre of cane than does "P. O. J. 213." That should mean, eventually, both a reduction in cost of sugar to the consumer and better profits to the grower.

**FRAUD**

A Florida man shipped a carload of oranges to a produce dealer in Virginia. The dealer sent the shipper a check for \$250. The Florida man invoked the recently-enacted Federal Produce Agency law and hailed the dealer into the Federal court. The proceedings disclosed the fact that the net proceeds of the sale of the oranges was nearer \$700 than \$250. The court ordered the dealer to pay the shipper an additional \$463, with interest, and to pay it before November 4 or go to jail.

It looks as if there is at last a way in which shippers of farm products can get the money due them. State and local laws don't protect them; they operate in favor of the local dealer and against the shipper from another state. The Federal courts are not subject to local influences, and the new law seems to have teeth in it.

**EDUCATION**

We spend more money for education than for anything else, but there are still hundreds of thousands, if not millions, of American

grown-ups who have never learned to read or write. The death the other day of Thomas Young, whose occupation was that of "public writer," in a good-sized town close to New York city, revealed the fact that hundreds of persons in White Plains who could not write were in the habit of going to him to write their letters for them.

In New York state alone, by the census of 1920, there were 425,000 persons over 10 years old who could neither read nor write, and all but 10,000 of those were over 21. Nor were they all foreigners; more than 30,000 were native-born whites. The number is probably smaller now; the 1930 census figures on illiteracy are not yet available. But there were more than three million white folks over ten years old, and nearly two million negroes, who could not read in any language, in 1920, and the probability is that there are still three or four million illiterate citizens.



**LEMON JELLY**

Two tablespoons granulated gelatine, one-half cup cold water, two to two and one-half cups boiling water, one cup sugar, one-half cup lemon juice, rind one lemon. Soak gelatine twenty minutes in cold water, then dissolve in boiling water. Add sugar, the lemon juice and rind; strain into a mold and chill. Beating the lemon jelly while it is jelly-like with a Dover egg beater will make it white and fluffy. Orange, raspberry or other fruit jelly may be made in the same way, using one-half cup of the fruit juice with lemon juice to taste.

A delicious lemon meringue pie—well, is there anything more delicious—. Here is a good one:  
**LEMON PIE**  
Three-quarters cup sugar, three-quarters cup boiling water, two

tablespoons cornstarch, one tablespoon flour, two egg yolks, three tablespoons lemon juice, grated rind of one lemon, one and one-half teaspoons butter. Mix dry ingredients, add boiling water. Stir constantly, cooking two minutes, then add butter, egg yolk, juice and rind of lemon. Line pie plate with crust, turn in mixture which has been slightly cooled and bake pastry until brown. Cool a bit and cover with meringue.

**MERINGUE**

Two egg whites, two tablespoons powdered sugar, one-half tablespoon lemon juice or one-half tablespoon vanilla. Beat whites until stiff, add sugar slowly, continue beating, add flavoring and spread with silver knife evenly. Bake fifteen minutes in slow oven.

And lemon sponge makes a most suitable dessert for a warm day.

**LEMON SPONGE**

Mix the juice of four lemons with a cup of sugar and two cups of water. Cook in a double boiler, with the well-beaten yolks of four eggs. Cook until smooth and thick, stirring constantly, take from the fire, add half a package of gelatine which has been soaked and dissolved, and when cool, but not set, fold in the stiffly beaten whites of the egg. Mould and chill. Serve with boiled custard or with sugar and cream.

Lemon tarts, too, are good, es-

pecially for one of the crispier spring days.

**WHEAT FARM FOR SALE**

A good buy. 960 acres—450 acres in good summerfallow wheat; 450 acres to summerfallow next year; fair house and outbuildings. 18 head mules and harness; hitches; Case combine; Daisy reaper; plows, harrows and drills; Ford truck; blacksmith shop and all small tools sufficient to work place. All goes at \$45 per acre; half cash, balance terms. Reason for selling: don't like to rent, getting too old to run place myself. J. H. HELMS, Lexington, Ore. 32-35p.

Local ads in the Gazette Times bring results.

**R. & K. PRODUCE CO.**

(12 years on Front Street)  
Owners of Portland and Salem Piggly-Wiggly Markets.  
SHIP US YOUR TURKEYS  
Ducks, Geese, Capons, Hens, Roasters, Etc.  
Write us for prices and other information.  
References:  
U. S. National Bank  
First National Bank  
Salem U. S. National Bank

Jones: "Describe your sister's new baby."

Brown: "Small features, red-faced, clean-shaven and a hard drinker."



It costs a Bee it's life to sting—it costs us almost as much.

American business has surpassed the world—it is built on honesty and fair dealing.

Reputation is worth all the diamonds of Kimberly—to many rich and successful men.

The selection of a bank for deposits is decided by you alone.

For many years The Farmers and Stockgrowers has enjoyed the confidence of the people of this community.

**FARMERS & STOCKGROWERS NATIONAL BANK**  
There is No Substitute for Safety

**WE TAKE OUR LOSS**

To meet the conditions that exist in our community, we are making a discount of 25% on all monuments and markers purchased during October and November. Our prices were already lower than elsewhere. You pay no commissions for agents.

Write for Samples and Prices  
**Pendleton Marble & Granite Works**  
T. L. REEDY, Prop.



**BUILDING**

Building operations in the United States go by fits and starts. One year there will be a building boom, the next year a depression. One reason is the difficulty of financing the spread between first mortgage money and the building owner's capital.

Some Chicago builders have a plan whereby the people concerned in the building industry do this financing themselves. Contractors, supply manufacturers, dealers in building materials, architects, and labor are to take a part of their pay in junior mortgage certificates, to be paid off in installments. This plan will not reduce wages or profits, but generally adopted will make building operations independent of general financial conditions.

**BOULDER**

Things are moving in the Hoover Dam project at Boulder canyon on the Colorado river. Power lines are about to be run to the site, to furnish energy for handling of the immense masses of stone and concrete which will be required to build the dam. Engineers are being appointed, plans have been made for the town to house the ten thousand workmen who will be employed on the job, bids have been asked for some of the materials which will be first required.

It takes time to carry out a great project like this. Five or one half years is the lowest estimate from the day construction begins until the great dam is finished. It takes a lot of time to prepare to begin work.

That is the difficulty about rely-

TASTY, FRESH

**Shell FISH**

Eat them here now. Prepared to your order.

FOR A GOOD MEAL ANY TIME or just A LIGHT LUNCH OR FOUNTAIN REFRESHMENTS

**ELKHORN RESTAURANT**  
ED CHINN, Prop.

**ORIGINAL ESTIMATE AND ACCOUNTING SHEET**  
**SCHOOL DISTRICT NO. ONE**

This original estimate shows in parallel columns the unit costs of the several services, materials and supplies for the three fiscal years next preceding the current year, the detail expenditures for the last one of said three preceding fiscal years and the budget allowances and expenditures for six months of the current year. ("Six months of the current year" means six months of the last school year.)

ITEM	Estimated expenditures for the ensuing school year	Expenditures and budget allowance for six months of last year		Expenditures for three fiscal years next preceding the last school year		
		Exp'ditures in detail	Budget allowance in detail	Exp'ditures for last of three-year period	Second Year	First Year
<b>GENERAL CONTROL</b>						
Personal Service:						
Superintendent	\$ 3,000.00	\$ 1,500.00	\$ 1,500.00	\$ 3,000.00		
Clerk	300.00	150.00	150.00	300.00		
Stenographers and other office assistants	500.00	250.00	250.00	579.00		
Supplies	200.00	100.00	100.00	421.08		
Elections and publicity	100.00	50.00	50.00	94.00		
Legal service (clerk's bond, audit, etc.)	150.00	75.00	75.00	65.00		
<b>Total Expense of General Control</b>	<b>\$ 4,250.00</b>	<b>\$ 2,125.00</b>	<b>\$ 2,125.00</b>	<b>\$ 4,459.08</b>		
<b>INSTRUCTION—Supervision</b>						
Personal Service:						
Principals, High School	\$ 2,000.00	\$ 1,000.00	\$ 1,000.00	\$ 2,000.00		
Principals, Grade School	1,750.00	875.00	875.00	1,750.00		
Supplies—General	100.00	50.00	50.00			
<b>Total Expense of Supervision</b>	<b>\$ 3,850.00</b>	<b>\$ 1,925.00</b>	<b>\$ 1,925.00</b>	<b>\$ 3,750.00</b>		
<b>INSTRUCTION—Teaching</b>						
Personal Service:						
Teachers—High School	\$ 6,760.00	\$ 3,380.00	\$ 3,380.00	\$ 8,157.67		
Teachers—Grade School	8,235.00	4,117.50	4,117.50	9,982.68		
Teachers—Gym	1,900.00	950.00	950.00	1,900.00		
Supplies	500.00	250.00	250.00	421.08		
Textbooks (desk copies and indigents)	50.00	25.00	25.00	50.00		
<b>Total Expense of Teaching</b>	<b>\$17,445.00</b>	<b>\$ 8,722.50</b>	<b>\$ 8,722.50</b>	<b>\$20,511.43</b>	<b>\$15,315.67</b>	<b>\$23,375.00</b>
<b>OPERATION OF PLANT</b>						
Personal Service:						
Janitors and other employes	\$ 2,160.00	\$ 1,080.00	\$ 1,080.00	\$ 2,220.00		
Janitor's supplies	300.00	150.00	150.00	378.02		
Fuel	800.00	400.00	400.00	797.24		
Light and power	300.00	150.00	150.00	259.82		
Water	300.00	150.00	150.00	280.00		
Other expense of operation	100.00	50.00	50.00	204.97		
<b>Total Expense of Operation</b>	<b>\$ 3,960.00</b>	<b>\$ 1,980.00</b>	<b>\$ 1,980.00</b>	<b>\$ 4,140.05</b>	<b>\$ 4,872.78</b>	<b>\$ 5,088.00</b>
<b>MAINTENANCE AND REPAIRS</b>						
Repair and replacement of furniture and equipment	\$ 100.00	\$ 50.00	\$ 50.00	\$ 2,535.53		
Repair and maintenance of buildings and grounds	400.00	200.00	200.00	1,576.81		
<b>Total Expense of Maintenance and Repairs</b>	<b>\$ 500.00</b>	<b>\$ 250.00</b>	<b>\$ 250.00</b>	<b>\$ 4,112.34</b>	<b>\$ 1,595.52</b>	<b>\$ 3,590.00</b>
<b>AUXILIARY AGENCIES</b>						
Library:						
Personal service (librarian, etc.)	\$ 140.00	\$ 70.00	\$ 70.00	\$ 140.00		
Library books	300.00	150.00	150.00	246.49		
<b>Total Expense Auxiliary Agencies</b>	<b>\$ 440.00</b>	<b>\$ 220.00</b>	<b>\$ 220.00</b>	<b>\$ 386.49</b>		
<b>FIXED CHARGES</b>						
Insurance	\$ 130.00	\$ 65.00	\$ 65.00	\$ 130.00		
<b>Total Fixed Charges</b>	<b>\$ 130.00</b>	<b>\$ 65.00</b>	<b>\$ 65.00</b>	<b>\$ 130.00</b>	<b>\$ 115.00</b>	<b>\$ 430.00</b>
<b>CAPITAL OUTLAYS</b>						
Alteration of buildings (not repairs)	\$ 1,000.00	\$ 500.00	\$ 500.00	\$ 427.99		
<b>Total Capital Outlays</b>	<b>\$ 1,000.00</b>	<b>\$ 500.00</b>	<b>\$ 500.00</b>	<b>\$ 427.99</b>		
<b>DEBT SERVICE</b>						
Principal on bonds	\$ 2,000.00	\$ 1,000.00	\$ 1,000.00	\$ 2,000.00		
Principal on warrants	3,800.00	1,900.00	1,900.00	3,800.00		
Principal on other indebtedness	5,000.00	2,500.00	2,500.00	5,000.00		
Interest on bonds	2,750.00	1,375.00	1,375.00	2,750.00		
Interest on warrants	290.00	145.00	145.00	290.00		
Interest on other indebtedness	480.00	240.00	240.00	480.00		
<b>Total Debt Service</b>	<b>\$14,320.00</b>	<b>\$ 7,160.00</b>	<b>\$ 7,160.00</b>	<b>\$14,320.00</b>	<b>\$11,495.00</b>	<b>\$ 4,000.00</b>
<b>EMERGENCY</b>						
	\$ 500.00	\$ 250.00	\$ 250.00	\$ 129.90		
<b>Total Emergency</b>	<b>\$ 500.00</b>	<b>\$ 250.00</b>	<b>\$ 250.00</b>	<b>\$ 129.90</b>	<b>\$ 500.00</b>	<b>\$ 500.00</b>
<b>GRAND TOTAL</b>	<b>\$46,395.00</b>	<b>\$23,197.50</b>	<b>\$23,197.50</b>	<b>\$52,367.28</b>	<b>\$33,894.37</b>	<b>\$36,883.00</b>

I, Vawter Crawford, do hereby certify that the above estimate of expenditures for the year 1930-1931 was prepared by me and that the expenditures and budget allowances for six months of the current year and the expenditures for the three fiscal years next preceding the current year as shown above have been compiled from the records in my charge and are true and correct copies thereof.

VAWTER CRAWFORD, District Clerk.

After every PURCHASE there's lasting Satisfaction!

To every sale of foods we add that important item, LASTING SATISFACTION. To insure this, we select the very best quality of nationally-advertised brands of foods and the finest foods the local markets offer. Then, as a final assurance, we safeguard every purchase you make with a MONEY-BACK GUARANTEE!

**SATURDAY & MONDAY SPECIALS**

<b>SOAP</b> P. & G. White Naphtha Laundry Soap <b>13 BARS 50c</b>	<b>BEANS</b> Lay in a supply at the following low prices: <b>10 RED MEXICAN 69c</b> <b>10 S. N. BEANS 98c</b>	<b>SOAP</b> Peet's Granulated Washing Machine Soap Per Large Package ..... <b>39c</b>
<b>PEANUTS</b> Fresh Roasted, Fine Quality <b>2 LBS. 29c</b>	<b>CANDY</b> A Real Excellent Quality Hard Mix Candy <b>2 LBS. 33c</b>	<b>CANDY</b> <b>10 PINK BEANS 89c</b> <b>10 LIMA BEANS 1.25</b>
<b>HOMINY</b> Dried Hominy in the sack, cook it yourself and save money. <b>9-Lb. Sk. 45c</b>	<b>KRAUT</b> Some Kraut—It's sure delicious <b>2 Qts. 25c</b>	<b>SHORTENING</b> Sold in Bulk, bring your container. White and fluffy. <b>4 Lbs. 65c</b>
<b>WALNUTS</b> New Crop Soft Shell Franquettes <b>2 Lbs. 65c</b>	<b>CANDY</b> An Excellent Quality Chocolate Drop. <b>2 Lbs. 39c</b>	<b>MINCEMEAT</b> Kerr's Best—Sold in bulk. It's delicious. <b>2 Lbs. 29c</b>
<b>BAKING POWDER</b> Crescent Brand, Always the Same <b>1-LB. TIN 29c</b> <b>3-LB. TIN 79c</b>	<b>FLOUR</b> Mac Marr Quality, with the Mac-Marr Money-Back Guarantee. <b>3 LBS. \$1.00</b>	<b>COFFEE</b> MacMarr Blend, the Favorite Coffee in Heppner <b>3 LBS. \$1.00</b>
<b>SUGAR</b> The Market is Strong—Buy Today. Pure Cane Sugar. <b>100 LBS. \$5.49</b>	<b>Potatoes</b> An Excellent Quality Government Inspected Nettle Gems. <b>100-LB. BAGS \$1.79</b>	

**MACMARR STORES**  
Phone 1082 STONE'S DIVISION Hotel Heppner Bldg.