

JUST A LITTLE SMILE



IT DEPENDS.



"Should a man go to college after fifty?"

"Well, he might pass muster at tennis, but a man can't expect to do much in baseball or football at that age."

Forceful Reminder.
Your troubles—never let 'em disturb your mental ease. But how can you forget 'em when the grip germ makes you sneeze?

Prisoner in Doubt.
Lawyer—I can't tell just now whether you should plead guilty or not.
Prisoner—Why not?
Lawyer—Well, it depends upon circumstances.

Prisoner—Well, what I would like to know, just for my own curiosity, is whether I committed the crime or not.
—Life.

Yes, Jim, Until You Kick In.
Jim—Your wife does know how to dress, old man. You have to hand it to her for that.
Tim—Yes, and also foot the bills.—Cartoons Magazine.

Sweet Innocence.
Author—I have books in my library that can be found in no other library in the world.
Girl—Of course your own works are all there.

A Coincidence.
Mrs. Hill—Reading is my husband's greatest passion.
Mrs. Park—My husband is affected in the same way every time he reads a bill from my dressmaker.

The Man for the Job.
The General—Your records are kept in a very slovenly manner. They are all muddled up. Who has charge of them?
The Aid de Camp—My orderly, sir.

His Only Trouble.
"I don't see why you call Jackson stupid. He says a clever thing quite often."
"Exactly. He doesn't seem to realize that it should be said only once."

REGULATION BRAND.



Floorwalker—Did you have a good time on your vacation?
Dolly Dimples—Did I have a good time? Say, it was a regular circus. I got engaged three times.
Floorwalker—Sort of a three-ring circus, eh?

Too Numerous to Mention.
We've raised the cash in various ways. We did the trick with pride. We've got to go ahead and raise a lot of things beside.

An Alibi.
"This scenario writer works for a firm that floods the market with wretched photoplays. Yet he denies that he is a hack."
"What does he call himself?"
"A literary adviser."
"Well, he may get away with that on the ground that his advice is never taken."

HOW THE U. S. NAVY BUYS ITS SUPPLIES

Purchasing Department, Under Admiral McGowan, Has Met All Tests Successfully—Centralization the Chief Merit of the System—Complimented for Efficiency After Investigation by Congress.

Washington.—A business concern which can increase its turnover 2,500 per cent in 12 months without radical changes in method would seem to be a pretty sound organization.

Amid all the expansion of government activities due to war, with far-reaching changes in methods of conducting business, reorganizations, increase in personnel, and addition of wholly new departments, one big business agency of the government has changed not at all, except in magnitude. That agency is the bureau of supplies and accounts of the navy, which purchases practically everything required by the navy except armor-plate, guns, and shells. It feeds and clothes the navy, buys its steel, metals, lumber, textiles, and chemicals, provides transportation for the navy's supplies, coals its ships, and pays its officers and men. During the last year this bureau has been greatly enlarged by the addition of new officers, technical experts from civil life, and clerical workers, but its organization and methods have fully met all tests of war and have required practically no change, says the New York Times.

After thorough investigation, congress recently declared this great business office of the navy to be notable for efficiency, as well as one of the biggest business enterprises in the United States.

There are two reasons for the efficiency—an excellent business system and an excellent business man, Admiral McGowan, who first became identified with the navy's purchasing affairs four years ago, after demonstrating his ability as purchasing officer for the American fleet when it went around the world.

Its Chief Merit.

The chief point of merit in the navy's purchasing system is centralization. All its supply activities are administered from Washington, no matter how widely the American fleet may be scattered over the world. Ships are provisioned in the West Indies, sailors are provided with warm winter clothing for destroyer service in the submarine zone around the British Isles, coal is dispatched to ships in the Philippines, nitrates are brought from Chile, clothing is manufactured in New York and Norfolk, stores are carried at innumerable points ready for delivery to ships at instant notice. Yet all activities center in Washington, and navy supply business is not only kept under the eyes of a few executives, but is expedited by a fine working spirit.

Next to centralization and this fine working spirit, probably the most important element in the system is publicity in dealing with the supply of the navy's innumerable needs. Under pressure of war other departments have found it expedient to set aside the normal peace-time methods of purchasing under competitive bids, but the navy has adhered to the method of open bidding, with full publicity, on the principle that the public, contributing war funds by taxation, has a right to know exactly and in the fullest detail how its money is being expended.

Another principle the navy adheres to is that war demands should be met by the peace-time system of purchasing. Great as war demands are, they call simply for an increase in volume of business—not a change in the fundamental method of conducting business. If the method has been properly worked out in peace, it will meet the exigencies of war.

Directed by McGowan.

If every institution is the length and shadow of one man, as Emerson said, then the bureau of supplies and accounts today reflects the personality of Admiral McGowan. When the bureau transacted its affairs with 28 people, he knew them all, and they worked under his eye every day, helped by the optimism and energy which he radiates. After a year of war, with his organization approaching 1,000 people, he still knows them all and sees them frequently, and maintains the original spirit of organization by making unlimited demands upon each individual for work, according to his or her capacity, with unstinted commendation for all good work, whether the job be great or small.

When the strength of the navy was about 64,000 officers and enlisted men the bureau of supplies and accounts did all its purchasing and transportation through naval officers of the paymaster's corps. When war came, and activities increased by several hundred per cent monthly, the organization was strengthened by taking on about a dozen civilian experts from business life, men who gladly resigned good positions and large salaries with private business concerns to don Uncle Sam's uniform and work day and night for the comparatively slender salaries of naval officers.

Other purchasing departments of the government met their early war problems by enlisting advisory committees of business experts, who investigated given problems outside, compiled facts, made arrangements, and offered suggestions. The navy, on the contrary, took its civilian experts in bodily, put them into uniform,

and made them part of the organization.

The navy needed steel for war, thousands upon thousands of tons of it, for construction and other purposes. It got a steel expert, S. R. Fuller, who resigned from a big Chicago railway supply concern and went to work in the bureau of supplies and accounts supervising the purchase of structural steel forgings and castings for ships and shipyards.

Gathers in Experts.

The navy needed cotton—millions of yards of canvas, duck, drill, sheetings, and uniform cloth. It got W. E. Hooper, a cotton mill executive, who immediately severed all connections in his industry, sold his cotton mill interests, invested the money in Liberty bonds, and came into the bureau.

The navy needed transportation on sea and land. All the problems of chartering ships for a world-wide distribution of supplies, coal, and nitrate and shellac coming back in naval vessels were placed in charge of Benjamin T. Young, an expert on ship chartering and ocean transport, who severed his connection with a big New York shipping concern for the period of the war. Transportation on land was taken over by O. M. Ellsworth, who left a remunerative position with a big railway system to enter Uncle Sam's service.

The navy needed chemicals, and Donald Riley came from a large chemical concern to take charge of this department. It needed industrial accounting, and a great accounting machinery concern made arrangements whereby C. S. Ashdown took that activity in hand, giving all his time to the development of accounting systems as the bureau's transactions multiplied again and again. A department to deal with foodstuffs was provided under F. A. Tillman; another dealing with lumber under C. M. Morford, and another dealing with leather and allied materials under J. W. McIntosh.

The general standard of ability set by the navy for its civilian experts is that each man must be worth several times what the navy pays him in salary, and that he must come into the organization for the period of the war absolutely. "Outside talent with inside control" is the principle followed, and this has worked so well that the navy has never been obliged to seek advisory service outside its own organization.

Growth has been entirely from within out.

MAKES NEW KIND OF MEAT



On the top floor of 641 Washington street, New York city, is one of the most interesting kitchens in the world, presided over by a Chinese woman doctor. She recently spent six months in a trip to China to study and analyze the soy bean. Dr. Yamei Kin, for that is her name, says that the protein contained in the soy bean is equal to that of meat and is of great value to persons who cannot safely eat meat. It is a replacer of meat—a sort of vegetable cheese. It forms no acid. It is an alkaline form of protein. Combined with hash or any form of meat leavings it forms a wonderful food for diabetics, as the curd contains no starch. When you eat "chop suey," "chow mein" and other dishes in Chinese restaurants, the salty black sauce served with the food is made from soy beans. It is by no means simply a condiment. It is as nutritious as a meat gravy. Excellent cheese can also be made from them. Doctor Kin says that she can make Roquefort cheese that smells and looks like the real thing. She says further that as the public becomes educated to the obliging "soy" it will take its place at the head of the procession of American products. In all the world there is not a more misunderstood vegetable than the soy bean, says Doctor Kin.

Can See Bids Opened.

In Sanda court, the bureau's temporary structure in the central court of the state, war and navy building, a room is provided which can be entered by anyone without pass, question, or formality. There is an open door, entered from the street, giving access to a room called "The Public's Room," and there any person interested in offering a bid on navy supplies or wishing to see that bids are opened fairly can go and watch all transactions. Employees engaged in opening the thousands of bids received daily work in open view of any person who wants to enter this room. As fast as bids are opened the amounts of each item are posted in books and placed upon counters, where anyone may examine them, learning all the facts about the prices bid by competitors.

Admiral McGowan's views on publicity for government purchases are very pronounced.

"In handling other people's money things must not only be right," he says, "but they must look right." And the best way of having them look right in his belief, is to let the public supervise operations to the utmost extent. Only in war has the navy found it necessary to keep any information about its purchases confidential, and even in war secrecy is necessary for but a very small fraction of the purchasing, where knowledge of details might afford assistance to the enemy.

Centralized purchasing with a well-planned organization has made it possible for the navy to increase its turnover many thousand per cent, not merely without congestion or other difficulties, but with actual increase in incomes and efficiency. As purchases have grown larger and more numerous they have been handled with greater speed and at lower cost.

Quality Safeguarded.

And with growth and magnitude there has been every care to safeguard the quality of supplies purchased for the navy. When we entered the war confusion existed in commodity markets, and there was apparent shortage of wool and other supplies. It was believed for a time that navy specifications would have to be revised, with a lowering of quality. But the bureau of supplies and accounts took a determined stand on that point. Very often, in view of assumed conditions, it looked like a stiff-necked stand against reasonableness. Despite a wide-spread belief among textile men that navy uniforms would have to be made partly of shoddy, if the enormous requirements were to be promptly met, the bureau refused to consider any lowering of its standards for uniform cloth, and, through the department of agriculture, secured actual figures regarding the available wool stock in this country at that time. This survey not only proved that there was ample wool in the country for military purposes, but checked a wildly rising market. The same stand has been taken in food for our sailors, coal for battleships, and practically every article required by the navy.

"The best that is humanly possible," says Admiral McGowan, "is none too good for the men at the front, whether they be in the army or navy. I hold myself personally accountable to every father, and every mother, and every wife, and every sweetheart, that the men I have any supervision and care over are as well clothed and as well fed as it is possible for them to be. I acknowledge that as a personal responsibility resting on me. I freely acknowledge it; excuses are not receivable, and alibis are not accepted. What we want for the navy is the best!"

SEEKS SERVICE FOR REVENGE

Harold Bowen Saw "Red" When He Heard Brother Had Been Wounded in France.

Sioux Falls, S. D.—When Harold Bowen of Hartford, S. D., was advised that his brother, William Bowen, had been wounded while on the firing line in France with other American troops, he immediately commenced to see "red," and hastened to Sioux Falls in an effort to be assigned to early service in France so he could avenge the wounding of his brother.

Harold Bowen was a selective draft man, and stood well down the list. He appealed to the local exemption board in Sioux Falls and begged to be accepted into the service at once, out of his turn, in order that he could get to France with the least possible delay so he could kill a few Germans.

His plea was accepted by the members of the exemption board, and young Bowen departed to undergo training at Camp Lewis, Wash., preliminary to being sent to the battle line in France.

MOTHER TAKES LIFE WHEN SON JOINS NAVY

Memphis, Tenn.—When Mrs. Sarah Brewer, forty-five, mother of Harry Brewer, eighteen, heard that Harry had enlisted in the navy she exclaimed: "Now I have nothing to live for," and then swallowed a fatal dose of carbolic acid.

Football Team Enlists.

St. Louis.—Thirteen Illinois miners, and all British subjects, enlisted in a body at the local British-Canadian Recruiting Mission headquarters. They comprise the membership of the British-American Football club of Springfield, Ill.

LIVE STOCK

MORE HORSES NOW ON FARMS
Increase in Number of Animals Notwithstanding Large Use of Motor Vehicles.

(Prepared by the United States Department of Agriculture.)

Substitutions for the horse have so far failed to diminish his number on farms, where he is mostly bred. The railroad did not verify the common prophecy of the horse's gloomy future nearly a century ago, and many years elapsed before the heyday of the bicycle arrived with its expected menace to the horse. That machine of pleasure and toll diverted attention from the first real antagonist of the horse, the electric street railway, and this was a formidable one. Street-car service could not have been developed by horses to the extent that it has been carried by electricity, yet there was an enormous displacement of horses when they no longer pulled street cars. It is roughly estimated that 2,000,000 horses would be required to move the street cars now in city service, and that farmers would need to keep a stock of perhaps 3,000,000 horses to produce this supply. Yet, horses kept on increasing.

Apparently the most effective foe of the horse has appeared in the last ten years in the motor vehicle, although its importance in this respect is popularly exaggerated. According to statistics collected by the United States department of agriculture, the total state registrations of motor cars were 48,000 in 1906, about 500,000 in 1910, over 1,000,000 in 1912, over 2,400,000 in 1915, and 3,512,996 in 1916.

Automobiles do not merely displace horses but many are used by men in occupations dependent on either horses or automobiles for personal movement, such as real estate agents, builders, and some merchants and manufacturers, and there is also the large public automobile passenger service in cities and, again, the large number of automobiles owned by farmers in place of driving horses.

With motor trucks and commercial vehicles the case is different. Here is clearly a complete substitution of fuel power for horse power. It is the opinion that every motor truck on the average displaces three horses. The state records often merge the registration of motor trucks and commercial vehicles with that of automobiles, but, to the extent that the separation is made, it is known that 118,082 of the former were registered in 1916. Probably the displacement of horses by motor trucks and commercial vehicles



American-Bred Percheron Mare, Type That is Always in Demand.

represents a stock on farms of a few million horses, and to these must be added the stock eliminated by the automobile.

Last of all, the farm tractor has appeared, with conjectural possibilities, but as yet with no perceptible displacement of horses.

Unusual and large demands for horses for war purposes have been made since the autumn of 1914. During the ten years preceding, from 19,000 to 40,000 horses were exported annually, while the imports were from 5,000 to 33,000, so that the net exports were no appreciable draft on domestic production. In the first year of the war 289,340 horses were exported, in the second 357,553, and in the third 278,674 horses, and within less than a year the needs of the army of this country have called for a large number of horses.

Notwithstanding the various forces that have been working against increase of horses at their breeding places, or rather, in common expectation, to reduce their numbers at a strong rate, the fact is that horses on farms increased at the average yearly rate of 188,000 since 1900 and more than that since 1910, or 216,000 per year. Per capita of the population, farm horses tended to increase from 0.19 of 1 horse in 1850 to 0.24 in 1890 and 1900, after which the decline has been to 0.20 1/4 in 1918, or still above 1850. At the same time, however, by means of machinery the farm horse has constantly gained as a producer.

Strange though it may seem, the average price of a horse at the farm, all ages and conditions included, is less than it was four years ago, and even eight years ago. Since 1897 horse prices at the farm for January 1 had risen from \$31.51 to \$111.46 by 1911, the highest average in the department of agriculture's record of 68 years, but a decline followed to \$101.60 in 1916 and then a gain to \$104.28 in 1918, apparently caused by the war.

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CARED LITTLE FOR POLITICS

President Cleveland, However, Had Real Liking for the Law, and Loved to Fish.

"President Cleveland loved the law better than he did politics," remarked R. O. Brown, a former resident of Buffalo, to a reporter of the Washington Post. "Had he considered his own desires he would never have left his practice for political office. I doubt if even the prospect of becoming president would have induced him to enter politics."

"It was my privilege to know Mr. Cleveland when he was practicing his profession before he entered politics. He was not what might be termed a glittering success as a lawyer. He had no business instinct so far as the law was concerned, but he delighted in intricate legal problems, and much preferred to take a case that involved apparently hopeless questions. It could not be said he was a good pleader, and while the average person was not attracted by his addresses in court, judges on the bench had the greatest respect for them, because they were profound and logical.

"When he was not engaged in law Mr. Cleveland delighted in utter abandonment of all things that require thought; above everything else he loved to fish. I recall that when some of his Democratic friends wanted him to become a candidate for mayor he said: 'I don't want any more of politics. I want to stay right here in Erie county, where I can go fishing occasionally. I do not care if I never go outside the borders of Erie.'"

PLANES IDENTIFIED BY TUE

Discovery Made by American Pilot Extremely Valuable to British Aviation Service.

Air raids on London are no longer the sure-fire stuff for heartening the German people that they once were. Lately the raiders usually find the coast and then have to raid right back home again. A young American is giving credit for the success of the British in surrounding their capital with a shell barrage whenever the German raiders approach.

A Brooklyn youth who had enlisted in the British aviation service was assigned to test out an airplane detector which was expected to discover the approach of airplanes before they could be heard, so to speak, with the naked eye. No one expected that the detector would make it possible to tell whether the approaching plane were German or British.

His musical studies had trained the American's hearing to a high degree, however. He listened through the instrument for several days while British planes flew within its range. Then he heard a different note. A German raiding squadron was approaching.

The American had discovered the British planes hum in G-minor. He found that the German raiders tuned in B-flat. Now the British aviation service keeps men about the coast with their ears close to the detector and whenever airplanes are heard vibrating in B-flat a barrage is immediately ordered.

Intoxicated by Freedom.

Magistrate—"Prisoner, the evidence shows that after being a model husband for twenty years, you threw your wife out of the house and ran around attempting to murder everybody you met." Defendant (sheepishly)—"It was only a peaceful revolution at first, your honor, but after I overthrown the autocracy I lost my head."—Puck.

Best Way to Water Plants.

A French botanist, who has experimented with vegetable raising, has determined the exact amount of water necessary for the best growth of many plants. In general, he found a supply of water administered interruptedly drop by drop brought better results than even systematic drenching.

Matter of Emphasis.

If a man wishes to give absolute emphasis to a negative he is quite likely to say, "No, a thousand times. What he really means is that his positive resolution is so firm that he will be willing to repeat it an indefinite number of times. So far as his being concerned he might as well say a million times, no." But only a case of some habitual violence of speech would say this. It gives an impression of wild extravagance. "Thousands" while being comparatively moderate somehow seems more forceful.