

The Wife Can Earn More in An Hour Than Her Husband

HOW SHE CAN DO IT

By adopting a few business principles in her home. Instead of going to the grocery store every day, arrange her order each week, month, two months, etc., according to the money she has to spend. When this list is made up she should then find out for herself who will make her the lowest prices. If these lists are taken to the **SKAGGS' CASH GROCERY**, nine times out of ten she will wonder why she did not start this system before. Such purchases are worth your while to investigate. The saving we make to you is not just on a few articles, but on the entire grocery line.

The husband will be well paid for the time spent in assisting his wife in finding out the real facts of grocery saving.

It is just like making overtime money and double pay.

Remember it is on account of prices quoted by us that has brought down the prices of groceries in other stores in American Falls, during our various advertisements in the papers, from 10 to 15 per cent.

Our prices are still cheaper than the other fellow, not only on certain articles, but on everything in our store.

Patronize the originators of cheaper prices on your groceries.

We deliver free any order amounting to \$10 or more.

Skaggs Cash Grocery

Letters from Power County Soldiers.
—Continued from Page 1.

and thrifter. It is more or less level and the big old fashioned Dutch windmills (went through one the other day) are a very feature along the horizon. The houses are mostly of a long, low, one story, brick type usually red tile roofs, the upper part thatched (the green moss on it showing to advantage). I was very much surprised at the great number of towns and cities here and these are built more like ours than the French. They must have been quite a commercial people, especially in butter and cheese, before the war.

One is reminded constantly of their religion, for at every turn in the road there are beautiful wayside shrines (not plain crosses as in France) and on almost every house there is a little wooden box with religious statues in it and generally the crucifix is the central one. Then, too, one sees their most beautiful architecture in their churches, however, these seem to have been the

special target of the shell fire and very few are left intact.

I could ramble on and on, telling some of the stories the Belgian people have told to us of their treatment by the Germans (one told me of living seven months in a cellar or rather hiding there and only coming out at night to steal food) but I can hear the chow line being formed and I'm afraid I'll miss out on my STEW. Sincerely yours,

Corp. A. B. Brown,
Co. L, 362nd Infantry, American
Exped. Force, A. P. O. 776.

Governor's Message.

—Continued from Page 4.

one another often retard the public business."

That this condition exists in Idaho I am persuaded is not known to the majority of the electors of this state. The popular conception of the power of the governor is that in his resides the sole executive power. Without himself possessing the responsibility he is charged with all the mistakes and delinquencies of the various de-

partments of the state government, over a majority of which he exercises no control. This popular misconception is due to two factors.

In the first place the public generally is thoroughly acquainted with the machinery of our federal system where the president and a cabinet of his selection have full executive authority. The public mind, not being as thoroughly familiar with the machinery of the state government as it is with that of the national government, assumes that the governor of a state in his relation to state affairs bears the same responsibility and authority as the president does to the national government. No one who has made a careful study of the subject will deny that this conception is not well founded.

A second factor leading to a misconception of the powers of the state executive is the intimate knowledge that most people have of modern business methods. Through long years of development the American people, in common with other nations which have developed a high state of efficiency in trade and commerce, have evolved that form of business government which attains a maximum of efficiency and a definite fixing of responsibility. The fundamental principle in business government is a single executive with sole responsibility. The stockholders of the modern business corporation look to the manager alone for results. Combined with this idea the advantage of counsel is gained through a board of directors who in an advisory capacity discuss the policies and plans submitted by the manager and, of course, propose plans, but in either case the execution thereof is left to the executive head.

In the subdepartments of a large business enterprise definite duties are delegated and definite responsibility for the performance of those duties fixed always with a view to the larger policies and plans outlined for the whole business. Each department is co-ordinated and correlated with the whole. It is not run as a separate and distinct organization. Always the department head is responsible to the manager of the whole concern.

The federal system of government and the business systems with which we are familiar are not autocracies. They are the essence and consummation of democratic government, because the executive in each case is responsible to his constituency. He is not only responsible to that constituency because within a relatively short time the constituency can demand an accounting of his stewardship. In the state of Idaho where the governor is elected every two years he is responsible directly to the public. There is no reason why when the public has reposed sufficient confidence in him to call him to the position of manager of state affairs he should not be entrusted with those powers which will enable him to carry out the responsibility which it is obviously the intention of the electors of the state to fasten upon him.

The principal reason for the divided responsibility in our state governments is historical. The present system is patterned after the original colonial system which was framed at a time when governors were appointed by the crown and the crown was not responsible to the people. Every device was used to curb the power of the royal appointee and to delegate that power to those who more directly at that time represented the people. Today the governor is the direct representative of the people and should be the direct executor of their public affairs. He should be given the power not only to formulate plans for the

better welfare of the people but he should be given the power, when those plans have received general approval, to carry them into execution.

With but one exception the governors of the state of Idaho for a number of years have been chosen from the ranks of business men. The party platforms of both parties have almost invariably recommended measures calculated to increase the efficiency of the state administration with a view to bringing about a business-like administration.

Reorganization of Executive Department.

The executive and administrative departments of the state should be divided into a small number of departments, the heads of which, so far as the constitution permits, shall be directly responsible to the governor. The functions of every officer, bureau, board or commission in the state should be assigned to one of these departments. The departments should be subdivided where necessary into bureaus, the heads of which and the subordinates under them being selected with a view to their expert fitness and qualifications for their respective positions.

Governor's Cabinet.

I further propose that the heads of the several departments including the constitutional elective officers, shall constitute a governor's cabinet or council, thereby furnishing a vehicle through which all the departments of the state government can be co-ordinated and correlated in their functions.

Agricultural Department.

By way of illustration, let us consider the present scattered activities properly belonging to a department of agriculture. The state board of agriculture, so-called, with its secretary, is performing the services naturally assignable to a bureau of fairs. There is a department of farm markets with its separate administrative office and office machinery. There is a board of horticultural inspection with a state inspector and a corps of assistants. The duties of this department in a well organized department of agriculture would constitute only one of the functions of a bureau of plant industry. The present duties of the state veterinarian and his supervisory board would constitute only one branch of the work of a well organized bureau of animal industry. Why should these present departments be run as distinct and unrelated activities, with duplication of administrative machinery and without facilities to cover the whole field of agricultural industry? The most progressive work for the farmer's welfare in this state is being done by the state experiment station and the extension department of the state agricultural college, both with the co-operation of the federal government. The most effective farm market service is that which dovetails into the federal bureau.

Let the legislature organize a unified department of agriculture which will be prepared to build up the whole field of agriculture and not one particular branch of the industry and college and state experiment station as well as with the federal government. Such a department should be predicated upon the idea of service and not paternalism. The function of the state is to supply the farmer with educational facilities but not to run his business. A farm markets bureau is not for the purpose of buying and selling the farmer's product. It is to aid him in developing a market, to teach the technique of marketing facilities, and to improve present marketing conditions of all Idaho products so far as fair prices may be received therefor. This is the keynote of the extension department's work as it should be of a state agricultural department.

Department of Labor.

A department of labor was provided in our constitution under the designation of "bureau of immigration, labor and statistic." It is unfortunate that its function as a department of labor has been neglected and that the department itself was permitted to become of so little importance that my predecessor refused to appoint its head. The problems affecting labor which are properly a matter of state concern require that this department be rehabilitated. To it properly belong the work of mine inspection and also safety inspection in co-operation with the industrial accident board. Permit me to add here that in my judgment the present schedule of compensation in the workmen's compensation law is in many instances not adequate to protect the workman and should be increased.

The foregoing reference to an agricultural and a labor department are only two illustrations of the possibilities of centralization. Duplication, irresponsibility, incompleteness and lack of co-ordination characterize all the other regulatory and administrative offices.

As applied to the science of government, the greatest lessons that we have learned in this war are the value of co-operation and the need for wise and effective leadership. The war has exposed the fallacy and weakness and inefficiency of much of our governmental machinery. Too often have our laws been framed on the theory that public officials should not be given powers lest that power be abused. The necessities of a great crisis have taught us that those who are called upon for the time being to exercise the sovereignty of a nation or state must necessarily possess great power in the execution of those policies that are determined to be for the general welfare. The distinction between an autocracy and a democracy is not in the extent of their executive powers, but the distinction lies in this: That those powers are exercised in a democracy by the consent of the governed and the policies to be executed are determined by and in the interest of the governed and not of the governor. The autocrat has no sense of responsibility to other than him self or his class. The ruler of a republic executes a trusteeship for the general welfare. Power in the hands of a public official is dangerous only when exercised in a sinister and irresponsible manner. No man who is vested with responsibility who must perform his acts in the limelight of publicity



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ERNEST EYMANN
AMERICAN FALLS, IDAHO

and give an accounting within a relatively short period, can long continue to be a radical. In a state such as ours, he must necessarily act conservatively or he will not be permitted to continue in office.

There is at present only one body in the state with legal authority to supervise, direct and co-ordinate the various departments of the state. That body is the one whose membership you compose. Obviously the legislature is unable to perform this function itself. It is organized primarily for a different purpose. I appeal to you, therefore, to revive the office of chief executive, to recreate the governorship. You need not fear that the governor, whoever he may be, will abuse his power. He cannot and will not do so to the extent that those do now who are exercising authority. The governor is directly responsible to, and more than any other officer is held responsible by the electorate. Any failure on his part to function as an efficient manager will, under a system of centralized responsibility, be quickly apparent to the public and the consequences of such failure visited upon the delinquent.

I am not asking something which has not been carefully studied by students of government. Political scientists have long said our present inefficient system of state governments could not be permanent. Commissions on economy and efficiency wherever appointed have recommended this change. Such men as Elihu Root and Charles E. Hughes have endorsed it. Illinois, under the leadership of Governor Lowden has already adopted it. Let us keep Idaho in the front rank of those states known for their progressive and constructive policies and adopt this much needed reform in the executive department.

In conclusion, permit me to remind you that you are the chosen representatives of more than 400,000 citizens who associated, form the government of the state of Idaho, and in all your deliberations it is your duty to keep this thought in mind. Great and powerful influences will appeal to you for or against proposed acts of legislation. I trust that every bill presented to you, regardless of its sponsors or

opponents, will be scrutinized before its enactment or rejection with a view solely to ascertaining its good or evil for the entire state and its people. The office of the chief executive will be open always to every member of the legislature and I invite individually and collectively your co-operation and trust that we may labor so harmoniously that the net result of this gathering shall be an improved abode for the entire citizenship of our state.

This paper \$2.00 per year.

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