LAW OFFICES
CHURCH, McMURDY & SHERMAN,
TITLE & TRUST BUILDING.

William E. Church.
Robert McMurdy.
William A. Bither.
Roger Sherman.

CHICAGO. September 26, 1903.

Mr. William H. Anderson,
228-230 Odd Fellows Building,
Springfield, Ill.

My dear Mr. Anderson:

In reply to yours of August 29 with enclosure as stated.

I have now spent some time on the anti option measure and have gone over the same carefully with Judge Church. I am venturing to make a number of suggestions which we can take up together, and I have no doubt at the end of our correspondence we will be fully in accord in regard to them. In the correspondence we can refer to them by number and perhaps we can save some words in that way.

1. My experience in the legislature taught me that a good deal of care can in some cases be well bestowed upon the title, and the title to the bill in question is "An Act to Provide for the Creation of Anti Saloon Territory." It perhaps might not be an objection from our standpoint that the title excludes the uncreating of territory after it is created, but to be fair I think that the title ought to be broad enough to include both; moreover the title concerns anti saloon territory. Now it may be from the definition you have given of anti saloon territory in the act that the title would be held to be broad enough but insomuch as no one cares what the title is it seems to me that it would be better to make it broad enough to avoid all questions for you do more than prohibit saloons. You prohibit the selling of liquor in every form

and place, so that it might possibly be held that the bill was limited to a regulation of saloons and the provisions relating to the sale of liquor outside of saloons might be held to be excluded by the title. This may seem a fine point, but is it not worth guarding ? I am fortified in this fear by the fact that the dram-shop act is not entitled "An Act Concerning Dram-shops", but has a much broader scope. We have not worked over the question of title well enough to make a definite suggestion. I used to make great use of the word "concerning" in my day in the legislature. Perhaps "An Act Concerning Intoxicating Liquors and Territory where the same shall not be dispensed" might do, but some more comprehensive phrase may occur to you. Judge Church suggests the following: "An Act Concerning the sale of intoxicating liquors and providing for the restriction thereof in certain cases". We are very anxious to have our amendment, which was sent by wire, concerning park territory, incorporated in the bill. It reads as we now desire it:

"No license shall be granted or issued, or caused to be granted or issued to keep a saloon or dram-shop within Five Hundred feet of any public park contiguous to or situated in whole or in part within any district or territory within which the licensing of dram-shops now is or hereafter shall be prohibited,"

and we would like a title that would be broad enough to include this amendment. We are more than anxious to have this amendment incorporated because of our experience at the last session of the legislature. If the opposition should succeed in making the amendments which we were disturbed about last time, we would be in extremis without this provision in the bill, and I have talked with the liquor people since and they say that if they had succeeded, they had figured that they would have destroyed our local option districts around the parks.

2. Sec. 1, Line 8, insert the word "the" before the word "same".

3. Sec. 5- Would it not be more definite and better to provide that the vote should take effect thirty days after the election is held ? I know in our judicial elections there is some confusion as to when our judges should take their office. Perhaps this is definite as to all the officers provided for but it strikes me off-hand that it would be better to make a definite provision to end any controversy.

4. Sec. 8- It would be a matter of very great importance to us to have a separate ballot provided for. Our experience has demonstrated that over and over again. People overlook the proposition at the bottom of the ballot. The saloon people would, of course, be able to control their vote and we would lose on ours. I don't know that this applies with such force outside of Chicago, but I am sure that in the particular territory where I live we would lose ten to twenty-five per cent. of our vote by not having a separate ballot.

5. Sec. 10. Do you want the word "legal" before the word "voters" in line 3 ?

6. Sec. 10. If you want "and none others" should it not follow "voters" in line 3 ? and if it is used in Sec. 10 ought it not to be used in the other sections ? Perhaps I do not understand the purpose of the words.

7. Sec. 11. We are a good deal in doubt as to exactly what is intended by amendment No. 1. My own idea about the thing is that insomuch as the ward boundaries here are changed by vote

of the City Council and as the precinct boundaries are changed by the Election Commissioners, and as the people have nothing directly to do with it, that wherever any district has become anti saloon territory it should remain anti saloon territory no matter what the change in the boundaries may be until the vote in that particular territory is reversed, when the territory should for saloon purposes be dissolved, and that the only provision you need really is one relating to territory which shall become anti saloon territory. If I am correct in this, then ought the amendment not to be a little different from that which you have ?

8. If this view of it is to be entertained then I think the first half of the section should perhaps read as follows.-

"Upon the filing in the office of the proper clerk at least sixty days before any regular election in any county, town, city, village, ward, precinct or territory of a petition directed to such clerk containing the personal signatures of registered , legal voters of any anti saloon territory with the residence address placed opposite the name of each voter in number not less than one-fourth the total number of registered voters therein at the time of the last registration to submit to the voters thereof the proposition shall this _____ (county, town, city, village, ward, precinct or territory as the case may be,) reverse its vote creating anti saloon territory, such proposition shall be submitted at such election to the voters of such county, town, city, village, ward, precinct, or territory" etc.,

adding the words "or territory" after the word "precinct" in two places in the rest of the section and striking out the word "or" before the word "precinct". I use the word "personal" because you will get away from a trouble which we have had here with respect to signatures signed by powers of attorney and by agents; perhaps stronger words might be used, and perhaps the same words should be incorporated in the other section. This would save a great deal of annoyance in our opinion.

9. Our own amendment No. 2 could perhaps be improved in the last line by striking out the words "in" and "manner" and inserting in lieu thereof the words "to" and "extent".

10. Sec. 16 strike out the words "the" and "above" in line 3 and insert before the words "fine may" the word "such". The language as you have it is the language of the statute but while we are about it we might as well have it conform to the rules of the language.

11. Sec. 18 strike out the "s" from the word "conditions" at the end of line 9, page 4 and "prosecutions" four lines further down.

YUpon examination of the Hyde Park ordinances two other small suggestions occur to us as follows:

12. Sec. 17 strike out the "s" from the word "persons" in the next to the last line.

13. Sec. 18 in the second line strike out the word "be" and insert the word "are" in lieu thereof.

I am writing in some haste to get this off and have not looked into the question whether they have a registration law in all the counties of the state. If they do not, there would have to be separate provision made, I suppose, for counties where the law is not in force.

I have taken the time to submit this letter to the Executive Committee of our Association, and they approve of its substance.

They desire to know, however, whether you have considered the desirability of limiting your bill to the issuing of dram-shop

licenses merely as a great many people are opposed to the saloon but have no objection to having liquor brought to their homes.

Yours very truly,

jrmo

(COPY)

Rock Island, Ill. Mar 8, 1905

Mr. William H. Anderson,
Superintendent Illinois Anti-Saloon League,
Springfield, Ill.

My dear Brother:-

At the regular monthly meeting of the Rock Island Ministerial Association, held March 6, 1905, after remarks by several of the pastors present, the Pastor of the First Baptist Church was, by vote, instructed to write to the Superintendent of the Anti-Saloon League, conveying to him a sense of our appreciation of the efforts he has been making in behalf of the Local Option Bill now before the Legislature of our state, congratulating him on the large measure of success already attained, assuring him of our utmost confidence in his faithfulness, his integrity, and his sincere interest in the movement, and promising him our best wishes and most earnest prayers in his further efforts for the emancipation of our people from the power of an organized wrong so hurtful to all.

We are glad, my brother, that in the face of the calumnies and insults and intentionally-false statements made against you by your enemies, you are willing to continue the fight, and to take the lead in this effort for the protection of our cities, our counties, our wards, our precincts, and our homes. We are glad that we have a man capable of grappling with the unfair methods employed against this movement, and who has the nerve to use his abilities when sometimes he has to bear the whole brunt of the attack. We want to thank you personally for the brave stand you are taking.

We are looking forward to Sunday, March 19th, when we are to have in the churches of our city the representatives of the Illinois Anti-Saloon League, when we shall hope that the people shall learn more fully the purpose, the methods, and the progress of the work of the League. We assure you that these men will have a cordial welcome, and that the friends of the cause will do as in other years they have done,- make a substantial contribution to the sustenance of the work. We want you to feel that we are sustaining you in your part of the work.

In behalf of the Ministerial Association of Rock Island, Ill., I am,most truly yours,

(Signed) H. W. Reed.

...The Anti-Saloon League of Illinois...

324-326 ODD FELLOWS BUILDING
TELEPHONE MAIN 1175-X

E. H. CURTIS,
STATE FINANCIAL SECRETARY.

WILLIAM H. ANDERSON,
GENERAL SUPERINTENDENT,
CHICAGO.

Springfield, August 9, 1905.

For the sake of the cause we both represent, I hereby accept as satisfactory the written statement made this day by William H. Anderson in my office in Springfield, Illinois, stating in substance, that after a thorough investigation of certain reports presented to the Headquarters Committee by him reflecting on my character, veracity and honesty, he finds said reports to be without foundation, and that he now knows of nothing against my honesty, my morality or my character as a Christian.

E. H. Curtis.

Curtis

...The Anti-Saloon League of Illinois...

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E. H. CURTIS,
STATE FINANCIAL SECRETARY.

WILLIAM H. ANDERSON,
GENERAL SUPERINTENDENT,
CHICAGO.

Springfield, Aug. 9, 1905

Mr. E. H. Curtis,

Springfield, Ill.

Dear Brother:--

Concerning certain reports of immorality based upon statements made to me by a party of whom I had had long and favorable knowledge, reported in such form by me to the Headquarters committee, resulting in instructions from the committee to invite the said party to appear before the committee, which he refused to do, I desire to say that I at once instituted a rigid investigation concerning the party himself, only fully completed today, the result of which is to satisfy me of his absolute unreliability, and ample grounds for his refusal.

As this was the only alleged instance of immorality brought to my attention, I am pleased to be able to say that I believe the charge to have been without foundation in fact and take pleasure in stating that I know of nothing reflecting upon your honesty and character as a Christian gentleman. I sincerely regret that my original information concerning this party was not correct and that my impression of years was so at variance with the present facts, in so far as it has been the means of doing you an injustice. Earnestly assuring you that I sought only the interests of the work, that I am pleased with this outcome, and wishing you success, I am,

Very truly yours,

Superintendent.

Carlinville, Ill., Oct. 7, 1905.

Rev. R. M. Little,
Chrmn. Hdqrs. Com. A. S. L. of Ill.,
Chicago.

Dear Mr. Little,-

I suppose you wrote me at Bloomington, but on arrival last night I find a telegram from my father to the effect that my wife had been taken with another attack of appendicitis. Sending word to Miss Brehm, state president of the W. C. T. U., I took the first train for this place. We are in hopes that Mrs. Anderson will pull through this time without an operation so that we can bring her to Chicago and take her to a hospital at a little more convenient season. I shall not leave her for some time as we are not yet assured what turn things will take. I shall fill the Elmira appointment if things run along well -- may go there direct from here. Feel free to write me about anything that needs attention. I wish you would get in all the suggestions you have to make for the annual, so I can go over it and fix up the arrangement, etc.

I have tried to overlook some of the treatment accorded me in the last six or seven weeks, on the ground that I shall not personally suffer, although that was not considered for an instant in what led up to the present condition. You have, however, gone too far. I am advised that you questioned the accuracy and honesty of my salary check, raising the question of whether I was taking more money than I was entitled too, and by implication involving the others concerned, for these checks pass through two hands before they reach me. I presume that this was not intended, but it is typical of too many other things, and it was done. I am further advised that you questioned [redacted] my good faith in the matter of Sunday speaking and hinted pretty strongly that I was not living up to my agreement.

To take up the Sunday speaking first. I have not directly or indirectly sacrificed the interests of the League in this matter, and turned down in any way, or failed to take an obvious opening where I was the last man. I did not propose to work during the week at the most nerve-racking work there is, this convention business, through which I made the League, in order to turn it over in good shape and then speak on Sunday while some fellows who were trying to get the Committee to take the back track on something instead of working, were loafing on Sunday. This period is a hard period for dates, yet this is the first time we have been without them. During the time that the superintendent was the administrative officer he planned a month and six weeks ahead for this season and put all hands out for a round-up when necessary. No man can make dates to advantage on short notice at this season. I was willing to work tomorrow if things got down to business. Of course after that telegram I would have cancelled an appointment if I had had one. I am ready and willing to work every other Sunday, except the one which the Committee last summer voted to give me, but if anybody is

loafing I will take my share. However there isn't any need for anybody being off from now on if the dating man has help in emergencies.

The other matter brings up the whole question of salary. This I have not mentioned before because my charity is not broad enough to stand the strain of dwelling upon, or my vocabulary rich enough to express my honest opinion of the transaction as a whole. The mere matter of the cut from $2500 down to $1500 is of small moment, though when I agreed to accept a cut I expected to be treated like a gentleman. But to allow to pass without protest except from Bishop Matthews the contemptible trick played when my name was left off the statement or showing of the men's work, and then to cut my salary 40% and give back to Mr. Curtis and Mr. Bentall one third of the 20% cut from them on the ground of their value in bringing in money when my showing was equal to the aggregate of theirs is a proposition I havn't yet attempted to characterize, so palpably was it a play to that element. Then for you to be the first man to raise a question as to my squareness, with a system of business and books like ours, and to do it to some one else when I was in the office and within reach, I think is condemnedly small business. If you had any doubt as to the amount of salary I was taking there were two proper ways for you to satisfy yourself. One of them was to ask me: the other was to consult the report I filed.

Now for a little plain talk. I have taken a whole day to cool off. I have prayed over the matter. I have not an iota of bitterness in my heart concerning it. I am sorry that I am detained down here so I can't say it to you. I am going to give it to you straight from the shoulder because I take it that you are a full grown man and able to take your own medicine, besides being a Christian. But, believing that the League is in imminent danger of going to smash I no longer feel at liberty to keep quiet. Since the indications are for a continuation of committee administration, with some things pointing in your direction, I feel that if I can "jar" you up against your limitations in certain directions, and get in sunlight, even with an ax, that I am doing both you and the cause a service. And I am putting it up right out in the open and square to you and not to somebody else.

I have tried hard to respect the committee(I dont mean the members -- the members are nice fellows; but I mean the dominant influence of the committee as it has been manifested) in spite of the foolhardy way it rushed into a lot of things it knew nothing about and cut right and left and then stopped to see what it was doing, and in spite of treatment of me which can only be defended on the ground that it didnt know what it was doing. The contrast between the committee in full bloom on August 21st. and its individual members offers the best illustration of the difference between a

citizen and a mob that I ever saw exemplified in so small a body.

It has taken all the grace I could muster several time to keep from giving you a thorough "calling", and I am wondering whether I have resisted a Christian duty. I thought however that if the cock-sureness which has characterized the dominant influence of the committee got dented somewhat in contact with conditions it would be easier for these things to "take". Then besides, from the first I have been impressed with the farce comedy element involved in a new committee, dominated by a man who had no experience and so far as I know, no vital connection, with the management of the League, and another man who to accept his own statements had a grievance and was disqualified from forming an honest and unbiased opinion, making such desperate haste to rid the concern of the man who had made it and called the committee into being, for fear, forsooth, he might handle it roughly and hurt it(the League). It is not unlike the case of the two doctors riding away from the hospital after an operation for appendicitis; said No. 1, "That operation was performed just in time". "Yes", said No. 2, "if it had been delayed a few days more the patient would have gotten along without it". My sense of humor has helped save the situation for me.

You have shot off at me and my methods and qualifications and weaknesses your instantaneous opinions with an air of finality that was eloquent of a special leased private pipe-line, with full Standard Oil equipment of rebates and "draw-backs", direct to the fount of wisdom, and have lived to own up to me a week or two later that there was another side to the matter, and I have taken it all submissively because I was in hopes that out of it would come some adequate comprehension of the work in its large bearings, and once or twice I thought it was coming.

Now I wont argue now the merits of the case so far as I am concerned for my movements are determined and therefore the other is not pertinent, but in the effort to show you what is the matter, and why the machine "jams" and "heats" I will refer to the matter of extravagance. Now I will admit that taking your conception of the work and the way to do it you have exercised great self restraint in the use of the word"extravagance". I admit that there is altogether too much help, too much force, equipment, office room and everything to do nothing, or what is now being done; but not too much for what ought to be done now. Now why can't it be done just the same? It is because the committee has disconnected the power in a manner something after the style of taking the mainspring out of a watch with a pair of ice tongs.

I am not blaming, nor do I even presume to criticise the committee, but the ordinary duffer who hasnt any sense at all but has

been around some would figure when he saw a great concern where a few years before there was nothing, and a whole state aroused, that the fellow who had done it must have some elements of power which ought to be saved to the work even if he was a plumb fool in some other directions; and that he was entitled to the benefit of a reasonable number of presumptions in his favor in the determination of the last point as against men who came in so late that regardless of their efficiency it was self evident they had no part in construction.

Far be it from me to intimate that the committee(and wherever I use the word I mean the manifestation of its dominant influence) was not wise, but the general run of common fellows with just ordinary sense would after thinking once, and perhaps without need of thinking, have figured that the fact that there was friction in the working force was all the greater reason for bringing about a combination of the authority of the committee and the experience of the [redacted] superintendent. Such fellows would in all probability discuss the matter and say "Perhaps this superintendent has made some mistakes and has not been wise and has mussed things up, but there is nobody else who can straighten the concern out as the man who has built it if he can be made to see the point, and we will take it up with him. If he will not see it we can look around and have somebody ready to take his place, and give him a chance to land where his special talents are needed. Meantime it will appear whether any of these other fellows have an ax to grind. If they are willing to participate in an adjustment and the supt. will not,then he will have to 'show us': but if the supt. will consent to anything reasonable and accepts help and these other chaps will not agree to anything except to kick the supt. out, why there must be a 'nigger in the woodpile' and that is all the more reason for going slowly.", Such men would proably also have said "Even if the supt. is 'impossible' he is the only man who understands the whole machine and we must be very careful: badly as he may have demoralized the force and weaken his authority we must continue to run the thing through him because we dont understand the work and if we tried it we would be at the mercy of those different fellows who understand their special business better than we do. anyhow as a matter of rudimentary sagacity in following the instincts of self preservation we must uphold the administration and vested authority simply because it is the administration, until we can replace it in kind. Even if the case is desperate, whatever we may do with the man who has been vested with authority, the authority,itself that intangible something which is the soul of such an organization must be jealously guarded, because if we allow that to be destroyed it will make it impossible for us to govern if we have to try it, for the breath of life wont be in the concern and the man who once made it a living thing cannot communicate his secret to us if he would. And after all, things may settle down, and besides we

may know more after awhile." Then they would have been free to do the wisest and best thing at the proper time and not compelled to make the best of a bad job.

I was the head of the concern: you have admitted that I was the only one around who had a comprehensive grasp. You have admitted that I have fought against tremendous obstacles within my own camp, and I admitted I was generous to the point of weakness, a mistake which a fellow doesn't usually make but once. In spite these things there was something doing -- even the "excessive" office force was busy and in spite of the summer we were not missing any beats on the Sunday speaking, and the slump only came when, prior to Aug. 21 the committee gave the impression to the force that the supt. was no longer in the ascendency. I don't say that the committee even knew it was giving the impression, but I knew it: in fact it was so well understood that I was warned before Aug. 21 of exactly what was going to happen and of what would be the exact attitude on Aug. 21 of the dominant influence of the committee. I didn't believe it -- then. the committee, and you especially as chairman, not only added and abetted [redacted] a certain element in destoying "government" or "discipline" or "authority" or the "spirit of unity" or whatever it may be called under the mistaken impression that they were destroying a man, but you actively participated in it in a manner which if you ever read the record of the proceedings when your judgment is in the ascendency will strike you as one of the most astounding things you ever did. And while we are on it I may say that although I [redacted] shall gladly help you through this mess of confusion which your rashness has pulled down around you, I will never be able to consider you quite a man until you come out and admit squarely that you are ashamed of that transaction. I have made mistakes: a fellow of twenty-six who without experience or precedents takes such a job when nobody else in the state will have it and finally makes it desirable, is entitled to some mistakes as a working margin. But I see mine and some of them didn't have to be diagramed for me, and having seen them I acknowledged them. Dont imagine for an instant that I am personally "sore" over these things. I am so constituted that I have to get some things disassociated from the personal or human side or me and look at them simply as phenomena to be studied, in order to prevent too great a strain on my religion. The fact that I have kept my mouth shut for six or seven weeks except for what I said in the presence of Dr. Baker is enough to absolve me. In fact the first thing I did was to pray for grace enough to consider this whole question from the view point of the work. I didn't commence this letter until I was sure I could carry it through with the same bloodless, dispassionate elimination of the personal equation which characterized your attitude toward me. For I never assumed for an instant that you had anything against, but that you were simply, you thought, unflinchingly meeting a crisis in the

work. And equal courage may certainly be pardoned me.

The crisis lies in the fact that there is not only no comprehension of the underlying principles of action which have created the League, but the committee does not today know where it is "at": Nobody questions that the committee is in authority and proposes to exercise its authority: you admit I have not questioned its authority. But I think I know what I am talking about when I say that it is extremely doubtful(some of them would not admit it to you) whether there is a single person connected with the League on either side of the last unpleasantness who entertains the remotest suspicion that authority is coincident with command of the situation. The fellows who thought they had used you calculated that they would control for they figured they they consituted the nearest approach to a real command of the situation that was left after the joyous hammerfest of Aug. 21. When they discovered that the committee was going to run the concern somehow anyhow their opinions went far beyond anything that my warmest friends were able to do in that line.

As nothing can be done by the committee to relieve the situation which is becoming acute until it gets its bearings by seeing what it has done before it got its eyes open I shall try to make it plain. The committee has cut off the power. the dynamo, to employ that figure, has been disconnected from the machinery. Some storage batteries have been switched in but they were never calculated to carry that load. The dynamo itself, getting its impetus from steam power, keeps on working but the best it can do is to light up the room to aid the fellows in tinkering around the machine. Of course they saw those wires but they were in the way -- a fellow was likely to get his hat knocked off on them -- and what had they to do with making those wheels go round anyhow. When they "got wise" the new owners attempted to switch in and connect up one of their own machines: it was a good machine, but it did not seem to be at the right potential or something of the kind and wouldn't even do temporarily. They attempted to get one but discovered that that size wasn't kept in stock and that it was a large order for quick delivery. They had neither the material nor the skill to repair the battered connection, and in the meantime some enterprising dealer in junk had come in and carried off the old one which had been in effect relegated to the scrap heap.

What I am driving at, in plain English is that creating an untenable position for a superintendent is the smallest part of what the committee has done. The churches as yet are open and its reputation is good, but that which was taking advantage of these, the vitalizing essence of the "league" is dead. I do not mean that my going would have done it. I might have gone out under circumstances which would never have made a bobble. I mean that the committee destroyed unity, organization and power when it

with a recklessness that amounted to wantonness destroyed respect for existing authority in a manner that made it forever impossible to command respect for its own. Relief must be speedy, and can only come by putting into power, and giving him authority, and BACKING HIM IN IT some man whose experience and ability will enable him to command respect, or whose personality and natural qualifications will so draw the men in the force and the friends outside to him that they will stand by him while he earns their respect.

Now I am sorry , as I said before, not to have been able to say this to you face to face, but I may not get in for a week as I shall not hurry away from here and there is nothing of particular importance for me to do up there. I really feel sorry for you: I would not intentionally embarrass your efforts to undo the harm that has been done. I have no unkind feeling toward you. I felt that for the good of the work you should know just what you have done and are up against [redacted] I believed that you were big enough to take it in the spirit in which it was written and that it might do you good. If you are not, and have done these things, you had something coming to you on general principles.

There is no threat implied in this or the letter I wrote you from Freeport. I was stating facts and probabilities. The man who starts a fight in matters of this kind loses it. If I had not been tired of fighting my natural friends and convinced that a victory was more costly than seeming defeat I could have won the fight some of these fellows started, just on that principle. When the committee shows a disposition or lack of ability to protect me I shall protect myself. Until then I shall do all that it is possible for me to do(my power, except on the platform for example, to help the work has been divided by two if not by ten bby the committee's actions) to preserve and establish the work, and if you can put in charge of the work some man in whom I have confidence and for whom I have respect I will actively seek to deliver to him the "good will" of the outgoing superintendent, but as indicated at the outset of this letter I intend to be treated with consideration.

Earnestly praying God's blessing upon the work and the endeavor put forth to promote its welfare, and trusting that he may overrule even for good the mistakes which have been, and that He may bless you and me, that we may see clearly, act wisely, be courageous but considerate, and catch the fullness of the vision of this work and His purpose for us, I am

Yours very truly,

THE CHURCH IN ACTION
AGAINST THE SALOON

EXECUTIVE OFFICES

The Anti-Saloon League of Illinois

(HEADQUARTERS NORTHERN DISTRICT)

1533-34 FIRST NATIONAL BANK BLDG. TEL. CENTRAL 3431.

WILLIAM H. ANDERSON, SUPERINTENDENT.
R. O. EVERHART, ASST. SUPT.
J. O. BENTALL, BUSINESS MANAGER.

SAM T. BRUSH, PRES. BOARD DIRECTORS.
REV. R. M. LITTLE, CHRM. HEADQ. COM.
J. V. FARWELL, TREASURER.

OFFICIAL ORGAN
"THE AMERICAN ISSUE"
WEEKLY, $1.00 PER YEAR

Chicago, Oct. 31, 1905

Mr. William H. Anderson,

Carlinville, Ill.

Dear Anderson:--

Several questions have come up and some of them have agitated my mind for a long time. I have been slow in asking you directly for fear you might not look upon the matter from the angle that would result in the wisest reply. This is it: Would you if conditions became favorable, under any circumstances, consider remaining in this state? From what I can learn every last man in the force would be willing to sacrifice practically everything to get you to continue. If then the Board of Directors would look at it in the same way and would give you its support, absolute harmony could be established and the work could go on.

I am asking you this question because if you say so I think it will be possible to bring things to pass that would be entirely satisfactory to all except the usurper and the liquor traffic. You came into the work of this state with the ambition to see a reasonable local option bill passed. Almost on the eve of success you were driven like a dog under a lash, and it is almost impossible for us who know the situation to acquiesce in the treatment accorded you. I cannot for one. I believe I know what you have suffered and while I have said very little, I have felt a great deal. I talked with Burke a good while ago and he expressed himself as he has done several times lately, absolutely in favor of your remaining and has also said that he will use any legitimate means to back you up. From what Curtis has said I think he will be willing to bury the past and become entirely friendly and loyal. The other men, you know. United we can stand and the work could prosper,- divided everything must fall.

I have written you very freely and hope you will not consider it an imposition.

Very cordially,

J. O. Bentall

B-O

THE CHURCH IN ACTION
AGAINST THE SALOON

EXECUTIVE OFFICES

The Anti-Saloon League of Illinois

(HEADQUARTERS NORTHERN DISTRICT)

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REV. R. M. LITTLE, CHRM. HEADQ. COM.
J. V. FARWELL, TREASURER.

OFFICIAL ORGAN
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Chicago, Nov. 1, 1905

(Continued from yesterday.)

Dear Mr. Anderson:--

Burke also stated to me in talking about the letter that if you would come back and take charge of the work he would solemnly pledge that anything he might know you would know and that there would be no more affairs going on behind the scenes. He asked me whether there was any personal feeling on your part toward himself, Curtis and the rest of the men. I told him if he feared anything of that kind he did not yet know you. That there wasn't a vestige of personal feeling upon your part that would enter into the weighing of the situation but that you would determine it solely upon the future of the work here and your own future in the light of usefulness to the cause.

While I was in there Burke asked me what on earth was going on in the front office and told me that the chairman ~~had~~ had Sam and Ben in there for ~~half~~ an hour. When I came out I learned what was going on. It was evidently a lid blowing. The thing that started it was Little's ~~was~~ writing to Rumsey telling him that he and Farwell were now the executive committee of the Citizens' League. ~~and~~ In conference at Ben's desk Ben told him that he had absolutely no official relation to the Citizens' League, so he called Ben and Sam in to thrash it out. Ben reiterated it and Sam did the same. From that the thing went on to a complete declaration on the part of Ben. He proceeded to tell Little that he had no right around here, that the Hdqr. Comm. had simply usurped authority and that it had no power to do as it had done and was doing. Little countered with the statement that the arrangement was agreeable to you and was made to protect you and Ben came back with the statement that it was a matter of expediency on your part at that time, that you were down and had no room to stand on and that it was necessary for you to consent to it.

Ben kept reiterating again and again "You have no right to be here". He said, "There isn't a man in the force but what Mr wants Mr. Anderson back as Superintendent and there isn't a man in the force but ~~what~~ is hostile to you." Little told him that he had no right to kick and said "You helped throw him out, what kick have you coming? You must have changed your mind." Ben answered by saying "Nobody but a fool doesn't change his mind. I guess you have changed your mind some within the last seven weeks for within the last seven weeks I heard you say that a certain man

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AGAINST THE SALOON

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(HEADQUARTERS NORTHERN DISTRICT)

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could not stay in the force, but he is here and you associate with him every day. I guess you have changed your mind." From what I could get, Sam backed him up in everything he said and took a lively hand in the matter of importing a man for $1500, said he was against it no matter what the man was and that it was injustice to the men here who would have to support him. Sam said Little showed signes of being mad enough to fight several times in the performance but he thought that Ben's stack-up was a little too much for him to attempt it.

It is very evident that Little thinks that he can use the club of participation in the ousting to silence all the fellows who took a hand in it, but this surely ought to be enough to unblind his eyes to the facts in the case.

I am thinking over the burlesque in the light of my bumping into Boynton and I am wondering whether it would not be better to cut out the burlesque and exaggeration and make it as a simple kind of a plain statement, putting all of the facts in several acts, calling everything by its right name in order that the members of the Board ~~on Tuesday~~ may from it get a simple connected idea of the whole plot and its workings.

I do not know of any more trifles to mention. Please excuse the inconsequental chattiness of this letter. I will try to tell you more of interest next time.

Yours cordially,

Robin O. Everhart

P.S.--Boynton expressed the most absolute confidence in you and said that he felt that you were the only man for the place and I could see very clearly from what little he said about what "little Riley" had said to him that Riley was using the game of friendliness for you to fix himself solid. I think you can talk with Boynton with absolute freedom. He is a great deal more of a f friend of yours than of any body' else connected with this whole business. R.O.E.

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I also learned another thing. He asked me if I knew about the big meeting next Sunday. I told him I did not. He said Dinwiddie was to be there and I asked him where. He said at the 6th Pres. Church, a union meeting of the young people's societies at which Dinwiddie would speak on temperance legislation at the national capitol. I suppose that was a little of what Dinwiddie was in town about last week. I suppose this meeting was arranged by Little in order to fix things with Dinwiddie as a member of the national committee.

I have just been in and talked with Burke and find out that the meeting was arranged by Baker of Chicago and some of the people of the young people's societies and that Little had nothing to do with it.

Right after I got in Burke read me a letter that he had prepared to send to Mr. Baker in which he said, "I am not waiting for you to answer me but write you this anyhow". Then he said that he wrote only in the interest of the work here but that he felt and believed that only Mr. Anderson would save the work in this state and he related the fact that he and his wife had talked it over after prayer and had come to that conclusion and he said that he was writing without having talked it over with how of anybody else. He said that if you were made Superintendent he would elnd himself utterly to carrying the work on under you, that he thought they had all learned some lessons from the turn affairs had taken. Said he of course did not know whether Mr. Anderson would accept or not but felt that it was the only possible solution. He put a P.S. to the letter in which he stated that if everything was nailed down and it was settled he would accept the situation and go on with his knitting amd not say a word. He asked me whether I thought Baker could take any possible objection to it and think that, knowing Little was elected, he was simply using this to complicate the situation. I told him I did not see how Baker could possibly take that attitude. That I did not see how his laying down the law with respect to starting anything or organizing anything among the force here laid any restrictions upon his talking as fully and freely to Baker himself as he pleased and furthermore I thought there was a spirit in the letter that could not but make Baker feel that it was all right.

(This is the first installment, will send the rest tomorrow.)

Yours cordially,

Rollin O. Everhart.

Carlinville, Ill., Nov. 2, 1905.

Rev. P. A. Baker,
Columbus, O.

Dear Baker,-

Yours of the 31st. at hand and I think I can set your mind at rest and remove some misapprehensions in a few choice and well selected sentences.

I am not trying to "get even" or "strike back". I have not gone beyohd determined protection of myself against Farwell's almost insane hostility, which sometimes comes dangerously near dominating the committee, or Little's personal pique since I held the mirror up to him, a side of his feelings which he has not shown you. And as I wrote you last night, my stenographer made a mistake, and I no longer consider it necessary to start a "rough house" in self defence, but until I spanked the outfit there was strong probability of the need of it. Self defence, in such case, means defence of the League.

Now let's look: I refused to take my troubles to the Board; I refused to give the men the slightest encouragement that I would stay; and I have refused to do anything until I was shown that it would help the League. I never opened my head about Little's treatment of me so long as he was simply the chairman of the headquarters committee that had injured me: when he showed up as a possibility for superintendent the whole situation changed and his treatment of me became pertinent to the question of his fitness. I took a curry-comb and some soothing ointment and went after him personallyand he wasn't man enough to comprehend it.

Now you must see that what I consented to and insisted on carrying out was the very thing that would have allowed the committee and you and Brush to control things without a fuss, and instead of starting a disturbance I have run foul of the committee in an effort to prevent the darned fools from starting one themselves. If they had come down to the Board meeting and you and Brush had recommended Little he would have been elected without a row, and there would have been no question, but when his committee elects him and does it "subject to the cordial approval of the Board" they are inviting fellows to throw a brick, and he has already mussed things up so that he will get a few, and it is a question whether he has not created a condition that will make it impossible for him to succeed. I am not trying to get even: I have been trying, for the sake of the work, to prevent their doing what would be the sweetest revenge I could ask for.

nNow then, since they have created the situation, I am not going to help save it at my own expense. I will be cautious and conservative in utterance, but I will not lie, and I will not stand

for bringing up any ancient history in a way that will reflect upon me. I do expect, if he is elected, to close the incident. I told the committee the other day, when they got to talking sense, that when the thing was done it was settled so far as I am concerned, and I don't think there is any disposition on the art of any of the boys to take any other attitude. Having thrown the question open, neither Little nor the committee can complain if the men, in the exercise of their inalienable rights as free moral agents, speculate over what can be done to avert a calamity.

The purpose of my writing to you has not been to get you to rip into the thing, for nobody has seen more clearly than myself the financial handicap and the consequent weight of the president's desire, taken with lack of any other person in view. I have considered the matter practically past redemption. I do not take back what I said after his selection, about Little's ability, but I am telling you that after close range experience and intimate observation that it does not lie in this direction, so as to remove from you the handicap under which you have been working, viz: lack of knowledge of the situation, in order that if a situation comes up at the Board meeting(and I don't know what it could be there) or later along in the work, you will be able to act with your eyes open and not start in to hammer things into harmony with an out of date conception. See?

You miss it entirely if you think I am bitter: but both self interest and regard for the work unite in aversion to seeing a man who was either unscrupulous enough, or didn't know any more, than to do what he has done, put into control. Likewise I recognize the condition and can wait for the theory to work out. You will admit I havn't made any bad breaks since this business came up: I am not expecting to begin.

Am thinking about your big fight, and praying that righteousness will prevail, if you can figure out which side that means.

Yours cordially,

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Chicago, Dec. 8, 1905

Mr. Sam T. Brush, President,
and
Rev. R. M. Little, Chairman,
and Messrs. G. M. Mathews, Geo. H. Shorney,
W. A. Smith and John Faville, Members,
Headquarters Committee Anti-Saloon
League of Illinois.

Brethren:—

It being my duty under the Constitution and interpretation thereof to counsel with the Headquarters Committee in matters respecting the force, I desire to state present conditions.

A letter was received from Mr. Shorney in the nature of a notice that Mr. Little should be paid $12.50 per week from November 16 to January 1, next. As I expected, this set things by the ears. I would not tolerate a disturbance, but none has occurred. There is simply a quiet setting of the jaws together,— in some instances a calm but comprehensive expression of opinion, and if I am able to read the signs aright, a determination on the part of the best part of the concern to leave at the earliest possible moment consistent with obligation and square dealing.

You will understand that I am not resisting or questioning the Committee's action any more than I did Tuesday. I have not contemplated anything else than proceeding in accordance with the order of the Committee. I have expressed my opinion when it was asked that technically this action was within the constitutional powers of the Committee.

The force, both field and office, feel that this action of the committee, under all circumstances, was unfair and unjust in the extreme, and looking at it from their view point no argument against their position occurs to me. I think out of deference to me there will be no insubordination nor nor outward jar, but I would not be discharging my duty to the Committee if I did not express my apprehension that grave, if not irreparable damage will be done before the committee finds out the conditions through the ordinary channels. There will be no complaints,— simply resignations. The committee does not appreciate, for it has never known, the extent to which I have already prevented embarrassment. There was not a minute from August 25th till the Board meeting when much of the field force and all of the office force that is expert and most valuable would not have walked out on a minute's notice, leaving the office with two men and no

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clerks with any comprehension of the financial system. Personal loyalty to me, and faith in my declaration that things would turn out right held most of them. I stand as squarely as ever against anything which might cripple the work, but I have exhausted my right to ask favors of them.

This is not, it impresses me, an ordinary "row" or knocking against authority. The fellows were pretty well knocked out and were earnestly hoping for peace. There is hardly a fellow around the office but what feels with considerable show of reason, that somewhere along the line, either going or coming, he got the worst of it; but I was pleased with the spirit manifested after our return from Indianapolis. They were willing to forget it. There is no disposition now, as I understand it, to resist the committee, but the whole outfit are disheartened and, rightly or wrongly, feel that all hope of receiving justice at the hands of the Headquarters Committee so long as Mr. Little is chairman, may be abandoned, and they do not intend to make any trouble, but my guess is that they will not stay longer than they can land elsewhere. I am not authorized to speak for anybody. This has not been suggested to me. I represent nobody but myself. I will not go into particulars or give names. I am expressing my conviction as to an existing condition and it will have to have simply the weight that you believe my opinion entitled to.

If it were simply a case of the men who had been "knocking" and made the disturbance to start with, it would present an entirely different proposition to my mind, but those who seem to feel it deepest are those who have been most loyal and most ready to make sacrifices for the work itself. The best will be the quickest to go. It will not be the disturbing factors that will be eliminated. It is not confined to the men. I am not presuming to argue whether they are mistaken or not. The condition exists. There is a quiet intensity of bitterness that I regard serious.

Now let us look into it a little bit from the standpoint of those involved, for that is the basis upon which we have to meet them to start with. These are their arguments,- not mine. Salaries were cut. This committee was not, as such, in existence, but I will speak frankly. There would have been little trouble and little, if any, hard feeling if there had been a general

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horizontal proportionate cut, but the cut was made and applied with such absolute lack of tact that each person concerned felt personally singled out for rough treatment, and if he did not have some scars on his own account felt moved to take up somebody's else troubles. Now then, to put it plainly, these people who are working on salaries not any too large, feel that for the chairman of the Headquarters Committee, a committee which in the nature of things is not supposed to be a salaried committee, to come in, when he already has one comfortable salary, and take $12.50 a week for doing things, which since the meeting of the Board are not a whit more than scores of men over the state have done for nothing without the honor of the position, when they, some of them, are living up every cent and even running in debt, is inequitable to express it mildly.

I am not questioning the value of Mr. Little's services in his effort to release the present offices and find others, but on that point I desire to say something in passing. It is the province of the Headquarters Committee to determine the amount that may be paid for rent. I have not been asked or authorized by Mr. Shields to say anything. But it looks to me as though the chairman of the Committee is proceeding on the theory that he has the right to rent other offices into which the League must go. If the Committee authorized this I feel sure the Committee did not think. The Superintendent is the executive officer and it is his privilege and prerogative after counsel with the Committee to determine how the appropriation for rent shall be expended. He is the man who has to live in the offices and do business and get results out of them. I do not mean that I shall be consulted. I do not expect to be and do not want to be. But there is a Superintendent-elect and I want him to get started under the most favorable conditions. I speak of this without his knowledge or consent because it looks to me, and I may be mistaken, that there is in this matter the same assumption of authority, unconscious perhaps, on the part of the chairman which I unwittingly allowed to go too far some months ago.

I was astonished that after his square statement to me, without solicitation or suggestion on my part, in the presence of a quorum of the Committee at Indianapolis that he did not intend to take any salary from that time until the 1st of January,

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Hdqr. Comm.--4--

Mr. Little should accept anything of the sort when it would tend to corroborate an impression which I find to be already too prevalent that he has not been entirely disinterested in the entire transaction. I said nothing Tuesday for my motives might have been misconstrued. I would have said nothing had not this condition arisen. Besides I wanted to give him chance to refuse it on his own motion.

I have not heard much question raised about Mr. Little's salary prior to the meeting of the Board and I have taken the position that as that came out of my salary it was nobody's business but mine, but it is incomprehensible to me that Mr. Little should not know that the taking of a salary for the services he will perform since the Board meeting, when he had been the man who had cut all the salaries and then asked for the payment of his $12.50 per week regardless of whether the men received their abbreviated salaries or not, and after he had said that he would not take any, would start the whole thing over again in a more quiet and therefore a more dangerous form. If he did know that and did it in order to triumph over the men, pursuant to the bitter resentment toward them which he has expressed to me, I have nothing to say.

I have no opinions to express on the matter other than I have expressed above. If Mr. Brush had quietly had it paid, as I judge from his remark he intended, or even if an allowance had been made to him after everything was closed up, there would have been no ground for the feeling; though regardless of who is affected I consider it most certainly a questionable precedent in such a movement to pay anything else than expenses for a member of a governing committee. Dr. Reed never got anything more than expenses, and frequently not that. Mr. Brush has never even taken that. Dr. Smith, as chairman of the Headquarters Committee while he was living in Springfield, never received anything else than that. Understand I have not questioned the payment of Mr. Little's salary prior to the Board meeting out of my own salary, but if Mr. Little is not able to go ahead and do this work he might resign. In fact I have been rather expecting that the three months committee-man who under the peculiar circumstances was so prompt to see that the Superintendent of five years service could best serve the work by leaving would be the first man to appreciate, in view of his expressed recognition of the delicacy of his own position, that he could best promote harmony by eliminating himself as an irritating factor.

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Hdqrs. Comm.--5--

From what Mr. Little said to me at Indianapolis, I then expected he would resign soon. But he does not seem to be of a retiring disposition and present indications are not in that direction. I do not intimate that he did not do the wisest and best thing concerning me. I raise no question here as to his sincerity, but he will raise considerable if he balks at accepting the remedy he so heroically applied to me.

I have made mistakes and am sorry for them, but I at least was willing even to quit for the sake of the work. I suppose while I am at it I might as well talk without reservation, because things I have said and written to Mr. Little alone seem to have had no effect on him and not to have reached the Committee. Mr. Little's manner with equals seems to be above criticism, but his apparent attitude toward and methods of dealing with those whom he considers to be under him, to my observation seem so tactless as to raise in my mind a grave doubt as to whether peace will ever be possible with any force so long as he is around: and his habits of mind, judging from about six months intimate acquaintance, seem to be such that it will be impossible for him after once having had authority to be around without officious interference. The worst of it is he seems to be blissfully unconscious that he leaves a trail of "soreness" in his wake. I do not now suggest that he should ask his denomination to elect somebody else to the Board, but merely that he should resign from the Headquarters Committee.

If he does not, I shall continue to treat him with courtesy and with all the respect and deference due his position. I shall labor to allay irritation. I shall try to serve the work and turn it over in the best shape to my successor, and I again repeat that I have not written this directly or indirectly pursuant to any suggestion, and I shall not trouble the committee farther with it.

The Committee may think that I am "sore". While I will admit that I have not been pleased with my treatment in some particulars, I have from the beginning stated, and no one has heard me state to the contrary, that I believe my new position with its present conditions and future possibilities is a better thing for me personally, but granting for the sake of argument that I am as "sore" as anybody can imagine, the question still is whether my propositions are tenable and my conclusions are sound.

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Hdqrs. Comm.—6—

If Mr. Little wants personal satisfaction badly enough to jeopardize the success of the League by running the risk of leaving Mr. Shields nothing but an empty place, or one that soon will be empty, and if the Committee out of commendable regard for Mr. Little's feelings and to teach the force their place allows him to do it, I have no word of criticism. But we are men and we may just as well meet these things squarely. I do not expect Mr. Little to like this letter, although I have the happy knowledge from experience that it is impossible to hurt him very much, and some members of the Committee may think that it is hard on him, but this is too serious business to be bowing and scraping when the welfare of the work is involved. I am in a position to say these things as no one else can, because I am going away and they cannot affect me. I use an axe because no gentler instrument has sufficed and I am doubtful whether even this will do the work. It would be far more pleasant for me to go out with the smiles of everybody, including Mr. Little. But I wouldn't have tackled this Illinois job five years ago if I had been afraid to meet unpleasant situations, and under the pressure of conviction of duty I say these things at the risk of being believed to be actuated by personal animosity, trusting that those members of the Committee who have worked with me through the years will believe in my devotion to the cause, no matter how much they may deplore my methods of standing for what I think. I am raising no question as to Mr. Little's sincerity, honesty of purpose, or desire to serve the work. I am not pleading for the men. I am not saying that Mr. Little is not an abused man. I am talking about conditions and not theories or rights.

My feelings were not consulted by Mr. Little and my services to the League availed nothing in his mind when he thought it would be to the interest of the work for me to go. My friends on the Board and Committee expressed regret over the situation but acquiesced. By the same token, Mr. Little's dignity is not of more moment than the good of the work. Granting, for the sake of argument, that Mr. Little has kept things from going to pieces for the last few months, has he performed any greater service to the work than I have in the past five years? If not, why shouldn't he take his own medicine?

There are only three possible reasons why Mr. Little should retain his position:

First, because he wants it; and he says that it is extremely unpleasant which I can readily believe.

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Hdqrs. Comm.--7--

Second, in the interests of the work and here it looks like he is certainly absolved from the necessity of making any further sacrifice.

Third, to triumph over the force, and perhaps by wearing out the opposition, finally to land squarely in the saddle. Now then, so long as Mr. Little's triumph over the force would accomplish anything in the interests of the cause, he was entitled to that triumph, but if it is simply a question of triumph for the sake of triumph I do not see any distinction between that and the case that would have existed if I had insisted upon staying as Superintendent to triumph over a part of the force, or had insisted upon injecting my personality into the Board meeting on a proposition of staying in order to triumph over the old Headquarters Committee. Mr. Little said to me at Indianapolis that he "did not propose to be put down and out by the force", and expressed to me then and later such bitterness of feeling toward them that I fear he has lost sight of the interests of the work in his desire to be vindicated.

Right here I think a word of caution will not be out of place. I realize that it may be natural for the Committee, if any proposition comes up from the force, to instinctively take the other side. I simply want to call attention to the fact that this doesn't come from the force. So far as I can see there is no insubordination, no resistance of the Committee, absolutely nothing that the Committee can get at or censure. The office force as well as those members of the field force who have never given any occasion for trouble, are all interested and involved, and those, if any, whose loss would be unmourned, will be the hardest to lose.

Suppose we grant for argument's sake, that it is a heinous offense for the whole outfit, without exception, to dislike and distrust Mr. Little, as, to the best of my knowledge and belief they do; suppose that loyalty to the expiring administration to the extent of feeling that the real or fancied injustice toward and blunders at the expense of the retiring Superintendent have destroyed Mr. Little's usefulness in the League is ground for discharging them instanter; grant anything, and the fact remains that if a <u>new</u> superintendent is left without a competent legislative man, a district man with command of the dating business, a Swedish man, and any help conversant with finances, disaster is certain. Grant if you like that this is a pure bluff and an attempt on my part to square fancied accounts with Mr. Little, it is the <u>League</u> that takes the risk, Mr. Shields will be the victim, and the Christian people of the state the losers.

THE CHURCH IN ACTION
AGAINST THE SALOON

EXECUTIVE OFFICES

The Anti-Saloon League of Illinois

(HEADQUARTERS NORTHERN DISTRICT)

1533-34 FIRST NATIONAL BANK BLDG. TEL. CENTRAL 3431.

WILLIAM H. ANDERSON, SUPERINTENDENT.
R. O. EVERHART, ASST. SUPERINTENDENT.
J. O. BENTALL, BUSINESS MANAGER.

PRESIDENT BOARD OF DIRECTORS, SAM T. BRUSH,
CHAIRMAN HEADQUARTERS COMMITTEE, REV. R. M. LITTLE,
TREASURER, J. V. FARWELL.

OFFICIAL ORGAN
"THE AMERICAN ISSUE"
WEEKLY, $1.00 PER YEAR

Chicago,

Hdqrs. Comm.--8--

Now the Committee naturally will not want to ask Mr. Little to resign,- they will even feel bound to protest; none of them, not even Mr. Little, appreciates the full gravity of the condition I disclose. The new superintendent cannot suggest it, and has no idea of the difficulties involved in the continued presence of the wreckage of an old regime. Mr. Little's persistence is commendable. I had not imagined a man could stand what he has gone through and still hold on, but the time has come when he can best serve the work and relieve the embarrassment by retiring, and I hereby call upon him to be generous, to prove that he is above petty spite, to swallow his pride and forget his grievance by joining me in clearing the track to give the new superintendent a fair chance free from the blunders made on both sides.

THE SACRIFICES THAT I HAVE MADE FOR THE GOOD OF THE WORK EVEN UNTO LAYING DOWN WHAT I HAVE LARGELY CREATED, HAVE PUT ME IN A POSITION TO BE ABLE TO CHALLENGE MR. LITTLE TO PROVE HIS OWN HONESTY OF PURPOSE AND UNSELFISH DEVOTION TO THE CAUSE BY RESIGNING AS I HAVE DONE.

Yours very truly,

P.S.--Enclosed cartoon from the Daily News of Dec. 8, seems to illustrate the point I am trying to make. W.H.A.

"M"

METHODIST EPISCOPAL CHURCH
BISHOP'S ROOM
57 WASHINGTON STREET
CHICAGO

December 16, 1905.

I have great pleasure in saying that Mr. William H. Anderson is a member and secretary of the Temperance Society of the Methodist Episcopal Church, and has the full confidence not only of that Society but of the Church itself and of the united church forces in Chicago and the state of Illinois. His departure from us we regard as a distinct loss. We congratulate the state to which he goes.

William F. McDowell

THE CHURCH IN ACTION AGAINST THE SALOON

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"THE AMERICAN ISSUE"
WEEKLY, $1.00 PER YEAR

W. H. Anderson

Chicago, December 16, 1905

Rev. Howard H. Russell, D.D.,

New York City.

Dear Dr. Russell:--

Pursuant to request I herewith make certain suggestions covering "System". A few general words first. Practically all of this has been tried and worked thoroughly and compared with the usual hit or miss methods of doing business with our contributors. The system itself has been changed from time to time as the result of experience. You would appreciate this more if you had to pay the $250 fee which such a system would cost you from a man who took time enough to really master our business before advising. But it will help give you value received for the expenses of my preliminary trip in October. I am glad if I can be helpful in advance of coming upon the field.

Please do not take up the consideration of this in the afternoon when you are tired, or you will be discouraged, and it may seem that there is a good deal of red tape about this and that it will take a lot of time. That is a mistake. If the aimless clawing over of cards and fragmentary records could be detailed it would sound a good deal worse than this does. We find a complete system really takes no more time because every move is made to some purpose and when a question comes up the saving in time is incalculable. Granti that this will take more time than a system (?) which leaves most of the things undone, it yet saves time as a net result by the spee adjustment of difficulties. Some details may not be clear, but the essentials are, and I will be down to New York soon enough to clear up minor matters.

Another point. The odds and ends of mail renewal subscrip and the various fragmentary things which are taken care of comple by a system, but are lost in disorder, will come near paying the entire cost of acrrying it, and make a net profit. It is analago to the utilization of by-products in a packing house.

If we have a system at all it ought to be a real system can be defended and that is susceptible of complete auditing.

Again a system is of value in insuring permanence. Eve during the unsettled times that we have had for a few months, c financial system went steadily on without a single jar, and ev though I leave, things move without a bobble.

A SYSTEM ANALYZED.

In order that you may not be misled by the details which I shall give, and confuse directions for the application of the system with the system itself, I will begin by analyzing a system of accounts and records for a state League. It is properly divided into two parts. First, the general system for the state, which will deal with summaries and totals. Second, the district system, which deals with the individual contributor.

General System

There are three elements in the general system. First, the report blank (Exhibit #1), which brings the summaries of the district business to the notice of the state treasurer. Second,- the check and voucher combined (Exhibit #2), and third,- the books or records (Exhibit #3)

District System

The elements in the district system are; First, the subscription (Exhibit #4).

Second, the means of communication with the subscriber to secure the payment of the subscription.(Exhibit #5)
Third, the record of the subscription and of the payments upon it. (Exhibit #6)
Fourth, the books or summarized record of receipts and expenses.(Exhibit #7)
Fifth, the report of same, (Exhibit #8), which is the point where the district system merges into the general.

In the New York office the totals from your collections may daily be incorporated into the general accounts, as this will save some labor and is correct enough because you will do a larger volume of business there than is done elsewhere.

The above are the essential elements. All other things grow out of them or supplement them, are variable according to conditions, and should be retained only provided they facilitate the operation of the main machinery.

THE GENERAL SYSTEM

We will take up the general system and consider the books first. When I called in the expert, who is one of the most competent men in the country, being a practicing attorney with long experience in the State Auditor's office of Illinois, first President of the Chicago Audit Company and now the Assistant Manager of the Chicago office of Barrow, Wade, Guthrie & Co., accountants of Chicago,

New York, San Francisco and London, I explained to him the need of absolute simplicity. This man is a personal friend of mine and of my family,- in fact, he read law in my father's office, is a contributor to the Illinois work, and took special interest in mastering our problem and I went into the details with him as he worked things out.

He proposed, and I am clear on it, that what is called the "multiple column cash book" is the simplest proposition. Enclosed find a sample leaf as Exhibit #3. The left side of the book is for receipts, the other for disbursements. This is a leaf torn out of the book which we are using, which is a stock book bought ready made. The columns, or items, are based partly on your last annual report as applied to our own division into items. I also enclose as Exhibit #1 a proposed report blank, which is the blank that we use adapted to monthly reports and district collections. (You understand all of our collections are made direct from the central office.) You will notice that the receipts shown in the sample page are taken direct from the report. I also enclose voucher check as Exhibit #2, which is made out to tally with the report.

ADVANTAGES OF THE CASH BOOK--EXHIBIT #3

It did not seem advisable to carry out your suggestion of pasting in samples as I went along, because some of them are too large. Besides some of them are referred to several times and it seemed more convenient to bunch them in order. The advantages of the multiple column cash book are many. The cash book is about the simplest book that there is. A book of this sort, of course, cannot contain the record of the individual subscriptions. It can contain only the daily totals of the New York office with the monthly totals from each other man in the field, and on the expense side will contain an entry for each separate check, but the voucher check will enable you to draw one check to cover a large number of items and still keep them separate.

Disbursements

The disbursement columns which I would suggest that you carry are as follows:

Total
Sundries
Salaries
Expenses
Labor
Office
Printing
Postage
Magazine.

If you supply each district with one of these books you can get them made to order and have these "accounts" or items printed at the top of each disbursement page, and the receipt items at the top of each even numbered page. These will save lots of time spent in

writing them in every time.

The explanation is as follows. The first column is the TOTAL column into which the entire amount of the entry is put. From these total columns on either side the balance can be gotten at any moment. These two columns on either side constitute an ordinary cash book. After the entry in the total column then the total amount is divided up into the several other columns and the totals of these other columns when added for the month show the itemized expenditure for the month, and the totals are posted into a ledger, which as you readily see, is a small concern, as there will only be twelve items a year from the monthly totals of these columns. The ledger proposition is easily understood. Anyhow, I will be in the office before you need it.

The SUNDRIES column is for those things that do not require a sufficient number of entries to justify carrying a columns for them, because of course they make cash books with more columns than this. But there will perhaps be three or four that will come regularly in the sundries columns, but not often enough for a separate account. For example:

(a) "National League". The regular monthly payment of the percentage.

(b) "Furniture", permanent equipment,- desks, permanent files, typewriters, neostyle, etc., etc.

(c) "Exchange", for example, when somebody comes in with a draft that he wants cashed, or where it is necessary to take in some outside paper and run it through the bank with your established credit and give one of the men, as for example in a law enforcement case, one of your own checks which he can cash without trouble.

(d) "Loans".

(e) "Special Campaigns". There will be a few cases of special campaigns that can't be otherwise classified, but certainly not many.

(f) "Law Enforcement". I judge under your present arrangement, there will be very little of this that will involve the actual funds of the League, since for example, if some community should send in $50.00 to be paid over to detectives for doing detective work and you issue your own check to the detective, that would properly come in the "exchange" column.

Posting Sundries Items Direct

These "sundries" items as they come can be posted direct into the ledger. The column right after "memorandum" in the cash book can show the page of ledger to which they are posted. For example, you will already have a ledger page for each of the main accounts and you can have a ledger page for each sort of these little sundries accounts. The main accounts will have only the monthly totals posted, making twelve entries for the year. The sundries accounts will have each item. This is necessary to prevent too large a sundries account without itemization. For example, if in the course of a year you

handle a thousand dollars of checks and drafts that really mean no receipt or expenditure so far as financial advantage to the League is concerned, and that should appear in a report as "Sundries" it would look bad. It will also protect you in figuring the national percentage, for you don't want to pay it on items that don't mean revenue.

The beauty about this plan is that it keeps affairs itemized right up to date so that all in the world you have to do to make out an annual report is to foot up a few columns, and after the close of business the last day your annual report can be ready in thirty minutes.

SALARIES. We include under salaries all extra men who speak on Sunday, but we do not include the stenographers and clerks, the distinction being between those who raise money and those who do not.

EXPENSES. This means travelling expenses which you have as a separate item. That includes the travelling expenses of the regular field men, including Superintendents, and all special Sunday workers and the National Superintendent when he happens to be in the state, and of any members of the State Board and Headquarters Committee who are obliged to travel on League business.

LABOR, or clerk hire, covers all stenographers, clerks and employes not engaged in raising money, and covers any extra assistance that may be brought in. This can be lumped with "salaries" for publication, but it is well for office use and our own information to have it separate.

OFFICE, or office expenses, include rent and the miscellaneous little expenses in connection with an office, that are not exactly classified. Telephone might go in here but we think it more properly belongs elsewhere.

PRINTING, or "Printing and Supplies" covers all printing except the official organ, including stationery, subscription cards, general agitation literature, and under the head of "Supplies", pencils, for example, as they are a part of our cards, rubber bands come in on the same basis, and ink, mucilage, twine, etc., which are small items, logically fall this way.

POSTAGE. With us this includes telephone, both office rentals and long distance calls, telegraph and expressage, the idea being that these are all methods of communication. The expressage is likely to be a package of literature which we send that way instead of using stamps. Telegraphing is simply a quicker way of doing the same thing, and while the regular office rental of telephones might go in the office expenses, yet it is confusing to attempt to separate that from long distance calls and it seems better to go right in with the rest.

MAGAZINE, means of course the Lincoln Magazine, or any other official organ.

Attorney

This still leaves one column blank and if you want to do it you can put in "Law Enforcement", if you have enough call. If you have books printed you can get twelve columns instead of ten if you want to provide for future major divisions. You may be able to buy the twelve column in stock. I notice you have that as a separate item, but of course you are not paying any detective's salary now and I sincerely trust that you will not pay very many attorney fees. The New York League must have at once, which means at the earliest possible date, an attorney, and his compensation will simply come under the head of salaries and he must work on the same basis that League attorneys work elsewhere in the country, that is, the local parties pay his expenses but his services are free.

If Mr. Reed does not want to become admitted and look after this work, we must look for some good attorney who will do it and can speak on Sunday. The attorney's work properly covers legislation. Mr. Reed says he likes that. I imagine he can get along well with it although he has not had much experience. The thing that will put him in a position of commanding influence is to get admitted as an attorney, buckle into the legislative part of the work, and look for some bring young fellow as an assistant attorney who will do most of the prosecuting, and let Mr. Reed, as attorney, do the more desirable class of work. If he does this you will have to have some other man do your dating and routine work around New York City. I think you will do Reed an injustice if you keep him at this drudgery any longer than necessary to find some bright young fellow. I have a fellow in mind, though I don't know whether he could be lifted. Some day, if Mr. Reed demonstrates special aptitude for the legislative work he may want to move to Albany.

I think it quite probable that in the course of time you may want to make some change up there and it would be a good thing to have your legislative man be the superintendent of the Albany district, with an assistant to do the ordinary district superintendent's work. If Reed were the attorney of the state, devoting himself mainly to legislative matters but competent to handle legal business, living at Albany, with an assistant attorney down at New York, he would be able to follow his preference, would be"get-at-able" in legal matters of sufficient importance outside of the legislative session, and would thereby be able to keep in touch with the up-state end of things, which is necessary for any man who will run the legislative business.

I think we ought to plan to have one of our own men do the legislative work. You will not be able to count on Congressman Bennett, I presume, any more, and it isn't once in a thousand times that you can get an outside man you can trust. If he is all right on the point of honesty he usually has a screw loose in his judgment. I am basing all this very largely on Reed's expressed preference, as I understood him.

District Expenses

There will naturally have to be some change in the items of your report because I notice that you have an item of district expenses, which covers, the way you have it, at least three different accounts,- viz, salary, travelling expenses, and printing, and under the new plan there will be no distinctly district expenses. The system that I will propose for the district will make it possible to, through the district books, keep track of how much each district has been expending, but there is no need to bother the general books with that.

Receipts

On the reverse side the following are suggested. Those of expenditures are based very largely the expert's suggestion; those on this side very largely upon our own experience. It is simply a matter of convenience and doesn't cost any more or take much more time, and it is important to know.

Totals
Sundries
General
Special
On cards
Loose
Supplies
Magazine.

TOTAL, of course, is the same as on the other side, being the entire amount of receipts as shown by a report or the entireamount as shown by the totals of the day's business in the New York district office.

SUNDRIES will have several little accounts as in the other case. "Law Enforcement", for example, and again I suggest that you know your own work best and law enforcement can be given a major column, if necessary. There is room for it on each side. Of course if you need other columns you could get a larger book.

"Exchange" was sufficiently explained on the other side.

"Loans". All three of these can be posted on to the sa opposite side of the same ledger page.

"Expenses". This will cover the case where a man, as for example a regular attorney, goes out to assist locally and puts his expenses in his regular expense report and then as a part of the contract is paid his expenses by the local community, or where a worker goes by special invitation to make a sort of semi-official League address and is paid his expenses. This would be posted direct to the other side of the expense page of the major account on his disbursement side, and there is room enough on the receipt side and should there be very much of this it could be given a column, but our experience doesn't show it necessary. Then when the balance is struck at the end of the year you have to carry into your report simply net expenses.

GENERAL, or "Miscellaneous" cash. This includes the receipts by mail or by local collectors upon the cards secured at regular meetings.

SPECIAL includes personal solicitation, mail renewals, and whatever else would come under that name. During the last legislature we had a "Legislative Special" major column as we had some two thousand dollars come in in small amounts that were solely for the purpose of the campaign. It is important to know whether we are getting what we ought outside the cards.

ON CARDS. This shows the amount collected on pledges by the speaker at the service or handed to him before he gets out of town, and this does not include what a speaker digs up by going around collecting. I am opposed to that as it looks like we were an impecunious concern and had to have it to get out of town.

LOOSE CASH means of course the loose or miscellaneous offering.

These last two items are purely for our own convenience and as it takes no more time than the mere entry, it is important as it gives a line on a man's work.

SUPPLIES. This will cover printing and literature that is supplied to local communities. This, I trust, will become an increasing item. The Ohio folks find that far more literature is used when the people have to pay a fair price for it. I find also that a number of pastors and churches want to buy our little pencils. We sell them at a small profit. This would be posted simply to the other side of the "Supplies" page against the monthly disbursement totals and the balance will give the net expense for the year.

MAGAZINE. This explains itself. It covers the subscriptions taken for the paper alone and also includes advertising. I presume under the old independent district arrangement the men had to make some allowance for the magazines that were sent to their people. Under the new arrangement it will all be one treasury and there will he nothing of this kind, so this will cover simply the paid subscriptions to the magazine.

THE CHECK--Exhibit #2

Now to take up the check. That it should be a voucher check goes without saying. You suggested to me that you thought a smaller check, one that would not have to be folded, was better. I doubt it very seriously. I have noticed that substantially the same form of check is in use in Chicago by some of our big corporations like the Chicago Telephone Company. This check was designed by our expert to fit right in with the different accounts which we carry and the books that we use. Inside, at the top is put the name. If it is a bill for printing or something of that sort with a number of items, it is sufficient entry to simply put "Invoice of Jan. 1" and if it

covers things of different character it can be distributed down below. If it is one item "5000 booklets, $35.00" that should appear. The one I have illustrated is a report. The entry should be the man's name and "on account". Then down below it would be "distributed" into the several items, perhaps four or five different things. You would only have to write one check, it would only take one line in your book, and yet you would have itemized it and would have issued a check for each separate item. If you try to get enough printing to do this, and make it a real voucher, on the back of the single slip check, the endorsement will mar it and I do not believe it will be satisfactory.

You will observe that our checks are hand numbered. This saves the trifling expense of numbering and saves a lot of trouble. For example, if you have the checks numbered in series and you spoil a check you have to save, to account for, the spoiled blanks, for auditing purposes? If you number them by hand and you spoil one, all you have to do is simply to make out another one. Then, and of greatest importance, the expert said, if you have your checks already numbered, in a moment of inadvertence the treasurer may omit to make an entry, but if he has to turn to the cash book to get the number he is certain to enter it. There seems to be no need for a stub, like the Ohio folks have. The cash book is a record of each check. You can have blanks for approval by more persons if you like, but I think one name is enough, though there can be place for name of member of Headquarters Committee if desired.

Filing Invoices

The original statements or invoices sent in by the different firms are not essential for auditing purposes, since the check combines the voucher, but they should be filed alphabetically. No attempt should be made to keep them numbered. It would be well enough to enter on the statement before it is filed, "Paid by Check No---". Then, for example, all your statements from the Owen Company at Dansville would be in the same compartment of an ordinary box file so they could be turned to instantly for verification, which would not be so easily possible if they were filed numerically.

THE REPORT--Exhibit #1

The next fundamental element is the report. In the interest of simplicity there should be only one form of financial report for all purposes. We have experimented for nearly four years and have had four different forms of report in that time as a result of the test of actual practice. The form which I send, being Exhibit #1, can be used for every purpose,- as a summary of all expenses for a district office: for the personal report of the district superintendent: it will answer for special speakers even though they only speak one Sunday: and finally, it will do during the month as a requisition for expense money. (You said that expenses would be paid any time.)

In connection with the report, as Exhibit #1a , I enclose a card designed by our expert. We have weekly reports in Illinois and they are summarized on these cards. A card does for a quarter. The back of the card we have not seen fit to use. We have enough of

these cards to be able to spare some at a nominal figure. You can't use the "Town" blank as where we report weekly, but can show the number of Sundays. We have the reports five by eight, uniform with the card, and they can be attached to the card by a clip and filed in a five by eight card index tray with a cover. In your case, with monthly reports, a card will do a man for a year and you will have the summary of all he has done and cost. This summary card is a personal record. In the case of a district superintendent it shows what subscriptions he has taken,- not what have been taken by everybody in his district. Therefore, there are entered only his expenses,- that is, travelling expenses and such other expenses as are specially incurred in securing the subscription. You see I have so filled it out from the report. The item in red, within the same line, shows special subscriptions and it is worth the trouble of making the separate entry to know what a man is doing in that direction. Of course the total of subscriptions taken in a district, and the total of general expenses in a district have to be considered in determining a man's fitness for the district, but the report which you speak of sending out each month to all the man, of what has been done, should be an individual report. I suggest no form for this. For the time it can be made on the typewriter. Neither do I suggest a form for the weekly reports you speak of. They are not an integral part of the system.

These reports serve perfectly as a voucher for the check to the men or to the district superintendent. I have sent a report, (Exhibit #2) that is filled out in full with purely imaginary figures, of course, and then the cash book (Exhibit #3) is filled in according to the report, the second entry on the receipt side and the fourth entry on the expense side being the report items. The word "receipts" and "expenses" at the top of the two pages are put in simply because of the unnatural position growing out of using opposite sides of the same leaf, when in practice the two pages face each other. That is, in practice page 296 would be the receipt page and page 297 the expense page.

Explanation of the Report

Now taking up the report and analyzing it. The blank for the name of the district need be filled only when it is a summarized district report. My idea is that every man should fill out or have filled out for him a report even though he speaks only one Sunday. I will expect those from the districts in my territory to come in duplicate to my office. I will keep one and send one for each man to New York and it can be filed along with his year's summary card. I take it that your special workers will be willing to wait until the end of the month for their compensation, along with the regular men. If not, it makes no essential difference, simply requires more reports or will require the district office putting up the money.

My idea would be that upon receipt of these reports for each man you should mail direct to each district superintendent the checks for payments within his district. I would not care to handle the checks for the men in the other districts but for the purpose of district record, which we will take up later, I suppose it will be just

as well to have all of the checks for the Buffalo district come direct to me and be entered upon our books as a matter of record and then turned over or sent out to the payees. It leads them to look to the district man.

My personal report will probably be the district report, except that it will contain an account of my Sunday work only. A total of the subscriptions taken within the district can be sent in independently. Only my personal expenses will be entered from it on the summary card. The report that you will make out will be simply a personal report covering salary, the expenses and things you pay out of your own pocket, together with your own personal subscriptions, because all the other items of expense and receipts will be made up from your district book and go direct into the cash book right there on the ground.

The first item "Amount due per last report" we find is desirable as it makes the report cumulative and prevents questions arising out of inaccuracies in the additions of totals and balances that are left scattered along. Prove the correctness of the additions. Next week see that the balance is same as shown by this week, and there is no chance for mistake.

Expense Report

Under "Expenses", which has been defined, I think these three items are sufficient. Railroad fare, of course, includes sleeper, car fare, and may include livery where a man has to drive across the country, or bus, in some of the small towns where the station is a long way from the town. If you think it desirable, another head could be put in to cover these special items on transportation, which would make it possible to see whether these items were assuming undue proportions. "Hotel", of course, would include dining car and incidental meals while away from home on League business. The "Miscellaneous" can be explained on the back of the report and it should be insisted that it be explained and itemized.

These other items corresponding to the columns in the cash book are put in for use if needed. In many instances they will not be. My idea is that in all possible cases bills should be rendered by printing concerns or by the building for rent, and the original bill should be enclosed to the office and paid by special check made to the order of the party to whom the money is due. These checks should be sent back to the district offices in a bunch and sent out from there.

I do not know what you have in mind about clerk hire. You say that is paid every week. By check? I suppose that means that checks will be issued direct from the office and sent to the district headquarters each week without any special statement or voucher, as the check is a voucher check. This item of clerk hire on the report, however, will cover assistance where somebody is brought in for a day or two.

The "Office Expenses", if the rent bills are sent direct to New York, will cover the odds and ends.

As to printing and supplies, I imagine that pencils and many of those things would be bought in large quantities and come direct from the New York office by express, as would be true of considerable of the general literature. Printing bills should go in and be paid by direct check.

Under the next head, "Postage, etc.", we usually buy our stamps in fair sized amounts, enough to issue a check for $20.00, or something like that. The stamp clerk at the post office will sign a little ticket for large purchases . Of course the post office wants cash and not checks. Telephone bills and telegraph bills should go direct to the central office. Express will have to be paid out in cash and stamps frequently will have to be bought in a hurry.

Cash Drawer Voucher

On these smaller items and the small items of office expenses the plan we use is substantially similar to the Ohio plan of cash drawer voucher, which covers everything for which cash is paid. We keep $20.00 in the drawer. Whenever any small items of that kind, a ball of twine, a few stamps, or twenty-five cents express charges, is paid, a ticket is put in the drawer or an entry made on the voucher. The tickets or entries, and the cash always equal exactly $20.00. When the cash is about exhausted a check is issued to the office to the proper payee, "Acct. Cash Drawer", for the amount necessary to make it an even $20.00. Some offices always issue a $20.00 check but that leads to confusion and possibility of mistake. If there is $1.11 in the drawer the check should be for $18.89. I enclose as Exhibit #1b a cash drawer voucher. These might as well be five by eight. I believe in uniformity in the size of reports. These may be printed in duplicate, perforated, the office stub being exactly the same as proposed form except that instead of "Send to Central Office" it should say "District Office Stub". Your New York office should follow exactly the same plan. In fact you will have more of such entries than any other place in the state. On the back they should be ruled for distribution so as to save the time of the treasurer in New York, because there might be a dollar for an extra clerk for a day, there might be a ball of twine or a bottle of mucilage and possibly some stamps and some other items, making the thing divide up into four or five of the running accounts. After this voucher goes in and is distributed, why then the check shows what different things it is for and keeps the thing itemized without special labor. To have all these things lumped as "Office Expenses" or something of the sort would raise question and look bad.

The amount due per last report, plus salary, plus the amount paid out, of course, shows the total amount, from which should be deducted the check received during the month on the preceding month's report, and any expense checks that have been sent for before the month closed. There should be a little blank before the word "check" so as to put in the number of checks received. This leaves the amount due. There should also be an item showing the number of

statements enclosed to be paid direct by central office check, with the amount that they aggregate. This added to the amount that goes to the district superintendent, for example, in the above items, gives the key to the entire amount that the district work is costing.

Reporting Receipts

In the matter of receipts, the extra speaker or the men down at the New York office will not have any item of "general collections", because your treasurer will handle that direct. I make out here a regular weekly report like all of the men, but I have no item of "general Collections", of course, because that is handled right in the office direct. The proposed items under "receipts" are in accordance with the proposed columns in the cash book. "Miscellaneous" will correspond to "Sundries". In your case your receipts will be mainly in loose cash and cash on cards at meetings, perhaps a few magazine subscriptions, and will be turned in perhaps in the form of cash. We fellows out in the state will have to send in in the form of check or draft. Now you spoke somewhat of having weekly reports of results. I suppose it is possible that you folks down in the New York office will turn in your cash from Sunday to Sunday, but you can keep a record of it and make out your monthly report the same as the rest of the folks. Or, on the other hand, it is quite possible that you may simply make a weekly report of proceeds, and make your financial report only at the end of the month and turn in by your check at the end of the month the cash that you have received, and get in return the treasurer's check for salary and expenses. Every fellow must turn in money in his hands to get a check back.

The other items on the report are general information tending to explain the report, as for example, where it is an extra man and he works only one Sunday.

THE DISTRICT ACCOUNTS

We now come to the second division, that is, the system of accounts with the individual subscribers, and this will apply to all collections made from the New York office the same as from the other district offices.

Method of Collection.

In the first place the method of collection must be determined and the general arrangement of the cards agreed upon. Personally I am entirely convinced of the superiority of the mail system. It may be well to supplement it occasionally. But after five years experience with an efficiency increased from less than 50% to about 85% for more than a year, there is no doubt in my mind. You may ask about the percentage. In order that there would be no guess work we had the adding machine put on a number of old books to find out just exactly what had been paid. It showed 78% already paid with enough more good on the newer part, estimated by the superintendent of collections, who has grown up with the system, to make 85%. I am quite convinced that our present efficiency is fully

90% as these books were older. I expect to have the mail collection in my part of the state.

The trouble about the local collector if working on commission is that the largest accounts, which after all are the easiest to collect, are collected first and an amount paid therefor entirely out of proportion. Then the smaller ones do not offer so much inducement and they are not collected clean. If a collector is paid a stated amount, it is likely to be pretty expensive. The mail reaches a person even if he is not at home when it is delivered. It will be forwarded if he has moved.

Then another thing. If you collect by sending a collector to call personally, your cards have to be arranged by districts and routes or time is lost. That makes practically impossible any success in keeping track of the cards in the way of alphabetical cross index or a chronological check or anything of the kind. Of course the names can be entered on sheete and numbered as explained hereafter, and then the original cards, numbered accordingly, be arranged according to routes, and the, and the collector report the number and route in detail. This is the only way I can see of a real system being possible with personal collectors.

Actual Working Explained

I will detail the procedure that we follow in so far as I consider it applicable to your situation, and it is practically the same.

The card, Exhibit #4, is smaller than yours. It is 3x5 regular card index size. Uniform sixes increase capacity for of filing devices and allow furniture used for discarded stuff to be used for something else. Our card must in the future mention our paper. Yours says something about club rates. My recollection is that that is now cut out and it is to be a flat price with liberal agent's commission.

When the cards are turned in by the speakers they are entered on loose sheets, like Exhibit #6, which should be heavy ledger stock. The numbering machine, which will number consecutively, duplicate or repeat, will save its cost very quickly. A good cheaper one can be gotten now for about $6.00. These sheets we have ruled to our order. I like it better than the Ohio form although we use the Ohio cumulative church record book. The sheets can be permanently bound if desired. We use clip holders the proper size. They will hold about 100 sheets. You will notice that the sheet is filled in to show the town, the date of presentation, the church, and the speaker. A little index can be kept in front, or better still, a general card index for all of the books, because we have a number of the holders full, with a card for each church so that you can turn at once to all from any given town in case they are not taken on the same date. The account number indicates where to find it in the book, or which book it is in. Those for a given church are numbered right along, and where

you have a field day, of course those for an entire town run along together. It is an advantage to have those from each particular church together because when you go the next year, especially if it is a bad day, you can compare at once and send renewal requests to those who are not found in the new bunch. Besides you sometimes have to find what a church has paid. The cards are arranged in the same order as the names on the list, which you see is alphabetical for each church, and the cards are given the same number. This can be done either by setting the machine to duplicate and stamping the blank and then the card and so on, or by setting the machine to run consecutively and run down the blank first and the cards next.

Filing the Cards

I will explain our method of filing the cards. It is not an integral part of the system but you will have to have some way to file your cards. This is our expert's solution and we find it satisfactory. We have envelopes like Exhibit #4a. You see they are printed to have the name but that isn't necessary. We simply use the number. The original card is dropped into it. They are filed in 4X6 card index drawers and then when the remittance cards showing remittances or letters with remittances come in numbered, they are dropped into the same envelopes. The label on each box shows how many numbers are in it. The remittance cards have to be sorted out and arranged numerically anyhow for proper credit, so all that is necessary to do is to drop them into the proper place. It is so simple that unskilled labor can do it.

Alphabetical List

Then another thing: This is not an integral part of the system and you can use your own judgment, but I shall employ it. This is the alphabetical list. We have cards like Exhibit #6a. These were printed before our system was fully developed. We do not now pretend to fill out these cards which were designed to give a continuing history in the case of those who subscribe from year to year, though we do use them in the case of those who renew by mail and then become a part of the permanent list. So all that is really necessary for most purposes is simply the card, although it only costs 45¢ a thousand in five thousand lots to have them printed. The little tabs shows the date of expiration and is valuable because its mere location shows without looking at the card. The printed tabs are stock cards.

The file number of course is the same as on the sheet. We find a good many people who lose their remittance cards or numbered envelopes and send in simply an ordinary letter; we find folks who are travelling and send from outside of the state; some folks have moved, and it is impossible where you have nothing but a name, to avoid wasting a large amount of time hunting for them to give proper credit. If you do not find them and do not make the credit you get a blowing up for lax methods. So these are arranged alphabetically for the entire state. With you they will be arranged alphabetically for the entire district, so that if we have a man's name

name we can turn at once to this list, get his file number, and give the proper credit. The time spent in making this list is more than compensated by the time saved.

We also have a buff card like Exhibit #6b, which we use for those who subscribe $10.00 for the year, or more, so that we can go through the list and pick out the big givers. It is the cream of the list, as it were. We also use a pink or salmon card, Exhibit #6c for those that are subscribers to the paper alone, that is, simply pay the subscription price of the paper. We use the blue card, Exhibit #6d, for the free list, exchanges, members of the State Board, etc. These all expire in December so the question of whether they shall be kept on comes at one time. In this way we have an alphabetical list of every name with which we do business and classified without extra trouble by the color of the card. The white ones of course are simply the general run of the subscribers. I am not certain but what I may extend this classification by using a plain blue card without the tab for the free list, as they all expire at a certain time anyhow, and use a blue card with a tab for those who subscribe an amount too small to get the ppper.

Reasons for Entering Names on Sheets

Reasons for entering the names on sheets are apparent. This is done by one person, the most responsible person around the office next to the one who pays the money, and she becomes expert in deciphering handwriting. To send out notices from the bunches of cards would lead to confusion, disarrangement of the cards, and would take extra time because a card would have to be handled separately for each name, besides the time that would be taken in each case to study out what the name is, with a chance of getting it wrong. The sheet has room for twenty-four names. Some such entry of subscribers should be made for permanent record even if you have personal collectors.

Mailing List for Magazine

After this, from the list as written down in the sheets, for exactly the reason indicated above, a typewritten list is made up of all those who are entitled to the paper, and mailed to the office of publication. As it takes no more time while the names and addresses are being written, and we may have occasion to use a list, as for example putting it into the hands of some collector or some man who will call on those who do not renew, we have a carbond copy made, showing the amount of the subscription. On the sheet that is to be used for paper mailing purposes, in our case the American Issue, we simply clip off the amounts with a paid of shears and send the list of names and addresses. Then at the end of the year we have the two lists for a particular church showing who have not renewed. This, however, is not an integral part of the system. It is a matter of convenience based on your judgment.

Notifying Subscribers

After entering the names, making the cards for the

alphabetical list and numbering and filing the original cards we are ready to send out the first notice. You will notice that in the columns for the first quarter in Exhibit #6 there is an entry in red ink. That means that all the notices for the subscribers in that entire church taken on that date, January 8, are sent out on that day. The double line gives a place for the date of the payment as well as the amount of it. Take for example, Account 26647. It shows that he did not pay until after the fourth quarterly notice.

Now then, by having these arranged chronologically it is easy to tell when the second notice should be sent out, and the next notice goes to all of those who have not paid either in full or as much as the two quarters. For example, #26638 has paid the first two quarters on the first notice and it is credited to the second quarterly column as it covers two quarters, so he gets no second notice. Each week first notices are sent out to those who have just been taken the Sunday before and are just listed. Second notices are sent to those who were taken three months ago that week; third notices are sent to those who were taken nine months ago that week. So a stream of money is constantly coming in and the work can be kept right up to date.

Remittance Cards

We use remittance cards like enclosed, Exhibit #5. This form is likewise the result of years of experience. We do not say to send checks because we have to pay exchange on them sometimes. The item about changes in address is very important and that about the paper also is. The little envelopes which are pasted on the card, we have to have made to order. We have been unable to find in the market an envelope sufficiently strong. The ones that we could find cut right out when heavy coin is put in. Paper money is also frequently sent in the envelopes. We use an addressed return envelope of a special color so that every envelope of that color is known to contain money and goes to a particular place.

Request for Payment

Our remittance notice, Exhibit #5a, is also a growth. It doesn't look anything like the first one we got out. We have added to it until we answer on it most of the questions that are raised. While we are on that subject of letters, I will include in Exhibit #5 four other letters, Exhibits 5b,5c,5d, and 5e, respectively, the five being the stock forms which we use to save writing. These of course are not integral parts of the system, although of course something of the kind has to be used to serve the purpose. Two colors are almost necessary to keep the notice from looking heavy and not being read. We put it in red because we want it read, and use a slightly different form of head. These only cost about $1.50 a thousand in five thousand lots in two colors. The wording at the top will be a little different in your case. You might call attention to the fact that "all collections are made by mail". The rest of it will perhaps be all right. There is a cumulative receipt showing the subscriber the state of his subscription so that he can kick if he hasn't gotten proper credit. The first paragraph down below is due to the fact that a large

number of people get the idea that we are asking pay for a paper. There have been so many letters of that kind that we had to put this in. The explanation about the receipts, of course, explains itself. This form, F.L.(Financial Letter) #1 is the all important thing. It is so satisfactory that we think we like it better than a regular statement.

Other Form Letters

While we are at it we may as well take up the rest of the letters. Form #2, Exhibit 5b, is a receipt for the payment in full of subscriptions due. Form #3, Exhibit 5c, is simply a plain receipt where they ask for it or where it is for the larger subscriptions. Form #4, Exhibit 5d, is about the best renewal form we have ever used. It goes out when a final payment is made and with it a subscription card and a request for another subscription. The return envelopes that go with these we stamp. They are the only return envelopes that we do stamp in connection with the financial department. Form #5, Exhibit 5e, and of course we change the wording of forms #4 and #5 to keep up with the times, is a general blanket renewal request which goes to those who pay up in full at once and to those who have not responded to #4. We are doing some work in checking up by subscriptions and where we find a man subscribed last year and did not this, write him a special letter, but we have not put these into a form.

Delinquents

We do not send second or third notices for the payment of any particular quarter if it does not come promptly. In Ohio, in some districts at least, they do. We think it not necessary. We get results without and save the expense. If the first payment doesn't come, the next quarterly notice reads the "first two" quarterly payments, for six months, are due, and so on. We tried the other plan-I think the Ohio folks got it from us,-and abandoned it. About twice a year we get out a special "drag-net" letter to all who are in arrears. It is a seasonable letter and alleges a specific reason for need of prompt payment. In the summer we urge the general slackening of the season. In the winter it is the legislative work or something. It is necessary to avoid annoying people. If the work is going they are responsive. If a good paper tells them so they are ready to pay. About a certain per cent are careless and rushed anyhow, so it keeps the income steady. The man who will not respond to four regular notices and perhaps one special letter will not yield to a multiplicity of notices. If he does he will be angry and we lose him for the future.

Inducements for Payment in Full at Once

In sending out the notices we enclose a little slip about
vment in cash in full, like Exhibit 5f. We use more of Black Rock
anything else. I believe you have used some of Dr? Banks' books
don't believe they will catch on anything like a good temperance
and we can beat you to death on the price. We can get Black Rock,

Revell's authorized edition, printed from the original plates, on good paper at 11¢ in one hundred lots and they cost about 6¢ postage. I send you one. We have used, I guess, not less than four thousand of them. It is circulating good temperance literature to say nothing of what it saves us in subscriptions that otherwise might be forgotten and not paid, and pays for itself in the postage, literature, and labor that it saves. In other owrds, it costs us 17¢, but it saves not less than four stamps, perhaps more. It saves three sets of envelopes, notices, remittance cards, receipts, etc., and saves the handling and entering of small amounts three times and the handling and filing of the remittance cards, etc. So that in the matter of actual expense it breaks even, while it undoubtedly saves us a lot of money on subscriptions that might not have been paid in full.

After we had gone around the second time with Black Rock our friends wanted something else so we use L. D. Lilly's "Saloon Before the Courts". We get them at $5.00 per hundred and it only s costs two cents to send them out. It is the Ohio book,-you know what it is.

If I had stayed here I should have issued very shortly a digest of the liquor laws of the state with brief annotations. It would have made a pamphlet of forty pages, perhaps. I would have had the matter machine set and left up, and they would not have cost us to exceed three or four cents. There has been a great deal of demand for them. There is, I think, in every state if they are well gotten out. You could sell a lot of them for 25¢ apeice, and that should be the price. Otherwise they will not draw as a premium for cash, and they can be offered for a payment in full of subscription.

Any book that costs to mail more than twenty cents is a losing proposition, we think, that is, the expense gets too heavy. I am like Dr. Baker in that I do not believe in premiums, and never speak of the books on Sunday, or to induce the making of a subscription, but unlike him, I make the distinction between premiums and the circulation of legitimate temperance literature on the square business basis that it saves us that amount in postage and labor. That being the case, the sentiment it makes is net profit to the movement. I do not believe in using in this anything hot directly along temperance lines, because that makes it too much of a premium enterprise.

We cannot afford to give the books to thos subscribing less than 25¢ per month, but as an inducement to those who subscribe too little to get the paper, we offer it for payment in full, as per slip, Exhibit 5g.

Handling the Money

When the money comes in on these notices the envelopes are opened here by the assistant treasurer. In the district offices it will have to be done by the stenographer, who can be bonded if desired. We bond our assistant treasurer. The cash or draft is compared with the blank and if found correct the envelope is thrown away,

the little envelopes on the remittance card torn off and the cash and checks put out together and the cards likewise. When the entire mail is opened the remittance cards with the numbers are arranged in order according to numbers. If some letters have come in without a remittance card, the number is gotten from the alphabetical list and the letter numbered, or if there has been nothing but a check, ~~ta~~ blank remittance card is filled out with red ink, to show it was filled out in the office, and numbered. When these are thus arranged the entries are made in a day book. We formerly had for this purpose a multiple column book and kept separate the receipts on the cards of each man, having initials stamped on the remittance cards. After we got it to running and commenced to see how things were going, we dropped that. It was not as much trouble as it sounds and yet it was extra trouble. It had its origin in certain adjustments that were made when we consolidated our systems, in order to keep track of what was coming in on each man's cards, and where that is necessary, the remittance card will have to have the initials stamped on it, but this will not last any longer than it takes to get old accounts squared up, so therefore, I send no sample of that day book.

It can be any sort of a cheap book, and to save writing we have the date at the top, then all the items for that day come in order. To further save writing we put down simply the number of the account and the amount. According to our system the total of these amounts is footed up for the day and goes into the column of general cash. We have another small book that takes the names of special individuals, of the W.C.T.U.s, or something of that kind, that send in cash. We do not make any special entry of the loose cash and cash on cards that come in with the men's reports, for the reports themselves are on file, but simply date them, and put the amount in the day's total, in proper columns. However, one book will answer for every purpose and it can be as cheap as you please, manilla back, if desired, and should be long and narrow, though there can be more than one set of columns on a page. I enclose as Exhibit #7 a sheet just to show what such a page may look like. There is no need to put the district reports into the totals of the day book, which is kept in New York, because they are entered firect on the multiple columns book anyhow. Counter day books 5-3/4 x 14-1/4, flexible press board covers, 180 pages, can be bought as cheap as nine cents, or full duck binding, 6-1/2 X 15-1/4 white paper, 500 pages, for 67¢.

I bucked hard on this day book proposition but the expert said there wasn't any use talking about it, it wasn't a complete system, was open to criticism and vulnerable in every respect, unless we showed up original entries for each day's receipts, because the thing never could be checked up and traced in the scattered entries running through, say ten thousand accounts. We compromised by using the number instead of writing the name. Our numbers now as shown by this sheet run up into twenty odd thousand. Nearly fifteen housand of those are live accounts. We shall continue to run the ubers up until we reach six figures and then we will go back and rt over again. And I have finally come to believe this day book

entry necessary. In an ordinary district office the time required will amount to very little.

Depositing the Money

Having made these entries our treasurer is now ready to bank. She banks about noon each day. Anything coming in in the afternoon simply goes in the next day's stuff. As it takes no longer, she makes a pen carbon copy of the deposit ticket, the ticket showing currency and coin, and each check or draft has to be listed separately. These duplicate tickets tally with the day book and with the entries on the cash book and with the bank book, so that the system automatically checks itself. At the end of the month all that is necessary to do is to strike the balance from the total columns of the multiple cash book, count out the checks that are not returned by the bank and compare with the bank book. We never have any time lost striking balances.

In the afternoon the treasurer puts in her time making the credits on Exhibit #6. As she has the remittance cards already arranged numerically, she simply takes the different sets of loose sheets in the order in which they come and has no trouble in finding them. Then the remittance cards are filed in the envelopes.

The Ohio folks collect at each district office. It was suggested that we might better do that. My answer was that we have half of our entire force located in the Chicago office. We have half the population of the state in the northern district, more than half, in fact, and it requires a good deal of time to look after the collecting for the Chicago office. Those who are expert can do the rest of it to better advantage than untrained clerical force. In Ohio they have no large city that so dominates things. I am not certain but what in New York ultimately it will be well to have all collections made from the central office, for you have similar conditions to Illinois, but I shall not press it until the district offices are so well organized that the district office help has plenty to do without the collecting.

Now in your New York office you will, I think, want just the same arrangement for collecting the cards of your own district that is employed in every other district, and then your daily totals from the New York office will go direct into the cash book. Because you will have to write checks frequently. There will be only those two classes of items on the receipt side of your cash book, which will, in your case do both for the summary of your district collections and for the entire state accounts, viz: the daily totals from your district cash book, and the entries each month from the men's reports. Each check of course will require separate entry on the disbursement side.

District Summary

Each district of course will want to keep a summary of what it is doing, from which the report can be made up. Most any kind of a book will do as it is not absolutely necessary to distribute the

expenses or the receipts, but I am inclined to think it will be just as well, and it will cost but little more, to let each district have a book like the multiple column cash book, Exhibit #3, and the receipts as banked could be entered upon the receipt side, distributed as indicated. On the expense side would be entered by number every check received from the central office for the expenses of that district, properly distributed, so that the district would have a record of what it was costing and could make up its own report of its expenses. My idea is that all of these checks for particular districts should be sent to the district office.

If you had several of these books made up at once you could get them cheaper and you could have printed in the book the names of the different accounts, as salary, expenses, postage, etc., so that they would not have to be written each time, and one of these books would last a district for many years. Of course a cheaper book would do, but no better arrangement could be gotten. It would be a convenience to the office secretary in making up the monthly report to have these daily totals properly distributed.

The Report

The report has been fully explained under Exhibit #1. It will be accompanied by check or draft for the full amount shown to be on hand.

Recapitulation

Now then the whole thing summed up is extremely simple. The district proposition is simply a question of keeping an accurate account with the individual subscriber, and all of this machinery that may look cumbersome, when set into motion runs so smoothly that it is surprising. Every turn counts and work is saved. The general state bookkeeping is simply to summarize the district business and is reduced to its lowest terms. It is built upon the multiple column cash book, the comprehensive report, and the distributing voucher check, which are the three essential elements of your central office records. The elements in your district office are: 1st, the subscription; 2nd, the letters and literature used in communicating with the subscriber; 3rd, the record with the subscriber; 4th, the record of daily entries itemized and totaled; and 5th, the monthly report, the point of contact with the state office.

Yours very truly,

"M"

THE CHURCH IN ACTION
AGAINST THE SALOON

EXECUTIVE OFFICES

The Anti-Saloon League of Illinois

(HEADQUARTERS NORTHERN DISTRICT)

1533-34 FIRST NATIONAL BANK BLDG. TEL. CENTRAL 3431.

WILLIAM H. ANDERSON, SUPERINTENDENT.
R. O. EVERHART, ASST. SUPT.
J. O. BENTALL, BUSINESS MANAGER.

SAM T. BRUSH, PRES. BOARD DIRECTORS.
REV. R. M. LITTLE, CHRM. HEADQ. COM.
J. V. FARWELL, TREASURER.

OFFICIAL ORGAN
"THE AMERICAN ISSUE"
WEEKLY, $1.00 PER YEAR

Chicago,

December 16, 1905

Rev. Howard H. Russell, D.D.,

New York City.

Dear Dr. Russell:--

Pursuant to request I herewith make certain suggestions covering "System". A few general words first. Practically all of this has been tried and worked thoroughly and compared with the usual hit or miss methods of doing business with our contributors. The system itself has been changed from time to time as the result of experience. You would appreciate this more if you had to pay the $250 fee which such a system would cost you from a man who took time enough to really master our business before advising. But it will help give you value received for the expenses of my preliminary trip in October. I am glad if I can be helpful in advance of coming upon the field.

Please do not take up the consideration of this in the afternoon when you are tired, or you will be discouraged, and it may seem that there is a good deal of red tape about this and that it will take a lot of time. That is a mistake. If the aimless clawing over of cards and fragmentary records could be detailed it would sound a good deal worse than this does. We find a complete system really takes no more time because every move is made to some purpose and when a question comes up the saving in time is incalculable. Granting that this will take more time than a system (?) which leaves most of the things undone, it yet saves time as a net result by the speedy adjustment of difficulties. Some details may not be clear, but the essentials are, and I will be down to New York soon enough to clear up minor matters.

Another point. The odds and ends of mail renewal subscriptions and the various fragmentary things which are taken care of completely by a system, but are lost in disorder, will come near paying the entire cost of acrrying it, and make a net profit. It is analagous to the utilization of by-products in a packing house.

If we have a system at all it ought to be a real system that can be defended and that is susceptible of complete auditing.

Again a system is of value in insuring permanence. Even during the unsettled times that we have had for a few months, our financial system went steadily on without a single jar, and even though I leave, things move without a bobble.

A SYSTEM ANALYZED.

In order that you may not be misled by the details which I shall give, and confuse directions for the application of the system with the system itself, I will begin by analyzing a system of accounts and records for a state League. It is properly divided into two parts. First, the general system for the state, which will deal with summaries and totals. Second, the district system, which deals with the individual contributor.

General System

There are three elements in the general system. First, the report blank (Exhibit #1), which brings the summaries of the district business to the notice of the state treasurer. Second,- the check and voucher combined (Exhibit #2), and third,- the books or records (Exhibit #3)

District System

The elements in the district system are; First, the subscription (Exhibit #4).

Second, the means of communication with the subscriber to secure the payment of the subscription.(Exhibit #5)
Third, the record of the subscription and of the payments upon it. (Exhibit #6)
Fourth, the books or summarized record of receipts and expenses.(Exhibit #7)
Fifth, the report of same, (Exhibit #8), which is the point where the district system merges into the general.

In the New York office the totals from your collections may daily be incorporated into the general accounts, as this will save some labor and is correct enough because you will do a larger volume of business there than is done elsewhere.

The above are the essential elements. All other things grow out of them or supplement them, are variable according to conditions, and should be retained only provided they facilitate the operation of the main machinery.

THE GENERAL SYSTEM

We will take up the general system and consider the books first. When I called in the expert, who is one of the most competent men in the country, being a practicing attorney with long experience in the State Auditor's office of Illinois, first President of the Chicago Audit Company and now the Assistant Manager of the Chicago office of Barrow, Wade, Guthrie & Co., accountants of Chicago,

New York, San Francisco and London, I explained to him the need absolute simplicity. This man is a personal friend of mine and my family,- in fact, he read law in my father's office, is a contributor to the Illinois work, and took special interest in mastering our problem and I went into the details with him as he worked things out.

He proposed, and I am clear on it, that what is called the "multiple column cash book" is the simplest proposition. Enclosed find a sample leaf as Exhibit #3. The left side of the book is for receipts, the other for disbursements. This is a leaf torn out of the book which we are using, which is a stock book bought ready made. The columns, or items, are based partly on your last annual report as applied to our own division into items. I also enclose as Exhibit #1 a proposed report blank, which is the blank that we use adapted to monthly reports and district collections. (You understand all of our collections are made direct from the central office.) You will notice that the receipts shown in the sample page are taken direct from the report. I also enclose voucher check as Exhibit #2, which is made out to tally with the report.

ADVANTAGES OF THE CASH BOOK--EXHIBIT #3

It did not seem advisable to carry out your suggestion of pasting in samples as I went along, because some of them are too large. Besides some of them are referred to several times and it seemed more convenient to bunch them in order. The advantages of the multiple column cash book are many. The cash book is about the simplest book that there is. A book of this sort, of course, cannot contain the record of the individual subscriptions. It can contain only the daily totals of the New York office with the monthly totals from each other man in the field, and on the expense side will contain an entry for each separate check, but the voucher check will enable you to draw one check to cover a large number of items and still keep them separate.

Disbursements

The disbursement columns which I would suggest that you carry are as follows:

Total
Sundries
Salaries
Expenses
Labor
Office
Printing
Postage
Magazine.

If you supply each district with one of these books you can get them made to order and have these "accounts" or items printed at the top of each disbursement page, and the receipt items at the top of each even numbered page. These will save lots of time spent in

writing them in every time.

The explanation is as follows. The first column is the TOTAL column into which the entire amount of the entry is put. From these total columns on either side the balance can be gotten at any moment. These two columns on either side constitute an ordinary cash book. After the entry in the total column then the total amount is divided up into the several other columns and the totals of these other columns when added for the month show the itemized expenditure for the month, and the totals are posted into a ledger, which as you readily see, is a small concern, as there will only be twelve items a year from the monthly totals of these columns. The ledger proposition is easily understood. Anyhow, I will be in the office before you need it.

The SUNDRIES column is for those things that do not require a sufficient number of entries to justify carrying a columns for them, because of course they make cash books with more columns than this. But there will perhaps be three or four that will come regularly in the sundries columns, but not often enough for a separate account. For example: use letters -

(a) "National League". The regular monthly payment of the percentage.

(b) "Furniture", permanent equipment,- desks, permanent files, typewriters, neostyle, etc., etc.

(c) "Exchange", for example, when somebody comes in with a draft that he wants cashed, or where it is necessary to take in some outside paper and run it through the bank with your established credit and give one of the men, as for example in a law enforcement case, one of your own checks which he can cash without trouble.

(d) "Loans".

(e) "Special Campaigns". There will be a few cases of special campaigns that can't be otherwise classified, but certainly not many.

(f) "Law Enforcement". I judge under your present arrangement, there will be very little of this that will involve the actual funds of the League, since for example, if some community should send in $50.00 to be paid over to detectives for doing detective work and you issue your own check to the detective, that would properly come in the "exchange" column.

Posting Sundries Items Direct

These "sundries" items as they come can be posted direct into the ledger. The column right after "memorandum" in the cash book can show the page of ledger to which they are posted. For example, you will already have a ledger page for each of the main accounts and you can have a ledger page for each sort of these little sundries accounts. The main accounts will have only the monthly totals posted, making twelve entries for the year. The sundries accounts will have each item. This is necessary to prevent too large a sundries account without itemization. For example, if in the course of a year you

handle a thousand dollars of checks and drafts that really mean no receipt or expenditure so far as financial advantage to the League is concerned, and that should appear in a report as "Sundries" it would look bad. It will also protect you in figuring the national percentage, for you don't want to pay it on items that don't mean revenue.

The beauty about this plan is that it keeps affairs itemized right up to date so that all in the world you have to do to make out an annual report is to foot up a few columns, and after the close of business the last day your annual report can be ready in thirty minutes.

SALARIES. We include under salaries all extra men who speak on Sunday, but we do not include the stenographers and clerks, the distinction being between those who raise money and those who do not.

EXPENSES. This means travelling expenses which you have as a separate item. That includes the travelling expenses of the regular field men, including Superintendents, and all special Sunday workers and the National Superintendent when he happens to be in the state, and of any members of the State Board and Headquarters Committee who are obliged to travel on League business.

LABOR, or clerk hire, covers all stenographers, clerks and employes not engaged in raising money, and covers any extra assistance that may be brought in. This can be lumped with "salaries" for publication, but it is well for office use and our own information to have it separate.

OFFICE, or office expenses, include rent and the miscellaneous little expenses in connection with an office, that are not exactly classified. Telephone might go in here but we think it more properly belongs elsewhere.

PRINTING, or "Printing and Supplies" covers all printing except the official organ, including stationery, subscription cards, general agitation literature, and under the head of "Supplies", pencils, for example, as they are a part of our cards, rubber bands come in on the same basis, and ink, mucilage, twine, etc., which are small items, logically fall this way.

POSTAGE. With us this includes telephone, both office rentals and long distance calls, telegraph and expressage, the idea being that these are all methods of communication. The expressage is likely to be a package of literature which we send that way instead of using stamps. Telegraphing is simply a quicker way of doing the same thing, and while the regular office rental of telephones might go in the office expenses, yet it is confusing to attempt to separate that from long distance calls and it seems better to go right in with the rest.

MAGAZINE, means of course the Lincoln Magazine, or any other official organ.

Attorney

This still leaves one column blank and if you want to do it you can put in "Law Enforcement", if you have enough call. If you have books printed you can get twelve columns instead of ten if you want to provide for future major divisions. You may be able to buy the twelve column in stock. I notice you have that as a separate item, but of course you are not paying any detective's salary now and I sincerely trust that you will not pay very many attorney fees. The New York League must have at once, which means at the earliest possible date, an attorney, and his compensation will simply come under the head of salaries and he must work on the same basis that League attorneys work elsewhere in the country, that is, the local parties pay his expenses but his services are free.

If Mr. Reed does not want to become admitted and look after this work, we must look for some good attorney who will do it and can speak on Sunday. The attorney's work properly covers legislation. Mr. Reed says he likes that. I imagine he can get along well with it although he has not had much experience. The thing that will put him in a position of commanding influence is to get admitted as an attorney, buckle into the legislative part of the work, and look for some bring young fellow as an assistant attorney who will do most of the prosecuting, and let Mr. Reed, as attorney, do the more desirable class of work. If he does this you will have to have some other man do your dating and routine work around New York City. I think you will do Reed an injustice if you keep him at this drudgery any longer than necessary to find some bright young fellow. I have a fellow in mind, though I don't know whether he could be lifted. Some day, if Mr. Reed demonstrates special aptitude for the legislative work he may want to move to Albany.

I think it quite probable that in the course of time you may want to make some change up there and it would be a good thing to have your legislative man be the superintendent of the Albany district, with an assistant to do the ordinary district superintendent's work. If Reed were the attorney of the state, devoting himself mainly to legislative matters but competent to handle legal business, living at Albany, with an assistant attorney down at New York, he would be able to follow his preference, would be"get-at-able" in legal matters of sufficient importance outside of the legislative session, and would thereby be able to keep in touch with the up-state end of things, which is necessary for any man who will run the legislative business.

I think we ought to plan to have one of our own men do the legislative work. You will not be able to count on Congressman Bennett, I presume, any more, and it isn't once in a thousand times that you can get an outside man you can trust. If he is all right on the point of honesty he usually has a screw loose in his judgment. I am basing all this very largely on Reed's expressed preference, as I understood him.

District Expenses

There will naturally have to be some change in the items of your report because I notice that you have an item of district expenses, which covers, the way you have it, at least three different accounts,- viz, salary, travelling expenses, and printing, and under the new plan there will be no distinctly district expenses. The system that I will propose for the district will make it possible to, through the district books, keep track of how much each district has been expending, but there is no need to bother the general books with that.

Receipts

On the reverse side the following are suggested. Those of expenditures are based very largely the expert's suggestion; those on this side very largely upon our own experience. It is simply a matter of convenience and doesn't cost any more or take much more time, and it is important to know.

Totals
Sundries
General
Special
On cards
Loose
Supplies
Magazine.

TOTAL, of course, is the same as on the other side, being the entire amount of receipts as shown by a report or the entireamount as shown by the totals of the day's business in the New York district office.

SUNDRIES will have several little accounts as in the other case. "Law Enforcement", for example, and again I suggest that you know your own work best and law enforcement can be given a major column, if necessary. There is room for it on each side. Of course if you need other columns you could get a larger book.

"Exchange" was sufficiently explained on the other side.

"Loans". All three of these can be posted on to the sa opposite side of the same ledger page.

"Expenses". This will cover the case where a man, as for example a regular attorney, goes out to assist locally and puts his expenses in his regular expense report and then as a part of the contract is paid his expenses by the local community, or where a worker goes by special invitation to make a sort of semi-official League address and is paid his expenses. This would be posted direct to the other side of the expense page of the major account on his disbursement side, and there is room enough on the receipt side and should there be very much of this it could be given a column, but our experience doesn't show it necessary. Then when the balance is struck at the end of the year you have to carry into your report simply net expenses.

GENERAL, or "Miscellaneous" cash. This includes the receipts by mail or by local collectors upon the cards secured at regular meetings.

SPECIAL includes personal solicitation, mail renewals, and whatever else would come under that name. During the last legislature we had a "Legislative Special" major column as we had some two thousand dollars come in in small amounts that were solely for the purpose of the campaign. It is important to know whether we are getting what we ought outside the cards.

ON CARDS. This shows the amount collected on pledges by the speaker at the service or handed to him before he gets out of town, and this does not include what a speaker digs up by going around collecting. I am opposed to that as it looks like we were an impecunious concern and had to have it to get out of town.

LOOSE CASH means of course the loose or miscellaneous offering.

These last two items are purely for our own convenience and as it takes no more time than the mere entry, it is important as it gives a line on a man's work.

SUPPLIES. This will cover printing and literature that is supplied to local communities. This, I trust, will become an increasing item. The Ohio folks find that far more literature is used when the people have to pay a fair price for it. I find also that a number of pastors and churches want to buy our little pencils. We sell them at a small profit. This would be posted simply to the other side of the "Supplies" page against the monthly disbursement totals and the balance will give the net expense for the year.

MAGAZINE. This explains itself. It covers the subscriptions taken for the paper alone and also includes advertising. I presume under the old independent district arrangement the men had to make some allowance for the magazines that were sent to their people. Under the new arrangement it will all be one treasury and there will be nothing of this kind, so this will cover simply the paid subscriptions to the magazine.

THE CHECK--Exhibit #2

Now to take up the check. That it should be a voucher check goes without saying. You suggested to me that you thought a smaller check, one that would not have to be folded, was better. I doubt it very seriously. I have noticed that substantially the same form of check is in use in Chicago by some of our big corporations like the Chicago Telephone Company. This check was designed by our expert to fit right in with the different accounts which we carry and the books that we use. Inside, at the top is put the name. If it is a bill for printing or something of that sort with a number of items, it is sufficient entry to simply put "Invoice of Jan. 1" and if it

covers things of different character it can be distributed down below. If it is one item "5000 booklets, $35.00" that should appear. The one I have illustrated is a report. The entry should be the man's name and "on account". Then down below it would be "distributed" into the several items, perhaps four or five different things. You would only have to write one check, it would only take one line in your book, and yet you would have itemized it and would have issued a check for each separate item. If you try to get enough printing to do this, and make it a real voucher, on the back of the single slip check, the endorsement will mar it and I do not believe it will be satisfactory.

You will observe that our checks are hand numbered. This saves the trifling expense of numbering and saves a lot of trouble. For example, if you have the checks numbered in series and you spoil a check you have to save, to account for, the spoiled blanks, for auditing purposes? If you number them by hand and you spoil one, all you have to do is simply to make out another one. Then, and of greatest importance, the expert said, if you have your checks already numbered, in a moment of inadvertence the treasurer may omit to make an entry, but if he has to turn to the cash book to get the number he is certain to enter it. There seems to be no need for a stub, like the Ohio folks have. The cash book is a record of each check. You can have blanks for approval by more persons if you like, but I think one name is enough, though there can be place for name of member of Headquarters Committee if desired.

Filing Invoices

The original statements or invoices sent in by the different firms are not essential for auditing purposes, since the check combines the voucher, but they should be filed alphabetically. No attempt should be made to keep them numbered. It would be well enough to enter on the statement before it is filed, "Paid by Check No---". Than, for example, all your statements from the Owen Company at Dansville would be in the same compartment of an ordinary box file so they could be turned to instantly for verification, which would not be so easily possible if they were filed numerically.

THE REPORT--Exhibit #1

The next fundamental element is the report. In the interest of simplicity there should be only one form of financial report for all purposes. We have experimented for nearly four years and have had four different forms of report in that time as a result of the test of actual practice. The form which I send, being Exhibit #1, can be used for every purpose,- as a summary of all expenses for a district office: for the personal report of the district superintendent: it will answer for special speakers even though they only speak one Sunday: and finally, it will do during the month as a requisition for expense money. (You said that expenses would be paid any time.)

In connection with the report, as Exhibit #1a , I enclose a card designed by our expert. We have weekly reports in Illinois and they are summarized on these cards. A card does for a quarter. The back of the card we have not seen fit to use. We have enough of

these cards to be able to spare some at a nominal figure. You can't use the "Town" blank as where we report weekly, but can show the number of Sundays. We have the reports five by eight, uniform with the card, and they can be attached to the card by a clip and filed in a five by eight card index tray with a cover. In your case, with monthly reports, a card will do a man for a year and you will have the summary of all he has done and cost. This summary card is a personal record. In the case of a district superintendent it shows what subscriptions he has taken,- not what have been taken by everybody in his district. Therefore, there are entered only his expenses,- that is, travelling expenses and such other expenses as are specially incurred in securing the subscription. You see I have so filled it out from the report. The item in red, within the same line, shows special subscriptions and it is worth the trouble of making the separate entry to know what a man is doing in that direction. Of course the total of subscriptions taken in a district, and the total of general expenses in a district have to be considered in determining a man's fitness for the district, but the report which you speak of sending out each month to all the man, of what has been done, should be an individual report. I suggest no form for this. For the time it can be made on the typewriter. Neither do I suggest a form for the weekly reports you speak of. They are not an integral part of the system.

These reports serve perfectly as a voucher for the check to the men or to the district superintendent. I have sent a report, (Exhibit #2) that is filled out in full with purely imaginary figures, of course, and then the cash book (Exhibit #3) is filled in according to the report, the second entry on the receipt side and the fourth entry on the expense side being the report items. The word "receipts" and "expenses" at the top of the two pages are put in simply because of the unnatural position growing out of using opposite sides of the same leaf, when in practice the two pages face each other. That is, in practice page 296 would be the receipt page and page 297 the expense page.

Explanation of the Report

Now taking up the report and analyzing it. The blank for the name of the district need be filled only when it is a summarized district report. My idea is that every man should fill out or have filled out for him a report even though he speaks only one Sunday. I will expect those from the districts in my territory to come in duplicate to my office. I will keep one and send one for each man to New York and it can be filed along with his year's summary card. I take it that your special workers will be willing to wait until the end of the month for their compensation, along with the regular men. If not, it makes no essential difference, simply requires more reports or will require the district office putting up the money.

My idea would be that upon receipt of these reports for each man you should mail direct to each district superintendent the checks for payments within his district. I would not care to handle the checks for the men in the other districts but for the purpose of district record, which we will take up later, I suppose it will be just

as well to have all of the checks for the Buffalo district come direct to me and be entered upon our books as a matter of record and then turned over or sent out to the payees. It leads them to look to the district man.

My personal report will probably be the district report, except that it will contain an account of my Sunday work only. A total of the subscriptions taken within the district can be sent in independently. Only my personal expenses will be entered from it on the summary card. The report that you will make out will be simply a personal report covering salary, the expenses and things you pay out of your own pocket, together with your own personal subscriptions, because all the other items of expense and receipts will be made up from your district book and go direct into the cash book right there on the ground.

The first item "Amount due per last report" we find is desirable as it makes the report cumulative and prevents questions arising out of inaccuracies in the additions of totals and balances that are left scattered along. Prove the correctness of the additions. Next week see that the balance is same as shown by this week, and there is no chance for mistake.

Expense Report

Under "Expenses", which has been defined, I think these three items are sufficient. Railroad fare, of course, includes sleeper, car fare, and may include livery where a man has to drive across the country, or bus, in some of the small towns where the station is a long way from the town. If you think it desirable, another head could be put in to cover these special items on transportation, which would make it possible to see whether these items were assuming undue proportions. "Hotel", of course, would include dining car and incidental meals while away from home on League business. The "Miscellaneous" can be explained on the back of the report and it should be insisted that it be explained and itemized.

These other items corresponding to the columns in the cash book are put in for use if needed. In many instances they will not be. My idea is that in all possible cases bills should be rendered by printing concerns or by the building for rent, and the original bill should be enclosed to the office and paid by special check made to the order of the party to whom the money is due. These checks should be sent back to the district offices in a bunch and sent out from there.

I do not know what you have in mind about clerk hire. You say that is paid every week. By check? I suppose that means that checks will be issued direct from the office and sent to the district headquarters each week without any special statement or voucher, as the check is a voucher check. This item of clerk hire on the report, however, will cover assistance where somebody is brought in for a day or two.

The "Office Expenses", if the rent bills are sent direct to New York, will cover the odds and ends.

As to printing and supplies, I imagine that pencils and many of those things would be bought in large quantities and come direct from the New York office by express, as would be true of considerable of the general literature. Printing bills should go in and be paid by direct check.

Under the next head, "Postage, etc.", we usually buy our stamps in fair sized amounts, enough to issue a check for $20.00, or something like that. The stamp clerk at the post office will sign a little ticket for large purchases . Of course the post office wants cash and not checks. Telephone bills and telegraph bills should go direct to the central office. Express will have to be paid out in cash and stamps frequently will have to be bought in a hurry.

Cash Drawer Voucher

On these smaller items and the small items of office expenses the plan we use is substantially similar to the Ohio plan of cash drawer voucher, which covers everything for which cash is paid. We keep $20.00 in the drawer. Whenever any small items of that kind, a ball of twine, a few stamps, or twenty-five cents express charges, is paid, a ticket is put in the drawer or an entry made on the voucher. The tickets or entries, and the cash always equal exactly $20.00. When the cash is about exhausted a check is issued to the office to the proper payee, "Acct. Cash Drawer", for the amount necessary to make it an even $20.00. Some offices always issue a $20.00 check but that leads to confusion and possibility of mistake. If there is $1.11 in the drawer the check should be for $18.89. I enclose as Exhibit #1b a cash drawer voucher. These might as well be five by eight. I believe in uniformity in the size of reports. These may be printed in duplicate, perforated, the office stub being exactly the same as proposed form except that instead of "Send to Central Office" it should say "District Office Stub". Your New York office should follow exactly the same plan. In fact you will have more of such entries than any other place in the state. On the back they should be ruled for distribution so as to save the time of the treasurer in New York, because there might be a dollar for an extra clerk for a day, there might be a ball of twine or a bottle of mucilage and possibly some stamps and some other items, making the thing divide up into four or five of the running accounts. After this voucher goes in and is distributed, why then the check shows what different things it is for and keeps the thing itemized without special labor. To have all these things lumped as "Office Expenses" or something of the sort would raise question and look bad.

The amount due per last report, plus salary, plus the amount paid out, of course, shows the total amount, from which should be deducted the check received during the month on the preceding month's report, and any expense checks that have been sent for before the month closed. There should be a little blank before the word "check" so as to put in the number of checks received. This leaves the amount due. There should also be an item showing the number of

statements enclosed to be paid direct by central office check, with the amount that they aggregate. This added to the amount that goes to the district superintendent, for example, in the above items, gives the key to the entire amount that the district work is costing.

Reporting Receipts

In the matter of receipts, the extra speaker or the men down at the New York office will not have any item of "general collections", because your treasurer will handle that direct. I make out here a regular weekly report like all of the men, but I have no item of "general Collections", of course, because that is handled right in the office direct. The proposed items under "receipts" are in accordance with the proposed columns in the cash book. "Miscellaneous" will correspond to "Sundries". In your case your receipts will be mainly in loose cash and cash on cards at meetings, perhaps a few magazine subscriptions, and will be turned in perhaps in the form of cash. We fellows out in the state will have to send in in the form of check or draft. Now you spoke somewhat of having weekly reports of results. I suppose it is possible that you folks down in the New York office will turn in your cash from Sunday to Sunday, but you can keep a record of it and make out your monthly report the same as the rest of the folks. Or, on the other hand, it is quite possible that you may simply make a weekly report of proceeds, and make your financial report only at the end of the month and turn in by your check at the end of the month the cash that you have received, and get in return the treasurer's check for salary and expenses. Every fellow must turn in money in his hands to get a check back.

The other items on the report are general information tending to explain the report, as for example, where it is an extra man and he works only one Sunday.

THE DISTRICT ACCOUNTS

We now come to the second division, that is, the system of accounts with the individual subscribers, and this will apply to all collections made from the New York office the same as from the other district offices.

Method of Collection.

In the first place the method of collection must be determined and the general arrangement of the cards agreed upon. Personally I am entirely convinced of the superiority of the mail system. It may be well to supplement it occasionally. But after five years experience with an efficiency increased from less than 50% to about 85% for more than a year, there is no doubt in my mind. You may ask about the percentage. In order that there would be no guess work we had the adding machine put on a number of old books to find out just exactly what had been paid. It showed 78% already paid with enough more good on the newer part, estimated by the superintendent of collections, who has grown up with the system, to make 85%. I am quite convinced that our present efficiency is fully

90% as these books were older. I expect to have the mail collection in my part of the state.

The trouble about the local collector if working on commission is that the largest accounts, which after all are the easiest to collect, are collected first and an amount paid therefor entirely out of proportion. Then the smaller ones do not offer so much inducement and they are not collected clean. If a collector is paid a stated amount, it is likely to be pretty expensive. The mail reaches a person even if he is not at home when it is delivered. It will be forwarded if he has moved.

Then another thing. If you collect by sending a collector to call personally, your cards have to be arranged by districts and routes or time is lost. That makes practically impossible any success in keeping track of the cards in the way of alphabetical cross index or a chronological check or anything of the kind. Of course the names can be entered on sheets and numbered as explained hereafter, and then the original cards, numbered accordingly, be arranged according to routes, and the, and the collector report the number and route in detail. This is the only way I can see of a real system being possible with personal collectors.

Actual Working Explained

I will detail the procedure that we follow in so far as I consider it applicable to your situation, and it is practically the same.

The card, Exhibit #4, is smaller than yours. It is 3x5 regular card index size. Uniform sizes increase capacity for of filing devices and allow furniture used for discarded stuff to be used for something else. Our card must in the future mention our paper. Yours says something about club rates. My recollection is that that is now cut out and it is to be a flat price with liberal agent's commission.

When the cards are turned in by the speakers they are entered on loose sheets, like Exhibit #6, which should be heavy ledger stock. The numbering machine, which will number consecutively, duplicate or repeat, will save its cost very quickly. A good cheaper one can be gotten now for about $6.00. These sheets we have ruled to our order. I like it better than the Ohio form although we use the Ohio cumulative church record book. The sheets can be permanently bound if desired. We use clip holders the proper size. They will hold about 100 sheets. You will notice that the sheet is filled in to show the town, the date of presentation, the church, and the speaker. A little index can be kept in front, or better still, a general card index for all of the books, because we have a number of the holders full, with a card for each church so that you can turn at once to all from any given town in case they are not taken on the same date. The account number indicates where to find it in the book, or which book it is in. Those for a given church are numbered right along, and where

you have a field day, of course those for an entire town run along together. It is an advantage to have those from each particular church together because when you go the next year, especially if it is a bad day, you can compare at once and send renewal requests to those who are not found in the new bunch. Besides you sometimes have to find what a church has paid. The cards are arranged in the same order as the names on the list, which you see is alphabetical for each church, and the cards are given the same number. This can be done either by setting the machine to duplicate and stamping the blank and then the card and so on, or by setting the machine to run consecutively and run down the blank first and the cards next.

Filing the Cards

I will explain our method of filing the cards. It is not an integral part of the system but you will have to have some way to file your cards. This is our expert's solution and we find it satisfactory. We have envelopes like Exhibit #4a. You see they are printed to have the name but that isn't necessary. We simply use the number. The original card is dropped into it. They are filed in 4X6 card index drawers and then when the remittance cards showing remittances or letters with remittances come in numbered, they are dropped into the same envelopes. The label on each box shows how many numbers are in it. The remittance cards have to be sorted out and arranged numerically anyhow for proper credit, so all that is necessary to do is to drop them into the proper place. It is so simple that unskilled labor can do it.

Alphabetical List

Then another thing: This is not an integral part of the system and you can use your own judgment, but I shall employ it. This is the alphabetical list. We have cards like Exhibit #6a. These were printed before our system was fully developed. We do not now pretend to fill out these cards which were designed to give a continuing history in the case of those who subscribe from year to year, though we do use them in the case of those who renew by mail and then become a part of the permanent list. So all that is really necessary for most purposes is simply the card, although it only costs 45¢ a thousand in five thousand lots to have them printed. The little tabs shows the date of expiration and is valuable because its mere location shows without looking at the card. The printed tabs are stock cards.

The file number of course is the same as on the sheet. We find a good many people who lose their remittance cards or numbered envelopes and send in simply an ordinary letter; we find folks who are travelling and send from outside of the state; some folks have moved, and it is impossible where you have nothing but a name, to avoid wasting a large amount of time hunting for them to give proper credit. If you do not find them and do not make the credit you get a blowing up for lax methods. So these are arranged alphabetically for the entire state. With you they will be arranged alphabetically for the entire district, so that if we have a man's name

name we can turn at once to this list, get his file number, and give the proper credit. The time spent in making this list is more than compensated by the time saved.

We also have a buff card like Exhibit #6b, which we use for those who subscribe $10.00 for the year, or more, so that we can go through the list and pick out the big givers. It is the cream of the list, as it were. We also use a pink or salmon card, Exhibit #6c for those that are subscribers to the paper alone, that is, simply pay the subscription price of the paper. We use the blue card, Exhibit #6d, for the free list, exchanges, members of the State Board, etc. These all expire in December so the question of whether they shall be kept on comes at one time. In this way we have an alphabetical list of every name with which we do business and classified without extra trouble by the color of the card. The white ones of course are simply the general run of the subscribers. I am not certain but what I may extend this classification by using a plain blue card without the tab for the free list, as they all expire at a certain time anyhow, and use a blue card with a tab for those who subscribe an amount too small to get the paper.

Reasons for Entering Names on Sheets

Reasons for entering the names on sheets are apparent. This is done by one person, the most responsible person around the office next to the one who pays the money, and she becomes expert in deciphering handwriting. To send out notices from the bunches of cards would lead to confusion , disarrangement of the cards, and would take extra time because a card would have to be handled separately for each name, besides the time that would be taken in each case to study out what the name is, with a chance of getting it wrong. The sheet has room for twenty-four names. Some such entry of subscribers should be made for permanent record even if you have personal collectors.

Mailing List for Magazine

After this, from the list as written down in the sheets, for exactly the reason indicated above, a typewritten list is made up of all those who are entitled to the paper, and mailed to the office of publication. As it takes no more time while the names and addresses are being written, and we may have occasion to use a list, as for example putting it into the hands of some collector or some man who will call on those who do not renew, we have a carbon copy made, showing the amount of the subscription. On the sheet that is to be used for paper mailing purposes, in our case the American Issue, we simply clip off the amounts with a paid of shears and send the list of names and addresses. Then at the end of the year we have the two lists for a particular church showing who have not renewed. This, however, is not an integral part of the system. It is a matter of convenience based on your judgment.

Notifying Subscribers

After entering the names, making the cards for the

alphabetical list and numbering and filing the original cards we are ready to send out the first notice. You will notice that in the columns for the first quarter in Exhibit #6 there is an entry in red ink. That means that all the notices for the subscribers in that entire church taken on that date, January 8, are sent out on that day. The double line gives a place for the date of the payment as well as the amount of it. Take for example, Account 26647. It shows that he did not pay until after the fourth quarterly notice.

Now then, by having these arranged chronologically it is easy to tell when the second notice should be sent out, and the next notice goes to all of those who have not paid either in full or as much as the two quarters. For example, #26638 has paid the first two quarters on the first notice and it is credited to the second quarterly column as it covers two quarters, so he gets no second notice. Each week first notices are sent out to those who have just been taken the Sunday before and are just listed. Second notices are sent to those who were taken three months ago that week; third notices are sent to those who were taken nine months ago that week. So a stream of money is constantly coming in and the work can be kept right up to date.

Remittance Cards

We use remittance cards like enclosed, Exhibit #5. This form is likewise the result of years of experience. We do not say to send checks because we have to pay exchange on them sometimes. The item about changes in address is very important and that about the paper also is. The little envelopes which are pasted on the card, we have to have made to order. We have been unable to find in the market an envelope sufficiently strong. The ones that we could find cut right out when heavy coin is put in. Paper money is also frequently sent in the envelopes. We use an addressed return envelope of a special color so that every envelope of that color is known to contain money and goes to a particular place.

Request for Payment

Our remittance notice, Exhibit #5a, is also a growth. It doesn't look anything like the first one we got out. We have added to it until we answer on it most of the questions that are raised. While we are on that subject of letters, I will include in Exhibit #5 four other letters, Exhibits 5b,5c,5d, and 5e, respectively, the five being the stock forms which we use to save writing. These of course are not integral parts of the system, although of course something of the kind has to be used to serve the purpose. Two colors are almost necessary to keep the notice from looking heavy and not being read. We put it in red because we want it read, and use a slightly different form of head. These only cost about $1.50 a thousand in five thousand lots in two colors. The wording at the top will be a little different in your case. You might call attention to the fact that "all collections are made by mail". The rest of it will perhaps be all right. There is a cumulative receipt showing the subscriber the state of his subscription so that he can kick if he hasn't gotten proper credit. The first paragraph down below is due to the fact that a large

number of people get the idea that we are asking pay for a paper. There have been so many letters of that kind that we had to put this in. The explanation about the receipts, of course, explains itself. This form, F.L.(Financial Letter) #1 is the all important thing. It is so satisfactory that we think we like it better than a regular statement.

Other Form Letters

While we are at it we may as well take up the rest of the letters. Form #2, Exhibit 5b, is a receipt for the payment in full of subscriptions due. Form #3, Exhibit 5c, is simply a plain receipt where they ask for it or where it is for the larger subscriptions. Form #4, Exhibit 5d, is about the best renewal form we have ever used. It goes out when a final payment is made and with it a subscription card and a request for another subscription. The return envelopes that go with these we stamp. They are the only return envelopes that we do stamp in connection with the financial department. Form #5, Exhibit 5e, and of course we change the wording of forms #4 and #5 to keep up with the times, is a general blanket renewal request which goes to those who pay up in full at once and to those who have not responded to #4. We are doing some work in checking up by subscriptions and where we find a man subscribed last year and did not this, write him a special letter, but we have not put these into a form.

Delinquents

We do not send second or third notices for the payment of any particular quarter if it does not come promptly. In Ohio, in some districts at least, they do. We think it not necessary. We get results without and save the expense. If the first payment doesn't come, the next quarterly notice reads the "first two" quarterly payments, for six months, are due, and so on. We tried the other plan-I think the Ohio folks got it from us,-and abandoned it. About twice a year we get out a special "drag-net" letter to all who are in arrears. It is a seasonable letter and alleges a specific reason for need of prompt payment. In the summer we urge the general slackening of the season. In the winter it is the legislative work or something. It is necessary to avoid annoying people. If the work is going they are responsive. If a good paper tells them so they are ready to pay. About a certain per cent are careless and rushed anyhow, so it keeps the income steady. The man who will not respond to four regular notices and perhaps one special letter will not yield to a multiplicity of notices. If he does he will be angry and we lose him for the future.

Inducements for Payment in Full at Once

In sending out the notices we enclose a little slip about payment in cash in full, like Exhibit 5f. We use more of Black Rock than anything else. I believe you have used some of Dr? Banks' books but I don't believe they will catch on anything like a good temperance story, and we can beat you to death on the price. We can get Black Rock,

Revell's authorized edition, printed from the original plates, on good paper at 11¢ in one hundred lots and they cost about 6¢ postage. I send you one. We have used, I guess, not less than four thousand of them. It is circulating good temperance literature to say nothing of what it saves us in subscriptions that otherwise might be forgotten and not paid, and pays for itself in the postage, literature, and labor that it saves. In other owrds, it costs us 17¢, but it saves not less than four stamps, perhaps more. It saves three sets of envelopes, notices, remittance cards, receipts, etc., and saves the handling and entering of small amounts three times and the handling and filing of the remittance cards, etc. So that in the matter of actual expense it breaks even, while it undoubtedly saves us a lot of money on subscriptions that might not have been paid in full.

After we had gone around the second time with Black Rock our friends wanted something else so we use L. D. Lilly's "Saloon Before the Courts". We get them at $5.00 per hundred and it only s costs two cents to send them out. It is the Ohio book,-you know what it is.

If I had stayed here I should have issued very shortly a digest of the liquor laws of the state with brief annotations. It would have made a pamphlet of forty pages, perhaps. I would have had the matter machine set and left up, and they would not have cost us to exceed three or four cents. There has been a great deal of demand for them. There is, I think, in every state if they are well gotten out. You could sell a lot of them for 25¢ apeice, and that should be the price. Otherwise they will not draw as a premium for cash, and they can be offered for a payment in full of subscription.

Any book that costs to mail more than twenty cents is a losing proposition, we think, that is, the expense gets too heavy. I am like Dr. Baker in that I do not believe in premiums, and never speak of the books on Sunday, or to induce the making of a subscription, but unlike him, I make the distinction between premiums and the circulation of legitimate temperance literature on the square business basis that it saves us that amount in postage and labor. That being the case, the sentiment it makes is net profit to the movement. I do not believe in using in this anything hot directly along temperance lines, because that makes it too much of a premium enterprise.

We cannot afford to give the books to thos subscribing less than 25¢ per month, but as an inducement to those who subscribe too little to get the paper, we offer it for payment in full, as per slip, Exhibit 5g.

Handling the Money

When the money comes in on these notices the envelopes are opened here by the assistant treasurer. In the district offices it will have to be done by the stenographer, who can be bonded if desired. We bond our assistant treasurer. The cash or draft is compared with the blank and if found correct the envelope is thrown away,

the little envelopes on the remittance card torn off and the cash and checks put out together and the cards likewise. When the entire mail is opened the remittance cards with the numbers are arranged in order according to numbers. If some letters have come in without a remittance card, the number is gotten from the alphabetical list and the letter numbered, or if there has been nothing but a check, the blank remittance card is filled out with red ink, to show it was filled out in the office, and numbered. When these are thus arranged the entries are made in a day book. We formerly had for this purpose a multiple column book and kept separate the receipts on the cards of each man, having initials stamped on the remittance cards. After we got it to running and commenced to see how things were going, we dropped that. It was not as much trouble as it sounds and yet it was extra trouble. It had its origin in certain adjustments that were made when we consolidated our systems, in order to keep track of what was coming in on each man's cards, and where that is necessary, the remittance card will have to have the initials stamped on it, but this will not last any longer than it takes to get old accounts squared up, so therefore, I send no sample of that day book.

It can be any sort of a cheap book, and to save writing we have the date at the top, then all the items for that day come in order. To further save writing we put down simply the number of the account and the amount. According to our system the total of these amounts is footed up for the day and goes into the column of general cash. We have another small book that takes the names of special individuals, of the W.C.T.U.s, or something of that kind, that send in cash. We do not make any special entry of the loose cash and cash on cards that come in with the men's reports, for the reports themselves are on file, but simply date them, and put the amount in the day's total, in proper columns. However, one book will answer for every purpose and it can be as cheap as you please, manilla back, if desired, and should be long and narrow, though there can be more than one set of columns on a page. I enclose as Exhibit #7 a sheet just to show what such a page may look like. There is no need to put the district reports into the totals of the day book, which is kept in New York, because they are entered firect on the multiple columns book anyhow. Counter day books 5-3/4 x 14-1/4, flexible press board covers, 180 pages, can be bought as cheap as nine cents, or full duck binding, 6-1/2 X 15-1/4 white paper, 500 pages, for 67¢.

I bucked hard on this day book proposition but the expert said there wasn't any use talking about it, it wasn't a complete system, was open to criticism and vulnerable in every respect, unless we showed up original entries for each day's receipts, because the thing never could be checked up and traced in the scattered entries running through, say ten thousand accounts. We compromised by using the number instead of writing the name. Our numbers now as shown by this sheet run up into twenty odd thousand. Nearly fifteen thousand of those are live accounts. We shall continue to run the numbers up until we reach six figures and then we will go back and start over again. And I have finally come to believe this day book

entry necessary. In an ordinary district office the time required will amount to very little.

Depositing the Money

Having made these entries our treasurer is now ready to bank. She banks about noon each day. Anything coming in in the afternoon simply goes in the next day's stuff. As it takes no longer, she makes a pen carbon copy of the deposit ticket, the ticket showing currency and coin, and each check or draft has to be listed separately. These duplicate tickets tally with the day book and with the entries on the cash book and with the bank book, so that the system automatically checks itself. At the end of the month all that is necessary to do is to strike the balance from the total columns of the multiple cash book, count out the checks that are not returned by the bank and compare with the bank book. [illegible] have any time lost striking balances.

In the afternoon the treasurer puts in her time making the credits on Exhibit #6. As she has the remittance cards already arranged numerically, she simply takes the different sets of loose sheets in the order in which they come and has no trouble in finding them. Then the remittance cards are filed in the envelopes.

The Ohio folks collect at each district office. It was suggested that we might better do that. My answer was that we have half of our entire force located in the Chicago office. We have half the population of the state in the northern district, more than half, in fact, and it requires a good deal of time to look after the collecting for the Chicago office. Those who are expert can do the rest of it to better advantage than untrained clerical force. In Ohio they have no large city that so dominates things. I am not certain but what in New York ultimately it will be well to have all collections made from the central office, for you have similar conditions to Illinois, but I shall not press it until the district offices are so well organized that the district office help has plenty to do without the collecting.

Now in your New York office you will, I think, want just the same arrangement for collecting the cards of your own district that is employed in every other district, and then your daily totals from the New York office will go direct into the cash book. Because you will have to write checks frequently. There will be only those two classes of items on the receipt side of your cash book, which will, in your case do both for the summary of your district collections and for the entire state accounts, viz: the daily totals from <u>your</u> district cash book, and the entries each month from the men's reports. Each check of course will require separate entry on the disbursement side.

District Summary

Each district of course will want to keep a summary of what it is doing, from which the report can be made up. Most any kind of a book will do as it is not absolutely necessary to distribute the

expenses or the receipts, but I am inclined to think it will be just as well, and it will cost but little more, to let each district have a book like the multiple column cash book, Exhibit #3, and the receipts as banked could be entered upon the receipt side, distributed as indicated. On the expense side would be entered by number every check received from the central office for the expenses of that district, properly distributed, so that the district would have a record of what it was costing and could make up its own report of its expenses. My idea is that all of these checks for particular districts should be sent to the district office.

If you had several of these books made up at once you could get them cheaper and you could have printed in the book the names of the different accounts, as salary, ex... they would not have to be written ... would last a district for many years. Of ... would do, but no better arrangement could be gotten. It w... convenience to the office secretary in making up the monthly report to have these daily totals properly distributed.

The Report

The report has been fully explained under Exhibit #1. It will be accompanied by check or draft for the full amount shown to be on hand.

Recapitulation

Now then the whole thing summed up is extremely simple. The district proposition is simply a question of keeping an accurate account with the individual subscriber, and all of this machinery that may look cumbersome, when set into motion runs so smoothly that it is surprising. Every turn counts and work is saved. The general state bookkeeping is simply to summarize the district business and is reduced to its lowest terms. It is built upon the multiple column cash book, the comprehensive report, and the distributing voucher check, which are the three essential elements of your central office records. The elements in your district office are: 1st, the subscription; 2nd, the letters and literature used in communicating with the subscriber; 3rd, the record with the subscriber; 4th, the record of daily entries itemized and totaled; and 5th, the monthly report, the point of contact with the state office.

Yours very truly,

"M"

THE CHURCH IN ACTION
AGAINST THE SALOON

EXECUTIVE OFFICES

The Anti-Saloon League of Illinois

(HEADQUARTERS NORTHERN DISTRICT)

1533-34 FIRST NATIONAL BANK BLDG. TEL. CENTRAL 3431.

WILLIAM H. ANDERSON, SUPERINTENDENT.
R. O. EVERHART, ASST. SUPERINTENDENT.
J. O. BENTALL, BUSINESS MANAGER.

PRESIDENT BOARD OF DIRECTORS, SAM T. BRUSH,
CHAIRMAN HEADQUARTERS COMMITTEE, REV. R. M. LITTLE,
TREASURER, J. V. FARWELL.

OFFICIAL ORGAN
"THE AMERICAN ISSUE"
WEEKLY, $1.00 PER YEAR

Chicago,

December 19, 1905

Rev. P. A. Baker,

Columbus, Ohio.

Dear Baker:--

Your drubbing thankfully received. It was pretty raw, however. You must have been in a generous mood and felt that if there was anything you had left undone in the line of castigation, now was the accepted time. Your letter is good except where it attempts to apply to specific conditions. I think I will put it in my Bible and read it whenever I get to feeling that I am "tolerable much".

You say you are too busy to discuss the matter further, but you have, I think, been unjust because you have, as you are obliged to do in most instances, acted at a distance without full information, and I am free to say that the wonder is, not that you make mistakes, but that you do not make more. So long as you question my judgment I have nothing to say, but I cannot afford to allow you to think that I have not shown the proper spirit any more than I can afford to entertain and be actuated by an improper spirit. Besides, you haven't been right often enough in this case to justify a denial of charitable judgment for the mistakes of others.

Let's look at this case just a little bit from the start. I have made a lot of mistakes in dealing with the men and have not denied it. You were generous enough to say that they were the kind of mistakes that are almost unavoidable with a young and inexperienced fellow, and that you thought I would not do it again. I agree with you for I see a lot of things that I never knew before. But you yourself have made some mistakes with these same fellows. You are directly responsible for the man who furnished the brains for the combination of the force after he was persuaded that I was not acting on the square. The man who induced my stenographer to betray her trust and continually aided and abetted in that betrayal, you have made superintendent of another state. Neither he nor the girl deny it now and the facts are all in my possession. (You have suggested to me that the friendship of some of the men is not sincere. That is true of one, but the understanding with the other men who were "off the reservation" came about when they learned that through the treachery above indicated they were blaming me for things I was not guilty of, and I am now telling you for the first time that you are completely mistaken in your assumption that it was chiefly opposition to Little that brought Burke, for example, and me to together again.) With reference to Curtis you disclaim responsibility. You say Bishop Bashford was responsible. Yet out in Los Angeles before I closed up with him you spoke to me most favorably concerning him, and you will

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remember that you had just unloaded him on dear Dr. Chapman, whom I know you think as much of as you do of me, when it was learned that he and I had closed up. Now then, considering your experience and age, we don't break so far from even on the question of mistakes with reference to this particular hunch of men.

While pointing out where I made mistakes you were just and kind enough to say that you were satisfied there was nothing dishonorable in my treatment of any of the men or the whole muss. You were present when I told the Committee that if there was anything in the whole transaction that reflected directly or indirectly upon my character or integrity they would have to prove it, and heard their positive disclaimer. So there is no evidence thus far that my spirit is not "right".

When you came over in August you thought under all the circumstances it would be better all around for me to resign, and I agreed with you, so if I was wrong there, you and I are in the same boat.

In the next place you proposed Mr. Little for superintendent. I had said to you just after he took charge as chairman that I believed he was promising material if anything ever happened to me. I will admit that I was as badly fooled at that time as you were later. When you proposed that he be superintendent, while I didn't enthuse, I acquiesced. I then, weeks after the fracas, believed him honest. My spirit was certainly all right then. Later, as I commenced to learn things I told you that it would not do, and you wrote to me and made some pretty broad intimations about my personal animosity getting the better of me and suggested that I was likely to send the whole thing to thunder if I didn't shut up. I kept on sawing wood and had enough of a pile ready when you reached Peoria to convince you completely that what I said was true,-viz, that he would not do for the place. You were likewise convinced that he wanted it, which at first you did not believe, and while a great many things you have said about the force are true, yet you ought to be somewhat thankful to them for helping you "let go", for calamity is a mild term for what would have happened in Illinois with him as superintendent; and the responsibility would have been largely on you. In other words, both of us being fooled to start with by the man, I was on the ground and had a chance to learn quicker what was back of it, and events, and your actions are my justification. "Spirit" in good working order so far.

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Chicago,

Then the next thing was his attempt after the Board meeting to usurp the functions of administrative officer up to the time I left. You begged me to "forget it", talked about its being small business, and gave some more intimations about "spirit" and I don't suppose I would have gotten the real thing involved entirely through you up to date if Little himself had not come to my rescue by recognizing the strength of my position and thrown up his hands and yielded the point.

The result is then that up to date we break about even on mistakes and my spirit hasn't yet been shown to be very much off color. You may be right on the question of this letter and my present position, but the presumptions are against you because you haven't been right to date in this matter in a single case except where we started together, or where you and the results have come to my position, and I am on the ground and have a better chance to know about this.

Now speaking about "spirit". I do not think I have deserved your letter. Here is a man who says to me that he "does not propose to be put down and out by the force", and who speaks to me in most intense bitterness against them. He, Little, said to me in plain English that he wasn't enough of a man to be able to go to a certain party and shake hands with him and treat him like a brother, and yet I am the fellow whose spirit is wrong when I try to put him down and out for the good of the work.

I think you have hold of the wrong end of this "spirit" business. Must I, because I have been personally wronged, remain passively quiet while the man who has wronged me goes on and harms the League too, simply because objection may be attributed to personal animosity? And yet that was practically the proposition that you put up to me before the Board meeting. What sort of loyalty to the cause would that be? If what a man does proves to be for the good of the work, as was the case in this instance, it is hardly fair to go back to question the spirit which actuated it, as your letter impliedly does.

Now there is just one important point in this that you have missed completely. I tried to hammer it into you at Indianapolis and failed absolutely until Little's retiring from the controversy disposed of it, and that is that <u>conditions have changed</u>. In August resistance on my part would have caused trouble, and I yielded. <u>Now</u> it is <u>yielding</u> that will cause trouble and <u>resistance</u> that will give a basis for permanent harmony. It is easy, and natural, to say to a fellow, "Oh, you are sore, shut up.", but

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Chicago,

that doesn't solve any problems if there happen to be any.

You have hammered the force pretty hard and some of them needed it, but though I have been the victim of their folly, and in some instances, worse than folly, I have tried to be just. As between the force at its worst, and Mr. Little, there is little to choose. You will learn now for the first time from me, that I can prove if necessary, that last summer he was "one of them", sympathized with them, told them they had a"just grievance ", prejudged my case, gave me no notice of what really was up, was, for example, responsible for the reading of Wright's venemous resignation when Wright had decided not to, and had the matter determined before the Committee meeting.

If you knew what I have concerning him, locked up in my desk today, fully signed, without any intention even at the time it was gotten to use it except in defense of my character, or of the League in extremis, you would approve my self control instead of question my spirit. You told me my weakness was in handling the force and not firing a few a year ago. There is danger that your refusal to benefit by what I have learned of Mr. Little by bitter experience will prove to be a weakness.

You speak as though the matter of $12.50 per week for some six weeks is the point at issue. I hardly think I have deserved to be considered that small. I agree cordially with everything you say about smallness based on that hypothesis. But isn't it a little inconsistent to cuff me for kicking about the small thing and support Little for doing it? But that isn't the point at all. The indications are, and I am thoroughly convinced myself, that Mr. Little accepted the salary, which he told me he wasn't going to take, purely to triumph over the men. His bitterness towards them points to that. He says he really did not want it,--then why else should he take it? With the men it is not the question of $12.50, but is that the demonstrated domination of a man who has feelings toward them such as they believe he has (and I think they are correct), means that justice to them in the future is out of the question, and they might just as well give up and quit so far as this place is concerned. In other words, it took the heart out of them.

Mr. Little has, I think, further proved the existence of this spirit attributed to him by his stating to Mr. Shields since my letter was received that he did not propose to quit so long as I am around Chicago (note it--hold on to spite me)! It is the same spirit that he manifested to me about the boys when he said that he "did not propose to be put down and out by the force". Now this may be all right for him but you made it very plain to me that you would

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TREASURER, J. V. FARWELL.

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Chicago,

have thought that that sort of a spirit on my part last fall would have been highly improper. Why, hang it all, I am making this stand for exactly the same reason that I quit last summer,- to stop a row. I went into it in cold blood, realizing that it was a sacrifice, and while I expected a few kicks on the question of judgment I didn't expect strictures upon the spirit behind it. And after being abused myself I am now clubbed because I am trying to fix it so he can't abuse anybody else.

You talk as though I am embarrassing Mr. Shields. You don't know just as you can't know a lot of things, that after Mr. Shields was elected he was around the office here talking to me, worried beyond measure, expressing fear of trouble with Little, because of Mr. Little's assumption of authority with reference to the office renting, and his evident purpose of throwing the concern into some "ratty" quarters in an old building. I never moved a peg until I saw Shields' helplessness and embarrassment. He couldn't ask me to do it. Yet there was the imminent probability of exactly the same reaching for authority that made me helpless when the crash came last summer. I ought to have been sharp enough to have protected myself. You would have recognized it and acted accordingly. But a new man is at every disadvantage.

You say you brought the whole matter to the attention of Dr. Russell and that he "feels disturbed that the spirit manifested in the letter, in fact the whole transaction of late, may mean trouble in New York for him if things do not go to your liking". I am astonished at this. Prior to this letter where is there anything in"the whole transaction " respecting Mr. Little where the soundness of my position has not been completely justified? If is you yourself, my dear fellow, who have been in an untenable position and have been shifting around. Either you have adopted my idea, or conditions have brought you there every time, so far, that we have differed to start with in this case. That being true, is it not possible that I am right here, even though clumsy in getting at it? Is it not possible that abnormal conditions justify unusual treatment? You can't know conditions so well as I.

I have always been positive, but is there quarrelsomeness anywhere in my record? I have made enemies fighting in the open. So have you. Did you ever know of any trouble among our constituency until what you say was treachery stirred a little of it up? Do you not know that I go out with the confidence of the state, including all, practically, of the ministers who ever helped? Could the

THE CHURCH IN ACTION
AGAINST THE SALOON

EXECUTIVE OFFICES

The Anti-Saloon League of Illinois

(HEADQUARTERS NORTHERN DISTRICT)

1533-34 FIRST NATIONAL BANK BLDG. TEL. CENTRAL 3431.

WILLIAM H. ANDERSON, SUPERINTENDENT.
R. O. EVERHART, ASST. SUPERINTENDENT.
J. O. BENTALL, BUSINESS MANAGER.

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Rev. P. A/ B. --6--

church federation have been consummated by a disputatious cuss? You yourself said I was too easy with the men--so do Bishop Mathews and Mr. Brush. Does that sound like making trouble because I don't get what I want? This will naturally tend to raise an invisible barrier between Dr. Russell and me,- he might even yield sometimes, for fear of my being an Indian, in matters of policy up for discussion between us, when he ought to stand firm. I am no putty man, but do you know of my ever being guilty of disloyalty to the constituted authority to which I had submitted myself? Did I ever bolt a caucus or fly the coop on any proposition when it was settled and agreed on after I had had a fair chance to be heard? My first thought was regret that this matter had been taken to Dr. Russell, but by if by clearing the air we can dispel any lurking apprehension he may have entertained, it is perhaps best after all.

You say that so far as your influence goes, you are for Little and the Committee and Superintendent Shields. You are not discriminating in your bunching. I am for the Committee and Shields and the League. Why every member of that committee now except Little is a personal friend of mine and there is only one of them who is very close to Mr. Little, and Shields, as you yourself suggest, is my own man. How could I want to embarrass them? As you have evidently written in exasperation and some considerable heat, I think that it is proper that I should suggest that you go a little slow and do not in your impatience with me, again get into a position with reference to Mr. Little where you will need help if you again want to get out for the good of the cause. My point is you can't be for both Shields and Little. Nothing can save Shields from trouble unless my letter has so put the burden on Little that he will have to be good. It is his nature to "butt in". He is an incipient riot himself. He can't help it. He started it with me before the trouble came. The work will never be safe with him as the dominant influence. He will not be content to be anything else. His ideas of the functions of the Headquarters Committee as a finance committee will make trouble. His perfectly honest conception of his relation to the concern will embarrass a man with any initiative or force of character. Brother Shields said to me in so many words, "I am afraid I am going to have the same trouble you did with the chairman of the Headquarters Committee". Of course he never dreamed that he was starting me off and I do not want to implicate him in this in any way. But can't you see that the very work Little did prior to the Board meeting when I waived my rights, have disqualified a man of his make-up from dropping back and being only a chairman and nothing more, and that Shields' very newness will aggravate the trouble till it is beyond his control.

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Rev. P. A. B. --7--

You say I ought not to make trouble which is to be left to you fellows. Why, my dear fellow, the trouble was already brewing, and I didn't start it, and if there is any trouble in the future it will be, nine chances out of ten, because you deliberately stepped in and closed up the way that I have opened for you to get out. In view of the facts, your statement that you "know much better than I can know" that I am making trouble, is pretty strong. You told me that you had hard work down at Peoria in finally side-tracking Little. On that I did not sympathize with you much because if you had not rushed in after I had told you most emphatically that he would not do, and formally nominated him the very morning you left for New York, when you knew that I was coming in that morning and that you could talk with me, you could have left things in shape where it would not have been so hard for you to get out. If you had even written the letter and carried it in your pocket to talk the matter over with me before mailing it, like I showed the one I had to you before I sent it, you might have saved some of your troubles.

I have always been surprised at your precipitate action in that, as it was unlike you. You had the clearest evidence at the time you ppoposed to me that I talk with Mr. Little, a month after the disturbance, that I had no animosity and no unkind feeling. I think then, if I am given credit for being a rational being, it was up to you to assume that there was a reason, such as the discovery of new evidence, for my change of attitude. And frankly, while your handling of the situation down at Peoria, after you understood it, was masterly, you fell a long way below your usual standard in getting hold of it.

Having nominated Little formally in the very emphatic unqualified letter which you wrote, for the committee showed it to me, you naturally were in a place where you had to stand for his being retained on the committee and for "saving his face" as far as possible, and while you got hold of the thing pretty thoroughly while down at Peoria, you have been so busy and pressed that you haven't fully comprehended yet what you were saved from; and you are still in an attitude of mind where you feel disposed to consult and save Mr. Little's feelings , without realizing that such course is at the expense of the League. In fact, that is one of the very elements that seemed to put it up to me to blast out, if need be, a broad avenue down which Shields can go without embarrassment, and I happen to know that not all of the committee think I am crazy. One of them who knows the facts, says, "If I were in the chairman's place I could not be hired to remain..... ..That is a telling paper, and the cartoon emphasizes it in a remarkable way".

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Rev. P. A. B. --8--

The trouble is that you jumped at the conclusion that because I have been wronged, all my actions are shaped by that fact. If I had been after Little with an axe from the very day of the trouble, I probably could not successfully combat such assumption, but when you remember that I acquiesced in his selection as my successor, and at your suggestion even talked with him about it, when I believed that I had been simply the victim of honest blunders, and never opened up to you on him until I had evidence beyond question, of things which demonstrated a spirit such as would preclude success in a great work like this, your assumption is left without support in facts.

Assuming for the sake of argument that I am correct and that something was necessary, that brings us down to the letter. I will admit that it was a horrible letter. I do not deny that I set out to grill him thoroughly, but what I do deny is that I grilled him for the sake or fun of doing it. I did it because nothing else would do. I showed you the terrific analysis of him and the actions of the committee which I wrote him the early part of October and which I never sent anywhere else than to Mr. Little, and you said that you saw nothing wrong in its spirit and that it ought to do him a lot of good, but it never touched him beyond inducing him to take a rap at me whenever he got a chance.

I beg of you, don't advise the man to stay. Keep out of it if you like, but don't do the other. I have not in my own mind, even, criticized you thus far for acting without full information, but for you to go in the face of information that you have no just ground for ignoring, from the one person who knows most of the situation, and is not yet proved guilty of being actuated by improper motives, I feel would be a blunder which could not so easily be overlooked. I have the greatest respect for your judgment when you know what you are talking about. When you don't, you can be as wrong as anybody. If you flounder back into a condition of Little's domination of affairs you will not have anybody next time to do the hammering and take the odium and let you get out clean. The best thing you can do now is what you licked Herrick for not doing- that is, keep your hands off of this Little situation unless you have to come in later and throw him~~m~~kf out yourself.

Now I put this up pretty straight, for you cut deep. I am not angry nor am I so deeply hurt as I would be did I not know so well your great, loving, sympathetic, honest heart. I know you will do me justice when you stop to think. You know whether, with many stumbles, I am trying to do the Master's will, and be possessed and dominated by His spirit. And it would be a poor return for the friendship that you

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have given me if I should get sore or sulk because in a transaction where you are not able to see everything you step on me and then slap me for being under your feet. But I still think in view of my record in the League work, and the way that I have been justified in every phase of this business up to this letter, that I have not deserved any reflection upon my spirit. On the question of judgment involved I am perfectly content to wait, under censure, until vindicated in this, as in the other phases of the unfortunate affair.

Yours very cordially,

P.S.--As you say you have submitted this matter to Dr. Russell, Nicholson and Dinwiddie, I think in justice to myself I should send them a copy. If you have taken it up with Wheeler or any other member of the National Committee, I think you ought to show them this letter. W.H.A.

"H"

HARVEY L. SHELDON,
35TH DISTRICT,
ROCK FALLS

Rock Falls Ill.Dec.19th.1905.

W.H.Anderson,

Chicago, Ill.

Dear Sir & Bro.

As I was on my way home from Chicago, last night, I had opportunity to think over the situation and I got to thinking about you. I don't believe I ever told you what I thought about your work in this state. I have often thought about it, but I never told it. It will never do you any good to think good things about you if no one ever tells you. Too often we bury with flowers the coffin of one to whom we never said a kind word in life and I am trying to learn how to bring bouquets while the person is living, and I write this letter to tell you that I for one as well as many others with whom I have talked, have a high appreciation of the work you have done.

Yesterday when Burke was telling me about those who fought us so hard at the last session were falling over themselves to place themselves on record as favorable to temperance legislation, thus hoping to avert the threatened opposition of the league. In a state where the league was despised less than a year ago, it now creates the most profound respect, and those who do not love it fear it. And whether they have had a sincere change of heart on the proposition,or not, they have learned to respect its power at the ballot box. And to you Mr. Anderson this condition of affairs

HARVEY L. SHELDON,
35TH DISTRICT,
ROCK FALLS

has been brought about and it looks to me very hopeful for some favorable legislation at the next term of the legislature, and I expect to be a candidate and hope to have a hand in putting some effective temperance legislation upon the statute books.

A few years from now there will be annual celebrations commemorating the work of the league. At those celebrations your name will always have a first place, for you were the pioneer. Many kind words will be said of you then, may you live to hear and enjoy them.

Now as you go to your new field of labor, may the blessed Lord go with you and give you victory in His name.

Sincerely yours,

H. L. Sheldon

THE SALOON MUST GO

ANTI-SALOON LEAGUE OF ILLINOIS

THE CHURCH IN ACTION AGAINST THE SALOON--
A FEDERATE MOVEMENT CLAIMING NO INTERESTS
APART FROM ENLIGHTENED CITIZENSHIP AND A
VITAL PIETY.

WILLIAM H. ANDERSON
SUPERINTENDENT AND GENERAL ATTORNEY
EDWIN E. McLAUGHLIN
ASSISTANT STATE SUPERINTENDENT

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B. R. HIERONYMUS, SPRINGFIELD

EXECUTIVE OFFICES CHICAGO, ILL December 23, 1905

Rev. P. A. Baker,

New Hayden Bldg.,

Columbus, Ohio.

Dear Baker:--

Yours of the 20th duly received, and I agree with you that argument will not at this stage [illegible] see alike on all of these points. I stated I think, that with the writing of the letter to Mr. Little, I was done. I have nothing more in mind with reference to this matter here. Fortunately conditions have already justified it and I happen to know that the real underlying object sought to be accomplished has been accomplished, that is, the party is in the way of "ultimate extinction" if he causes further trouble.

If you had confined yourself simply to criticism of my judgment, which I admitted all the time was legitimate, I should probably have said little, if anything, in reply, but when you took the matter up with the man with whom I am to be associated in the future, and with other members of the National Committee, in a way that is necessarily unjust to me, because they have no comprehension of the facts, I was compelled in self defense to make a record.

You say you have heard from some of the wisest and best members of the Headquarters Committee. In view of the fact that aside from Mr. Brush, who criticized the cartoon strongly, I have heard from one of them by mail and had one out to lunch and still another has been too sick to wiggle ever since the Committee meeting, as his wife informs me, and am entirely satisfied with the honest private opinions of those members with whom I have had any communication, I have a pretty definite idea as to the identity of your correspondents.

I am ready to take my own medicine and apply to myself again the same logic I applied to Mr. Little's case, and if this matter has resulted in such conviction concerning my judgment as to raise in your mind a question of my usefulness on the National Headquarters Committee, all that you have to do is to intimate as much and my resignation will be cheerfully forthcoming instanter. It will never be necessary to shoot me to get rid of me.

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B. R. HIERONYMUS, SPRINGFIELD

EXECUTIVE OFFICES CHICAGO, ILL.,

Now understand me, for it seems at times that you may have forgotten that I have had enough concentrated experience of late to bring me through the final transition between a callow youth and a full grown man. This is not a threat to resign. It is not pique; I am not anxious to resign. I have enjoyed being associated with you. I have been loyal absolutely to you and your policies. If I am needed I shall gladly stay. I have the same confidence in your honesty of purpose and the general soundness of your judgment, and I am ready and willing and will be glad to stand with you. And if your ideas concerning the development of the League, which I think are substantially identical with mine, and which I believe are the right ideas, should ever go down to temporary defeat at the hands of a bunch of insurgent "knockers", I am willing and will be glad to go down with you and our principles.

However, if there is any feeling on the part of yourself and the Committee generally, that I am not entirely "safe", or if there is a feeling that it is again "up" to me to demonstrate what I can do, and again "make good", I want to cut loose and start from the ground, for I will not submit to be carried on account of possible past achievements in lieu of present usefulness. And unless you want to stand squarely for me as a part of your administration at the next convention, why by all means now is the time for me to quit, and not be dropped off at the convention or quit so late as to indicate that I saw it coming and got out from under. It would be a measure of relief to me to be out because I have been in some position or other to be shot at practically all of my life.

If you think this is best, you need have no hesitation whatever in saying so frankly, provided you do it now and not later, on the strength of a situation which exists now. I will continue to be just as loyal and just as ready to support you in everything that is right.

I sincerely trust that you will not misunderstand me as I feel that you have misunderstood me somewhat in this transaction. There is absolutely no change whatever in the cordiality of my regard; and that this is not a case of petty refusal to play is borne out, I think, by the fact that I do not resign and say with the utmost frankness that I am not anxious to, but am willing to do it to save you embarrassment.

Yours very cordially,

"M"

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WILLIAM H. ANDERSON
1534 FIRST NATIONAL BANK BLDG., CHICAGO, ILL
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609 NEW HAYDEN BLDG., COLUMBUS, OHIO
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The American Anti-Saloon League

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610 NEW HAYDEN BLDG., COLUMBUS, OHIO
REV. EDWIN C. DINWIDDIE
LEGISLATIVE SUPERINTENDENT
31-32 BLISS BLDG., WASHINGTON, D. C.

COLUMBUS, OHIO, Dec. 26, 1905.

Mr. Wm. H. Anderson,

1534 First National Bank Bldg.,

Chicago, Ill.

My dear Anderson:-

I have yours of December 23rd, also the one containing list of pastors etc from Cannon's District. I am very much obliged to you for the same.

Now, with reference to your resigning from the National Committee. You are the only person who has thought of it , and the only one, I am sure, in the Headquarters Committee who would consent to it. I cannot see that your difficulty in Illnois has or could in any way impair your judgment or loyalty to the nation wide movement. I have not felt for a moment that you would be any less loyal to me than you have been in the past, No more would I think it than I would think of being less loyal to you because of what has transpired. My loyalty like yours, I think, is made out of better stuff. While I think you have erred in some things lately in Illinois, I have not one whit less confidence in your judgment in general and your personal loyalty to myself and the work than I had before. So let us end all talk about resignation from the national Committee.

Wishing you and yours the compliments of the Season and hoping that Mrs. Anderson is rapidly recovering from her operation, I am

Most cordially yours,

P. A. Baker

Gen. Supt.

Reference File,
W. H. A,
No. II 10 c

Board of Pardons
STATE OF ILLINOIS

ANDREW RUSSEL, Jacksonville, CHAIRMAN
ETHAN A. SNIVELY, Springfield
CHARLES G. ECKHART, Tuscola
D. B. BREED, CLERK

Dec 29, 05

Dear Will.

When the dear boy's letter came I was flat on my back – have been having the shingles to beat the band. And am only a little better now. Want you see he gets this letter. He wanted me to refer to my having been Clerk in Lil not done so. I hope it will help him. He is one of the grandest, best and bravest men I ever knew. I do not fully agree with him in some things, but in my judgment the anti-saloon fight is now ended. No man ever suffered such terrors as he did – they tried every way to smirch him but it done no good. Of course if I can help him in any way Lil do it as cheerfully as for my own boy.

Regards to the good wife.

Smith