

sales promotion program. That is the reason they sought \$4,800,000 for this particular program. Any of us who have had experience with the sales promotion program of the Bureau of Public Debt realize that they have actually oversold the savings bond program. By overselling the cost of the program increases tremendously. It would seem to me that the Bureau of the Public Debt would have a better leg to stand on for the sales of their savings bonds if they were actually making an attempt themselves to reduce the Federal budget. I think that that would be an affirmative approach."

Savings: \$1,000,000.

Source: Mr. Ford, Representative from Michigan, Congressional Record, March 20, 1951, pp. 2784, 2785.

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"You have attempted to explain to the committee the necessity for the appropriation of \$2,000,000 for expansion of payroll savings plan, but I find myself in agreement with the position of the House Committee on Appropriations, concurred in by the House, that there is no justification for the appropriation of the funds requested."

Savings: \$2,000,000.

Source: Mr. McKellar, Senator from Tennessee, in Hearings before the Committee on Appropriations, Senate, 82d Cong., 1st Sess., Supplemental Appropriations for 1952, p. 471.

* * *

"The role of the Register of the United States in the organization of the Fiscal Service is also questionable. Its function is to audit accounts which bear upon the public debt; yet, it is a part of and responsible to the Bureau of the Public Debt. The Register keeps accounts on the issue and redemption of securities which are also kept in the Bureau of Public Debt. One set of these accounts is unnecessary."

* * *

"Some improvements in the procedures and organization of the Bureau of the Public Debt have been made recently--others are long overdue. The entire Bureau is overorganized into numerous divisions, sections, units, and subunits with a system of security accounting, checks, and balances which is far beyond normal requirements...."

Savings: Amount unspecified.

Source: Preliminary Report of the Committee on Post Office and Civil Service, House of Representatives, 81st Cong., 2d Sess., Investigation of Employee Utilization in the Executive Departments and Agencies, Part III, pp. 88, 89.

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OFFICE OF THE TREASURER

"Within the Office of the Treasurer there are several organizational and procedural discrepancies which entail unnecessary and duplicating effort.

"The Stating and Claims Sections of the Accounting Division need special consideration in view of the work being done by the Federal Reserve System. The work carried on in the Card Check and Sorting Sections needs to be simplified in conformance with modern banking practices.

"The size and cost of the activities of the Currency Redemption Division should be reviewed in the light of potential economies. They overlap and duplicate similar operations in the Bureau of the Public Debt.

"An unusually large number of employees appear to be concerned with the development of the Daily Statement of the Treasury. Its current use and value should be reappraised against the cost of its preparation. A monthly or quarterly statement might be more useful and certainly more representative of the condition of the Treasury.

"The Federal Reserve Bank Section of the Division of Securities and the United States Depository Section of the Division of General Accounts are functioning in the same area with a duplication of effort.

"The Coupon Section of the Division of Securities is engaged in a partial duplication of the general activities of the Bureau of the Public Debt.

"All of these shortcomings contribute to an extravagant use of personnel engaged in obsolete and duplicating functions."

Savings: Amount unspecified.

Source: Preliminary Report of the Committee on Post Office and Civil Service, House of Representatives, 81st Cong., 2d Sess., Investigation of Employee Utilization in the Executive Departments and Agencies, Part III, p. 89.

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BUREAU OF CUSTOMS

SALARIES AND EXPENSES

"The committee has reduced the amount requested for personal services in the District of Columbia from \$1,111,500 to \$1,000,000 which is \$70,000 less than the amount appropriated in 1951, because the committee believes there is overstaffing in the Washington office of the Bureau [of Customs]...."

Savings: \$111,500.

Source: Report of Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., Treasury and Post Office Departments Appropriation Bill, 1952, p. 9.

* * *

"The amendment that I am offering here is one simply to hold the Bureau of Customs to the appropriation they got in the last fiscal year, 1951. There happens to have been a committee of management councilors, the McKenzie Co., that made an investigation of this particular agency. Furthermore, a committee of the Civil Service Committee of the House made an investigation of this particular agency, and both reports say that by an improvement in the procedures, this particular Bureau could save a tremendous amount of money. So I am urging as a matter of principle that we hold the Bureau of Customs to the amount of money that we gave them last year; in other words, to reduce by \$675,000 the item of \$37,500,000 and make it read \$36,825,000...."

Savings: \$675,000.

Source: Mr. Gossett, Representative from Texas, Congressional Record, March 21, 1951, p. 2876.

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COAST GUARD

OPERATING EXPENSES

"The most unsatisfactory staffing area in the Department of the Treasury was found to exist in the headquarters office of the United States Coast Guard. The military staff there is grossly overgraded. The rank of the headquarters military personnel is far above both the quality and quantity of work to which the commissioned officers are assigned."

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"Admittedly, a greater proportion of top rank is required in any headquarters but this discrepancy is too marked to be easily reconciled.

"Contributing to this condition is the fact that there is no fixed policy on the rotation of officer personnel. Some of the key men have served continuously in the headquarters for 10 to 12 years. Many more of them have served at least half of this period without field experience."

Savings: Amount unspecified.

Source: Preliminary Report of the Committee on Post Office and Civil Service, House of Representatives, 81st Cong., 2d Sess., Investigation of Employee Utilization in the Executive Departments and Agencies, Part III, pp. 75, 76.

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ACQUISITION, CONSTRUCTION AND IMPROVEMENTS

"The Committee is recommending an additional amount of \$350,000 for 'Acquisition, construction and improvements' to repair damage to Coast Guard installations along the North Atlantic coast caused by a severe storm last November. This is a reduction of \$300,000 from the budget estimate and has been made because the Committee desires to have the Coast Guard absorb the balance of the cost of making these repairs from funds already appropriated and available under this heading.

"The Committee feels that the Coast Guard should re-evaluate its construction program with the idea of deferring those projects which are not of sufficient urgency as to require completion prior to the completion of the necessary repairs of damage done by this storm."

Savings: \$300,000.

Source: Report of the Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., Third Supplemental Appropriation Bill, 1951, p. 14.

* * *

"...In view of the tremendous national defense expenditures facing the country the committee reduced the amount requested for construction and improvements, one million dollars, because some of the projects requested were for facilities considered to be essential only from the viewpoint of improving the comfort of personnel. No matter how desirable such facilities may be, it is believed that they can well be deferred during this period of national emergency."

Savings: \$1,000,000.

Source: Report of Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., Treasury and Post Office Departments Appropriation Bill, 1952, p. 14.

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RESERVE TRAINING

"The committee recommends an appropriation of \$1,500,000 for Coast Guard. Reserve training, a reduction of \$500,000 in the House bill and the budget estimate but an increase of \$500,000 over the 1951 appropriation. It is believed the allowance is sufficient to enable a normal expansion of the reserve training program. The committee also recommends that language approved by the House authorizing the purchase of eleven passenger motor vehicles be stricken from the bill."

Savings: More than \$500,000.

Source: Report of the Committee on Appropriations, Senate, 82d., 1st Sess., Treasury and Post Office Departments Appropriation Bill, Fiscal Year 1952, p. 8.

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INTEREST ON THE PUBLIC DEBT

GENERAL

"...But even debt interest payments can eventually be reduced if our Government were to embark upon a firm policy of budget balancing and debt reduction and were to adhere faithfully to that policy over a period of years."

Savings: Amount unspecified.

Source: Alvin A. Burger, Research Director, Council of State Chambers of Commerce, "How and Where the Federal Budget Can Be Out," Federal Spending Facts, Bulletin No. 80, March 5, 1951, p. 5.

District of Columbia

DISTRICT OF COLUMBIA

PERSONAL SERVICES

"The committee feels that no chauffeur, or employee acting as such, should be definitely assigned to a Commissioner or other official or employee of the District. Likewise no official car should be assigned to an individual. The committee accordingly directs that the three Commissioner's chauffeurs be placed in the so-called pool of the central garage and that two of the six full-time chauffeur positions be eliminated."

Savings: Amount unspecified.

Source: Report of the Committee on Appropriations, Senate, 82d Cong., 1st Sess., District of Columbia Appropriation Bill, 1952, p. 3.

* * *

"Senator Ferguson. What are you going to do if the Congress cuts the personnel item 10 percent?

"Mr. Pilkerton. I don't see how we can really function and comply by law.

"Senator Ferguson. That is what they all say, but last year they did not see how they were going to deduct \$55 million, and not only did they deduct the \$55 million, but the President took an extra \$30 million off."

Savings: 10 per cent in personnel for District of Columbia.

Source: Mr. Ferguson, Senator from Michigan, in Hearings before the Subcommittee of the Committee on Appropriations, Senate, 82d Cong., 1st Sess., District of Columbia Appropriations for 1952, p. 51.

* * *

"Mr. Furcolo. It is going to be more efficient and is supposed to save some money, but apparently some of the people who are doing this work will still be retained on the payroll. So, in the over-all picture, there is not going to be any money saved by

this system you suggest as far as reducing the number of employees is concerned for the reason,...that they will be used to absorb other duties.

"Mr. Pilkerton. That is right.

"Mr. Furcolo. The House just voted for the Jensen amendment on the theory that there are too many employees throughout the Government, anyway, and I assume the same point will come up about this. I imagine the question put to us will be: 'If this is going to be such a saving, it should be reflected someplace. No one is going off the payroll; they are just going to perform these other duties....'"

Savings: Amount unspecified.

Source: Mr. Furcolo, Representative from Massachusetts, in Hearings before the Subcommittee of the Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., District of Columbia Appropriations for 1952, p. 70.

* * *

"Mr. Furcolo. Can you give me an answer for the record as to whether there has been a change in the need for personnel for this year, if the same need did exist last year and the year before and if, somehow or other you managed to get along last year and the year before without it? What is the difference now?

"Captain Patrick. We have in the past utilized men who were on light duty and brought them up to the office to help us out.

"Mr. Furcolo. You still have those available?

"Captain Patrick. Two or three, but not with the required ability, I would say.

"Mr. Furcolo. In other words, the question on the floor undoubtedly will be asked: They managed to get along last year without this, and the conditions apparently are exactly the same...."

Savings: Amount unspecified.

Source: Mr. Furcolo, Representative from Massachusetts, in Hearings before the Subcommittee of the Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., District of Columbia Appropriations for 1952, pp. 240-241.

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"Senator Hill. Doctor, how does your patient load compare to your personnel?

"Dr. Finucane. Our patient load currently is not up to our bed capacity. We have and probably will have during the fiscal year a patient load of approximately 580 to 590 as a daily average.

"Senator Hill. What is your bed capacity, 600?

"Dr. Finucane. Our bed capacity at the moment is 617...."

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"...Of this total we are running a daily average of approximately 585 to 590 patients.

"Senator Hill. How many employees do you have?"

"Dr. Finucane. We have a budget allowance of 603.5.

"Senator Hill. Do you mean today?

"Dr. Finucane. Yes, sir.

"Senator Hill. You have more employees than you do patients?

"Dr. Finucane. Yes, sir; that is on the basis of budget allowance. We happen to have some vacancies at the present time, so we actually do not have more employees than patients..

"Senator Hill. Do you have many vacancies?"

"Dr. Finucane. We have approximately 57 vacancies."

Savings: Amount unspecified.

Source: Mr. Hill, Senator from Alabama, in Hearings before the Subcommittee of the Committee on Appropriations, Senate, 82d Cong., 1st Sess., District of Columbia Appropriations for 1952, p. 162.

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FEDERAL PAYMENT TO DISTRICT OF COLUMBIA

GENERAL

"The requests for expansion of personnel and other administrative facilities of the District are for the most part not

necessary under current circumstances. A total reduction of \$2,295,775 has therefore been recommended which, in considering the budget as a whole, represents a net reduction of over 90 percent in the funds requested for additional personnel and expansion of other administrative facilities."

Savings: \$2,295,775.

Source: Report of Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., District of Columbia Appropriation Bill, Fiscal Year 1952, p. 4.

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PUBLIC SCHOOLS

"The 1951 Appropriation Act provided \$10,000 for the services of experts and consultants at rates not to exceed \$50 per diem. The budget request reduced this sum to \$3,500. There is little need for the services of such experts and consultants in the public school system. The committee, therefore, further reduced this limitation to \$2,000."

Savings: \$1,500.

Source: Report of Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., District of Columbia Appropriation Bill, Fiscal Year 1952, p. 8.

* * *

"...The committee has allowed \$4,556,500 which is \$50,000 below the amount appropriated for 1951 and represents a reduction of \$43,500 from the budget request. As a result of certain criticisms contained in the Strayer report, the Superintendent's office has conducted studies of space assignment per custodial employee and the possibility of conserving fuel. The school officials testified that they were not able yet to give the committee definite information as to the savings which they might be able to effect as a result of the studies. The committee feels that such savings should amount to a minimum of the \$43,500 recommended as a reduction below the budget request."

Savings: \$43,500.

Source: Report of Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., District of Columbia Appropriation Bill, Fiscal Year 1952, p. 8.

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"The committee recommends an appropriation of \$17,250,650 which is a decrease of \$64,350 under the House bill and a decrease of \$167,650 in the budget estimate. The House recommended an appropriation of \$17,315,000 including \$82,000 for the purpose of converting the athletic program to a centralized operation. The House also recommended language in the bill to require that all gate receipts from school athletic contests be deposited in the Treasury to the credit of the District of Columbia. The committee does not agree with the recommendations of the House and has accordingly reduced the appropriation by \$82,000 and has stricken the language from the paragraph."

Savings: \$167,650.

Source: Report of the Committee on Appropriations, Senate, 82d Cong., 1st Sess., District of Columbia Appropriation Bill, 1952, p. 8.

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RECREATION DEPARTMENT

"Considerable testimony was presented to the committee to the effect that current methods of operation of the golf courses which were included in this request are quite satisfactory from the point of view that the public is receiving good services, that the courses are being kept in good condition, and that the fees charged are much more reasonable than those charged by other courses in the Washington area that offer similar facilities. It was testified that the present management's bookkeeping has been inadequate to properly protect the interests of the Government, in the distribution of net income derived from operations. This testimony was based on an investigation made about two years ago. The committee is of the opinion that the interests of the Government in this respect should be protected and that the books should reflect clearly the financial operations of the courses. After careful consideration of the data furnished, the committee has disallowed the request for \$275,000."

Savings: \$275,000.

Source: Report of Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., District of Columbia Appropriation Bill, Fiscal Year 1952, p. 9.

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METROPOLITAN POLICE

"The major item of increase in the request was over \$575,000 for new positions. In addition to this amount the request included approximately \$100,000 for additional equipment and supplies for the new positions requested. According to testimony and information made available to the committee there are currently over 200 of the authorized positions which are vacant and vacancies have been exceeding 200 during the last several months. The budget was prepared on the basis that there would be an average of eight vacancies during the 1951 fiscal year. It appears to be very doubtful if even the positions currently authorized can be filled.

"The budget request also contained an item of \$353,205 as an additional amount necessary to put the 5-day week authorized by law on a full year basis....In view of the department's difficulty in recruiting personnel, this amount can be absorbed without any retrenchment of police activities. In view of these facts the committee has allowed \$9,290,000, a cut of \$994,000 from the request, and an increase of \$139,948 over the amount appropriated for 1951...."

Savings: \$994,000.

Source: Report of Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., District of Columbia Appropriation Bill, Fiscal Year 1952, pp. 9-10.

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HEALTH DEPARTMENT

"The committee...believes...that the budget submitted is over-ambitious and that the increases requested are considerably more than sufficient to accomplish this purpose. By far the largest item of increase was for personal services, where an increase of \$287,561 was requested, which amount included funds for a net increase of 61 positions. This increase is even larger than is apparent on the surface since it is based on an anticipated average number of vacancies of only 53. Information made available to the committee

revealed that on January 31, 1951, the hospital had 238 vacancies and on March 31, 237. The committee has allowed \$4,925,000 which is a reduction of \$250,000 from the budget request, \$100,000 over the 1951 appropriation, and \$210,000 over the base for 1952 which is calculated by subtracting nonrecurring items of expense from the amount available in 1951."

Savings: \$250,000.

Source: Report of Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., District of Columbia Appropriation Bill, Fiscal Year 1952, p. 11.

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PUBLIC WELFARE

"The committee has allowed \$4,554,000 a reduction of \$276,000 from the request and an increase of \$414,361 over the 1951 appropriation. The funds requested for additional personnel have been disallowed. The committee has also disallowed \$250,000 of the \$500,000 increase requested for grants. These grants are made almost exclusively to persons who are unemployable; therefore, there is very little possibility of reducing them even though prosperous conditions now exist...."

Savings: \$526,000.

Source: Report of the Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., District of Columbia Appropriation Bill, Fiscal Year 1952, p. 13.

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PUBLIC WORKS

"...However, the committee has disallowed the request of \$16,000 for 'Capital outlay' on the basis that the relocation of the Division of Printing and Publications, for which this money was

requested, is not in reality a capital outlay since it does not involve new building or structural changes to existing buildings. The committee will expect this work to be done under the appropriation for operating expenses and the Superintendent of District Buildings can absorb this additional cost within the amount allowed...."

Savings: \$16,000.

Source: Report of Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., District of Columbia Appropriation Bill, Fiscal Year 1952, p. 13.

* * *

"The budget request of \$835,200 included funds for 14 additional permanent positions. While the committee recognizes that the additional construction in the District of Columbia in the recent past and which is still continuing will require some additional work on the part of the Department of Inspections if they are to properly carry out their functions, it is believed that the requested increase is more than sufficient to keep abreast of the additional workload. The committee has therefore approved \$800,000 for this item, which is a reduction of \$35,200 from the request and an increase of \$31,000 over the 1951 appropriation."

Savings: \$35,200.

Source: Report of Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., District of Columbia Appropriation Bill, Fiscal Year 1952, p. 14.

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"The committee feels that the budget presented was justified with the exception that the fund requirements for personal services were based on the assumption that there would be only an average of four unfilled positions during 1952. The latter seems quite unrealistic in view of the fact that there were 24 unfilled positions on January 31, 1951, and on March 31 there were the same number of vacancies. The committee has therefore approved \$2,375,000 which is a reduction of \$50,000 from the estimate which should result in no hardship but simply recognizes that lapses will undoubtedly result in larger savings than were projected in the budget...."

Savings: \$50,000..

Source: Report of Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., District of Columbia Appropriation Bill, Fiscal Year 1952, p. 14.

* * *

"The committee has approved \$1,242,000, which is a reduction of \$20,000 from the request and an increase of \$142,000 above the amount appropriated for 1951. This reduction represents approximately one-half of the additional funds requested for new personnel and \$2,000 requested for uniforms for permit examiners. The committee has also disallowed the request for appropriation language to allow the purchase of uniforms for permit examiners. These examiners do not currently wear a uniform and no difficulties of consequence have resulted...."

Savings: \$20,000.

Source: Report of Committee on Appropriations, House of Representatives, 82d Cong., 1st Sess., District of Columbia Appropriation Bill, Fiscal Year 1952, p. 15.