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rest."

Here and There

About Avon Park

By W. M. Hetherington

AN ESSAY BY MACAULEY

In the year 1830 an era of depression struck England, and for that matter the most of the civilized world, very much as it did in the year 1930. The English essayist, Macaulay wrote of those times: "On what principle is it that when we see nothing but improvement behind us, we are to expect nothing but deterioration before us?" Published 100 years ago in a period of depression, Macaulay's words can be read with peculiar interest by us of today who are struggling with the same conditions. He says:

"History is full of the signs of the natural progress of society. We see in almost every part of the annals of mankind how the industry of individuals, struggling up against wars, taxes, famines, conflagrations, mischievous prohibitions and more mischievous profligacies, creates faster than almost any government can squander, and repairs whatever invaders can destroy."

"We see the wealth of nations increasing and all the arts of life approaching nearer and nearer to perfection in spite of the grossest corruption and the wildest profusion on the part of the rulers."

"The present moment is one of great distress. But how small will that distress appear when we look over the history of the last forty years—a war, compared with which all other wars sink into insignificance—taxation, such as the most heavily taxed people of former times could not have conceived—a debt larger than all the public debts that ever existed in the world added together—the currency impudently debased, and imprudently restricted."

"Yet is the country poorer than in 1790? We firmly believe that, in spite of all the mismanagement of her rulers, she is not only constantly becoming richer and richer. Now and then there has been a stoppage, now and then a short retrogression, but in the general tendency there can be no doubt. A single breaker may be repaid; but the tide is evidently coming in."

"If we were to prophesy that in the year 1930, a population of fifty millions, better fed, clad, and lodged than the population of our time, will cover these islands—that Sussex or Huntingdonshire will be wealthier than the wealthiest of the West-Indies of Yorkshire now are—that cultivation, rich as that of a flower garden, will be carried on in the tops of Ben Nevis and Helvellyn—that machines constructed on principles yet undiscovered will be in every house—that the great highways but railroads, no traveling but steam—that our debts, vast as it seems to us, will appear to our great-grandchildren a trifling encumbrance, which might easily be paid off in a year or two—many people would think us insane."

"We prophesy nothing; but this we may say—if any person had told the Parliament which met in peripatry and terror at the crash of 1720 that in 1830 the wealth of England would surpass that of their wildest dreams—the annual revenue would equal the principle of that debt which they considered an intolerable burden—for one man of 10,000 pounds then living, there would be five men of 60,000 pounds; that London would be twice as large and twice as populous and that the rate of mortality would be diminished to one-half what it then was—that the power of the poor would bring more into the exchequer than the excise and customs had brought in together under Charles II.—that stage coaches would be driven from London to York in twenty-four hours—that men would sail without wind, and would be beginning to ride without horses—our ancestors would have given as much credit to the prediction as they gave to Governor's Travels."

"Our rulers will not only improve the improvement of the nation by strictly confining themselves to their own legitimate duties—by leaving capital to find its most lucrative course, commodities their fair price, industry and intelligence their natural reward, idleness and folly their natural punishment—by maintaining peace, by defending property, by diminishing the price of law, and by observing strict economy in every department of the state."

"Let the government do this—the people will assuredly do the rest."

"It's getting mighty expensive for a man to be interested in the modern household device."

VOLUME II.—NUMBER 46.

AVON PARK, FLORIDA, FRIDAY, JANUARY 9, 1931.

PUBLISHED IN THE
METROPOLIS OF THE
RIDGE SECTION OF
FLORIDA

PRICE: FIVE CENTS.

2 NEW MEMBERS OF COMMISSIONERS PLACED ON BOARD

**Pearce Declines Chairmanship
After Serving Seven Years
in That Capacity and O. C.
Parrish Succeeds Him.**

The county commissioners met Monday and Tuesday and Monday the old board completed their business for the preceding year including the passing of bills for payment of the two retired commissioners, W. A. Marshall and A. L. Butler, were present and sat in conference for the last time.

Tuesday, the new board convened, and the members, J. H. Hood and Charles Berwick, together with those re-elected submitted the collection of delinquent taxes to the governor. In the organization of the board, L. C. Pearce, who has been chairman for the past several years, retired from that position and refused to accept again. O. C. Parrish was then nominated as chairman and was unanimously elected. Both the retiring and elected chairmen made short talks and Mr. Parrish thanked the board for the honor bestowed and asked the co-operation of the other members and all county officials and friends.

J. M. Lee was reappointed county attorney and county prosecutor and in a short talk expressed his views on taxes and the collection of delinquent taxes. He lauded the citizens of Highlands county, for their co-operation and said if 100 percent could be realized on the tax sales the problems would be solved. He predicted a substantial cut in millage if the present plans for the collection of delinquent taxes go through as expected.

C. E. Lien, president of the Highlands County Bank, conferred with the board regarding collateral held by the county for funds in the bank. Commissioner Charles Berwick reported the offer of six percent by Harry O'Connell to help beautify the court house grounds, the offer was accepted and County Agent Louis Almsley will be asked to supervise the planting.

WALK THIS WAY WILL BE PUT ON BY LEGION

**Three Act Musical Comedy
Under Auspices of Legion
Next Thursday**

"Walk This Way," a musical comedy in three acts, will be presented at the high school auditorium by the county for January 15th, by home talent performers under the auspices of the American Legion.

The play is being sponsored under the direction of the Jefferson Producing company under the personal supervision of Miss Maria Braswell. It is heralded as a show of genuine merit, solid with pleasing entertainment, rich in tuneful melodies, bright attractive choruses and a wealth of clean, wholesome comedy.

Rehearsals began Wednesday night. The cast of characters have been selected as follows:

Myrta Carter, the leading lady, Miss Lora Lee.

Peggy, the gay and clever comedienne, Barbara Weaver.

Rein, the high-bait social climber, Mrs. Dawson.

Mabel, hard bodied and gum chewing, Joyce Peterson.

Gertrude Cottrell, the very nervous and excited bride, Verta Bradley.

Mr. Harry Coyne, the Frenchman who owns the shop, A. McKee Elwell.

Billy, the forswearer and comedian, plays opposite Peggy.

James, the leading man, Jimmie Stanson.

Mr. Jiggs, of world wide fame, Lloyd Correll.

Mr. Jiggs, in the usual role, Mrs. Lloyd Correll.

Mrs. Hightower, newly rich and swarving, Ethel Clark.

In addition there is a cast of chorus girls composed of Misses Velda Langford, Myrtle Mary Turner, Marie and J. S. Francis, Agnes V. Smith, and Olga Riggs. Mrs. Frances Shockley will be pianist.

Air Tourists Expect To Stop at Airport Next Monday Night

SOME 43 planes are expected Monday afternoon when they land here for the first stop of the air tour following the air plane races at Miami, R. R. Rhudy, Sebring aviation enthusiast, said this week. Mr. Rhudy appeared before Sebring council Monday afternoon and asked the city to donate \$100 to help get the tour to stop in the county. After some discussion the council promised to give \$100 of the other \$50 was raised elsewhere.

The tour will be similar to that of last year and it would help get the airport as a stopping point for the tropical and mail and passenger line between Tampa, West Palm Beach and Miami. A small airplane, expected with the tour is Capt. Frank Hawks, noted flyer who set the world's speed record of 250 miles per hour.

LEGION RESENTS THE TIMES' EDITORIAL

**Criticism By Times Comes In
For Warm Denunciation
By Legionnaires**

The Times editorial of last week dealing with shows, carnivals and other traveling attractions that come under the auspices of the American Legion, has caused a scathing denunciation by Past Commander J. S. Francis and Glenn Spink at the Legion meeting Wednesday night. Francis stated that the editorial was unwarranted and an underhanded at the Legion and for the organization into a defensive position that was unfair to it. He directed his criticism at Mr. M. Hetherington, who he stated had ample opportunity to give his opinions on these matters at Legion meetings, which he said was the proper place for them, and resented the attempt to "bring out the dirty linen" before the public. Hetherington reiterated his stand against what he termed "street-side" shows and stated that every man in the Legion's endorsement. Spink unleashed a verbal barrage against the editorial and Hetherington's criticism. He stated that the Legion was connected with graft in the form of state taxes that had been received by the Legion through benefits had gone into the pockets of the city and the county. He stated that the city could point to more worthy work along this line than the Legion, which stands ready to do its part in all community affairs.

Adjutant L. B. Correll reported that the cast had been selected for the Legion play, "Walk This Way," which is to be put on next Thursday night, the 15th. The first rehearsal was held Wednesday night at the Legion home.

Correll also reported that the Legion committee met with the special committee from the city council last Saturday night and ironed out differences arising over the fire department, and agreed on a settlement whereby the city would pay the Legion past due pay for services of \$825, and would continue the Legion arrangement to furnish the volunteer force for the fire department for \$50 per month. He reported that this agreement was accepted by the council at its meeting Monday night.

In connection with the council asked that a committee from the Legion be named to work with the city on fire department matters.

Commander Ed Welch continued the special committee on this matter. The committee is J. S. Francis, Glenn Spink and L. B. Correll.

J. S. Francis reported that in the committee's meeting with the council committee he stated the point that the city should take some interest in the fire department and give it some help. He suggested that the Legion take part of the money which is coming to it from the city and make the fire department quarters more livable. L. B. Correll considered a good idea and should be set aside for emergency use in case of injury to firemen by accidents while on duty.

Another suggestion was made by the city to be asked to carry insurance on both the regular and volunteer firemen. J. S. Francis agreed to look into the possibilities of having this insurance put into effect.

AMERICAN LEGION CONTINUED TO MAN FIRE DEPARTMENT

**Agreement Reached Whereby
Legion Will Be Paid Back
Pay of \$825 and Continued
at \$50 Per Month.**

The city council agreed Monday night on continuing the arrangement with the American Legion for that organization to supply the volunteer members of the fire department, under an agreement that has been in effect for the past three years. Terms of the agreement were reached last Saturday between a committee of the council and the Legion, whereby the city is to pay the Legion back pay in the sum of \$825 for past services and continue to pay the Legion at the rate of \$50 per month for furnishing volunteer fire fighters. This report of the special committee was accepted.

Chairman DeLaney brought to the attention of the council the need for finishing up the fire station, and as the result of a discussion it was indicated that fire work and plumbing will be installed to provide necessary quarters for city prisoners. No action was taken pending letting contracts for the work, which will be taken up later.

M. A. Smith and D. G. Perry, representing the Aviation club, asked for the city to contribute \$100 toward defraying the expenses of the air tour which comes to the local airport from Miami on the 12th, when between 40 and 50 planes will visit the airport and put on stunt flying and give local people an exhibition of the newest type of planes. Funds for paying prize money, gas and oil and incidental expenses are to be furnished by local subscription, according to Mr. Smith.

The city clerk advised that check representing a ten per cent advance on the city's account in the First National Bank is being held by the bank. The controller of the currency on account of claim by the bank against the city. The bank holds a contractor's note of \$1000 with an order on the city for the same amount. The city claims an offset of the amount against these funds. The bank holds the city's order on the city and thus far has insisted on the city paying the note, according to City Clerk, Louise E. Brown. The city has a deposit in all funds when the First National failed. Negotiations are under way for a settlement between the city and W. Doope and the city.

City Attorney S. C. Pardee reported that an agreement had been reached by the city council, attorneys representing plaintiffs in the light reduction suit had agreed to file a reply brief in the case by the 15th of January. The city attorney advised the council that he would go to Tallahassee on the 16th to represent the city in the matter and endeavor to have a date set for an early hearing and settlement of the case.

Councilman Hall, chairman of the light and water committee, asked for a special meeting to be held next Monday night for the purpose of working out a new contract between the city and the Florida Public Service company on light and water rates. The old contract expired in July.

Teachers Given Membership at Highland Lakes

"The teachers of Avon Park schools were recently presented honorary memberships in the Highland Lakes Golf and Country club by Dr. W. A. Davidson, for the 1931 season. In acceptance of the courtesy, R. T. Fairley wrote Dr. Davidson the following letter:

"In behalf of the Avon Park teachers and myself, I wish to thank you for the very kind and thoughtful consideration you showed us recently when you so generously gave us complimentary memberships in your golf and country club for the 1931 season."

"It is true that we teachers need relaxation and recreation, and I am sure that all avail ourselves of your golf course on every possible occasion."

Rotary Club Host to Lake Placid Men at Wednesday Luncheon

The Rotary club entertained 15 Lake Placid business men at luncheon Wednesday and demonstrated the good fellowship that comes from Rotary.

A vote was taken to determine the most outstanding citizen of Lake Placid, and the one who had accomplished the most for his community. The award was made to T. W. Smith for catching a bear. He was given a miniature bear in recognition of his services. This feature was conducted by Bert Freeman.

Lake Placid visitors present were: J. W. Payne, C. H. Rhyme, Grosvenor Davis, A. H. DeLaney, M. McAuley, A. E. Austin, Lee Crews, O. F. Gardner, T. W. Loftin, Dr. Eide, J. F. Simms, O. C. Parrish, Jack Williams, T. Jackson and Alexander Blair.

Other visitors were: Chas. Madison, Brastford, Conn.; Rev. J. M. Lake, Sebring; C. B. Owens, Frostproof; A. L. Vergason, Frostproof; Bob Duncan, Frostproof; Tom Smith, Sebring.

John Hood, a new member of the club was introduced.

JOINT INSTALLATION OF CHAPTER-COMMANDERY OF THE EISTEDDFOD PROGRAM

**Ceremonies at Avon Park Last
Evening With Visitors
Present**

Joint installation ceremonies of Highland Chapter No. 42, Royal Arch Chapter No. 1, and the Eisteddfod program were held at the Masonic hall last evening. The program was given by 60 members of both orders, including visiting members from Frostproof and Sebring.

Charles R. Head, as deputy grand high priest of the chapter and deputy grand commander of the commandery was installing officers. He was assisted by D. E. Cranfield, grand captain of the host in the chapter and grand marshal in the commandery. The first in each line of competition on the program will then appear on the afternoon or evening performance as may be decided by the stage manager.

Dave to Be Here Monday
Norton T. Smith and J. Paul Gardner, assisted by W. H. Yates and L. P. Trayer are inviting citizens of Avon Park, who are interested in literature and musical matters to meet Grosvenor Davis next Monday night in the chapter of commerce room in the city hall to discuss participation of the program in the Eisteddfod.

During Mr. Dave's stay in the city Wednesday, he visited the high school and met with Prof. R. T. Fairley and teachers of the school, and reports that by Saturday lists of children who will take part in the program of the Eisteddfod will be completed and mailed in.

In speaking of progress being made on the Eisteddfod, Mr. Dave said: "Splendid co-operation is being manifest in every place visited, and the Eisteddfod promises to unite the whole scenic Highlands in a common effort. The little town of Lake Placid will appear in 30 items on the program, if it survives the elimination."

Lake Byrd Lodge Opens for Season Sunday, Jan. 11

Lake Byrd Lodge, Avon Park's unique hotel and lodge located on the shores of beautiful Lake Byrd, will open for the season next Sunday, January 11th under the management of H. R. Currie. The lodge will be operated this season by the Avon Florida Citrus Corporation.

The lodge has undergone extensive improvements in preparation for the opening, and has been repainted and redecorated throughout, and made most attractive.

The question of what to do next has been answered for the guests by the hotel owners, who have built a miniature golf course adjacent to the lodge. This is of logwood design and worked out harmoniously with the lodge design, and is light for playing at night. In addition there is a concrete tennis court, shuffle board court and a horse shoe court. Boating, fishing and hunting are also available, and further diversion for logwood guests.

Tourist Service at First Baptist Church Last Sunday Night

A special service for tourists was held at the First Baptist church last Sunday night, with the First Methodist church co-operating. The service was arranged by J. B. Coen, Sr., president of the tourist club W. Avon Park.

The services were presided over by C. D. Ordway, of the tourist club, and Rev. A. H. Hancock, pastor of the Methodist church, read the scriptures. Opening prayer was offered by J. A. Johnson, of the tourist club. Dr. W. A. Davidson, of Highland Lakes, delivered the address on "The Church of the Living God, the Pillar and Ground of the Truth." Rev. W. K. McClure pronounced benediction.

Music was in charge of S. C. Pardee, director of the choir of the First Methodist church, the combined choirs rendering two athenas and leading the congregation in singing for additional margins. People today are not buying goods or stocks and will not resume buying until the business is completely cleaned up. This means that the present depression—as recorded by the Bauschinger—will continue until the bulk of the credit and stocks on margin. New people have little cash and are sick both of installment payments and of being called upon for additional margins.

The special service was well attended by tourists in the city representing sixteen states, the District of Columbia and Canada and the combined congregations of the Methodist and Baptist churches.

Grosvenor Dave Will Meet Avon Park People at City Hall Monday

The manner of selecting final entrants in the Eisteddfod will be explained by Grosvenor Dave, secretary of the Associated Boards of Trade of the Seenic Highlands, in a visit to Avon Park Wednesday evening. Each community will hold a preliminary performance and the leaders in each line of competition will go to Lake Wales on the morning of the 4th of March to compete with the leaders in each phase of the program from all other places on the Highlands. The adjudicators, or judges, will then select the first, second and third, and ribbon then according to the merits of the program will then appear on the afternoon or evening performance as may be decided by the stage manager.

Spending money on public works is like attempting to cure tuberculosis with a mustard plaster instead of a proper medical treatment. Money is used to reduce indebtedness. A man can get rid of the white plague only by changing his habits of living. I know because I have been obliged to do so. In the same way business can get rid of depression by changing its habits of doing business. The need of the hour is the revival of business morality. If an epidemic of debt paying sickness strikes the epidemic of bank failures would immediately decrease. From present indications this desire to pay debts is on the increase. The depression is a very favorable sign. All the country banks need to have people pay their debts.

Religion and Business.

The churches and preachers should be the leaders in such a revival of honesty. Now is the time for them to preach the Ten Commandments and the Golden Rule. If each preacher would start a campaign to get all his congregation to pay their bills, as they would have others pay what is owed to them, this depression would soon be over. Too many people want to ride along and too few are willing to haul. We all want the other fellow to pay us, but we are willing to make the necessary sacrifice to pay him. If we all do this, the depression will return this sacrifice must be made and the other fellow must be treated as we would have him treat us.

Two Entrants Ready for the Eisteddfod

Two Avon Park entrants have agreed to participate in the Eisteddfod at Lake Wales, March 4th. Don Quance will play a euphonium solo, "Then You'll Remember Me," from the Bohemian Girl.

The Avon Male quartet, composed of R. V. Filcher, Paul Chubb, Paul Gardner and C. E. Anderson, will also compete from Avon Park against any other male quartet that may offer from the entire Highlands.

These entries were announced Wednesday by Grosvenor Dave, who was in the city in the interest of the Eisteddfod.

Notes On Eisteddfod.

The program for an organ solo will be given at a Concert Overture by Hollins. It should be Concert Overture by Ralph Kridner. In answer to many questions, the Program Committee has decided that 181 solo voices will be memorized.

DEPRESSION NOT PSYCHOLOGY SAYS ROGER W. BABSON

**Noted Statistician Says Moral
Fibre Must Be Strengthened
and Debts Paid to
Bring Back Prosperity.**

Babson Park, Jan. 8.—The present business depression is not a mere matter of psychology. It is a result of definite and concrete causes. The basic cause is the unwillingness of people to buy more owing to credit and stocks which have already contracted. Every one has reached the limit of his ability to "horror, buy or sell." Twenty years ago people bought mostly for cash; then came the installment craze when people bought on credit and stocks and on margin. Now people have little cash and are sick both of installment payments and of being called upon for additional margins. People today are not buying goods or stocks and will not resume buying until the business is completely cleaned up. This means that the present depression—as recorded by the Bauschinger—will continue until the bulk of the credit and stocks on margin. New people have little cash and are sick both of installment payments and of being called upon for additional margins. People today are not buying goods or stocks and will not resume buying until the business is completely cleaned up. This means that the present depression—as recorded by the Bauschinger—will continue until the bulk of the credit and stocks on margin. New people have little cash and are sick both of installment payments and of being called upon for additional margins. People today are not buying goods or stocks and will not resume buying until the business is completely cleaned up. This means that the present depression—as recorded by the Bauschinger—will continue until the bulk of the credit and stocks on margin. New people have little cash and are sick both of installment payments and of being called upon for additional margins.

First Pay Debts.

Thus far the apparently bottomless desire by the public to pay its debts as evidenced by many bank failures. This means that the business is completely cleaned up. This means that the present depression—as recorded by the Bauschinger—will continue until the bulk of the credit and stocks on margin. New people have little cash and are sick both of installment payments and of being called upon for additional margins. People today are not buying goods or stocks and will not resume buying until the business is completely cleaned up. This means that the present depression—as recorded by the Bauschinger—will continue until the bulk of the credit and stocks on margin. New people have little cash and are sick both of installment payments and of being called upon for additional margins.

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(Continued on page 46/47)

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Report of Organization
Committee
Submitted to the Board of Directors, Florida
Citrus Exchange, Friday, December 19, 1930

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Purpose of This Report
THE purpose of this report to the Board of Directors of the Florida Citrus Exchange is to place before that body (1) an outline of present conditions in the Florida citrus industry, (2) an analysis of the reasons or causes of these conditions, (3) the determination of the position of the Florida Citrus Exchange in this situation and the determination of the extent of responsibility which the controlling board of the Exchange has in the correction of such conditions, (4) recommendations to the Board for action to be taken by it in the correction of this situation.

Existing Conditions
The Florida citrus industry is, and for some time has been, in an exceedingly dangerous position.

Three successive large crop years—29-30, 30-31 and 31-32—each turn has found the industry so poorly organized that it was unable to pack and sell the crop at a profit to its producers. The mere fact that the intervening years produced a profit does not modify or change in any way the critical situation in the industry. No industry as large or as important as this can survive unless its basic handling methods are sound and are able to withstand the stress of adverse or difficult marketing situations. This is particularly true of the Florida citrus industry, as these large crop years are becoming more frequent and the crop is constantly increasing in average because of new plantings coming into bearing each successive season.

For the last six years, according to reports of the State Marketing agents, the value of the whole citrus crop at the state level has remained practically stationary, regardless of the size of the crop. In fact, more actual money has come into the state from several small crops during this period than from some larger ones.

Taking an average of the past ten years, the state value—including cost of picking, grading, packing, selling and freight to the state—averages about \$4.50 per box on a 10 to 12 million box crop, \$3 per box on an 18 million box crop, and \$2 per box on a 22 to 26 million box crop.

In other words, the producer of fruit does not in any measure receive added revenue from increased volume. Instead, since picking, packing and sales costs increase proportionately with that volume and the sales prices decrease, net grower returns are practically inverse ratio to the size of the crop. This is in spite of the fact that per box packing and sales costs are decreased by the larger volume handled.

This condition is intolerable.

The over-used argument that the law of supply and demand is directly responsible for this situation is a subtle advance to cloud the issue. True, an increased crop has a definite bearing on grower returns, but with sufficient evidence during the past ten years this committee can find no reason for censuring that banking.

Florida grower is and has been furnishing his own defense—and it is a poor one—against the threat competition. It is Florida grower who permits the small to have any cognizance of market conditions or who in any way contributes to the organized distribution sale and advertising of Florida's citrus crop. These operators live on the profit derived by them from the packing and so-called selling of the fruit of which they have obtained control, with little or no regard for the grower's equity in the fruit. Their profit is usually the same regardless of the size of the crop.

Talk of over-production is ridiculous. The largest crop of citrus fruit ever produced in the United States was during the season of 1928-29. Florida and Florida together produced the same amount or about one-half of a box per person per year, if all of this fruit had been consumed in the United States. Considering the variety of uses for oranges, grapefruit, lemons, and tangerines, this volume

ACTION at the wailing wall never got anybody anything but red eyes. Complaints, accusations and a sore head will never raise the price levels of fruit or stabilize the industry.

There is only one solution. It is cooperative control of the crop.

Study this report of the organization committee of the Board of Directors of the Florida Citrus Exchange. If you are interested in the facts of the situation, you have them here.

Get into the Exchange, or get somebody else in. Put your shoulder to the wheel and build that cooperative control.

Then you will have earned your right to complain—but, fortunately, there won't be anything left to complain about.

75% cooperative control of the crop will make the industry consistently profitable to the producers and keep general business good throughout the state.

Florida Citrus Exchange
Tampa, Florida

Control Centralized in the Florida Citrus Exchange Would Accomplish Desired Ends

To summarize, this committee has yet to find one factor advanced in support of the contention that the industry in which could not be corrected by the votement of a minimum of 75 percent control in the Florida Citrus Exchange. Given that control, the Florida Citrus Exchange could operate satisfactorily the basic merchandising fundamentals necessary for the sale of each individual grower's crop at a profit to the producer.

It could regulate shipments, both by quantity and periodically, in accordance with definitely recognizable demand. It could standardize prices and maintain them at a level consistent with the market value of the fruit. With its centralized grower support it could enact enactment and enforcement of proper green fruit legislation.

All these factors, however, obviously depend upon the concentration of a minimum of 75 percent control of the fruit volume year after year in the organization. The accomplishments attributed by this committee to control are not fantastical theory. The efficacy of that control is adequately illustrated in the California lemon situation described by Mr. Teague, which is common knowledge since his visit. Further evidence of the practical nature of this emphasis on control is available from an analysis of the returns made by the California Fruit Growers Exchange to its growers.

California admits that it costs them more to produce citrus than it does Florida. Yet, by adequate control, their growers are paid a price consistently which nets a profit, while Florida growers, without production, Florida uses the same methods of merchandising, but its growers are not paid a price which gives the credit to cooperative control. It repeatedly pays the penalty. The California Fruit Growers' returns for the year ending 1929-30, \$185,000,000 last season. It gives the credit to cooperative control.

Recommendations to the Board
Since 75 percent cooperative control is the underlying factor necessary to create a stabilized and consistently profitable industry, this committee feels that it is the responsibility of this Board to develop and operate plans and methods which will make possible that control. This is a growers' organization. The responsibility for the successful operation of it is vested in this Board of Directors—representatives of the growers. The responsibility for securing adequate

control is a grower responsibility, as, without that control, the person employed by this Board in the sale of your and your growers' fruit cannot successfully carry out their plans for organization improvements.

Recognizing that responsibility, this committee wishes to recommend to the Board for definite action the following plan:

1. An intensive organization campaign to be initiated early this coming spring. The objective of this campaign would be to obtain increased individual grower membership and to prevent, as far as possible, withdrawals during the period when such are permitted.

This committee realizes that many growers can not be reached by a campaign of this kind because of financial obligations made in various ways on their properties as on their crops, binding them to independent operators. We believe, however, that every grower who is possible should be reached personally and, wherever arrangements can be made, should be influenced to transfer those obligations to the Florida Citrus Exchange.

The physical accomplishment of such a task is not easy. It is a matter of financial resources and work. We recommend that this committee—committees which will be formed in the future because of financial obligations made in various ways on their properties as on their crops, binding them to independent operators. We believe, however, that every grower who is possible should be reached personally and, wherever arrangements can be made, should be influenced to transfer those obligations to the Florida Citrus Exchange.

Supplementing the work of these committees, we believe that sufficient men from the dealer service organization and from the banks and business interests should be placed in the field to coordinate the efforts of the individual growers serving on these committees.

2. Any campaign involving the action of thousands of individual growers necessitates the moulding of the mass opinion of that group of growers. Three agencies are necessary to mould that opinion: the press, the bankers and the business men.

These were factors of public influence which were vital in the final construction of control in the California industry. They can and should be made just as important in our own problem.

This committee recommends, therefore, that the Board of Directors take steps to formulate a plan which will obtain the active cooperation and endorsement of the state press, the bankers and business men. The plan, in our opinion, should go beyond a mere series of addresses made by one man to a group of growers. It should be a plan in which the various groups soliciting their support. This continues to be a plan in which the growers themselves who should carry the message to these people and in which the producers be held under control which will assure their operation in a satisfactory manner to the producers.

3. No plan of grower solicitation alone can be successful in gaining the necessary control of the Florida Citrus Exchange. Recognizing this fact, this committee further recommends that the Board take definite and immediate steps to bring independent operators into the Florida Citrus Exchange.

We recognize in making this recommendation that these men are an honest, legitimate business, but that their continued operation, while profitable to themselves, deprive the producers of stability in their citrus industry. It is the responsibility of this committee to recommend that any merger plan contemplating the affiliation of these outside shippers with the Florida Citrus Exchange must, therefore, be accomplished in a manner which will protect their investments in packing house facilities. It is the committee's thought in this respect that the Board should continue operation as special shippers, if satisfactory contracts exist, to provide for their continued operation on a special basis, if satisfactory contracts exist, to provide for their continued operation on a special basis, if satisfactory contracts exist, to provide for their continued operation on a special basis.

Should these shippers not desire to continue their business as shippers, subordinating them to the Florida Citrus Exchange and distribution requirements, then their assets would be sold to the Exchange on a plan which would fully protect both parties. In the successful operation of it is vested in this Board of Directors—representatives of the growers. The responsibility for securing adequate

ance that the shipper thus bought out would not immediately set up or cause to be set up another operating concern with the funds derived from the sale to the Exchange of his present more or less obsolete equipment and building. This committee recommends that these cash be placed in a sinking fund, to be paid out at least for five years that would be in actual grower control or operated by these shippers, even though the ownership of these grower might change.

It is impossible in this report to cover, or even consider, the variety of detail which this recommendation with respect to the merger of individual operators with the Exchange involves. There are no details, however, in this connection which cannot and should not be worked out by this Board.

Undoubtedly it would be necessary to arrange satisfactory terms of settlement and issue and cooperation of all state officials. There is every reason why this might expedite cooperation of the industry as a whole, leaders throughout the state. The plan proposed by this Board should appeal to all Florida business leaders.

In our opinion, such a plan should be carried out and completed in detail by this Board adopted for immediate action.

4. We recommend further that the committee on cooperative control continue and intensify its consideration of the canning and processing of citrus. Marketing experts agree that the canning or freezing of citrus would be a factor in our industry as the same operation has become a factor in the pineapple industry, where well over 60 percent of the total crop is canned for export to the market as a staple commodity.

This committee believes that definite action should be taken by this Board. Such action is definitely the responsibility of the committee, to obtain definitely some control of the industry, to obtain definitely some control of the industry, to obtain definitely some control of the industry, to obtain definitely some control of the industry, to obtain definitely some control of the industry.

In concluding this report and in making these recommendations, this committee respectfully submits that now is the time for sane thinking and for sound action. Naturally, many growers are dissatisfied. Many, uninformed under the press of circumstances will jump too quickly to conclusions.

The unrest on the part of a few under existing conditions in the industry may quickly spread to the many and create a situation which can be met only by definite, purposeful accomplishment on the part of this Board. Such action is definitely the responsibility of the committee, to obtain definitely some control of the industry, to obtain definitely some control of the industry, to obtain definitely some control of the industry.

The completion and operation of the organization plan recommended by this committee undoubtedly will require considerable money. In considering this cost, however, Florida grower today is being penalized at least one dollar per box below the California grower. This means an annual cost of disorganization to the industry averaging \$18,000,000 per year. It is this tremendous sum annually because her growers fail to do what California growers have shown us can be done. They are showing that much difference in sale regularity.

This bill for disorganization is many times the total amount which would be required to organize and put this industry together. The growers are paying the bill now for the disorganization. They are being asked to pay a small fraction of the bill and obtain the benefits of adequate, centralized control.