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Testimony of Mr. James Knox Taylor

Supervising Architect of the Treasury Department

Before the Committee of Congress on Expenditures in the Treasury Department

May 31-June 5, 1911, both inclusive

IN the course of its investigations of the Expenditures of the Treasury Department, at Washington, D. C., the Committee appointed by the 62nd Congress summoned before it on May 31, and for four days thereafter, Mr. James Knox Taylor, Supervising Architect. After a preliminary questioning as to the personnel of his office, its various departments and the broader questions as to expense of maintenance, the Chairman of the Committee, Hon. William E. Cox, of Indiana, further questioned Mr. Taylor as follows:

The CHAIRMAN. Now, Mr. Taylor, I want to ask you for some information in regard to outside architects doing work under what is known as the Tarsney Act, passed some time in 1893. Have you compiled any data along that line?

Mr. TAYLOR. In accordance with your request, Mr. Cox, I have here to turn over to you a statement of all payments made since the beginning of the Tarsney Act.

The CHAIRMAN. When was the Tarsney Act passed?

Mr. TAYLOR. It became operative February 20, 1893, but it was not put into operation until 1897.

The CHAIRMAN. Why is that called the Tarsney Act?

Mr. TAYLOR. Simply from the name of the gentleman who introduced it and carried it through the House.

The CHAIRMAN. You say you started to put it in force and operation sometime in 1897?

Mr. TAYLOR. Yes. The first competition was instituted by the department in 1897.

The CHAIRMAN. Now state whether or not you have compiled for the use of the committee a statement showing the total amount of money that has been paid to outside architects under that act, the dates when paid, and the buildings on which the money was paid.

Mr. TAYLOR. Yes; I have that.

The CHAIRMAN. Now, let me have that report.

Mr. TAYLOR (handing report to the chairman). That is all the work that has been done since the beginning.

The CHAIRMAN. Let the record show that Mr. Taylor submitted to the committee Exhibit No. 1, and that the same is filed with the committee. It is a statement showing names of architects, dates when paid, amount of each payment, aggregate amount paid each architect, location of buildings, and the appropriations chargeable with commissions due said architects under the provisions of the act approved February 20, 1893, commonly known as the Tarsney Act.

Then there is a statement showing commissions paid architects not selected under the provisions of the act ap-

proved February 20, 1893, commonly known as the Tarsney Act.

The CHAIRMAN. When were these special acts passed?

Mr. TAYLOR. At various times; it gives them right there.

The CHAIRMAN. Do you know why those special acts were passed for outside architects not under the Tarsney Act?

Mr. TAYLOR. What is the particular one to which you refer?

The CHAIRMAN. Well, for instance, here is the Boston, Mass., customhouse?

Mr. TAYLOR. Well, the Boston customhouse has a history as follows: The purchase of a new site for a customhouse at Boston was authorized at an expense of \$500,000. Personally I made a careful personal study of Boston to find a location which could be obtained for \$500,000 more desirable than the present location of this building, but none was found that would be at all advantageous or that would not be very objectionable to the mass of the users of the customhouse, so the matter was held in abeyance for some time. There was a feeling in Boston that the customhouse should not be moved from its old location down on the old site on State Street and the question was taken up with the city with the idea of moving back of some of the streets, the buying of properties on the other side and moving the streets back, so that the department could acquire more ground, but it was found that the expenditure necessary to do that would be something over a million dollars, which cost was impracticable because the limit of cost was \$500,000. The only way, apparently, therefore, that the old location could be retained was by utilizing the old building and building on top of it. The old building was an old heavy granite classic building, and the only possible way to add to it was to build a tower right out at the middle of that granite building. That was suggested, and there the matter rested for two years. Then a committee of the Manufacturers and Merchants' Association, of Boston, and one other association, took up the question

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again and made another study in exactly the same way I had, and they arrived at the same conclusion, that the only thing to do in order to retain the building in the same location as at present was to build a tower on the old customhouse.

In that second investigation there was a firm of architects, one of the members of which, Mr. Peabody, had been very prominent in the matter and had done a great deal of hard work in connection with it; and when this committee reported to the department the then Assistant Secretary, Mr. Winthrop, said that he did not want to decide upon the matter without a drawing of a tower sticking up out of this old, classic building, and asked whether we could make one. We said we could, but that seemed to be a little waste of time; and then Mr. Peabody said he would make one, which he did; he made a model of it and went to a great deal of expense and labor in the matter; and the department thought that since he had made such a full study of it and that it would be desirable, from a local point of view, to have a local man handle a piece of work that was right under his eye, Congress should be asked to authorize the appointment of a special architect for that purpose with the idea of appointing the firm of Peabody & Stearns; Congress passed that act, and they were appointed. That was the reason why they were appointed, in the belief that they could handle the work better, being right on the ground.

The CHAIRMAN. Where was Mr. Winthrop from?

Mr. TAYLOR. He is from New York.

The CHAIRMAN. He was the Assistant Secretary of the Treasury? Mr. TAYLOR. Yes, sir.

The CHAIRMAN. Well, was Congress asked to pass that act?

Mr. TAYLOR. Yes; they were asked by a letter from the Secretary of the Treasury.

The CHAIRMAN. Well, was it asked because it was thought the department down here was unable to handle it?

Mr. TAYLOR. No; but that the work would be more economically done and better handled by a firm right on the ground and a member of which firm had made a careful study of all the conditions.

The CHAIRMAN. What is your judgment as to whether it was more economical to have it handled in this way than if handled by your department?

Mr. TAYLOR. I think it was practically about the same. It would have simply been that we would have duplicated the study that Mr. Peabody had already given to it; it would have been a duplication of work to that extent.

The CHAIRMAN. Has not the department kept its supervisory architect down there?

Mr. TAYLOR. There is a duplication of work in the sense that the department keeps an inspector on that building and the architects keep one; that is the extent of the duplication of work. The department would not, of course, allow a piece of Government work, nor would a private corporation allow a piece of work, to be carried on without having an inspector there to see that the work was being carried on properly.

The CHAIRMAN. Where any of this work is done by outside architects does the Government maintain its own inspectors upon the work? Mr. TAYLOR. Yes, sir.

The CHAIRMAN. How many does it usually maintain?

Mr. TAYLOR. One.

The CHAIRMAN. At each building?

Mr. TAYLOR. Up until about three years ago they maintained a superintendent of construction on each

building; since that time it has been the custom and rule, where it is possible with less expense, to assign one, two, or even three and in some cases four buildings to one superintendent, when they were so situated that by a short line of travel each building could get the proper amount of attention.

The CHAIRMAN. Does the outside architect maintain a superintendent there?

Mr. TAYLOR. Yes, sir; he maintains his own superintendent.

The CHAIRMAN. He pays that out of his own pocket?

Mr. TAYLOR. Yes.

The CHAIRMAN. You say that from an economical viewpoint the Government, you do not think, gained anything in this Boston transaction?

Mr. TAYLOR. No; I do not think it gained anything.

The CHAIRMAN. But you do think that the Government was amply able to maintain and do the work that Peabody & Stearns did? Mr. TAYLOR. Yes, sir.

The CHAIRMAN. In fact, as I understood your statement—I may be wrong about it—you yourself were the man who evolved the plan and finally put it into execution?

Mr. TAYLOR. The original suggestion of a tower was my own.

The CHAIRMAN. And that is the plan that later on Peabody & Stearns adopted? Mr. TAYLOR. Yes, sir.

The CHAIRMAN. Do you not think it would have been cheaper for the Government to have done that work? What additional expense would have been thrown in?

Mr. TAYLOR. I do not think you would have gained anything in point of expense, particularly where the extra expense would have been in our going over and duplicating the work of making a study of that proposition that Mr. Peabody had already made.

The CHAIRMAN. Well, you had already studied that plan yourself?

Mr. TAYLOR. I had studied it tentatively.

The CHAIRMAN. You had it in your mind?

Mr. TAYLOR. Yes; but had not gone into it so fully.

The CHAIRMAN. You mean you had not gone to the extent of putting it down on paper?

Mr. TAYLOR. I would not have been able, without further study, to make a drawing.

The CHAIRMAN. But you had the plan all formulated in your mind? Mr. TAYLOR. Yes.

The CHAIRMAN. And you had discussed it with some one?

Mr. TAYLOR. Yes; discussed it with the department and with the people in Boston.

The CHAIRMAN. They knew what your plans and your ideas were? Mr. TAYLOR. Yes, sir.

The CHAIRMAN. It would not have meant a serious amount of work for you to have put your plans into final execution; that is, to put them on paper?

Mr. TAYLOR. No; not a very serious amount.

The CHAIRMAN. Do you think it would have cost as much to have put your plans on paper as the amount which Peabody & Stearns got out of the deal?

Mr. TAYLOR. Well, after we had gotten those tentative plans on paper the expense would still have run to prepare the regular drawings. I think there is where it evens up; the expense was evened up by their preparation of the drawings.

The CHAIRMAN. There was nothing saved at all in the way of superintending the actual construction of the building? Mr. TAYLOR. No.

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The CHAIRMAN. Because even if the Government had done the work it would have had its inspectors on the ground all the time anyhow? Mr. TAYLOR. Yes, sir.

The CHAIRMAN. Just like it did put its inspectors on the ground with Peabody doing the work?

Mr. TAYLOR. Yes.

The CHAIRMAN. Where do you think the expense of the Government would have come in that would have taken up or eaten up the amount of money that was paid to Peabody & Stearns?

Mr. TAYLOR. The cost of the preparation of the working drawings and the salary roll of the office would have amounted to about the same as that commission.

The CHAIRMAN. Would you have had to put anybody else on the salary roll other than those you had?

Mr. TAYLOR. No; but if they had been doing that work they would not have been doing the other things that they are doing.

The CHAIRMAN. Well, if that work had been done entirely by you do you believe you would have had to increase the force in your office?

Mr. TAYLOR. If we got the same amount of work out that was gotten out during that same time our office force would have had to be increased by a sufficient number to carry that work in addition; but the office force probably would not have been increased, and that work would have taken the place of an equal amount of work that has been gotten out.

Following the above the Chairman sought to obtain information as to the expense of constructing a building in Hilo, Hawaii. It became necessary for the witness to correct and add to the geographical knowledge of the Chairman, who labored under the impression that the building in question was in Honolulu. Referring to the fee paid to the architect, the Chairman proceeded as follows:—

The CHAIRMAN. Now, how much has been paid to the firm of architects, or how much will be paid to that firm on that job for the work they have actually done?

Mr. TAYLOR. In the neighborhood of \$32,000. I think you will find it stated in that exhibit.

Mr. HILL. That includes 4 per cent on the land?

Mr. TAYLOR. No; they are not paid on the land at all.

The CHAIRMAN. What did you say would be the total amount paid to the architects on that job?

Mr. TAYLOR. In the neighborhood of \$30,000.

The CHAIRMAN. As I understand you, they have never had a superintendent out there? Mr. TAYLOR. No.

The CHAIRMAN. So that they have had no extra cost at all in the construction of that building?

Mr. TAYLOR. No. No building has as yet been built or even started.

The CHAIRMAN. The Government supervises this work?

Mr. TAYLOR. Yes; the Government will care for that.

The CHAIRMAN. Tell us exactly what the architects did to earn the \$30,000, and all they did do.

Mr. TAYLOR. They will make the entire drawings, including the full-size details, and all drawings of whatever type, description, and nature required. They will write the specifications and care for the preparation of models

for such work—that is, for such work as requires models to carry it out. That is the extent of their work.

The CHAIRMAN. In your judgment, how long did it take them to do it?

Mr. TAYLOR. Well, based on the same progress made on work in our own office, it would take, on an average, about six months for a corps of draftsmen to do it.

The CHAIRMAN. How many men constitute a corps of draftsmen?

Mr. TAYLOR. It varies and depends on the amount of work, but the average number, I should say, would be about six.

The CHAIRMAN. Well, would it be your judgment that six competent draftsmen could do that work in six months?

Mr. TAYLOR. Yes.

The CHAIRMAN. Do you think your office could do it in six months. Mr. TAYLOR. Yes.

The CHAIRMAN. Now, Mr. Taylor, after they had submitted their plans, and so on, you had to finally pass upon them, did you not? Mr. TAYLOR. Yes; we passed on them.

The CHAIRMAN. And that is true as to all the work done by these outside architects, is it not?

Mr. TAYLOR. It is all gone over; taken up and approved; sufficient information is obtained from them to see that the work would not be detrimental to the Government's interest in any form, shape, or manner.

The CHAIRMAN. Well, in the last analysis, it is nothing in the world but the Government's plans; is not that true? Mr. TAYLOR. As modified by outside influences.

The CHAIRMAN. Well, in the last analysis, they are the Government's plans, because they are finally accepted and approved by the Government?

Mr. TAYLOR. They have to be the Government's plans.

The CHAIRMAN. Although the actual mechanical work is, of course, done by someone not in the employ of the Government? Mr. TAYLOR. Yes.

The CHAIRMAN. But they become the Government's plans because the Government has to accept them?

Mr. TAYLOR. Yes.

The CHAIRMAN. Well, now, you are the man who finally accepts them, are you not? They are approved in your office?

Mr. TAYLOR. In my office; approved over my signature.

The CHAIRMAN. What do you say as to whether or not your office is equipped to do this work that the outside architects are now doing?

Mr. TAYLOR. Up to a point the office is fully equipped.

The CHAIRMAN. What do you mean by "up to a point"?

Mr. TAYLOR. I could imagine that there is a type of work, the more expensive and complicated work, that while it could be done by the force in the office at present, the probabilities are that it would not be as well done as it would be by men of more experience than we can afford to pay for.

The CHAIRMAN. What is that type of work that you speak of?

Mr. TAYLOR. Work that would run in expense from \$2,500,000; the larger and more complicated buildings.

The CHAIRMAN. Now, Mr. Taylor, do you say that the type of architecture is improved in any way by these outside architects?

Mr. TAYLOR. In so far as the larger buildings are

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concerned, it is; but in so far as the smaller buildings are concerned, it is not.

The CHAIRMAN. You maintain a library there, do you not? Mr. TAYLOR. Yes; one of the best in the world.

The CHAIRMAN. And that library contains works of art of all kinds, does it not? Mr. TAYLOR. Yes.

The CHAIRMAN. Therefore you have access to the latest and most improved art?

Mr. TAYLOR. Yes. The difference in that would simply come in the quality of the service that you would get from a man that had had years of experience back of him, a large experience, and the service you would get from a man who is theoretically well trained and just out of college.

The CHAIRMAN. Now, you say you have been in that office since 1897? Mr. TAYLOR. Yes.

The CHAIRMAN. As its head? Mr. TAYLOR. Yes.

The CHAIRMAN. I do not know, but it looks to me as though that would certainly be quite a number of years of experience in architectural work.

Mr. TAYLOR. That would be all right if I could personally give the time to all of the details, but personally I have not the time to take all of those things up; I must devote my time to merely supervising the work and acting as a critic, nothing else.

The CHAIRMAN. Now, you have a corps there whose duties are to make plans and specifications, have you not?

Mr. TAYLOR. Yes.

The CHAIRMAN. How long have these men been in that work in your department down there?

Mr. TAYLOR. For varying lengths of time; our best men, our best type of designers are not men that stay with us any length of time; they come and go. I think the longest period of service of any of our best designers is four or five years. They get the experience they want under the Government and go out.

The CHAIRMAN. Are they under the civil service?

Mr. TAYLOR. Yes, sir.

The CHAIRMAN. Well, now, you stated to me a moment ago that up to a certain point you believed the Government was qualified to do this work, and I believe you fixed \$2,500,000 as the point. Now, do you believe it would be a matter of economy for the Government to make all of its own plans and all of its own drawings up to \$2,500,000?

Mr. TAYLOR. I know it would cost them less in actual money.

The CHAIRMAN. Have you ever made any estimate as to how much saving could be brought about in that way?

Mr. TAYLOR. Yes; you will find that in the document in which the expenditures of the office were published—House Document No. 845, Sixty-first Congress, second session—in that document is a comparison between the expenditures on the same amount of money expended by the office and the expenditure of the same amount of money by outside architects, and there is a difference in the expenditures by the Government, I think, of 2.46 per cent., if they pay 6 per cent. to the outside architects, and 1.46 if they pay 5 per cent. to the outside architects. That is all outlined in that document.

The CHAIRMAN. Well, now, the statement which you submit, have you made any estimate as to how much the Government would have saved if it had constructed all of its own buildings up to \$2,500,000, instead of letting the plans out to outside architects? Mr. TAYLOR. No.

The CHAIRMAN. Could you this morning make a rough estimate as to how much the Government would

have saved in the event that it had done its own work up to \$2,500,000?

Mr. TAYLOR. No; I could not. I would have to go into that pretty carefully, because anything over \$2,000,000 is rather a rarity in the office; the Government does not put up very many buildings over \$2,000,000 or \$2,500,000; they are the exception rather than the rule.

The CHAIRMAN. When you come to correct your notes will you insert in the record how much the Government would have saved if it had done its own architectural work up to \$2,500,000?

Mr. GOEKE. In 1909 and 1910?

The CHAIRMAN. On this entire exhibit; can you figure that out?

Mr. TAYLOR. I think we can figure it out; it may take a little estimating, because during that period, of course, only a part of those have been under the regular form of authorized expenditures, but I think it can be figured out in some way. We will endeavor to do it anyway.

(The exhibit referred to is as follows:)

EXHIBIT E.

In answering the question as to how much the Government would have saved if it had done its own architectural work on buildings during 1909 and 1910, whose limit did not exceed \$2,500,000, the following statement is submitted:

The buildings involved (Denver, Colo., post office, and New Orleans, La., post office and courthouse) aggregate \$2,722,500 as a base on which the Tarsney Act architects will ultimately receive 5 per cent. commission, or \$136,125, and taking the rate of per cent of 1.46 to cover the extra cost incident to paying salaries, etc., in the Office of the Supervising Architect, the amount of saving which would have been effected had these buildings been under the immediate supervision of the Supervising Architect is \$12,523.50.

The above saving of \$12,523.50 is figured in the following manner:

Architect's fee of 5 per cent. on \$2,722,500.....	\$136,125.00
Additional fee for Supervising Architect, 1.46 per cent. on \$2,722,500.....	39,748.50
Total, 6.46 per cent.....	175,873.50
If done entirely by Supervising Architect at 6 per cent. a saving of 0.46 per cent. would be effected.	
0.46 per cent. of \$2,722,500.....	12,523.50

The two buildings above indicated were the only projects being constructed under the Tarsney Act for the period in question (1909 and 1910).

Mr. HILL. Is that exactly a fair comparison between the two systems—the question of cost?

Mr. TAYLOR. No; it would not be an entirely fair thing. It is not simply a question of cost. Of course the question of the quality of the work would come in.

Mr. HILL. Then it is not a question of the cost?

Mr. TAYLOR. That has to be taken into final consideration.

Mr. HILL. It is not a matter that can be determined by an actual dollar for dollar expenditure?

Mr. TAYLOR. No.

Mr. HILL. For example, if the Government had made

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its own plans in the case of the Cleveland public building and of the New York public building—I do not remember what either one of them was, but I think they were cases in which a large amount of money was expended—it is not at all probable that they would have furnished the same plans? Mr. TAYLOR. No.

Mr. HILL. And it would then become a question purely of competition between designs, rather than a competition as to dollars and cents?

Mr. TAYLOR. In both those instances the building largely exceeded \$2,500,000. One is a \$5,000,000 building and the other is a \$4,000,000 building.

Mr. HILL. I simply cited those buildings. I do not know who the architect was in either case, but I say that large sums were paid for them. Then, it is a question of competition of design as well as a competition of cost that would be considered?

Mr. TAYLOR. Yes; it ought to have consideration given to it.

Mr. GOEKE. Let me understand. If the building cost less than \$2,500,000, I understood you to say that your department was fully equipped and competent to prepare the plans and specification and drawings?

Mr. TAYLOR. Yes. Mr. Hill raised the question that we would have the quality of designers to do that type of work, whereas we would not have the quality of designers to do work beyond that. It would be getting near the border line when we got to the \$2,000,000 line, and it would be straining the quality of our fellows; and beyond that there would be the quality of greater ability among the outside men.

Mr. GOEKE. But the comparison I asked you to furnish was a building that cost less than \$2,000,000. And my inquiry is this: Would it not be a fair comparison to ascertain the cost to outside architects?

Mr. TAYLOR. Yes; I think, as far as the smaller buildings are concerned, the question of cost would be a fair comparison. Mr. GOEKE. Yes.

Mr. TAYLOR. Because they are the same type of fellows that are doing the thing. Mr. GOEKE. Yes; certainly.

The CHAIRMAN. Do you say that your department down there is not qualified to prepare plans and specifications for these larger buildings?

Mr. TAYLOR. Oh, we can prepare them; we are equipped with the knowledge to prepare them, but the quality of the designers would not be as great as with the outside man.

The CHAIRMAN. Do you mean to say, then, that the outside architects possess greater knowledge as to modern, up-to-date architecture than your department does?

Mr. TAYLOR. No; it is exactly the same difference as the difference between Choate and Evarts and the smaller lawyer in the smaller town. They both have a full knowledge of the law.

The CHAIRMAN. But the difference is in reputation; is that it?

Mr. TAYLOR. Reputation; and the quality that is in the other, greater man, greater than in the minor practitioner below.

The CHAIRMAN. Let me ask you this question, Mr. Taylor: In your judgment, do you believe that any of these outside architects has ever submitted any modern type of a building that is improved in any way over what you had in your mind?

Mr. TAYLOR. Yes; I think in quality of design they have.

The CHAIRMAN. Where? What building?

Mr. TAYLOR. I think in the Cleveland building and the New York customhouse.

The CHAIRMAN. Is that all you can think of?

Mr. TAYLOR. The Indianapolis building, the San Francisco customhouse, and the New Orleans building. There are others that I fail to call to mind just at present. Those named are the bigger buildings.

The CHAIRMAN. Now, you have enumerated all that you now think of, where you believe that the outside architects held any edge over you at all? Mr. TAYLOR. Exactly.

The CHAIRMAN. In all the other buildings that the architects have got a commission on you feel that they have not had or held any edge over you, at all?

Mr. TAYLOR. None at all.

The CHAIRMAN. Then you do not believe, if your department had been let alone and had been given a free hand to make these plans and specifications for all these other buildings other than those you have named, that it would have been a matter of economy to the Government?

Mr. TAYLOR. I think it would.

The CHAIRMAN. That answers my question.

Mr. GOEKE. In the more expensive buildings that cost over \$2,500,000, as you say, your department is finally asked to determine whether the plans and specifications submitted are proper?

Mr. TAYLOR. Not from the point of design, but from the point of practical use by the Government. We have to approve of them for the practical purposes of the Government.

Mr. MORGAN. If all these designs were prepared in the office of the Treasury Department, of course, it would require a larger force, an additional number of men here, would it not? Could you do all this work with the force you have?

Mr. TAYLOR. No; your machine is of just so large a capacity. Now given a machine of such capacity that machine will turn out a given amount of work.

Mr. MORGAN. Yes.

Mr. TAYLOR. Whether it is of the type that cost \$2,500,000 or whether it has a number of them that cost \$100,000.

Mr. MORGAN. Then if you employed none of these outside architects, you would be required to have additional force, would you not, here?

Mr. TAYLOR. In order to cover the same amount of work, the same output of work, during the year.

Mr. MORGAN. So that the gain would be simply by reason of the fact that the commissions paid the outside architects would be a little more?

Mr. TAYLOR. Would amount to a little more.

Mr. MORGAN. Than the salaries for the work now done here? Mr. TAYLOR. Yes.

Mr. HILL. There is another phase of the case that I want to get at. How many public buildings were there in the last bill?

Mr. TAYLOR. You mean for 1910?

Mr. HILL. The last one, whatever it was.

Mr. TAYLOR. That was the bill for 1910. There were 275 buildings.

Mr. HILL. How many were there in the bill of the year before? Mr. TAYLOR. Three hundred and eighty-five.

Mr. HILL. When was that?

Mr. TAYLOR. That was in 1908.

Mr. HILL. That was two years before. Three hundred and eighty-five buildings in 1908 and 275 buildings in 1910? Those required plans and specifications?

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Mr. TAYLOR. Yes.

Mr. HILL. When will you complete the 275 buildings under the bill of 1910?

Mr. TAYLOR. In 27 months after the 1st of July.

Mr. HILL. As a matter of fact, it gets to be rather machine work, so far as design and character of construction, and so forth, are concerned, taking such a large number and running them through one office?

Mr. TAYLOR. It is liable to get into a rut.

Mr. HILL. And you, as Supervising Architect of the Treasury, have a large amount of other duties to attend to besides passing upon these plans and improving the designs which designers submit to you? Is not that true?

Mr. TAYLOR. Yes.

Mr. HILL. Do you not think that the work of the office is really raised, and necessarily would be raised, by occasionally injecting into it the new thought of some outside party who has not been through this rut of making public buildings by the mile and cutting them off into yards?

Mr. TAYLOR. That is a question of artistic quality.

The CHAIRMAN. It is a question of economy?

Mr. HILL. Does it not become that way?

Mr. TAYLOR. I agree with you in the fact that you will get a better artistic result from the efforts of outside men.

Mr. HILL. What do you employ an architect for?

Mr. TAYLOR (continuing). But the question Mr. Cox asked was whether it was more economical.

The CHAIRMAN. Do you admit that without the injection of new blood into your department in some way by the employment of outside architects, you would permit your office to get into an old rut and continue to build an old, antique style of buildings? Mr. TAYLOR. No.

The CHAIRMAN. Is not this true, as the administrator of a great bureau, that you keep close tab on the type of buildings that your own architects put up to you?

Mr. TAYLOR. Yes.

The CHAIRMAN. And you will not let them get into a rut, will you?

Mr. TAYLOR. No; I would not do that. But you can not help this. I do not care how close a touch and how close a tab you keep, and how closely up-to-date a man keeps, if you are doing exactly the same thing day in and day out, right straight along, you cannot help getting a greater or less similarity. Your mind will run in that way. And yet the buildings will be good buildings; the work will be good work.

The CHAIRMAN. Is it your idea to get a similarity or dissimilarity—

Mr. TAYLOR. To get a similarity of buildings.

The CHAIRMAN. Throughout the United States?

Mr. TAYLOR. Yes.

The CHAIRMAN. That is, taking cities of certain sizes, you want a similarity of buildings in those cities; is that right?

Mr. TAYLOR. Yes; in Government buildings.

The CHAIRMAN. For instance, you take the cities of New York and Philadelphia and Chicago, and you want a similar type of buildings in those cities, if you can get it?

Mr. TAYLOR. Yes; a similar type.

The CHAIRMAN. Then when you come down to the smaller cities, from 25,000 to 50,000, you want a similar type there?

Mr. TAYLOR. Yes; a similar type; not the same building.

The CHAIRMAN. A similar type; that is what I said.

Then in cities from 50,000 to 100,000 you want a similar type there, and on out?

Mr. TAYLOR. Yes; the whole thing runs right straight through on a line.

The CHAIRMAN. When these outside architects submit their plans and drawings to you, you have got to go over them then, have you not?

Mr. TAYLOR. Yes; not from the point of design, though. We simply go over them from the point of usability by the Government—that is, whether it serves the Government's purpose.

The CHAIRMAN. Whom do you call in down at your department to help you go over these things?

Mr. TAYLOR. The same men who do them themselves.

The CHAIRMAN. How much time do you spend going over them before you accept them?

Mr. TAYLOR. We do not devote a very large percentage of time to it.

The CHAIRMAN. Take a building like the New York customhouse; how much time do you think your department gave to those plans before they accepted them?

Mr. TAYLOR. Not probably one-hundredth or one-thousandth of the time that we would take to do the drawings themselves.

The CHAIRMAN. That is rather indefinite. If you can be more concrete, I wish you would. I do not know how much time it takes to prepare those plans.

Mr. TAYLOR. You want the definite period?

The CHAIRMAN. Yes.

Mr. TAYLOR. I do not imagine more than a week.

The CHAIRMAN. That answers me now. The benefit that you say you derive by the employment of outside architects is solely in the type of the building; is that true?

Mr. TAYLOR. Is solely in the quality of the designing.

The CHAIRMAN. And to keep your department from falling into a rut, as you called it a while ago?

Mr. TAYLOR. Yes.

The CHAIRMAN. By the introduction and infusion of new blood into your department?

Mr. TAYLOR. A different point of view.

The CHAIRMAN. Have you any idea of how you could keep your department from falling into a rut except by the employment of outside architects? Mr. TAYLOR. I have not.

The CHAIRMAN. You think that is the only way that it can be done?

Mr. TAYLOR. I think it is the only way it can be done, to be sure of its being well done.

The CHAIRMAN. How did the Government get along before the passage of the Tarsney Act?

Mr. TAYLOR. They fell into a rut.

The CHAIRMAN. What do you mean by that? Do you mean that the type of their buildings had depreciated and become degraded? Mr. TAYLOR. Yes; very much so.

The CHAIRMAN. It does not compare with the type of buildings of other Governments?

Mr. TAYLOR. It does not either compare with the type of buildings that other Governments build, nor does any of the work done before the time of the Tarsney Act compare with the work done by foreign Governments or other Governments, and it does not compare even with the work that is done by itself now.

The CHAIRMAN. That may be due to the difference in appropriations, may it not?

Mr. TAYLOR. No; the appropriations were larger.

The CHAIRMAN. Were there as large appropriations

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made for public buildings prior to the passage of the Tarsney Act as since?

Mr. TAYLOR. The appropriations since the Tarsney Act are less in proportion than they were before.

The CHAIRMAN. Have there been or were there as liberal appropriations prior to 1893 as there have been since?

Mr. TAYLOR. They were more liberal. The buildings cost more.

The CHAIRMAN. Will you name the buildings that cost more before the Tarsney Act than the large buildings have cost since?

Mr. TAYLOR. You take the old post-office and courthouse buildings in Boston, New York, and Philadelphia, and Cincinnati—

The CHAIRMAN. What would they cost?

Mr. TAYLOR. I will tell you that in a minute—Philadelphia and St. Louis. Every one of those buildings run anywhere from \$4,000,000 to \$8,000,000; and there is not one of the modern buildings but what are better buildings structurally, in point of design and in point of accommodations, in every way, that cost not to exceed \$3,500,000 or \$4,000,000, that is not far and away ahead of the \$8,000,000 building of that class. The actual construction work of the days before that, the actual cubic-foot cost of construction, ran from 65 cents to \$1.25 a cubic foot in the building. The cost now runs from 35 to 50 cents.

The CHAIRMAN. Now, the modern type, or the architectural work, of the building is better than it was before the Tarsney Act? Mr. TAYLOR. Infinitely.

The CHAIRMAN. Is that due to outside architectural work, or is it due to a world-wide improvement in architectural work?

Mr. TAYLOR. It is due to both. Of course, it is largely due to the enormous increase in architectural knowledge in the last 15 years.

The CHAIRMAN. Do you not believe that your department down there could catch the world-wide spirit, and improve?

Mr. TAYLOR. They have, by their own work.

The CHAIRMAN. But still you do not believe you could catch up to the point where, on the buildings exceeding \$2,500,000, you could equal the additional improvement of the outside architects?

Mr. TAYLOR. You can, if you are willing to take or could secure the services of men with the age and quality and experience that would furnish an equal amount of design to that furnished by the outside architect that would do a \$2,500,000 to \$5,000,000 building. His work in actual cash value in the world would be worth infinitely more than it would pay the Government to pay him for the semi-occasional use that they would have for him, and it would be like putting a 1,000-ton hammer to driving tacks to use him on smaller work; and, consequently, they would not have the use for that high-priced man but semi-occasionally, whereas they have the use for the moderate-priced man continuously.

The CHAIRMAN. Then your remedy, if there be a needed remedy, as I understand it, is to only use these high-priced men where the building costs from \$2,500,000 upward?

Mr. TAYLOR. Yes; or in which there were such special phases that the high-priced man's opinion would be desirable to the Government.

The CHAIRMAN. Well, I have my opinion about these special conditions.

Mr. HILL. Has not the work of the Supervising Architect's office for the last few years been given more to secure convenience for transacting business in the building than for the artistic design of the outside of the building?

Mr. TAYLOR. No; they are both considered.

Mr. HILL. Is it not true that some years ago it became almost a matter of national ridicule that the public buildings were designed for outside appearance, without any regard to the conditions inside for transacting business?

Mr. TAYLOR. Yes.

Mr. HILL. And has there not been a radical change in that direction?

Mr. TAYLOR. There certainly has, in the last 14 or 15 years.

Mr. HILL. What I meant by falling into a rut was an artistic rut, and not anything else. I meant an artistic sameness, which I remember many years ago was said to absolutely characterize every public building; so that when a building was ordered to be constructed, the public knew in advance just what it was going to be, without having any design made. Mr. TAYLOR. Exactly.

Mr. HILL. And that the whole advantage of bringing in an outside architect for advice and counsel and assistance was to break up that artistic rut, which undoubtedly did exist at one time? Mr. TAYLOR. Oh, yes.

The CHAIRMAN. Who was instrumental in discrediting that work? Was it not the outside architects?

Mr. TAYLOR. What do you mean?

The CHAIRMAN. That Mr. Hill just spoke of.

Mr. TAYLOR. Oh, no; the mass of the people at large.

Mr. GOEKE. Would it, in your opinion, tend to economy, without impairing efficiency and good workmanship, to bring about an amendment of the so-called Tarsney Act and give the department discretion in the matter of employing outside architects to prepare plans and specifications?

Mr. TAYLOR. They have discretion now. They are not compelled to do it at all. It is discretionary. It is not mandatory. The act reads "That the Secretary of the Treasury shall, at his discretion."

The Chairman then questioned Mr. Taylor as to the percentage paid to architects for certain buildings. Continuing:

Mr. MORGAN. How is it where you have a competition of outside architects; is that paid out of the appropriation for public buildings?

Mr. TAYLOR. No; it is paid out of general expenses. All expenditure for work on public buildings, except construction, is paid out of general expenses.

The CHAIRMAN. That is an extremely small building at Booneville, Mo., and yet it is contemplated to pay somebody, some outside architect, \$3,000? Mr. TAYLOR. Yes.

The CHAIRMAN. You have admitted, a moment ago, that you believed the Government was equipped to handle all this work up to \$2,500,000? Mr. TAYLOR. Yes.

The CHAIRMAN. What is the use of hiring these fellows, then?

Mr. TAYLOR. There are three buildings you will find in there—

The CHAIRMAN. Now, let us talk about the Booneville, Mo., post-office.

Mr. TAYLOR. They are all in the same class. They are all contemplated buildings, and the explanation goes with all of them.

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The CHAIRMAN. Name all three of them.

Mr. TAYLOR. There is Booneville at \$50,000; Waukegan, Wis., \$7,500; and Orange, N. J., \$100,000. Secretary MacVeagh is desirous of getting, as he says, a model type of building for each one of those classes, so that he is holding a competition for those three buildings, a separate competition for each one of those three buildings, in order to secure from the class of architects that he selects a model type of building for each one of those towns; and he is trying the same experiment that the department tried in 1898, or in 1903, for the smaller buildings.

The CHAIRMAN. It is his policy that when he secures a certain type for a building of this size, he will take that same type and use it in other cities of the same size?

Mr. TAYLOR. That is what I imagine he wants to do; as a model.

The CHAIRMAN. What has he said to you?

Mr. TAYLOR. He has not said anything on that subject. He just directed me—

The CHAIRMAN. To get a certain type?

Mr. TAYLOR. Yes.

The CHAIRMAN. He did not tell you his idea or his purpose in doing it?

Mr. TAYLOR. Not beyond that he wanted a certain type of model building.

The CHAIRMAN. In these smaller cities, for small buildings? Mr. TAYLOR. Yes.

The CHAIRMAN. Does not a model type mean modern type? Mr. TAYLOR. Yes.

The CHAIRMAN. A modern type means a type that is up-to-date? Mr. TAYLOR. Yes.

The CHAIRMAN. From an architectural viewpoint would you say there was any difference between a modern type and a model type; and if so, what?

Mr. TAYLOR. The difference between a model and a modern type—you might have several different kinds of models, but they might all be modern buildings. You can only have one modern building, but you can have seven or eight different models for that building all on modern lines.

The CHAIRMAN. Now, do you not believe that your department, equipped as it is, was able to give Mr. MacVeagh a model type of building for each of these three sizes of cities? What do you say about that?

Mr. TAYLOR. I practically feel that we could go into that competition; the office could go into that competition and beat any of the competitors without trouble.

The CHAIRMAN. Why do you use the word "practically"? Do you not feel sure of it? Mr. TAYLOR. Yes.

The CHAIRMAN. Well, say so, then.

Mr. TAYLOR. I know that we could do it. But at the same time the Secretary feels just exactly the same, I imagine, as Mr. Hill expressed awhile ago, that artistically a body of men working on the same proposition day in and day out would get into a rut artistically—not practically, but in artistic method. Their brains would follow in certain lines and would not go beyond that. It would be good, but it would not be the best that they could get, that a fresher brain would give. I imagine that is how he feels about it.

The CHAIRMAN. You take the buildings of the size of these three buildings in these three cities; how do you gather your information as to the kind and nature of a building that ought to really be built there, having in view the service of the building to the public and also modern architecture? How do you get that information?

Mr. TAYLOR. We find from the different departments that will require space in that town, the amount of space and the amount of floor area that each one of them will need, and that is all tabulated, and photographs of the sites are made, and, if necessary, a personal visit by the designer to the site is made so as to find out the surroundings and the environment of the building, and the proposition is then studied out from an architectural point of view, giving the best arrangement that will accommodate the different requirements of the different departments.

That is forwarded to the different people who are to occupy the building for their suggestion and criticism, and, as far as possible, their suggestions, if they are considered good and on lines of modern arrangement, are incorporated in the working drawings.

The CHAIRMAN. You have told us very completely how your department gathers that information.

Mr. TAYLOR. Yes.

The CHAIRMAN. Now, take these three concrete cases you have just mentioned, one at Booneville, Mo. Here are the outside architects who are invited to bid, to compete. They have got to have some knowledge and information as to the kind of buildings that those people want in those cities. How do they get that information?

Mr. TAYLOR. For the purposes of competition, we have collected that material. We furnish them that material for competition purposes; that is, a certain amount of it; not the entire data that we would get later when we come to do the actual working drawings, when the department takes up the actual working drawings. But we furnish a sufficient amount of data on the requirement of the buildings for them to work out those buildings. Then when the selection is made of an architect for that work, he would have to take up, just as we do, just as the office does, the further requirements, a study of the environments, of the occupants, of the building, and the reason for it.

The CHAIRMAN. Then it is the rule, as I understand you, that your department furnishes the outside architect the information that puts the picture of that building in that architect's mind? Does that outside architect send men on the ground, too?

Mr. TAYLOR. Yes; when he goes to make the actual working plans. Then he sends a man there to make a study, just as we do.

The CHAIRMAN. You take this little building here in Missouri, Mr. Taylor; how long do you say it will take your department down there to prepare a model type for that building?

Mr. TAYLOR. It would take not to exceed five months from the commencement of the drawings.

The CHAIRMAN. You do not mean to say that it would take five months for your entire corps of men working there?

Mr. TAYLOR. Oh, no; not the entire corps.

The CHAIRMAN. Let me put a concrete case to you. Suppose you put a corps of men to preparing the plans for that Missouri building; how long would it take you to complete that?

Mr. TAYLOR. With that the only piece of work there?

The CHAIRMAN. Yes. Mr. TAYLOR. About 30 days.

The CHAIRMAN. How many men would it take?

Mr. TAYLOR. Not to exceed 10.

The CHAIRMAN. You say it would take 10 men 30 days to prepare the plans and specifications for that Missouri post office? Mr. TAYLOR. Yes.

Mr. GOEKE. For a \$50,000 building?

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Mr. TAYLOR. Yes.

The CHAIRMAN. Then it would take 10 men 30 days to prepare plans and specifications for a \$50,000 building?

Mr. TAYLOR. Yes.

The CHAIRMAN. Then when they got it prepared it would be ready to let the contract?

Mr. TAYLOR. It would be ready to advertise.

The CHAIRMAN. Ready for advertising?

Mr. TAYLOR. Yes. But now, on the other hand, it would not take more than the same number of men—it would take the same number of men—about the same time to prepare plans and specifications for a \$150,000 building, because the number of drawings and that sort of detail is the same on a \$150,000 or \$200,000 building as it would be on a \$50,000 building; only it being bigger, you would have to cover more paper.

The CHAIRMAN. How many plans do you prepare?

Mr. TAYLOR. In a set of plans, one original.

The CHAIRMAN. Then how many copies do you run off?

Mr. TAYLOR. It is the usual rule to have 40 to send out to contractors. It depends on whether it is thought there will be a great demand for them.

The Chairman then questioned Mr. Taylor on the fee paid to different architects for work done. Reaching a point where the fee changed from 5 per cent. to 6 per cent., the testimony continues as follows:—

The CHAIRMAN. What did the architects receive on the Denver (Colo.) post office?

Mr. TAYLOR. Five per cent. They received 5 per cent. on everything up to about a year ago, when the regular schedule of architect's work was changed from 5 to 6 per cent.

The CHAIRMAN. Who changed that schedule?

Mr. TAYLOR. The American Institute made the change in the regular minimum charges of the schedule.

The CHAIRMAN. Of their own accord?

Mr. TAYLOR. Of their own accord.

The CHAIRMAN. How had the per cent. been fixed prior to that time; by the same method?

Mr. TAYLOR. By the same body.

The CHAIRMAN. They had fixed it at what?

Mr. TAYLOR. Five per cent.

The CHAIRMAN. And then they voluntarily cut it to 4 per cent?

Mr. TAYLOR. No; the 4 per cent. is for only a partial service.

The CHAIRMAN. Oh; when did they raise it?

Mr. TAYLOR. They raised it, I think it was in the convention of a year ago, in January. I find this was done in 1908.

In addition to that, under the 6 per cent. on the regular schedule of the Institute of Architects, the payment of engineering services is not included, such engineering services as might be required, nor the supervision by a clerk of the works, a permanent man on the works; but the Government, in making its contracts, specifies that the architect shall include both of those in the 6 per cent. In outside work, among their outside clients, architects would charge for that service over and above the 6 per cent.

Continuing his testimony with reference to the increase from 5 per cent. to 6 per cent.:—

The CHAIRMAN. Do you know why this board of architects simply got together and raised their prices? Did you ever talk to them about it?

Mr. TAYLOR. Oh, yes. Being one of that very body, I know pretty well what they are doing.

The CHAIRMAN. What did they do it for? What did they say they did it for?

Mr. TAYLOR. Because of the high cost—

Mr. HILL. Of living?

Mr. TAYLOR. No; of draftsmanship and every phase of business expenses. The cost of draftsmanship has increased—I think it is about 30 or 40 per cent. in the last five years—and the high cost of draftsmanship and increased cost of rentals, and all that sort of thing, has increased the cost of the production of the drawings. I was a practicing architect for about 13 years before I came with the Government, and during that time handled the books of the office; and I know that the actual cost, irrespective of the personal services of myself and my partner, was from 50 per cent. to about 60 per cent. of the total amount of the fee; that is, we paid out in actual cash for office rent, draftsman's services, materials, and that sort of thing, without any personal services, somewhere from $2\frac{1}{2}$ to 3 per cent. And that, I find, is almost the universal experience of men practicing architecture outside, that their actual cost, without anything for themselves or their services, runs from $2\frac{1}{2}$ to 3 per cent.

Mr. MORGAN. Three per cent. of what?

Mr. TAYLOR. Three per cent. of the cost of the work. For instance, in the old days, when they got 5 per cent., 3 per cent. of that was actually paid out without any return to them at all. That would leave to the firm, to cover their own time and the payment for their brains and that, 2 per cent. of the cost of it, which is not a very large return.

The CHAIRMAN. Do you think, Mr. Taylor, if Mr. MacVeagh had stood pat and said to those fellows, "I will not let you have 6 per cent.; I will give you what you have been getting all this while, 5 per cent.," they would have come right in and submitted their bids, anyhow?

Mr. TAYLOR. I think possibly they would; at least, a proportion of them.

The CHAIRMAN. Who constitute this outside school of architects? Is there such a thing as a board of architects or fine arts?

Mr. TAYLOR. There is the Institute of Architects.

The CHAIRMAN. Where are they located?

Mr. TAYLOR. They are here in Washington.

The CHAIRMAN. They have their own organ, a paper or journal they publish?

Mr. TAYLOR. No; they have no journal; they have no representative newspaper. They are a body of the most reputable and strongest architectural men in the country.

The CHAIRMAN. Are they formed into a corporation? Or into an association?

Mr. TAYLOR. Yes; they are incorporated.

The CHAIRMAN. That corporation is made up of men in the largest cities of this country?

Mr. TAYLOR. All over, both large and small.

The CHAIRMAN. Is it composed of any foreign architects?

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Mr. TAYLOR. Very few of them; some of them are honorary members of it.

The CHAIRMAN. Do you know how many foreign architects are honorary members of it?

Mr. TAYLOR. No, sir.

The CHAIRMAN. Do any of these honorary members participate in any of this work? Mr. TAYLOR. No, sir.

The CHAIRMAN. What countries are represented? What foreign countries?

Mr. TAYLOR. Half a dozen. I think there are one or two Englishmen who are honorary members; there is one Portuguese, and there are one or two Italians, and one German, I think.

The CHAIRMAN. As I understand you, this association is incorporated? Mr. TAYLOR. Yes.

The CHAIRMAN. To do architectural work?

Mr. TAYLOR. Not as a corporation to do architectural work. They are simply incorporated as an organized body of people would be that represent a great profession.

Mr. GOEKE. Organized for their own advancement?

Mr. TAYLOR. Yes; organized for their own advancement.

Mr. GOEKE. And personal interest?

Mr. TAYLOR. Yes. They are organized with the same object as the members of any of the engineering societies.

Mr. MORGAN. Or bar associations?

Mr. TAYLOR. Or bar associations, or any of those professional associations. They are of the same type of organization.

The CHAIRMAN. When did they serve notice on Mr. MacVeagh that they were going to increase their prices?

Mr. TAYLOR. No notice was ever served. They simply put out their new schedule, and it was accepted by the commercial clients.

The CHAIRMAN. Did they give him a copy of their schedule? Mr. TAYLOR. Yes.

The CHAIRMAN. Have you got it?

Mr. TAYLOR. I think so.

The CHAIRMAN. Have you got it with you this morning? Mr. TAYLOR. No; but I can send it up to you.

The CHAIRMAN. I wish you would. Do you know what reasons they assigned for the increased prices?

Mr. TAYLOR. The reason that I gave you; increased cost of production.

The CHAIRMAN. Did they say when this increased cost of production began?

Mr. TAYLOR. It has been a gradual increase.

The CHAIRMAN. And it finally got so binding upon them that they could not compete any more at those old prices?

Mr. TAYLOR. They thought that it did not pay them to do it.

The CHAIRMAN. They did not make any threat to withdraw from the United States service?

Mr. TAYLOR. Not the slightest. It is not compulsory.

The CHAIRMAN. They did not make any threat to Mr. MacVeagh, "If you do not pay us these prices we will withdraw"? Mr. TAYLOR. No, sir.

The CHAIRMAN. Well, that is the plain inference—that the Secretary of the Treasury could not deal with them on their old prices after they filed the present schedule.

Mr. TAYLOR. There never was any intimation of any thing of the kind.

The CHAIRMAN. One way or the other?

Mr. TAYLOR. One way or the other.

The CHAIRMAN. Do you know whether this increase of price is uniform?

Mr. TAYLOR. Oh, yes; entirely, outside. It is entirely applicable to everybody. It is not an exceptional price. And, more than that, the outside man, the mercantile man, pays even more than the Government would, at the same percentage, for the simple reason, as I told you a few moments ago, that they charge the outside client for engineering services if required, for traveling expenses if required, for a clerk on the works or continuous superintendence, as against supervision, if required; and those are always included in the Government contract price at the rate per cent. which is paid, be it 5 per cent. or 6 per cent.

The CHAIRMAN. Now, Mr. Taylor, how much does this architectural work actually add to the increased cost of the building—what per cent.?

Mr. TAYLOR. To the increased cost?

The CHAIRMAN. Take a concrete case. Take the Vincennes post office. I call your attention to that because it is in my own State. Mr. TAYLOR. Yes.

The CHAIRMAN. How much did it actually add to the increased cost of that building, if any, because outside architects prepared the sketch plans and drawings, and so on?

Mr. TAYLOR. On the percentage basis it probably added 1 per cent.

The CHAIRMAN. Increase? Mr. TAYLOR. Yes.

The CHAIRMAN. Do you recollect the original appropriation for the Vincennes post office?

Mr. TAYLOR. I do not; but you said the percentage.

The CHAIRMAN. The amount was \$2,952.33.

Mr. TAYLOR. \$2,500. Then it was a building of about \$60,000.

The CHAIRMAN. I think that is just about what it was. I do not live in that town.

Mr. TAYLOR. It would be about \$60,000. The amount is in our report there, and I can tell you in a moment. (After consulting memorandum.) The contract price of the building was \$64,000. One per cent. of that would be in the neighborhood of \$500 to \$600, and that would be the increase. That accounts for the extra administration and extra work that our department would do.

Mr. HILL. Are those rates which you make universal throughout the United States?

Mr. TAYLOR. Not only universal throughout the United States, but throughout foreign countries, too.

Mr. HILL. World-wide? Mr. TAYLOR. World-wide.

Mr. HILL. Are they compulsory upon the members of the association?

Mr. TAYLOR. Yes; they are compulsory.

Mr. HILL. Suppose a man violates that and takes a rate less than that, what would be the result?

Mr. TAYLOR. They are not compulsory, in this sense: They are only compulsory in competition with anyone else. A man has a right to take anything he pleases, provided it is not in competition with somebody else.

Mr. HILL. He is always in competition with somebody else?

Mr. TAYLOR. Not necessarily. For instance, if you had not any other architect in mind, and you came to me and said, "Now, Taylor, I want to build a house, and I do not want to pay any more than I have to for it," and I said, "All right; I will do your work for so much," and you would say, "I have not talked to anybody else and do not

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MR. TAYLOR'S TESTIMONY

RECENT issues of THE AMERICAN ARCHITECT have contained references to the many misleading press reports of happenings in the field of architecture appearing in the daily papers. Perhaps the most important of the instances referred to was the account widespread by the Associated Press of the testimony of Mr. James Knox Taylor, Supervising Architect of the Treasury Department, before a special committee of Congress appointed to investigate expenditures by the Treasury Department. It was inconceivable to us that a man of Mr. Taylor's high intelligence and rank in his profession could have been led into making the statements attributed to him. In order to assure ourselves of this we applied for and have at last secured the official document containing the stenographic report of Mr. Taylor's testimony.

Careful reading of this testimony clearly shows that the newspaper accounts of it have been garbled and its vital points so

distorted and perverted as to present mis-statements of fact. Mr. Taylor not only upheld in every way the dignity of his profession but in many instances was compelled to correct errors of statement on the part of the chairman of the committee, who in the character of his questions and by his evident lack of knowledge of the subject under investigation makes pertinent the inquiry as to what considerations could possibly have led to his appointment to the chairmanship of this committee.

So important do we consider this testimony and the illuminating questions that elicited it, that we have devoted an unusual amount of space to a reprint of the more interesting portions and will continue to a conclusion in a succeeding issue.

If the woeful lack of knowledge as to the motives for organization and as to the personnel of the American Institute of Architects displayed by this committee can be taken as representative of that of Congress, it is high time that a campaign of education be inaugurated to inform more fully not only Congress but the general public as to the real aims and purposes of the Institute. And, while we deplore a condition such as is here indicated, we feel that we should consider whether the Institute is not perhaps in some measure responsible. For example, lack of dignified but general publicity as to its aims and efforts in uplifting and maintaining on the highest plane the practice of architecture places the Institute on an occasion like the one under present discussion entirely on the defensive and robs it of those opportunities for aggressive defense that are the only means that can be employed to maintain and promote the life of similar organizations.

However, while it appears regrettable that so much of a busy man's time should be required in educating an ignorant and exceedingly suspicious committee, it is a source of gratification, at a time when the Institute, its aims and objects are indirectly a subject of official investigation and are being covertly assailed, that there should be present a man of Mr. Taylor's keen insight into every phase of architectural practice, to answer questions and controvert the insinuations that it would appear the Committee was anxious to have "read into the minutes."

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(Continued from page 66)

propose to talk to anybody else; I want you to do it," I could do that for anything that I wanted to.

Mr. HILL. You could charge more?

Mr. TAYLOR. Yes; I could charge more, or less.

Mr. HILL. It is a world-wide and uniform price as against competition?

Mr. TAYLOR. But if you say, "I am considering you and Mr. Brown on this work," I would be non-professional if I said, "Well, if Brown charges you 6 per cent., I will do it for 5 per cent.," and he would be non-professional if he would say, "I will do it for 4 per cent."

Mr. HILL. As a matter of fact, it is customary to consider different architectural plans, is it not?

Mr. TAYLOR. Yes.

Mr. HILL. With the idea of getting a variety to choose from? Mr. TAYLOR. Yes.

Mr. HILL. Not with the idea of a financial competition, but of an artistic competition? Now, that competition is at a fixed price? Mr. TAYLOR. Yes.

Mr. HILL. The world over? Mr. TAYLOR. Yes.

Mr. HILL. Compulsory upon the members?

Mr. TAYLOR. Yes.

Mr. GOEKE. What is the name of that institution or organization?

Mr. TAYLOR. The American Institute of Architects.

Mr. GOEKE. Where are their headquarters?

Mr. TAYLOR. At the corner of Eighteenth Street and New York Avenue.

Mr. GOEKE. In this city? Mr. TAYLOR. Yes.

Mr. GOEKE. Who is the president of the association?

Mr. TAYLOR. Irving K. Pond, of Chicago.

Mr. GOEKE. And who is the vice-president?

Mr. TAYLOR. There are a number of vice-presidents. I do not remember just who they are.

Mr. GOEKE. Who is the secretary, do you know?

Mr. TAYLOR. The secretary is Glenn Brown.

Mr. GOEKE. Where does he live?

Mr. TAYLOR. He lives right here in Washington.

Mr. GOEKE. And are you a member of that organization?

Mr. TAYLOR. I am a member of that organization.

Mr. GOEKE. How long have you been such a member?

Mr. TAYLOR. I was a member of the old Western Association in 1884, which was amalgamated somewhere in the nineties with the American Institute.

Mr. GOEKE. And how numerous is its membership; how many members has it?

Mr. TAYLOR. I forget the number now.

Mr. GOEKE. Is it great or small?

Mr. TAYLOR. It is composed of the principal men of the profession throughout the whole country.

Mr. GOEKE. In the United States?

Mr. TAYLOR. Yes.

Mr. GOEKE. How many members has the organization?

Mr. TAYLOR. I should say there were in the neighborhood of 700 or 800.

Mr. GOEKE. They have a constitution and by-laws?

Mr. TAYLOR. They have.

Mr. GOEKE. Is it obligatory upon a member of that organization to abide by the schedule fixed for work done by members of it?

Mr. TAYLOR. If it is in competition with anyone else

Mr. GOEKE. If it is in competition?

Mr. TAYLOR. Yes.

Mr. GOEKE. If it is without competition, they have a right to charge whatever they please?

Mr. TAYLOR. A man can charge just what he pleases.

Mr. GOEKE. If they fail to abide by the schedule of rates fixed by that organization or institute, what is the consequence?

Mr. TAYLOR. It is the usual consequence when you violate a regulation of a society.

Mr. GOEKE. How?

Mr. TAYLOR. I say it is the usual consequence that happens to almost anyone who violates the regulations of a society. If the man happens to be strong enough to prevent the society from taking drastic action, it will not be taken; but if he is not strong enough the society will probably throw him out or discipline him in some manner.

Mr. GOEKE. What would that action probably be if he was not strong enough?

Mr. TAYLOR. They would throw him out.

Mr. GOEKE. They would throw him out?

Mr. TAYLOR. Yes.

Mr. GOEKE. Do your by-laws provide for that?

Mr. TAYLOR. Yes.

Mr. GOEKE. Then the object of that institute is to maintain the price of services of the architects in the organization, is it?

Mr. TAYLOR. The object is to maintain the quality, which is maintained by the price.

Mr. GOEKE. By the price?

Mr. TAYLOR. Yes; and to prevent a competition of prices rather than a competition of quality.

Mr. GOEKE. In short, it is a combination between the members of that institution who get the price fixed by the institution for the work done by the members of that institution?

Mr. TAYLOR. Well, yes; to keep it from deteriorating into a competition of prices, which it formerly did.

Mr. GOEKE. If that institution was not in existence, the builder would perhaps get better figures for the work that he wanted done, would he not?

Mr. TAYLOR. No; he would probably get less good work.

Mr. GOEKE. Well, he might get it done cheaper, too.

Mr. TAYLOR. He might; but you can not get from human nature more than what the actual money pays for.

Mr. GOEKE. You think, then, that this institution is organized for the benefit of the builder rather than that of the architect?

Mr. TAYLOR. It is for the benefit of both.

Mr. GOEKE. For the benefit of both?

Mr. TAYLOR. Yes.

Mr. GOEKE. And it is not to the detriment of the man that does not belong to the institution?

Mr. TAYLOR. Not in the slightest. It in a sense protects him as much as it does a member of the organization.

Mr. GOEKE. Yes. How long did you say that that institution had been in operation?

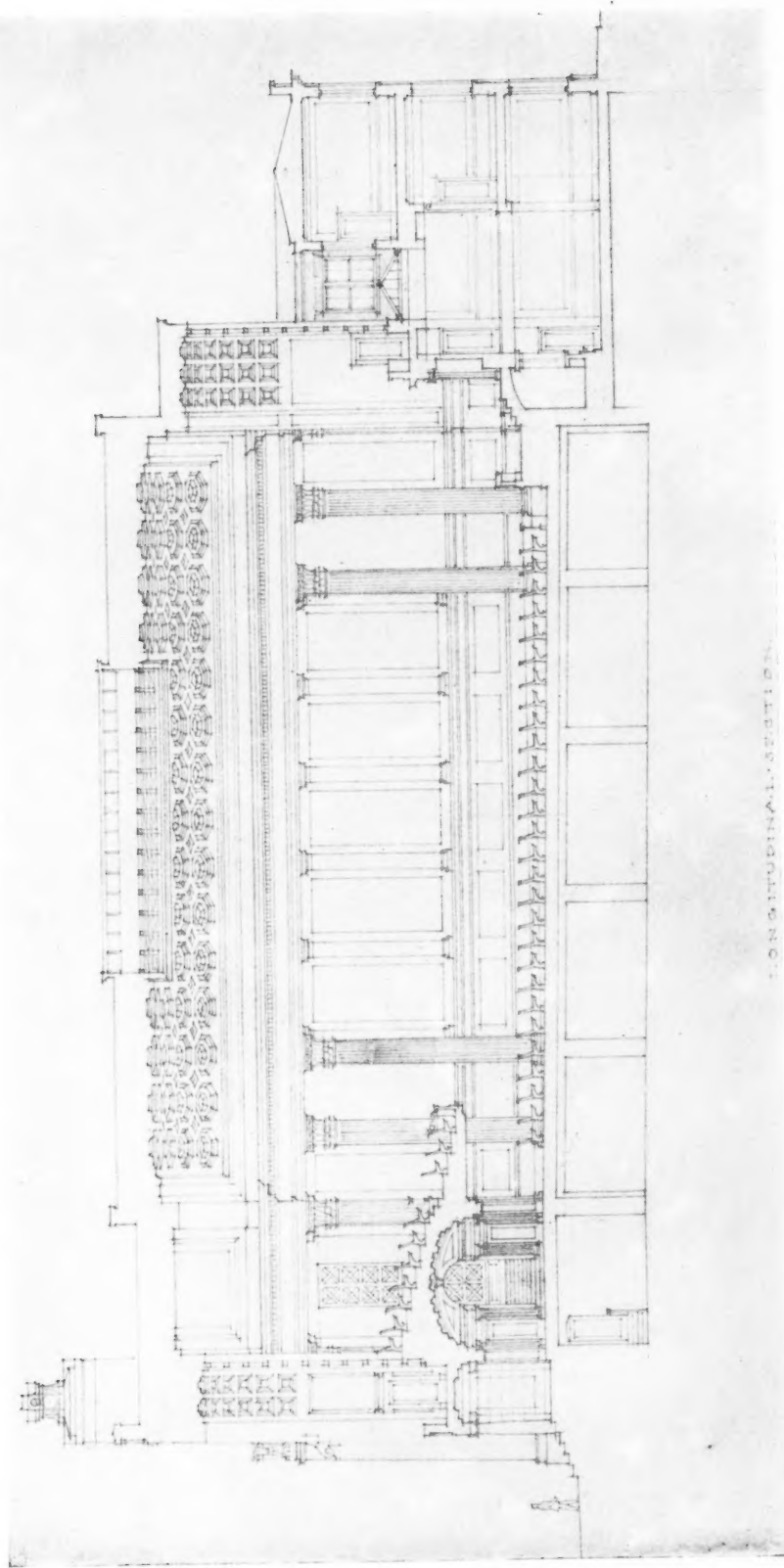
Mr. TAYLOR. The American Institute of Architects was established away back in the sixties, I think—the sixties or seventies.

(To be concluded)

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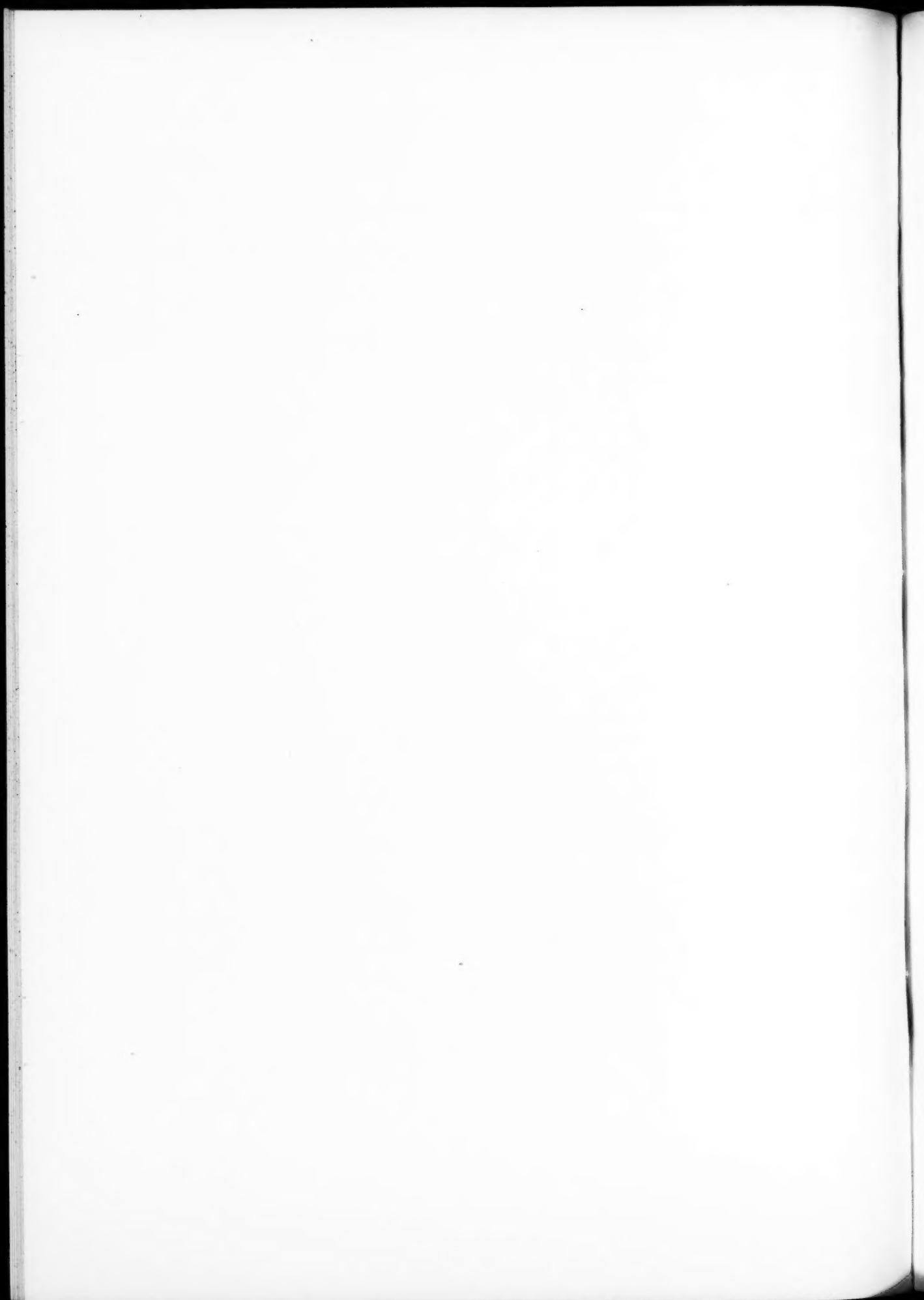


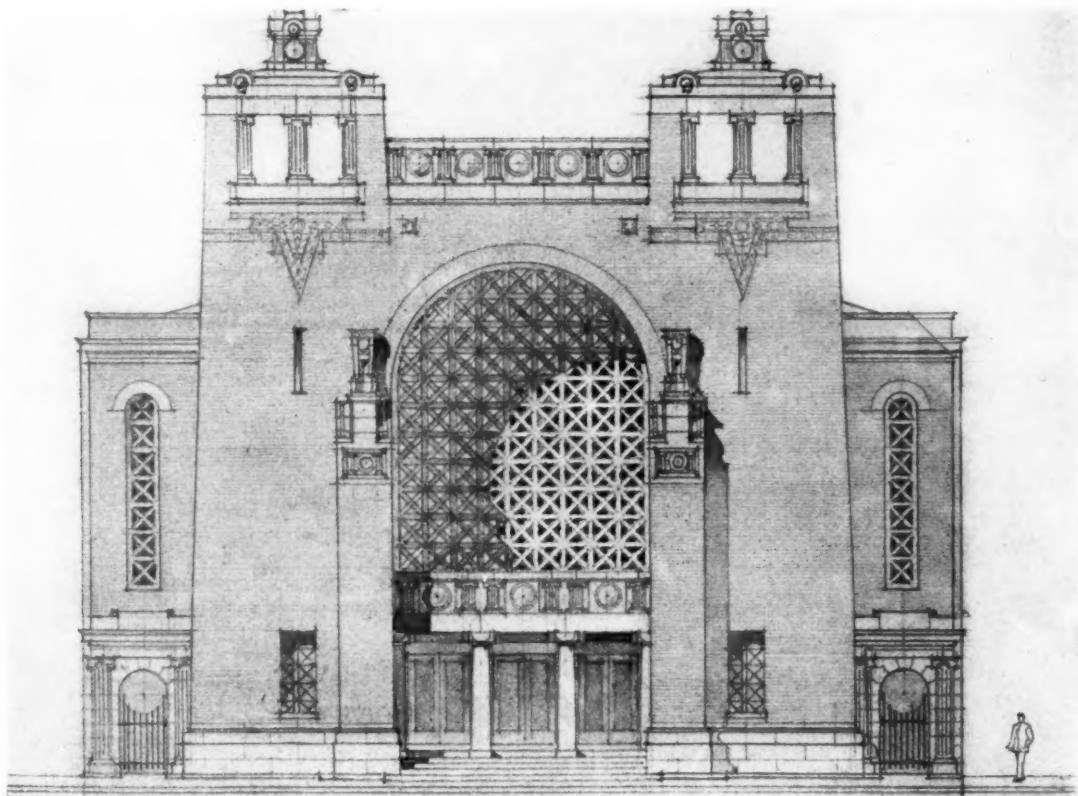
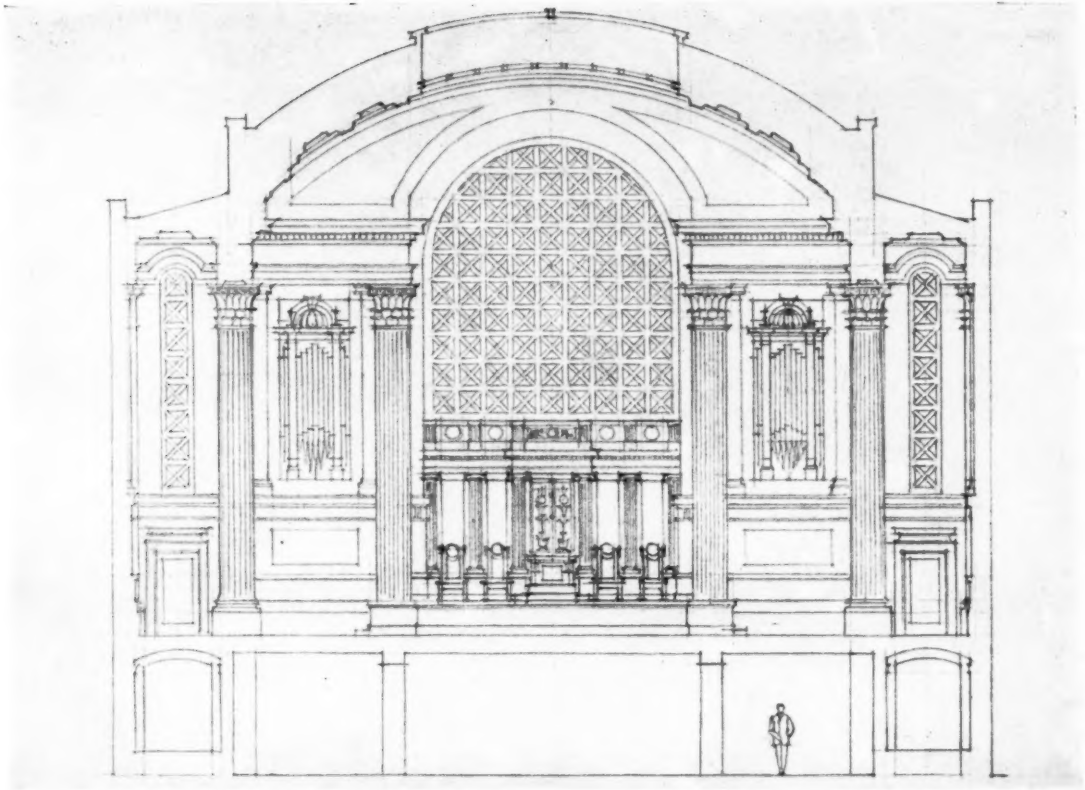
LONGITUDINAL SECTION

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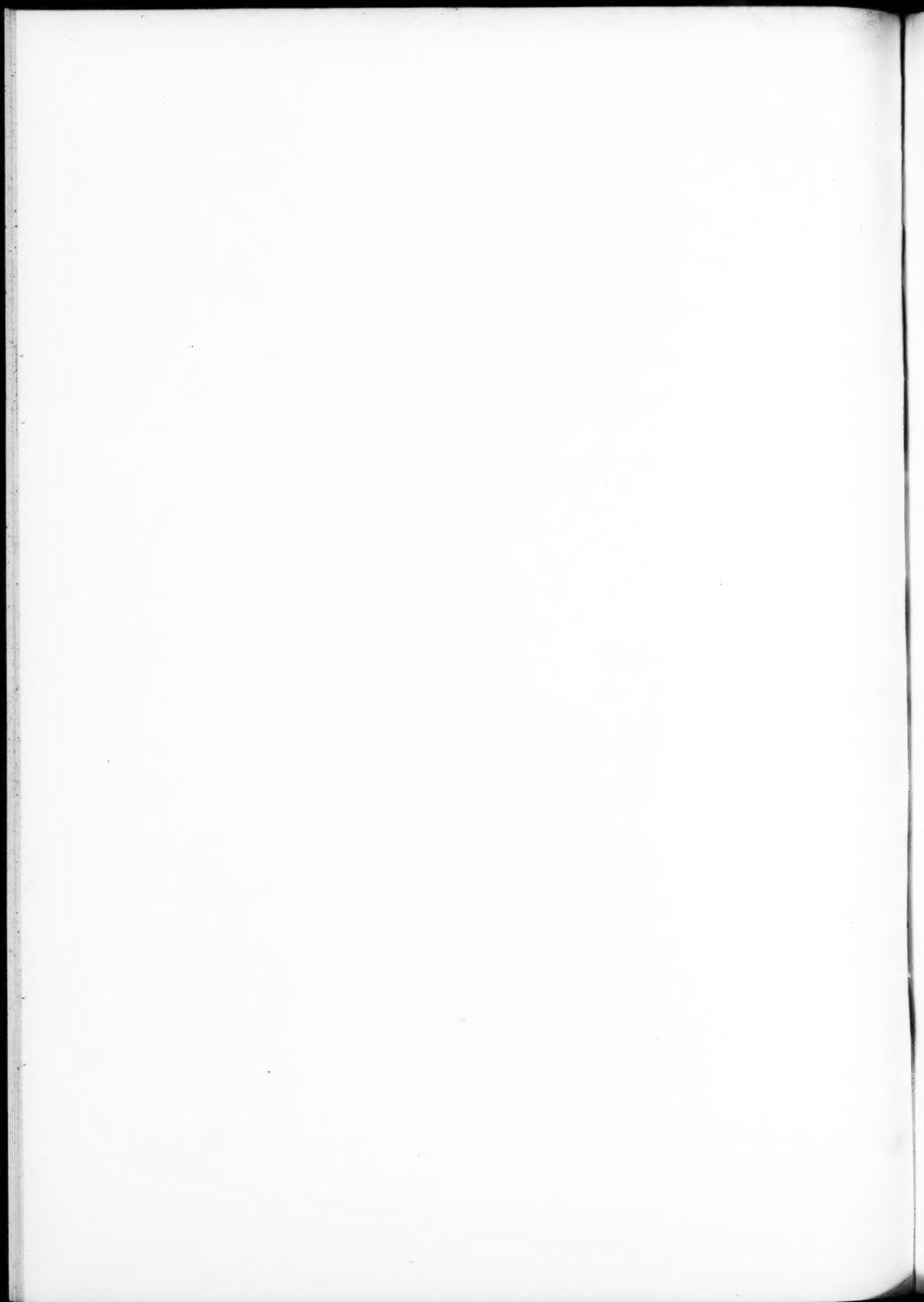


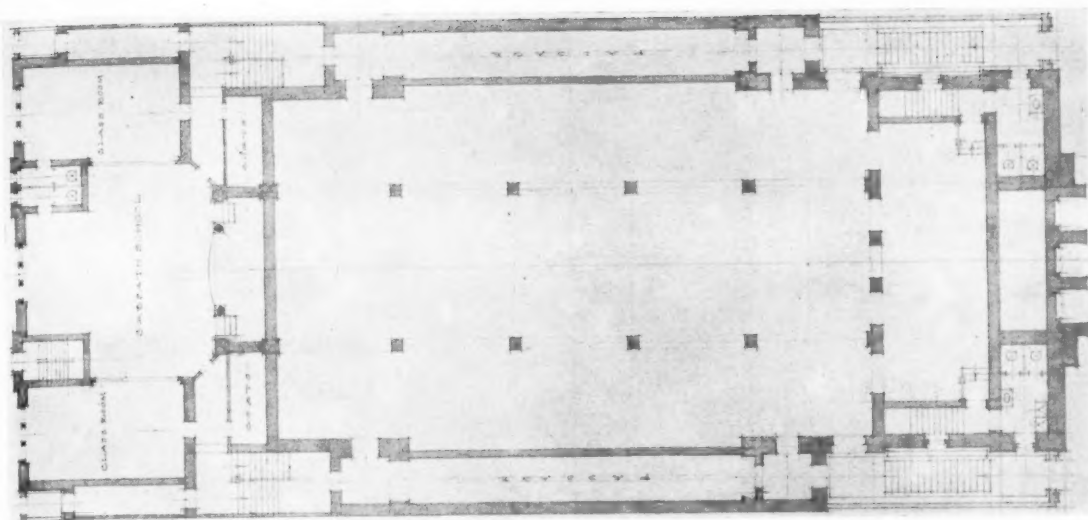
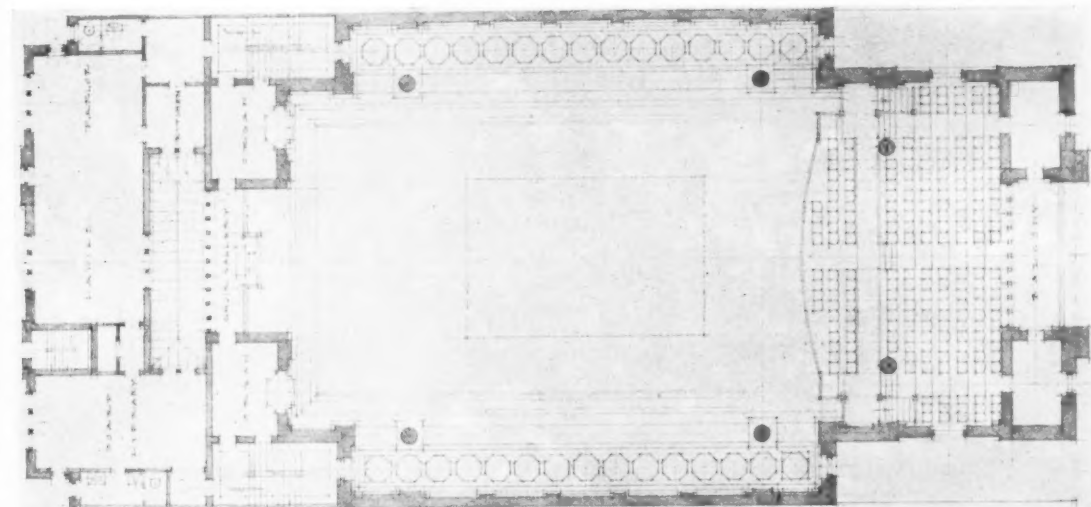
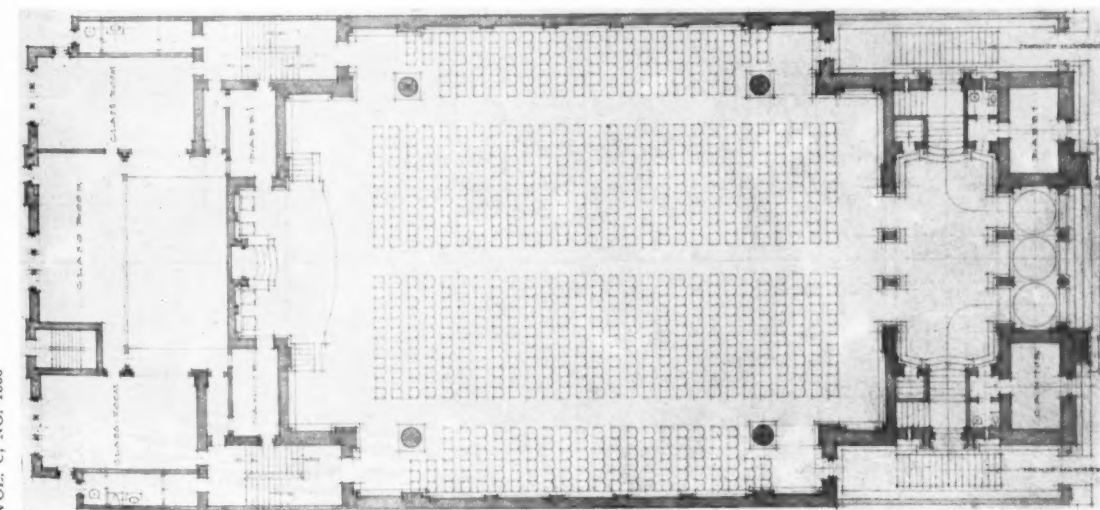


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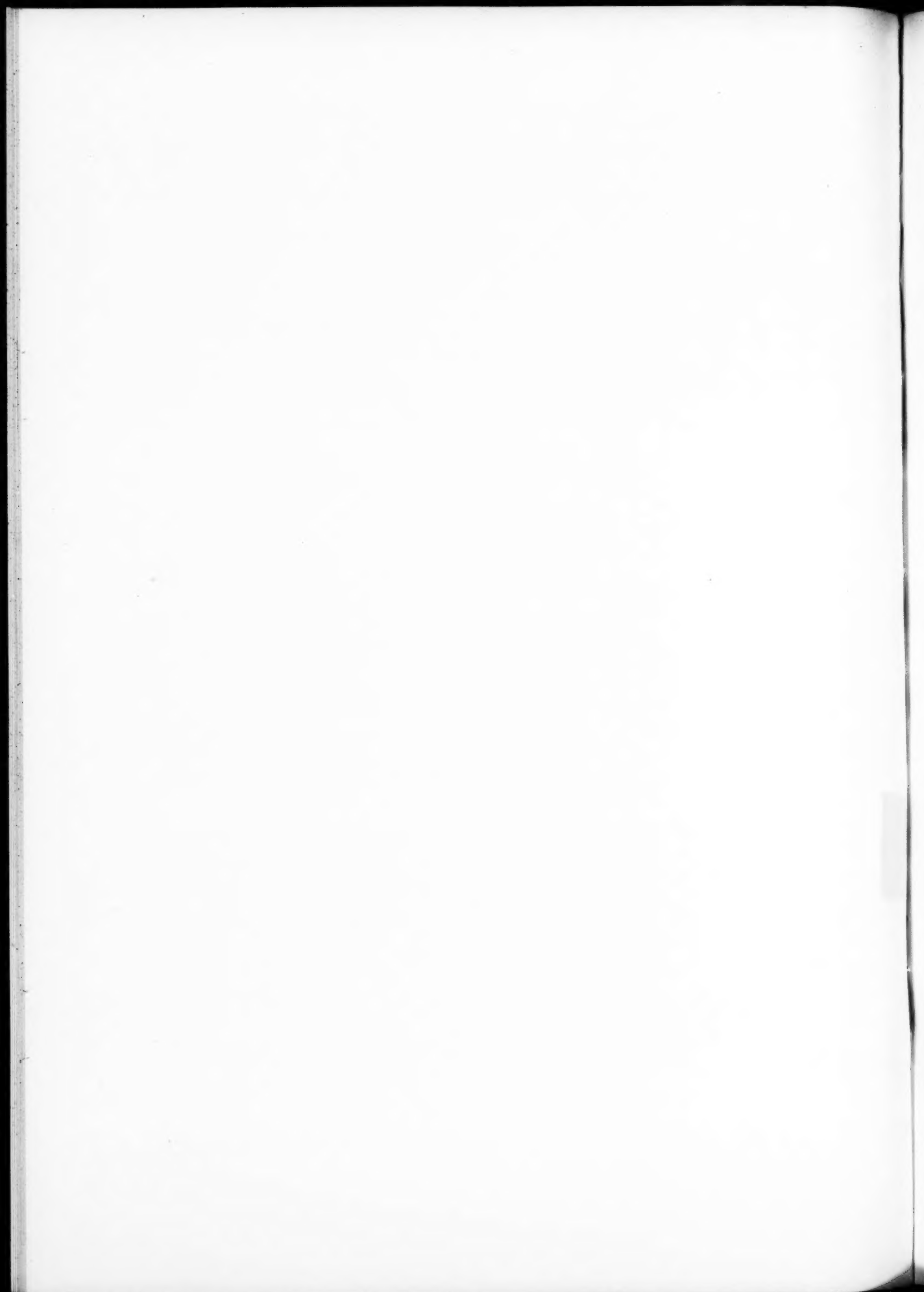


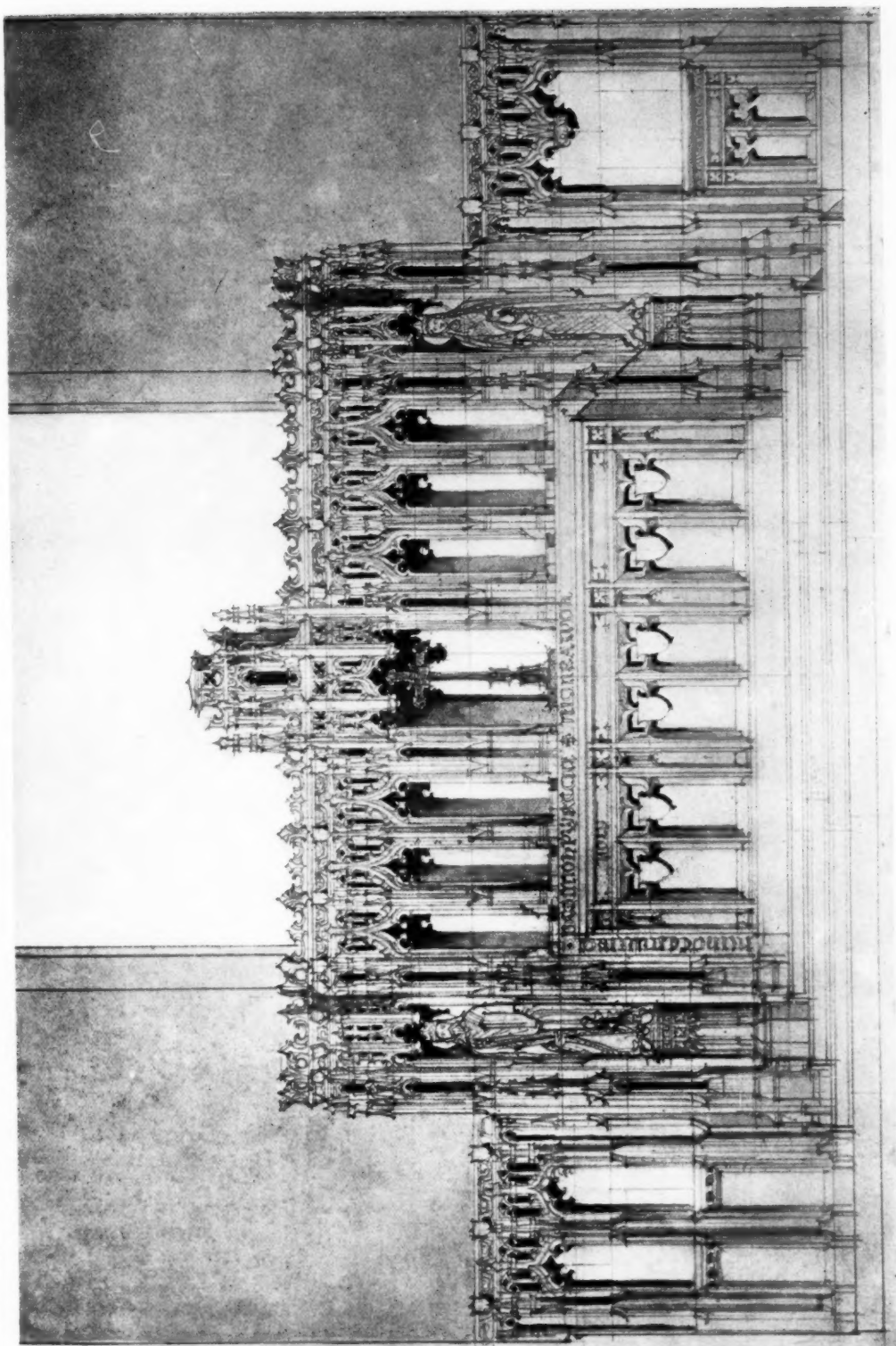


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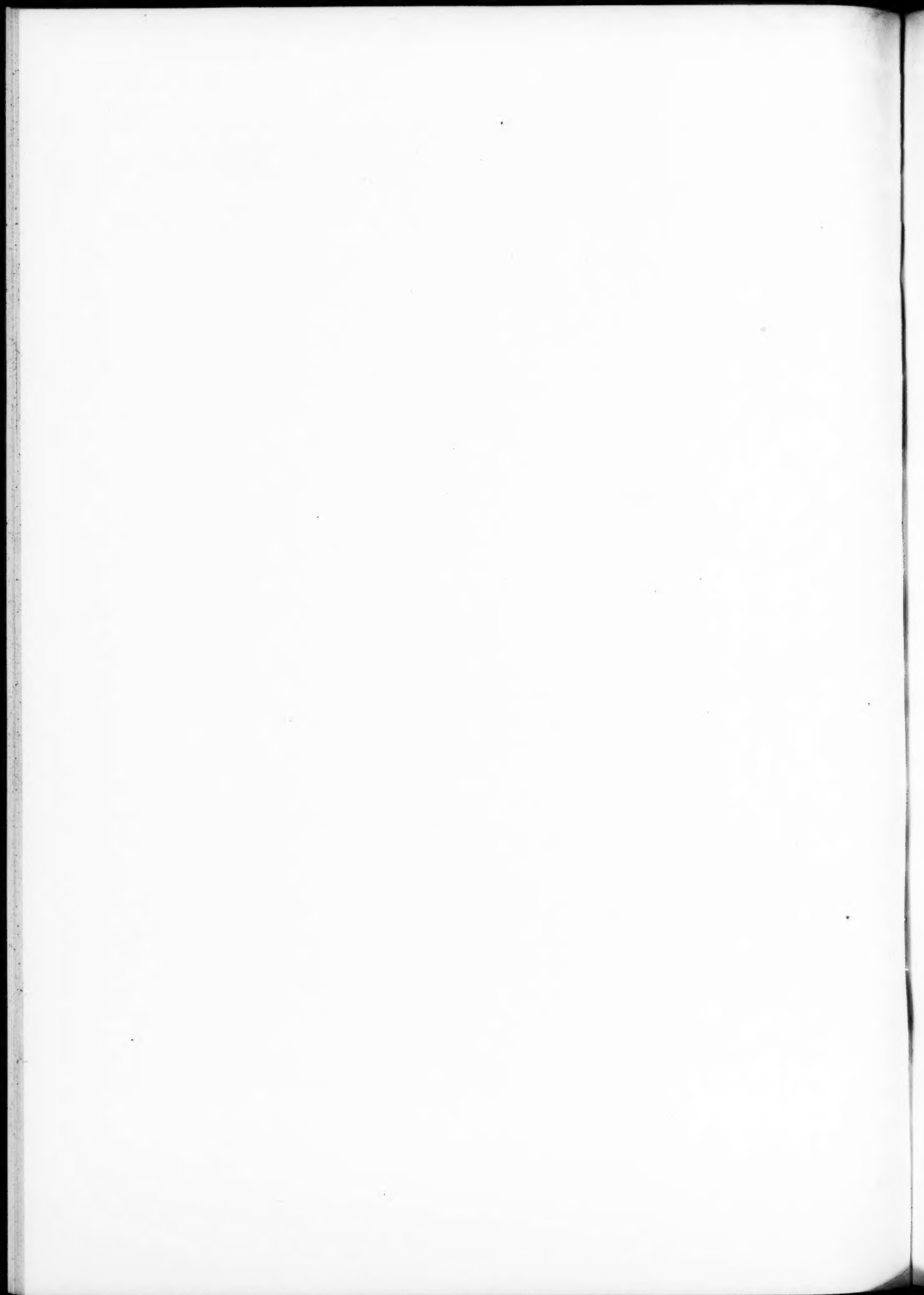


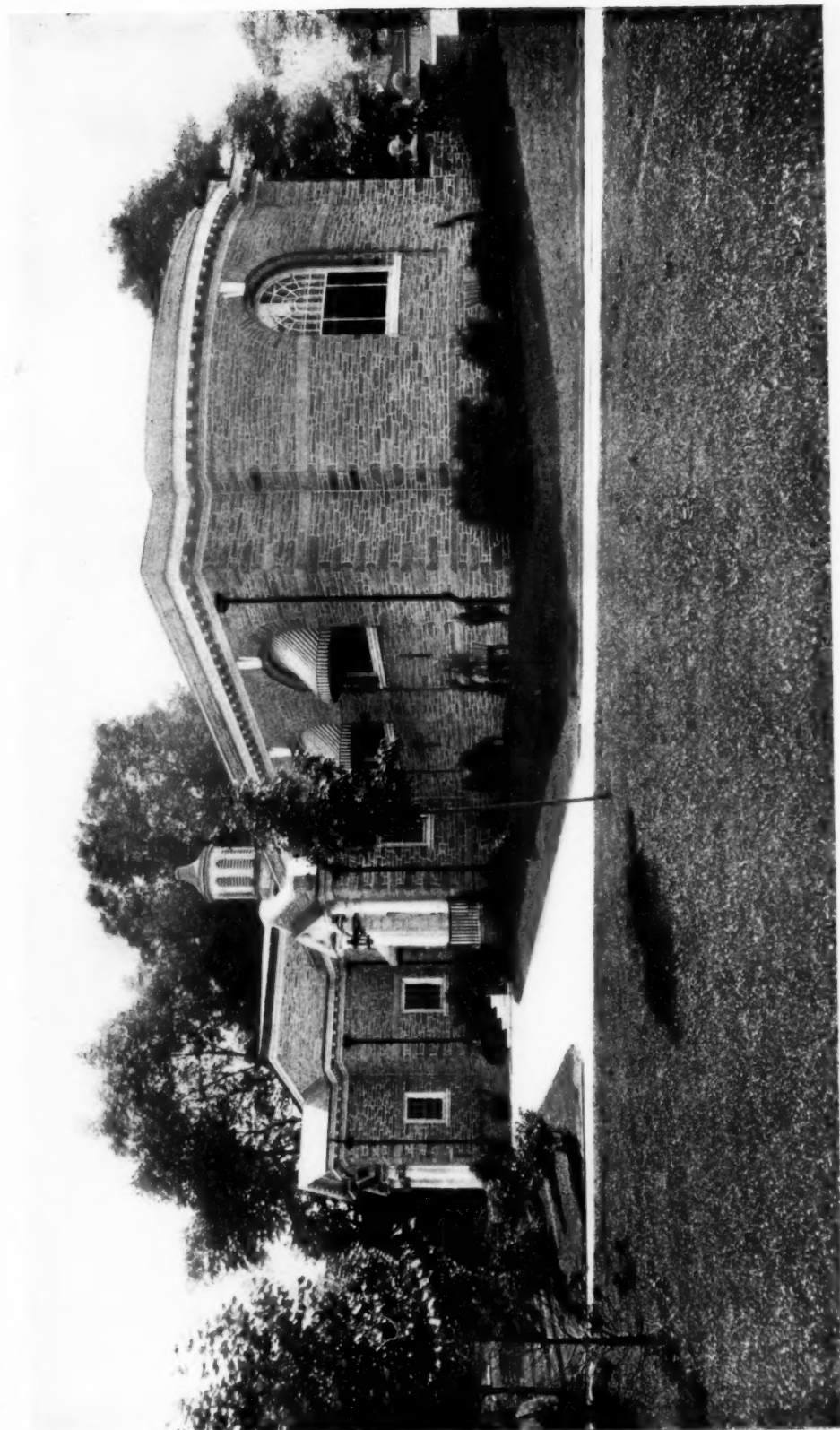


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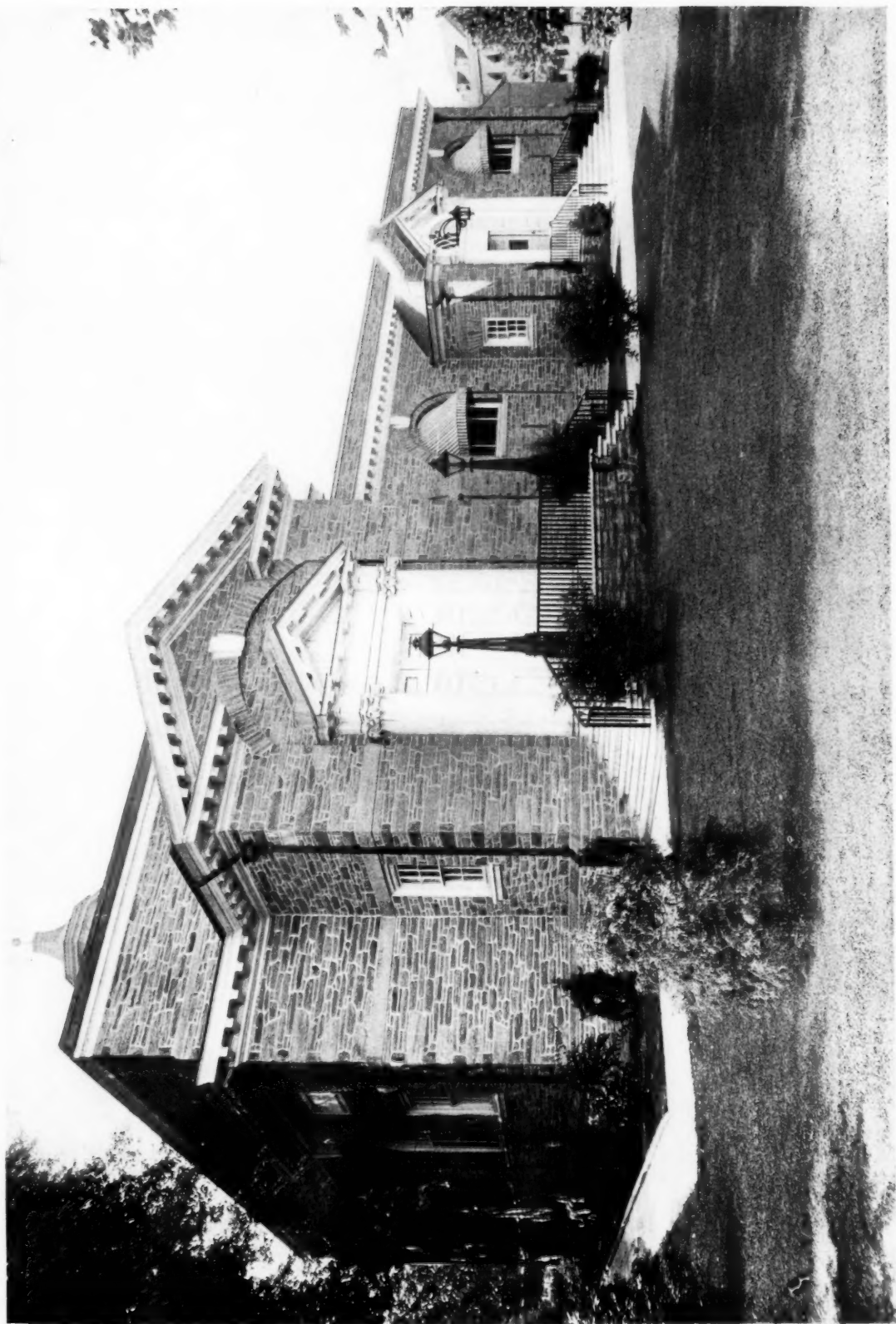




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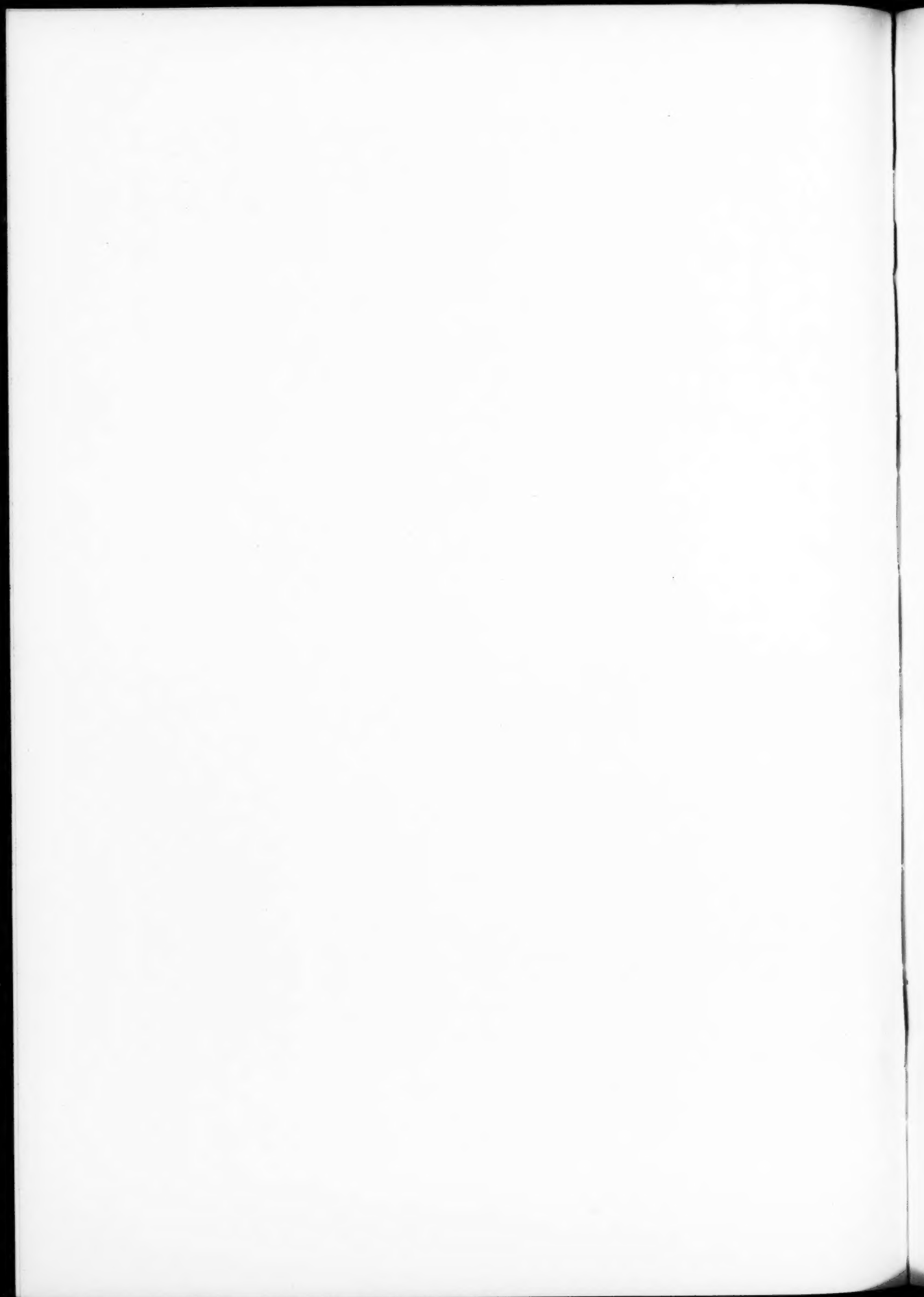
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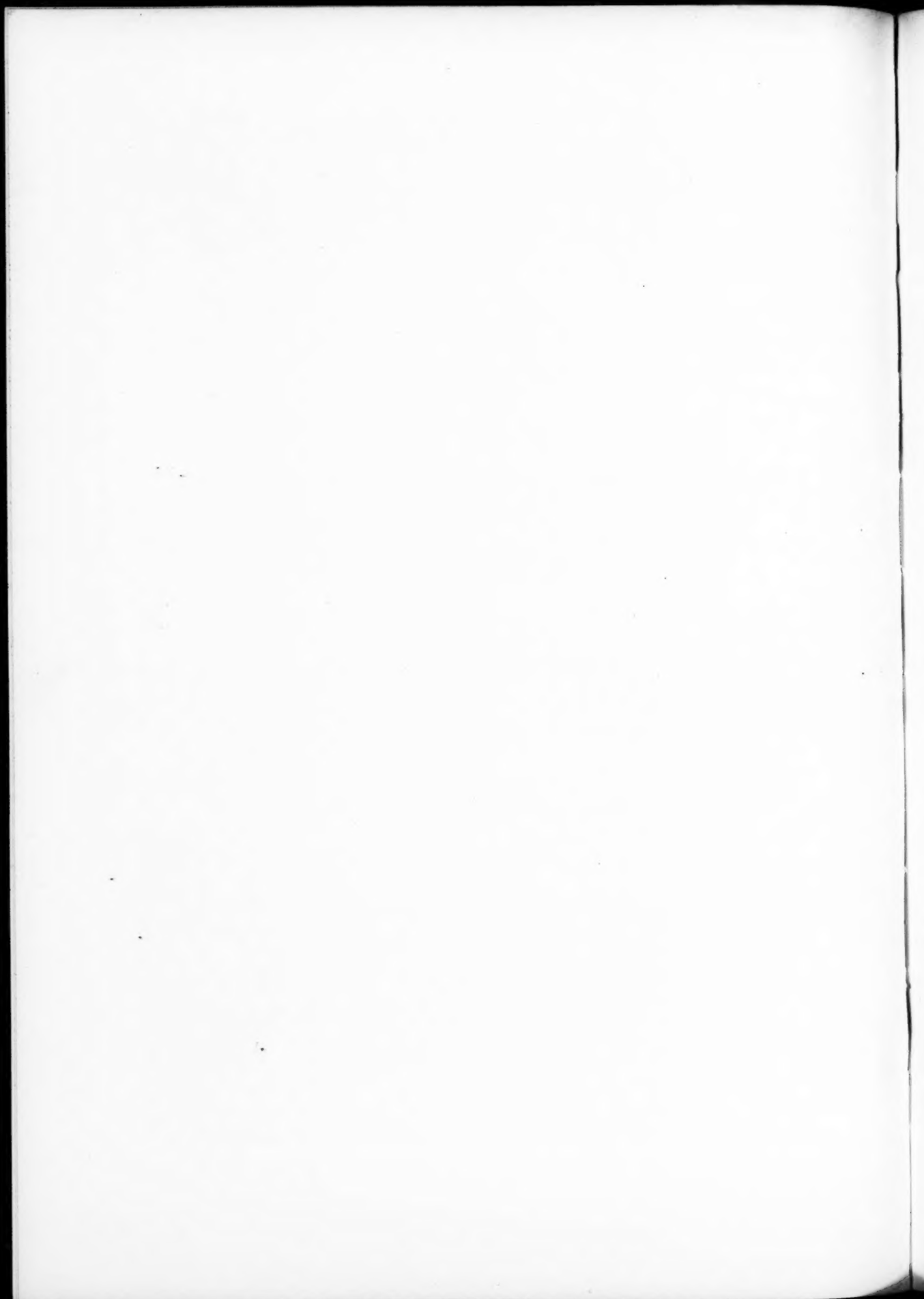
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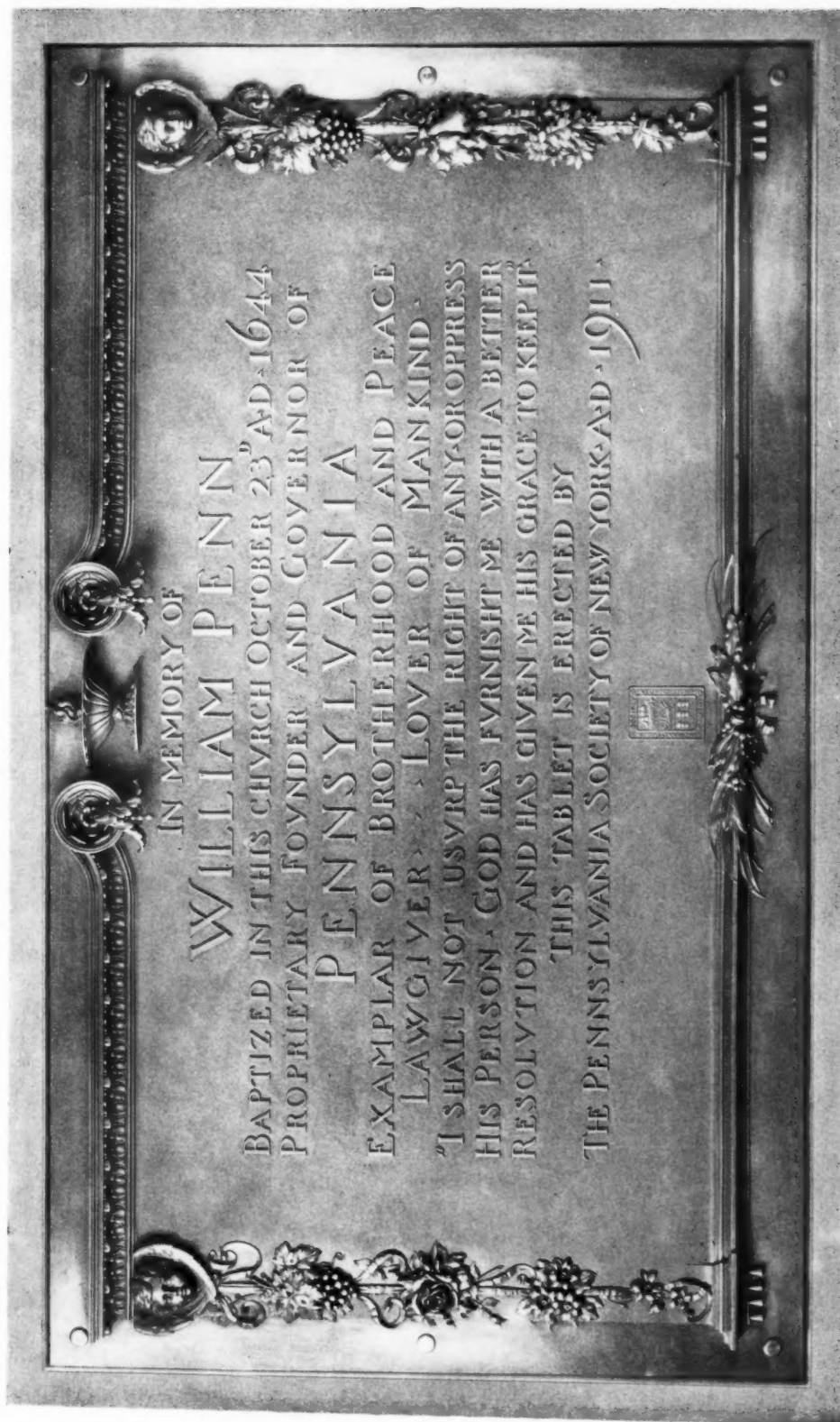




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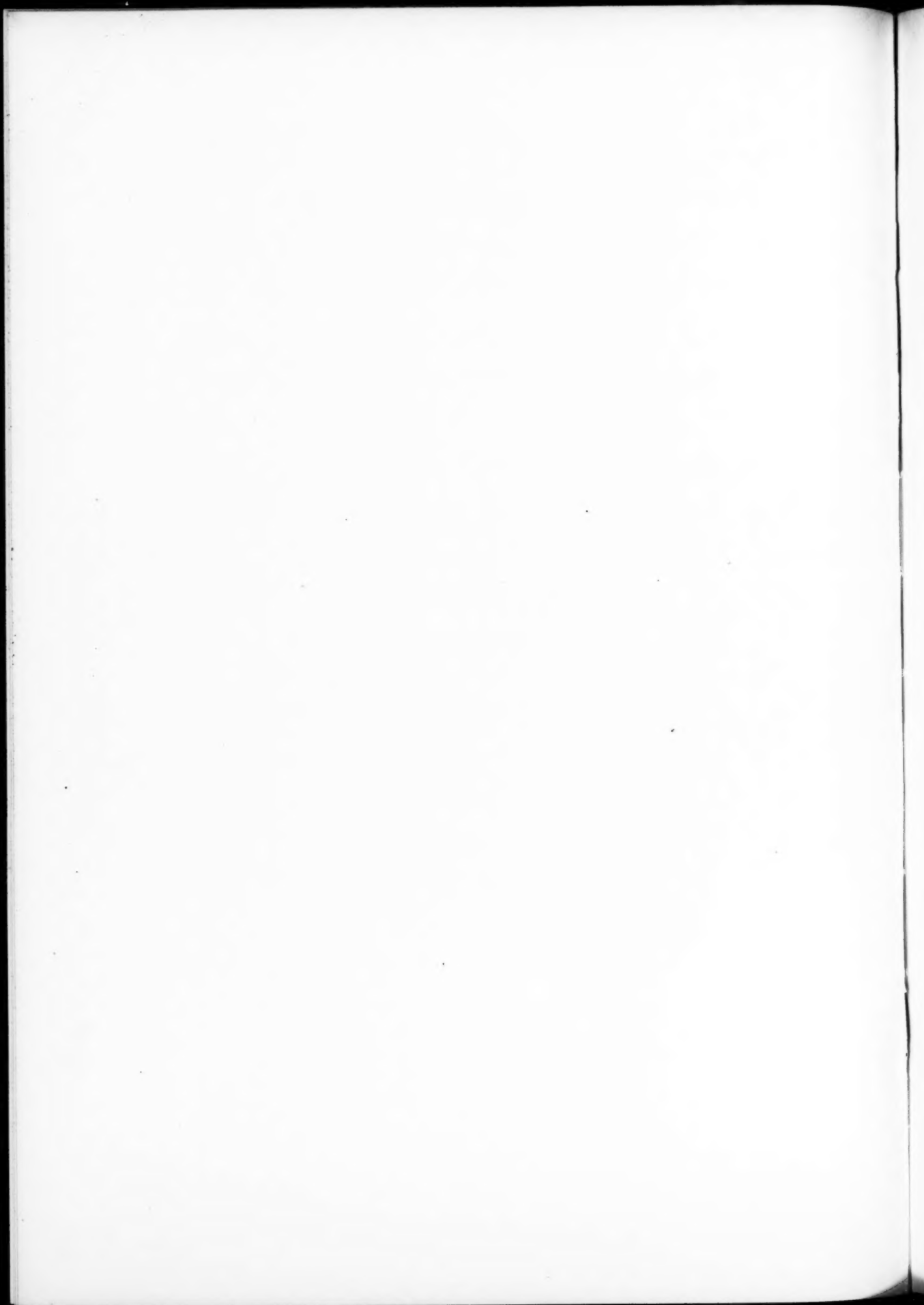




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