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May 4, 1943  
9:45 a.m.

TAXES

Present: Mr. Paul  
          Mr. Blough  
          Mr. Surrey

H.M.JR: Where are we as of this morning on the bill?

MR. PAUL: We simply don't know. We made all kinds of inquiries. I talked to twenty people, I guess, in the House.

H.M.JR: Supposing I call up Doughton.

MR. PAUL: I don't think you can get anything. Call up Sam Rayburn or McCormack. Doughton is in worse condition than ever.

H.M.JR: Let me start with Doughton.

MR. PAUL: Doughton is pretty excited and not even what would be regarded as in his best form.

MR. BLOUGH: No, he wasn't in his best form yesterday. He hollered around a good deal.

MR. PAUL: Yes, but I was talking with him before he went up there.

H.M.JR: I don't know whether the President has done any phoning or not.

MR. PAUL: I tried to get Johnson but haven't been able to get him. I have talked to lots of them.

I think, personally - if I had to make a bet I think I would bet on the Robertson plan.

(The Secretary held a telephone conversation with Mr. Doughton, as follows:)

May 4, 1943  
9:51 a.m.

HMJr: Hello.

Operator: Mr. Doughton.

HMJr: Hello.

Robert  
Doughton: All right.

HMJr: Henry talking.

D: All right, Henry.

HMJr: How're you coming, young fellow?

D: Well, you can't tell. We're in a struggle down here. I don't see anything to be alarmed about, but still we know we're in a hard battle. You can't tell.

HMJr: Are the - are our fellow Democrats all right?

D: Well, those that are all right are. There're some that are not, and there will be a few, but just how many - I think some of the wavering are coming into line.

HMJr: How about the leadership?

D: Well, it seems to be doing fine.

HMJr: The leadership is doing fine.

D: They seem to be all right, yeah. We had a conference with them yesterday afternoon and we're having another one this morning at 10:30.

HMJr: Yes....

D: I have no - no complaints to make of them at all. I - the - the Majority Leader is going to make a speech and maybe the Speaker too.

HMJr: And....

D: I have a feeling as it is - and now I am satisfied they are doing what they can to line up wavering members.

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HMJr: Well, then it's different than it was last time.

D: How's that?

HMJr: It's different than it was last....

D: Well, I think so, yes.

HMJr: Well, you....

D: I - I think so. We can't tell. You see, they have been going home and you can't tell how - how many of them might not get back. They might use that as a - just want to dodge, you know, and use an excuse or something that they didn't get back. I can't tell.

HMJr: You can't tell.

D: Now if folks get here and there's - as fully as ? I think we'll - I think we'll win.

HMJr: Good. Will you pick up any Republican votes?

D: I don't know. Somebody said we're going to lose a few; that they've had a conference yesterday afternoon. I've been trying to find out about that this morning. They're trying awfully hard to whip them in line.

HMJr: Yeah.

D: I doubt if we'll pick up any. I - I will try to find out - I'll find out more about that.

HMJr: Do you think you'll get a vote today?

D: I - yes, I think so, unless we decide it is better strategy to finish the debates today and wait until - and vote in the morning when perhaps there might be more - some of the members that are not here today might be here by tomorrow. I don't know. We'll decide that as we see how many are here.

HMJr: Uh huh.

D: We call the offices of those who are not here, you

D: know, and then if they're not here today, but they'll probably be here tomorrow, why, we might let the vote go until morning.

HMJr: Well, that sounds smart.

D: How's that?

HMJr: That sounds smart.

D: We'll - we'll determine that when we see what - how many will not be here today.

HMJr: Good.

D: We can find - by just getting - I'm inquiring of all their offices, you know.

HMJr: And ....

D: We're checking on it the very best we can.

HMJr: Anything we can do at this end?

D: Well, I believe you're doing - but I don't know - you may think of it - I don't think of anything more than you're doing. You're doing a fine job and fits the will in every way. I think that the Speaker was going to call the Big Boss about a few wavering members.

HMJr: Yeah.

D: And it's....

HMJr: Well, if you get any bright ideas, I'm sitting here. Be glad to help.

D: Well, thank you. Thank you. Thank you. We appreciate your calling.

HMJr: O. K.

D: Goodbye.

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MR. PAUL: I talked with Poulson, one of the leading Republicans, and he said he had twenty-one or twenty-two of them in line. That was before the conference yesterday afternoon.

H.M.JR: I will see if the Speaker is there.

MR. BLOUGH: Doughton doesn't seem very confident, does he?

H.M.JR: I thought so, yes. The thing that is encouraging, usually he goes into this long dissertation on the leadership.

MR. PAUL: McCormack made a radio speech - at least we supplied him with the material last Friday - so it looks as if he is pretty well in line.

H.M.JR: I thought for once we got the jump on the publicity through that statement which was positive. Then the Republicans had to try to pull it down. We at least got ours out first.

The press is terrible. I gave out the statement last night around six on the figures, and I couldn't see that either the Times or Tribune carried my war bond figures. My figures may have been too late, but if this had been a flop they would have found time to stick the thing in.

MR. PAUL: What time did you give them out?

H.M.JR: About six or six-thirty.

I am not going to call McCormack.

MR. PAUL: Except that he is supposed to do some rounding up.

What are you going to say when you are asked for a statement if the Ruml plan is defeated? I thought we might give some thought to that because we were both

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criticized for gloating the last time. I didn't gloat so I don't know where they got that remark. I wondered if we should think about a statement to issue.

(The Secretary held a telephone conversation with Mr. Rayburn, as follows:)

May 4, 1943  
9:57 a.m.

HMJr: Hello.

Operator: Speaker Rayburn.

HMJr: All right.

Operator: Go ahead.

HMJr: Hello.

Speaker Rayburn: Yeah, Henry.

HMJr: How are you, Sam?

R: Pretty fair. I got some cold, but....

HMJr: I spent the night in your town the other night, Dallas.

R: Yeah.

HMJr: I heard....

R: Fred Florence was telling me you were there.

HMJr: Who?

R: Fred Florence....

HMJr: Yeah.

R: ....one of the bankers there.

HMJr: Yeah, and I heard you were up dedicating a country school. I asked....

R: (Laughs) That's right.

HMJr: ....where you were.

R: I was making a pretty loud speech that night.

HMJr: Were you?

R: Yes.

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HMJr: If it hadn't been 75 miles, I'd have fooled you and come out and heard you.

R: God, I wish you'd have been there.

HMJr: What?

R: I wish you could have come by.

HMJr: Was it good?

R: There's some pretty cattle and some pretty country.

HMJr: No pretty girls?

R: No pretty girls, no. No, I don't fool with them down there.

HMJr: I see. Just up here in Washington, hmm?

R: (Laughs)

HMJr: (Laughs) Well, anyway how - how are we coming on the tax bill?

R: I think we're in pretty good shape. I'm - here in the office this morning I've been calling about fifteen fellows....

HMJr: Yeah.

R: ....that weren't here. I gave - the Boss called me yesterday and I gave him his friend, Manny Celler, and Jennings Randolph and Jim O'Leary.

HMJr: Yeah.

R: Randolph and Celler were off the other time, and I don't think O'Leary was here.

HMJr: Yeah.

R: And I - I told Grace to have him call them.

HMJr: Yes.

R: Now we're picking up some of those that weren't here.

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HMJr: Yeah.

R: I don't know how those 23 Republicans are going to stand. I'm going to have a meeting with Jere and Bob....

HMJr: Yeah.

R: ....and Disney at 10:30....

HMJr: Good.

R: ....and Fred Crawford was meeting with the - his 23 yesterday....

HMJr: Yeah.

R: ....and he thought they were going to hold. I don't know. I think we're all right.

HMJr: But the President called you yesterday?

R: Yeah.

HMJr: Well, he's good.

R: Yes, he asked me if there was anything - how I thought - what I thought about it, and I told him I believed we were all right. You never can tell until it goes through....

HMJr: Yeah.

R: ....and he asked if there was anybody he could call, so we're in here yesterday and I thought it would flatter these three fellows if he called them.

HMJr: Be wonderful.

R: And especially Celler and Jennings Randolph....

HMJr: Yeah.

R: ....from West Virginia. Jim wasn't here - Jim O'Leary....

HMJr: Yeah.

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R: ....and I don't know how he - how he stands, but he's pretty good to go along.

HMJr: Good.

R: But we picked off several of the fellows that weren't here the other time, and we've got some of our fellows that made speeches the other time that are taking no stock this time.

HMJr: Good.

R: They're not - they're not speaking at all.

HMJr: Uh huh.

R: And I've....

HMJr: You mean speaking against it.

R: Huh?

HMJr: Not speaking against it.

R: Not speaking for the Ruml thing, you know.

HMJr: Right. Well, it sounds - and - and you've got your - your boys are all together at the top?

R: Oh, yes.

HMJr: McCormack and all.

R: Oh, you bet, yeah, 100%. He and Bob are just like a new married couple. (Laughs)

HMJr: Well, let's hope the honeymoon lasts through tonight. (Laughs)

R: (Laughs) The old man is pretty nervous.

HMJr: Yeah. Well, like a June bride.

R: I - I kind of think we're all right, Henry. I don't know.

HMJr: I said he's like a June bride.

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R: A lot depends on - on these 23 Republicans.

HMJr: Yeah.

R: Fred Crawford thinks he's going to have them. Jere Cooper will have a report on that when he comes over here at 10:30, and if I think of anything you folks can do now I'll call you, Henry.

HMJr: Do that.

R: All right, old fellow. Goodbye.

HMJr: Goodbye.

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H.M.JR: They all sound pretty good.

MR. PAUL: Those Republicans are going to stick, I am pretty sure, about twenty-one of them out of the twenty-five.

H.M.JR: Where will all you guys be?

MR. PAUL: In the members part. As soon as they vote Ruml down - and that is going to be first - we will phone you, if you want.

H.M.JR: Yes.

MR. BLOUGH: I expect to be at the hearing.

MR. PAUL: Roy doesn't go up there. He is at the trial.

H.M.JR: What trial?

MR. BLOUGH: The Port of Authority case. It was brought down here.

MR. PAUL: But the point is, do you want us to consider what you should say - what statement?

H.M.JR: Sure. Who will do it?

MR. PAUL: We will.

May 4, 1943  
10:10 a.m.

FINANCING - ORGANIZATION PLANS

Present: Mr. Bell  
Mr. Gaston  
Mr. Graves  
Mr. Buffington  
Mr. Odegard  
Mr. Peabody  
Mr. Robbins  
Mr. Gamble  
Miss Elliott

H.M.JR: Have you any bright ideas, Dan?

MR. BELL: No.

H.M.JR: Have you got your report written in such shape, Mr. Graves, that you can give it to me?

MR. GRAVES: Yes, I can give it to you now. (Mr. Grave's plan number one handed to the Secretary.)

H.M.JR: Our six o'clock figures didn't seem to make any of the papers.

MR. BELL: They were a little late, I am afraid.

H.M.JR: If they had been bad they would have made the papers, all right. Do you suppose they will be in the afternoon papers?

MR. BELL: It was six-thirty before they got them, I am afraid.

H.M.JR: But you would think the Washington papers would get them. The Post--

MR. BELL: The Post never carries anything on finance.

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H.M.JR: Would you have somebody look at the New York afternoon papers today? See whether they carry them.

MR. PEABODY: Yes, I will.

MR. BELL: I had better see if those allotment figures are on the ticker. I didn't see those in the papers.

H.M.JR: I didn't see anything. It doesn't speak very well for the press services.

MR. BELL: Our telegram went to the Federal Reserve banks last night. They will have it. They will probably give it out.

Mr. Eccles said that he would like to call the presidents in as soon as possible. They want a regular meeting of the presidents, anyhow, and they thought maybe they would call them in at such time as you might want to talk to them about organization. He was thinking somewhere around the 18th.

H.M.JR: He is in no hurry, then?

MR. BELL: Well, he thought they ought to have at least ten days to two weeks' notice.

(Mr. Bell left the conference.)

H.M.JR: Herbert, have you any bright ideas?

MR. GASTON: No, I think no especially bright ideas.

I read Mr. Robbins' outline and I think it is a very clear presentation of the subject, but I don't reach the same conclusions that he does. I think there is a very definite danger, as you said yesterday, in turning this whole organization over to the Federal Reserve Banks.

I don't think we would be able to control the personnel and I think that we just can't afford to sacrifice the

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value of the War Savings organization, which I am afraid we do, very largely, if we make this a Federal Reserve proposition.

H.M. JR: Have you gone any further than that?

MR. GASTON: I think that we want a consolidated organization.

H.M. JR: This isn't prearranged. I haven't talked to anybody since yesterday, so there is nothing cooking. I don't know what Herbert is going to say.

MR. GASTON: Well, I think first we have got to preserve the War Savings organization because I think it has been an efficient hard-working organization. I think we have to combine with it, in some way, facilities for working into higher levels; that is, the corporations and the larger investors.

I am rather favorably inclined, unless there is some better plan offered, toward the plan that Harold suggests, which is working on the War Savings organization as a basis and then enlarging it to take in a special branch for making these larger solicitations, and leaving it to the Federal Reserve Banks to carry on the occasional campaigns, primarily in the banks. I think that they might also be given the responsibility for all financial corporations, including insurance companies, leaving to the expanded War Savings organization the solicitation of all individuals and commercial and industrial corporations.

I am just very much afraid that if we set up the thing as a permanent organization exclusively through the presidents of the Federal Reserve Banks, we are going to alienate a lot of very effective workers. We are going to lend weight to this argument that the thing is being turned over to the bankers, whether that should ultimately be the case or not.

H.M. JR: Are you finished?

(Mr. Bell re-entered the conference.)

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MR. GASTON: Yes.

H.M.JR: The thing that I would like to talk about is this. I would like to begin at the grass roots and work up. Suppose for a minute we talk about on the community level and then work it up from there. Start at the foundation and then work up.

MR. ROBBINS: I think that is right. That is a splendid approach.

H.M.JR: Then gradually work up to finally reach my office.

If we are going to organize - I think everybody is together in the room here that on the community level this should only be one organization.

MR. GASTON: Except for bank solicitations - except for commercial bank subscriptions.

H.M.JR: Yes, possibly.

MR. BELL: I think you can forget any organization for banks. You don't need any.

MR. GASTON: I don't think you need any. Just send out the word to the Feds.

H.M.JR: Well, if we agree on that - excluding the banks from the community level--

MR. BELL: Exclude the banks from the drives and certainly you don't need any organization for bank financing.

H.M.JR: What is that?

MR. BELL: If you exclude the banks from the periodic drives, then you don't need any organization any more than we have had all along for bank financing - interim bank financing.

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H.M.JR: I have a strong inclination to keep the banks - the sale of securities to the banks, separate from the drive.

MR. BELL: I agree with that, yet I think there are problems in doing it. We have to have a special type of security that we sell to the public that can't go into the banks, in order to keep the banks out of the drives. That is the thing that worries me a little.

H.M.JR: Well, we could take those seven-eighths, or those two percents - we could have offered them a month earlier if we had wanted to.

MR. BELL: Yes, but they go into the banks through individual channels.

H.M.JR: Well, that is a matter of policing.

MR. BELL: It is a little more than policing. You are offering a bank security to the public. It is very difficult to keep the banks out of the drive when you do that. A two-and-a-half is simple because the banks can't hold them for ten years. Maybe you could offer a two-and-a-half, and the savings bonds, and tax notes, and maybe a two-and-a-quarter twelve-year bond, and keep the banks out of the whole picture.

H.M.JR: I don't think that is too difficult. After all, the Comptroller of the Currency could rule that the banks could only buy such and such kind of securities and not offer those to the public - make them a strictly banking obligation.

MR. BELL: Those I have mentioned, yes, but there are a lot of corporations and a lot of individuals that want seven-eighths.

H.M.JR: Well, we can make it a little bit different for the individuals and the corporations.

MR. BELL: I think we can work it, but it just isn't so simple as it might seem on its face.

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H.M.JR: No, but if you wanted to you could offer a corporation a year and a quarter or a year and a half to make it just a little bit different.

MR. BELL: Keep the registered, you get objection.

H.M.JR: Don't let's make this too difficult. I mean, let's get back and talk about the community level, and let's say that in this, whatever the organization is in the county or the community, it is not going to include selling the banks. Let's just take that for a premise for a minute.

MR. BELL: Sure.

H.M.JR: If necessary we can dip the securities in the dye and say, "These are for the banks and the undyed are for the individuals." But I mean, there are plenty of ways of doing it.

MR. BELL: Tainted - tinted, I should have said.  
(Laughter)

H.M.JR: Well, now, if you are going to have an organization which is going to do a job in the community, what are we going to use?

MR. GRAVES: Would you like me to comment on that?

H.M.JR: It is an open meeting.

MR. GRAVES: I think we would have at the community level - and I am now talking about the smaller communities because there would possibly be some variation from this in places like New York and Chicago where institutions of the kind that Herbert has just mentioned will mainly be found - but in the ordinary community we would have one single committee - say it is the War Savings Committee - it would be about what it has been in the past, plus a special additional group whose responsibility it would be to canvass the larger investor classes, both corporate and individual. That would be one change from the present setup.

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Then I think, too, there ought to be created in each one of these local committees a special drives sub-division which would have the responsibility for the periodic drive in the community as distinct from the regular continuing operations which go on all the time.

In my opinion it would be very simple to do those things. We have now in a number of States - I should say we had in the April drive in a number of States - an organization that was substantially that.

Take Indiana as a typical case of that. Mr. Pulliam, the chairman of the War Savings organization, was, of course, chairman of this drive for Indiana. He had already in Indiana, as the result of the early organization of the War Savings Staff; special groups attached to each of his local committees. They originally were intended to promote the sale of F and G Bonds. He converted those groups for this drive into groups to canvass the large investor category.

H.M.JR: Who is that man?

MR. GRAVES: Pulliam.

H.M.JR: What is his position?

MR. GRAVES: He is chairman of the War Savings Staff in Indiana, and was designated by Mr. Young in Chicago to head up the drive in that part of Indiana which is located in the Chicago Federal Reserve District. He just utilized the same organization that he had built originally in Indiana. To whatever number of people he had in the War Savings organization were added some hundreds of people from the Victory Fund groups in Indiana.

MR. GAMBLE: Three hundred.

MR. GRAVES: They supplemented the organization which he had there so that in Indiana you had a single committee in each locality which embraced a special group whose responsibility it was to reach the larger investor people. I think that was a very effective and a very successful operation in Indiana.

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Now, we can go to the State of Washington, say. It happened in the State of Washington our State chairman, Mr. Ferris was also the regional manager, as I understand, of the Victory Fund groups in that State. In Washington, again, for this drive, you had in each community one single committee which consisted of the regular groups which worked everywhere in the War Savings organization, plus special groups which functioned particularly with reference to the larger investor people.

H.M.JR: What is Mr. Pulliam's background?

MR. GRAVES: Mr. Pulliam is a radio and newspaperman. Mr. Ferris, in Washington, is a banker. He is, I think, vice president of a bank at Spokane.

MR. GASTON: Spokane and Eastern Trust. He was at this meeting in Spokane.

H.M.JR: He is State chairman?

MR. GRAVES: State chairman of the War Savings Staff for Washington.

H.M.JR: And everything was under him?

MR. GRAVES: Everything was under him; that is, everything was under him and Karl Richards, who was, in the absence of Mr. Saul Haas, in charge of this drive, so far as the War Savings organization was concerned. But at the community level which I am talking about, there was one group in each.

H.M.JR: Are you familiar with these two States?

MR. ROBBINS: I haven't visited either of those two States, but I wanted to ask Harold if I might - you have read my suggestion, I take it, haven't you?

MR. GRAVES: I heard it, Bill. I haven't had a chance to read it. I haven't a copy.

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MR. ROBBINS: There isn't any difference on this community level approach. We are all in agreement.

MR. GASTON: I don't think there is. It is a question of whether we funnel it through the Federal Reserve bank or not.

H.M. JR: I am not ready for that yet.

MR. ROBBINS: But the point I wanted to make for you is, I think what Harold is saying, and what I anticipated in my presentation, are almost identical at the community level.

MR. GASTON: Yes, it is a question of expanding. I think everybody agrees we want to retain the value of this War Savings organization which we have built over a period of the last two years. I would differ, I think, a little bit from Harold on this matter of community organization.

Rather than taking in the bankers, what you might call the Victory Fund group, solely for campaigns, I would have proper representation of that group as a member of the permanent organization for ideas and for steady work on those larger classes of investors.

MR. GRAVES: You are right.

MR. GASTON: I don't think it matters whether we call this the War Savings Staff in the State or not, or change it to a somewhat different name - call it the War Finance Committee - but I think that we want one organization, and we want it expanded to take in that other group, with proper representation for both. And then I think we want to have means to assure that the type of solicitation we have carried on in the factories and the cooperation with the unions and the cooperation of the women's groups shall continue on this local level.

H.M. JR: Of course, in New York State originally Perry Hall worked under Patterson. That is the way it was first, wasn't it?

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MR. BUFFINGTON: Yes.

H.M. JR: And then they took him out from under that, didn't they?

MR. BUFFINGTON: Yes. I don't know how active he was.

MR. GRAVES: I think they had never perfected their plans for work under the War Savings Staff before the change was made.

H.M. JR: I want to just take a little more time. I haven't been to Indiana or Washington, but in Indiana there is a man by the name of Pulliam and he is in - was in charge of everything in this drive.

MR. GRAVES: That is right. In that part of Indiana which is in the Chicago Federal Reserve District.

H.M. JR: As chairman of the War Savings?

MR. GRAVES: That is right.

MR. BELL: Young designated him to represent the War Savings Committee in this drive.

H.M. JR: George, from your standpoint, how did it work in Indiana?

MR. BUFFINGTON: Wonderfully - excellently; Pulliam tied in to Mr. Young and the Federal Reserve organization for general instructions, and all the activities in the State of Indiana, as I understand it, were under Mr. Pulliam's direction.

H.M. JR: What did you hear in Indiana from your men?

MR. BUFFINGTON: Fine results, and there was very close relationship between the Federal Reserve and Pulliam's organization.

H.M. JR: Did they take their orders from Pulliam?

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MR. BUFFINGTON: Sure, everybody worked in the State of Indiana, so far as I know. In fact, largely it was the Pulliam organization with some personnel that heretofore had been active in the State - I think of Gary, Indiana, particularly, and one or two other sections where they had been identified with the Victory Fund Committee, they worked under Pulliam. He headed the thing. There was no difficulty at all.

MR. BELL: The whole Chicago District worked very well.

MR. BUFFINGTON: That same thing was true in Iowa under Clark.

MR. GAMBLE: In Iowa, Clark was the administrator for the whole program and there were two chairmen - Cocalette you met.

H.M.JR: I never met Cocalette. I may have shaken hands with him, but that is all.

MR. GAMBLE: That is all you did. Then the gentleman that spoke on the program was co-chairman and Clark was administrator for the War Savings Staff for Iowa - for the whole financing program.

MR. GASTON: There was Dr. Nollen--

MR. GAMBLE: Dr. John Nollen.

MR. GASTON: Retired president of Grinnell College.

H.M.JR: How did the women make out in Indiana?

MISS ELLIOTT: Excellent. We have had reports from the State - the best reports, I think, that have come in from any State up to date - full reports - have come from Indiana. Most of the counties - they worked on the county organization there, and most of those counties went over the top in their quota, and the city organizations functioned very well. We have a good many special reports from city organizations

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But of course they were working primarily with the War Savings Staff technique and methods in using the system and plans that they had formerly used in the regular War Savings Staff methods.

MR. BUFFINGTON: While you are on the Seventh District might it not be well for the other side of the picture to go to a State like that part of Michigan falling in the Seventh District?

As I understand it there was little coordination between Isbey's organization in Michigan and the Victory Fund Committee organization, which is the opposite of what you had in Iowa and in Indiana.

H.M.JR: What would you people think of sending word to Pulliam to have him come in here - get on a plane and come in and let me talk to him?

MR. GAMBLE: I think it would be a very good idea.

H.M.JR: If he is such an outstanding success--

MR. GASTON: Saul Haas is in town and he has some ideas on this subject.

H.M.JR: He talks so much.

MR. ROBBINS: We are getting almost complete unanimity of opinion on this point. I mean, we are all together.

H.M.JR: I would like to talk with Pulliam. I have heard about Indiana. Does anybody see any objection to talking to Pulliam?

MR. BUFFINGTON: I don't see any.

H.M.JR: What woman have you got in Indiana?

MISS ELLIOTT: Ahlgren, she is the State chairman, and then they have got a very good county organization of women. From the very beginning we have had a very good county organization.

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There is good leadership, which I think is the important thing in localizing this thing - State and local leadership. They know their leaders; they work with them and they follow that pattern.

H.M.JR: I wonder who our labor man is in Indiana.

MR. GAMBLE: I don't know, by name, Mr. Secretary.

H.M.JR: Well, if I understand the thing, in Iowa--

MR. GAMBLE: The man you met, Porin, was the chairman of the program. He was the War Savings man.

H.M.JR: Locally?

MR. GAMBLE: He was the chairman of the program - the little fellow that you spent some time with.

H.M.JR: Who was the man in charge at DesMoines?

MR. GAMBLE: Clark.

H.M.JR: Was he over the whole works?

MR. GAMBLE: Yes, sir, he was administrator for the whole program.

H.M.JR: Did Victory Fund come under him?

MR. BELL: War Finance came under him.

MR. GAMBLE: The top Victory Fund man in the State of Iowa, and the chairman of the War Savings Staff of Iowa were co-chairmen of the drive and Clark was the administrator.

MR. BUFFINGTON: Mr. Horton, a banker, worked with Mr. Clark. There was no difficulty.

MR. GAMBLE: Cocalette was the county man.

H.M.JR: How did it work from your standpoint, George?

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MR. BUFFINGTON: Fine. We had no difficulty in the Seventh District at all except in Detroit. I don't think the two things were coordinated as closely as they were in Iowa, Indiana, Illinois, and Wisconsin.

H.M.JR: From what you people say here - let me see if I have the thing straight so far - you say that where we have a man like Pulliam, let's say, who is as good as Pulliam and can get along as Pulliam - take a man like that and say, "The State of Indiana is yours and you are responsible for raising the money that we need for the whole State" - and then - "except for the bank subscriptions; and we want you to organize a special drives committee for these drives which will come two or three times a year."

Now, who disagrees with that? I am not saying this is my idea - I am just groping.

MR. ROBBINS: I don't see that there is any difference of opinion.

H.M.JR: What did you call it in your report? A campaign committee?

MR. ROBBINS: I called it a campaign. That is just a word.

MR. BUFFINGTON: Mr. Secretary, while that is working in those States you have just mentioned, I don't think that you can logically conclude that that same condition would work as effectively in some other States as it is working in Indiana.

In other words, take the Fourth District, Ohio. There has not been that same close relationship there.

H.M.JR: Well, what I am trying to get, George, is this. I am trying to - you can't help but be personal in some of these things. Why did I bring Gamble down to Washington? Gamble did an outstanding job in the State of Washington; he attracted our attention, so we brought him down here to help us.

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Now, let's say Pulliam has done an outstanding job in Indiana and made the thing work. What we are groping for here is a pattern. The fact that in Ohio they have four offices and it doesn't work - all right. I am just saying - let's call it the Indiana plan, to give it a name - after many more meetings, let's say the Indiana plan for a State community is what we want; then we say, "In other States you have got to conform."

Now, in Ohio it might be your Victory Fund man who should be the State chairman. I don't know. But I am saying that each State should be examined to get the right plan to carry out the Indiana plan.

MR. BUFFINGTON: I agree.

H.M.JR: And it may be your fellow, who I know there, may be the right man. Now maybe in Michigan, because they don't get along, our fellow - the War Savings fellow, whatever his name is - maybe he is the wrong man.

MR. GASTON: Isbey.

H.M.JR: I wouldn't for a minute say I want a - I want a man that has worked. After all, we can sit here and do the thing on paper - make pretty charts from now until the war is over and not hit it right, but if you get a State like Indiana where it has clicked, and people have been able to sit down and everybody agrees, after plenty of thought, that that is the way to do it, then the thing to do is to look for the individuals in the various States to carry it out.

Do you and I differ on that?

MR. BUFFINGTON: That is all right.

MR. GASTON: I think that is quite an important point because that implies that we here in Washington will retain a large measure of supervision over the selection of personnel in the States, and I don't think the thing can work unless that is--

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H.MJR: On paper it is supposed to be that way. I mean, I have the veto power on all of them, on paper. But we just haven't had time enough to do it.

MR. GASTON: I think that is essential, and another thing; I think that it would be a mistake to take in the Victory Fund crowd, to imagine that they are going to be the special campaigns committee and confine them to that.

I would rather have a special campaign committee which would take in the various groups, which include your War Savings people; and I think that this group and the group that was represented in your Victory Fund Committee, ought to have continuous responsibility as a part of the general committee; and I think that they should be provided with a tap issue or something of the kind that they can sell all the time, so as to retain their continuous services.

(The Secretary held a telephone conversation with Mr. McCormack.)

MR. ROBBINS: There are two points I would like to make on this.

The Indiana experience was a good experience. I think in evaluating it, really, the whole way through, we must also look back and find out what sort of help, responsibility, guidance, and leadership was coming down from the strata above Mr. Pulliam in this coordinated effort, and to that, of course, we have to look back to Mr. Young in Chicago. Mr. Young seems to have had a variety of experiences out of Chicago, the Pulliam one being one which was fine and perhaps the Michigan one that wasn't quite as fine. But I think we would be shortsighted not to look at that experience.

Now, another point that I think we should quickly recognize here is that we seem to be centering on Indiana as a good experience, and I don't think anybody is in disagreement with that, but let's quickly recognize the fact we are talking about a split State. So we are up against the question of realizing, or at least we shouldn't take Indiana too quickly and then conclude that that proves anything statewide, because we had a split State in that circumstance.

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I am not arguing for or against it, but I think we should recognize that is what we are doing.

MR. BELL: Didn't we jump from a community level to a State level in this talk?

MR. GRAVES: I mentioned Indiana as an illustration of what happened at the community level, which is what we were talking about. I was simply trying to say that in Indiana, or at least that part of Indiana which came in the Chicago district, there was but one organization at the community level.

MR. BELL: I think all agreed there should be one organization down there. I wondered if you agreed with Herbert that it didn't make any difference what you called this organization.

MR. GRAVES: Well, I would have a good deal to say about that, yes. I think it would be a great loss to give up the designation, "War Savings."

H.M.JR: There you are going to have some trouble with me because I think that is one thing that we are going to have to do - forget the designations, I think, War Savings and Victory Fund, and have United States Treasury Organization - community and State. I don't see how else we can do it.

MR. GASTON: I don't see why we couldn't call it, for instance, the South Bend War Finance Committee, and the Cedar Rapids War Finance Committee, showing that they have taken over.

MR. BELL: It starts out with United States Treasury War Finance Committee.

MR. GASTON: Showing they have taken over the whole field.

H.M.JR: No, there I have learned enough on this thing. I think that if we keep these old tags, then we are not going to get anywhere.

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I think that this organization has got to be called United States Treasury War Finance Committee of Dutchess County.

MR. PEABODY: Those are battle flags in some districts, Mr. Secretary; they literally are. These old tags that you refer to, there is a tremendous amount of feeling about the name itself, and I don't see how you are ever going to bring the two together unless you take an entirely new name.

H.M.JR: Well, it is like the idea of the old fighting 69th in New York, or the 7th Regiment. I mean, as long as they have their National Guard names, you can't merge them into United States Army. They have just got to forget their old names and become members of the United States Army. That was the trouble at this Pass - this Iowa group wanted to hold on as a National Guard unit, and that was one of the troubles with them - the National Guard unit in Iowa, which was wiped out. I think it is a good example. "If you are going to become members of the United States Army, you can't stay the 69th or the 7th, or the Blues of Richmond" - and all of these things which are very nice in peacetimes, Harold.

MR. GRAVES: I wouldn't consider that a major point, although I think there is some value in the name.

H.M.JR: I think it is fairly important. If they are going to bury this thing, we want to forget this button - we want to forget the button the other fellow is wearing. I think we are going to have to have a new button.

MR. ODEGARD: Mr. Secretary, wouldn't it be relevant to consider - I don't want to argue this point now, but wouldn't it be relevant to consider the value of the names in terms of the number of people involved. For example, you may have a small group of people. I suspect there are not over - being over-liberal - certainly not over a million - I think that is an exaggeration by twice - the people who are concerned about the War Finance Committee. There are literally millions of people in the United States who identify themselves with the War Savings Committee.

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They are identified as a savings operation and I merely suggest that for consideration.

H.M.JR: I don't know where they are.

MR. ODEGARD: There are fifty million of them that have purchased savings bonds.

H.M.JR: We have used that over and over again. If you don't mind my saying it, it is incorrect, Peter. There are not fifty million people.

MR. ODEGARD: Pretty close to in, now.

H.M.JR: We have said it for six months and it wasn't so.

MR. GRAVES: I think that is so.

H.M.JR: Yes, but these people are holders of bonds. Let's say there are fifty million different people that hold bonds, which both Tickton and Lindow say is not so, but let's say there are. But what difference does it make to a holder of a United States Treasury bond whether he is being sold by a Molly Pitcher, if you please, or by a Victory Fund - what does he care?

MR. ODEGARD: He may not, Mr. Secretary, I just--

H.M.JR: You see, Peter, if you don't mind, the very fact that you get kind of excited by this, and Harold gets excited by this thing, is convincing to me that the thing should be buried.

I think - and I can't think of a better example than these famous names of National Guard organizations which in time of war become members of the United States Army, and as long as they carry their tags, they don't merge themselves.

I mean, the very fact that you fellows get excited about the tag, to me that is an argument we should drop it. But I would like to ask Ted Gamble how he feels about it.

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MR. GAMBLE: I tell you how I feel about it; I don't think it makes any difference. What I would like to see is War Bonds kept. I don't think United States War Finance Committee is a good name, but--

H.M.JR: You think we should hold to War Savings Organization?

MR. GAMBLE: I wouldn't worry much about that.

H.M.JR: Don't you think it is fairly important to drop both names?

MR. GAMBLE: Yes, Treasury War Finance, Victory Fund, and War Savings. I would like to see it "War Bonds" because that is what the people call it.

H.M.JR: Do you agree with me or not as to dropping all names?

MR. GAMBLE: Yes, dropping all of them, but I would argue when we did it that we ought to come up with something that had War Bonds in it.

H.M.JR: That is something else again, but as to the old name, if you want to argue about a new name--

MR. GAMBLE: Yes.

H.M.JR: How about you, Miss Elliott?

MISS ELLIOTT: It is very funny, because last night working on it and thinking about what I was going to suggest, I was going to suggest we change the name of War Savings Staff to either War Bond or War Loan Staff. I think it is important to get away from these identifications that have caused the friction. But I agree with Mr. Gamble that it should definitely be either the War Loan Committee or the War Bond Committee. I think that should be retained in it.

H.M.JR: But would you hang onto the old name?

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MISSELLIOTT: Not necessarily. No, I would not. In fact, I was going to suggest we drop it. I think if we go to this principle you established here this morning of separating Government finance and the regular war financing, separate the two, then organize, I would say, straight down the line, one committee - I am jumping to the top instead of starting at the bottom - a very definite and simplified national organization with direct functional lines down to one State organization with one State director, operating right down to one committee. And make your organization as simple as possible with as little confusion. I don't see any necessity of building up an overlapping and complicated piece of machinery to do one thing - sell bonds.

H.M.JR: I think we are making a little progress, now.

MR. GASTON: I would drop "United States Treasury" in the State and local level because, really, they are not - I don't think you want to identify them as United States Treasury organizations. I think you want to identify them as a people's organization - a community organization.

I think "War Bonds Committee" is very good because there is a sort of a double play in the word "Bonds."

MR. GAMBLE: You get millions of dollars' worth of promotion every month for it.

H.M.JR: I don't mean to be too categorical, Peter.

MR. ODEGARD: That is all right. I was raising the question, Mr. Secretary.

H.M.JR: But I am glad you raised the thing because the very thing that you are hanging onto - if you don't mind my saying it - is the important thing I think should be buried.

MR. ODEGARD: As a matter of fact, I asked Karl Richards about it and Howard Mills about it, and both said that so far as the name was concerned, they wouldn't be very much concerned about the change in name.

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Now, I haven't talked with very many other State administrators, but I think that might be true. I would like to emphasize the importance of the savings angle to this because I think that is an important motivation.

MR. PEABODY: I think it is easy to get into a little confusion here between the name of the organization that is going to do this job and the name of the product they are going to sell. I would go along with Peter a hundred percent. They still ought to be selling Savings Bonds, but that is something which is going to be general. That will get into your fifty or sixty million, or whatever it is, but the name we call the organization is going to be a considerably limited thing, and I think that that definitely should be changed.

H.M.JR: I think that that is - what, the name of the organization?

MR. PEABODY: Yes.

H.M.JR: I think that is an intelligent comment.

MR. ROBBINS: I would even go a little further than that and say I recognize the values that Peter and Harold are talking about, and they are very real values. You can't have had an operation over a period of years and not have built up that value. But that, to my mind, points up the importance of our problem; that there are certain sacrifices in values that have to be made to get greater values. That is the reason we are discussing this organization.

This may be a sacrifice we will have to make to improve our situation. I am perfectly willing to take it on that basis. I think it should be changed, by all means.

H.M.JR: Now, just let me take an inventory here for a minute. What we are talking about for the moment - and I don't want to get above the State, and I don't care, for my purposes, whether Indiana is divided in half - it doesn't make any difference--

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MR. ROBBINS: It doesn't to me, I can assure you.

H.M.JR: But I meant, it is the idea. We have got somebody - whether we take the Iowa organization or the Washington organization, I want to keep it for the moment on the State-county level. What we are talking about here is that we will have at the head of each State one man who should be selected by us, who will stand for what I stand for, and feel that he can talk and think the way I would talk if I were in his State.

And then it is to be his responsibility to get people to do that kind of talking and thinking in each community. I mean, they talk the same way we talked on this trip, and not the way they did in San Francisco.

There is the other angle.

MR. PEABODY: That is right.

H.M.JR: Then, as I see it, what we are talking about now is that in this, from the county up or the State down, there would be an organization built to sell Treasury securities three hundred and sixty-five days in the year.

And I don't know whether they would have to have a special campaign committee or not, or whether they wouldn't be in such shape that they are going along at thirty miles an hour one month and the next month they step on the gas, and the same group goes up to sixty miles an hour. I don't know whether you have to have a special group--

MR. BELL: You would have to be in a position to expand very suddenly to meet that drive. They could do that.

MR. ODEGARD: If you had, Mr. Secretary, a setup such as was developing after the Kansas City meeting we had, where the State administrators went back and on a community basis established F and G Committees, or what some of them called Investment Committees - Howard Mills called his an investment committee out in Southern California - made up of people who were experienced in the sale of securities to large investors.

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Now, that committee might not have a tremendous amount of work to do during the three hundred and sixty-five days of the year and could serve as a planning committee in addition to its other activities for these special drives.

You would have a group then that would have time to devote attention to the need for expansion and the way in which it is to be done.

MR. GASTON: We want to avoid divisions, Peter, and if you set up a - there is a danger there of accentuating a division, but making this particular group your investment-banker group, as the special campaign committee, you then accentuate the cleavage.

I would rather they would be permanent working members of the committee. Then you have a special subcommittee that will represent all groups for a drive. You would have a labor union man, you would have a women's representative - the farmer - you wouldn't leave those drives in the hands of what you might recognize as the Victory Fund group.

Otherwise, you are in danger of promoting division - a continuing division.

MR. ODEGARD: I was merely speaking of what actually happened in Southern California.

MISS ELLIOTT: Aren't most of the States organized along, now, on that functional line? Just follow the same in organizing the State and local community. Follow the functional lines that are already being used in most of the States. You have your Agricultural Committee, your Labor Committee, your Women's Division - you have your--

MR. GRAVES: Payroll savings - it is very--

MISS ELLIOTT: It is a very simple functional organization, and if anything new comes into the picture that you need an additional committee, simply add it. You don't have to change your simple organization to achieve complete representation.

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H.M.JR: What do you - how would you handle selling, say, corporations?

MISS ELLIOTT: On the local level, organize a committee under the county chairman or city chairman to handle that.

H.M.JR: Would that be your special campaign committee?

MISS ELLIOTT: No, I wouldn't have a special campaign committee. I think it is much better to let that go along as a regular function - continuous activity, anyway - and then when you come into these special drives - why wait to solicit them, anyhow, until you have a special drive on? Let it be a part of your continuous activity and then when you come to the next big drive, just as Mr. Bell said, expand this functional organization to cover the whole program. Very easy to do.

MR. GASTON: This group, in other words, your Cadillac salesmen - all part of the continuing organization.

MR. BELL: Haven't we got to forget groups such as bankers investment groups and why haven't we got to get the best citizen in the community to help on this job, regardless of why or where he hangs his hat?

It seems to me you have got just as good bankers and investment people as you have labor people and others, but get them all into this committee. I think we have got to forget the groups.

MISS ELLIOTT: I think that was the principle that Mr. Gaston was establishing here, but then, you do have to have the functional groups.

MR. ODEGARD: Dan, that is exactly what we have tried to do.

MR. BELL: That is what I thought you tried to do, and that is what we ought to continue to do, and then expand it when the work increases during the drive periods.

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MR. GAMBLE: I agree with what you have said, but psychologically, I think it is a mistake not to have a group of people that are planning these two or three operations a year.

Now, you have a going concern, and it is pretty hard to pick them if you have them all working. If you want to get people to really rise up and do the kind of job we are asking them to do three or four times a year, that should be their job at the time they step into the limelight, just as the pay-roll fellows stepping into the limelight when they have their drive. Human beings are all the same and they like to be spot-lighted a little when they are heading up an important operation.

I think you could do it just as Herbert has said. Have this group and they could carry on some continuing activity; but it would be largely the responsibility of this special campaigns committee to coordinate all activities of the other functional groups. In other words, they would be--

H.M.JR: I don't see that. Then you are going to mess up your whole thing again.

MR. BELL: I think it is up to the local chairman on that community level to be preparing for these periodic drives, and I think he has got to have people on his committee to work with him to prepare for that.

These are all volunteers and they are not going to work continually. But for a period of three weeks, they can be preparing, or at least they can be preparing for this three-weeks drive, and that is under that local chairman.

I don't see that he has to have a lot of committees. It confuses the whole situation to have a committee for each little segment of this financing.

MR. ODEGARD: I don't think Ted's notion is in conflict with that.

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MR. GAMBLE: Not at all. I only say that there is a responsibility attached to these drives that is pretty important and you should have a group whose sole responsibility it is under your county chairman; just as the responsibility for pay-roll savings operations is in the hands of pay-roll savings chairmen, so would the special operations be in the hands of--

H.M.JR: That isn't what Miss Elliott has been saying.

MR. GRAVES: I think it is.

MR. GAMBLE: She thought they ought to be on a continuous working basis, and I think they ought to be on a continuous working basis, planning from one drive to another.

MR. GRAVES: In these drives you have got, suddenly, to expand your organization by the recruitment and training of a very large additional number of people. Well, now, some group ought to have the responsibility for that, pretty nearly to the exclusion of everything else.

MR. GAMBLE: That is right.

MR. GRAVES: If you are going to have a successful drive to reach all the people, somebody has got to focus on that - has got to lay plans for that, and has got to take care of recruiting the volunteers to engage in that particular activity, and to train them and organize them.

MR. BELL: That has first got to center in the chairman of that local organization.

MR. GRAVES: That is right. The thing would be under the supervision of the chairman.

MISS ELLIOTT: If you keep it tied right into the major committee, both State and local, and make them a working part, but not as a separate drive unit over here (indicating).

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MR. GRAVES: As a part of it as the women's organization is, or as the farm organization is, or as the pay-roll savings organization is?

MISS ELLIOTT: The special activity assigned to them, but citing definitely--

MR. GRAVES: Greater separation there than you have with respect to women's activities.

MR. GASTON: My point is the special campaign committee should be representative of all classes of solicitation.

MR. GRAVES: That is right.

MR. GASTON: Not pick out the Victory Fund group and make that a special committee.

MR. GAMBLE: That is the way it has to be.

MISS ELLIOTT: Mr. Gamble, do you mean the heads of these functional groups in the local committee would be automatically, or ex officio the people who would work with this head of this drive?

MR. GAMBLE: That is right. The only difference--

MISS ELLIOTT: That would tie them in with the Secretary.

MR. GAMBLE: But you should have one person who is solely responsible for these three or four operations and leans on all these other folks.

MISS ELLIOTT: But not a separate division - that is what I object to.

MR. GAMBLE: No, it wouldn't be a separate division.

MR. ROBBINS: It seems to me there are probably three things that fall into a special classification. When we

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get down to the community level and we figure that the probabilities are we will divide our bank financing from our other solicitation, there may be certain duties evolve on whatever our organization may be at the community level to do that, and maybe, I don't know, but whatever they are, there should be provision at the local level to have properly qualified people to perform whatever services necessary in a separate financial drive that might be handled differently in the future.

Then I certainly agree with what Ted says about the necessity - and Peter, I think, said this, too - of planning. I think the drive planning is a separate function. We are probably going to continue to have drives, and therefore we must have somebody, whether it is a person, a committee, or what, that really plans for drives. And that again must repeat itself at the community level.

Then there may be a third factor here that is important and I am sure it has been mentioned, but perhaps not crystallized quite as clearly as it seems to me it warrants, and that is that there is going to be a continuous selling activity to certain types of business and organizations that will be just as continuous as pay-roll selling will be. And that function, like the women's activity, like the pay-roll savings activity must be provided for at the local level.

So if we agree, as I think we all do, that this local level should be a single organization expanded and developed pretty much to reflect the local flavor of doing the complete job to embrace all three of these things, I think we can do it, and I don't think there is anything that will be hard or discordant in such an organization concept, or difficult of its achievement, provided we get the right people to head up the over-all local functions.

H.M. JR: I have got to stop now. Would you think it would be at all helpful if they continued a little in your office on this or not?

MR. BELL: If they want to, I don't care, but I don't--

- 30 -

MR. ROBBINS: Mr. Grant is probably in my office now. Are you going to see him today?

H.M.JR: Yes, I have an appointment with him. He has asked to see me. He is coming in at three.

MR. BELL: Would anybody like to continue it in my office?

H.M.JR: I will give this same group here three-thirty.

May 4, 1943  
10:39 A. M.

John  
McCormack: Hello.

Operator: Go ahead.

HMJr: Hello.

McC: Yes, Henry.

HMJr: Hello, John?

McC: Yeah.

HMJr: How do things look today?

McC: Why - we're doing the best we can. I'm here with Sam and Jere Cooper now.

HMJr: Uh huh.

McC: We're - we're throwing everything into it we can there....

HMJr: I see.

McC: And....

HMJr: Well, I talked with Sam. He seems to feel quite hopeful.

McC: Well, I - I wouldn't challenge his - his state of mind, but I'm one - I - all I say is, we're throwing everything in we can.

HMJr: Well, at least I hear there's brotherly love up there amongst the Democrats.

McC: Why - ab - absolutely and uncompletely - absolutely and unconditionally.

HMJr: Yeah.

McC: (Laughs).

HMJr: Well, that's fine. Now, is there anything I can do at this end, John?

McC: Well, wait a minute. (talks aside).

McC: No, we don't know of anything, Henry. That's one of these affairs up here, you know, that- that if anything can be done it's - we can level on them without bothering you. But, if there's anything we'll- we'll call you.

HMJr: That's the idea.

McC: All right, Henry.

HMJr: Thank you.

McC: Goodbye.

May 4, 1943  
11:45 a.m.

DEFERMENTS

Present: Mr. Gaston  
Mr. Thompson

H.M.JR: Now, where are we?

MR. THOMPSON: There is the list made up on the submission of three names from the various offices. (List handed to the Secretary, copy attached.)

H.M.JR: What is 3-A-4?

MR. THOMPSON: Some of the boards put 1, 2, 3, and 4 following various categories of 3-A.

H.M.JR: The thing that I want clear, which isn't quite clear in my mind, is the status now about this thing as between ourselves and the Manpower? What is the latest thing on that? What are the rules about deferments?

MR. THOMPSON: The President's Executive order requires us to prepare key lists of positions and submit them to the War Manpower Commission for approval. After approval a deferment may be requested for any one of those key positions.

H.M.JR: Does that go through McReynolds now?

MR. THOMPSON: No, he isn't in it any more. It goes through Mr. McNutt's office. Mr. Barnett is chairman of the Review Committee, and they review all the deferment requests.

MR. GASTON: You are not bound to ask deferment for anybody on that key list, but we have taken it as a list of positions which must be protected, which are essential positions.

- 2 -

H.M.JR: Is the first step to go through the McNutt committee?

MR. THOMPSON: Yes, the key list must go through there; but pending the establishment of the key list deferment may be requested and reported to the committee. But after the list is prepared then we go ahead.

H.M.JR: Would this be the list that would go?

MR. THOMPSON: No, sir. The list of key positions is much longer than this.

H.M.JR: We have never sent that?

MR. THOMPSON: No. That is being prepared and is just about completed now. We went over it yesterday.

MR. GASTON: We had one list under prior orders. This is the new list which we went over yesterday. We are including a great many positions where we probably would not require deferment, but as a protective measure we did it - for instance, if we got in a jam and couldn't replace a man.

H.M.JR: Does that freeze the man here?

MR. THOMPSON: No.

H.M.JR: When will that list go over?

MR. THOMPSON: It is about ready. We went over it yesterday. There are some revisions to be made. I guess we will get it out today or tomorrow.

H.M.JR: Do I see that?

MR. THOMPSON: If you would like to. I don't think it is necessary.

H.M.JR: I would like to.

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MR. GASTON: It isn't a request for deferment at all.

H.M.JR: That goes to the Manpower?

MR. GASTON: Yes.

H.M.JR: I suppose that is for the whole country?

MR. GASTON: Yes.

H.M.JR: And this (indicating list) is just for Washington.

What about this list here?

MR. THOMPSON: This is just the list that you wanted of persons who might be considered for deferment who occupy important, key positions.

MR. GASTON: I don't think there is anything to be done here except to keep this list as a memorandum, and then if they should be called up - any of these men - we could focus on the question of whether we want to ask their deferment.

MR. THOMPSON: Unless the Secretary now wanted to make a decision so that these men could be told.

H.M.JR: What about this thing - would you rather do it that way than try to get them in the Army?

MR. THOMPSON: I think so because if they went in the Army as privates they couldn't come back unless you did the same way as with the White House agents. I don't think - I talked to some of the men, and I don't think they would like to do that.

H.M.JR: Take the one in the General Counsel's office - Thomas M. Davis. Is he fairly important?

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MR. THOMPSON: That is one case. He has been called for induction May 13. There is some doubt whether he will get by the physical examination. He is rather frail.

H.M.JR: Is he an important fellow?

MR. THOMPSON: He is a very important fellow, and Mack and O'Connell tell me it would be a serious loss if we didn't defer him.

H.M.JR: Why not ask for deferment?

MR. THOMPSON: I think we should because he is on the Lend-Lease work down there.

H.M.JR: Let's say O.K. on him.

Are you all right, Herbert?

MR. GASTON: Yes.

H.M.JR: Then we go to the next one.

MR. THOMPSON: Mr. Flatley. Cliff told me he would like to make an urgent appeal to you to get a deferment for Flatley. He is the Chief of Contract and Purchase Branch, and he is doing all of the Lend-Lease purchasing. I am told by people working under him that he goes a pace, and if he went they wouldn't put him in combat service.

H.M.JR: All right.

What about Stephens?

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MR. THOMPSON: It is rather unusual that they put him in 1-A because he is somewhat crippled. He is lame and certainly wouldn't be available for combat service.

H.M.JR: Now, those are the only three which are in 1-A?

MR. THOMPSON: That is right.

H.M.JR: Why don't we ask for deferment on those three?

MR. GASTON: I think that would be proper.

MR. THOMPSON: That would be my recommendation.

H.M.JR: They are Thomas M. Davis, John W. Flatley, and Thomas C. Stephens, and they are all--

MR. THOMPSON: It so happens they are all in Procurement. That will take care of the whole situation for the present.

MR. GASTON: They are 35, 36, and 34, all married.

H.M.JR: That gets around, doesn't it - doing this?

MR. THOMPSON: Yes.

H.M.JR: I don't have to do anything on the others?

MR. THOMPSON: No, unless you wanted to go so far this time as to give a flat assurance they would be given deferments. I doubt if you want to do that. I mean if they should get in 1-A.

H.M.JR: It is awful hard to do that, isn't it, Herbert?

MR. GASTON: That is right.

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MR. THOMPSON: Because most of these men in 3-A or 3-B - it will be a long time before they will be reached.

H.M.JR: Why don't you and Gaston get these people together who are concerned and tell them that I have done this, and that this is the way I am leaning, so that they know. How would that be?

MR. THOMPSON: I think that would be fine.

H.M.JR: Why don't you send for these men and tell them I have taken these three people and asked for deferments, and until further notice that is the policy I will follow. There is no use bothering with people in 3-A.

MR. GASTON: There is one case here, a man in 2-A, this Wahrhaftig. His board is out in California. He has been put in 2-A because of his work in the Treasury. They will have to cancel that occupational deferment now because of the Lodge bill. He has dependents. He is single, thirty-four.

Roy Blough thinks it is very important - he spoke to me about it yesterday - that they keep him here until something happens with respect to the sales tax. He is the sales tax expert.

H.M.JR: That is Office of Tax Counsel?

MR. GASTON: Yes. It is in Surrey's office.

H.M.JR: All right, Felis Wahrhaftig O.K.

MR. THOMPSON: There is this difference in his case. If he is deferred, when the deferment time is up he will be through, he will be out of the Department. There wouldn't be any question of renewing the deferment request.

H.M.JR: O.K.

Any other, Herbert?

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MR. GASTON: No, there is no other.

H.M.JR: I think you ought to get these people together and tell them what we have done. Will you do that?

MR. THOMPSON: Yes.

MR. GASTON: Yes.

H.M.JR: Everything else all right?

MR. THOMPSON: That is fine.

FOREIGN FUNDS CONTROL

| Name              | Title  | Age | Marital Status     | Present Draft Status |
|-------------------|--|-----|--------------------|----------------------|
| Pehle, John W.    | Assistant to the Secy. & Director of Foreign Funds Control | 34  | Married<br>1 Child | 3-A                  |
| Schmidt, Orvis A. | Assistant Director of Foreign Funds Control                | 31  | Married<br>1 Child | 3-B                  |
| Stewart, Ward     | Assistant Director of Foreign Funds Control                | 30  | Married<br>1 Child | 3-B                  |

GENERAL COUNSEL

|                       |  |    |                    |                           |
|-----------------------|--|----|--------------------|---------------------------|
| Luxford, Ansel F.     | Assistant General Counsel                        | 31 | Married<br>1 Child | 3-A                       |
| Aarons, Lehman        | Head Attorney                                    | 34 | Married<br>1 Child | 3-A                       |
| DuBois, Josiah E. Jr. | Head Attorney                                    | 30 | Married<br>1 Child | 3-A                       |
| Davis, Thomas M.      | Assistant Chief Counsel of Procurement Division. | 35 | Married            | 1-A-O.K.<br><i>13 Aug</i> |

MINT

|                          |  |    |                       |     |
|--------------------------|--|----|-----------------------|-----|
| Howard, F. Leland        | Assistant Director                         | 35 | Married<br>3 Children | 3-B |
| Russell, Timothy E., Jr. | Administrative Officer                     | 32 | Married<br>1 Child    | 3-A |
| Tidball, Lewis C.        | Asst. Supt. of Coining Dept., Philadelphia | 32 | Married<br>2 children | 3-A |

MONETARY RESEARCH

|                     |                         |    |                       |     |
|---------------------|-------------------------|----|-----------------------|-----|
| Taylor, William H.  | Assistant Director      | 37 | Married<br>1 Child    | 3-A |
| Friedman, Irving S. | Senior Economic Analyst | 28 | Married<br>1 Child    | 3-B |
| Gunter, John W.     | Senior Economic Analyst | 29 | Married<br>2 children | 3-A |

\* Have been with the Treasury Department less than 3 years

PROCUREMENT DIVISION

| Name                | Title  | Age | Marital Status     | Present Draft Status |
|---------------------|--|-----|--------------------|----------------------|
| Flatley, John W.    | Chief of Contract and Purchase Branch  | 36  | Married            | 1-A - <i>OK</i>      |
| Stephens, Thomas C. | Regional Procurement Officer - San Francisco   | 34  | Married<br>1 Child | 1-A - <i>OK</i>      |
| Widmann, Robert J.  | Special Asst. to the Director, Acting in charge of Inspection for Lend-Lease Inspection and Expediting | 32  | Married<br>1 Child | 3-A                  |

PUBLIC DEBT

|                       |                                       |    |                       |     |
|-----------------------|---------------------------------------|----|-----------------------|-----|
| Heffelfinger, Ross A. | Deputy Commissioner                   | 35 | Married<br>3 children | 3-B |
| Ziegenfus, H. F.      | Special Assistant to the Commissioner | 35 | Married<br>2 children | 3-A |

RESEARCH AND STATISTICS

|                    |   |    |                    |       |
|--------------------|---|----|--------------------|-------|
| Lindow, Wesley     | Principal Economic Analyst                    | 32 | Married            | 2-A   |
| Tickton, Sidney G. | Principal Economic Analyst                    | 31 | Married<br>1 Child | 3-A-4 |
| Banyas, Lawrence   | Economic Analyst<br>(Head of Graphic Section) | 33 | Married<br>1 Child | 3-B   |

OFFICE OF TAX LEGISLATIVE COUNSEL

|                        |                         |    |         |                 |
|------------------------|-------------------------|----|---------|-----------------|
| Surrey, Stanley        | Tax Legislative Counsel | 33 | Married | 3-A             |
| * Wahrhaftig, Felix    | Consulting Expert       | 34 | Single  | 2-A - <i>OK</i> |
| * Brodsky, Benjamin M. | Principal Attorney      | 32 | Married | 3-A             |

TAX RESEARCH

|                     |                            |    |                    |     |
|---------------------|----------------------------|----|--------------------|-----|
| Fariolletti, Marius | Principal Economic Analyst | 35 | Married<br>1 Child | 3-A |
|---------------------|----------------------------|----|--------------------|-----|

\* Have been with the Treasury Department less than 3 years

OFFICE OF THE TREASURER

| Name             | Title  | Age | Marital Status        | Present Draft Status |
|------------------|--|-----|-----------------------|----------------------|
| Cole, Alwyn      | Examiner of Questioned Documents                 | 34  | Married<br>1 child    | 3-A-4                |
| Annis, Howard M. | Chief, Chicago Branch of the Securities Division | 35  | Married<br>2 children | 3-A                  |

OFFICE OF THE UNDER SECRETARY

|                  |   |    |                       |     |
|------------------|---|----|-----------------------|-----|
| Frese, Walter P. | Special Asst. to the Fiscal Asst. Secy. | 37 | Married<br>2 children | 3-A |
| Moore, Martin L. | Special Asst. to the Fiscal Asst. Secy. | 32 | Married<br>3 children | 3-A |

April 30, 1943.

5/4/43 55

LIST OF KEY POSITIONS SUBMITTED BY THE TREASURY DEPARTMENT  
IN ACCORDANCE WITH THE PROVISIONS OF EXECUTIVE ORDER 9309

| <u>Title of Position</u>                                   | <u>Number of Positions</u> | <u>Grade</u>       |
|--|----------------------------|--------------------|
| <u>OFFICE OF THE SECRETARY</u>                             |                            |                    |
| Technical Assistant to the Secretary                       | 1                          | CAF-15             |
| Special Assistant to the Fiscal Assistant Secretary        | 2                          | CAF-13             |
| <u>BUREAU OF ACCOUNTS</u>                                  |                            |                    |
| Assistant Commissioner of Accounts                         | 1                          | CAF-14             |
| Chief Accountant   | 1                          | CAF-14             |
| Assistant Chief Accountant                                 | 1                          | CAF-13             |
| <u>Division of Disbursement</u>                            |                            |                    |
| Senior Field Supervisor                                    | 1                          | CAF-11             |
| Assistant Disbursing Officer in Charge of Regional Offices | 38                         | CAF-10 - CAF-12    |
| <u>COMPTROLLER OF THE CURRENCY</u>                         |                            |                    |
| Assistant Chief National Bank Examiner                     | 8                          | \$7,500 - \$9,500  |
| District Chief National Bank Examiner                      | 12                         | \$9,000 - \$15,000 |

| <u>Title of Position</u>   | <u>Number of Positions</u> | <u>Grade</u>   |
|--|----------------------------|----------------|
| <u>BUREAU OF CUSTOMS</u>   |                            |                |
| Assistant to the Assistant Commissioner  | 1                          | CAF-12         |
| Liaison Officer  | 4                          | CAF-12 and 13  |
| Chief of Section, Tariff and Marine Administration   | 5                          | P-6            |
| Assistant Chief of Section, Tariff and Marine Administration                                 | 5                          | P-5            |
| Assistant Deputy Commissioner (Assistant Chief of Section), Tariff and Marine Administration | 1                          | P-5            |
| Technical Assistant, Tariff and Marine Administration  | 4                          | P-4            |
| Deputy Commissioner, Fiscal Administration   | 1                          | CAF-13         |
| Chief of Division, Laboratories  | 1                          | P-7            |
| Assistant Collector  | 47                         | CAF-9-15, inc. |
| Chemist  | 34                         | P-3, 4 and 5   |
| Supervising Customs Agent  | 13                         | CAF-9-14, inc. |
| Customs Agent in Charge  | 15                         | CAF-9-14, inc. |
| Admeasurer   | 21                         | CAF-7, 8 and 9 |
| Automatic Scale Expert   | 7                          | GPC-10         |

| <u>Title of Position</u>                | <u>Number of Positions</u> | <u>Grade</u>                    |
|---|----------------------------|---------------------------------|
| <u>BUREAU OF ENGRAVING AND PRINTING</u> |                            |                                 |
| Special Assistant to Chief Accountant   | 2                          | CAF-9                           |
| Engraver                                | 21                         | \$8.06-\$25.00 p.d.             |
| Superintendent of Division              | 16                         | CAF-5 - CAF-13                  |
| Assistant Superintendent of Division    | 16                         | CAF-5 - CAF-11                  |
| Plate Printer                           | 609                        | Piece Rates -<br>(\$14.42 p.d.) |
| Physicist - Chemist                     | 2                          | P-4 - P-5                       |
| Engineering Draftsman                   | 3                          | SP-7 - P-3                      |

FOREIGN FUNDS CONTROL

|   |   |        |
|---|---|--------|
| Assistant to the Secretary<br>(Director, Foreign Funds Control) | 1 | CAF-15 |
| Assistant Director (Enforcement)                                | 1 | CAF-14 |
| Assistant Director (Licensing)                                  | 1 | CAF-14 |
| Assistant Director (Administrative<br>Services)                 | 1 | CAF-14 |
| Assistant Director (Field Operations)                           | 1 | CAF-13 |
| Special Assistant to the Assistant<br>Director                  | 1 | CAF-13 |
| Chief Accountant  | 1 | CAF-13 |
| Head Commercial Specialist                                      | 1 | CAF-12 |

| <u>Title of Position</u>  | <u>Number of Positions</u> | <u>Grade</u> |
|---|----------------------------|--------------|
| <u>GENERAL COUNSEL</u>  |                            |              |
| Assistant General Counsel and Chief Counsel<br>of Foreign Funds Control | 1                          | P-8          |
| Assistant Chief Counsel, Foreign Funds Control                          | 1                          | P-7          |
| Assistant Chief Counsel, Foreign Funds Control                          | 1                          | P-7          |
| Chief Counsel, Bureau of Customs  | 1                          | P-7          |
| Assistant Chief Counsel, Procurement Division                           | 1                          | P-6          |
| Assistant Chief Counsel, Internal Revenue                               | 1                          | P-8          |
| Division Head, Internal Revenue   | 1                          | P-7          |
| Assistant Division Head, Internal Revenue                               | 1                          | P-7          |
| Special Assistant, Internal Revenue                                     | 2                          | P-6          |
| Chief of Section, Internal Revenue                                      | 2                          | P-6          |
| Special Assistant to the Chief Counsel,<br>Internal Revenue             | 2                          | P-6          |
| Principal Attorney, Internal Revenue                                    | 6                          | P-6          |
| Principal Attorney, Internal Revenue                                    | 9                          | P-6          |

| <u>Title of Position</u>                   | <u>Number of Positions</u> | <u>Grade</u> |
|--|----------------------------|--------------|
| <u>BUREAU OF INTERNAL REVENUE</u>          |                            |              |
| <u>Commissioner and Miscellaneous Unit</u> |                            |              |
| Assistant to the Commissioner              | 1                          | CAF-15       |
| Executive Assistant to the Commissioner    | 1                          | CAF-14       |
| Special Assistant to the Commissioner      | 1                          | CAF-11       |
| <u>Income Tax Unit</u>                     |                            |              |
| Deputy Commissioner                        | 1                          | CAF-15       |
| Associate Technical Advisor                | 1                          | CAF-13       |
| Reviewer                                   | 4                          | CAF-12       |
| <u>Records Division</u>                    |                            |              |
| Head                                       | 1                          | CAF-12       |
| <u>Clearing Division</u>                   |                            |              |
| Junior Technical Assistant                 | 1                          | P&S-3        |
| Chief, Production Statistics Subsection    | 1                          | CAF-8        |
| <u>Practice &amp; Procedure Division</u>   |                            |              |
| Chief of Section                           | 3                          | CAF-13       |
| Reviewer-Coordinator                       | 10                         | CAF-13       |
| Reviewer                                   | 16                         | CAF-12       |
| Group Chief                                | 2                          | CAF-12       |
| <u>Field Procedure Division</u>            |                            |              |
| Administrative Assistant                   | 2                          | CAF-11       |

| <u>Title of Position</u> | <u>Number of Positions</u> | <u>Grade</u> |
|--------------------------|----------------------------|--------------|
|--------------------------|----------------------------|--------------|

BUREAU OF INTERNAL REVENUE

Income Tax Unit (Continued)

Audit Review Division

|                                    |    |        |
|------------------------------------|----|--------|
| Head                               | 5  | CAF-13 |
| Assistant Head                     | 5  | CAF-12 |
| Supervising Reviewer (Corporation) | 8  | CAF-12 |
| Reviewer                           | 29 | CAF-12 |

Engineering and Valuation Division

|                    |    |        |
|--------------------|----|--------|
| Chief              | 3  | P&S-6  |
| Valuation Engineer | 24 | P&S-5  |
| Reviewer-Conferree | 10 | CAF-12 |

Field

|  |     |                |
|--|-----|----------------|
| Internal Revenue Agent in Charge           | 38  | CAF-13 and 14  |
| Assistant Internal Revenue Agent in Charge | 43  | CAF-12 and 13  |
| Chief Conferree                            | 66  | CAF-12 and 13  |
| Chief Reviewer                             | 32  | CAF-12 and 13  |
| Junior and Senior Conferree                | 84  | CAF-11 and 12  |
| Junior and Senior Reviewer                 | 76  | CAF-11 and 12  |
| Group Chief                                | 62  | CAF-11 and 12  |
| Chief, Engineering Section                 | 4   | P&S-6          |
| Engineer Revenue Agent                     | 63  | P&S 3, 4 and 5 |
| Internal Revenue Agent                     | 282 | CAF-12         |
| Internal Revenue Agent                     | 546 | CAF-11         |
| Internal Revenue Agent                     | 998 | CAF-9          |
| Internal Revenue Agent                     | 240 | P-3, 4 and 5   |

| <u>Title of Position</u>                             | <u>Number of Positions</u> | <u>Grade</u>  |
|--|----------------------------|---------------|
| <u>BUREAU OF INTERNAL REVENUE</u>                    |                            |               |
| <u>Miscellaneous Tax Unit</u>                        |                            |               |
| Technical Advisor to Deputy Commissioner             | 2                          | CAF-13        |
| Member, Special Research Committee                   | 3                          | P&S-6         |
| Head, Sales Tax Division                             | 1                          | CAF-13        |
| Internal Revenue Agent                               | 3                          | CAF-11        |
| Internal Revenue Agent (or General Deputy Collector) | 27                         | CAF-9         |
| <u>Technical Staff</u>                               |                            |               |
| Senior Technical Advisor                             | 5                          | CAF-14        |
| Technical Advisor                                    | 4                          | CAF-13        |
| Assistant Technical Advisor                          | 8                          | CAF-12        |
| Head, Major and Minor Divisions                      | 10                         | CAF-14 and 15 |
| Assistant Head, Major and Minor Divisions            | 11                         | CAF-13 and 14 |
| Technical Advisor in Charge                          | 19                         | CAF-13        |
| Technical Advisor                                    | 66                         | CAF-13        |
| Assistant Technical Advisor                          | 88                         | CAF-12        |
| Head Accountant and Auditor                          | 18                         | CAF-12        |
| Assistant Chief Accountant and Auditor               | 13                         | CAF-11        |
| Senior Accountant and Auditor                        | 18                         | CAF-10        |
| <u>Intelligence Unit</u>                             |                            |               |
| Special Agent in Charge                              | 8                          | CAF-13        |
| Assistant Special Agent in Charge                    | 10                         | CAF-12        |
| Special Agent  | 33                         | CAF-12        |
| Special Agent  | 84                         | CAF-11        |
| Special Agent  | 93                         | CAF-9         |

| <u>Title of Position</u>                                    | <u>Number of Positions</u> | <u>Grade</u>      |
|---|----------------------------|-------------------|
| <u>BUREAU OF INTERNAL REVENUE</u>                           |                            |                   |
| <u>Accounts and Collections Unit</u>                        |                            |                   |
| Head, Rules and Regulations Division                        | 1                          | CAF-12            |
| Head, Control Division                                      | 1                          | CAF-10            |
| Technical Assistant   | 1                          | CAF-12            |
| Supervisor of Accounts and Collections in Charge            | 11                         | CAF-13            |
| Supervisor of Accounts and Collections                      | 12                         | CAF-12            |
| Collector of Internal Revenue                               | 64                         | CAF-13 and 14     |
| Assistant to Collector of Internal Revenue                  | 64                         | CAF-12 and 13     |
| Chief Office Deputy   | 27                         | CAF-12            |
| Chief Field Deputy  | 64                         | CAF-11 and 12     |
| Chief, Income Tax Division                                  | 64                         | CAF-10 and 11     |
| Chief, Employment Tax Division                              | 64                         | CAF-9 and 10      |
| Chief, Miscellaneous Tax Division                           | 64                         | CAF-9 and 10      |
| Cashier   | 64                         | CAF-10 and 11     |
| Comptroller   | 64                         | CAF-9 and 10      |
| <u>Alcohol Tax Unit</u>                                     |                            |                   |
| Assistant Deputy Commissioner (Basic Permit Trade Practice) | 1                          | CAF-13            |
| Assistant Deputy Commissioner (Enforcement)                 | 1                          | CAF-14            |
| Chemist   | 32                         | P-2, P-3 and P-4  |
| District Supervisor   | 15                         | CAF-13 and 14     |
| Assistant Supervisor (Permissive)                           | 11                         | CAF-12 and 13     |
| Assistant Supervisor (Enforcement)                          | 14                         | CAF-11, 12 and 13 |
| Chief Inspector   | 13                         | CAF-9, 10 and 11  |
| <u>Salary Stabilization Unit</u>                            |                            |                   |
| Chief Liaison Officer                                       | 1                          | CAF-12            |

| <u>Title of Position</u>                                  | <u>Number of Positions</u> | <u>Grade</u>             |
|---|----------------------------|--------------------------|
| <u>MINT</u>   |                            |                          |
| Assistant Director of the Mint                            | 1                          | CAF-14                   |
| Junior Administrative Officer                             | 1                          | CAF-10                   |
| Assistant Superintendent of Melting and Refining          | 1                          | P-3                      |
| Assayer   | 2                          | P-5                      |
| Superintendent of Coining                                 | 1                          | CAF-12                   |
| Bookkeeper  | 1                          | CAF-8                    |
| Foreman, Electrolytic Refinery                            | 1                          | \$10.40 per diem         |
| Die, Gage and Toolmaker                                   | 4                          | \$9.20-\$10.16 per diem  |
| Die Setter  | 27                         | \$7.44-\$8.96 per diem   |
| Machinist   | 36                         | \$7.76-\$9.68 per diem   |
| Principal Assayer's Assistant                             | 17                         | SP-7                     |
| Electrician   | 23                         | \$8.56-\$9.52 per diem   |
| Junior Engraver   | 1                          | SP-7                     |
| Foreman of Ingot Melting Room                             | 1                          | \$10.24-\$11.20 per diem |
| Assistant Superintendent of Machinery                     | 1                          | CAF-8                    |
| Foreman of Make-up Room                                   | 1                          | \$10.24 per diem         |
| Second Assistant Superintendent of the Coining Department | 1                          | CAF-8                    |
| Foreman of the Bar Department                             | 1                          | \$10.88 per diem         |
| Foreman of Refinery Cell Room                             | 1                          | \$11.36 per diem         |
| Foreman of Make-up Room                                   | 1                          | \$10.88 per diem         |

| <u>Title of Position</u>    | <u>Number of Positions</u> | <u>Grade</u>    |
|-----------------------------|----------------------------|-----------------|
| <u>MINT (Continued)</u>     |                            |                 |
| Scale Eldr. & Adjuster      | 1                          | \$8.08 per diem |
| Assistant Assayer           | 1                          | P-3             |
| Foreman of Automatic Scales | 1                          | \$8.60 per diem |
| Chief Clerk                 | 1                          | CAF-12          |
| Sheet Metal Worker          | 1                          | \$8.56 per diem |
| Skilled Workman             | 1                          | \$7.60 per diem |

MONETARY RESEARCH

|                    |   |     |
|--------------------|---|-----|
| Assistant Director | 2 | P-7 |
| Senior Economist   | 3 | P-5 |

| <u>Title of Position</u>                                       | <u>Number of Positions</u> | <u>Grade</u>  |
|--|----------------------------|---------------|
| <u>PROCUREMENT DIVISION</u>                                    |                            |               |
| Director of Procurement  | 1                          | CAF-15        |
| Deputy Director of Procurement                                 | 1                          | CAF-15        |
| Chief, Contract and Purchase Branch                            | 1                          | CAF-13        |
| Purchasing Officer   | 7                          | CAF-11        |
| Purchasing Officer   | 2                          | P-4           |
| Consultant   | 1                          | CAF-15        |
| Consultant   | 4                          | CAF-14        |
| Industrial Commodity Specialist                                | 6                          | CAF-13        |
| Associate Industrial Commodity Specialist                      | 7                          | CAF-12        |
| Chief, Lend-Lease Inspection and Expediting Division           | 1                          | P-6           |
| Assistant Chief, Lend-Lease Inspection and Expediting Division | 1                          | P-5           |
| Inspector-in-Charge  | 10                         | CAF-11 and 12 |
| Regional Procurement Officers (Field)                          | 11                         | CAF-13 and 14 |
| Regional Property Officers (Field)                             | 11                         | CAF-12 and 13 |
| Assistant Chief, Finance Division                              | 1                          | CAF-11        |
| Senior Automobile Mechanic                                     | 8                          | CPC-7         |
| Typewriter Repairman   | 8                          | CPC-6         |

| <u>Title of Position</u>   | <u>Number of Positions</u> | <u>Grade</u> |
|--|----------------------------|--------------|
| <u>BUREAU OF THE PUBLIC DEBT</u>   |                            |              |
| Deputy Commissioner of the Public Debt   | 1                          | CAF-12       |
| Management Officer   | 1                          | CAF-12       |
| Special Assistant to the Commissioner  | 1                          | CAF-11       |
| Assistant Chief, Division of Loans and Currency  | 1                          | CAF-12       |
| Chief Accountant and Auditor   | 1                          | CAF-11       |
| Deputy Commissioner in Charge (Chicago Office)   | 1                          | CAF-11       |
| Administrative Officer (Chicago Office)  | 1                          | CAF-12       |
| Assistant Personnel Officer (Chicago Office)   | 1                          | CAF-10       |
| Assistant to the Register of the Treasury (Chicago Office)   | 1                          | CAF-12       |
| Manager, Claims and Ruling Section, Division of Loans and Currency (Chicago Office)  | 1                          | CAF-12       |
| Head, E Bond Unit, Machine Accounts and Statistical Section, Division of Loans and Currency (Chicago Office)                       | 1                          | CAF-9        |
| Assistant Head, E Bond Unit, Machine Accounts and Statistical Section, Division of Loans and Currency (Chicago Office)             | 1                          | CAF-7        |
| Head, F and G Bond and Statistical Unit, Machine Accounts and Statistical Section, Division of Loans and Currency (Chicago Office) | 1                          | CAF-9        |

| <u>Title of Position</u>                   | <u>Number of Positions</u> | <u>Grade</u> |
|--|----------------------------|--------------|
| <u>DIVISION OF RESEARCH AND STATISTICS</u> |                            |              |
| Assistant Director (Government Actuary)    | 1                          | P-7          |
| Principal Economic Analyst                 | 2                          | P-6          |
| Senior Economist                           | 1                          | P-5          |
| Senior Economic Analyst                    | 1                          | P-5          |
| Economic Analyst (Head of Graphic Section) | 1                          | P-4          |

SECRET SERVICE

|   |    |                   |
|---|----|-------------------|
| Executive Aide to the Chief                 | 1  | CAF-12            |
| Superintendent, Uniformed Force             | 1  | CAF-10            |
| Supervising Agent                           | 4  | CAF-12 and 13     |
| Agent-in-Charge                             | 9  | CAF-8 to 12, inc. |
| Agent (Presidential Protective Assignments) | 21 | CAF-8 to 11, inc. |
| Agent, Polygraph Operator                   | 2  | CAF-9 and 10      |
| Agent, Special Investigator                 | 38 | CAF-7 to 11, inc. |
| Agent, Analyst                              | 1  | CAF-6             |

| <u>Title of Position</u>                        | <u>Number of Positions</u> | <u>Grade</u> |
|---|----------------------------|--------------|
| <u>OFFICE OF TAX LEGISLATIVE COUNSEL</u>        |                            |              |
| Tax Legislative Counsel                         | 1                          | P-8          |
| Consulting Expert                               | 1                          | P-8          |
| Principal Attorney                              | 1                          | P-6          |
| <u>TAX RESEARCH</u>                             |                            |              |
| Director of Tax Research                        | 1                          | P-8          |
| Assistant Director                              | 1                          | P-7          |
| Assistant Director                              | 1                          | P-7          |
| Principal Economic Analyst                      | 5                          | P-6          |
| Senior Economic Analyst                         | 3                          | P-5          |
| <u>OFFICE OF THE TREASURER</u>                  |                            |              |
| Examiner of Questioned Documents                | 1                          | CAF-11       |
| Chief, Chicago Branch of Securities<br>Division | 1                          | CAF-10       |
| <u>WAR SAVINGS STAFF</u>                        |                            |              |
| State Administrator                             | 19                         | CAF-12 to 15 |
| Senior Deputy Administrator                     | 34                         | CAF-11 to 14 |

May 4, 1943  
2:19 P. M.

HMJr: Hello.

Harry  
White: Yes, sir.

HMJr: Harry, I was just reading your memorandum of May 3rd as to the status of these various countries that you've heard from in regard to stabilization.

W: Yes.

HMJr: And I notice that no letter went to Russia.

W: Uh - the arrangement had been....

HMJr: Yeah, I know. I read it.

W: ....that ....

HMJr: Well, I think we should send a letter to Russia. And what I would do is - I - you prepare a letter and we'll send one just where we have every other, and we'll just tell Berle we've done it, that's all.

W: Uh - well, wouldn't it be a little peculiar at this stage of the game to do that? We'd just - I'd have to - I suppose you'd have to do it with China and U. K. too. I think we ought to do something, because I don't think that situation has been properly handled.

HMJr: Well, you make a better suggestion.

W: All right. I'll think about it and talk - there are a couple of other things that - we'd like to see you today or tomorrow.

HMJr: Yeah. Well, you make a better suggestion, but I - I - don't see how you can leave that lie around like that.

W: Well, it isn't satisfactory.

HMJr: No.

W: All right, sir. I'll - I'll see if we can get something better.

5/1/43 4:30

Message from Paul

The House just voted  
down the Carlson-Ruml  
Bill by 206-202

Now going to vote on  
recommitting with  
instructions to bring  
out the Robertson-Ford  
Bill

Paul will keep you  
posted - In gallery  
Can't be reached

From: Mr. Fitzgerald

## TREASURY DEPARTMENT

INTER OFFICE COMMUNICATION

DATE May 4, 1943.

TO Secretary Morgenthau  
FROM Harold Graves *HG*

I find that Mr. Pulliam is en route from Indianapolis, Ind., to Chattanooga, Tenn., and that I will not be able to reach him before late this evening.

Since it seems unlikely that he would be able to reach here tomorrow, would you like me to ask him to come in on Thursday?

*Yes, says Hm Jr.*

Yes

TREASURY DEPARTMENT

MAY 4 PM 4 08

OFFICE OF THE  
SECRETARY OF TREASURY

May 4, 1943

Dear Allan:

I want to thank you for your very nice telegram of May 3rd.

May I take this opportunity not only to thank you personally but all of your associates for the amazingly good job which you did during the Second War Loan Drive.

Yours sincerely,

(Signed) H. Morgenthau, Jr.

Mr. Allan Sproul,  
Chairman, War Finance Committee,  
Federal Reserve Bank of New York,  
New York, N. Y.

File in Diary

470

73

W66WASH B283 NY 3-2P  
SECRETARY MORGENTHAU

1943 MAY 3 PM 2 13

IN BEHALF OF THE WAR FINANCE COMMITTEE OF THE 2ND FEDERAL  
RESERVE DISTRICT AND THE THOUSANDS OF WORKERS OF THE WAR SAVINGS STAFF  
AND VICTORY FUND COMMITTEE I SEND YOU THE CONGRATULATIONS WHICH ARE YOUR  
DUE ON THE TREMENDOUS PUBLIC RESPONSE TO THE SECOND WAR LOAN.  
ITS SUCCESS OVERSHADOWING THAT OF THE FIRST WAR LOAN  
IN DECEMBER AUGURS WELL FOR FUTURE DRIVES

WHICH WE ARE PLEDGED TO CARRY THROUGH UNTIL THIS WAR IS WON

ALLAN SPROUL

CHAIRMAN, WAR FINANCE COMMITTEE.

May 4, 1943

My dear Cowles:

The telegram you sent me to Cedar Rapids was very much appreciated by me.

I want to take this opportunity to thank you for the splendid assistance that you gave us during our Second War Loan. I would like you to feel that you had a real part in the success that we have attained.

Yours sincerely,

(Signed) H. Morgenthau, Jr.

Mr. Gardner Cowles, Jr.,  
Director, Domestic Operations Branch,  
Office of War Information,  
Washington, D. C.

*(Telegram not brought  
back from Cedar Rapids)*

Copies in Diary

May 4, 1943

Dear Mr. Davis:

First, may I thank you for your very nice letter of April 28th; second, I would like to take this opportunity to thank you and the Office of War Information for the splendid assistance you have given us in connection with the Second War Loan.

Yours sincerely,

(Signed) H. Mergenthau, Jr.

Mr. Elmer Davis,  
Director, Office of War Information,  
Washington, D. C.

File in Diary

OFFICE OF WAR INFORMATION  
WASHINGTON

OFFICE OF THE DIRECTOR

April 26, 1943

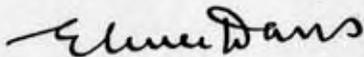
The Honorable  
The Secretary of the Treasury  
Washington, D. C.

Dear Mr. Secretary:

May I offer you the compliments of a professional on the way you handled the "We the People" program last night? It was a most admirable job.

Incidentally, it is obvious that the script came to the attention of the Army only because there were Army officers on the program.

Cordially,



Elmer Davis  
Director



May 4, 1943

My dear Mr. Rogers:

Thanks for your letter of April 28th.

I would like to take this opportunity to thank you for the excellent work you have done in assisting the Treasury with the Second War Loan.

Since you have been given the job of liaison between the Office of War Information and the Treasury, our relations have been only of the best.

Yours sincerely,

(Signed) H. Morgenthau, Jr.

Mr. James G. Rogers, Jr.,  
Deputy Director, Domestic Branch,  
Office of War Information,  
Washington, D. C.

File in Diary

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OFFICE OF WAR INFORMATION  
WASHINGTON

April 28, 1943

The Honorable  
The Secretary of the Treasury  
Washington, D. C.

Dear Mr. Secretary:

I thought you might be interested to know that I have heard nothing but extremely favorable comment here on your "We The People" broadcast last Sunday night.

Mike Cowles came in to tell me Monday he thought it was excellent. I, also, felt it was interesting, sincere and convincing. It seemed to me that it did a lot for the sale of War Bonds and also for better understanding of what this war is all about.

Sincerely yours,

*James G. Rogers, Jr.*

James G. Rogers, Jr.  
Deputy Director  
Domestic Branch



May 4, 1943

My dear Mr. Peyton:

Thank you very much for your letter of May 1.

I want to take this opportunity to thank you and your associates for the excellent job that you did during the Second War Loan.

Yours sincerely,

(Signed) H. Morgenthau, Jr.

Mr. J. N. Peyton, President  
Federal Reserve Bank of Minneapolis,  
Minneapolis,  
Minnesota.

File in Diary

FEDERAL RESERVE BANK  
OF MINNEAPOLIS

OFFICE OF  
THE PRESIDENT

May 1, 1943

Hon. Henry Morgenthau, Jr.  
Secretary of the Treasury  
Washington, D. C.

Dear Mr. Secretary:

The success of the Second War Loan Drive in the Ninth Federal Reserve District must be predicated on your splendid support. In commemoration of your contribution, I am forwarding to you under separate cover a War Service Certificate. Should there be drives of a similar character in future, when the Treasury gives us equal cooperation, we will forward additional ribbons in commemoration of those events, which may be placed beside the red ribbon marked "Second War Loan, April 1943", now appearing upon the certificate.

Seriously, Mr. Secretary, the drive in the Ninth Federal Reserve District has been a signal success.

Regards,

*J. H. Clayton*  
PRESIDENT

JNP:B



May 4, 1943

Dear Mr. Fulton:

The Second War Loan drive, which has just come to an end, has exceeded a goal far beyond that which the Treasury Department's original estimates had set for it.

First credit, of course, must go to the innumerable patriotic citizens and institutions whose subscriptions in Government securities achieved this excellent conclusion of the campaign. However, I am well aware of the essential part played by advertising media in general, and I want particularly to express appreciation for the important role taken by the great outdoor advertising industry which you so ably represent.

For this, my sincere thanks.

Sincerely,

(Signed) H. Morgenthau, Jr.

Secretary of the Treasury

Mr. Herwin H. Fulton,  
Director of War Activities,  
Outdoor Advertising Association  
of America,  
60 East 42nd Street,  
New York, New York.

SPeabody:amo

Copies in Diary

Initialed copy to  
Peabody

May 4, 1943

Dear Mr. Tripp:

Thanks for your letter of April 27, 1943. At the official end of the drive, as you know, the figures were even more gratifying and it now seems certain that we will have a total of about \$18,000,000,000.

I have just returned from a trip across the country. Everywhere I went my original impression of the complete cooperation of newspapers has been confirmed. I have had preliminary returns of the count of sponsored advertisements in this campaign and the total exceeds our expectations by a wide margin. I am fully aware of the part played by newspapers in getting this sponsorship. Editorial cooperation in the form of news coverage and features has also been tremendous.

I will await with interest the report you are to submit but even before that is rendered, I want to thank you, and through you, the newspaper industry, for the most outstanding support ever tendered to any promotional effort.

Sincerely yours,

(Signed) H. Morgenthau, Jr.

Secretary of the Treasury.

Mr. Frank E. Tripp,  
Chairman, Allied Newspaper Council,  
Waldorf Astoria Hotel,  
New York, New York.

File in Diary

Initialed copy to Peabody

SPeabody:ano

May 1, 1943

Copies of this went to the following today:

Mr. Bell  
Mr. Robbins  
Mr. Graves  
Mr. Gamble  
Mr. Buffington  
Mr. Peabody  
Mr. Gardner Cowles

# The Gannett Newspapers

April 27, 1943

FRANK E. TRIPP  
GENERAL MANAGER  
Send Reply to Elmira, N. Y.

Hon. Henry Morgenthau,  
Secretary of the Treasury,  
Washington, D. C.

Dear Mr. Secretary:

The Second War Loan now being almost in the bag and the work of the Allied Newspaper Council with which I was entrusted having reached a point from which it can be reasonably observed, I take pleasure in rendering a preliminary report to you, the man responsible for its formation.

It is not yet time for figures, but I can tell you that you started something which unquestionably will prove to be the most stupendous and effective newspaper publicity and advertising effort in the history of the press. Cooperation has been almost one hundred per cent. It surpassed my fondest expectations and it has been a willing and enthusiastic cooperation which has extended from the press wire services at the top to the smallest country weekly at the bottom.

Your own attitude and cooperation throughout this effort have been conspicuously responsible for much of the fine result and I want to thank you wholeheartedly for the wholesome manner in which you have responded at every point when a word from you could help Don Bridge and me so much. You have come across with an old fashioned frankness and haven't pulled your punches. Newspaper men like this. They like its ring of sincerity and they respond to it. A great big measure of the success of the Allied Newspaper Council is attributable to your attitude and I thank you.

With kindest regards

Yours sincerely

*Frank Tripp*  
F. E. Tripp

P. S. At the conclusion we are going to have some astounding figures for you to review.

|                                  |                       |                                |                         |                  |                           |
|----------------------------------|-----------------------|--------------------------------|-------------------------|------------------|---------------------------|
| Hartford Times                   | Rochester Times-Union | Rochester Democrat & Chronicle | Utica Observer-Dispatch | Utica Press      | Albany Knickerbocker-News |
| Elmira Star-Gazette & Advertiser | Elmira Telegram       | Olean Times-Herald             | Plainfield Courier-News | Ithaca Journal   | The Saratogian            |
| Danville Commercial-News         | Ogdensburg Journal    | Newburgh-Beacon News           | Malone Telegram         | Massena Observer |                           |

For Secy. Morgenthau

April 22 '43

Statement of the functions of the Allied Newspaper Council was made today by Frank Tripp, Chairman, following a meeting of the Council Committee held this week. Mr. Tripp said:

"The Allied Newspaper Council grew out of a meeting of editors and publishers called together by Secretary of the Treasury Morgenthau. Its immediate function was conceived to be the Second War Loan. It expected from the start to remain in existence so long as it could be of service to the Treasury Department, whose task in financing the war is continuous.

"The over all function of the Council is to help interpret the publicity and advertising needs of government to newspapers, to simplify, if possible, the contacts between government and the far flung press of the country and to maintain those contacts according to newspaper practice. The Council does not originate programs, promotions, advertising or policy. The Council has not been directly requested, as yet, to give any service to other than the Treasury Department."

May 4, 1943

Dear Mr. Drake:

I have not had an opportunity before now to acknowledge personally your letter of April 26, 1943, and to express my sincere appreciation of the action taken by your company in turning over to us "WE THE PEOPLE" on Sunday, April 25.

Appearing on this program was an interesting and gratifying experience to me, and I feel that the broadcast made an important contribution to the success of the Second War Loan drive. I hope your organization feels that it was beneficial to the Gulf Companies.

I would like to tell you also of the splendid cooperation of Mr. Huber and of the staff which produced the show. I think they did an outstanding piece of work and throughout the whole operation they were most helpful and considerate.

Sincerely yours,

(Signed) H. Morgenthau, Jr.

Secretary of the Treasury

Mr. J. F. Drake, President,  
Gulf Oil Corporation,  
Gulf Building,  
Pittsburgh, Pennsylvania.

File in Diary

Initialed copy  
to Peabody

SPesbody:amo

87<sup>9</sup>

GULF OIL CORPORATION  
OFFICE OF THE PRESIDENT  
GULF BUILDING  
PITTSBURGH, PA.

April 26, 1943

My dear Mr. Morgenthau:

I wish to tell you what a great pleasure it was for me to listen to you last evening on our program "WE THE PEOPLE". If all who heard it were as much thrilled as were the people with whom I have contacted since the broadcast, I am sure that the War Bond Campaign will be greatly benefited.

The success of this broadcast was, of course, due in large part to the fact that you acted as Master of Ceremonies, and I wish you to know what a pleasure it is to me as President of the Gulf Companies to feel that we could be of assistance in such a worthy cause.

As you doubtless know, we are making it a policy to have each broadcast given almost completely to furthering the war effort in some way and, in that connection, I wish you to feel that you, as Secretary of the Treasury, can count upon "WE THE PEOPLE" program for support in future War Bond Campaigns.

Sincerely yours,



DRAKE

Honorable Henry Morgenthau, Jr.  
Secretary of the Treasury  
Washington  
D. C.

May 4, 1943

Dear Fred:

I have read your letter of May 3rd, and I assure you that I have not changed my mind since our conversation on the plane.

You did a great job on the Carnegie Hall speech, and in suggesting and helping me carry through the Cedar Rapids program, and the whole Western trip.

I should like very much to have your full-time services for an indefinite period, if that can be arranged. The suggestion made by Mr. Rubicam seems to me a very generous one, and it is more than satisfactory to me. Will you please express my gratitude to him?

Sincerely yours,  
(Signed) Henry Morgenthau, Jr.

Mr. Fred Smith,  
Young & Rubicam, Inc.,  
285 Madison Avenue,  
New York, New York.

File in Diary

AIR MAIL  
SPECIAL DELIVERY

*by Sturgis 5:06  
to B.F. Sta.*

Mr. Fred Smith,  
Young & Rubicam, New York

Dear Fred:

I have read your letter of May 5 and I assure you that I have not changed my mind since our conversation on the phone.

You did a great job in the Carnegie Hall speech and in suggesting and helping ~~to~~ me carry through the Cedar Rapids program and the whole western trip.

I should like very much to have your full-time services for an indefinite period if that can be arranged. The suggestion made by Mr. Rubicam seems to me a very generous one and <sup>it is more than satisfactory to me</sup> and I <sup>hope</sup> ~~trust~~ you will <sup>you please</sup> express my gratitude to him.

~~Can we consider it settled? I hope so I am looking forward to seeing you early ~~tomorrow~~ tomorrow.~~

Sincerely,

YOUNG & RUBICAM, <sup>INC.</sup>  
Advertising

NEW YORK · CHICAGO · DETROIT · SAN FRANCISCO · HOLLYWOOD · MONTREAL · TORONTO

NEW YORK · 285 Madison Avenue

May 3rd, 1943.

Hon. Henry Morgenthau, Jr.,  
Secretary of the Treasury,  
Treasury Department,  
Washington, D. C.

Dear Mr. Boss:

I have just had a discussion with Mr. Rubicam.

I have told him that in my estimation and apparently in yours I can be of great service to the war effort by giving you all my time. I made it clear to him that I felt that I should do it regardless of what happened; that if it meant my losing out at Young & Rubicam, and if it meant my getting into financial difficulties through moving my family to Washington, which I would insist upon doing, that was too bad. We would simply have to charge it up to the war. It certainly seems a slim sacrifice in comparison to the handsome twenty year old youngster we met in San Francisco who has only one arm from here out, having left the other one in Guadalcanal.

After being disturbed for a few moments, Mr. Rubicam asked what you would pay me. I replied "Up to \$9,000," which is what I gathered from your conversation. He then said that he would make up the difference between the \$9,000 and the \$12,500 which he is paying me now, and give me a leave of absence for a period of time -- say six months.

This, of course, is very generous and if he doesn't change his mind, will relieve my poor, tired, pulpy, flabby, disgusting mind. It was about the only thing that really had me worried.

He inferred, however, that he would like to be sure that it is a necessary and desirable thing for me to do. Therefore if you believe that it is a desirable thing, and are willing to believe at least for the time being that it is a reasonably necessary thing, perhaps you would be good enough to have Herbert prepare a letter for you asking me to come to Washington and give you a hand if it can possibly be arranged. I know this is a lot to ask, but if you will do it it will grease the ways considerably.

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Hon. Henry Morgenthau, Jr.

May 3rd, 1943.

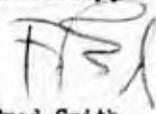
- 2 -

That is, of course, if the whole set-up would be satisfactory to you.

Incidentally, a couple of very fine things have happened. First, a case of wine was waiting for me when I returned home, and my beautiful wife and I are very appreciative, not only of the wine but of your thoughtfulness, which is considerable. And second, I am hearing a great deal of comment about your broadcast from Cedar Rapids, and it is all good.

Personally, I think we are ON OUR WAY. Next time, with what we have learned from this in the way of nation-wide organization to carry the torch, and such things as that, I believe we can make a tremendous dent.

Sincerely,



Fred Smith.

fs:m

May 4, 1943.

Dear Dr. Day:

I just want to acknowledge your letter of April 30, and thank you very much for your attitude in regard to Dr. Myers' assistance to the Treasury Department.

I hope that we shall not trespass too much upon his time and energy, and I am most appreciative of your willingness to let him be the judge of how much time he can give us during the coming weeks.

With cordial personal regards,

Sincerely,

(Signed) H. Morgenthau, Jr.

Dr. Edmund H. Day,  
President, Cornell University,  
Ithaca, New York.

GMV/abs

Orig. file to Coyne  
in War Savings

Photo file in Diary

CORNELL UNIVERSITY  
ITHACA, NEW YORK

OFFICE OF THE PRESIDENT

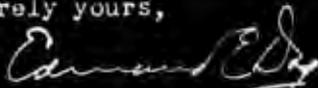
April 30, 1943

Dear Mr. Secretary:

After a considerable absence from the University, I have returned to find your letter respecting the service which Dr. William I. Myers has been rendering to the Treasury Department as consultant on problems incident to the formation of a war savings program for farmers. I am much pleased, though not at all surprised, to learn that Dr. Myers has proven so valuable to the Department in this important section of the war financing program. He is, of course, an exceptionally able man. For this very reason, he is, as you can readily understand, in great demand. Recently there have been developments here in New York State, in connection with the critical food situation, which have brought Dr. Myers under great pressure to work on problems closely related to his regular post in the New York State College of Agriculture. Just how much time he can give to the Treasury Department under these circumstances I do not know. My own inclination is to leave the matter very largely to him, since he alone can see clearly all the factors that are involved.

Meanwhile, I can assure you that the University is eager to do whatever it can to assist in the supremely important contributions made by the Treasury Department to the national war effort.

Sincerely yours,



Hon. Henry Morgenthau, Jr.  
Secretary of the Treasury  
Washington, D.C.

May 4, 1943.

Dear Bill:

Dr. Day wrote me such a nice letter about your work at Cornell, and your cooperation with the Treasury Department, that I thought you would like to have a photostat of it for your own records. I am sending it to you herewith.

Needless to say, I look forward to any associations we may have with a great deal of pleasure.

Sincerely,

(Signed) Henry

Dr. William I. Myers,  
New York State College of Agriculture,  
Cornell University,  
Ithaca, New York.

Enclosure.

GMF/dbs

Copy in Diary

Copies to Coyne  
in War Savings

Treasury Department  
Division of Research and Statistics

Date May 6 1943

To: Miss Chauncey

From: Mr. Tickton

NEW YORK STATE COLLEGE OF AGRICULTURE  
AGRICULTURAL EXPERIMENT STATION  
CORNELL UNIVERSITY  
ITHACA, NEW YORK

DEPARTMENT OF AGRICULTURAL ECONOMICS AND FARM MANAGEMENT

May 6, 1943

The Hon. Henry J. Morgenthau, jr.  
Secretary of the Treasury  
Washington, D. C.

Dear Mr. Morgenthau:

In Professor Myers' absence of several days from the office, I wish to acknowledge your letter of May 4th with which you enclosed a photostat of President Day's letter concerning Mr. Myers' cooperation with the Treasury Department in its agricultural war savings program. I am sure he will be glad to have this for his personal files.

Very truly yours,

*Mary Nardi*

(Miss) Mary Nardi

mn

TELEGRAM

Expenses of Loans, Act  
of 9/24/17, as amended and extended

MAY 4 - 1943

To: Corporations on the attached list.

Last fall the nation's large corporations helped me speed up the issuance of war bonds purchased under the payroll savings plan by the suggestions and information they were good enough to submit in response to my telegram of September 9 re war bond issuance. The number of war bonds issued under the payroll plan has more than doubled since last September, and we confidently expect the number to increase as deductions for war bond purchases continue to rise from month to month. We realize that the increased volume has been the cause of delays in bond issuance in some companies, yet many corporation executives in plants where the plan has resulted in maximum achievement have advised me that it has never been truer than it is today that war bond sales can continue with full success only if the bonds are delivered promptly. Employees tell me that bonds must be issued promptly after payment if their enthusiasm for the plan is to be maintained. Will you as an issuing agent please wire me collect how long it takes your employees to receive bonds after payments are completed <sup>and</sup> any suggestions you can give me for speeding up delivery.

Henry Morgenthau, Jr.  
Secretary of the Treasury

50711d  
5-4-43

List of Issuing Agents, Subject of Telegram, May 4, 1943,  
With the Latest Employment Data Available, May 1, 1943

| <u>Name</u>                                  | <u>Address</u>                           | <u>Number of employees</u> |
|--|--|----------------------------|
| Aetna Life Insurance Co.                     | Hartford, Conn.                          | 7,383                      |
| Allis-Chalmers Mfg. Co.                      | Milwaukee, Wis.                          | 26,998                     |
| B. Altman and Co.                            | 361 Fifth Avenue,<br>New York, N. Y.     | 3,000                      |
| The Alton Railroad Co.                       | 340 W. Harrison Street,<br>Chicago, Ill. | 6,291                      |
| Aluminum Co. of America                      | Pittsburgh, Pa.                          | 84,934                     |
| American Airlines, Inc.                      | Jackson Heights,<br>L. I., N. Y.         | 6,072                      |
| American Bosch Corp.                         | Springfield, Mass.                       | 6,700                      |
| American Can Co.                             | 230 Park Ave.<br>New York, N. Y.         | 32,238                     |
| American Car and Foundry Co.                 | 30 Church St.<br>New York, N. Y.         | 16,272                     |
| American Chain and Cable Co. Inc.            | Bridgeport, Conn.                        | 8,446                      |
| American Hardware Corp.                      | New Britain, Conn.                       | 5,400                      |
| American Locomotive Co.                      | 30 Church St.<br>New York, N. Y.         | 16,900                     |
| American Steel and Wire Co.<br>of New Jersey | Cleveland, Ohio.                         | 31,767                     |
| American Sugar Refining Co.                  | New York, N. Y.                          | 5,367                      |
| American Tel. and Tel. Co.                   | 195 Broadway,<br>New York, N. Y.         | 20,798                     |
| American Thread Co. Inc., The                | 260 West Broadway<br>New York, N. Y.     | 6,717                      |
| The American Tobacco Co.                     | 111 5th Ave.<br>New York, N. Y.          | 11,597                     |

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With the Latest Employment Data Available, May 1, 1943

| <u>Name</u>                      | <u>Address</u>  | <u>Number of employees</u> |
|----------------------------------|---|----------------------------|
| Anaconda Copper Mining Co.       | Butte, Mont.  | 49,806                     |
| Anchor Hocking Glass Corp.       | Lancaster, Ohio                                       | 8,478                      |
| Anheuser-Busch, Inc.             | St. Louis, Mo.  | 5,400                      |
| Arlington Mills                  | Lawrence, Mass.                                       | 6,496                      |
| Armour and Co.                   | Union Stock Yards<br>Chicago, Ill.                    | 63,997                     |
| Armstrong Cork Co.               | Liberty and Charlotte Sts.<br>Lancaster, Pa.          | 15,305                     |
| Associated Shipbuilders          | 2929 - 16th Ave., S. W.<br>Seattle, Wash.             | 8,999                      |
| Atlantic Coast Line Railroad Co. | Wilmington, N. C.                                     | 19,978                     |
| The Atlantic Refining Co.        | Philadelphia, Pa.                                     | 10,000                     |
| Atlas Powder Co.                 | 9th and Market Sts.<br>Wilmington, Del.               | 3,975                      |
| Automatic Electric Co.           | 1033 West Van Buren St.<br>Chicago, Ill.              | 3,860                      |
| Avondale Mills                   | Sylacauga, Ala.                                       | 7,017                      |
| Baltimore and Ohio Railroad Co.  | Baltimore, Md.  | 72,544                     |
| L. Bamberger and Co.             | 131 Market St.<br>Newark, N. J.                       | 6,256                      |
| Bath Iron Works Corp.            | 4 Union St.<br>Bath, Maine.                           | 11,360                     |
| Bausch and Lomb Optical Co.      | 635 St. Paul St.,<br>Rochester, N. Y.                 | 12,772                     |
| Bayuk Cigars Inc.                | N. W. Cor. 9th and Columbia Aves<br>Philadelphia, Pa. | 4,800                      |
| Bell Aircraft Corp.              | 2050 Elmwood Ave.<br>Buffalo, N. Y.                   | 29,192                     |

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| <u>Name</u>                        | <u>Address</u>                              | <u>Number of employees</u> |
|------------------------------------|---|----------------------------|
| Bell Telephone Co. of Nevada.      | San Francisco, Calif.                       | 19,000                     |
| Bell Telephone Co. of Pa.          | 1835 Arch St.<br>Philadelphia, Pa.          | 20,166                     |
| Bell Telephone Laboratories, Inc.  | 463 West St.<br>New York, N. Y.             | 6,472                      |
| Berkshire Ktg. Mills,              | Wyomissing, Pa.                             | 3,750                      |
| Bethlehem Steel Corp.              | 25 Broadway<br>New York, N. Y.              | 273,799                    |
| Bibb Manufacturing Co.             | Macon, Ga.                                  | 10,336                     |
| Bigelow-Sanford Carpet Co. Inc.    | Atlanta, Ga.                                | 5,275                      |
| Blaw-Knox Co.,                     | Pittsburgh, Pa.                             | 10,279                     |
| Boeing Aircraft Co.                | 200 W. Michigan St.<br>Seattle, Wash.       | 30,825                     |
| The Borden Co.                     | 350 Madison Ave.<br>New York, N. Y.         | 22,962                     |
| Boston Elevated Railway Co.        | 31 St. James Ave.<br>Boston, Mass.          | 7,072                      |
| Boston and Maine Railroad,         | Boston, Mass.                               | 15,569                     |
| Botany Worsted Mills,              | 84 - 182 Dayton Avenue<br>Passaic, N. J.    | 4,989                      |
| Brewster Aeronautical Corp.        | Long Island City, N. Y.                     | 16,821                     |
| Brooklyn Union Gas Co., The        | 176 Remsen St.<br>Brooklyn, N. Y.           | 3,779                      |
| Brown Shipbuilding Corp.           | Green Bayou - 365<br>Houston, Tex.          | 15,951                     |
| Brown and Williamson Tobacco Corp. | 1600 West Hill<br>Louisville, Ky.           | 7,831                      |
| Edward G. Budd Mfg. Co.            | 2450 Hunting Park Ave.<br>Philadelphia, Pa. | 13,409                     |

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List of Issuing Agents, Subject of Telegram, May 4, 1943  
 With the Latest Employment Data Available, May 1, 1943

| <u>Name</u>                                   | <u>Address</u>                                     | <u>Number of employees</u> |
|---|--|----------------------------|
| Bullock's, Inc.                               | Broadway, Hill and 7th Sts.<br>Los Angeles, Calif. | 3,546                      |
| Burroughs Adding Machine Co.                  | 6071 Second Blvd.<br>Detroit, Mich.                | 7,565                      |
| Butler Brothers                               | 426 W. Randolph St.<br>Chicago, Ill.               | 5,486                      |
| California Shipbuilding Corp.                 | P. O. Box 966,<br>Wilmington, Calif.               | 30,666                     |
| Callaway Mills,                               | LaGrange, Ga.                                      | 8,282                      |
| Campbell Soup Co.                             | 2nd and Market Sts.<br>Camden, N. J.               | 9,108                      |
| The Carborundum Co.                           | Buffalo Ave.,<br>Niagara Falls, N. Y.              | 6,197                      |
| Amation Co.                                   | Oconomowoc, Wis.                                   | 4,370                      |
| Carnegie-Illinois Steel Corp.                 | Pittsburgh, Pa.                                    | 125,000                    |
| Carson, Pirie, Scott and Co.                  | 1 South State St.<br>Chicago, Ill.                 | 3,576                      |
| Casco Products Corp.                          | 133 Railroad Ave.,<br>Bridgeport, Conn.            | 1,589                      |
| Caterpillar Tractor Co.                       | Peoria, Ill.                                       | 17,554                     |
| Celanese Corporation of<br>America            | 180 Madison Ave.<br>New York, N. Y.                | 12,836                     |
| Central of Georgia Railway<br>Company         | Savannah, Ga.                                      | 5,515                      |
| The Chesapeake and Potomac<br>Telephone Co.,  | 725 - 13th St., N. W.<br>Washington, D. C.         | 5,472                      |
| Chicago Bridge and Iron Co.                   | 1305 West 105th St.<br>Chicago, Ill.               | 17,730                     |
| Chicago Burlington and<br>Quincy Railroad Co. | 547 West Jackson Boulevard,<br>Chicago, Ill.       | 30,659                     |

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List of Issuing Agents, Subject of Telegram, May 4, 1943,  
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| <u>Name</u>   | <u>Address</u>                               | <u>Number of employees</u> |
|---|--|----------------------------|
| Chicago and Eastern Illinois Railroad Co.                   | 332 South Michigan Ave.<br>Chicago, Ill.     | 4,925                      |
| Chicago Great Western Railway Co.                           | 309 West Jackson Boulevard,<br>Chicago, Ill. | 4,449                      |
| Chicago Mill and Lumber Co.                                 | 111 W. Washington St.<br>Chicago, Ill.       | 3,676                      |
| Chicago, Milwaukee, St. Paul and Pacific Railroad Co.       | Union Station - Room 732 -<br>Chicago, Ill.  | 30,338                     |
| Chicago and North Western Railway Co.                       | 400 West Madison St.<br>Chicago, Ill.        | 25,700                     |
| Chicago Rapid Transit Co.                                   | 72 West Adams St.<br>Chicago, Ill.           | 4,787                      |
| Chicago, Rock Island and Pacific Railroad Co.               | LaSalle Street Station,<br>Chicago, Ill.     | 21,000                     |
| Chicago, St. Paul, Minneapolis, and Omaha Railway, Company, | 275 E. 4th St.<br>St. Paul, Minn.            | 4,913                      |
| Chicago Surface Lines,                                      | 231 South LaSalle St.<br>Chicago, Ill.       | 16,839                     |
| Childs Co.  | 200 Fifth Ave.<br>New York, N. Y.            | 7,983                      |
| Chrysler Corp.  | 341 Massachusetts Ave.<br>Detroit, Mich.     | 86,000                     |
| Cities Service Oil Co.                                      | Bartlesville, Okla.                          | 7,550                      |
| City Ice and Fuel Co.                                       | Cleveland, Ohio                              | 5,106                      |
| Cleveland Electric Illuminating Company                     | Cleveland, Ohio                              | 3,480                      |
| The Cleveland Graphite Bronze Co.                           | 16800 St. Clair Ave.<br>Cleveland, Ohio.     | 6,889                      |
| Cleveland Railway Company,                                  | Cleveland, Ohio                              | 4,200                      |

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|--|--|----------------------------|
| Cluett, Peabody and Co., Inc.,                                     | 433 River St.,<br>Troy, N. Y.                            | 5,605                      |
| The Coca-Cola Co.,   | 101 W. 10 St.,<br>Wilmington, Del.                       | 4,014                      |
| Colgate-Palmolive-Peet Co.,  | 105 Hudson St.,<br>Jersey City, N. J.                    | 6,268                      |
| Columbia Pictures Corp.,   | 729 7th Ave.,<br>New York, N. Y.                         | 2,063                      |
| Columbia Steel Co.,  | Russ Building,<br>San Francisco, Calif.                  | 5,621                      |
| Combustion Engineering Co., Inc.,                                  | 200 Madison Ave.,<br>New York, N. Y.                     | 1,716                      |
| Commercial Investment Trust Corp.,                                 | 1 Park Ave.,<br>New York, N. Y.                          | 3,412                      |
| Commercial Iron Works,   | Foot of S. W. Gibbs St.,<br>Box 2230,<br>Portland, Oreg. | 9,124                      |
| Commonwealth Edison Co.,   | 72 W. Adams St.,<br>Chicago, Ill.                        | 15,913                     |
| Consolidated Aircraft Corp.,                                       | 3302 Pacific Highway,<br>San Diego, Calif.               | 43,513                     |
| Consolidated Gas Electric Light and<br>Power Company of Baltimore, | Lexington Building,<br>Baltimore, Md.                    | 4,814                      |
| Consolidated Oil Corporation                                       | 630 Fifth Ave.,<br>New York, N. Y.                       | 17,626                     |
| Consolidated Steel Corp. of Texas                                  | Foot of Frount St.,<br>Orange, Texas                     | 36,563                     |
| Consolidated Water Power and Paper<br>Company,                     | Wisconsin Rapids, Wis.                                   | 1,489                      |
| Consolidation Coal Co.,  | 30 Rockefeller Plaza,<br>New York, N. Y.                 | 9,012                      |
| Continental Baking Co.,  | 630 5th Ave.,<br>New York, N. Y.                         | 11,180                     |
| Continental Can Co., Inc.,   | 100 East 42nd St.,<br>New York, N. Y.                    | 13,040                     |

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|---|--|----------------------------|
| Continental Roll and Steel Foundry Company, | 144 St. and Railroad Ave.,<br>East Chicago, Ind.           | 6,268                      |
| Crane Co.,                                  | 836 S. Michigan Ave.,<br>Chicago, Ill.                     | 17,560                     |
| Crown Zellerbach Corp.,                     | 343 Sansome St.,<br>San Francisco, Calif.                  | 6,990                      |
| Crucible Steel Company of America,          | 405 Lexington Ave.,<br>New York, N. Y.                     | 27,424                     |
| The Cudahy Packing Co.,                     | 221 N. LaSalle St.,<br>Chicago, Ill.                       | 16,534                     |
| The Cuneo Press, Inc.,                      | 2242 Grove St.,<br>Chicago, Ill.                           | 6,540                      |
| Curtiss Wright Corp.,                       | Buffalo, N. Y.   | 40,400                     |
| Curtiss Wright Corp., Airplane Division,    | Robertson,<br>Missouri                                     | 13,359                     |
| Curtiss-Wright Corp., Propeller Division    | Caldwell,<br>New Jersey                                    | 7,864                      |
| Cutler-Hammer, Inc.,                        | 315 N. 12th St.,<br>Milwaukee, Wis.                        | 8,587                      |
| The Dayton Co.,                             | Minneapolis,<br>Minnesota                                  | 2,300                      |
| Deere and Company,                          | 1325 3rd Ave.,<br>Moline, Ill.                             | 15,028                     |
| Delaware and Hudson Railroad Corp.,         | 230 Park Ave.,<br>New York, N. Y.                          | 9,189                      |
| Delta Shipbuilding Co., Inc.,               | New Orleans,<br>Louisiana                                  | 17,000                     |
| The Detroit Edison Co.,                     | 2000 2nd Ave.,<br>Detroit, Mich.                           | 7,750                      |
| The Diamond Match Co.,                      | 30 Church St.,<br>New York, N. Y.                          | 4,546                      |
| Henry Diston and Sons Inc.,                 | Uhruh and Milnar Sts.,<br>Tacony,<br>Philadelphia, Pa.     | 3,805                      |
| *Cramp Shipyards                            | Richmond and Norris Streets<br>Philadelphia, Pennsylvania. | 14,000                     |

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|---|---|----------------------------|
| Dohler Die Casting Co.,                                       | 384 4th Ave.,<br>New York, N. Y.              | 15,121                     |
| Dravo Corp.,  | Pittsburgh,<br>Pennsylvania                   | 4,500                      |
| Indiana Ordnance Works,<br>E. I. du Pont de Nemours and Co.,  | Charlestown,<br>Indiana                       | 10,000                     |
| E. I. du Pont de Nemours and Co.,<br>Kankakee Ordnance Works, | Joliet,<br>Illinois                           | 4,200                      |
| Eaton Manufacturing Co.,                                      | 739 E. 140th St.,<br>Cleveland, Ohio          | 12,658                     |
| Thomas A. Edison Inc.,  | 51 Lakeside Ave.,<br>West Orange, N. J.       | 4,850                      |
| Electric Auto-Lite Co.,                                       | Champlain and Chestnut,<br>Toledo, Ohio       | 12,851                     |
| Electric Boat Co.,  | Groton,<br>Connecticut                        | 10,997                     |
| Electric Storage Battery Co.,                                 | 19th and Allegheny Ave.,<br>Philadelphia, Pa. | 4,719                      |
| Elgin Joliet and Eastern Railway Co.,                         | 208 S. LaSalle St.,<br>Chicago, Ill.          | 6,096                      |
| The Emerson Electric Mfg. Co.,                                | 1824 Washington Ave.,<br>St. Louis, Mo.       | 7,828                      |
| Endicott Johnson Corp.,                                       | Sales Building,<br>Endicott, N. Y.            | 18,017                     |
| Equitable Life Assurance Society<br>of U. S.,                 | 393 - 7th Ave.,<br>New York, N. Y.            | 3,892                      |
| Erie Railroad Co.,  | Midland Building,<br>Cleveland, Ohio          | 23,328                     |
| The Fafnir Bearing Co.,                                       | 37 Booth St.,<br>New Britain, Conn.           | 6,553                      |
| Fairbanks, Morse and Co.,                                     | 600 S. Michigan Ave.,<br>Chicago, Ill.        | 7,734                      |

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|--|--|----------------------------|
| Famous Barr Co.,   | St. Louis, Mo.                             | 8,437                      |
| Federal Cartridge Corp.  | New Brighton, Minn.                        | 20,409                     |
| Federal Shipbuilding and<br>Dry Dock Co.                                       | Kearny, N. J.                              | 21,123                     |
| Marshall Field and Co.   | 22 West North Bank Drive,<br>Chicago, Ill. | 10,679                     |
| Wm. Filene Sons Co.  | 426 Wash. St.<br>Boston, Mass.             | 2,995                      |
| Firestone Tire and Rubber Co.  | Akron, Ohio                                | 50,663                     |
| The Flintkote Co.  | 50 W. 50th St.<br>New York, N. Y.          | 3,888                      |
| Ford, Bacon and Davis, Inc.<br>Longhorn Ordnance Works                         | Marshall, Tex.                             | 4,500                      |
| Ford Instrument Co.,   | 32-36 47th Ave.<br>Long Island City, N. Y. | 5,150                      |
| Ford Motor Co.   | 3600 Shaffer Rd.<br>Dearborn, Mich.        | 162,558                    |
| Julius Forstmann and Co. Inc.,   | Passaic, N. J.                             | 4,000                      |
| George A. Fuller Co. and Merritt-<br>Chapman and Scott Corp.<br>Naval Air Base | Quonset Point, R. I.                       | 11,539                     |
| General American Transportation<br>Corp.                                       | 135 S. LaSalle St.<br>Chicago, Ill.        | 6,500                      |
| General Aniline and Film Corp.   | 230 Park Ave,<br>New York, N. Y.           | 6,207                      |
| General Cigar Co., Inc.,   | 119 West 40th St.<br>New York, N. Y.       | 5,500                      |
| General Electric Co.   | 1 River Road,<br>Schenectady, N. Y.        | 182,051                    |
| General Fire Extinguisher Corp.  | 260 W. Exchange St.<br>Providence, R. I.   | 4,400                      |

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List of Issuing Agents, Subject of Telegram, May 4, 1943,  
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| <u>Name</u>                                    | <u>Address</u>                                 | <u>Number of employees</u> |
|--|--|----------------------------|
| General Foods Corp.,                           | 250 Park Ave.                                  | 9,819                      |
| General Machinery Corp.,                       | Hamilton, Ohio                                 | 3,466                      |
| General Motors Corp.                           | 3044 West Grand Blvd.<br>Detroit, Mich.        | 327,925                    |
| General Petroleum Corp.,                       | 108 W. 2nd St.<br>Los Angeles, Calif.          | 3,882                      |
| General Refractories Co.                       | 1600 Real Estate Building<br>Philadelphia, Pa. | 6,145                      |
| General Steel Castings Corp.                   | Eddystone, Pa.                                 | 7,562                      |
| General Tire and Rubber Co.                    | Englewood, Ave.<br>Akron, Ohio.                | 3,020                      |
| Georgia Power Co.                              | Atlanta, Ga.                                   | 4,584                      |
| The Glidden Co.                                | 11001 Madison Ave.<br>Cleveland, Ohio.         | 2,363                      |
| Goldblatt Bros., Inc.,                         | 3932 S. Wolcott Ave.<br>Chicago, Ill.          | 5,177                      |
| B. F. Goodrick Co.                             | 500 S. Main St.<br>Akron, Ohio.                | 34,429                     |
| The Great Atlantic and Pacific<br>Tea Co.      | 420 Lexington Ave.<br>New York, N. Y.          | 59,507                     |
| Great Northern Railway Co.                     | St. Paul, Minn.                                | 25,206                     |
| Greenfield Tap and Die Corp.                   | Sanderson St.<br>Greenfield, Mass.             | 8,286                      |
| Grumman Aircraft Engineering Corp.             | Bethpage, New York.                            | 15,500                     |
| Gulf Colorado and Santa Fe<br>Railway Company, | Galveston, Tex.                                | 5,000                      |
| Hale Brothers Stores, Inc.,                    | 901 Market St.<br>San Francisco, Calif.        | 1,187                      |

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|--|--|----------------------------|
| Harbison-Walker Refractories Co.,                      | Pittsburgh, Pa.                                | 6,754                      |
| Hart Schaffner and Marx                                | 36 S. Franklin St.,<br>Chicago, Ill.           | 4,000                      |
| Hazel-Atlas Glass Co.,                                 | Wheeling, W. Va.                               | 7,472                      |
| Hearst Publications, Inc.,                             | Market and Third Sts.,<br>San Francisco, Calif | 8,131                      |
| H. J. Heinz Co.,                                       | Pittsburgh, Pa.                                | 7,776                      |
| Hercules Powder Co., Inc.,<br>New River Ordnance Plant | Pulaski, Va.                                   | 32,651                     |
| Hershey Chocolate Corp.,                               | 19 E. Chocolate Ave.,<br>Hershey, Pa.          | 3,081                      |
| Higbee Co.,  | Cleveland, Ohio                                | 2,115                      |
| Higgins Industries, Inc.,                              | 521 City Park Avenue,<br>New Orleans, La.      | 7,029                      |
| H. P. Hood and Sons, Inc.,                             | 7500 Rutherford Ave.,<br>Boston, Mass.         | 4,101                      |
| Hoover Co.,  | North Canton, Ohio                             | 4,019                      |
| George A. Hormel and Co.,                              | Austin, Minn.                                  | 4,806                      |
| Horn and Hardart Co.,                                  | 600 W. 50th St.,<br>New York, N. Y.            | 6,000                      |
| Joseph Horne Co.,                                      | 501 Penn Ave.,<br>Pittsburgh, Pa.              | 2,310                      |
| Houston Shipbuilding Corp.,                            | Houston, Texas                                 | 21,346                     |
| The J. L. Hudson Co.,                                  | 1206 Woodward Ave.,<br>Detroit, Mich.          | 8,500                      |
| Hughes Tool Co.,                                       | 300 Hughes St.,<br>Houston, Texas.             | 9,033                      |

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|-----------------------------------|--|----------------------------|
| The Ingalls Shipbuilding Corp.,   | Pascagoula, Miss.                        | 10,192                     |
| Inland Steel Co.                  | 38 South Dearborn St.<br>Chicago, Ill.   | 16,769                     |
| International Harvester Co.       | 180 North Michigan Ave.<br>Chicago, Ill. | 56,253                     |
| International Paper Co.           | 220 East 42 St.<br>New York, N. Y.       | 17,085                     |
| International Shoe Co.            | 1509 Washington Ave.<br>St. Louis, Mo.   | 31,935                     |
| John Hancock Mutual Life Ins. Co. | 197 Clarendon St.<br>Boston, Mass.       | 4,000                      |
| Johnson and Johnson               | Hamilton St.<br>New Brunswick, N. J.     | 7,460                      |
| Jones and Laughlin Steel Corp.    | 3rd and Ross Sts.<br>Pittsburgh, Pa.     | 36,709                     |
| Jordan Marsh Co.                  | 450 Washington St.<br>Boston, Mass.      | 4,000                      |
| Kahn and Feldman, Inc.            | 200 Madison Ave.<br>New York, N. Y.      | 7,310                      |
| Kaiser Co., Inc.                  | 1522 Latham Sq. Bldg.<br>Oakland, Calif. | 179,000                    |
| Kansas City Southern Railway Co.  | 114 West 11th St.<br>Kansas City, Mo.    | 4,756                      |
| Kearney and Trecker Corp.         | Milwaukee, Wis.                          | 4,635                      |
| Kelsey Hayes Wheel Co.            | 3600 Military Ave.<br>Detroit, Mich.     | 8,499                      |
| Koppers United Co.                | Kopper Building<br>Pittsburgh, Pa.       | 21,594                     |
| Kraft Cheese Co.                  | San Francisco, Calif.                    | 9,500                      |
| Loger Grocery and Baking Co.      | 35 E. 7th St.<br>Cincinnati, Ohio.       | 21,691                     |

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| <u>Name</u>  | <u>Address</u>                               | <u>Number of employees</u> |
|--|--|----------------------------|
| Lake Washington Shipyards,                                   | Houghton, Wash.                              | 7,950                      |
| Lehigh Valley Coal Co.,                                      | 133 N. River St.,<br>Wilkes Barre, Pa.       | 5,738                      |
| Lever Brothers Co.,  | 50 Memorial Drive,<br>Cambridge, Mass.       | 4,800                      |
| Libby, McNeill and Libby,                                    | Union Stock Yards,<br>Chicago, Ill.          | 4,396                      |
| Liberty Mutual Insurance Co.,                                | 175 Berkeley St.,<br>Boston, Mass.           | 4,600                      |
| S. Liebovitz and Sons, Inc.,                                 | New York, N. Y.                              | 4,877                      |
| Liggett Drug Co., Inc.,                                      | New York, N. Y.                              | 6,000                      |
| Link-Belt Company,   | 307 N. Michigan Ave.,<br>Chicago, Ill.       | 9,230                      |
| Lit Brothers,  | 8th and Market Streets,<br>Philadelphia, Pa. | 3,087                      |
| Loew's Incorporated,   | 1540 Broadway,<br>New York, N. Y.            | 10,935                     |
| Loft Candy Corporation,                                      | Long Island City, N. Y.                      | 3,560                      |
| Loose Wiles Biscuit Co.,                                     | 811 Commerce Building,<br>Kansas City, Mo.   | 9,786                      |
| Los Angeles Railway Corp.,                                   | 1060 South Broadway,<br>Los Angeles, Calif.  | 4,023                      |
| Los Angeles Shipbuilding and<br>Drydock Corporation,         | Post Office Box 231,<br>San Pedro, Calif.    | 9,600                      |
| Louisville and Nashville<br>Railroad Co.,                    | Louisville,<br>Kentucky                      | 31,520                     |
| McClellan Stores Co.,  | 55th Fifth Ave.,<br>New York, N. Y.          | 6,700                      |
| McQuay-Norris Manufacturing<br>Co., Ordnance Management Div. | 2320 Marconi Ave.,<br>St. Louis, Mo.         | 9,975                      |

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|---|--|----------------------------|
| Mack Manufacturing Co.,                         | 34th St. and 48th Ave.,<br>Long Island City, N. Y. | 5,670                      |
| Magnolia Petroleum Co.,                         | Post Office Box 900,<br>Dallas, Texas              | 8,227                      |
| Mandel Brothers, Inc.,                          | 1 N. State Street,<br>Chicago, Ill.                | 3,300                      |
| Manitowoc Ship Building Co.,                    | Manitowoc, Wis.                                    | 6,738                      |
| Marin Shipbuilding,                             | Sausalito, Calif.                                  | 16,619                     |
| The Glenn L. Martin Company,                    | Baltimore, Md.                                     | 62,779                     |
| The Maryland Drydock Company,                   | Baltimore, Md.                                     | 8,440                      |
| Merck and Company, Inc.,                        | Lincoln Avenue,<br>Rahway, N. J.                   | 3,770                      |
| Metropolitan Life Insurance Co.,                | 1 Madison Avenue,<br>New York, N. Y.               | 17,924                     |
| Michigan Bell Telephone Co.,                    | 1365 Cass Avenue,<br>Detroit, Mich.                | 14,207                     |
| Minneapolis-Honeywell<br>Regulator Co.,         | Minneapolis,<br>Minn.                              | 7,133                      |
| Mohawk Carpet Mills Inc.,                       | 57 Lyon St.,<br>Amsterdam, N. Y.                   | 4,600                      |
| The Mohican Co.,                                | 280 Broadway,<br>New York, N. Y.                   | 1,375                      |
| Victor Monaghan Company,                        | Greenville, S. C.                                  | 4,155                      |
| Monsanto Chemical Co.,                          | 1700 So. 2nd St.,<br>St. Louis, Mo.                | 9,731                      |
| Montgomery Ward and Co., Inc.,                  | Room 8-A 619 W. Chicago Ave.,<br>Chicago, Ill.     | 58,000                     |
| John Morrell and Co.,                           | Ottumwa, Iowa.                                     | 8,585                      |
| Mountain States Telephone<br>and Telegraph Co., | P. O. Box 960,<br>Denver, Colo.                    | 10,455                     |

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|--|---|----------------------------|
| The Murray Corporation of America,                   | 7700 Russell St.<br>Detroit, Mich.      | 12,646                     |
| Nash-Kelvinator Corp.                                | 14250 Plymouth Road,<br>Detroit, Mich.  | 17,132                     |
| The Nashville, Chattanooga and<br>St. Louis Railway, | Nashville, Tenn.                        | 8,571                      |
| National Biscuit Co.                                 | 449 West 14th St.<br>New York, N. Y.    | 21,826                     |
| National Cash Register Co.                           | Main and K Sts.<br>Dayton, Ohio.        | 11,059                     |
| National Distillers Products Corp.                   | 120 Broadway<br>New York, N. Y.         | 4,034                      |
| National Fireworks, Inc.                             | West Hanover, Mass.                     | 8,802                      |
| National Lead Co.                                    | 111 Broadway,<br>New York, N. Y.        | 8,122                      |
| National Malleable and Steel<br>Castings Co.         | 10600 Quincy Ave.<br>Cleveland, Ohio.   | 8,559                      |
| The National Supply Co.                              | Grant Bldg. Box 416,<br>Pittsburgh, Pa. | 10,564                     |
| National Tea Co.                                     | 1000 N. Crosby St.<br>Chicago, Ill.     | 6,868                      |
| New England Power Service Co.                        | Boston, Mass.                           | 20,319                     |
| New England Telephone & Telegraph Co.                | 50 Oliver St.<br>Boston, Mass.          | 22,480                     |
| New Jersey Bell Telephone Co.                        | 540 Broad St.<br>Newark, N. J.          | 14,750                     |
| New York Central System,                             | 466 Lexington Ave.<br>New York, N. Y.   | 126,429                    |
| New York Life Insurance Co.                          | 51 Madison Ave.<br>New York, N. Y.      | 4,121                      |
| The N.Y.N.H. and Hartford R.R. Co.                   | 71 Meadow St.<br>New Haven, Conn.       | 24,931                     |

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|--|--|----------------------------|
| New York Telephone Co.                             | 140 West Street<br>New York, N. Y.             | 39,326                     |
| Newport News Shipbuilding and<br>Dry Dock Company, | Newport News,<br>Virginia.                     | 51,278                     |
| News Syndicate Co., Inc.                           | 220 East 42 Street<br>New York, N. Y.          | 2,721                      |
| North American Aviation, Inc.                      | 5701 Imperial Highway<br>Inglewood, California | 55,367                     |
| Northwest Airlines, Inc.                           | St. Paul, Minn.                                | 5,469                      |
| Northwestern Bell Tele. Co.                        | Omaha, Nebraska                                | 13,335                     |
| Norton Company,                                    | Worcester, Mass.                               | 15,029                     |
| Ohio Bell Tele. Co.                                | Cleveland, Ohio                                | 11,365                     |
| Ohio Oil Company,                                  | Findlay, Ohio                                  | 5,226                      |
| Oliver Iron Mining Co.                             | Duluth, Minn.                                  | 5,866                      |
| Oregon Shipbuilding Corp.                          | Portland, Ore.                                 | 28,214                     |
| Otis Steel Company,                                | Cleveland, Ohio                                | 5,058                      |
| Pacific Electric Railway Co.                       | Los Angeles, Calif.                            | 4,671                      |
| Pacific Gas and Electric Co.                       | 245 Market Street<br>San Francisco, Calif.     | 11,990                     |
| Pacific Mills,                                     | 140 Federal Street<br>Boston, Mass.            | 12,174                     |
| Pacific Telephone and<br>Telegraph Co.             | San Francisco, Calif.                          | 41,325                     |
| Packard Motor Car Co.                              | 1580 East Grand Blvd.<br>Detroit, Mich.        | 28,694                     |

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|---|--|----------------------------|
| Paramount Pictures, Inc.,                               | 1501 Broadway<br>New York, N. Y.                           | 8,106                      |
| The Parker Appliance Co.,                               | 17325 Euclid Ave.<br>Cleveland, Ohio                       | 5,427                      |
| Peabody Coal Company,                                   | 231 So. LaSalle Street<br>Chicago, Ill.                    | 7,991                      |
| Pennsylvania Power and Light Co.,                       | 9th and Hamilton Sts.<br>Allentown, Pa.                    | 5,270                      |
| Pennsylvania Railroad Co.                               | Broad Street Station<br>Philadelphia, Pa.                  | 172,532                    |
| Peoples Gas Light and Coke Co.                          | 122 S. Michigan Ave.<br>Chicago, Ill.                      | 3,861                      |
| Pere Marquette Railway Co.                              | Terminal Tower,<br>Cleveland, Ohio                         | 6,515                      |
| Chelms Dodge Corp.,                                     | 40 Wall Street<br>New York, N. Y.                          | 19,119                     |
| Philadelphia Electric Co.                               | 1000 Chestnut Street<br>Philadelphia, Pa.                  | 6,000                      |
| Philadelphia Transportation Co.                         | Mitten Bldg.<br>Broad and Locust St.,<br>Philadelphia, Pa. | 11,178                     |
| Philco Corporation,                                     | Tioga and C Sts.<br>Philadelphia, Pa.                      | 9,285                      |
| Phillips Petroleum Co.                                  | Bartlesville, Oklahoma                                     | 10,369                     |
| Pickands Mather and Company,                            | 2000 Union Commerce Bldg.<br>Cleveland, Ohio               | 5,152                      |
| Pittsburgh Steel Company,                               | 1600 Grant Building,<br>Pittsburgh, Pa.                    | 8,447                      |
| Potlatch Forests, Inc.                                  | Lewiston, Idaho  | 3,677                      |
| Potts and Callahan Contracting<br>Company, Incorporated | Baltimore, Maryland  | 10,000                     |
| Pratt Whitney-Niles-Cement Pond Co.                     | West Hartford, Conn.                                       | 5,813                      |

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|--|--|----------------------------|
| Proximity Manufacturing Co.                | Greensboro, N. C.                          | 4,902                      |
| Public Service Co. of Northern Illinois    | 72 West Adams Street,<br>Chicago, Illinois | 4,376                      |
| Public Service Corporation of N. J.        | 80 Park Place<br>Newark, N. J.             | 19,343                     |
| Pullman Company                            | 79 East Adams Street,<br>Chicago, Illinois | 26,848                     |
| Pullman-Standard Car Manufacturing Company | 79 East Adams Street,<br>Chicago, Illinois | 18,471                     |
| Pure Oil Co.                               | 35 E. Wacker Drive<br>Chicago, Illinois    | 6,995                      |
| RCA Manufacturing Co., Inc.                | Front and Cooper Sts.<br>Camden, N. J.     | 32,288                     |
| R. K. O. Radio Pictures, Inc.              | 1270 Sixth Ave.<br>New York, N. Y.         | 395                        |
| Railway Express Agency, Inc.               | 230 Park Avenue<br>New York, N. Y.         | 50,600                     |
| The Rath Packing Company,                  | Waterloo, Iowa                             | 6,405                      |
| Raybestos Manhattan Inc.                   | 61 Willett Street<br>Passaic, N. J.        | 4,032                      |
| Reading Company,                           | Reading Terminal<br>Philadelphia, Pa.      | 19,300                     |
| Remington Arms Co., Inc.                   | 939 Barnum Ave.<br>Bridgeport, Conn.       | 95,503                     |
| Remington Rand, Inc.                       | 465 Washington St.<br>Buffalo, N. Y.       | 9,653                      |
| Republic Steel Corp.,                      | 1630 Republic Building<br>Cleveland, Ohio  | 67,322                     |
| Reynolds Metals Company,                   | Richmond, Virginia                         | 13,573                     |
| R. J. Reynolds Tobacco Company,            | Winston-Salem, N. C.                       | 12,051                     |

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|---|---|----------------------------|
| Rheem Manufacturing Co.,                            | P. O. Box 7,<br>Richmond, Calif.              | 4,576                      |
| Richfield Oil Corporation,                          | Richfield Building,<br>Los Angeles, Calif.    | 2,550                      |
| Riggs Distler and Company, Inc.,                    | Baltimore, Md.                                | 180                        |
| Riverside and Dan River Cotton Mills, Incorporated, | Danville,<br>Virginia.                        | 14,538                     |
| John A. Roebling's Sons Co.,                        | 640 S. Broad St.,<br>Trenton, N. J.           | 8,438                      |
| S K F Industries Inc.,                              | Front St. and Erie Ave.,<br>Philadelphia, Pa. | 7,281                      |
| Saco-Lowell Shops,                                  | Biddeford, Maine.                             | 3,048                      |
| Safeway Stores Inc.,                                | 201 Fourth St.,<br>Oakland, Calif.            | 21,602                     |
| St. Louis Public Service Co.,                       | 3869 Park Ave.,<br>St. Louis, Mo.             | 4,200                      |
| Sanderson and Porter,                               | Elwood Ordnance Plant,<br>Joliet, Ill.        | 10,000                     |
| Schenley Distillers Corp.,                          | 26 E. 6th St.,<br>Cincinnati, Ohio.           | 5,423                      |
| Schiff Company,                                     | Columbus, Ohio.                               | 4,812                      |
| Scovill Manufacturing Co.,                          | 99 Mill St.,<br>Waterbury, Conn.              | 10,253                     |
| Sears Roebuck and Company,                          | 925 South Homan Ave.,<br>Chicago, Ill.        | 79,826                     |
| Seattle-Tacoma Shipbuilding Corp.,                  | 2400 - 11th Avenue, N. W.,<br>Seattle, Wash.  | 41,863                     |
| Servel, Incorporated,                               | Evansville, Ind.                              | 9,572                      |
| Frank G. Shattuck Co.,                              | 59 West 25 St.,<br>New York, N. Y.            | 7,633                      |

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|---|---|----------------------------|
| Sheffield Steel Corp.,                        | Sheffield Station,<br>Kansas City, Mo.                    | 3,896                      |
| Singer Manufacturing Co.,                     | 149 Broadway,<br>New York, N. Y.                          | 15,368                     |
| Sloss-Sheffield Steel and Iron Co.,           | 3131 N. 1st Ave.,<br>Birmingham, Ala.                     | 3,606                      |
| A. O. Smith Corp.,                            | 3533 N. 27th St.,<br>Milwaukee, Wis.                      | 14,545                     |
| N. Snellenburg and Co.,                       | Market 11th and 12th Sts.,<br>Philadelphia, Pa.           | 2,366                      |
| Socony-Vacuum Oil Co., Inc.,                  | 26 Broadway,<br>New York, N. Y.                           | 32,017                     |
| South Portland Shipbuilding Corp.,            | South Portland, Me.                                       | 27,000                     |
| Southeastern Shipbuilding Corp.,              | Savannah, Ga.   | 11,924                     |
| Southern Bell Telephone and<br>Telegraph Co., | Atlanta, Ga.  | 28,904                     |
| Southern California Gas Co.,                  | Metropolitan Station,<br>Box 6110,<br>Los Angeles, Calif. | 5,185                      |
| Southern California Telephone Co.,            | San Francisco, Calif.                                     | 14,594                     |
| Southern New England Telephone Co.            | 227 Church St.,<br>New Haven, Conn.                       | 5,875                      |
| Southern Pacific Co.,                         | 65 Market St.,<br>San Francisco, Calif.                   | 62,460                     |
| Southern Railway Co.,                         | 15 and K Sts., N. W.,<br>Washington, D. C.                | 45,763                     |
| Southwestern Bell Telephone Co.,              | 1010 Pine St.,<br>St. Louis, Mo.                          | 33,119                     |
| Spiegel, Inc.,                                | 1061 W. 35th St.,<br>Chicago, Ill.                        | 5,400                      |
| J. R. Squibbs and Sons,                       | 25 Columbia Hgts.,<br>Brooklyn, N. Y.                     | 4,411                      |

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|---|---|----------------------------|
| Standard Brands, Inc.,                    | 595 Madison Ave.,<br>New York, N. Y.      | 7,900                      |
| Standard Oil Co. of Calif.,               | 225 Bush,<br>San Francisco, Calif.        | 17,879                     |
| Standard Oil of Indiana,                  | 910 South Michigan Ave.,<br>Chicago, Ill. | 28,821                     |
| Standard Oil Co. of La.,                  | Baton Rouge, La.<br>(P. O. Box 1111)      | 7,900                      |
| Standard Oil Co., of N. J.,               | 30 Rockefeller Plaza,<br>New York, N. Y.  | 41,290                     |
| Standolind Oil and Gas Co.,               | Philcode Bldg.,<br>Tulsa, Okla.           | 3,532                      |
| Stewart-Warner Corp.,                     | 1826 Diversey Pkwy.,<br>Chicago, Ill.     | 13,439                     |
| Swix, Baer and Fuller Dry Goods Co.       | 603 Washington Ave.,<br>St. Louis, Mo.    | 2,250                      |
| Sun Oil Co.,                              | 1608 Walnut St.,<br>Philadelphia, Pa.     | 11,581                     |
| Sun Shipbuilding and Dry Dock Co.         | Pt. Morton Ave.,<br>Chester, Pa.          | 32,758                     |
| Swift and Co.,                            | Union Stock Yards,<br>Chicago, Ill.       | 59,013                     |
| Sylvania Electric Products, Inc.,         | 60 Boston St.,<br>Salem, Mass.            | 9,280                      |
| Tampa Shipbuilding Co., Inc.,             | 19th and Grant Sts.,<br>Tampa, Fla.       | 13,465                     |
| Tennessee Coal, Iron and Railroad<br>Co., | Brown-Marx Bldg.,<br>Birmingham, Ala.     | 26,000                     |
| Terminal R. R. Ass'n. of St. Louis,       | St. Louis, Mo.                            | 5,274                      |
| The Texas Co.,                            | 135 E. 42nd St.,<br>New York, N. Y.       | 23,200                     |
| Texas and New Orleans Railroad Co.        | 913 Franklin Ave.,<br>Houston, Tex.       | 17,997                     |

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|---|--|----------------------------|
| The Texas and Pacific Railway Co.,  | 503 Texas and Pacific Bldg.,<br>Dallas, Texas                  | 10,136                     |
| Thompson Products, Inc.,  | 2196 Clarkwood Road,<br>Cleveland, Ohio                        | 14,860                     |
| Tide Water Associated Oil Co.,  | 17 Battery Place,<br>New York, N. Y.                           | 9,202                      |
| Timken Roller Bearing Co.,  | 1835 Duesber Ave.,<br>Canton, Ohio                             | 17,493                     |
| Todd Bath Iron Shipbuilding Corp.,<br>part of, New England Shipbuilding Corp. | South Portland, Me.  | 27,000                     |
| Todd Erie Basin Dry Docks, Inc.,  | 1 Broadway,<br>New York, N. Y.                                 | 7,400                      |
| Todd Hoboken Dry Docks, Inc.,   | Park Ave. and 17th St.,<br>Hoboken, N. J.                      | 5,658                      |
| Tuscon Steel Co.,   | Youngstown, Ohio   | 4,307                      |
| 20th Century-Fox Film Corp.,  | 444 West 56 St.,<br>New York, N. Y.                            | 2,648                      |
| Underwood, Elliott, Fisher Co.,   | 141 Broadway,<br>New York, N. Y.                               | 8,647                      |
| Union Bag and Paper Corp.,  | Savannah, Ga.  | 5,201                      |
| Union Oil Company of California   | Los Angeles, Calif   | 6,944                      |
| Union Switch and Signal Co.,  | Swissvale, Pa.   | 4,047                      |
| United Air Lines Transport Corp.,   | United Air Lines Bldg.,<br>Municipal Airport,<br>Chicago, Ill. | 7,038                      |
| United Cigar-Whelan Stores Corp.,   | 215 Fourth Ave.,<br>New York, N. Y.                            | 5,000                      |
| United Drug Inc.,   | 43 Leon St.,<br>Boston, Mass.                                  | 6,099                      |
| United Shoe Machinery Corp.,  | 140 Federal St.,<br>Boston, Mass.                              | 10,000                     |

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| United States Gypsum Co.,                            | 300 West Adams St.,<br>Chicago, Ill.               | 6,370                      |
| Universal Atlas Cement Co.,                          | 71 Broadway,<br>New York, N. Y.                    | 4,397                      |
| Van Raalte Co., Inc.,                                | 417 5th Ave.,<br>New York, N. Y.                   | 3,361                      |
| Wagner Electric Corp.,                               | 6400 Plymouth Ave.,<br>St. Louis, Mo.              | 4,559                      |
| Waldorf System, Inc.,                                | 169 High St.,<br>Boston, Mass.                     | 2,100                      |
| Walgreen Co.,  | 744 East Bowen Ave.,<br>Chicago, Ill.              | 22,509                     |
| Walworth Co., Inc.,                                  | 60 E. 42nd St.,<br>New York, N. Y.                 | 8,058                      |
| Warner Brothers Pictures, Inc.,                      | 321 West 44th St.,<br>New York, N. Y.              | 12,834                     |
| Warner and Swasey Co.,                               | 5701 Carnegie,<br>Cleveland, Ohio                  | 6,313                      |
| West Virginia Pulp and Paper Co.,                    | 230 Park Ave.,<br>New York, N. Y.                  | 6,041                      |
| Western Electric Co.,                                | 195 Broadway,<br>New York, N. Y.                   | 75,116                     |
| Western Pacific Railroad Co.,                        | Mills Building<br>San Francisco, Calif.            | 5,850                      |
| Western Pipe and Steel Co.,                          | 200 Bush St.,<br>San Francisco, Calif.             | 17,199                     |
| Western Union Telegraph Co., The                     | 60 Hudson St.,<br>New York, N. Y.                  | 36,500                     |
| The Western Union Telegraph Co.,<br>Pacific Division | 722 Market St., Room 234,<br>San Francisco, Calif. | 6,250                      |
| Westinghouse Air Brake Co.,                          | Wilmerding, Pa.                                    | 9,717                      |
| Westinghouse Electric and Mfg. Co.,                  | Pittsburgh, Pa.                                    | 101,692                    |

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|--|---|----------------------------|
| White Construction Co., Inc.,<br>Floyd Bennett Field                 | New York, N. Y.                           | 389                        |
| Whitin Machine Works,  | Whitinsville, Mass.                       | 4,123                      |
| Wickwire Spencer Steel Co.,<br>500 - 5th Ave.                        | New York, N. Y.                           | 3,952                      |
| Willamette Iron and Steel Corp.,                                     | 3050 N. W. Front Ave.<br>Portland, Oreg.  | 14,676                     |
| Wilson and Co., Inc.,  | 41st St. and Ashland Ave<br>Chicago, Ill. | 27,952                     |
| Winchester Repeating Arms Co.,<br>Division of Western Cartridge Co., | New Haven, Conn.                          | 12,886                     |
| Wisconsin Telephone Co.,   | 722 North Broadway<br>Milwaukee, Wis.     | 7,868                      |
| W. R. Worroester and Co., and<br>Mathew Cummings Co., Inc.           | Taunton, Mass.                            | 900                        |
| Wright Aeronautical Corporation,                                     | Cincinnati, Ohio                          | 12,107                     |
| Youngstown Sheet and Tube Co.  | Youngstown, Ohio                          | 22,947                     |
| Zenith Radio Corp.,  | 6001 W. Dickens Ave.,<br>Chicago, Ill.    | 5,518                      |