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*J. M. A. Graham*



U.S. War dept. Purchase, storage and traffic division.

# "AS YOU WERE"

REMINISCENCES OF THE  
GENERAL SUPPLIES DIVISION

FORMERLY

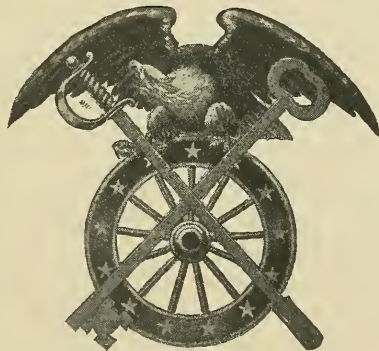
HARDWARE AND METALS DIVISION

OF THE

PURCHASE, STORAGE, AND TRAFFIC  
DIVISION

GENERAL STAFF

UNITED STATES ARMY



The Knickerbocker Press  
NEW YORK

1919

1570

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Exp-

A. S. Rogers

Alumni Assn. of Col. Supplies Dis.

May 26-20

▽

166259\*





Woodrow Wilson



THIS VOLUME IS INSCRIBED WITH ESTEEM AND AFFECTION TO OUR CHIEF

WILLIAM A. GRAHAM

WHO WITH THE KINDLY SIMPLICITY OF THE LARGER VISION, CONSTANTLY  
INSPIRED US WITH THE REMINDER THAT WE WERE THE ESSENTIAL WORKING-  
PARTS OF A GREAT AND POWERFUL MACHINE, THE THOUGHT WHICH KIPLING  
HAS COINED IN THE WORDS

*“ It ain't the guns nor armament  
Nor funds that they can pay,  
But the close co-operation  
That makes them win the day.  
It ain't the individual  
Nor the Army as a whole,  
But the everlastin' team-work  
Of every bloomin' soul.”*







The Secretary of War and General Pershing "Somewhere in France"



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# History of The General Supplies Division

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## THE PURCHASE, STORAGE, AND TRAFFIC DIVISION OF THE GENERAL STAFF

FROM the time that the war started in April, 1917, until January, 1918, the requirements of the United States Army expanded to a tremendous volume. During this period the bureaucratic system of procuring, warehousing, and transporting of materials was in vogue, that is, each department of the Government operated independently. With the increased bulk of business, this system proved to be inadequate for many reasons.

In December, 1917, Major General George W. Goethals was made Acting Quartermaster-General of the Army. In January, 1918, he was instructed to organize a system for the handling of supplies, and this eventually became the Purchase, Storage, and Traffic Division. As in all big projects, progress in order to avoid confusion had to be made slowly. It was not until about November 1, 1918, therefore, that General Goethals' system was fully functioning.

The purpose of the Division was to have a central department with complete supervision of the vast requirements of an army at war. This system consolidated under one head: (1)

## “As You Were”

all purchases of standard articles; (2) storage of purchased materials; and (3) all transporting of men and materials to the port of debarkation in France.

Under the new system the procurement of commercial articles, such as were used in common by all branches of the Army, was under the direct charge of one bureau; the storage depots were consolidated so that there was now but one hardware store, one clothing store, etc., in each section, and this resulted in the avoiding of duplicate stocks; the consolidation of traffic effected large shipments instead of the former small ones which had used up, at a time when it was essential to conserve it, much needed space.

The plan of the new consolidation is best illustrated by Mr. Robert J. Thorne's speech delivered at Baltimore on October 25, 1918, a condensed version of which follows:

There are two classes of army supplies—first, highly technical supplies, such as ordnance ammunition, aircraft, etc.; second, all standard commercial articles satisfactory for military use. Highly technical supplies are still purchased by the bureau which is to use the same, but all other supplies are purchased by the Division of Purchase, Storage, and Traffic.

The Purchase, Storage, and Traffic Division is divided into five groups:

- (1) The Administration Group, the clearing house for all papers.
- (2) The Embarkation Service, in charge of Brigadier-General F. T. Hines, Chief of Embarkation. The function of this Department is to handle the allocation of tonnage to the respective ports, the movement of troops on board ships, etc.
- (3) The Inland Traffic Branch, in charge of Mr. H. M. Adams. This Branch has charge of the movement of all freight in the United States.
- (4) The Division of Finance and Accounting, in charge of Brigadier-General H. M. Lord. This Division handles the pay roll for the Army, and all finance and accounting work for the Quartermaster Corps; also, it has control of the moneys expended for supplies purchased by the Purchase, Storage, and Traffic Division.
- (5) The Division of Purchase and Storage, until February, 1919,





**Major General George W. Goethals and his Assistants**

Top Row—Left to Right:

Mr. H. M. Adams, Chief, Inland Traffic Service. Colonel E. W. Fullan, Executive Officer, Purchase, Storage and Traffic.  
 Mr. R. J. Thorne, Assistant Director, Purchase and Storage. Brigadier General R. E. Wood, Director of Purchase and Storage. Colonel F. B. Wells, Director of Storage

Lower Row:

Brigadier General Frank T. Hines, Chief, Embarkation Service. Mr. Gerard Swope, Assistant Director, Purchase, Storage and Traffic. Major General George W. Goethals, Director, Purchase, Storage and Traffic. Brigadier General H. M. Lord, Director of Finance. Brigadier General W. H. Rose, Director of Purchase



## The Purchase, Storage, and Traffic Division 3

in charge of Brigadier-General Robert E. Wood, who at the same time held the office of Acting Quartermaster-General. As the General Supplies Division is under the jurisdiction of this department, a more detailed explanation of its functions will be of interest.

This Division has charge of the supplies for the requirements of the troops. To accomplish this enormous task, the Purchase and Storage Division is divided into four main parts, as follows:

(a) The Administration Section, at the time of the signing of the armistice in charge of Lieut.-Col. B. L. Jacobson as executive officer. This office tabulates the consolidated statistical reports which cover all stocks and supplies wherever located, and also prepares charts and keeps full records for the entire department of the exact location, either in this country or in France, of every article not yet issued to the troops.

The Surplus Stock Section as a part of the Administration Section sells supplies of which there is an overstock. This particular section has been especially active since the signing of the armistice.

(b) The second main subdivision in the Purchase and Storage Division is the Requirements Section, in charge of Major J. R. Orton. This Section issues all purchase authorizations, as well as furnishes monthly schedules of all articles required, on which the procuring officers are able to base deliveries.

(c) The third main subdivision is the organization of the Director of Purchase, which is in charge of Brigadier-General William H. Rose as Director of Purchase. The General Supplies Division, which is directly under the supervision of General Rose, is in a position to appreciate the wonderful work accomplished by this officer who has made the largest purchasing program in the history of the world a success.

The organization of the Director of Purchase is divided into eight main groups, as follows:

- (1) Clothing and Equipage
- (2) Subsistence, including Forage
- (3) Motors and Vehicles
- (4) Machinery and Engineering Materials
- (5) Raw Materials, which consist of Fuels, Oils, Chemicals, Ferrous and Non-Ferrous Metals
- (6) Medical and Hospital Supplies
- (7) General Supplies, such as Hardware and Tools, Kitchen Equipment, Office Equipment, Containers, Hemp and Jute Products
- (8) Remount, which includes Horses and Mules

Each of these eight divisions has complete charge of the procurement of the articles specified.

(d) The fourth main group of the Purchase and Storage Division is the Office of the Director of Storage, in charge of Colonel F. B. Wells. This Division has charge of the operation and control of the storage of all War Department supplies of the United States; it also has charge of the distribution of supplies, in order that a sufficient stock may be maintained at locations to permit of an adequate supply to the troops. Altered conditions since that time have effected many changes in the personnel, but the Division still operates in general along the lines as stated.

The Salvage Division is under the direction of the Director of Storage. This Division operates all laundries and dry-cleaning establishments, as well as repair depots for clothes, shoes, harness, etc.

The above gives a general outline of the Purchase, Storage, and Traffic Division at the time of the signing of the armistice.





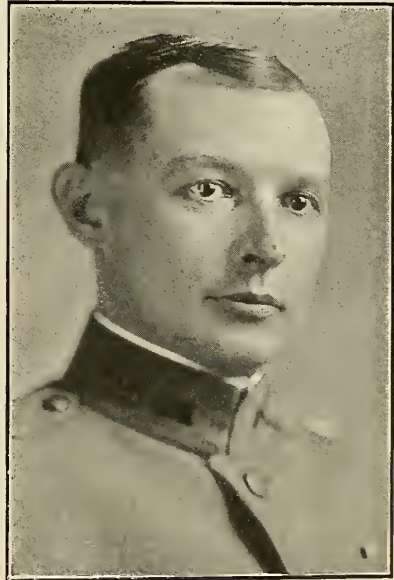
Major General George W. Goethals  
Assistant Chief of Staff, Director of Purchase,  
Storage and Traffic



Brig. General R. E. Wood  
Director of Purchase and Storage and  
Acting Quartermaster General



Mr. Robert J. Thorne.  
Asst. Director of Purchase and Storage



Brig. General W. H. Rose  
Director of Purchase







Murray Sargent

# THE HARDWARE AND HAND TOOL SECTION OF THE WAR INDUSTRIES BOARD

## ITS EARLY DEVELOPMENT AND CONNECTION WITH THE HARDWARE AND METALS DIVISION

*(Later the General Supplies Division)*

BY MURRAY SARGENT

Chairman, Hardware and Hand Tool Section, War Industries Board

ABOUT March 15, 1918, Mr. William A. Graham who had been appointed by Major General Goethals, U. S. A., Acting Quartermaster-General of the Army to organize the Hardware and Metals Branch, received a large number of requisitions for a considerable quantity of material required for overseas by General Pershing's forces. Owing to some delays the shipping dates on many of them had in part already gone by at the time the orders were received by Mr. Graham's department.

In view of this fact, and the evident urgency of the overseas requirements, as well as the limited facilities for handling the large volume of detailed work involved in the Hardware and Metals Branch because of its very recent creation as a department of the Quartermaster Corps in Washington, Mr. Graham decided to consult with the War Service Committee of the Hardware Manufacturers' Organization for War Service, which happened to be in session in New York at the time.

After a hurried long distance telephone conversation it was arranged that four members of the Organization who had

been active in its formation, Messrs. Charles W. Asbury, A. W. Stanley, F. R. Plumb, and Murray Sargent, should go at once to Washington to confer with Mr. Graham. The same evening at the conference, which was continued over until the next morning, the four referred to met Mr. Graham, Major Devereaux, and Major Shaw, to discuss what steps should be taken to secure the material required.

Mr. Graham made it clear that under the exigencies of the situation he had decided to call upon the four men to assist him as individuals only, and not in the capacity of officers or representatives of the Hardware Organization. He further explained that he had summoned the four men in question to advise and assist him because of their familiarity, through their connection with the Hardware Organization for War Service, with conditions in the hardware manufacturing field.

After a careful study by the conferees of the requirements as they had already come in to Mr. Graham's department, it was the unanimous sentiment that the quantities required taken in connection with the delivery dates specified would prove a strain on a number of the industries. Mr. Graham explained that he had reason to believe that a large volume of other additional items would come in on requisitions in the very near future, and in fact that daily returns could be expected for some time to come. This served to emphasize the need for immediate action.

An examination of each requisition disclosed, in addition to the large quantities, that the sorting of the sizes and types of each class of material (known in army parlance as the "tariff") did not conform to trade practice which, of course, is drawn from actual demands based on the needs of consumers. Because of the extraordinary urgency of conditions existing at the time these orders were made up it had been impossible to give due consideration to determining correct tariffs of sizes and styles. In the unprecedented quantities appearing on the







# THE UNITED STATES OF AMERICA

To all who shall see these presents, greeting:

This is to certify that W. A. Graham served during

the War from Feb. 26, 1915, to Feb. 1, 1919, as

Chief,

General Supplies Division

in the \_\_\_\_\_  
of the Quartermaster Corps, later of the Division of Purchase, Storage, and Traffic, of the General Staff,  
and this Certificate is issued in recognition and appreciation of his services.

Given at the War Department, Washington, this twenty-eighth day of February

one thousand nine hundred and nineteen.

W. A. Graham

*Major General, Assistant Chief of Staff,  
Director of Purchase, Storage, and Traffic.*

William A. Graham was born October 13, 1859, in Brooklyn, N. Y.

His father, John H. Graham, was brevetted Lieutenant-Colonel for meritorious service in the Civil War, and his grandfather, Samuel Graham, was brevetted Brigadier-General in the same war.

1874—Graduated, Public School, Brooklyn, New York.

1879—Graduated, United States Naval Academy, Annapolis, Maryland, and, for two years, served on U. S. S. *Marion*, first on North Atlantic Station, later on South Atlantic Station.

1881—Resigned from United States Navy and entered the hardware business.

1884—Became a member of the firm of John H. Graham & Co. and since then has been closely identified with both manufacturing and selling.

1895—Became senior partner in John H. Graham & Co. In addition to his association with this firm, he also for a period served as president of New Departure Mfg. Co., Bristol, Conn., vice-president of Wallingford Mfg. Co., Wallingford, Vt., and vice-president of East Brooklyn Savings Bank, Brooklyn, N. Y.

1916—Organized the Hardware, Metals & Allied Trades Division, and served as its marshal in the Citizens Preparedness Parade, New York City, May 13, 1916, in which 145,000 persons passed the reviewing stand.

1917—In the recruiting campaign which raised 10,000 men for the New York National Guard, Wm. A. Graham, in recognition of his efficient service, was elected chairman of the Executive Committee of the Hardware, Metals and Allied Trades. This organization became permanent and through its Executive Committee, the Hardware, Metals and Allied Trades has carried on most effective work in all campaigns of the war service.

Appointed by Benjamin Strong, Governor of the Second Federal District Reserve Bank in New York, to take charge of the Second Liberty Loan of the Hardware, Metals and Allied Trades, and with the above Executive Committee formed a selling organization, which sold of the Second Liberty Loan \$42,218,250.00, the highest amount subscribed through any Trades Committee in the United States.

1918—Maj. Genl. George W. Goethals, Acting Quartermaster-General of the Army appointed William A. Graham Chief of the Branch which later became the Hardware and Metals Division of the Quartermaster Corps. In October, under the consolidation of purchases of all corps of the Army, the General Supplies Division was established, and Mr. Graham was made its Chief.

1919—Resigned from active service in the War Department, on which occasion he was presented with a letter by Major-General George W. Goethals, which read in part as follows:—

“I want to personally express my appreciation of the able work that you unselfishly rendered in order that you might serve your country in time of need, and to thank you for your valuable assistance.”

The Alumni Association of the General Supplies Division elected Mr. Graham its Honorary President, presenting him with a Round Robin in testimony of the high esteem which he had won from his co-workers.



requisitions, a very serious loss would accrue to the Government by the obtaining of a vast stock of material entirely unsuited to the purposes for which ordered, and the manufacturers in turn would be greatly hampered in filling these and other orders if their manufacturing facilities were tied up in making large numbers of ordinarily slow moving items.

In view of the foregoing conclusions as to quantities and tariffs on the requisitions, it was determined that each one of the four men should, as rapidly as it could be arranged, hold meetings of the various industries in order to obtain prompt and accurate information as to the capacities of the industries, their ability to meet the required deliveries, and also to secure their expert knowledge as to the tariff.

In cases where it seemed reasonably certain that deliveries could be satisfactorily taken care of, it would not be necessary to apportion among the manufacturers the amounts on which each one should submit his bids. In these cases the usual procedure in bidding would be followed.

Following this conference meetings were called with a large number of industries to take action on the requirements, with the result that within two to three weeks bids and revised tariffs were forwarded to Washington on files, saws, twist drills, axes, hammers and hatchets, shovels, wrenches of various types, anvil tools, auger bits, chisels, and many other items.

In the meantime the Hardware and Metals Branch of the Quartermaster Corps had been growing rapidly and, gathering impetus with its increasing size, was being driven along by the intrepid spirit of its leader over the many difficulties which lay in its path. The personnel was so increased both by volunteers for short periods and by the addition of more permanent workers that it became possible to release from their temporary service the four manufacturers who had been brought in to act in the emergency. A retrospective view

seems to indicate that the results desired had been obtained to an extent that might not have been possible in any other way. It also seems clear that if it had not been for the closely knit units of the Hardware Manufacturers' Organization for War Service it would not have been possible to gather together these industries with so much speed. It should be added that all members of an industry whether members of the Organization or not were asked to do their part in submitting bids.

As the war progressed and the demands from the various branches of the Army, the Navy, the Emergency Fleet, the Railroad Administration, and other Government agencies increased by leaps and bounds, it became increasingly evident that closer coordination would be necessary to create the desired results. The War Industries Board, an outgrowth of the Council of National Defense, and of which Bernard M. Baruch was chairman, was given by President Wilson through his letter of March 4, 1918, the responsibility of regulating and directing the output of the industries of the country as well as the finding of new sources of supply.

As chief of the Small Tools Section, Mr. George E. Chatillon had been in charge of questions which related to Hardware, Tools, and kindred lines. When, however, he took over the Optical Glass and Military Instruments Section it became necessary for the Board to appoint another chairman of the Small Tools Section. Mr. William A. Graham was urgently requested to accept the position and finally agreed to be temporary chief of the section in addition to his other duties as chief of the Hardware and Metals Section, later Division.

In order to relieve Mr. Graham of details, the War Industries Board requested Mr. Sargent to go in temporarily as acting chief of the Small Tools Section. This was in the middle of April, the quarters of the section being then in the Council of Defense Building. The next few weeks were occupied with enlarging the section and defining more clearly its activities.





Herbert P. Hill, born June 28, 1876, in Somerville, Massachusetts.

1890—A graduate in Grammar School, Worcester, Mass.

1892—A graduate in Worcester Academy, Worcester, Mass.

1894—A graduate in Boston Latin School, Boston, Mass.

1895—Enlisted as Seaman in Massachusetts Naval Brigade from which he was honorably discharged the following year.

1904-1914—Purchasing Agent for successive periods for A. & F. Brown Co., Elizabethport, New Jersey; Rajah Spark Plug Co., Bloomfield, New Jersey, and Crucible Steel Company of America, Harrison, New Jersey.

He enlisted as private in First Troop Cavalry (Essex Troop) National Guard, New Jersey, on April 16, 1913, in which he won promotion to Quartermaster Sergeant.

1915—In charge of purchasing for the building and equipment of the four million dollar Ordnance Plant of the Crucible Steel Company of America, Harrison, New Jersey.

1916—Was honorably discharged April 15th, and re-enlisted April 17th. Commissioned Supply Sergeant October 1st, and served in action on the Mexican Border.

1917—Honorably discharged June 10th to accept commission as Captain in Officers Reserve Corps, which commission became effective July 10th, and assigned to active duty July 20th. Organized, and was placed in charge of, Purchase Branch at office of the Depot Quartermaster, New York, N. Y.

For three months following in charge of purchasing of all clothing, equipage, fuel, forage, paints and oils, and all miscellaneous supplies until taken over by the formation of C & E Division, and Fuel and Forage Division. Following that, in charge of Purchasing Branch of all miscellaneous supplies at the New York Depot until May, 1918.

1918—In recognition of his successful work in the New York Depot he was ordered to report to the office of the Quartermaster-General, Washington, D. C., where he was successively promoted to the grades of Major, and Lieutenant-Colonel, becoming the Assistant Chief of the Hardware and Metals Branch, which later became the General Supplies Division.

1919—"Our Colonel" became Acting Chief of General Supplies Division and was elected to the Board of Governors of its Alumni Association.



Lieut. Colonel H. P. Hill



Its name was changed to Hardware and Small Tools Section. The Hardware and Metals Division rendered practical assistance not only in giving freely of the time of its personnel on matters of urgency, but even in lending for a time several of the members of its force. Mr. Graham attended a number of the weekly meetings of section heads and took part in the discussions. In addition to his position as chief of the section he was the official Army representative.

By the middle of May, Major Seth Williams for the Marine Corps, Paymaster M. A. Connor for the Navy, and Mr. H. F. Grimes for the Emergency Fleet were appointed to membership in the section. The first regular meeting of the section was held on June 1st. In addition to the members of the section, Mr. H. L. Arnold, representing the Army, and Mr. E. L. Crawford, Assistant Commissioner of Finished Products, were present.

Among other decisions at the meeting the name was changed again to the final form of Hardware and Hand Tool Section. At the second meeting on June 13th in addition to Messrs. Graham and Arnold, Mr. George W. Welles was present for the Army. At that meeting it was decided to meet every week, and from then until the signing of the armistice, not a single break in the weekly meetings occurred, except for the Fourth of July.

The first meeting was held in the Council of Defense Building. The second meeting and all thereafter were held in the offices of the section in the War Industries Board Annex, to which it moved about June 10th.

On July 1st Mr. Graham withdrew as chief of the section and Mr. Sargent became the permanent rather than the acting chief. Following the idea of coördination in all Government departments new members of the section were added until the complete list became as follows:

Mr. William A. Graham, Chief, Hardware and Metals

## “As You Were”

Division, Quartermaster Department, Munitions Building, Washington, D. C.

\* Mr. W. F. Fusting, Hardware and Metals Division, Quartermaster Department, Munitions Building, Washington, D. C.

\* Mr. G. E. Warren, Assistant to Chief, Hardware and Metals Division, Quartermaster Department, Munitions Building, Washington, D. C.

\* Mr. George W. Welles, Hardware and Metals Division, Quartermaster Department, Munitions Building, Washington, D. C.

Paymaster M. A. Connor, Navy Department, Corner 17th and B Streets, Washington, D. C.

\* Mr. F. H. Walsh, Construction and Repair Division, Navy Department, Washington, D. C.

Mr. H. F. Grimes, Emergency Fleet, 717 13th Street, Washington, D. C.

Major P. C. Archer, Marine Corps, 18th and New York Ave., Washington, D. C.

\* Major Seth Williams (in Overseas Service), Marine Corps, 18th and New York Ave., Washington, D. C.

\* Captain Phillips B. Robinson (deceased), Marine Corps, 18th and New York Ave., Washington, D. C.

Mr. George G. Yeomans, Southern Railway Building, Corner 13th and Pennsylvania Avenue, Washington, D. C.

Mr. D. K. Boyd, Housing Corporation, 613 G St., N. W., Washington, D. C.

\* Mr. James E. Schuyler, Housing Corporation, 613 G Street, N. W., Washington, D. C.

\* Asterisk indicates associate members who represented their departments and were present at several meetings.

As assistants to the Section Chief were the following, and the dates on which they joined the War Industries Board Organization are indicated:



## Hardware and Hand Tool Section

11

- |                     |               |   |
|---------------------|---------------|---|
| Mr. L. J. Stoddard  | May 29, 1918  | Gages, Twist Drills, Pneumatic Tools, Reaming and Milling Cutters, Chucks, Scales and Balances, Taps, Dies and Screw Plates, Arbors, Broaches, Collets, Metal Countersinks, Mandrels, and Testing Machines. |
| Mr. T. F. Bailey    | June 6, 1918  | Mill Supplies and Miscellaneous.  |
| Mr. L. J. Wetherell | July 22, 1918 | Textile Machinery, Hack Saws, Saddlers' Tools, Cutlery, Sewing Machines, Lawn Mowers, Shoe Machinery, Needles, Bobbins, Textile Pins.   |
| Mr. E. W. Lively    | July 13, 1918 | Precision Measuring Tools, Woodworking Tools, Conservation.   |
| Mr. William Burgess | Aug. 22, 1918 | Tableware Pottery, Stoneware, Art Pottery, Table Glassware, Lamps and Lanterns.   |
| Mr. W. B. Bryar     | Nov. 7, 1918  | Plumbing and Heating Supplies.  |

## "As You Were"

Mr. A. L. Lincoln      June 20, 1918      Came into Section as a specialist on Twist Drills. Was forced to retire from active connection because of ill health.

The attendance record at the weekly meetings is interesting as showing that there were twenty-four meetings and that of about fifty different men in attendance at one or more meetings twenty-five were from the Army.

Meetings began June 1, 1918—no meeting recorded for June 8th or July 4th. Total Number of Meetings—24.

Mr. M. A. Connor . . . . .	24	Mr. W. A. Graham . . . . .	7
Mr. M. Sargent . . . . .	22	Mr. Warren . . . . .	5
Mr. G. Yeomans . . . . .	19	Mr. Lincoln . . . . .	5
Mr. Stoddard . . . . .	18	Mr. Bryar . . . . .	3
Mr. H. F. Grimes . . . . .	17	Mr. Chandler . . . . .	3
Mr. E. L. Crawford . . . . .	17	Capt. Robinson . . . . .	3
Mr. Lively . . . . .	17	Mr. A. S. Rogers . . . . .	3
Mr. Wetherell . . . . .	14	Mr. Rennick . . . . .	3
Mr. Bailey . . . . .	12	Mr. Atterbury . . . . .	2
Mr. W. F. Fusting . . . . .	11	Mr. Zimmerman . . . . .	2
Mr. Burgess . . . . .	11	Mr. Taylor . . . . .	2
Mr. Walsh . . . . .	10	Mr. Arnold . . . . .	2
Mr. G. W. Welles . . . . .	10	Maj. Williams . . . . .	2
Mr. D. K. Boyd . . . . .	8	Mr. Heacock . . . . .	2
		Lieut. Davis . . . . .	2

Messrs. Schuyler, Abdill, Humphrey, Goodman, Thatcher, Williamson, Ebbert, Dunning, Peck, Coffin, Merrill, Moyer, Diemer, Mitchell, Morris, also Major Archer, Major Stokes, Captain Standart, Captain Batcheller, and Major Hill attended one meeting.

The following extracts are quoted from a report submitted by the Section Chief dated December 14 1918, just prior to the close of the activities of the War Industries Board:

The only serious shortage which has occurred was in needles and in some items of wood-handled tools. There continued to be difficulty in obtaining these materials; but a careful survey of the Wood Products Section showed that a proper distribution of the handles would very much improve the situation, so far as the items dependent on wood handles were concerned.

For the most part commodities in this Section are small units and are closely allied to other commodities. This permits considerable flexibility and has enabled the manufacturers, in cooperating with this Section, to take steps to meet shortages almost as soon as they have occurred. In a general way the difficulties of the Section have not been so much in obtaining material for the Government Departments and the Allies as in determining the relative importance of essential demands both for indirect war work and important civilian work as compared with direct Government and Allied work. With very few exceptions such as pneumatic tools the indirect war and essential demands far exceeded the direct war demands.

One of the most difficult situations which confronted the Section in the early stages was the confusion which existed in the Army Purchasing Departments. Not only were there five separate Army Corps purchasing hardware, but in some of the corps as many as four separate and distinct departments were purchasing without any contact or consideration for the others. It was, therefore, only where industries voluntarily came to the Section for assistance or where purchasing officers, due to a shortage or lack of knowledge, availed themselves of the information in the Section that it was possible to keep in touch.

Gradual coordination of purchases in the Army was a great factor in increasing the influence and opportunity for service of this Section to the Army, but the most important step taken in the direction of cooperation was the appointment from each Government Department actively interested of an accredited representative to be a member of the Section. Shortly after this took place, a meeting of the members of the Section was held and it was determined to hold regularly a weekly meeting.

Consistent with Mr. Baruch's policy, as interpreted by Mr. Peek and Mr. Crawford, it was the effort of this Section—in working with the Government Departments—to assist in guiding their activities, but in no sense to direct. The Section, as a whole, was the directing force of the purchasing policies in conformity with the established policies of each Purchasing Department. The result of this method was a close coordination on the part of all the members. The meetings were well attended and free and frank discussion was encouraged, with the result that a close understanding of the problems which each Department had to meet was developed.

Mr. Baruch having frequently impressed upon all the members of the War Industries Board organization the desirability of keeping the personnel as numerically low as possible, it was the endeavor in the Hardware and Hand Tool Section to keep in general touch with industries, but to avoid asking for detailed information which would mean the loss of valuable time and effort on the part of the industries without giving information which seemed essential in the war program. As soon as evidence of a serious shortage developed, detailed information was obtained, but only after consultation with the industries in order to obtain their expert advice and to reduce to a minimum the facts to be obtained. The Hardware Manufacturers' Organization for War Service, which embraced in its membership a large percentage of manufacturers, proved of great assistance in obtaining important information and as a point of contact between its organization and the Hardware Section.

When Purchasing Departments of the Government found it difficult to obtain prompt deliveries and a shortage on a commodity seemed imminent, the Section promptly placed on the clearance list the items in question in order to keep in closer touch with the actual purchase programs of the Departments. It seemed desirable to limit the clearance list as much as possible for the reason that considerable extra work was required by the Purchasing Departments in clearing commodities, and also because a large clearance list would be confusing and impossible for this Section to properly digest.

A large number of the industries in this Section were protected in obtaining their raw material by automatic priorities. For the most part, the limit of production in these industries was labor. Material was the controlling factor in the output of industries which were not granted



automatic priorities; and especially was this the case in the fourteen industries which were restricted in output by the Priorities Division. These industries were restricted in the effort to conserve labor and material for war needs. Just prior to the signing of the armistice, a number of these industries had reached a rather serious situation in that the restrictions placed on them as regards consumption of raw material made it necessary for them to seek Government work at almost any price which would enable them to get business and keep their plants running. Even with Government work they found it difficult to obtain material to make regular products, as the restrictions covered both civilian and Government work. This section was able to relieve the situation, and by cooperating closely with the Government Departments and with the industries, was able to prevent serious disturbances in the industries.

The contact of the Section with the Army was constant, and questions relating to deliveries, prices, conservation, source of supply, and in fact all other matters which relate to the purchase and manufacture of goods, were brought up for mutual discussion by representatives of the Army and of the War Industries Board Section many times daily.

The advantages to be gained in the war program by an agency like the War Industries Board which acted as a clearing house for the various Purchasing Departments of the Government were clearly recognized by those who were in a position to direct the policies of the Departments. At first, many among the personnel in the Purchasing Departments did not realize the importance of this close coordination. As the war progressed, however, the feeling changed materially so that by the time of the signing of the armistice the general sentiment shown was one of whole-hearted cooperation.

After the signing of the armistice it became evident that the War Industries Board would not continue its activities except for a very brief period. It was therefore determined that the last regular meeting should be that of November 21st. After that date the same close touch between the personnel of the General Supplies Division and the members of the Hardware and Hand Tool Section of the War Industries Board continued as heretofore. The last named, however, definitely brought their work to a close before the middle of December.

MURRAY SARGENT,

*Chairman, Hardware and Hand Tool Section, War Industries Board.*

## THE GENERAL SUPPLIES DIVISION

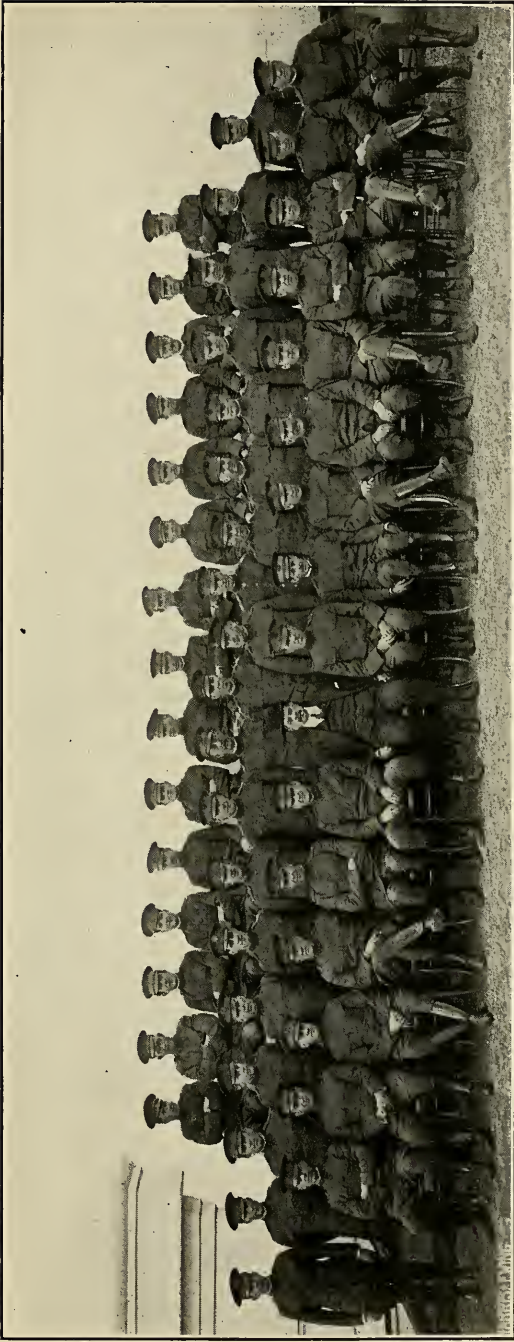
*(The following historical sketch of the General Supplies Division was compiled by Captain H. E. Loomis from information furnished by the chiefs of the various branches of the Division, and was submitted to the historical branch of the General Staff as the official history of the Division.)*

PREVIOUS to February, 1918, Hardware, Hand Tools, Metals, and kindred items, while used in every branch of the Army, were considered in the miscellaneous class and were bought independently as such by each of the different Divisions and Depot Quartermasters of the Quartermaster Corps. Being purchased in this manner and by individual items under the head of Miscellaneous, the real volume of this class of material was not appreciated. But with the constantly increasing size of the Army and number of items used, it became evident that it would be necessary to establish a special branch for the securing of this class of supplies, if this were to be done with due regard to quality, quantity, and economic consideration.

In February, 1918, with such an idea in view, General Goethals, Acting Quartermaster-General of the Army, invited Mr. William A. Graham, of New York City, to come to Washington, for the purpose of considering the segregation of Hardware, Hand Tools, Metals, Sporting Goods, and kindred items, and establishing a separate branch for the procurement of this material.

Mr. Graham accepted the invitation to Washington and after going over the subject carefully with Mr. Albert L. Scott,





Mr. Graham and the Officers of the General Supplies Division



Chief of the Supply and Equipment Division, took the matter under further advisement.

On February 26, 1918, it was decided to create this new branch of the Supply and Equipment Division, Quartermaster Corps, to be known as the Hardware and Metals Branch, and Mr. William A. Graham was appointed to organize the department. Mr. Graham was selected to fill this important position because he had for many years occupied one of the foremost positions in the Hardware Trades, and was, in addition, a graduate of the United States Naval Academy, Annapolis, Md., a hardware man of executive ability and known to be one hundred per cent American.

The items to be procured by this Branch having previously been classed generally under the heading of Miscellaneous, it was somewhat difficult to determine quickly just what quantities and classes of Hardware, Hand Tools, Metals, etc., had been purchased, especially in view of the fact that thirteen different Depots, the Army Transport, and the several different Divisions of the Quartermaster Corps were buying separately, which made in all twenty-two or more branches, in addition to the numerous divisions of other Corps of the Army. This, of course, had had a very bad effect upon the morale of the manufacturers of the country in these industries, and not only handicapped production, but affected the quality of the materials purchased as well.

For the purpose of getting at the general kinds of Hardware, Hand Tools, and kindred items purchased, as well as forming some idea of volume, it was decided to secure from each of the several Divisions, Branches, and Depots of the Quartermaster Corps, a statement showing all articles purchased from July 1, 1917, to March 1, 1918, inclusive, which might be classified under the broad term of *Hardware and Kindred Lines*. Under date of March 18th, a letter, to which a prompt reply was received with the desired infor-

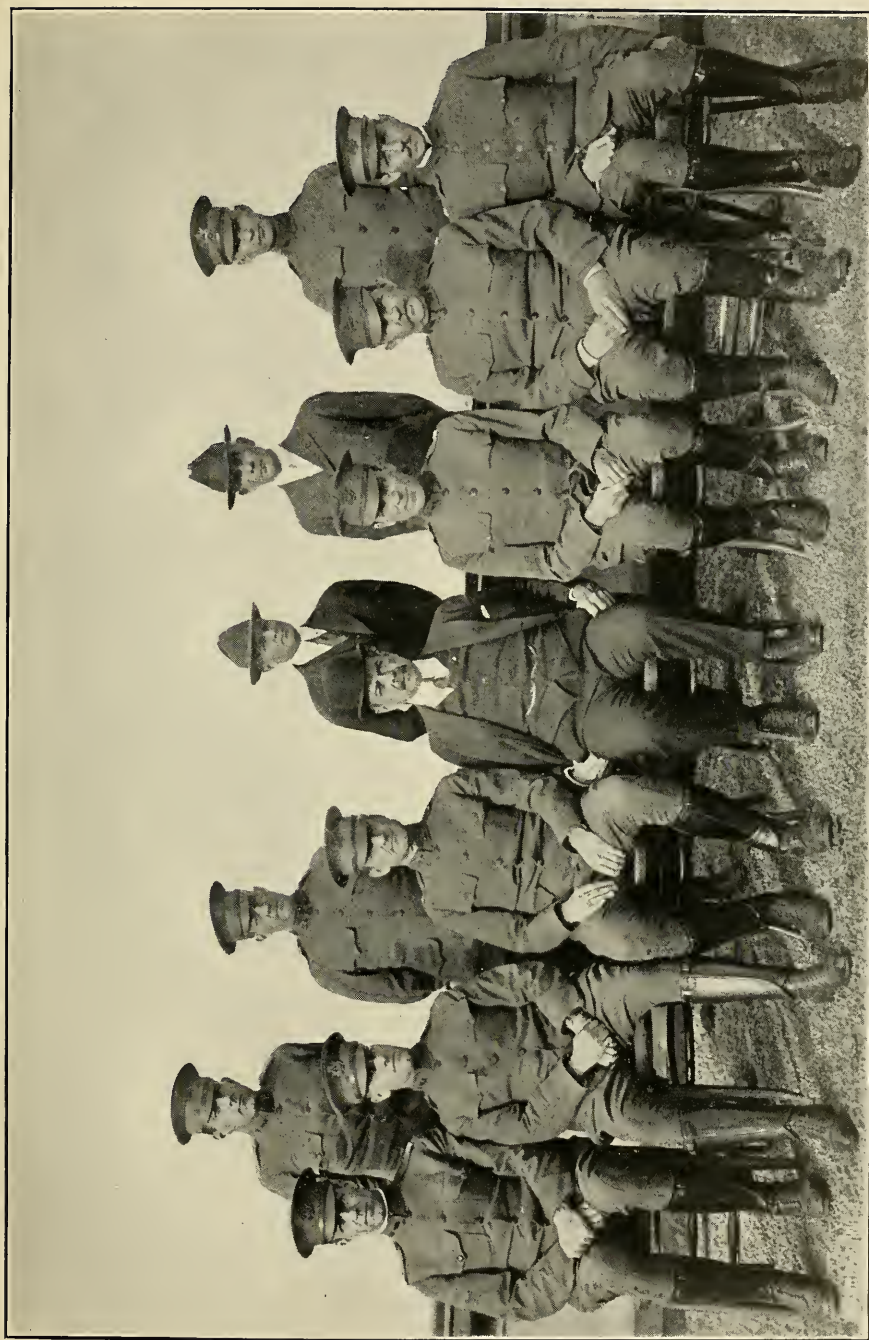
mation, was sent out to the different Divisions, Depots, etc., as follows:

Submit immediately, by mail, to the Office of the Quartermaster-General of the Army, Supply and Equipment Division, statement showing all articles purchased by your office during the period from July 1, 1917, to March 1, 1918, inclusive, coming under the broad term of *Hardware and Kindred Lines*; also, all kinds of Rope, Cordage, and Twine. Use Circular No. 3, Class A, Office Supplies of the Quartermaster-General of the Army, 1917, as a guide in making up this statement, adding thereto purchases of articles of hardware not listed therein, but coming within the trades and classifications:—

Heavy Hardware and Tools	Marine Hardware and Tools
Railroad Hardware and Tools	Plumbers' Hardware and Tools
Contractors' Hardware and Tools	Steam Fitters' Hardware and Tools
Mill Supplies Hardware and Tools	Cast Iron, Soil, and Lead Pipe
Blacksmith Hardware and Tools	Builders', Shelf and Carpenter's Hardware and Tools
Motor Hardware and Tools	Ranges, Stoves, all kinds
Farriers' Hardware and Tools	Stove Supplies and Tools
Machinist Hardware and Tools	Tinners' Supplies and Tools
Wagon Hardware and Tools	All Metal Working, Wood Work- ing and Edge Tools
Linemans' Hardware and Tools	Saddlery Hardware and Tools
Farming and Garden Tools	Scissors, Shears, and Cutlery
Hand and Horse Lawn Mowers	Cobblers' Supplies and Tools
Shoemakers' Supplies and Tools	Helves, Handles of Oak, Ash, Hickory, Poplar, etc.
Woodenware, Small Tool Handles	Metal Sheets
Shooks and other Wooden Articles	Tin Plates
Laundry Hardware Supplies	Rods
Drying Room Hardware Supplies	Bars
Raw Materials, All Kinds	Tubing, All Kinds
Bright Wire Goods	Malleable and Grey Iron Castings and Stampings
Small Forgings	Rope, Cordage, and Twine, All Kinds
Miscellaneous Hardware	

Statement to include all articles contracted for within the period, both received and invoiced, yet to be received, and purchase orders not yet





The Chief and the Branch Chiefs of The General Supplies Division

Top Row—Left to Right:

Major W. R. Batcheller. Major Joseph Odlin. Mr. George W. Welles. Mr. W. F. Fusting. Major E. A. Darr

Lower Row:

Major J. H. Curtin. Major T. M. Lynch. Lieut. Colonel H. P. Hill. Mr. William A. Graham. Lieut. Colonel H. L. Arnold.  
Major George H. Richards. Major H. D. Moore





completed. Statement to show name of article (or class), unit, total quantity, and total cost of each article or class. Entire report to be totaled to show cost of all purchases.

Wherever possible, bolts and similar articles are to be consolidated under one heading. For example: "Bolts, Assorted, All Kinds and Sizes." Total quantity to be combined in one unit, and total cost in one unit.

By the term "Article" is meant a single consolidated item, such as Adzes and Axes.

By the word "Class" is meant a combination of items, such as is covered by one word, for instance, "Enamelware," under which all enamelware will be bulked as one unit, naming only total cost.

Similar treatment should be given to all Household, Kitchen, Mess, Camp, and Galley Hardware Supplies, combining all Hollow-ware under one item, as well as Tinware, Sheet Metal, Galvanized Ware, Woodenware, Glassware, Flatware, Crockery, China, and Earthenware.

Classify Screws as Wood and Machine; Hammers as Heavy and Sledges; and Handled Hammers, Assorted Sizes.

It is necessary that the Department quickly receive a concise statement of each article or class, giving total volume or quantity of each, total cost of each, with a final footing of the grand total cost.

It is not intended that each kind and size of article or class be enumerated.

If uncertain whether an article or class comes under the trades listed, include rather than omit it in your statement.

Telegraph acknowledgment of this letter and specify date your statement or report will be mailed to this Office.

By authority of Acting Quartermaster-General.

(Signed) WM. A. GRAHAM,  
Chief of Branch.

WAG:ML

Upon receipt of the different statements, they were tabulated and combined into one general statement, showing the purchases for the eight months to have been over seventy-five millions of dollars. Yet the statement did not fully cover the line, nor had the American Expeditionary Forces been receiving the desired quantities of this class of material.

## "As You Were"

Sufficient information, however, was furnished to indicate just what class of personnel was necessary for the proper procurement of the goods needed by the Army. With this information before him, immediate steps were taken by Mr. Graham to secure men of expert knowledge and executive ability, not only to assist in the formation of the organization, but to take charge of its different sections. In making up the personnel of the Branch, effort was made to enlist the services of men who were not connected with institutions from whom the various sections of the Branch were likely to purchase. Such men were asked to come to Washington, and notwithstanding that a number of these men were occupying high executive positions, they, realizing the necessity, made the sacrifice and came promptly.

Before the complete organization of the Hardware and Metals Branch could be effected and its various leading personnel invited by Mr. Graham could arrive in Washington, heavy authorizations for procurement came in from the American Expeditionary Forces through the Requirements Branch. The authorizations for purchase were very indefinitely stated, without sufficient regard to the proportionate quantities of sizes, classes, and styles of goods required.

A few months prior to this, in anticipation of the necessity for concerted action when the country should demand the best and most efficient service of every citizen, the Hardware Manufacturers Organization for War Service had been formed. In this emergency, its Executive Committee, composed of Messrs. Murray Sargent, Alexander Stanley, Chas. W. Asbury, and Fayette R. Plumb, and a little later, Mr. Isaac Black, of New Britain, Conn., were requested by Mr. Wm. A. Graham to come to Washington for consultation and temporary assistance. These gentlemen responded at once, and rendered very effective assistance.

A plan was outlined by Mr. Graham, by which a number of



Harry L. Arnold was born July 24, 1877, in New York, N. Y.

Was graduated from the Public Schools, Brooklyn, N. Y., 1892.

His early years in business were spent with the New York office of Miller, Sloss & Scott, of San Francisco.

1902—Was placed in charge of the New York office of Pacific Hardware & Steel Co., successors to Miller, Sloss & Scott.

1912—Accepted position of Assistant Manager of Pacific Hardware & Steel Co., branch at Los Angeles, Cal.

1914—He was elected Secretary and Treasurer of Terre Haute Malleable & Mfg. Co., Terre Haute, Ind.

1918—In March, at the request of William A. Graham, he joined the branch which later became the Hardware & Metals Division. In the early days of the Branch, he was in charge of the buying of many items of hardware and metals, and assisted the Chief in organizing various departments.

Mr. Arnold received his commission as Major in July, and was selected to serve as Liaison Officer, representing the Hardware & Metals Division on the Staff which accompanied Col. Letcher Hardaman overseas on a tour of investigation, in which conditions of transportation were observed and a careful study made of the uses of various supplies and the character of service required from them.

On his return to Washington in October, he submitted a report to his Division, which supplied much valuable information to the procurement offices.

On October 30th, he was promoted to the rank of Lieut.-Colonel.

December 10th, Col. Arnold resigned his commission and was honorably discharged following which he resumed his position of Secretary and Treasurer of the Terre Haute Malleable & Mfg. Co.



Lieut. Colonel H. L. Arnold





industries were assigned to each gentleman, who was then to call a meeting at some convenient point of one hundred per cent of the manufacturers of those industries for the following purposes:—

(1) To establish practical or standard sizes, styles, and qualities of products and the proportionate quantities that ought to be shipped to meet properly the overseas requirements.

(2) To provide ways and means for the immediate and sufficient production of the right quality and in the requisite quantity.

(3) To lay before the Hardware and Metals Branch of the Supply and Equipment Division all details as to the production of each industry, together with correct tables or tariffs of styles, sizes, qualities and the proportions used of each.

This information having been collected, it was immediately placed before Mr. Graham, who was thus enabled through his assistants to receive bids or to make procurements of these large emergency purchases in the least possible time, and to ship to the other side such kinds, styles, and sizes as were most needed.

As the individuals who would use these various tools were the same men who as mechanics a few months previously in civilian life were using the various classes of tools, it was fair to assume that the classes, styles, and sizes of tools which they had formerly worked with would be the proper material to procure for efficient work in the Army. Not only would these tools naturally be the standard classes, styles, and sizes which had been made by each industry, but by their procurement the maximum production of the various industries would be secured.

It is fair to state that when the manufacturers were called together and the situation explained, they were much interested and rendered every assistance possible to arrive at the

desired results. In many instances they went to considerable expense, going back five or six years prior to the war in their factory records, in order to make up a correct table or tariff of sizes and styles. This information from one manufacturer alone might be misleading, but including as it did all the factories of the industry, it established as nearly as possible the correct tariff.

The Hardware and Metals Branch was thus enabled to procure not only the desired quantities but to obtain the right styles and sizes, and this with a largely increased efficiency and production in the different plants and a very material saving of money as well.

This assistance as above outlined by the manufacturers was applicable to almost all lines of tools and similar purchases, but in order to better understand the valuable results thus obtained by the Government, an illustration of two items, namely, files and bolts, will suffice to show how this procedure worked out.

Large quantities of all kinds of both files and bolts were required for immediate shipment. The specifications were so erroneous, however, as to the proportionate quantities of many sizes and kinds that it was necessary to correct them before taking action as to purchase. From a patriotic standpoint, manufacturers had already severely criticized previous similar specifications that had been purchased over their protest. While the total quantity called for might be correct, the sizes specified were entirely at variance with the demand which experience dictated. If shipment had been made in accordance with the requirements as stated the result would have been an actual shortage of many sizes most in use by the practical workman or mechanic, and a corresponding accumulation of many sizes rarely manufactured or demanded. This would have meant not only a shortage in production and stock of the sizes particularly needed, but a heavy and increased

expense for other sizes out of all proportion to the general requirements of the world at large.

Criticism was easy, but to make a practically correct specification was a different and difficult matter.

The production of one manufacturer (of files or bolts) might be confined largely to one class of work, while another factory's production would consist of another style and the output of a third factory would represent an entirely different class.

By getting the average tariffs from each manufacturer and amalgamating the results of one hundred per cent. of the industry, specifications were thus obtained for all kinds and classes of work such as might be required the world over, and which would apply equally as well to the needs of the Army.

The procedure followed on files was to call a meeting representing one hundred per cent. of the manufacturers of the industry. It was learned that one manufacturer had already been giving this matter serious thought and in fact had made a thorough investigation. This manufacturer was requested to submit such information as he had at hand on the assumption of the files being used by 4,000 to 10,000 machine shop mechanics on all classes of work.

This he did as explained in the following copy of his report:

Assuming as a basis for our estimate that each unit will consist of:

A Machine Shop, containing a Lathe				
Drop Forging Plant				
	Shaper	which would probably take	5	men
Horseshoeing Shop	"	"	"	2 "
Blacksmith Shop	"	"	"	2 "
Woodworking Shop	"	"	"	2 "
			Total	11 men

Now, these eleven men working constantly in a unit equipped as above, would in our judgment have occasion to use in the first year of such work, files approximately covering the attached memoranda, which we have numbered as follows:

## “As You Were”

For the Machine Shop.....	No. 1	157 dozen
Horseshoeing Shop.....	No. 2	33 “
Blacksmith Shop.....	No. 3	20 “
Carpenter Shop.....	No. 4	30½ “
And for the X-F variety of files for repairing instruments, guns, etc.	No. 5	71½ “
Total		312 dozen

### LIST NO. 1--MACHINE SHOP

INCH	3	4	5	6	8	10	12	14	16	TOTAL DOZEN
	Doz.	Doz.	Doz.	Doz.	Doz.	Doz.	Doz.	Doz.	Doz.	
Flat Bastard.....				2	5	6	8	8	2	31
Flat Second Cut.....						1	1	1		3
Flat Smooth.....				2	3	3	2	1		11
Hand Bastard.....					1	1	1	1		4
Hand Second Cut.....						1	1			2
Hand Smooth.....					1	1	1	1		4
Half Round Bastard.....				3	6	5	6	6	3	29
Half Round Second Cut.....						1	1	1		3
Half Round Smooth.....				2	3	3	2	1		11
Round Bastard.....				3	3	3	3	1½	1	14½
Round Smooth.....				1	1	1	½	½		4
Square Bastard.....				1	1	1	1	1	½	5½
Square Second Cut.....						1	½	½		2
Ward Bastard.....	1	2	2	3	1					9
Mill Bastard.....				2	3					5
Mill Bast. Lathe Work.....						4	5	3		12
Square Bastard.....				1	1	1	1			4
Three Square Smooth.....				1	1	1				3
Total dozen per unit...										157

### LIST NO. 2--HORSESHOEING SHOP

INCH	8	10	12	14	16	TOTAL DOZEN
	Doz.	Doz.	Doz.	Doz.	Doz.	
Plain Rasp Half File.....					30	30
Half Round Bastard.....				2		2
Mill Bastard.....			1			1
Total dozen per unit						33

## LIST NO. 3—BLACKSMITH SHOP

INCH	8	10	12	14	16	TOTAL DOZEN
	Doz.	Doz.	Doz.	Doz.	Doz.	
Half Round Bastard.....		1	1	1		3
Wood Rasp.....		1	1	1		3
Cabinet Rasp.....	1	1	1			3
Round Bastard.....	1	1	1	1	1	5
Flat Bastard.....		1	1	1	1	4
Flat Middle Cut.....			1	1		2
Total dozen per unit.....						20

## LIST NO. 4—CARPENTER SHOP

INCH	4	5	6	8	10	12	TOTAL DOZEN
	Doz.	Doz.	Doz.	Doz.	Doz.	Doz.	
Slim Taper.....	1	2	2	1			6
Taper.....	1	1	1	1	1		5
Mill Bastard 1 Rd. Edge.....			1	3	3	2	9
Round Bastard.....	1		1	1			3
Square Second Cut.....	1		1	1			3
Ward Bastard.....	1	1	1				3
Half Round Bastard.....						½	¾
Half Round Second Cut.....				1			1
Total dozen per unit.....							30½

## LIST NO. 5—X-F FILES FOR REPAIRING INSTRUMENTS, GUNS, ETC.

INCH	3	3½	4	5½	6	8	10	TOTAL DOZEN
	Doz.	Doz.	Doz.	Doz.	Doz.	Doz.	Doz.	
Pillar No. 0.....			1		1	1	1	4
“ No. 2.....			1		1	1	1	4
“ No. 4.....					1	1		2
Pillar Narrow No. 0.....			1		1	1	1	4
“ “ No. 2.....			1		1	1	1	4
“ “ No. 4.....					1	1		2
Pillar Ex. Narrow No. 0.....			1		1	1	1	4
“ “ No. 2.....			1		1	1	1	4
“ “ No. 4.....					1	1		2



# "As You Were"

LIST NO. 5—X-F FILES FOR REPAIRING INSTRUMENTS, GUNS, ETC.—*Cont'd.*

	INCH							TOTAL DOZEN
	3	3½	4	5½	6	8	10	
	Doz.	Doz.	Doz.	Doz.	Doz.	Doz.	Doz.	
Barrette No. 2.....			I		I			2
Half Round No. 0.....	I		I		I			3
"    "    No. 2.....			I		I			2
"    "    No. 4.....			I		I			2
Round No. 0.....			I		I			3
"    No. 2.....	I		I		I			3
Square No. 0.....			I		I			2
"    No. 2.....			I		I			2
"    No. 4.....			I		I			2
3 Square No. 0.....			I		I			2
3    "    No. 2.....			I		I			2
3    "    No. 4.....			I		I			2
Crochet No. 2.....					I			I
"    No. 4.....					I			I
Hand No. 0.....					I		½	I ½
"    No. 2.....					I		½	I ½
"    No. 4.....					I		½	I ½
Slitting No. 0.....			I		I			2
"    No. 2.....			I		I			2
Metal Saw No. 2.....		I			I			2
Die Sinker's Asst. No. 0.....		I						I
Rd. Handle Needle Asst. No. 2.....				I				I
Total dozen per unit.....								71 ½

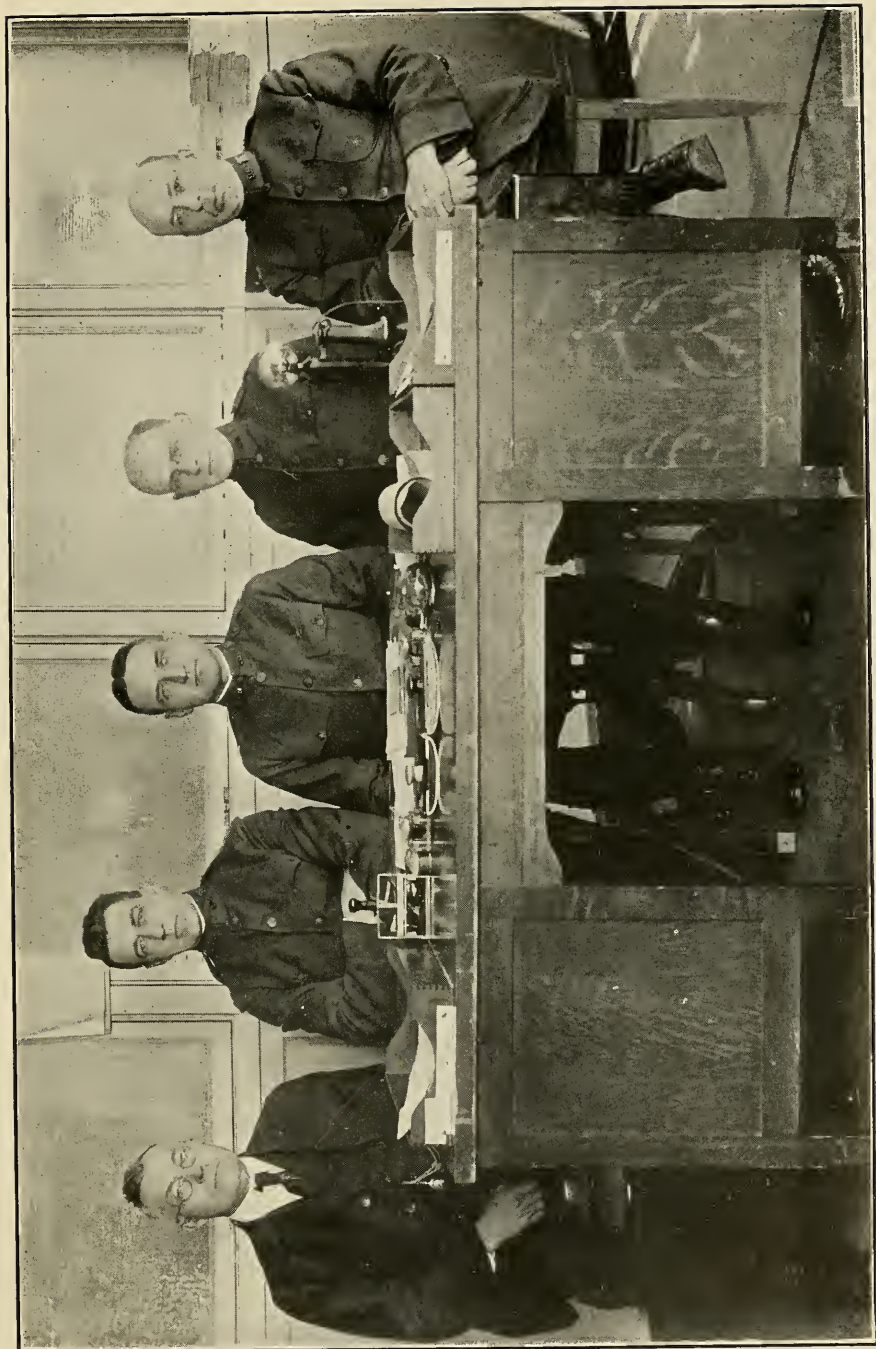
Now, if one unit only were equipped to do the full range of repair work required, there doubtless would be needed, approximately, for the first year an assortment of files as above indicated and as shown by the total memoranda. But all the files would not, necessarily, be used or worn out in the first year; therefore, for two or three years' equipment it would be unwise to multiply this total by two or three.

Suppose there were ten thousand machine shop mechanics. Dividing this quantity by eleven, to get the number of such units, and multiplying the number of files in a unit by the result, it makes an astounding quantity of files. Therefore, some person who understands far better than we do the kind and variety of repairing and the need for files in these units, should go over our estimates most carefully.

We hesitate to submit these figures, but we want to be of assistance, and this is the result at which we arrive by using our best judgment in connection with the information at hand. It should, of course, be submitted without any responsibility on our part, for we are very nearly in the dark as to what is needed. We hope it will be of some value.

After the above data had been gotten together and put in the hands





Board of Contract Review—General Supplies Division  
Established April 1, 1919



of the superintendent of the factory for comparison, it was found to be about in accordance with the run or the output of this factory.

The run of each factory was then considered by the other manufacturers independently, and by combining the results it was found a unit of all styles and kinds was reduced from 312 dozen to 305 dozen per year per unit, which established the quantities, styles, and sizes that would be used in a shop doing all classes of work.

The following table shows the final result arrived at by one hundred per cent of the industry as a schedule for ordering files:

### SCHEDULE FOR ORDERING FILES

EACH UNIT TO CONSIST OF THE FOLLOWING ASSORTMENT OF SIZES AND STYLES

	INCH	3	4	5	6	8	10	12	14	16	TOTAL DOZEN
		Doz.	Doz.	Doz.	Doz.	Doz.	Doz.	Doz.	Doz.	Doz.	
Flat Bastard.....					2	5	7	10	10	3	37
“ 2d Cut.....						2	2	2	1		7
“ Smooth.....					2	3	3	2	1		11
Half Rd. Bastard.....					3	6	6	9	9	3	36
“ “ 2d Cut.....						2	2	2	1		7
“ “ Smooth.....					2	2	2	2	1		9
Hand Bastard.....						2	2	2	2	1	9
“ “ 2d Cut.....							1	1	1	1	4
“ “ Smooth.....							1	1	1		4
Round Bastard.....			1		4	5	5	5	3	2	25
“ 2d Cut.....					1	2	2	2	1		8
“ Smooth.....			1		1	1	1	1	1		6
Square Bastard.....					1	2	3	3	3	2	14
“ 2d Cut.....			1		1	1	1	1	1		6
“ Smooth.....			1		1	1	1	1	1		6
Warding Bastard.....		1	3	3	4	1					12
Knife Bastard.....					2	2	1	1			6
“ Smooth.....					1	1	1				3
Mill Bastard.....					6	9	12	18	9		54
“ 2d Cut.....					1	1	2	2			6
“ Bastard I. R. E.....					1	5	5	4			15
Tapers.....			1	2	2	1	1				7
Slim Tapers.....			1	2	2	1					6
Pillar Bastard.....						1	1	1	1		4
“ 2d Cut.....							1	1	1		3

Total dozen per unit... 305

By dividing the total number of dozens of files required by the number of files per unit, it gave the number of units to be shipped.

For example, the Hardware and Metals Division received from the A. E. F. requisitions for, approximately, 439,200 dozen files, assorted kinds and sizes. The Hardware and Metals Division, instead of ordering the quantity of each size, style, and kind as specified on the requisition, used the unit tariff outlined. By dividing the total number of files, 439,200 dozen, by the number of dozens to the unit, 305 dozen, the fact was established that 1,440 units were required. Orders were then placed for files in accordance with the unit tariff. For example, 1,440 units, or 1,440 multiplied by 37 dozen, or 53,280 dozen Flat Bastard Files, the sizes being proportioned as shown by the unit tariff for 6", 8", 10", 12", etc., which made up 37 dozen to the unit.

It thus became possible for the Hardware and Metals Division to make up the correct specifications as to styles and sizes that would undoubtedly meet the needs of the A. E. F., and to act on the emergency requirements for immediate purchase. At the same time, this information was forwarded overseas for the purpose of establishing a tariff for future requirements, and met with approval.

In this particular emergency purchase, with the tariff as corrected from the original specification, the manufacturers were enabled not only to make immediate shipments and to run at full production, but in the way of economy it meant to the Government a saving of something over \$250,000.00.

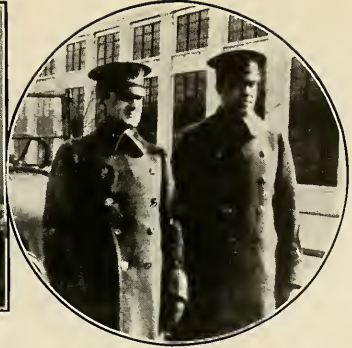
The procedure followed on bolts was to call together the industry, composed of about seventy manufacturers, who in turn elected an executive committee empowered to collect data as to the output of the different factories. This was done, some of the manufacturers going back over their records for a period of five or six years in order to get at the proper average.

The data from the different factories was amalgamated,





Murphy never could make his eyes behave



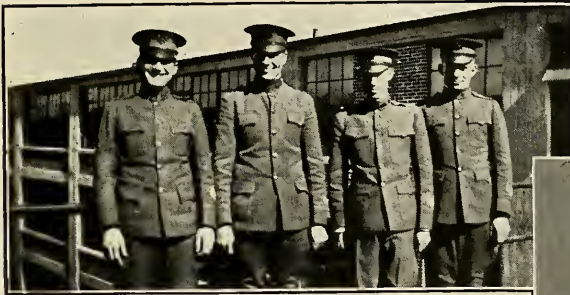
Waiting for the bus: Lucky fellows!



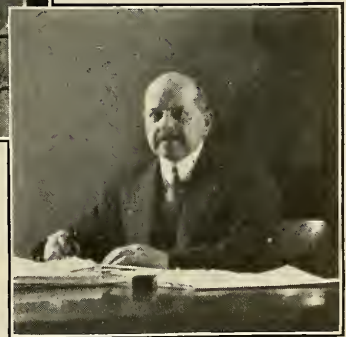
The only major left in 1919



The new chief and his trusty secretary



Colonel Hill and his staff



The "Big Chief" who put the H. and M. Division on the map





and a schedule formed which actually represented a tariff on the different styles and sizes, as shown by the records, of one hundred per cent of the industry.

The work necessary to accomplish this was immense, and the thanks of the Government are due to the bolt manufacturers for the interest shown and the amount of work done by them in preparing this information which was needed to meet in the proper manner the overseas requirements.

When this schedule was completed, it was found that whereas under the original specifications immediate shipment of any substantial quantity was impossible, under the manufacturers' schedule of tariffs, the industry was able to supply at once from stock 26,000,000 bolts out of the total of 127,180,387 called for in the specification. From an economical and financial standpoint, the difference between the corrected specification and the original specification on this particular authorization for purchase, represented a saving of \$3,738,081.42, as shown by the following letter and statements:

May 29, 1918.

MEMORANDUM:

No: 400.11 Specifications S. & S.—H. & M.

From: James Gill, Buyer

To: Wm. A. Graham, Chief, Hardware and Metals Branch,  
Supply and Equipment Division

Subject: Original and Correct Specifications—BOLTS

1. Attached find memorandum in dollars and cents and total pieces showing the difference between the original bolt specifications as received by this Department for purchase, and the corrected specifications as suggested by the Nut and Bolt Industry, which resulted in a saving on this order of \$3,738,081.42.

2. In explanation of this, your attention is called to the fact that the original specification called for, approximately, 127,180,387 pieces, and the corrected specification for 125,285,000 pieces.

3. The greater portion of this difference is in the quantities of large Carriage Bolts, the original specification calling for . . . . 39,945,458 pieces

## “As You Were”

Corrected specification calling for..... 9,700,000 pieces

4. The original specification on small Carriage Bolts called for.....31,839,741 pieces

Corrected specification called for.....60,300,000 “  
the general total being about the same.

5. It must also be taken into consideration that the original specification called for, approximately, 5,000,000  $\frac{5}{8}$ ” Stove Bolts. This is a size not used nor made by the Stove Bolt Manufacturers, and the item was therefore canceled. In making up the corrected specification, about 2,000,000 of this quantity were added to the smaller diameter Stove Bolts.

### ORIGINAL SPECIFICATION

BOLTS		Total Pieces
Carriage, small	31,839,741	
“ large	39,945,458	
	71,785,199	
Machine, small	4,564,704	
“ large	12,981,480	
	17,546,184	
Stove, F. H.	13,313,720	
“ R. H.	13,123,524	
	26,437,244	
Tire		11,411,760
	Total	127,180,387

### CORRECTED SPECIFICATION

BOLTS		Total Pieces
Carriage, small	60,300,000	
“ large	9,700,000	
	70,000,000	
Machine, small	6,775,000	
“ large	11,395,000	
	18,170,000	
Stove, F. H.	13,000,000	
“ R. H.	13,000,000	
	26,000,000	
Tire		11,115,000
	Total	125,285,000

# The General Supplies Division

31

## ORIGINAL SPECIFICATION

			Total Cost
<b>BOLTS</b>			
Carriage, small	\$997,938.61		
Less 50-5	<u>523,917.77</u>	\$474,020.84	
Carriage, large	6,454,049.28		
Less 40	<u>2,581,619.71</u>	3,872,429.57	
Machine, small	101,488.60		
Less 50-10-5	<u>58,102.22</u>	43,386.38	
Machine, large	775,551.70		
Less 40-10	<u>356,753.78</u>	418,797.92	
Tire	211,036.57		
Less 50-10-5	<u>120,818.44</u>	90,218.13	
Stove	1,224,767.13		
Less 70-10	<u>894,080.00</u>	830,687.13	
			\$5,229,539.97

## CORRECTED SPECIFICATION

<b>BOLTS</b>			
Carriage, small	\$1,087,660.00		
Less 50-5	<u>571,021.50</u>	\$516,638.50	
Carriage, large	448,051.50		
Less 40	<u>170,220.60</u>	268,830.90	
Machine, small	162,436.00		
Less 50-10-5	<u>92,994.61</u>	69,441.39	
Machine, large	843,406.50		
Less 40-10	<u>387,966.99</u>	455,439.51	
Tire	161,984.00		
Less 50-10-5	<u>91,880.85</u>	70,103.15	
Stove	411,130.00		
Less 70-10	<u>300,124.90</u>	111,005.10	
			\$1,491,458.55
Saving on the above revised specification			\$3,738,081.42

This saving of \$3,738,081.42 as shown by the foregoing report would be largely increased if the cubic measurement and cost of ocean freight were taken into consideration. The freight cost per cubic foot was heavy, and the material on the corrected specification would be many thousands of cubic feet less than on the original specification.

The tariff as arranged by the manufacturers meant also the maximum production of requirements.

It was gratifying to receive word back from overseas that the manufacturers' tariff had met with approval and completely covered the needs.

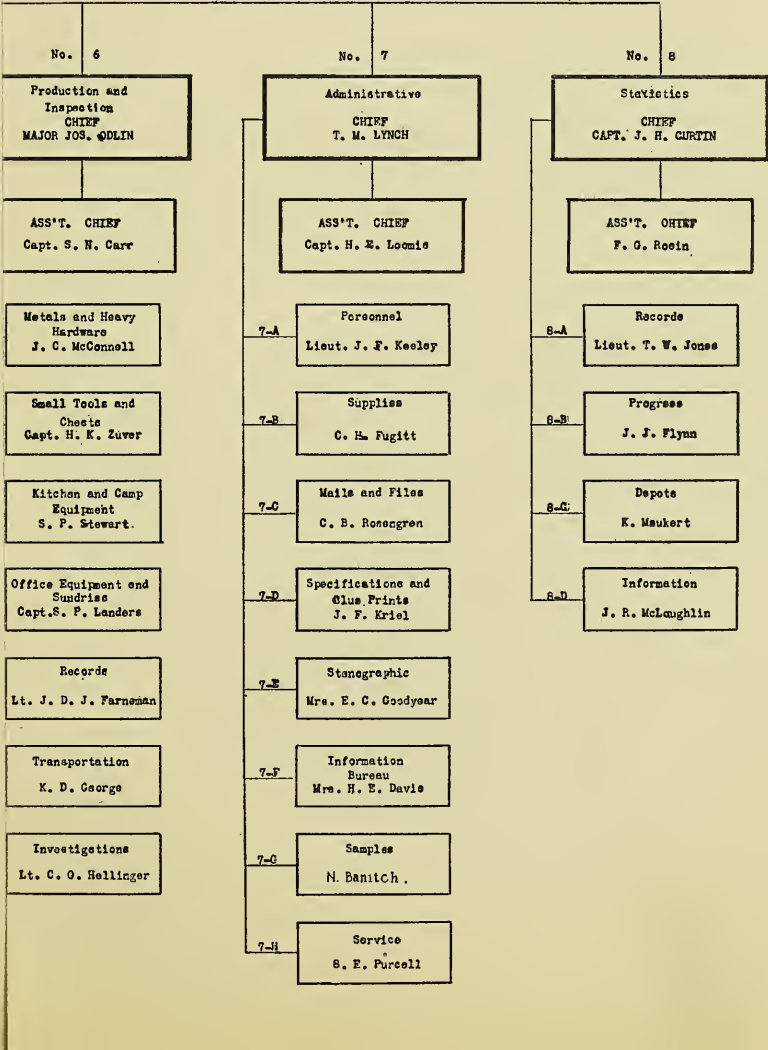
The foregoing illustrations show what was accomplished by getting together a full complement of the industries manufacturing the different items which were bought in volume. The manufacturers in each industry met at New York City or such other places as were most convenient. Explanations were made by the gentlemen comprising the executive committee as to just what the requirements were, with the result that the manufacturers entered into the spirit of the occasion, and not only placed the Branch in a position to purchase promptly and intelligently and to put out bids for the goods without delay, but the manufacturers themselves in many instances set aside all other work in an endeavor to further the interest of the Government. In consequence, the goods began to come along faster than they could be moved from the various plants.

The assistance so ably rendered by these gentlemen of the Executive Committee of the Hardware Manufacturers' Organization for War Service in addition to the individual efforts of the manufacturers, enabled the Branch to accomplish the results in the least possible time and with much saving financially.

As the many corrections were made and the information communicated overseas, it was gratifying in due course to

ASS'T. TO CHIEF  
INSIDE RELATIONS  
MAJOR H. P. HILL

Priorities and  
Clearances  
Lieut. H. F. Murphy







OFFICE OF THE QUARTERMASTER GENERAL OF THE ARMY

HARDWARE AND METALS DIVISION

ORGANIZATION CHART No 1-A

WEP

CHIEF OF DIVISION  
WM. A. GRAHAM

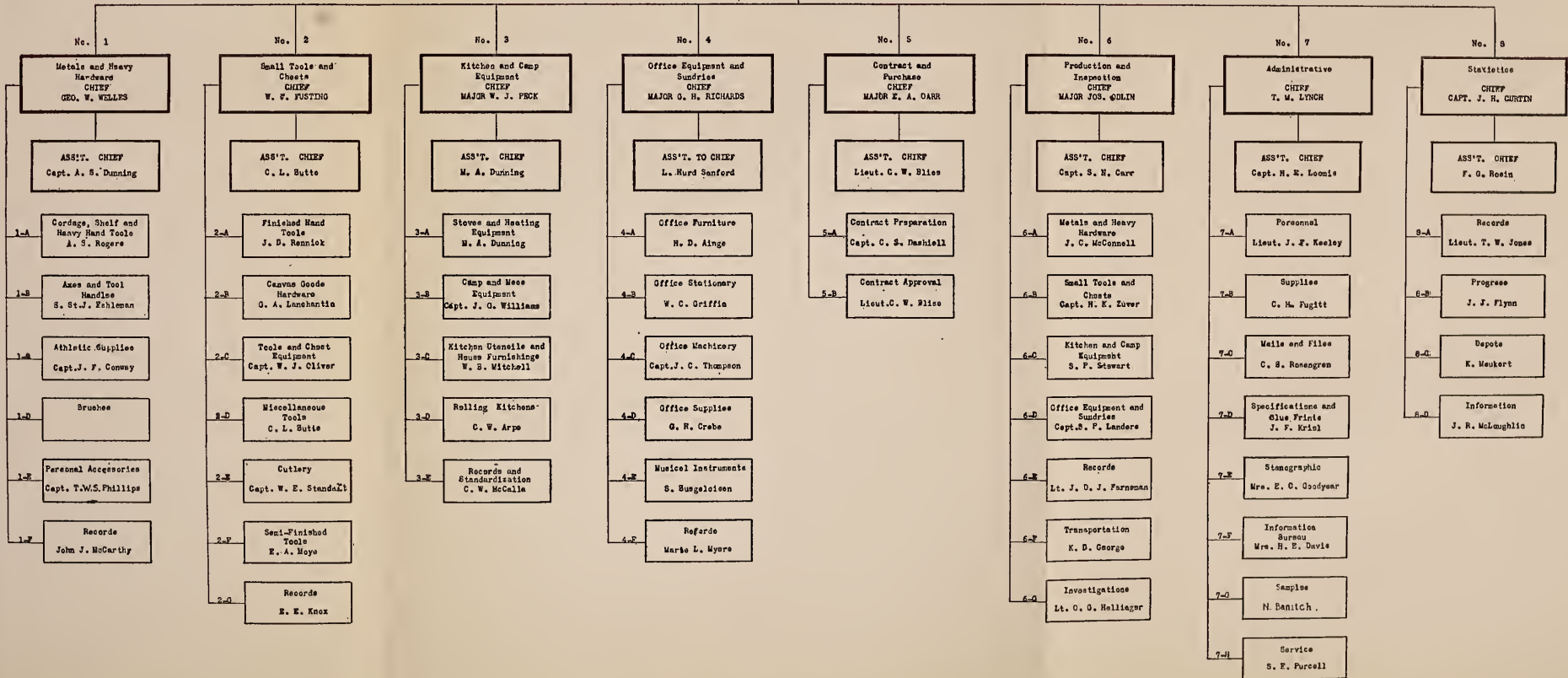
ASS'T. TO CHIEF  
OUTSIDE RELATIONS  
(LIAISON OFFICER)  
MAJOR H. L. ARNOLD

ASS'T. TO CHIEF  
INSIDE RELATIONS  
MAJOR H. F. BELL

Interbureau  
Procurement  
T. S. McKaig

Priorities and  
Clearance  
Lieut. H. F. Murphy

BRANCHES





receive word from the A.E. F. to ship these various products in accordance with the manufacturers' tariffs.

Meanwhile, the organization of the Hardware and Metals Branch was progressing, and Mr. E. L. Warren, of New Britain, Conn., an expert on organization, assisted very materially in many of the details. Finally, under date of April 16, 1918, Order No. 376, from the office of the Acting Quartermaster-General was issued (a copy marked Exhibit "A" appears on page 116) officially establishing the Branch, and appointing Mr. William A. Graham as Chief.

By the time the reports from the manufacturers in the various industries came back to Mr. Graham, the Branch was in such good working condition that it was possible, in the making of procurements, to profit by the splendid work performed by the gentlemen referred to above, and to take full advantage of the preparatory work done by them and by the manufacturers of the different industries.

It became the established rule of the Hardware and Metals Branch, in order to get both quality and production, to buy only standard qualities and grades of tools and materials. Production, quality, and price were invariably considered in making a purchase. Furthermore, it was the invariable practice of the Branch in every possible instance, to give one hundred per cent of each industry an opportunity to assist in the fulfillment of a desired procurement.

With the large volume of procurements which it was necessary to purchase, it was deemed advisable by the middle of May to separate this Branch from the Supply and Equipment Division, and to organize a separate Division. On May 18, 1918, Office Order No. 412, issued by the office of the Quartermaster-General of the Army (a copy marked Exhibit "B" appears on page 120) was published, which created the Hardware and Metals Division, as effective on June 1, 1918, and with Mr. William A. Graham as Chief. The Division consisted of

four branches, of which three were for procurement, and one, administrative (a copy of Office Order No. 459, marked Exhibit "C" appears on page 121). The function of this Division was the procurement of all items of Hardware, Hand Tools, Metals, and kindred items, and this was later added to by the assigning to this Division the purchase of all Office Equipment and Sundries Supplies.

This Division also functioned through the different Zone Supply Officers in the production and inspection of all items purchased by the organization. With the large expansion of the Army as provided for by the plan of the General Staff, the plans for the procurement of different items needed for the Army overseas became in some cases more difficult, the program in connection with some requisitions being of such volume as to tax the entire resources of the industry.

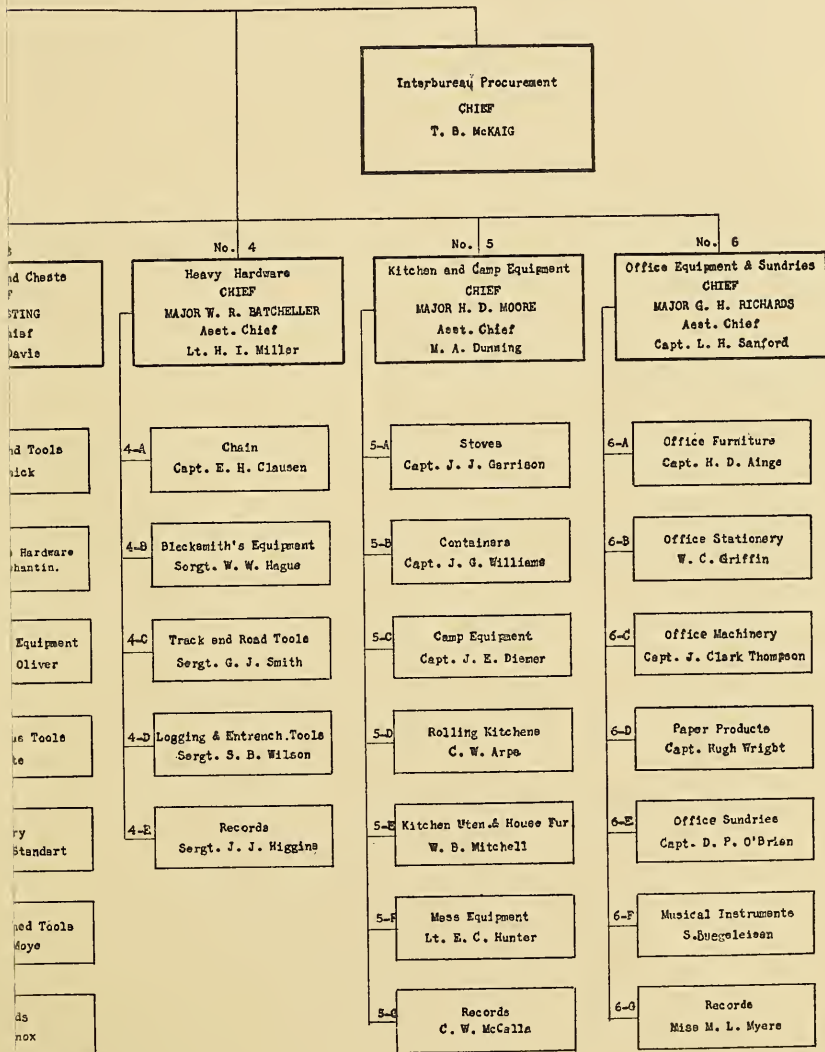
The consolidation of purchases of Hardware and Metals items of all branches of the Army service, which became effective July 1, 1918, correspondingly increased the work of this Division, and personnel was added by the transfer from other corps and bureaus, of persons who had been engaged in the procurement, production, and inspection of the items transferred to this Division for purchase.

With the rapid development of the Division after July 1st, resulting from the consolidation of purchase, it was necessary to create additional branches and under date of July 17th, Office Order No. 506, issued from the office of the Quartermaster-General of the Army prescribed the following as the organization of the Hardware and Metals Division:

- Branch No. 1—Metals and Heavy Hardware, in charge of Mr. George W. Welles;
- “ No. 2—Small Tools and Chests, in charge of Mr. W. F. Fusting;
- “ No. 3—Kitchen and Camp Equipment, in charge of Mr. W. J. Peck;

WAR DEPARTMENT  
 PURCHASE AND TRAFFIC DIVISION  
 GENERAL STAFF  
 OFFICE OF DIRECTOR OF PURCHASE AND STORAGE  
 OFFICE OF DIRECTOR OF PURCHASE  
 GENERAL SUPPLIES DIVISION

ORGANIZATION CHART NO. 1:  
 NOVEMBER, 11<sup>TH</sup> 1918







WAR DEPARTMENT  
PURCHASE STORAGE AND TRAFFIC DIVISION  
GENERAL STAFF  
OFFICE OF DIRECTOR OF PURCHASE AND STORAGE  
OFFICE OF DIRECTOR OF PURCHASE  
GENERAL SUPPLIES DIVISION

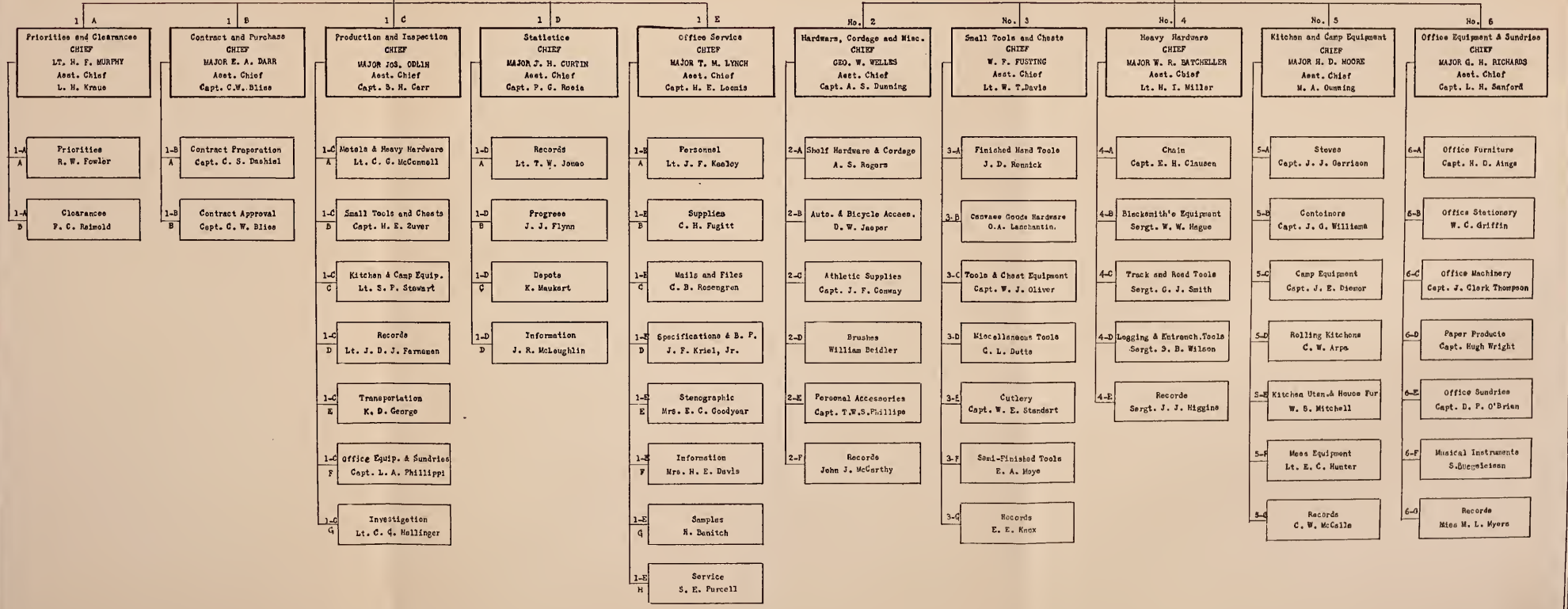
CHIEF OF DIVISION  
WM. A. GRAHAM  
SECRETARY  
GUY E. WARREN  
ASST. CHIEF OF DIVISION  
LT. COL. H. L. ARNOLD

ORGANIZATION CHART No. 1  
NOVEMBER 11<sup>TH</sup> 1918

BRANCHES

No. 1  
Administrative  
CHIEF  
LT. COL. H. P. HILL  
Asst. Chief  
Lt. J. K. Bangs

Interbureau Procurement  
CHIEF  
T. B. McKaig





- Branch No. 4—Office Equipment and Sundries, in charge of Mr. G. H. Richards;
- “ No. 5—Contract and Purchase, in charge of Mr. E. A. Darr;
- “ No. 6—Production and Inspection, in charge of Capt. Jos. Odlin;
- “ No. 7—Administrative, in charge of Mr. T. M. Lynch.

This order also added Office Equipment to the list of articles to be purchased by this Division and assigned to the Division all supervision over the service and supplies connected with the care and production of regular supplies of the Quartermaster Corps and with respect to supplies and service authorized to be contracted for by the Quartermaster Corps, but not expressly assigned to any other Division of the Office of the Quartermaster-General.

It will be noted by the above-mentioned order that the duties of this Division were further increased and it again occasioned a considerable increase in the personnel.

Office Order No. 506 referred to appears on page 126 as Exhibit “D.”

Division organization as prescribed by Office Order No. 506 remained in force until October 7, 1918, at which time Division Order No. 60 was issued transferring all statistics of the Division to a separate branch, in charge of Capt. J. H. Curtin, thus making an organization of eight separate branches. This order is printed on page 128 and marked Exhibit “E.”

Under date of October 19, 1918, Purchase and Storage Notice No. 1 issued from the office of the Director of Purchase and Storage,—Purchase, Storage, and Traffic Division of the General Staff, the Hardware and Metals Division was transferred from the Quartermaster Corps to the Purchase, Storage, and Traffic Division of the General Staff, and its name changed to General Supplies Division; and under authority of Purchase and Storage Notice No. 13, dated October 28th, issued from

## “As You Were”

the office of the Director of Purchase and Storage,—Purchase, Storage, and Traffic Division, all responsibilities, duties, personnel, and records of the Hardware and Metals Division were transferred to the General Supplies Division of the office of Director of Purchase, and the Hardware and Metals Division was thereby abolished. Mr. Wm. A. Graham was designated as Chief of the General Supplies Division.

P. & S. Notice No. 1 is printed on page 129 and marked Exhibit “F” and P. & S. Notice No. 13 appears on page 131. as Exhibit “G.”

Under the supervision of the Director of Purchase, the organization of the General Supplies Division was remodeled to conform to a general plan of organization throughout the office of the Director of Purchase and Storage. This organization was completed and functioning at the time of the signing of the armistice, November 11, 1918, the organization at this date being as follows:

Office of the Division Chief, with one assistant chief and a personal secretary, and Interbureau Unit for the supervision of interbureau requisitions:

Branch No. 1—Administrative, under which were functioning the following branches:

Priority and Clearance;  
Contract and Purchase;  
Production and Inspection;  
Statistical;  
Office Service.

“	No. 2—Procurement of Hardware, Cordage, and Miscellaneous:			
“	No. 3	“	“	Small Tools and Chests;
“	No. 4	“	“	Heavy Hardware;
“	No. 5	“	“	Kitchen and Camp Equipment;
“	No. 6	“	“	Office Equipment and Sundries.

WAR DEPARTMENT  
 PURCHASE AND STORAGE AND TRAFFIC DIVISION  
 GENERAL STAFF  
 OFFICE OF DIRECTOR OF PURCHASE AND STORAGE  
 OFFICE OF DIRECTOR OF PURCHASE  
 GENERAL SUPPLIES DIVISION

ORGANIZATION CHART No. 2  
 DEC. 31 1918

LIAISON AND INTERBUREAU  
 T. S. Mc KAIG

NO. 3

MESS, CAMP & PERSONAL EQUIPMENT  
 CHIEF  
 MAJOR H. D. MOORE  
 ASST. CHIEF  
 M. A. DUNNING

3-A. KITCHEN UTENSILS  
 W. B. MITCHELL

3-B. BEDS, STOVES & HEATING  
 CAPT. J. E. DIEMER

3-C. ATHLETIC EQUIPMENT  
 D. W. JASPER

3-D. FIELD BAKERY EQUIPMENT  
 C. W. ARPE

3-E. BRUSHES & BROOMS  
 CAPT. T. W. S. PHILLIPS

3-F. RECORDS  
 A. W. JOHN

NO. 4

OFFICE EQUIPMENT & SUNDRIES  
 CHIEF  
 MAJOR GEO. H. RICHARDS  
 ASST. CHIEF  
 CAPT. L. H. SANFORD

4-A. OFFICE MACHINES & FURNITURE  
 CAPT. H. D. AINGE

4-B. OFFICE STATIONERY  
 LT. L. H. KINGSTONE

4-C. PAPER & PAPER PRODUCTS  
 J. DUNPHY

4-D. OFFICE SUNDRIES  
 C. F. STOPFORD

4-E. MUSICAL INSTRUMENTS  
 S. BUEGELEISEN

4-F. RECORDS  
 MISS M. L. MEYERS



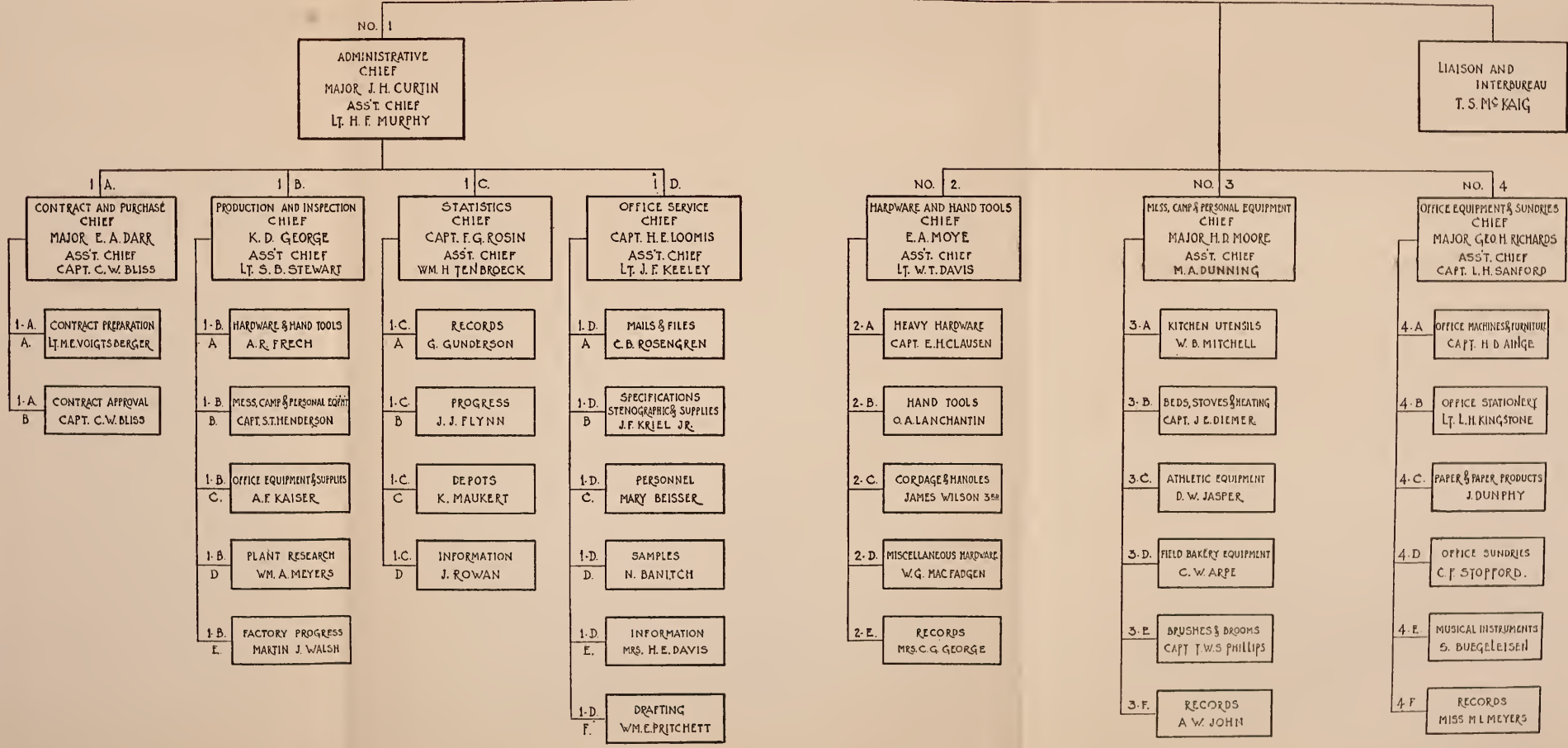


CHIEF OF DIVISION  
 WM. A. GRAHAM  
 GUY E. WARREN SECY.  
 ASST. CHIEF  
 LT. COL. H. P. HILL  
 ASSISTANTS  
 CAPT. A. S. DUNNING  
 LT. J. K. BANGS JR.

WAR DEPARTMENT  
 PURCHASE, STORAGE AND TRAFFIC DIVISION  
 GENERAL STAFF  
 OFFICE OF DIRECTOR OF PURCHASE AND STORAGE  
 OFFICE OF DIRECTOR OF PURCHASE  
 GENERAL SUPPLIES DIVISION

ORGANIZATION CHART NO. 2  
 DEC. 31, 1918

BRANCHES





With the signing of the armistice and the suspension of all procurements, it soon became evident that the organization as effective November 11th would not be required. Steps were taken to reduce the personnel of the Division gradually, in conformity with the instructions of the office of the Director of Purchase, and, also, the reorganization of the different branches of the Division would be necessary under these changed conditions. Under date of December 31st the organization of the General Supplies Division as shown by Division Order No. 74, as shown on page 132 and marked Exhibit "H," consisted of the following:

Office of Chief, with one assistant and personal secretary;  
Branch No. 1—Administrative—under which the following branches functioned:

Contract and Purchase;  
Production and Inspection;  
Statistical;  
Office Service.

- " No. 2—Hardware and Hand Tools;
- " No. 3—Mess, Camp, and Personal Equipment;
- " No. 4—Office Equipment and Sundries,  
Liaison and Interbureau.

Under the above organization the General Supplies Division is at present operating. Until such time as a readjustment of the procurements of the Division, reduction of the personnel and records is made, or as the office of the Director of Purchase may direct, it will no doubt continue to operate.

Among the many difficult problems the Division was called upon to solve upon its organization was the assembling of all of the items of the different bureaus and corps which properly belonged to it. While the Division has been in existence for about seven months and the matter of consolidation has received attention all during this period, it is still found that there are some items which properly belong to this Division

but which are being procured by other Divisions of the General Staff. These are gradually being corrected and it is hoped that in a short time all of the items which properly belong to the General Supplies Division will be placed upon its procurement lists.

Upon the formation of the Division and the consolidation of the procurement of hardware and metal items to one corps, and the standardizing of procurements of these items, it was found that very few of these items had been standardized, and it necessarily devolved upon the officials of this Division to standardize as many of these items as possible and have drawn standard specifications of such items and have them approved by the Adjutant General of the Army. This Division is advised by the General Standardization Section of the General Staff, that according to their records to date, specifications covering approximately 1500 commodities bought by this Division have been standardized.

In the early organization of the Hardware and Metals Branch,—afterwards Hardware and Metals Division,—Quartermaster Corps of the Army, it was foreseen that a large force, mainly technical, would be required to carry on the work of supplying the needs of the Army at home and overseas with the material assigned to this Division for purchase.

With this thought in mind and a full realization of the importance of efficient work, no stone was left unturned to secure the highest grade of help possible. Applications were received from practically every State in the Union from high grade men and women, particularly those experienced in the hardware and allied trades, offering their services to the Government, in every case practically, willing to accept whatever remuneration the Government would pay, irrespective of the financial sacrifice involved.

The personnel records of this Division bear witness to the true patriotism of the civilians who for sufficient reasons were

unable to give their services in military capacities and the whole record of the Division is one of unselfish devotion and ardent patriotism. No hours were too long or work too difficult for the members, who gave every ounce of energy they possessed to aid the United States in bringing the war to a victorious conclusion.

## BRANCH NUMBER ONE

PROCUREMENT BRANCH NO. 1, known as the Metal and Heavy Hardware Branch, was formed at the time the Hardware and Metals Division was organized on date of June 1, 1918, and was confirmed by Office Order No. 549, dated June 14, 1918, issued from the office of the Quartermaster-General of the Army. This Branch purchased all the ferrous and non-ferrous metal, both raw material and finished product, until the 1st of July, 1918, when the consolidation of procurement was effected, which made the Ordnance Department a procuring bureau for these metals.

Conforming with the established policy of the Division, the Chief of this Branch, its Section Heads and Buyers were carefully picked men of many years' experience in the hardware and metal trades.

At the time of the signing of the armistice, Branch No. 1 had grown to a force of fifty people and was buying all heavy hardware, shovels, axes, handles, shelf and builders' hardware for the Quartermaster Corps and was the procuring office for the entire Army for the following material:

Manila, Sisal, and Cotton Rope  
Twines and all other Cordage  
All Hemp and Jute Products  
All Athletic Sporting Goods  
1-quart and 2½-gallon Fire Extinguishers  
Blacksmiths' Hardware; Wagon Jacks, etc.  
Horse and Mule Shoes; Horseshoe Nails





George W. Welles



# THE UNITED STATES OF AMERICA

To all who shall see these presents, greeting:

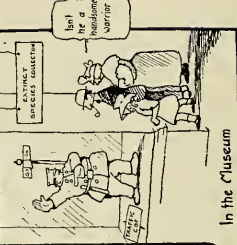
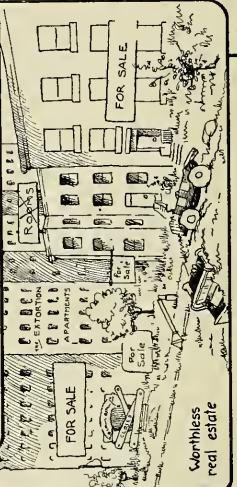
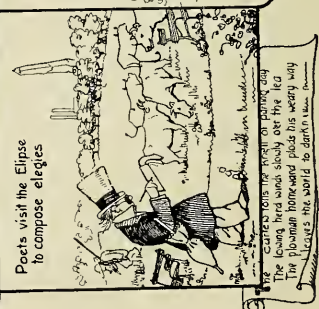
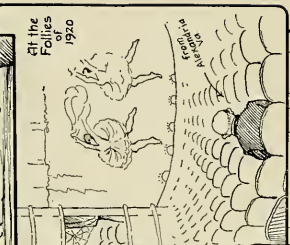
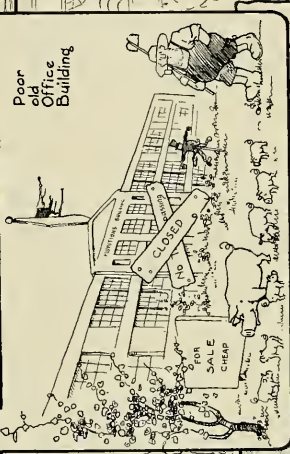
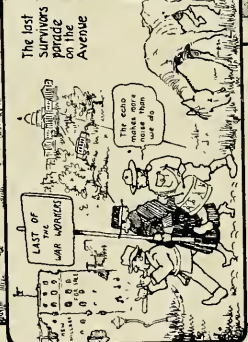
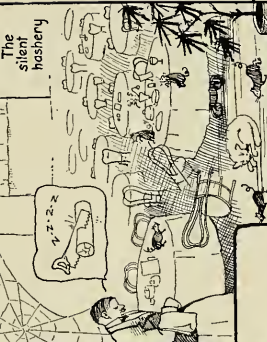
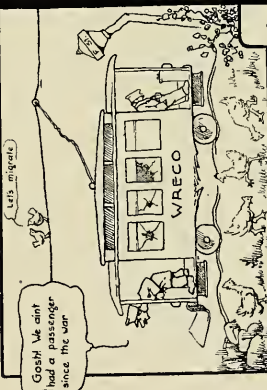
This is to certify that G. W. Keller served during  
the War from June 11, 1915, to Jan 1, 1919, as  
Chief of Metals and Heavy Hardware Procurement Branch  
in the General Supplies Division  
of the Quartermaster Corps, later of the Division of Purchase, Storage, and Traffic, of the General Staff,  
and this Certificate is issued in recognition and appreciation of his services.

Given at the War Department, Washington, this twenty-eighth day of February  
one thousand nine hundred and nineteen.

G. W. Yalsho

Major General, Assistant Chief of Staff,  
Director of Purchase, Storage, and Traffic.





# After the Exodds

The exodds has no power or pain, day  
 The fellow here with shovels on the leg  
 The plowman home ward plow his weary way  
 Changes the world to dirt in time.

Approved as First  
 Right, Ltd. Copyright

Shovels—All kinds  
Axes—All kinds  
Trench Mirrors  
Identification Tags  
Brushes—Bristle, Hair, Rattan, Wire, etc.

Besides the procuring of these items the Chief of this Branch represented the Quartermaster Corps on seven different Commodity Committees of the Army period. In conjunction with the Standardization Section this Branch compiled complete specifications covering manila, sisal, and cotton rope, all twines and cordage, all bristle and hair brushes, shelf hardware, cobblers' hardware, horseshoes and horseshoe nails.

After the signing of the armistice, the Branch completed its files and handled a good many terminations of contracts. The Branch was dissolved on January 1, 1919, and such of its personnel as remained in the service was consolidated with Branches No. 2 and No. 3.

A short detailed sketch with reference to some of the items handled and problems encountered is given below:

#### *Horse and Mule Shoes, Horseshoe Nails*

Branch No. 1 was placed in charge of the procurement of these items for the entire Army under an order covering the consolidation of procurement. Efforts were immediately made for the standardization and this work has finally been completed.

Upwards of 10,000,000 pounds of horseshoes have been bought since that time, mainly at the price established by the Price Fixing Committee of \$5.75 per hundred pounds. On October 1st, the price was advanced fifty cents per hundred pounds, but this office was successful in persuading the manufacturers to accept orders to cover requisitions on hand at the old price, thus effecting a considerable saving to the Government.



Just previous to the signing of the armistice, considerable difficulty was being experienced by eastern manufacturers in obtaining sufficient amount of raw material to supply the demand. The coöperation of the Government in assisting manufacturers to get this material was requested. The situation in the West was much better, a number of the manufacturers in that part of the country being able to make good deliveries on practically any portion of the required amounts which it was found possible to give them.

It is believed that the work which has been done in connection with this item, as well as horseshoe nails, will be of considerable advantage to the Government in the future.

### *Shovels*

The demands for the regular styles of long handle and "D" handle shovels and spades from the several bureaus of the War Department were such that the production of the manufacturers in the United States was heavily taxed in making deliveries in time to meet schedules.

Resulting from the shortage of steel which existed during the summer of 1918, complaints were received from many manufacturers in which it was claimed they were unable to obtain a sufficient supply of handles. It was further stated that the shortage was due largely to the attitude of the owners of timber lands, who were holding their timber (from which handles were made), and it was implied that some of these parties refused to sell because of anticipated higher prices. An army officer was sent from Washington to make an investigation of these complaints and they were found to be justified, at least in part, and his recommendation included the commandeering of certain portions of the available timber.

Practically the entire shovel industry in the United States was working on government orders, and owing to the difficult-



ies of obtaining prompt shipments on contracts, orders were placed with two large shovel manufacturers in Canada. This action aided the Branch materially in securing the necessary production.

Prices on shovels advanced from about ten to fifteen per cent during the last month of the war, but practically all of those actually secured for the Government were taken on contracts on which the average price was \$1.00 each. This price was considerably lower than had been secured previously and was better than the price which shovels were bringing in the open market.

In collaboration with the entire shovel industry of the United States, this Branch formulated a set of specifications which prescribed the grade of steel, the quality of handles, etc., and these specifications were later adopted as standard.

#### *Axe Handles*

During the months of April, May, and June, 1918, considerable difficulty was experienced in securing a sufficient quantity of axe handles to meet requirements. It was determined that the capacity was sufficiently large to meet government requirements, but there was not sufficient stock on hand to take care of immediate needs, nor could a sufficient quantity be manufactured during the early months to supply these needs. The result was an apparent delinquency on axe handles, and owing to the shortage on hickory, from which the more desirable handles were made, quantities of oak handles were substituted.

Owing to a large decrease in the quantity required overseas, the condition was much improved during the months of August and September, 1918, during which time there was sufficient stock on hand and being manufactured to meet all requirements.

## “As You Were”

The price which this office had obtained for high grade handles varied from 16½ cents to 25 cents. These prices are considered eminently satisfactory and are considerably lower than the manufacturers' regular price to the trade.

Specifications for axe handles were drawn up by this Division and aided materially in securing uniform and satisfactory grades of handles.

### *Athletic Equipment*

In the month of September, 1918, this Division was designated for the procurement of athletic equipment for the Commission on Training Camp Activities, which had been previously purchased by that Commission.

Later, orders for athletic equipment of considerable size were sent this Division for purchase on interbureau requisitions. Production questionnaires were sent all athletic equipment manufacturers in order to obtain the total production as covered by the standardized specifications which were made up. A considerable saving was made by use of these specifications in securing articles as covered by the specifications rather than commercial articles as made by the several manufacturers. The total value of contracts on these goods amounted to \$552,000.

### *Whistles*

Authorizations amounting to 900,000 whistles had been issued up to the signing of the armistice. In the beginning, orders for somewhat over 250,000 had been placed at 21 cents, which was the cheapest price at which they could be secured at that time. On orders from the General Staff, who disapproved of the specification on several types of whistle, new specifications were drawn for standardization, which met the entire approval of the General Staff. One hundred and forty thousand whistles had been purchased at approximately 15

cents each and 260,000 at  $18\frac{1}{4}$  cents each, which totaled a considerable saving.

### *One-Quart Fire Extinguishers*

At the time the Government first began to buy this type of fire extinguisher, it was necessary to pay \$5. each and a fairly large output was available. As this type proved the most efficient for overseas use, an exceedingly large number was required on early deliveries, but as carbon tetra-chloride is used for the base of the extinguishing liquid, the War Industries Board contemplated withholding clearance for purchases except on overseas use. However, inasmuch as production of this chemical was materially increased, little difficulty was encountered in procuring the total number of extinguishers required, after the capacity of the large manufacturers had been increased. On later contracts it was possible to obtain these extinguishers as low as \$4.25 each. Up to the time of the signing of the armistice approximately 400,000 had been contracted for.

### *Fire Extinguishers, 2½-Gallon, Soda and Acid Type*

At first the only difficulty encountered in the procurement of this type of fire extinguisher was due mainly to the acute shortage of brass and copper. This extinguisher cost approximately \$9.50 each. Later, as the production of the soda and acid type was well taken up, it was necessary to substitute the foam type extinguishers at a price of \$14.50 each. Approximately 20,000 had been contracted for up to the signing of the armistice.

### *Wagon Jacks*

As the first large requisition for wagon jacks came through, a large shortage was experienced in this item overseas, due to

the fact that the height of the axle on the various vehicles used by the Army varied considerably, and there was no jack made at that time which was suited for the use of all styles of vehicles. This Division adopted a standard type of jack which could be used on three sizes of vehicles. Additional sources of supply were opened and a sufficient number have been supplied to meet all requirements.

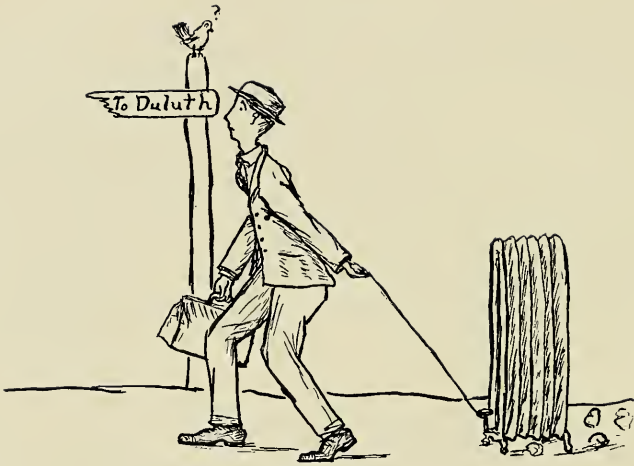
#### *Wood Screws, Bright*

Before the consolidation of all procurements was arranged for, there was considerable competition among the various procuring bureaus for their requirements of this commodity. This necessitated buying screws at the minimum price set down by the Steel Institute on this commodity. After the consolidation of procurement, this item was purchased in most instances at prices averaging from ten to twenty per cent below the Steel Institute's minimum price, which effected a considerable saving.

#### *Whip Lashes*

The old army specifications called for a braided cowhide or horsehide lash, for which it was necessary to pay from 75 cents to \$1.00 for a four-plait lash and as much as \$1.29 for an eight-plait lash. The production of this type of lash was very limited inasmuch as the business was dying out at the time war was declared. New specifications were drawn up covering a braided thread lash well coated with glue and shellac, and samples were submitted to the Bureau of Standards. Upon test being made these samples showed that the thread lash was eminently superior to the cowhide and horsehide lash. The price of the thread type ranged from 44 cents to 48 cents, which effected a saving of approximately \$75,000.00.







*Brushes*

Probably one of the articles last thought of in supplying an army going to war is the little thought of, but much needed, brush. To the layman, the word "brush" carries the idea of toothbrush or paintbrush, and one little thinks of the value and number of brushes that are essential to an army in the successful prosecution of an enterprise such as the recent war.

As a sample of the diversified kinds of brushes that the Army requires, below is mentioned a list that will give some idea of what an important item the brush is to the Army:

Brushes, Artists'	Brushes, Band Saw
Brushes, Bottle	Brushes, Brick Liner
Brushes, Bristle	Brushes, Camel's Hair
Brushes, Casting	Brushes, Clothes
Brushes, Color	Brushes, Copying, Letter Press
Brushes, Counter	Brushes, Cuspidor or Spittoon
Brushes, Dauber	Brushes, Dauber, Stencil
Brushes, Dusting, Painters'	Brushes, Enameling
Brushes, File Cleaning	Brushes, Film, Cement
Brushes, Flat Varnish	Brushes, Floor
Brushes, Floor Waxing	Brushes, Flooring
Brushes, Flue Cleaning	Brushes, Furniture Rubbing
Brushes, Glue, Beltmakers'	Brushes, Glue, Iron Handle
Brushes, Graining	Brushes, Gun and Rifle Cleaning
Brushes, Hair	Brushes, Hand or Vegetable
Brushes, Hat	Brushes, Horse
Brushes, Kalsomine	Brushes, Lacquering
Brushes, Lettering and Marking	Brushes, Molders'
Brushes, Mottling	Brushes, Paint
Brushes, Paint and Varnish	Brushes, Paper Hangers'
Brushes, Paste	Brushes, Plasterers'
Brushes, Revolver Cleaning	Brushes, Roofing, Tar
Brushes, Sash Tool	Brushes, Scratch, Painters'
Brushes, Scrub	Brushes, Shaving or Lather
Brushes, Ship, Seaming	Brushes, Shoe

Brushes, Sink	Brushes, Spotting
Brushes, Stencil	Brushes, Stove
Brushes, Stippling	Brushes, Tooth
Brushes, Tumbler	Brushes, Varnish and Paint
Brushes, Vegetable	Brushes, Whitewash
Brushes, Window Cleaning	

At first sight one might wonder how such an item as an artists' brush might enter into the prosecution of the war, and one might pick out other kinds of specific brushes that the individual would not think would be a necessary item in connection with the progress of the Army, yet each brush plays its part from the toothbrush of the soldier to the camouflage brush for the ship.

Brushes are made from many different materials, such as bristle, horsehair, fiber of different kinds, imitation bristle, split quill, etc., but the most important is bristle. This is a product which is produced in the United States in a fractionally small quantity in comparison with the amount used. China, Siberia, Russia, and India contribute the bulk of the bristle that has commercial value to-day. It can be readily seen that with the disturbed conditions existing throughout the world, the difficulty that was encountered in attempting to manufacture brushes of all descriptions in large quantities, when the essential material entering into them had to be transported ten to fifteen thousand miles to the manufacturers' hand, was very great.

Procurement of brushes was made exceptionally difficult on account of no manufacturers in this country making a complete line, the shaving brush manufacturer occasionally making paintbrushes; the hairbrush manufacturer in most cases confining himself to this item and possibly clothes and shoe brushes; the paintbrush manufacturer confining himself to this line, occasionally making shaving brushes, while the horse brush manufacturer rarely ever makes any toilet brushes



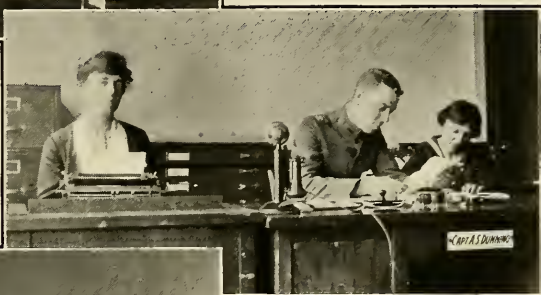
Chief of Branch Two planning to beat out  
Branch One



Chief of Branch One planning to outdo  
Branch Two



Branch Two in February, 1919



Composing an invitation to one of  
our parties



Veterans of Branch One in February, 1919



and confines himself to horse and possibly household brushes and street brooms.

From the above it would seem that each individual kind of brush is a line unto itself. Of the toothbrushes used in this country practically not more than 10% are manufactured here, while the balance is the product of Japan, France, England, Germany, and Austria. In view of the disturbed conditions in Europe the four last-mentioned sources of supply were cut off from the Army, leaving this market with its small output of the item, and Japan, to fill the great need that had developed. The procurement of this merchandise was handicapped at one time by an embargo on bristles coming into this country, and by a further embargo on the export of bone to Japan, to whom this country looked for the bulk of its toothbrushes.

No shaving brushes containing horsehair, which is known and proven to be a carrier of the much dreaded anthrax germ, were purchased.

In the early part of the war procurement of brushes was carried out along the line that had been in vogue in the Army; namely, of purchase by local Quartermaster Depots. This condition, however, finally adjusted itself by locating in this Branch the procurement of all brushes. It has been proven quite conclusively that this change has been a decided advantage, and that brushes of all kinds should be bought through one branch.

In time of war there is a shortage of bristles, and by the procurement of all kinds of brushes in one branch, it can best be decided what brushes are most essential, and the bristle that is at hand can then be used to the best advantage.

Paint brushes for the Army have been standardized, a catalog prepared with complete descriptions of the items, and complete sample line for reference has been manufactured to match up with the descriptions of the catalog. This will very



materially aid in the procurement of this item. It is practically impossible to attempt to standardize toilet brushes, due to the fact that there are not enough facilities in this country to manufacture sufficient quantities of standard brushes intended for toilet purposes. The same condition applies to many of the other brushes that have been bought for use during the war.

### *Rope, Twine, and Other Cordage*

During the first months following the formation of this Division, rope and twine were bought mainly in conjunction with other hardware items. About the first of July, 1918, the requirements for manila rope were very heavy, and considerable trouble was experienced in placing the business, inasmuch as manufacturers had large contracts in hand, which had been placed previously and on which they were still working. Previous to that time the material was being bought in the open market on bids received from the various manufacturers on their own particular grades, but now rope was bought on standard specifications which had been drawn up at a meeting of manufacturers in conjunction with representatives of the Government Departments, early in 1918.

These specifications called for a very high grade of rope, and were acknowledged to be the most thorough and correct of any rope specifications issued by the Government, inasmuch as they covered the grade of fiber, yardage, strength, percentage of oil, and tests for detecting violation, etc.

Sisal and cotton rope, cotton twine and jute twines were bought in the open market on the basis of price and quality as covered by samples submitted with bids. Steps were soon taken toward standardizing these commodities. Early in August, 1918, a circular covering the consolidation of procurement provided that the procurement of all manila, sisal, cotton,



and jute ropes and twines for the Army would be in charge of the Hardware and Metals Division of the Quartermaster Corps. This immediately resulted in a vast increase in the quantity of these items to be purchased by this Division and early in September, 1918, a section was organized for the sole purpose of handling procurement of this class of material which was placed in charge of an expert on cordage.

Vast quantities of large sizes of rope were requisitioned for overseas for hoisting purposes, to replace steel cable which could not be secured in sufficient quantities. About 5,000,000 pounds of manila rope were bought during this month.

In view of the growing importance of this section and requirements for this material, a method was devised whereby a daily output of all manufacturers was tabulated and it could be immediately determined just what manufacturers could assume in the way of contracts at any given date. Each manufacturer and dealer in the country was listed to show just exactly what commodity he handled and in what quantity.

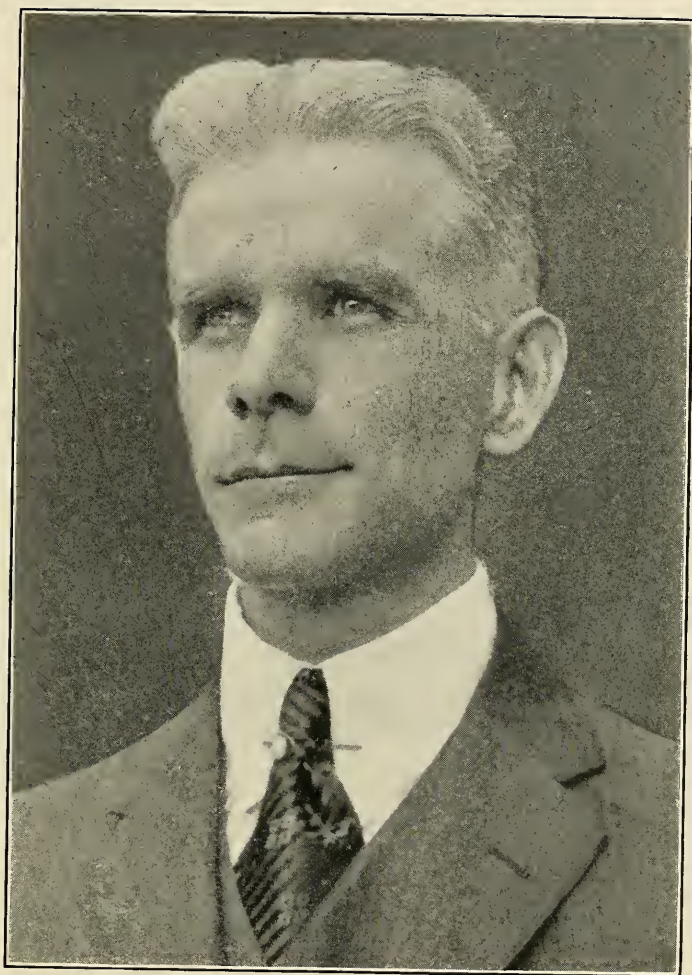
United States Government Standard Specifications were drawn up with the aid of the manufacturers. These specifications provided in every case for a high standard of quality and took into consideration different grades of fiber, yardage, strength, test for material, etc.

The demand for rope of all kinds was exceedingly heavy up to the signing of the armistice. Late in October, 1918, there was some eleven million pounds to be bought in addition to large quantities of twine, cord, nets, etc. Prices on manila rope, one of the most important items purchased by this Branch, had been quite firmly established, due to the fact that the War Industries Board had placed a restricted price on the fiber. Purchases were made at low prices, considerably better in some cases than those which were being given to the commercial trade.

Approximately fourteen million pounds of manila rope,

## "As You Were"

two million five hundred thousand pounds of halter rope, and two million pounds of cotton and jute twine, etc., have been purchased by this Branch since its foundation. This represents a money value of approximately nine million dollars.



W. F. Fusting



# THE UNITED STATES OF AMERICA

To all who shall see these presents, greeting:

This is to certify that W. F. Fustong served during  
the War from June 13, 1918, to Feb. 1, 1919, as  
Chief of Hand, Foot and Chest Procurement Branch  
General Supplies Division  
in the \_\_\_\_\_  
of the Quartermaster Corps, later of the Division of Purchase, Storage, and Traffic, of the General Staff,  
and this Certificate is issued in recognition and appreciation of his services.

Given at the War Department, Washington, this twenty-eighth day of February  
one thousand nine hundred and nineteen.

W. P. Gurnea

Major General, District Chief of Staff,  
Director of Purchase, Storage, and Traffic.

## BRANCH NUMBER TWO

THE Small Tool and Chest Branch or Branch No. 2 of the Hardware and Metals Division, later the General Supplies Division, came into existence about June 13, 1918. On June 20th, the personnel in said Branch was seven people. On November 11, 1918, at the signing of the armistice, the personnel of this Branch was made up of fifty-nine people in Washington, and five additional people at Chest Assembly Adjunct, Bush Terminals, New York, who were under the direct control of this Branch and approximately seventy-five additional people at the Chest Assembly Adjunct, Bush Terminals, New York, who were under the control of the Zone Supply Officer at New York.

In selecting the personnel for this Branch great care was exercised and persons selected were especially fitted to fill each particular position. The major portion of the male part of the personnel was made up of hardware men of known quality, many of the men being of long and particularly varied hardware experience.

The program of coördinated purchasing was taking form rapidly as of July 1st, and in order to take care of the voluminous amount of business that it was considered this Branch would be called upon to handle, it was deemed advisable to organize the Branch on the following basis: namely, Chief, Assistant Chief, Principal Clerk, Liaison Representative,



Statistician, and Chief Stenographer. The above positions come under the head of Administration. The following buying sections were organized; namely, Section 2A, 2B, 2C, 2D, 2E, and 2F, each section being placed in charge of an especially competent expert on edge tools and hand tools.

The purchase of chests and small tools for same, previous to the organization of the Hardware and Metals Branch, afterwards the Hardware and Metals Division, has been effected by the different Depots and Corps of the Army, which procedure resulted in the Government receiving different types, kinds, and especially different qualities of tools, and resulted also in the Government bidding against itself through different procuring branches of the Army, thereby setting up a very decidedly unnatural competition. By the method of coördinated purchases the above factors were directly under the control of this Branch as applied to the purchase of all tools and cutlery for the Army.

Since the formation of this branch, it has been the policy in the purchase of tools to procure only reputable manufacturers' high grade tools of known standard types and finishes existing at the time of purchase, each tool to bear the name or trade-mark of the manufacturer. It was the policy to procure only the very best hand tool that could be manufactured, as it was believed that the Army should receive the best articles that it was possible for the highest grade manufacturer in the land to manufacture and that the tools should be of the standard commercial shapes and sizes.

All requisitions and authorizations received were carefully scrutinized and analyzed by the most practical hardware men in the Branch, to be sure that if standard commercial shapes, sizes, and finishes were not specified an investigation should be made to ascertain if it was absolutely essential for the welfare of the Army, that tools other than standard commercial goods be used. The same care was exercised to see that correct



quantities were purchased, so that enough and not too much was received, also to eliminate the possibility of unequally balanced quantities.

The Chief of this Branch, by virtue of his position, was an active member of the Hardware and Hand Tool Section of the War Industries Board, which section held regular weekly meetings each Thursday afternoon. At this meeting all matters applicable to Hardware and Hand Tools for the good of the Army were acted upon. The Branch also had a section that worked constantly with the Hardware and Hand Tool Section of the War Industries Board, so that at all times the Branch assisted the War Industries Board in the execution of the adopted plans and in this manner always worked in thorough harmony with the approved plans of the War Industries Board. By virtue of his position the Chief was also a member of the Army Commodity Section on Hardware and Hand Tools which section had a meeting on Wednesday morning of each week. This Army Commodity Section was made up of a representative from each Corps of the Army, and at this regular meeting matters considered for the good of the Army were acted upon; and they were also informed as to the results of the previous meeting of the Hardware and Hand Tool Section of the War Industries Board.

The Chief of this Division was Chairman of this Army Commodity Section, and one or more members of the Small Tool and Chests Branch attended each meeting of this Commodity Section. This Branch contributed the services of a number of its members to the Standardization Section of the Purchase, Storage, and Traffic Division, and very commendable results were achieved through their efforts.

The Chief of this Branch was Chairman of the Standardization Committee on Hand Tools and Tool Chests, and the result of the work of this Committee is outlined and made a part of this report; he was also chairman of the Standardization

Committee on garment workers', saddlers', and cobblers' power tools. This committee produced substantial results in this standardizing work. Members of this Branch were also attached to a number of other Standardization Committees on Hardware and Tools and were also members of different Commodity Sections throughout the different Branches of the Army.

This Branch had one Specialty Section which purchased articles that would not be classed as tools, but which were really articles used in the manufacture of textile equipment, and were known as composition textile hardware for use on such articles as gas masks, pistol holsters, cartridge belts, and similar goods. The Issuing Bureaus on these articles were the Ordnance Department and the Chemical Warfare Service, who issued Interbureau Requisitions on the C & E Division for the complete article. The C & E Division in turn issued requisition on this Division for the hardware which it was necessary to purchase in time to be shipped to the textile equipment manufacturer, so that it would be at the plant previous to its requirement for the finishing up and completing of the equipment. It was necessary under these conditions to exercise the most careful supervision over this particular section because of the special necessity of having material in advance of the actual requirements, as a delay in the manufacture and shipping of this textile hardware to the fabricator's plant would not alone belate the work of the equipment, but would also throw out of employment the educated textile workers. In many cases one small item, minute in size, could hold up a most gigantic program of textile equipment manufacture.

The quantity of this textile hardware that the Branch was called upon to procure was enormous. It is believed that forty-five days previous to the signing of the armistice, approximately 500,000,000 pieces were scheduled for purchase, and for delivery within approximately ninety days. As an illustration

of what a program so large as that just mentioned means, it is interesting to note that the composition brass wire and sheet brass (exclusive of the cast brass) required to meet the schedule that existed thirty days previous to the signing of the armistice called for approximately one quarter million pounds per working day.

Many of these small textile equipment items are rather intricate in construction; as an illustration,—the stud fasteners that are used in cartridge belts, gas masks, and similar articles are made of eight different kinds of brass and weigh only  $4\frac{1}{4}$  lbs. per 100 pieces.

This office was called upon to procure 135,000,000 of this one type of fastener, to be produced within approximately ninety days. In order to get the required production on this enormous quantity of fasteners, it was necessary to get one manufacturer to increase his production from 400,000 to 1,000,000 per day within a period of three months, and at the time of the signing of the armistice this manufacturer had succeeded in increasing his production within ninety days to 1,000,000 fasteners per day. It was also necessary to get the forty or fifty other manufacturers of this type of special hardware to increase their respective production in similar proportion during the same length of time. The limiting factor in the execution of this large program was sheet brass and brass wire, due to the fact that the great demand for these two commodities by other corps of the Army had decidedly overtaxed the rolling mill capacity of the land, and before this apparent scarcity of sheet brass and brass wire became a fact, this Branch made every effort in the hopes of increasing the output of brass such as was required; and the day the armistice was signed the efforts put forth, through the coöperation of all of the Bureaus of the War Industries Board resulted in scheduling a sufficient amount of brass during the following two weeks to completely take care of the requirements for textile hardware. When this

result was effected arrangements were made to have special officers assigned to the different brass rolling mills in the New England States to assist in every way possible to have an early, speedy, and complete inflow of the required brass to different textile hardware manufacturers who had contracts with the Government.

As an illustration of the requirements of this class of hardware, it will be noted that for gas masks, 19,000,000 sets were required; each set contains eight different articles. In order to take care of this enormous program, and in addition to the action taken to increase the production of brass, this office, as a safe-guard, investigated the possibility of substituting malleable iron and steel, instead of brass, for the construction of this textile equipment; and, after taking the matter up with proper authorities and submitting data showing the possibility of producing such a substitution, this Branch was advised to arrange for a committee to prepare substitutes on each of the approximately forty items coming under this group.

As a result of the work of this committee, substitutes were submitted on quite a number of these items, such substitutions being within the range of good manufacturing possibilities, and were under consideration by the committee for adoption at the time of the signing of the armistice.

It is the opinion of this Branch that consideration should be given to the possibility of substituting malleable iron and steel for this textile equipment, the same being treated with some rust-proofing finish, as it is believed that research made along this line by the Government would result in the abolition of composition metal; namely, brass, and adoption of steel and malleable iron on at least a portion of the forty items that come under this group.

#### *Tool Chests*

When the plan of coördinated purchasing for the Army became effective, the need for standardized tool chests for the



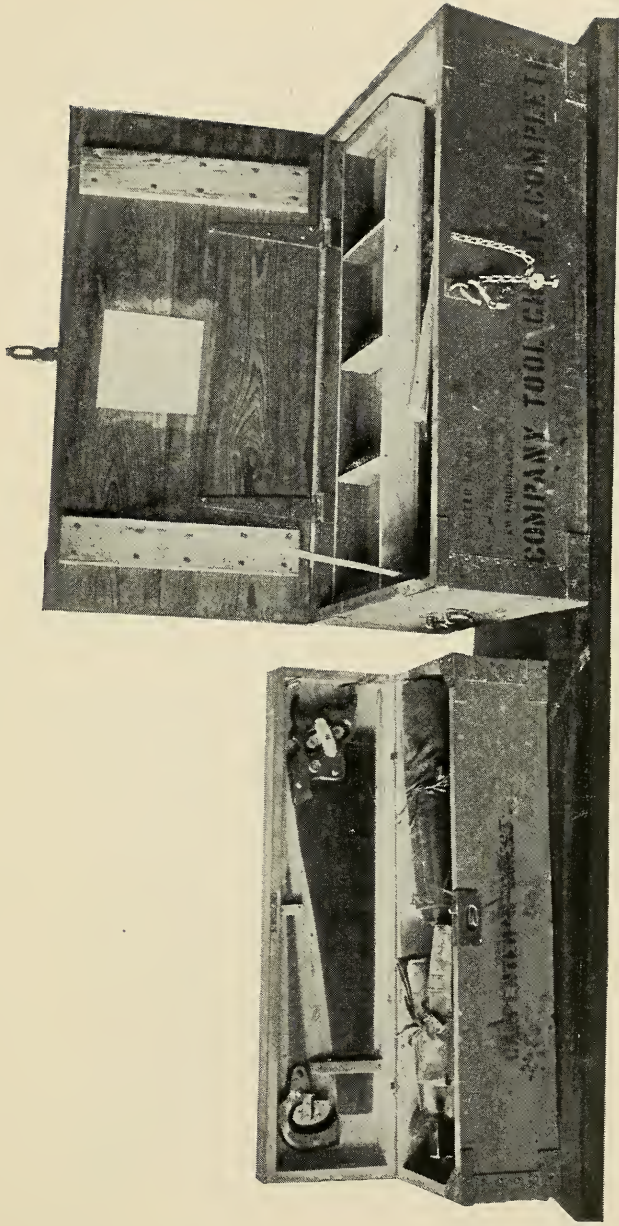


Fig. 1. Comparison of Carpenters' Chests; New Chest at Left, Old Chest at Right

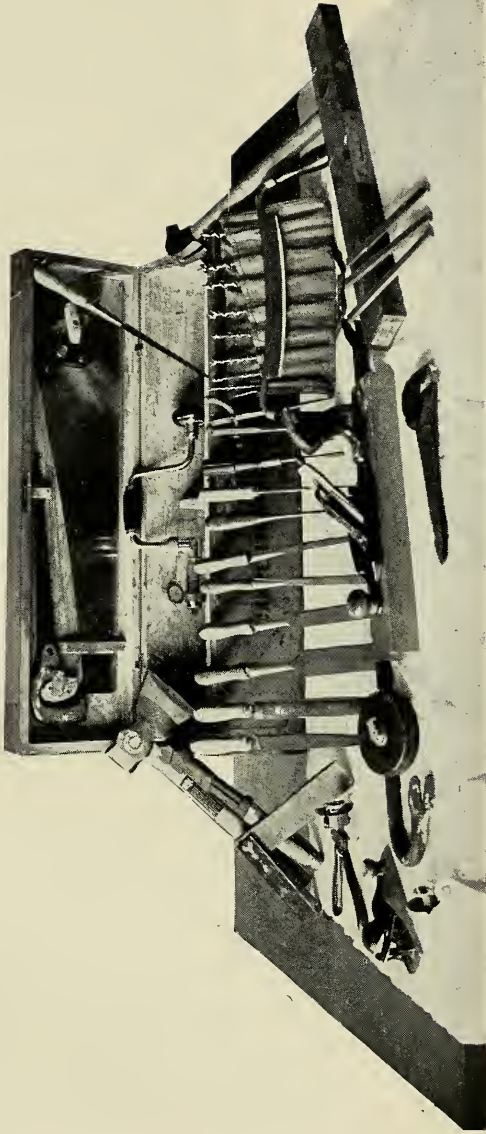


Fig. 2. New Carpenters' Chest and Contents



Army became forcibly apparent. Each different corps of the Army was purchasing a different type of tool chest containing different kinds and assortments of tools. The contrast between a carpenter's chest as designed by one corps of the Army and one designed by another corps was most pronounced, as to the size of the chest proper, the assortment of tools and the design. This contrast applied to other chests such as saddler's, blacksmith's, etc.

When this need for standardization became known, a committee to standardize tools and tool chests for the Army was appointed. This committee was made up of one or more members from each corps of the Army, and each person was selected because of his especial fitness to serve on the committee.

Each corps through its representatives on this committee submitted to them a list of the different tool chests that they were purchasing in quantities. These lists were then carefully considered by the committee and it was deemed advisable, to have sent to one point, a sample of each tool chest then in use in large quantities, by each different department of the Army. These chests being assembled this committee proceeded to go over them very carefully, and to decide whether the good points could not be used and the bad ones eliminated, with the net results that standardized chests might be adopted for the Army which would fill the demands of the different corps.

At that time, there were approximately one hundred different kinds of chests in use, and the committee after thorough detailed, and careful consideration, adopted the standardized carpenter's, blacksmith's, farrier's, saddler's, electrician's, plumber's, and horse-shoer's emergency chest, reducing the number from approximately one hundred to seven.

The committee also standardized the contents. For instance, in the case of a draw knife, standard type, size, and grade were adopted to be used by all corps; also in the case of a hand saw, standard length, number of teeth, type, and grade

## “As You Were”

were adopted for general use. As regards the quality of tools, the committee adopted reputable, standard manufacturer's best grade, each article to bear manufacturer's name and trade-mark, and to be standard type articles, where the largest production could be secured, in case of emergency and at prices in keeping with increased production.

The standard chests were designed flush so that all projecting points were removed, thereby conserving space; they were also designed so that they could be most conveniently carried and transported.

Detailed specifications of the tools to be contained in each of the chests mentioned above have been drawn, and also detailed blueprints and specifications of each of the chests.

To illustrate the saving effected as regards the storage and shipping space required for the transportation of these chests, there is listed below a comparative table of three of the chests mentioned, showing a saving in the dimensions, storage, and transportation space and also a comparison of the number of tools. This table represents a conservative estimate as applied to the seven chests as they got them.

It will be noted from the table that there is effected a saving in shipping space of approximately three and a half cubic feet on the new standardized carpenter's chest over the old wood carpenter's chest and a great saving over the old steel carpenter's chest.

OLD STEEL CARPENTER'S CHEST		OLD WOOD CARPENTER'S CHEST
Length 39 $\frac{1}{4}$ " Width 30" Height 19"	}	Length 35 $\frac{1}{2}$ " Width 18" Height 11 $\frac{3}{4}$ "
	{	
	}	Gross storage space 14,915 cu. inches; contents 51 tools; weight 126 lbs.
	{	Gross storage space 8592 cu. in.; contents 33 tools
<b>STANDARDIZED CARPENTER'S CHEST</b>		
Length 32" Width 8 $\frac{3}{4}$ " Height 9"	}	Gross storage space 2520 cu. in.; contents 48 tools

At the time the armistice was signed, the Army was in the market for approximately 135,000 chests, of the seven standardized types mentioned above. On this specification the new program showed over \$4,000,000.00 saving in money and in value of shipping space, and also a saving in assembling chests of seven different types as against assembling of that number of approximately one hundred different types; and also the rapidity of production of the seven different types instead of one hundred distinct types as formerly done.

The Branch suggested consideration of the possibility of evenly balanced requirements on requisitions. This condition, it is believed, can be brought about through the efforts of a standardization section. To show the importance of evenly balanced requirements and to illustrate the saving that can be effected thereby, a few illustrations of the results of this office along this line are listed below. Requisitions were sent for procurement of the following Tinner's Tools:

1050	Crimping Machines	2500	Folding Machines
400	Forming        "	600	Grooving       "
1200	Burring        "	600	Seaming        "
1200	Edging         "	1200	Beading        "
21,600 Assorted Hand Groovers			

These requisitions did not form a well balanced outfit for a tin shop and after consultation with the leading manufacturers, this office made recommendation that the requisition be made up on the basis of a tin shop unit, such a unit to consist of the following:

1	Beading Machine	1	Double Seaming Machine
2	Burring Machines	1	Setting Down       "
1	Crimping Machine	1	Squaring Shear     "
1	Edging         "	1	Circular Shear     "
1	Folding        "	2	Wiring Machines
2	Forming Machines	2	Tinning Machines
1	Grooving Machine	6	Hand Groovers

## “As You Were”

It will be noted that in making up a tin shop unit, several machines were added which were not in the original specifications, but such machines were absolutely necessary to balance and secure sufficient machinery for a mechanic to work. It was finally decided to accept this Branch's recommendation to send these tools in the form of units and as each unit would supply sufficient machines for 30 to 40 men, a requisition was sent through for 40 of these units.

This Branch originally received requisitions for 8750 tinner's machines and 21,600 assorted groovers, and were finally reduced to 680 tinner's machines and 240 assorted groovers, making not only a large saving for the Government but procuring what was essential for the operation of a tin shop and giving all the machines necessary for the ordinary requirements.

This office endeavored at all times to censor all requisitions thoroughly in order to check against duplication in making out requisitions. As an example of what was done in this line the following is noted.

A requisition came in for:

530	Sets	No. 2	Armstrong	Stocks	and	Dies
530	“	No. 2	“	“	“	“
530	“	No. 2½	“	“	“	“
530	“	No. 3	“	“	“	“
994	“	cutting from	¼"	to	1"	pipe
994	“	“	“	½"	to	1¼"
994	“	“	“	¾"	to	2"

Inasmuch as No. 2½ Armstrong and the ¼" to 1", the ½" to 1¼", and the ¾" to 2" were sizes which were fully covered by Armstrong sets No. 1, No. 2, No. 3, this Branch called the attention of the Issuing Bureau to these facts resulting in obtaining a new requisition for the following:

360	No. 1,	Armstrong	Stock	and	Dies
530	“ 2,	“	“	“	“
530	“ 3,	“	“	“	“



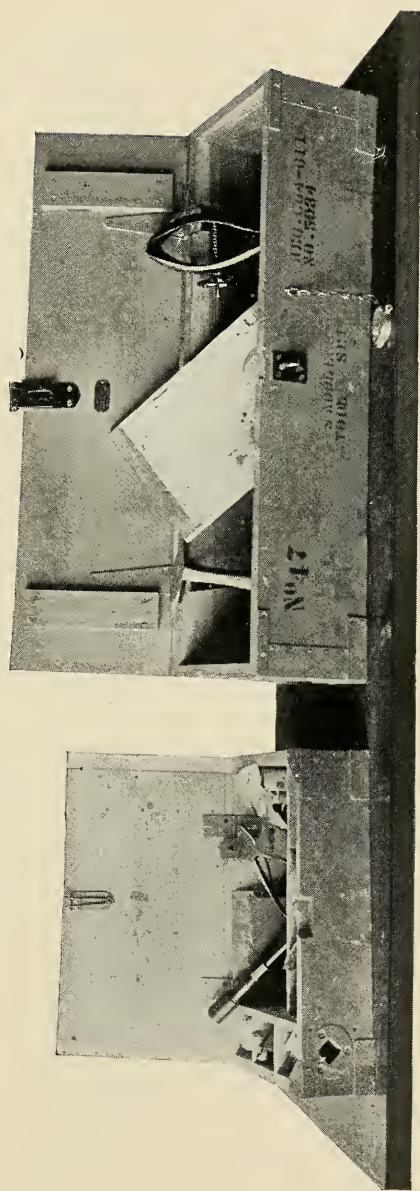


Fig. 3. Comparison of Saddlers' Tool Kits; New Chest at Left, Old Chest at Right

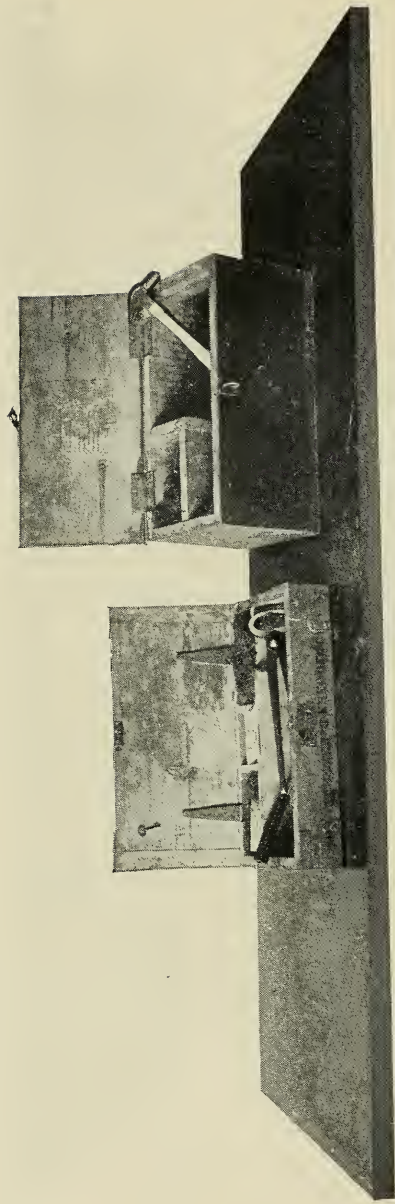


Fig. 4. Comparison of Horseshoers' Emergency Kits; New Kit at Left, Old Kit at Right



To sum up the transaction, the original requisition called for 5102 sets of stocks and dies and eliminations were made so that the final requisition called for 1420 sets, effecting great saving in space and money with no loss in efficiency or net results.

About July 4, 1918, this Branch was informally advised by the Ordnance Department that a large requisition was coming through for a special two-hand wire cutter of overseas design. A blueprint was shown and this Branch immediately proceeded to negotiate with the factories who were most able to execute an order for such wire cutters.

On August 1st, the formal requisition for approximately 1,000,000 of these wire cutters was received by this division and the previous negotiations made by this Branch resulted in being equipped on August 1st, with prices and schedule of production from the most reliable makers of an article of this kind. Additional authorizations were received, bringing the total up to approximately 1,500,000.

On August 1st, the Chief of this Division and the Chief of the Branch had an interview with the Director of Purchase and laid all facts before him, who in turn submitted same to the Board of Review. On the same day the Director of Purchase authorized the purchase of 300,000 of these special wire cutters without the usual advertising.

After considerable investigation on the part of the Ordnance Department and after this Branch had submitted a proposed substitute wire cutter smaller in size, easier and cheaper to produce, this office was advised that the A. E. F. demanded the particular and peculiar design of wire cutter, according to their specifications, and this office promptly proceeded to place contracts for the entire quantity required. The cost of these wire cutters was approximately \$2.50 each.

These special wire cutters when finished weighed approximately 2½ lbs. each. Attention is called to the fact that

following the receipt of requisitions for wire cutters, this Branch received numerous requisitions for extra parts such as handles, bolts, centering pins, etc., of other types of cutters but has no record of having received any requisitions for extra cutting blades, and the efficiency and effectiveness of this special wire cutter depended very largely upon the cutting blades because the blades were more subject to fracture than any other part of the tool. Special attention is called to the absence of any requirement for extra blades.

Requisitions were received for 1300 dozen bronze padlocks, size 2 in. Yale type, for overseas shipment. Even though this request called for bronze padlocks, it was considered inadvisable to ship brass or bronze padlocks overseas for many reasons, the principal one, however, being that bronze and brass were extremely scarce and getting scarcer every moment. Another reason, that it was not economical to furnish the Army with a bronze or brass padlock of this expensive type for their general use. In view of these facts, the matter was taken up and a substitute presented which received approval, and instead of the bronze padlock, a rust-proof hot galvanized or electro-galvanized heavily built, serviceable padlock was substituted on this requisition at a saving to the Government on this one order of approximately \$11,000.

At the time the purchase of safety razors and blades was assigned to this Division, it was the practice of the Depots throughout the country to send in many telegrams and letters every day to Washington, requesting immediate shipment of large, medium, and small quantities of safety razors and blades to be shipped to ports of embarkation, as well as to many different points throughout the United States.

In view of the requirements of the Army on safety razors and blades, it was promptly suggested that in order to satisfactorily equip the Army with razors and blades, it was believed

necessary to place one or more large requisitions or orders with the different manufacturers and allow these manufacturers to produce uninterruptedly, and ship to a limited number of distribution points where the items could be drawn out of the Depots by the Distribution Division and shipped in the many different directions requested. This plan was favorably considered and adopted, with the result that one requisition was received by this Branch for safety razors and blades calling for approximately 6,000,000 razors and 14,000,000 dozen blades.

Promptly upon receipt of this large requisition, negotiations were started with the different producers, and the requisition was divided equitably between the different manufacturers, with the result that these factories operated to the fullest capacity and all the requirements of the Army were handled with little, if any, delay.

The above illustrations give a general outline as to the function of this Branch during the war. The illustrations used represent only in a general way the type or variety of conditions that confronted this office and the duties performed by the Branch; but they by no means represented the quantity, as conditions of a similar character confronted them at all times, and the method of procedure and the results produced, as outlined, represent a matter of unceasing routine in the office.

## BRANCH NUMBER THREE

BRANCH No. 3, known as the Kitchen and Camp Equipment Branch of the Hardware and Metals Division, was organized between the first and middle of June, 1918, and on June 20th had a personnel of eight people. Because of the class of material purchased and the volume of material procured, it was necessary to increase this force materially, and on November 11, 1918, the personnel consisted of sixty-one people.

The total number of requisitions handled by the Branch was 1442, many of which called for the greatest ability obtainable, and to get results the difficulties of this Branch, as in others, have been great; and among the items produced in great quantities are items that have been originated and designed during the period of the war to fill a newly found want. Among some of the principal items procured by this Branch and the circumstances concerned with the procurement thereof, are the following:

### *Marmites*

In May, 1918, a cable requisition was received from the A. E. F. for 104,000 marmites, which were described as food containers of five-gallon capacity provided with insulated walls, somewhat similar to a fireless cooker. These marmites were used in sending hot food to the men in front-line trenches or in positions where fires for cooking could not be built.



Major W. J. Peck





1



3



2



4



6



5

1. Captain L. Hurd Sanford.  
4. Captain J. E. Diemer.

2. M. A. Dunning.  
5. E. A. Moye.

3. Captain F. G. Rosin.  
6. Captain H. E. Loomis.

Food placed in these marmites at boiling temperature would remain steaming hot for twelve to fifteen hours. Previously these marmites had been manufactured in France, but the demands grew larger than French manufacturers could supply. Experiments had been conducted but no one was manufacturing marmites of this particular type in the United States.

Within six weeks models had been submitted to Washington, competitive tests held at the Bureau of Standards, six manufacturers were in production, and marmites by the thousand were on their way to our forces overseas. (Acknowledgment must be made to valuable assistance from the office of the French High Commission in Washington in determining upon the style of construction best suited for army service.)

### *Rolling Field Kitchens*

Although rolling field kitchens were made prior to the war, their use in the Army was practically limited to the new samples prepared for experimental purposes. The Allied governments had purchased kitchens from American firms in large quantities, but the type of construction was not suitable for the requirements of the American Army after we engaged in the war.

There were about six different types of commercial kitchens, differing in dimensions, weight, capacity, and size of package for shipment, and there could be no possible standardization of their use or upkeep when actually in the field. There was no interchangeability of parts, and a kitchen having any essential part that was missing was practically useless unless the part could be obtained from another kitchen made by the same manufacturer. This would require a constant supply of spare parts of the various commercial kitchens which would result in confusion, as many of the types were not well enough known to intelligently order the extra parts re-

quired, and would also require an immense stock of parts in order to take care of the many different types.

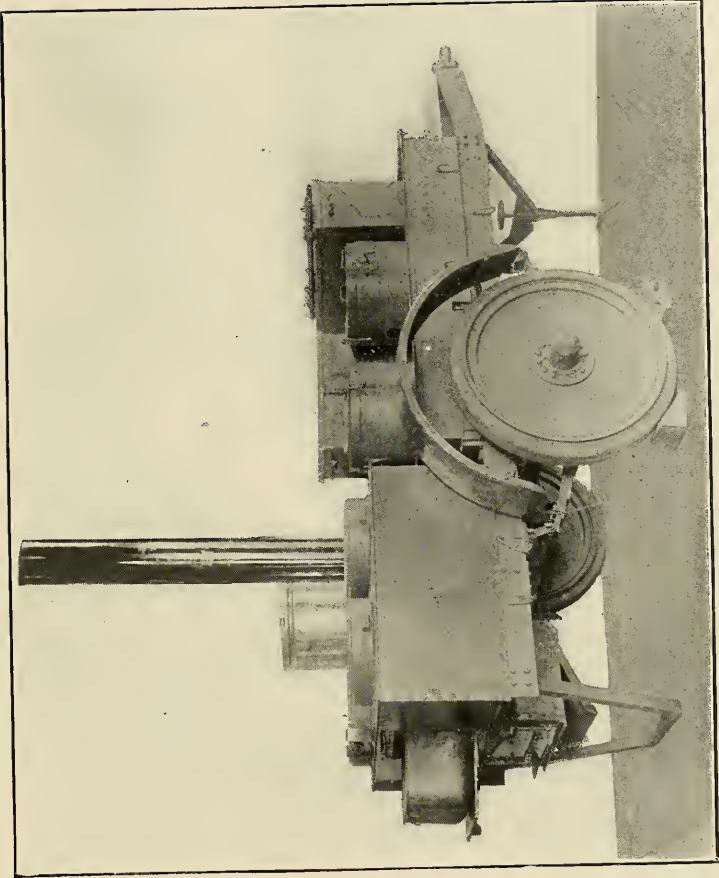
On the assuming by this Division of the procurement of the rolling field kitchens, immediate steps were taken to standardize the kitchen in conformity with the report of the Board of Officers for the purpose of standardization. To effect this, new specifications had to be prepared covering the kitchen and its component parts, with separate specifications for the chassis, driver's seat, boxing and assembling. One hundred and eighty detailed drawings were made, with additional drawings for packing and boxing. Efforts were concentrated on producing the 200-Man Liberty type. This kitchen was of two types—the horse drawn and the motor drawn or "Trailmobile."

In general, each kitchen consisted of a stove and limber. The stove contained a bake oven and three kettles. The limber or front cart contained four bread boxes (which were also used as water containers) one cook's chest, four fireless cookers, and four kettles. The fireless cooker permitted the serving of food prepared many hours previously and the ready conveying of hot meals direct to the firing line.

The only change in the animal drawn and the motor drawn types are in the chassis and the driver's seat for the horse drawn. All of the other parts were interchangeable so that any part made by one manufacturer interchanged with the corresponding part made by any other manufacturer.

Authorizations for the purchase of rolling kitchens were received by this Division on July 9, 1918, and immediate steps were taken for the procurement in large quantities. Manufacturers were invited to a conference and invitations for sealed proposals were sent to the various makers. The contracts and orders were awarded in July for fifteen thousand complete kitchens, including the necessary cooking and camp utensils, such as knives, forks, spoons, shovels, and axes.

The paramount idea was to start immediate intensive



Standard "Liberty" Rolling Kitchen, Trailer Type





production. Orders were placed with different manufacturers, but in sufficient quantities so as to enable the fabricators to make a progressive acceleration of deliveries. Initial deliveries starting at the rate of twenty a day were increased to over two hundred. At two different factories equipment was installed for continuous fabrication on the track conveyor from operation to operation until the finished kitchens, painted and boxed, were delivered to the car for shipment to port of embarkation.

In order to insure immediate production in the shortest time, the various component parts entering into the construction of the kitchen, that is, kettles, bake pans, fireless cookers, chassis, stove, limber, etc., were let separate in large quantities, which were shipped to assembling points for complete boxing and shipment overseas. The kitchens arrived overseas with all equipment in one package, so that everything arriving on the other side was ready to be delivered to the front.

The weight of the kitchens was as light as possible consistent with their contemplated use and with the general policy of conservation of steel and metal parts.

The cost of the commercial type of kitchen of substantial make, prior to the purchase by this Division, was from \$700 to \$1050 each, with all equipment, not packed for overseas shipment. The average price of the 200-Man Liberty Kitchen procured by this Division was approximately \$500, not packed for overseas. This reduction in cost was accomplished by intensive production made possible by placing orders for large quantities of parts, or for nearly completed kitchens. Procurement was made with a view of having the kitchen made in different industrial centers, so that a congestion of freight or unsatisfactory industrial conditions in one locality would not stop the entire production.

Orders were placed altogether for fifteen thousand motor drawn or Trailmobile type, and ten thousand of the animal

drawn type. Quantity, production, and shipment had commenced several months prior to the signing of the armistice, and at this date substantial shipments had been received overseas; and were it not for the cessation of hostilities, deliveries would have exceeded several times the three thousand kitchens that were required by January 1, 1919.

### *Field Bakery Equipment*

Field Bakery Equipment received a great deal of attention, and as it has been the policy of this Division in effecting purchases to secure the widest competition possible, and, when circumstances would permit, to secure quotations from one hundred per cent. of the trade, it has been found possible to put into production with manufacturers who were especially equipped to produce that article many items which the makers themselves had not before considered.

Upon recommendation of the Commanding General of the American Expeditionary Forces, in cablegram 1158, paragraph 5-A, the Branch developed an interchangeable plate for use in connection with the No. 1 Field Range, and by the use of this the life of the range was trebled. The average purchase price for this interchangeable plate prior to the organization of the Branch, was 61c. while the present purchase price is  $40\frac{3}{4}$ c. each.

The purchasing of Field Bakery Equipment in parts instead of as complete units has effected an enormous saving. A report which follows gives a comparison of the cost in 1917, when all classes of material were notably lower in price than in 1918, and will also give one an idea of what was accomplished along this line.

The demand for large ranges, such as No. 5 Army Range, had been increased to a point where there was in process of manufacture at the time of the signing of the armistice, 425

car loads of one particular range, the contracts being distributed in thirteen different factories and all parts of the ranges interchangeable with the parts made in each of the different factories.

### *National Sectional Tent Stoves*

This office, working in conjunction with a Western manufacturer of stoves, developed a National Sectional Tent Stove which is an improvement over the former Sibley Tent Stove in general use by the Army for several years. This article received the highest recommendation from the Bureau of Standards, and was adopted for all future use by the General Staff. By the introduction of this stove all material waste was eliminated, replacement of burned out portions is possible, and both storage and shipping space is reduced  $\frac{3}{4}$  per cent. over the former style; the cost of the improved stove in quantities is fully 15 per cent. under that of the Sibley stove. A sectional steel fire pot and grate for the purpose of burning fuel other than wood to be used in connection with this stove is being perfected at this time.

### *Liberty Steel Cots*

At the beginning of the war the specifications, covering steel cots then in use for cantonment and similar purposes, were so drawn that the source of supply, if specifications were literally complied with, was limited to one or two manufacturers, and the price paid for steel cots under these specifications averaged from \$3.40 to \$3.90. Acting under the instructions of the Chief of the Division this office, with the coöperation of a committee consisting of the leading manufacturers of the United States in the Spring Bed Industry, prepared a set of specifications covering a steel cot, which received

the unqualified endorsement of one hundred per cent. of the cot industries, and which was adopted by the General Staff as a Standard Army cot for future needs. These specifications were later endorsed by the Marine Corps and also by the Navy Department. By these specifications all parts of a cot made by any manufacturer were interchangeable with each other, and a better and more substantial article was produced at a very much reduced cost. Subsequent purchases on these specifications were made at prices ranging from \$3.18 to \$3.25, and on the strength of these specifications a contract made prior to the adoption of the specifications was reduced by the War Industries Board 15c. per cot, making a saving of \$75 000 on this item alone.

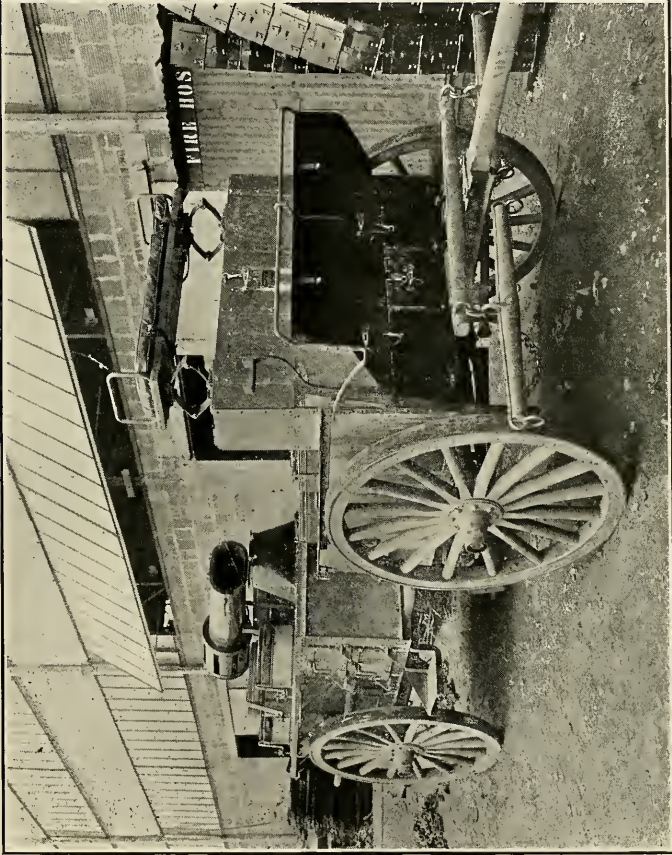
#### *Folding Steel Hospital Beds*

The standard specifications covering the Liberty Steel Cot were incorporated into the new standard steel folding hospital beds, making this bed interchangeable in all its parts, and were adopted by the General Staff for all future purposes of the Army. Two hundred thousand of these beds were purchased for the Medical Corps at a price of \$3.75 each, whereas the price existing on all former contracts was \$4.50, thereby effecting a saving of \$150,000 on this item.

#### *Steel Barrels*

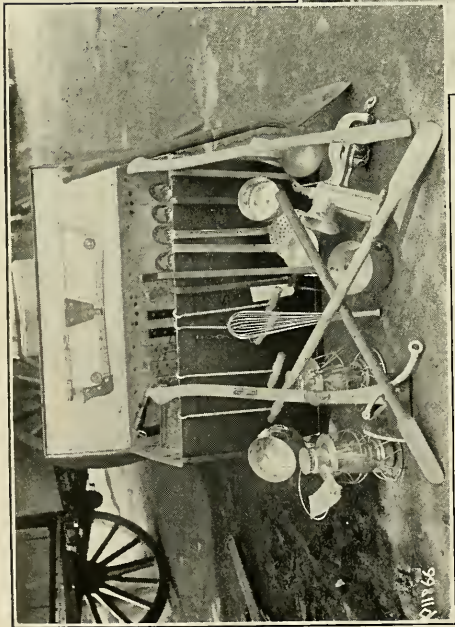
On or about September 1, 1918, the purchase of galvanized iron drums, largely used for shipment overseas of aviation gasoline, was transferred from the Fuel and Forage Division of the Quartermaster Corps to the Hardware and Metals Division. At the time of this transfer it was necessary for this Division to procure a quantity of 204,000 of these containers at a rate of approximately 100,000 per month, during the



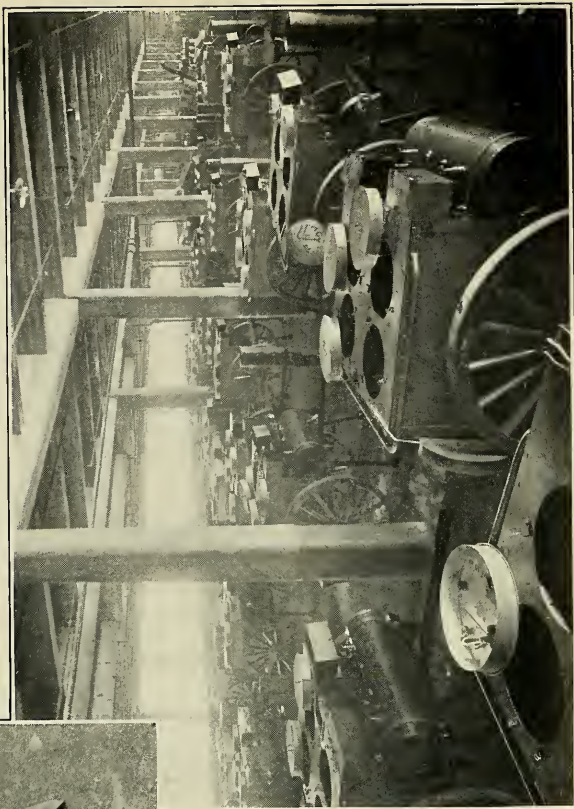


Commercial Type Horse Drawn Rolling Kitchen





Rolling Kitchen Cook's Chest



Assembling Rolling Kitchens

months of September and October. As the capacity of the steel barrel manufacturers of the United States making this type of barrel was 35,000 per month, considerable difficulty was encountered in securing the required amount. Difficulty was also encountered in securing the necessary steel for the manufacture of these barrels. This, however, was overcome by permitting the manufacturers to increase their capacity, and delivery of the entire requirements of steel barrels was made on November 16, 1918, slightly less than fifteen days behind the schedule time.

At the time this Division commenced negotiations for steel barrels, the average price paid by the Government was \$9.80 each, whereas in the procurement of same by this Division they were enabled to get in close touch with the War Service Committee of barrel manufacturers, and effect a saving of approximately \$250,000 by purchasing these barrels at an average price of \$8.12.

### *House Heating Stoves*

Prior to the entry of this country into the war, the Government had not been a large purchaser of house heating stoves, and after a severe trial overseas, a heating stove of a standard type was adopted. This type of stove being a commercial type, and purchased under a manufacturer's trade name, it was difficult to secure proper competition; and, as the different manufacturers' stoves necessitated the purchase of different repairs, a good deal of trouble and inconvenience was caused. In view of the quantities required for overseas shipment, and the damage due to breakage in transit, as well as the wear and tear in actual use, a standard type of hot blast stove embodying all the above features of the different makes was adopted, and a saving in price of approximately 20 per cent. through the standardization was realized.

## “As You Were”

The adoption of this standard type stove will reduce the necessary automatic repair parts not less than seventy per cent. in addition to producing a more efficient article.

### *Scales*

The purchase of all types of portable platform, folding, as well as Spring Balance and Dough (or Counter) scales, was referred to this Division early in the month of June, 1918. It was found that the War Department had been purchasing this commodity from time to time without the use of a standard specification, and were getting various sizes, styles, and makes of scales with no uniform conformity.

Specifications were drawn and adopted under date of August 8, 1918, for Folding Platform Scales of two sizes, having a standard capacity of 500 lbs. for the smaller size and 1000 lbs. for the larger size.

Scales were manufactured by the various contractors with an 18" x 24" platform for the smaller size and 21" x 28" for the larger size.

Specifications were drawn in detail to conform with the U. S. Bureau of Standards specifications for sensibility, reciprocal and tolerances, issued under date of November 13, 1916, and known as Schedule 61. The construction as well as the finish and marking of the scales was entirely special and scales were constructed in such a way that they could be knocked down and boxed, saving practically thirty per cent. of the cubical contents. The method of boxing was improved so that upon arrival overseas there was practically no breakage.

The result obtained from adopting the uniform specifications made it necessary for the Government to reduce the price with the manufacturer on 2000-pound Portable Platform Scales from approximately an average price of \$60 to \$50, and secure a better article. On the 1000-pound capacity scale

reduction was made from an average price of \$36 each to an average price of \$28 each. On the Folding Platform Scale the price was reduced from an average of \$44 to an average of \$34 each.

Deliveries on the above type of scale for the months of September, October, and November were equal to the capacity of all manufacturers in position to manufacture these types during that period of time, all deliveries being made in accordance with schedule.

### *Cooking Utensils and Kitchenware*

The purchase of Cooking Utensils is one of the most important items purchased by this Branch. From June 20, 1918, to November 11, 1918, approximately four hundred requisitions had been handled covering enamel steel ware, metal ware, kitchen and camp equipment.

The matter of enamel cooking ware was taken up and subjected to scientific test by a Committee. The shapes of cooking kettles were changed from bulged to straight shapes, saving one operation in manufacture, and also establishing a great saving in material used.

The gauge of the cooking utensil was established, together with the enamel coating, with the idea of toughening the ware for cooking purposes on a more lasting basis. Tests were made to establish the wearing qualities, and specifications were drawn covering the enamel coating, the inspection requirements, sudden heating and cooling tests, solubility tests, and impact tests.

The ware decided on was a cobalt blue enamel coating containing  $\frac{4}{10}$  of 1% of black oxide of cobalt, the coating to be free from blisters, cracks, chips, and fish scales. These tests were made in order to establish the most lasting enamel cooking ware that would be free from compounds of arsenic, lead, antimony or other poisonous or deleterious substances.



A meeting of the enamel ware manufacturers was called in New York City and arrangements made so that all factories could enter into competition on this grade of ware.

Specifications for the cooking kettles most commonly used throughout the Army were drawn and submitted to the principal metal ware manufacturers all over the country who were called upon to submit samples and prices. Taking a 12-quart cooking kettle as a basis, the price was reduced by competition from \$1.45 to 88c.

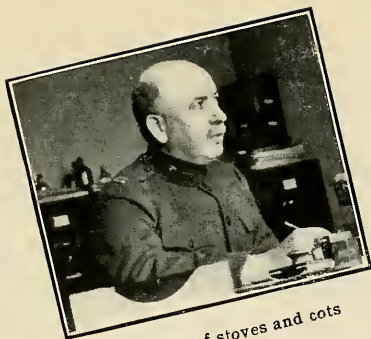
In establishing this new method of enamel, this Division was in a position to invite comparison from thirty-nine different bidders, whereas under the old style of gray mottled ware it would have been possible to secure bids from only about twenty-one.

Requisitions covering approximately eight million pieces of enamel cooking utensils passed through this Branch. These items included anything and everything used in camp and army life in the form of cooking ware.

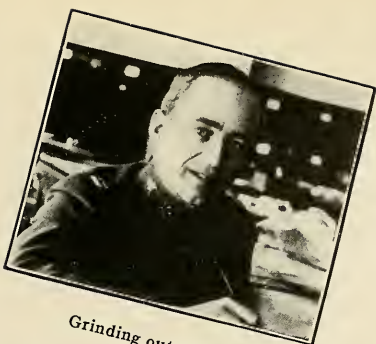
The standard Army Boilers, such as are used on the regulation army range, came in for a great deal of consideration. About fourteen manufacturers were induced to create facilities for making these boilers under machine methods, in order to increase the output. Camps were visited and the boilers that had been in daily use were studied and examined, with a view of making improvements and trimmings. In order to conserve block tin it was considered advisable to reduce the tin coating from No. 7A to 2A charcoal plate. By suggesting modern methods of manufacture of piece tin ware boilers, the price was reduced approximately thirty-five per cent. and the production greatly increased. The price was established by competitive bidding from about thirty tin ware manufacturers.

Approximately two hundred thousand round and square boilers were purchased, ranging in size from five to twenty gallons. The schools for cooks and bakers at the different





Dreaming of stoves and cots



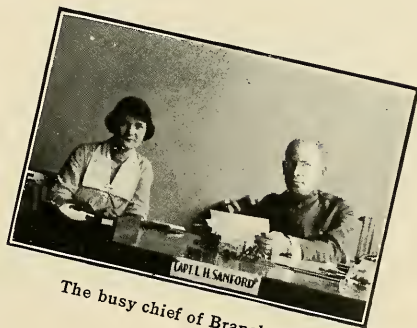
Grinding out statistics



After hours the Two Rivals matched (pennies?) before a large gallery



Giving some contractor Hades



The busy chief of Branch Four



"W. B." keeping the girls busy



camps, principally Camp Meade and Camp Merritt, were being constantly visited and a study made of the cooking utensils and general equipment in constant use so that from time to time improvement could be suggested to increase the wearing qualities of the different items. Samples of enamel ware were submitted to Camp Meade and a study of the wearing qualities made from the actual test in use, after which specifications were drawn up covering the several items of enamel cooking ware.

During the first few months of the war five or six sizes of dish pans were being used, and from constant study in the different camps the number of sizes was reduced to two, this being considered ample for all requirements.

The matter of Bakery Equipment was taken up through tests made and visits to the camps to see the utensils in actual use. A great many improvements were worked out, substituting wherever possible seamless body goods for seam goods, in order to improve the sanitary conditions of the cooking utensils. Flour sieves that had formerly been made with four or five seams were made with a seamless rim so as to prevent the accumulation of grease in the seams.

Tests of refrigerators were made, including sizes used by the Army and known as

- “non-commissioned officers’ refrigerators”
- “small officers’ refrigerators”
- “large officers’ refrigerators”
- “company size”
- “standard size.”

A great many improvements were worked out along sanitary lines and the improve styles destablished a great saving in the quantity of ice used, and better sanitary conditions in the preservation of food.

For the ration boxes for overseas assembled at the different

depots, over four million can openers were purchased. Approximately one hundred bidders were brought into competition on this item, and a large quantity of samples submitted. After a thorough examination of all of the samples and a comparison made on quality and durability tests, orders were placed with several of the factories at prices ranging from  $2\frac{1}{4}$  to  $2\frac{1}{2}$ c. each.

Approximately one million mop handles and a like quantity of cotton mop heads have been purchased through this Branch, and, on account of the cotton market, new facilities for the manufacture of mop heads had been created. Bids were invited from every mop manufacturer in the United States, large and small.

Hundreds of thousands of galvanized pails have been procured through this office, competition being particularly keen on this item. Severe tests were made in order to determine the wearing quality of the pails, and prices were submitted by practically every metal manufacturer in the country.

Skimmers, ladles, cooking forks, egg beaters, nutmeg graters, vegetable graters, and the small items of cooking ware have been purchased in enormous quantities. The decision in purchasing in most cases was made after a comparison of the samples submitted. In one instance over forty samples of meat forks were submitted, and fifty samples of skimmers. The price paid for skimmers was  $27\frac{1}{2}$ c. for the regulation army type. Bids were received from some manufacturers as high as 60c.

Thousands of colanders, flour sieves, and wash basins have been procured, many new manufacturers having been induced to go into this line of manufacture, a great part of the work being by hand.

Through its co-operation, this branch kept in close touch with deliveries of these enormous quantities, and comparatively little trouble was experienced in the shipment of cooking utensils.

In addition to purchasing, the various branch and section

# Branch Number Three

79

heads served on numerous standardization committees, and their efforts in standardizing articles with which they were familiar, should prove one of the greatest achievements.

COMPARISON OF PRICES PAID AND SAVINGS EFFECTED BY HARDWARE AND METALS  
DIVISION ON CERTAIN PURCHASES MADE DURING THE LAST HALF OF 1918  
AS COMPARED WITH PRICES PAID BY OTHER PURCHASING BUREAUS DURING  
LAST HALF OF 1917.

Article	Former Costs	H & M Div. Costs	Difference	Quantity	Total
	1917	1918			
Alamo Attachment for F. R. No. 1.....	\$ 3.03	2.04	.99	1,544	\$ 1,528.56
Dough Troughs.....	14.00	12.50	1.50	1,110	1,665.00
Dam Boards.....	1.09	.95	.14	1,110	155.40
Elbows, 4", 24 gauge.....	.30	.09	.21	20,000	4,200.00
Stove pipe, 4", 24 gauge....	.246	.18	.066	85,000	5,610.00
Field Ranges No. 1.....	28.76	20.25	8.51	5,425	46,166.75
Field Ranges No. 2.....	18.70	11.71 $\frac{3}{4}$	6.98 $\frac{1}{4}$	13,500	94,263.75
Boiling Plates for Field Range No. 1.....	3.23	2.93	.30	2,630	789.00
Boiling Plates for Field Range No. 2.....	3.24	2.89	.35	1,315	460.25
Field Bake Oven No. 1.....	296.00	206.25	89.75	3,866	346,973.50
1A Oven Fronts.....	20.01	13.85	6.16	3,920	24,147.20
2A Oven Backs.....	20.94	17.15	3.79	5,200	19,708.00
3A Sides of Oven Left.....	20.60	15.35	5.25	3,515	18,453.75
4A Sides of Oven Right....	20.60	15.35	5.25	3,515	18,453.75
5A Trench Covers.....	21.95	19.61	2.34	10,840	25,365.60
6A Oven Covers.....	5.02	4.56	.46	4,760	2,189.60
7A Lower Pipes.....	1.86	.96	.88	6,970	6,133.60
8A Upper Pipes.....	1.43	.83	.60	6,970	4,182.00
9A Hooded Elbows.....	2.66	1.82	.84	6,970	5,854.80
10A Chambers.....	53.83	43.90	9.92	11,905	118,079.60
11A Chambers.....	33.20	30.15	3.05	11,035	33,656.75
12A Chambers.....	31.20	25.70	5.50	15,979	87,884.50
Instruction Plates for extra Fronts Plates.....	1.40	.75	.65	3,460	2,249.00
Cots.....	3.75	3.19	.56	1,000	560.00
Bedsteads.....	8.50	7.35	1.15	202	232.30
Interchangeable Protectors Plates.....	.61	.40 $\frac{3}{4}$	.20 $\frac{1}{4}$	39,763	8,052.01
Sibley Tent Stoves Czecho-Slovak.....	2.56 $\frac{1}{4}$	1.98	.58 $\frac{1}{4}$	10,000	5,825.00
Tent Shields.....	.33	.14 $\frac{3}{4}$	.18 $\frac{1}{4}$	29,580	5,398.35
Steel Cots.....	3.40	3.25	.15	500,000	75,000.00
Folding Hospital Beds....	4.50	3.75	.75	200,000	150,000.00
Army Ranges, No. 5.....	94.00	87.28	6.72	2,226	14,958.72
					1,128,214.74

Dated Jan. 7, 1919.



## BRANCH NUMBER FOUR

BRANCH No. 4, known as the Office Equipment and Sundries Branch, was organized about August 1, 1918.

The total number of recommendations to purchase made by this Branch up to the time of the signing of the armistice was about 1300, and the total cost was approximately \$9,000,000.00.

The list of articles assigned to this Branch for purchase amounted to about 250, including practically every item of office equipment from pins to typewriters, as well as many articles of an allied nature. In addition, musical instruments were assigned to this Branch.

Some of the items purchased by this Division, and the circumstances connected with same, are as follows:

### *Musical Instruments*

Facing the problem of enormous increases in band requirements, coupled with most limited American facilities for the manufacture of musical instruments, this Branch, through the familiarity of its personnel with the market, was able to make successful negotiations for approximately 143,000 musical instruments, which were secured at a saving of about \$500,000 less than the prices at which the government had been able hitherto to obtain. Recommendations were made by this Branch for changes in the specifications of many instruments to conform to musical standards of to-day. By elimin-



Major George H. Richards



ating unnecessary marking and engraving, the aggregate saving was substantial. Suggestions were made for improving the method of repairing instruments, and better technical field assistance.

### *Sheet Music for Bands*

One of the most interesting incidents which transpired during the work of Branch 4, was the purchase of \$50,000.00 worth of sheet music for the use of the bands overseas. This was the largest single purchase of this class of music that the world has ever known.

When the call was received from overseas, it contained the request that the shipment should be made promptly. The task, however, was one of great difficulty, even if the need of hurried action had not been included. The music was intended for distribution to the bands of the A. E. F. These numbered about 390. It was accordingly decided to arrange for the purchase of 400 complete sets, each set to comprise a copy of each number selected.

After careful thought, it was deemed desirable to form a special committee of three well-known authorities in the musical world, especially identified with a certain class of music, one to represent the ceremonial numbers, one the concert pieces, and one the popular selections. Upon request of the Chief of the Branch, Lieutenant R. C. Deming, Band Master at Camp Meigs, was detailed to the committee to have charge of the ceremonial numbers, and Sergeant Irving Berlin, at that time attached to the U. S. Guard, New York City, was detailed on special duty with the Branch, to have charge of the popular numbers. Mr. Ward Stephens, the well-known composer, organist, and accompanist, accepted an invitation to become the third member of the committee to have charge of the concert numbers.

## "As You Were"

The committee, thus formed, held many sessions in New York, during which time they called to their assistance in conference all of the prominent printers. The members of the committee spent many days and nights in their work, with the cordial coöperation of the different publishers and music printers. Mr. Stephens was particularly active and deserving of credit. The amount ultimately expended was \$49,772.16 and the number of selections 333, composed of 172 concert, 43 ceremonial, and 118 popular.

The prices at which these were thus purchased represented great sacrifices on the part of both publishers and printers. This response was a very exalted patriotic tribute on the part of both of these trades to the pleasure and inspiration of the boys overseas.

The music was sent forward in three shipments, each shipment being composed of four hundred cases, each case containing a full selection of the numbers and a record of the contents, so that as each shipment was received in France, the cases could be distributed to the various bands without any special handling or assorting. This was rendered possible by the very able way in which the material was received, assorted, checked, and packed by the Zone Supply Officer, New York, the work being during the entire time under the supervision of Sergeant Berlin and a staff of technical musical assistants who, at his request, contributed their services for this purpose.

The handling of this requisition established a record for the Quartermaster Corps in the matter of purchase, packing, and dispatch of goods.

The authorization was received by this Branch on October 16, 1918. The first shipment was actually floated on November 15, 1918. There were, therefore, thirty days consumed in organizing the committee, holding the necessary conferences, arranging for the purchase and delivery, assorting and packing, and actual delivery on steamer. All of this work was



handled directly by the members of this Branch, both here and in New York.

### *Typewriters and Adding Machines*

During the year 1918, the question of an adequate supply of typewriters for the needs of the Army became very serious. The large numbers required for the use of the many new Departments in Washington and elsewhere, created a situation which called for very careful handling, inasmuch as the demands were taxing the total output of the country to the utmost limit.

In the early days of August, the typewriter industry organized a War Service Committee, under the general direction of the United States Chamber of Commerce. This War Service Committee became affiliated with the Miscellaneous Section of the War Industries Board. Branch 4 was called into the negotiations which followed. As a result of the coöperation which was thus effected, a policy of allocation of the output of all of the factories of the standard models was arranged. By this means, this Branch was able to arrange for the purchase and distribution of the machines as called for in a way which, while not meeting all of the needs, still provided for as satisfactory a distribution of the typewriters available as conditions would permit.

From the last of August until the signing of the armistice in 1918, typewriters to the number of 25,955 were purchased. One of the authorizations called for 11,300 machines. This is the largest typewriter order ever placed.

The same general conditions which surrounded the production, purchase, and distribution of typewriters, applied in a less serious degree to adding machines. One order was placed for 515 for the use of the A. E. F. This is the largest single order of adding machines ever placed.

*Shipping Tags*

This office was called upon to supply many millions of shipping tags in the period between August 1, 1918, and the signing of the armistice.

It was the custom of the various branches of the Army to use shipping tags made of linen on account of the durable quality. Under normal conditions, a linen tag is entirely in order. However, during the period of the war, industries were very much disturbed, and linen was utilized for much of the equipment used by the American Forces overseas and domestic, as well as essential commodities for export to the Allied armies.

In view of the scarcity of linen and its utilization for more essential purposes, this office arranged to substitute for a linen shipping tag—a tag known in the trade as Rope. This latter tag, it was found by testing, would meet all the requirements as regards service and durability overseas, and effect a considerable saving.

This state of affairs was accordingly brought to the attention of the Director of Purchase and Storage and authority was obtained dated September 27, 1918, "to procure tags, Rope stock, in lieu of linen."

The saving thereby effected by this substitution is exemplified in the following figures:

	Cost Linen	Cost Rope	Saving in Cost
RQ-2578; HM-1218	\$20,760.92	\$10,871.92	\$ 9,889.00
RQ-2579; HM-1219	12,779.40	6,927.78	5,851.62
RQ-2580; HM-1220	2,791.29	1,782.39	1,008.90
Total saving.....			<u>\$16,749.52</u>

*Office Pins*

In the period between August 1, 1918, and the signing of the armistice, authorizations were received for the purchase of approximately five hundred million pins.

The metal required for furnishing this large quantity was not in possession of any of the Pin Manufacturers in the United States. It was necessary to arrange a meeting between the six largest manufacturers in the country, and assistance was obtained from the War Industries Board whereby they were enabled to receive priorities for the metal required.

Following this, and for the reason that no single manufacturer could handle these large contracts alone, the manufacturers were again brought together and it was arranged that they all pool their metal and collectively undertake to fill the requirements and make a price to the Government on a basis of actual cost plus ten per cent. profit.

The manufacturers entirely coöperated with the Government in this manner and a contract was placed with one of the firms for the entire quantity called for which undertook to allocate to the other manufacturers such quantities as their plant facilities could handle.

In this exceptional manner of handling the pin situation, the Government was able to arrange for an unusually large number of pins at a low price not otherwise obtainable, and at the same time, did not disturb to any appreciable extent the commercial markets for this commodity.

#### *Mimeograph Paper*

When Branch 4 took over the purchase of paper, the Government had under contract a quantity of mimeograph paper at  $9\frac{3}{4}$ c. per pound. This mimeograph paper was an all-sulphite bleached sheet, very soft, and would not permit of being written on in ink. As a consequence, for such mimeograph paper as required ink insertions, it was necessary to purchase an additional quantity of a sulphite bond paper. After considerable experimentation, in conjunction with the Department of Agriculture and the War Industries Board, it

was found that ordinary white news would answer the purpose equally as well for the Bulletin mimeograph, and butcher's dry finish for the form paper. The comparative prices were less than half of the cost of the mimeograph paper as originally employed, and indicated a saving of \$106,000.00 per month. The added advantage of the butcher's dry finish was that it was a sized paper, waterproof, which permitted of its use for field orders under the most exacting weather conditions.

### *Toilet Paper*

At the time Branch 4 took over the purchase of toilet paper, it was found that considerable indiscriminate purchasing had been done. It readily appeared that for several reasons it was necessary to devise a new package of toilet paper, and in consequence a package was devised to contain 100 sheets flat, with a Kraft paper back. This package was such that 200,000 sheets of toilet paper could be put into a case of five cubic feet, whereas, a case of 2000 sheet rolls occupied approximately eight cubic feet of space, resulting in a saving of three cubic feet per case. Inasmuch as the estimated requirements of the Army at the time of the signing of the armistice were 35,000 cases per month, this improved package would have saved 105,000 cubic feet per month. It is difficult to estimate this in dollars and cents. Commercial rates of transportation were in excess of \$2.00 per cubic foot, and by very good authorities it was estimated at the time that, if a dollars and cents computation could be arrived at on the value of space to the Government, it would not have been less than \$7.50 per cubic foot. On this basis, there was an indicated saving by this smaller package alone, of approximately \$9,000,000. per year. In this case of toilet paper, a plan was formulated, whereby all the manufacturers were called together in a meeting, and all agreed to accept a price which indicated a very

small margin of profit above the actual cost of manufacturing, and which was some \$4.00 or \$5.00 per case less than the existing market price. Aside from the matter of space, the actual net saving in cost to the Government would have approximated \$1,500,000 per annum.

### *Waterproofing Paper*

Considerable experimentation was made in the matter of waterproofing paper, and it was found that the ordinary flat waterproofing paper was not adaptable to power baling, and if a paper could be devised which would bear up under power baling, bales could be not only pressed into a smaller content, but could be more rapidly made. This resulted in the creation of a paper known as creped and corrugated, which gave a stretch of 30% one way and 10% the other way, and eventually this paper was brought down to a basis of less cost than the flat sheet heretofore employed, which resulted in a saving of at least one cubic foot per bale, and permitted the Atlantic Terminal Branch at Brooklyn to bale approximately 200,000 bales per month under power. Inasmuch as the cost of power baling was probably 15c. to 20c. per bale cheaper, this saving, added to the saving in space, amounted to many million dollars annually. It is difficult to compute the extent to which the paper section was responsible for this saving, but it is a fact that the coöperation of the paper section at least served to assist toward making this tremendous saving possible.

### *Waxed Paper*

General Pershing determined to bake his own hard-bread in France. One million pounds of hard-bread were being consumed daily, and the custom had been to put this hard-bread up into cartons on this side, shipping same overseas.



Over fifty per cent. of the cubic space required for this could be saved by shipping only the flour, baking the bread on the other side and packing same on the other side. With this idea in view, this Branch purchased the waxed paper and waxed board for the manufacturer of cartons in France. This purchase was made considerably under existing market prices. As a matter of fact, the best quotation obtained was  $2\frac{1}{4}$ c. per pound more than the price at which the manufacture was finally arranged. There were 168,000 pounds of the waxed tissue, and 143,000 pounds of the waxed board required monthly. The saving was effected largely by the Government negotiating for the paper independently of the converting process.

### *Office Furniture*

During the pre-war period there was perhaps as much if not more steel office furniture, particularly filing cabinets, in use as wood. However, the necessities of war required all the available steel for the manufacture of munitions, and this section was requested to substitute wood wherever possible in its purchase.

Oak lumber, which is used almost exclusively in the manufacture of commercial furniture, was also becoming very scarce on account of the use of this particular wood in the building of ships.

However, in spite of the fact that the order requesting the substitution of wood for steel put a sudden demand on an already depleted lumber stock, this Branch, with the assistance of the manufacturers, was able to fill all authorizations in a very satisfactory manner.

### *Army Trunk Lockers*

Shortly after the armistice an order was issued increasing the baggage allowance of officers and enlisted men returning

from overseas. This action necessitated the immediate securing of an adequate supply of trunk lockers to be sold to the officers and enlisted men desiring them.

In order that there might be no unnecessary delay several of the larger trunk manufacturers were called to Washington and requested to submit samples of trunks which could be supplied most promptly.

By allowing some slight modifications from the standard specifications, changes which did not materially affect the strength of the trunk, it was possible not only to secure very prompt deliveries, but an average saving of one dollar per trunk was made possible, this saving accruing directly to the purchasers of the trunks.

### *Field Desks*

On August 27, 1918, this Branch received an authorization to purchase 94,942 small field desks, and 20,793 large field desks. September 16, 1918, another authorization for 72,490 small field desks was issued. In both of these instances this Branch, by reason of its own efforts, obtained information to the effect that there was a sufficient stock of these desks delivered to the various depots and on order at the factories to take care of all present and immediate future requirements, and by reason of the judgment and care exercised by this Branch in connection with authorizations of this character, this office was able to save the Government approximately \$1,735,000.00 as well as valuable space in the various warehouses which was badly needed for other supplies.

About this same time the Adjutant General of the Army authorized the preparation of a new desk for use at headquarters of regiments and similar units, to be supplied in place of the present large field desk.

This Branch also prepared the specifications for this new

desk and offered some valuable suggestions in the way of construction and standardizing the component parts used in connection with their construction, making it possible to obtain them readily by competitive bids in the open market.

This new desk was specially designed to accommodate new forms issued for the records, etc., of regiments and similar units, and also has a compartment for the accommodation of a portable typewriter.

The adoption of this desk will not only effect a saving in space but it is estimated that a saving of approximately \$7.00 per desk will be made.

The Chief of the Office Furniture Section was appointed chairman of the Sub-Committee of Standardization of Army Desks and Lockers, revised and prepared specifications for Field Desks for Companies and Regimental Headquarters.

#### *Wrist Watches*

An authorization was received in this office dated December 7, 1918, for 11,600 Wrist Watches of a specific make. These were for overseas sale at the Canteens.

The price heretofore paid for this type of wrist watch was \$3.60, but this Branch arranged for the purchase of a watch of identical construction for \$2.20, effecting a saving of \$11,136.00 on this particular authorization.



1



2



3



5



4



6

1. Major Earl A. Darr.

4. Major Thomas M. Lynch.

2. Major W. R. Batcheller.

5. Major Joseph Odlin.

3. Major J. H. Curtin.

6. Major H. D. Moore.





## BRANCH NUMBER FIVE

BRANCH No. 5, or Contract and Purchase Branch of the Hardware and Metals Division, later General Supplies Division, was created on July 17, 1918, by Office Order No. 506, dated July 17, 1918, issued from the office of the Quartermaster General of the Army. On July 29, 1918, this Branch was divided into two sections by H & M Order No. 67, constituted as follows:

Contract Preparation Section  
Contract Approval Section

The personnel of the Contract Preparation Section numbered seventeen people, and the Contract Approval Section, seven people. All Contracts, Purchase Orders, and Correspondence pertaining thereto, of the Hardware and Metals Division, were prepared in this Branch. At the time of the signing of the armistice, November 11, 1918, the personnel of this Branch consisted of four commissioned officers, one enlisted man, and sixty-one civilians.

### *Procedure*

Recommendations to purchase are received and receipted for in the Contract Preparation Section, and promptly checked by various people for errors and then turned over to the stencil cutters to make forms for Purchase Orders and Contracts,

which are required. As soon as stencils are completed they are placed upon the mimeograph machine, sufficient copies mimeographed, after which copies are compared with recommendation and thoroughly checked in order to see that they correspond.

Purchase Orders or Contracts are then turned over to the assembling room for attaching such letters, forms, etc., as are necessary. Completed forms of Purchase Orders or Contracts are then submitted to Contract Approval Section to be checked as to form, legality, amount of bond, if any, etc., and finally submitted to the Purchasing Officer for his signature; and in the case of Purchase Orders, are immediately mailed to the manufacturer for execution. If a Contract, same is forwarded to the Board of Review for approval and then forwarded for execution, after being signed by the Purchasing Officer of this Division.

The Contractor, upon receiving all copies of the Contract, signs same, gives and attaches the required bond, etc., and returns same to the Contracting Officer of this Division, where they are again reviewed as to correctness of bond, proper execution; and if approved, the Purchasing Officer signs the required number of copies of Contract, and Contractor's copy thereof, and the complete Contract is then forwarded to the Contractor and other copies forwarded to other proper military destinations.

## BRANCH NUMBER SIX

BRANCH No. 6, known as the Production and Inspection Branch, originated from what was formerly known as the Investigation Section of the Administrative Branch of the Hardware and Metals Division. One of the chief functions of this section was to investigate the financial and moral responsibility of bidders for contracts to be placed by the Division. This section also did some work on the speeding up of productions. With the consolidation of procurement which became effective July 1st, certain personnel were transferred to this Division from the Ordnance Department, in compliance with Supply Circular No. 62 (which appears on page 134 marked Exh bit "I"), and with the greater amount of work which was developed from this consolidation it was deemed advisable to organize the work of Production and Inspection into a separate Branch, taking the Investigation Section as a nucleus upon which to build. This Branch was formed on date of July 17, 1918, and was authorized by Office Order No. 506 dated July 17, 1918, issued from office of Quartermaster General of the Army; the Investigation Section of the Administrative Branch becoming a section of the New Branch.

The Branch was composed of Sections which corresponded with the various Procurement Branches, as follows:

Section No. 1    Having jurisdiction over production and inspection of Heavy Hardware

## "As You Were"

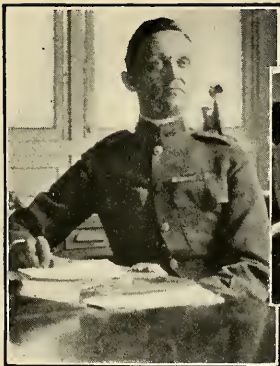
- Section No. 2 Small Hardware and Tools
- Section No. 3 Kitchen Mess and Camp Equipment
- Section No. 4 Office Equipment and Sundries
- Section No. 5 Records maintained of all the reports of the Branch
- Section No. 6 Transportation—looking after the transportation of material on contracts to points of destination
- Section No. 7 Investigation—investigating the financial responsibility of all bidders

Later, Section No. 7, or the Investigation Section, was transferred to the Bidders File Section, Purchase Records Branch, Administrative Division.

In order to keep in close touch with the progress of production of materials, a method of reports was inaugurated, records being made by the inspectors stationed at and visiting the plants, these inspectors being under the control of the Depot Quartermasters (later known as Zone Supply Officers). These reports were rendered weekly on each contract placed by the Division, and were compiled in the Records Section of the Branch, in order to ascertain what action was necessary to keep the deliveries of all contracts up to schedule.

Each Section of the Branch had attached to it several officers and civilians who were experts in the manufacture of the lines of material handled, whose duties were to act as traveling supervisors, some devoting their time to production, and others to the overseeing of inspection, their principal care being to see that material was standardized and by working between the different Zones, endeavor to maintain an equal standard of quality throughout the various sources of supply. The inspection force in the field was handled by the Hardware and Metals Division, later called the General Supplies Division, in each of the Quartermaster Depots, and was selected by





Service, please!



The big chief and some of his staff



The Judge who "sat" on our contracts



Our great Pat



The captain says he signed a million contracts



Henry believed in three square meals a day



The busy C. and P.'s at ease



The popular Personnel Section





officers in charge of this Division at Washington. The inspectors' work was checked by officers acting as traveling supervisors from the different depots. In addition to this a certain per cent. of the material was inspected in the depot itself.

In order to obviate some of the necessary delay between the verbal agreement and the actual receipt of the signed contract by the contractor and the Depot Quartermaster, who also had copies of all contracts placed in the Zone under his jurisdiction, a copy of the letter of recommendation and award was immediately mailed to the depot by this Branch, thus enabling the Depot Quartermaster to immediately get in touch with the contractor and see that his work was started on time, and that the specifications were lived up to. All delinquent contracts were handled in their respective sections, and they in turn made every effort through the depot to get them up to schedule; and when necessary personal visits were made in conjunction with the depot forces.

At the time the armistice was signed the Branch was composed of approximately sixty officers and civilians.

## OFFICE SERVICE BRANCH

WHEN the Hardware and Metals Branch of the Supply and Equipment Division was designated as a separate Division, the organization as shown by the Division Chart as of date June 1st, was as follows:

One Chief of Division  
Two Assistant Chiefs of Division  
Three Procurement Branches, and  
One Planning Branch

It is the history of the last named Branch which the following pages are to cover.

At its inception the Planning Branch was named the Methods and Service Branch. The personnel consisted of two people. With the rapid growth of the Division the work and duties of this Branch progressed in the same ratio, and on the 4th of June, 1918, ten people were transferred from what was formerly known as the Contract and Purchase Branch of the Supply and Equipment Division to the Methods and Service Branch, Statistical Section, of the Hardware and Metals Division, which was the beginning of that section. At the same time this Branch took over the Statistical and Production Section of the Hardware and Metals Branch of the Supply and Equipment Division, and consolidated a portion with the new Statistical Section; and, from the balance formed

the Mails and Files Section of this Division. By the middle of June this Branch had grown so that it was divided into the following sections, namely:

- Personnel
- Mails and Files
- Stenographic
- Production and Statistical
- Contract and Purchase
- Investigation

On July 17, 1918, in compliance with Office Order No. 506, issued by the office of the Quartermaster General, the name of this Branch was changed to the Administrative Branch, and the sections coming under the supervision of the Chief and Assistant Chief were as follows:

- Personnel
- Statistical
- Mails and Files
- Supplies
- Specifications and Samples
- Stenographic and Information

With the rapid growth of the Division organization and the added duties thereby devolving upon the Administrative Branch, the organization chart of this Branch as of date October 15, 1918, shows the following sections:

- Personnel
- Supplies
- Mails and Files
- Specifications and Blueprints
- Stenographic
- Information
- Samples
- Service

On November 11, 1918, the Administrative Branch was incorporated as Branch 1-E of a larger Administrative Unit, and given the name of Office Service Branch, the sections remaining the same as of date October 15, 1918.

### *Personnel*

On the 17th day of June, 1918, the Personnel Section of this Branch was organized and consisted of three persons, the Chief of the Personnel Section remaining in the office of the Chief of the Branch, acting as his assistant, and two clerks maintaining a separate office. The first step in the organization of this section was to make folders and card files for each of the personnel of the Division. Daily absence reports were made and submitted to the Personnel Division, the absences recorded in the attendance book maintained by the Section. An information blank was drafted for use for registering incoming personnel, as well as card index files and folders for each person entering the Division. On June 21, 1918, this Section was increased in order to perform the rapidly increased work due to the large number of people coming into the Division. Every possible source of employment was investigated, with the result that the personnel of the Division grew very rapidly.

Extreme difficulties were encountered in securing the necessary competent help, and in order to make inducements to persons coming to the Division, suggestions were made by this Branch to the Personnel Division that transportation of prospective employees be paid from their home town to Washington. Representatives of this Branch made trips to New York in the interest of securing additional help. Letters were also written to prominent business houses throughout the Middle West, asking for assistance in obtaining stenographic and clerical help. Through these channels a number of employees were secured.



By the 1st of July the Division had grown from approximately forty people as of date June 1st, to one hundred and thirty-nine. The work of placing these new people as they came to the Division fell to the Personnel Section. This Section also issued requests for Travel Orders and maintained a Travel Order file. They also made out Officers' Pay Vouchers and attended to the filing of Applications for War Risk Insurance.

Other work assigned to this Section was the making of attendance and overtime reports for civilians, and the daily morning report rendered for officers and enlisted men in the service. At first this work was taken care of by one clerk, but as the Division grew the work assumed such large proportions that it was necessary to assign two additional clerks to these duties. At the time of the signing of the armistice, the functions as performed by the Personnel Section of this Branch were as follows:

- Correspondence
- Appointment
- Interviewing Applicants
- Assignments
- Separations
- Field Pay Roll
- Officers' Pay Vouchers
- Time Records
- Travel Orders
- Issuing of Passes (both Building and Property)
- Filing of all Personnel Papers of the Division
- Daily Reports of Personnel to Various Offices
- Issuing Telephone Directories
- Monthly Reports of Commissioned strength by rank
- Arranging Leaves of Absence
- Securing Certificates of Illness and Requests for Leaves

## “As You Were”

in addition to large Welfare Activities, consisting of  
 Visiting Sick  
 Planning Social Diversions  
 Vocational and other Advice, performed for members  
 of this Division

This Section was responsible for three social affairs given by the Division:

- (1) Hardware and Metals picnic given at the Country Club, Wisconsin Avenue, August 28, 1918.
- (2) Dancing party at Dyer Hall, November 6, 1918.
- (3) Christmas Dance held at 2400—16th St., December 18, 1918.

The Welfare Clerk of the Division made eighteen sick calls during the first influenza epidemic, most of this work being done on Sunday. Ten additional sick calls have been made since that time.

The records of this Section show in the following figures the Personnel as of dates given:

June	1, 1918	40	November	1, 1918	490
July	1, 1918	139	November	18, 1918	534
August	1, 1918	184	December	1, 1918	458
September	1, 1918	260	January	1, 1919	345
October	1, 1918	389	February	1, 1919	312

### *Supplies Section*

The office supplies required by this Division were obtained through the Supplies Section and were distributed on requisition approved by the Chief of this Branch. A stock room was maintained, enabling the wants of the Division to be anticipated to a great extent, all supplies being based on Army Catalogue No. 1. Prior to the signing of the armistice, it was most difficult to obtain office furniture of any kind, but this condition no longer exists and each office is now fully equipped.

*Mails and Files Section*

The Mails and Files Section of the Hardware and Metals Division was primarily organized in April, 1918, as a part of the Hardware and Metals Branch of the Supplies and Equipment Division, to handle and distribute all incoming and outgoing mail and telegrams. This Section also had under its control the general files. From a small beginning, this Section had grown from three or four persons to approximately twenty-five at the signing of the armistice. The volume of mail handled has grown from a few letters a day to several thousand, and telegrams to several hundred each day, in addition to which hundreds of Inter-War Department letters were handled by this Section.

The following procedure is followed on all mail matter, both packages and letters: Upon their arrival in this Section, if not personal, they are opened and time-stamped. If a carbon copy of the letter is attached, this is removed, time-stamped, and placed in the file box. Where there are enclosures with a communication, these are carefully noted, the initials of the person opening the letter appearing at the bottom of the letter, so that if enclosures are misplaced after letter and enclosures leave the section, there is proof that the enclosures reached the Division. File numbers are placed upon the margins of letters for the convenience of stenographers when answering these letters. The letter or package is then boxed into Branch boxes from which hourly deliveries of mail are made; while hourly collections of mail are made from over forty mail baskets located throughout the Division.

Telegrams, special delivery, and registered mail are given immediate attention upon receipt. Incoming telegrams are listed on daily record sheets, stating name of sender, number on telegram, subject, to whom referred, signature of party receiving same, and date telegram is answered. Special delivery

and registered mail are listed in red under the same headings on these record sheets. All of these are time-stamped before delivery. Outgoing telegrams are approved by the Branch Chiefs, checked, and time-stamped. One white copy is retained for the telegraph file; one green and one white copy and the original telegram are sent to the Telegraph Section of the General Administrative Division. The green copy is time-stamped by that Section and returned to this office, after which it is entered on our outgoing mail sheets in red and this green copy goes into the general files as a record that the Division telegram has been dispatched. The telegram clerk is also to follow up all incoming telegrams twenty-four hours after received, to ascertain whether they have been answered, and if at the end of forty-eight hours they still remain unanswered and proper reason for not answering is not given, a report of said message is made to the Chief of the Office Service Branch, who shall take such action as is necessary to obtain such answer.

The amount of material to be filed in the General Files of this Division has increased very rapidly and will be further increased when the authorizations of purchase folders of the Division are turned over to the Mail and File Section by the several procurement branches, to be incorporated into the permanent files of this Division.

Before filing each letter, memorandum or telegram, it is carefully read to determine the subject, after which a corresponding file number is written upon the edge of the letter. After the number is placed upon the letter, it goes to a file typist who places upon a card the name of the firm or person to whom the letter is written, the date, file number, and marks the letter with red check, showing it has been indexed. If the letter pertains to more than one subject, file number corresponding to the minor subject is placed on the letter with a cross-mark before it to refer to a cross-reference sheet. The

cross-reference is typewritten on a special blank form which shows the name of the firm or person, the date and subject of the letter, and the file number under which the original letter is filed. The letter and cross-reference are then placed alphabetically and according to date, in their proper folders, on the edge of which is typewritten the file number corresponding to the subject and the name of the firm or person. After the letter has been indexed, or cross-indexed when necessary, the reference cards are placed alphabetically in the card cabinets, which completes the action.

### *Specifications and Blue Prints*

This Section has had the designation, "Specifications and Blue Prints" only since the issuance of organization chart No. 2, on date of December 31, 1918. However, it has been more or less closely connected with the three foregoing activities of the Division, under a different designation, ever since the organization of the Hardware and Metals Division on date of June 1, 1918.

Contracts which were made with the manufacturers, contained an accurate description of the articles purchased and copies of these contracts were in all instances forwarded to this section. A force of clerks was engaged in copying the specifications, which were filed under their respective commodities; and later, as more explicit specifications were received frequently, they were copied and filed in the same folder, so that comparison could be made, as well as to eventually arrive at a standardized specification that would best serve the interests of the Army.

In addition to this, this Section came into close touch with all of the various purchase bureaus of the Government, and secured from them their specifications covering commodities which were also purchased by this Division, which gave a fur-



ther basis of comparison. There were also obtained from the Superintendent of Documents, and Library of Congress, copies of proposal blanks as issued by the Quartermaster Corps, running back for a period of years, and specifications contained in these were also copied.

Experts in the several lines connected with the General Supplies Division also made up in a great many instances new specifications on certain articles which have heretofore not been purchased by the Government in sufficient quantities to justify standardization. These specifications were forwarded through the proper channels and approved by the Adjutant General's office. Preparations have been made to have these various specifications printed, but in view of the action of the General Standardization Section, Purchase Branch, Purchase, Storage and Traffic Division of the General Staff, in collecting a number of specifications and issuing them in catalog form, it has not been deemed advisable to have individual specifications printed until the issuance of these catalogs, so that there may be no confliction in the matter. This General Standardization Section purposes at some later date to issue a catalog under the generic title of "Hardware," but this office was given to understand that it will be a number of months before any action in this regard will be taken. There is one exception to the above, and that is, as to hickory handles. This Division had three thousand copies of specifications printed on this item, the greater portion of which has been distributed.

This Section is advised by the General Standardization Section that according to their records to date, specifications covering approximately fifteen hundred commodities have been standardized.

As an adjunct to specifications covering commodities purchased by this Division, this Section has established a library of catalogs which has been rapidly increased in size, and will eventually contain catalogs of all the leading manufacturers of

the country pertaining to items purchased by this office. This portion of the work is under the supervision of a competent librarian and practically every request which has been made for catalogs up to date has been met. A complete index showing the names of manufacturers whose catalogs are in the library will be compiled and mimeographed, giving the name of the manufacturer, together with the commodity they supply, and in addition a cross-index of the commodity showing the names of the various manufacturers thereof; also a cross-index has been made which will enable the various buyers to call for whatever catalog they may find necessary to use in the purchase of goods.

Prior to the signing of the armistice, this Section issued weekly bulletins showing purchases and contracts that were to be made by the Division, this blank form being later adopted by all of the Divisions of the Office of Director of Purchase. These bulletins were forwarded to the official censor of the Quartermaster Corps, to be acted upon before being made public, and upon being posted, copies were supplied to the official U. S. Bulletin, as well as to a number of the trade papers and Chambers of Commerce throughout the country and in addition to several manufacturers' organizations which had a large clientele, besides posting a copy on the Bulletin Board of this Division. These bulletins were also sent to the Zone Supply Officers and were posted in conspicuous places, so that all publicity possible was given to prospective purchases of this Division.

### *Stenographic Section*

On September 3, 1918, the Stenographic Section of the Administrative Branch was organized. From this date to November 11, 1918, about fifty stenographers and typists were assigned to offices of the various Branches, after remaining

## “As You Were”

from one to ten days in the stenographic section receiving instructions in correspondence forms, rules and regulations of the Division. A permanent force of four stenographers, four typists, one expert dictaphone operator, also one mimeograph operator, was retained to take care of the overflow of stenographic and typing work from the General Supplies Division. This force was in full operation at the time of the signing of the armistice.

### *Information Section*

The Information Section was created on June 21st, following an order issued by the Chief of this Branch. On or about July 1st, the duties of the position having increased to such an extent, it necessitated the assigning of an assistant. By September 17, 1918, the work increased to such an extent that another clerk was added, in order to attend to all telephone calls for information and the general work of the section to be taken care of. A daily report was issued showing the number of visitors which passed through the Division. This report showed a daily average of between two hundred and fifty and three hundred persons making business calls to these offices. The duties of the chief of this section consisted of the following: To see that representatives calling upon the chiefs and buyers of the different branches were admitted to such persons as they wished to see as expeditiously as possible, and without conflicting with other salesmen, representatives, and visitors, regulated according to the time of entering the reception room. Additional duties were to answer questions submitted as far as could be complied with.

### *Sample Section*

The Sample Section of the Branch began its operation October 24, 1918. An accumulation of copies of contracts and

orders, also samples applying to same, necessitated the systematizing of the work to facilitate the linking up of the copies of orders and contracts with samples to which they pertained. This work has grown very rapidly and at the present time practically all of the samples which have been received by this Division and which were not required to be returned to the manufacturer, have been sorted, tagged, and indexed, and placed in this section as the official samples of this Division.

The functions actually performed by this Section at the time of the signing of the armistice were that of packing and forwarding samples to Zone Supply Officers and manufacturers as the case called for, applying on contracts or orders, returning all samples not required and the conduct of the correspondence essential to the above work.

#### *Service Section*

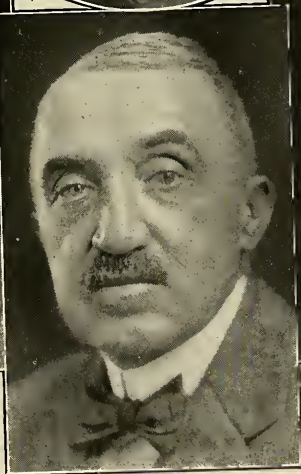
This Section was established on October 15, 1918, to take charge of all matters pertaining to messenger service, building and equipment repairs, moving and general service and work in connection with Office Equipment. Prior to the signing of the armistice, this Section had charge of sixteen messengers, one skilled laborer, and one assistant. Due to the signing of the armistice, and the cessation of purchases and reduction of personnel of the Division, the duties of this Section had decreased to such an extent that the Section was abolished and the work taken over by the office of the Chief of the Office Service Branch, as of date December 31, 1918.

#### *Drafting Section*

The Drafting Section of this Branch, although not officially designated as a section, had been functioning for a considerable period of time prior to its official organization. The duties of

this section are to make drawings for records and contract purposes, and other duties for which their services may be required; also the filing and recording of all blue prints and drawings which have been made during the life of this Division.





1. Lieutenant H. F. Murphy.  
4. K. D. George.

2. Lieutenant J. K. Bangs, Jr.  
5. T. B. McKaig.

3. Captain C. W. Bliss.  
6. Captain A. S. Dunning.



## BRANCH NUMBER EIGHT

BRANCH No. 8, or as it was known, Statistical Branch, of the Hardware and Metals Division (later General Supplies Division), had its inception as the Statistical Section of the Hardware and Metals Branch of the Supply and Equipment Division, under date of May 11, 1918. At that time the greater part of the statistical records of the Hardware and Metals Branch and all special reports were being rendered by the Statistical Branch of the Supply and Equipment Division.

Under date of June 1, 1918, the Hardware and Metals Branch was made a Division. All statistical work was transferred from the Statistical Branch of the Supply and Equipment Division to the Statistical Section of the Administrative Branch of the Hardware and Metals Division, as of date of June 4th. The work of this section grew so rapidly that it was with great difficulty and considerable overtime work on the part of employees that it was able to keep records up to date; in fact, the personnel had to be increased so fast that it grew from a force of two to sixty people by October 1st.

The importance and amount of work handled was so great that it outgrew a section and was made a Branch the early part of October, 1918. Later on, in the latter part of November, all records of the Production and Inspection Branch of the Hardware and Metals Division were turned over, including the personnel, to the Statistical Branch.

The Statistical Branch handled and kept records of all

descriptions pertaining to all the authorizations, recommendations to purchase, and contracts of the entire Hardware and Metals Division; also kept a record of all purchases made by all depots throughout the United States, and also followed up contractors, covering all contracts executed by the Division, to see that deliveries, as specified in the contracts, were lived up to as near as possible.

In addition to the above statistical records, a weekly report was rendered by the Statistical Branch, showing the status of the most important contracts. It also rendered special reports of all descriptions, including the weekly report of all expenditures of the Division and a daily report of expenditures made to the Director of Finance. This office has been taxed heavily in rendering reports of all descriptions since the signing of the armistice. The largest general report rendered by the Branch, covering all outstanding obligations of the Government, in so far as this Division is concerned, on undelivered material up to the time the armistice was signed, consisted of one hundred and forty-two pages covering approximately three thousand contracts.

#### *Priorities and Clearances Section*

Shortly after the organization of the Hardware and Metals Branch of the Supply and Equipment Division, it became necessary to create a Priorities Section as a unit of the Office of the Assistant Chief. The function of this section was to secure a permit from the War Industries Board for the supply of raw materials, which were required for the manufacture of orders placed by the Hardware and Metals Branch. The War Industries Board had complete control of all raw materials in the country. This was brought about by the fact that purchases of the various Government Departments were in some instances becoming so large that the demand for certain raw materials exceeded the known supply.

As soon as the contractor received an order from this Division he immediately filled out a priority request, covering the required amount of raw material for the filling of his contract and forwarded it to this office. It was then the function of this section to approve this request and forward it to the War Industries Board, where it was either granted or declined. If it was granted, it was rated by the Board in accordance with the importance of the Government order for which the material was required. For example, a priority certificate given an A-1 rating took precedence over an A-2 or an A-3 rating, or a B-2 rating took precedence over a B-3 or B-4; in other words, if a priority certificate was granted A-1 rating, the mill on whom the priority was granted was compelled to turn this order out ahead of all other orders which they had on their books carrying a lower rating.

About May 1, 1918, the Clearance Section of the Hardware and Metals Branch was also established as a unit of the Office of the Assistant Chief. This was consolidated with the Priority Section and the new section was then known as the Priority and Clearance Section.

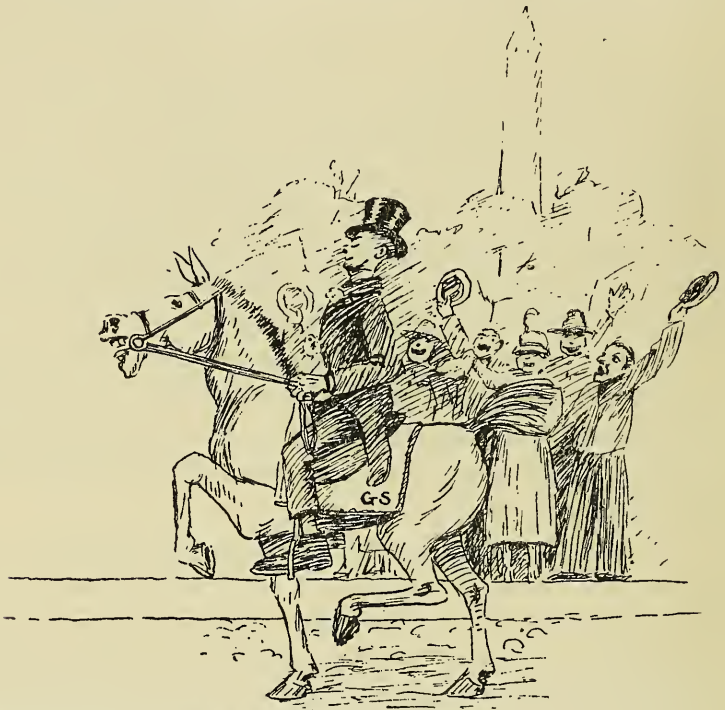
It was the function of this unit to submit to the War Industries Board a schedule of the requirements of all items, which were on the Clearance list, which this Division was required to purchase. This procedure became necessary because of the fact that the requirements of the Army and Navy were becoming greater as the war continued and unless all purchases were controlled by one central bureau as the War Industries Board, it would soon become impossible to obtain the required quantity of certain commodities. If in the estimation of this Board, the request for purchase of certain items was necessary for the equipment of the Army, the request was cleared; in other words, permission was granted to make the purchase, sometimes under certain restrictions as to the territory in which the commodity was to be manu-



## “As You Were”

factured. This procedure was what is known as obtaining a clearance.

The purchases of the Hardware and Metals Branch became larger and larger and by the first of June, 1918, this Branch was separated and became a Division known as the Hardware



THE PARADE AFTER THE WAR

"Who is it—the President or General Pershing?"  
 "Neither. It's the only G-S Buyer that ever wrote a FORM 6 to suit ME ME KAIG".

and Metals Division. The Priority and Clearances Section also grew rapidly, being divided into two sections, the Clearance Section and the Priority Section, each being in charge of a chief. As the war continued, the raw materials became more scarce and it became more difficult to obtain a sufficient quantity of raw material for the completion of the contracts at the required time. This necessitated a large

increase in personnel, until shortly before the signing of the armistice the Priorities and Clearances Section was made a Branch, and it was then known as the Priorities and Clearances Branch of the General Supplies Division with a personnel of twelve.



### *Inter-Bureau Procurement Section*

The Inter-bureau Procurement Section of the General Supplies Division was organized soon after the consolidation of procurement as of date July 1, 1918, which necessitated an office for the amount of inter-bureau requisitions coming to the Division from other procurement bureaus. The Inter-bureau unit of this Division received from June 10, 1918, to November 11, 1918, seventeen hundred and nine (1709) procurement

requisitions,—fourteen hundred and ninety-one (1491) being Inter-bureau requisitions and two hundred and eighteen (218) being sub-requisitions; and accomplished nine hundred and thirty-three (933) purchase contracts or purchase orders to an approximate value of nineteen million, three hundred thirty thousand, ninety-eight dollars and forty-eight cents (\$19,330,098.48).

One hundred and seventy-one (171) procurement requisitions were sent to other bureaus for purchase to an approximate value of eight million, eight hundred thousand one hundred thirty-nine dollars and eighty cents (\$8,800,139.80).

Procurement requisitions after being approved by the Chief of the Division were passed through the Statistical Branch to the procurement branches for purchase.

When the procurement branches had made a recommendation for award, an informal notice was at once sent to the Issuing Bureau and after the Board of Review had passed upon the contracts, a purchase report was forwarded to such bureaus, giving "quantity and unit," "total price," "specified delivery and total quantity" placed against the requisition.

Shipping reports are made concurrently with shipments and a follow-up report made, indicating when quantities covered by the requisitions had been completed.

Cancellations or amendments for procurement requisitions were also reported by the use of designated forms.

Taking the per cent. of the Interbureau requisitions allocated to this Division as a basis, it would appear twelve thousand, two hundred and ninety (12,290) forms or notices passed through the Interbureau Branch.

The difference, as shown between the number of procurement requisitions received and number of contracts applied, may be explained by the cancellations, assignments to Zone Supply Officers for local purchases of small quantities or filling

from stock; also the combining of a number of requisitions for like material in one contract.

The Interbureau Procurement method has demonstrated practical and economical advantage to the Army in the consolidation of purchases as well as supplying the requirements from storage. The above amount of work handled since the organization of the Unit up to the signing of the armistice was accomplished by a personnel of eleven people.

Only through the united labors of every member of the personnel of this Division, consisting of the officers, enlisted men, and civilians, working with untiring energy and ceaseless efforts, were the above results obtained. The Chief of this Division wishes to take this opportunity to express to each and every one of the personnel his appreciation of the united efforts and unswerving patriotism, which caused this Division to be such a potent factor in the successful termination of the war.

H. E. LOOMIS,  
Capt. Q. M. C., U. S. A.,  
Historical Officer,  
General Supplies Division.

Approved:

H. P. HILL,  
Lt. Col., Quartermaster Corps,  
Acting Chief, General Supplies Division.

## EXHIBIT "A"

### WAR DEPARTMENT OFFICE OF THE QUARTERMASTER GENERAL OF THE ARMY WASHINGTON

April 16, 1918.

Office Order }  
No. 376. }

1. The following Divisions and Branches in the office of the Quartermaster-General are hereby established, with personnel in charge as indicated:

*Symbol*

A	Administrative Division	Col. C. P. Daly Maj. Ezra Davis, Assistant
A -C	Administrative Control Branch	Capt. A. J. Chappell
A -OR	Orders and Regulation Branch	Lieut. Col. T. L. Smith
A -FC	Financial Control Branch	Lieut. Col. J. Q. A. Brett
A -TC	Telegraph and Cable Branch	Lieut. F. B. Clayton
A -CR	Confidential Record Branch	Capt. H. A. Allen
A -M	Messenger Branch	Lieut. Lloyd Thrush
A -Cem	Cemeterial Branch	Capt. H. R. Lemly
A -OS	Office Service Branch	Mr. F. M. Cunley
A -MR	Mail and Record Branch	Lieut. John W. Browning
A -CS	Contract Supervision Branch	Miss Jessie Dell
P	Personnel Division	Mr. John J. Coss Capt. Geo. H. Hahn, Assist.
P -C	Commissioned Branch	Capt. Geo. H. Harrell
P -E	Enlisted Branch	Capt. Mack Bray
P -Civ	Civilian Branch	Capt. T. L. Holland



P -D	Departmental Branch	Capt. E. A. Farrell
P -P	Planning Branch	
P -T	Training Branch	Mr. W. S. Field
P -L	Liaison Branch	
FA	Finance and Accounts Division	Col. H. M. Lord
FA -AA	Apportionment Accounts Branch	Col. H. M. Lord
FA -MA	Money Accounts Branch	Lieut. Col. James Canby
FA -PA	Property Accounts Branch	Lieut. Col. W. H. Noble
FA -PDA	Personal Deposits and Allotment Branch	Capt. A. J. Maxwell
FA -SR	Subsistence Returns Branch	Capt. J. A. Hill
FA -CK	Cost Keeping Branch	Mr. R. H. A. Greene
FA -C	Claims Branch	Lieut. F. L. Wilkinson
FA -OS	Office Service Branch	
MC	Methods Control Division	Mr. George E. Frazer
MC -P	Planning Branch	Maj. W. F. Dodd
MC -I	Investigations Branch	Capt. E. A. Meyers
MC -IS	Information and Statistics Branch	Mr. E. J. Fowler
MC -EC	Expeditionary Cable Branch	Maj. G. W. B. Hicks
MC -OS	Office Service Branch	Maj. H. D. Bargett
SC	Supply Control Division	Maj. R. A. Shaw
SC -R	Requirements Branch	Maj. F. L. Devereux
SC -D	Distribution Branch	Maj. R. A. Shaw
SC -OS	Office Service Branch	
SE	Supply and Equipment Division	Mr. Albert L. Scott
SE -CG	Cotton Goods Branch	Mr. Harry L. Bailey
SE -WG	Woolen Goods Branch	Mr. H. P. Bonties
SE -M	Manufacturing Branch	Mr. R. A. Feiss
SE -KG	Knit Goods Branch	Mr. Lincoln Cromwell
SE -SLR	Shoes, Leather, and Rubber Goods Branch	Mr. J. Franse McElwain
SE -HM	Hardware and Metals Branch	Mr. Wm. A. Graham
SE -VH	Vehicles and Harness Branch	Col. W. S. Wood

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SE -P	Purchasing Branch	Col. H. J. Hirsch
SE -A	Advisory Branch	Maj. Geo. H. Savage
SE -PI	Production and Inspection Branch	Mr. Malcolm Donald
SE -IR	Industrial Relations Branch	Mr. E. M. Hopkins
SE -OS	Office Service Branch	Mr. Gershom Smith
Rec	Reclamation Division	Maj. I. S. Osborne
Rec -S	Salvage Branch	Mr. Louis Birkenstein
Rec -SR	Shoe Repair Branch	Mr. Philip H. Fraher
Rec -HR	Hat Repair Branch	Mr. E. LeRoy Cummings
Rec -CR	Clothing Repair Branch	Lieut. H. A. Rosenthal
Rec -L	Laundries Branch	Mr. J. E. Dann
Rec -DC	Dry Cleaning Branch	Dr. H. E. Mechling
Rec -C	Control Branch	Capt. F. H. Canfield
Rec -Con	Contract Branch	Mr. R. L. Raymond
Rec -OS	Office Service Branch	Capt. J. Y. Hamilton
Sub	Subsistence Division	Col. W. R. Grove
Sub -P	Procurement Sub-Division	Capt. W. K. Nash
Sub -CB	Controlled Bids Branch	Lieut. W. A. Jordon
Sub -FA	Food Allotments Branch	Capt. W. K. Nash
Sub -UB	Uncontrolled Bids Branch	Capt. J. J. Adams
Sub -PS	Procurement Service Branch	Maj. J. W. McIntosh
Sub -O	Overseas Service Branch	Capt. John M. Tuther
Sub -B	Bakery Branch	Lieut. Col. L. L. Dietrick
Sub -I	Inspection Branch	Mr. C. C. Austin
Sub -OS	Office Service Branch	Lieut. S. B. Johnson
Sub -CP	Control & Planning Branch	Mr. G. C. Babcock
FF	Fuel & Forage Division	Mr. Daniel B. Wontz
FF -Fuel	Fuel Branch	Mr. R. H. Knode
FF -F	Forage Branch	Mr. George S. Bridge
FF -Oil	Oil Branch	Mr. U. G. Lyons
FF -T	Traffic Branch	
FF -PF	Planning and Follow-up Branch	Mr. Preston Davis
FF -OS	Office Service Branch	Lieut. Col. Wm. E. Horton
Rem	Remount Division	Col. J. S. Fair
Rem-AP	Animal Purchasing Branch	Maj. R. E. Strawbridge

Rem-AI	Animal Issue Branch	Lieut. Col. M. C. Bristol
Rem-RD	Remount Depot Branch	Maj. W. W. West, Jr.
Rem-I	Inspection Branch	Lieut. Col. M. C. Bristol
Rem-OS	Office Service Branch	Maj. Haydon Channing
MT	Motor Transport Division	Gen. Chauncey B. Baker
MT -P	Procurement Branch	Col. C. B. Drake
MT -OP	Operation Branch	Maj. B. F. Miller
MT -MR	Maintenance & Repair Branch	Lieut. Col. James W. Furrow
MT -PE	Production and Engineering Branch	Mr. Christian Girl
MT -OS	Office Service Branch	Maj. D. K. Mitchell
T	Transportation Division	Col. R. J. Burt
T -W	Water Transport Branch	Col. R. J. Burt
T -L	Land Transport Branch	Capt. J. F. Taylor
T -OS	Office Service Branch	Mr. W. H. Lewis, Jr.
D	Depot Division	Mr. L. M. Nicholson
D -D	Depot Branch	Capt. G. M. McConnell
D -P	Planning Branch	
D -OS	Office Service Branch	Maj. Geo. F. Perkins

For details of organization see statement showing organization of this office dated April 16, 1918.

By authority of the Acting Quartermaster General,  
 CHAS. P. DALY,  
 Col., Q. M. C., N. A.

## EXHIBIT "B"

### WAR DEPARTMENT

#### OFFICE OF THE QUARTERMASTER GENERAL OF THE ARMY WASHINGTON

May 18, 1918.

Office Order }  
No. 412 }

1. Office Order No. 376, and detailed statement showing organization of the Quartermaster General's Office, dated April 16, 1918, are amended as follows:—

2. The name of the Supply & Equipment Division is changed to Clothing & Equipment Division. Mr. Albert L. Scott in charge.

3. The Hardware & Metals Branch of the Supply and Equipment Division is designated as a separate Division, and will be known as the Hardware & Metals Division. Mr. William A. Graham in charge.

4. The Vehicle & Harness Branch of the Supply & Equipment Division is designated as a separate Division, and will be known as the Vehicle & Harness Division. Colonel W. S. Wood in charge.

5. The Personnel and Records of the Hardware and Metals Branch, and of the Vehicle and Harness Branch will be transferred to the Hardware and Metals Division, and to the Vehicle and Harness Division respectively.

6. This order will take effect June 1, 1918.

By authority of the Acting Quartermaster General.

EZRA DAVIS,  
Major, Q. M. R. C.

AJC/MKE/C

# EXHIBIT "C"

## WAR DEPARTMENT

### OFFICE OF THE QUARTERMASTER GENERAL OF THE ARMY WASHINGTON

June 14, 1918.

Office Order }  
No. 459 }

Subject: Organization of the Office of the Quartermaster General.

1. The Divisions and Branches of the Office of the Quartermaster General are constituted as follows, and are directed to report as indicated in the attached chart of organization which by reference is made a part of this order:

*I* Office of the Quartermaster General:

Brig. Gen. Robert E. Wood, Acting Quartermaster General  
Mr. Robert J. Thorne, Assistant to the Acting Quartermaster General

*II* Office of the Executive Officer:

Maj. Benjamin L. Jacobson, Acting Executive Officer

A	Administrative Division	Maj. Benj. L. Jacobson
A	-C Administrative Control Branch	Capt. J. H. Spengler
A	-TC Communications Branch	Maj. G. W. B. Hicks
A	-Cem Cemeterial Branch	Maj. H. R. Lemly
A	-OE Office Equipment Branch	Mr. F. B. Whitehead
P	Personnel Division	Maj. G. H. Hahn



## "As You Were"

P	-C	Commissioned Personnel Branch	Capt. Geo. H. Harrell
P	-E	Enlisted Personnel Branch	Capt. Mack Bray
P	-Civ	Civilian Personnel Branch	Maj. T. L. Holland
P	-D	Departmental Personnel Branch	Capt. E. A. Farrell
P	-A	Administrative Branch	Maj. G. H. Hahn
MC		Methods Control Division	Mr. George E. Frazer Lieut. Wm. MacLeod, As- sistant
MC	-OR	Orders and Regulations Branch	Maj. W. F. Dodd
MC	-I	Investigations Branch	Capt. E. A. Meyers
MC	-IS	Information & Statistics Branch	Mr. E. J. Fowler
MC	-O	Organization Branch	Mr. John J. Coss
MC	-P	Purchase Records Branch	Mr. H. L. Carson
MC	-OS	Office Service Branch	Maj. H. D. Bargelt
<i>III</i>		Office of the Assistant to the Acting Quartermaster General:	
		Mr. Robert J. Thorne, Assistant to the Acting Quartermaster General	
		Mr. W. R. DeField, Executive Secretary	
		Col. George F. Downey, Director of Quartermaster Purchases	
		Mr. L. M. Nicholson, Director of Quartermaster Operations	
		Mr. Parmely Herrick, Liaison Representative	
		Col. Letcher Hardeman, Liaison Officer	
SC		Supply Control Division	Col. George F. Downey
SC	-R	Requirements Branch	Maj. F. L. Devereux
SC	-C	Contracts Advisory Branch	Mr. Langdon Marvin
SC	-OS	Office Service Branch	
CE		Clothing and Equipage Division	Mr. Malcolm Donald; Col. H. J. Hirsch, Asst. Chf. N. Y. Offices
CE	-T	Textile Subdivision	Mr. Harry L. Bailey
CE	-CG	Cotton Goods Branch	Mr. Harry L. Bailey
CE	-W	Woolen Branch	Mr. H. P. Bonties
CE	-KG	Knit Goods Branch	Mr. Lincoln Cromwell

CE -WY	Wool Tops and Yarn Branch	Mr. Albert Elliot
CE -M	Manufacturing Branch	Mr. O. D. Frost
CE -L	Shoes, Leather & Rubber Goods Br.	Mr. J. W. Craddock
CE -LM	Leather Materials Branch	Mr. C. F. C. Stout
CE -A	Administrative & Control Branch	Mr. C. A. McCormick
HM	Hardware & Metals Division	Mr. Wm. A. Graham; Mr. H. L. Arnold and Maj. H. P. Hill, Assistants
HM -M	Metals & Heavy Hardware Branch	Mr. George W. Welles
HM -CK	Camp & Kitchen Equipment Branch	Mr. William J. Peck
HM -T	Tools & Hardware Sundries Branch	Mr. W. F. Fusting
HM -A	Administrative Branch	Mr. T. M. Lynch
VH	Vehicles and Harness Division	Col. W. S. Wood
VH -V	Vehicles Branch	Lieut. Col. R. W. Lee
VH -H	Harness Branch	Lieut. Col. George B. Goetz
VH -A	Administrative Branch	Capt. J. M. Barr
Sub	Subsistence Division	Col. W. R. Grove; Lt. Col. J. W. McIntosh, Act- ing in Charge
Sub -P	Purchasing Branch	Maj. W. K. Nash
Sub -AL	Allotment Branch	Lieut. W. B. Greenlaw
Sub -D	Dehydrated Products Branch	Lieut. Ben Gallagher
Sub -PI	Planning & Inspection Branch	Dr. A. W. Bitting
Sub -O	Overseas Subsistence Branch	Capt. Patrick McDonald
Sub -AD	Administrative Branch	Capt. J. E. Smith
D	Depot Division	Mr. L. M. Nicholson; Lieut. Col. G. M. McConnell, Assistant
D -DS	Depot Service Branch	Maj. F. K. Espenhain
D -Dis	Distribution Branch	Maj. John Tyssowski
D -A	Administrative Branch	Lieut. Col. George F. Per- kins

## "As You Were"

*IV* Office of the Assistant to the Acting Quartermaster General:  
Col. J. S. Fair, in Charge  
Lieut. Col. Preston Davie, Executive Assistant

Rec	Conservation & Reclamation Division	Mr. Philip W. Wrenn
Rec -SG	Salvage & Gardening Branch	Mr. Louis Birkenstein
Rec -SR	Shoe Repair Branch	Mr. P. H. Fraher
Rec -HR	Hat Repair Branch	Mr. E. L. Cummings
Rec -CR	Clothing Repair Branch	Lieut. H. A. Rosenthal
Rec -L	Laundries Branch	Mr. J. E. Dann
Rec -D	Dry Cleaning Branch	Mr. H. E. Mechling
Rec -A	Administrative Branch	
Rem	Remount Division	Lieut. Col. M. C. Bristol
Rem-P	Purchasing and Issue Branch	Maj. R. E. Strawbridge
Rem-D	Remount Depot Branch	Maj. W. W. West, Jr.
Rem-I	Remount Inspection Branch	Maj. W. W. West, Jr.
Rem-A	Administrative Branch	Capt. A. A. Cederwald
FF	Fuel & Forage Division	Mr. George E. Warren
FF -Fuel	Fuel Branch	
FF -FO	Forage Branch	Mr. George S. Bridge
FF -Oil	Oil Branch	Mr. U. G. Lyons
FF -A	Administrative Branch	Lieut. Col. Wm. E. Horton

*V* Office of the Assistant to the Acting Quartermaster General:  
Col. Fred Glover, in Charge

MT	Motor Transport Service	Col. Fred Glover
MT -P	Procurement Sub-Division	Lieut. Col. Edward S. George
MT -O	Operation Sub-Division	
MT -E	Engineering Branch	Mr. John Younger
MT -A	Administrative Branch	Lieut. Sidney Dean

*VI* Office of the Assistant to the Acting Quartermaster General;  
in Charge Finances:  
Col. H. M. Lord, in Charge

FA	Finance & Accounts Division	Lieut. Col. James Canby
FA -FC	Financial Control Branch	Lieut. Col. J. Q. A. Brett
FA -AA	Apportionment Accounts Branch	Capt. J. A. Hill
FA -MA	Money Accounts Branch	Capt. O. W. Gralund
FA -PA	Property Accounts Branch	Lieut. Col. W. H. Noble
FA -SR	Subsistence Returns Branch	Lieut. A. P. Christensen
FA -CK	Cost Keeping Branch	Lieut. Col. J. Q. A. Brett
FA -C	Claims Branch	Lieut. Col. J. Q. A. Brett
FA -CF	Contract Files Branch	Lieut. Col. J. Q. A. Brett
FA -OS	Office Service Branch	Capt. D. W. Morey
CD	General Disbursing Division	Lieut. Col. Perrin L. Smith
CD -P	Pay and Mileage Branch	Maj. T. H. Chambers
CD -DA	Personal Deposits & Allotments Branch	Lieut. Col. Edward Clifford
CD -T	Transportation & Telegraph Branch	Maj. T. F. Powell
CD -OS	Office Service Branch	Maj. E. O. Hopkins

R. E. WOOD,  
Acting Quartermaster General.

GEF

## EXHIBIT "D"

### WAR DEPARTMENT

#### OFFICE OF THE QUARTERMASTER GENERAL OF THE ARMY WASHINGTON

July 17, 1918.

Office Order }  
No. 506 }

Subject: Organization of Hardware and Metals Division.

1. The Hardware and Metals Division shall have the following branches:

HM-M	Metals and Heavy Hardware	Mr. Geo. W. Welles
HM-T	Small Tools and Chests	Mr. W. F. Fusting
HM-KC	Kitchen and Camp Equipment	Mr. Wm. J. Peck
HM-O	Office Equipment and Sundries	
HM-CP	Contract and Purchase	Mr. E. A. Darr
HM-P	Production and Inspection	Capt. Joseph Odlin
HM-A	Administrative	Mr. T. M. Lynch

2. The Office Equipment and Sundries Branch will have supervision over the contracting for and the purchasing of the following supplies:

Adding machines	Benzine
Arresters, spark	Blotters, desk
Band instruments and supplies	Books, school
Bands, rubber	Books, blank
Bands, music	Bugle and bugle straps and slings
Baskets, desk	Calendars
Batons	Calculating machines



Cloth, tracing	Paper (all kinds including toilet paper)
Clocks	Pens
Containers, identification	Pencils
Dictionaries	Pins, office
Duplicating machines, mimeo-graphs, etc.	Printing presses and accessories
Envelopes	Pouches, music
Filing equipment	Receivers, card
Fly paper	Safes, office
Fly traps	Shields, stove
Furniture, office	Slings, drum
Hoods, stove	Stands, music
Ink, all kinds	Stationery (all kinds)
Linoleum	Supplies for duplicating machines, mimeographs
Loose leaf binders for property accounts, etc.	Tags, identification (adding machines, typewriters, etc.)
Office supplies	Typewriters.
Oil, typewriter	

It will also have supervision over the services and supplies connected with the care and protection of regular supplies of the Quartermaster Corps, and with respect to supplies and services authorized to be contracted for by the Quartermaster Corps, but not expressly assigned to any other division of the office of the Quartermaster General.

3. The Hardware and Metals Division, through its Office Equipment and Sundries Branch shall determine the conditions under which contracts shall be made and supplies delivered under such contracts to the several general supply depots, for the items enumerated in paragraph 2. It shall be within the authority of the Hardware and Metals Division to make contracts centrally for such supplies for all depots, ordering the delivery of such supplies to depots upon receipt of requisition therefor, or if it deems it advisable, to authorize direct and local purchases by the several depots.

4. In the purchase and distribution of the articles enumerated above, the Hardware and Metals Division shall conform to the zone system of procurement provided for by Notice No. 2, July 1, 1918.

R. E. WOOD,  
Acting Quartermaster General.

## EXHIBIT "E"

October 7, 1918.

Division Order }  
No. 60. }

1. Due to the volume of work in the Statistics Section of this Division, it has been decided to make this section into a separate Branch with Capt. J. H. Curtin, Chief.

2. This is to take effect immediately, and all are requested to be governed accordingly.

W. A. GRAHAM, Chief,  
Hardware & Metals Division.

HEL-AD  
H&M-283

## EXHIBIT "F"

### WAR DEPARTMENT

#### PURCHASE, STORAGE AND TRAFFIC DIVISION GENERAL STAFF OFFICE OF THE DIRECTOR OF PURCHASE & STORAGE

WASHINGTON, D. C., October 19, 1918.

Purchase & Storage }  
Notice No. 1. }

Subject: Organization of the Office of the Director of Purchase and Storage.

I. Effective October 21, 1918, the Office of the Director of Purchase and Storage of the Purchase, Storage & Traffic Division, General Staff, is organized as follows:

- I— A—*Administrative Division*
- II— R—*Requirements Division*
- III— P—*Office of the Director of Purchase*
  - PA—Purchase Administrative Division
  - CE—Clothing & Equipage Division
  - S—Subsistence Division
  - MV—Motors & Vehicles Division
  - ME—Machinery & Engineering Materials Division
    - R—Raw Materials and Paints Division
    - H—Medical and Hospital Supplies Division
  - Rem—Remount Procurement Division
  - GS—General Supplies Division

## "As You Were"

- IV— *Office of the Director of Storage*  
OA—Operations Administrative Division  
DO—Domestic Operations Division  
OW—Overseas Warehouse Division  
D—Distribution Division  
S—Salvage Division

2. Branches within Divisions will be constituted by Notices issued as the consolidation of procurement and of storage and supply operations proceeds under a schedule issued by authority of the Director of Purchase, Storage and Traffic.

3. Personnel in charge of branches and divisions will be announced by Purchase and Storage Memoranda.

By authority of the Director of Purchase and Storage:

BENJ. L. JACOBSON,  
Lt. Colonel, Quartermaster Corps,  
Executive Officer.

321.14 A-OR  
S-4465/C

## EXHIBIT "G"

### WAR DEPARTMENT

PURCHASE, STORAGE AND TRAFFIC DIVISION  
OFFICE OF THE DIRECTOR OF PURCHASE AND STORAGE  
WASHINGTON

October 28, 1918.

Purchase & Storage }  
Notice No. 13 }

Subject: Transfer of Functions.

1. Under the terms of Notice No. 210, Office of the Quartermaster General and of Purchase and Storage Notice No. 1, Office of the Director of Purchase and Storage, all responsibilities, duties, personnel and records of the Hardware and Metals Division are hereby transferred to the General Supplies Division of the Office of the Director of Purchase. The Hardware and Metals Division is hereby abolished. Mr. W. A. Graham is designated as Chief of the General Supplies Division.

2. All responsibilities, duties, personnel and records of the Administrative Oil and Fuel Branches of the Fuel and Forage Division are hereby transferred to the Raw Materials and Paints Division of the Office of the Director of Purchase. The Forage Branch of the Fuel and Forage Division is transferred to the Subsistence Division. The Fuel and Forage Division is hereby abolished. Col. George E. Warren is designated as Chief of the Raw Materials and Paints Division.

By authority of the Director of Purchase & Storage:

BENJ. L. JACOBSON  
Lt. Col., Quartermaster Corps,  
Executive Officer.

320.3 A-OR  
S-4765/B



## EXHIBIT "H"

January 3, 1919.

Division Order }  
No. 74. }

1. The following Branches are hereby established in the General Supplies Division, together with the Officials in charge of each Branch, effective January 1, 1919.

I—Branch No. 1 (Administrative)—Chief, Maj. J. H. Curtin  
Ass't Chief, Lieut. H. F. Murphy

(IA) —Contract & Purchase—Chief, Maj. E. A. Darr  
Ass't Chief, Capt. C. W. Bliss

(IB) —Production & Inspection—Chief, Mr. K. D. George  
Ass't Chief, Lieut. S. B. Stewart

(IC) —Statistics—Chief, Capt. F. G. Rosin  
Ass't Chief, Mr. Wm. Tenbroeck

(ID) —Office Service—Chief, Capt. H. E. Loomis  
Ass't Chief, Lieut. J. F. Keeley

II—Branch No. 2 (Hardware & Hand Tools)—Chief,  
Mr. E. A. Moye  
Ass't Chief, Lieut. W. T. Davis

III—Branch No. 3 (Mess, Camp & Personal Equipment)—Chief,  
Mr. M. A. Dunning

IV—Branch No. 4 (Office Equipment and Sundries)—Chief,  
Maj. Geo. H. Richards  
Ass't Chief, Capt. L. H. Sanford  
Liaison and Interbureau—Chief, Mr. T. B. McKaig

WM. A. GRAHAM, *Chief*,  
General Supplies Division.

EXHIBIT "I"  
WAR DEPARTMENT  
PURCHASE, STORAGE, AND TRAFFIC DIVISION  
GENERAL STAFF

PURCHASE & SUPPLY BRANCH,  
WASHINGTON, D. C., July 25, 1918.

Supply Circular }  
No. 62.         }

Subject: CONSOLIDATION OF PROCUREMENT—GENERAL  
HARDWARE.

1. In accordance with the terms of Supply Circular No. 2, dated May 8, 1918, "Consolidation of procurement," except as modified herein, on and after August 10, 1918, the Quartermaster Corps shall have sole charge for the Army of making all purchases, following production, conducting inspection, and making acceptance of and payment for all kitchen and tableware, cutlery, mess equipment, stoves, ranges, and supplies, shelf hardware, blacksmiths', farriers', and wheelwrights' hardware, horse-shoes, horseshoe nails, cobblers' and saddlery hardware, and marine hardware, except as may be modified by mutual agreement between the issuing and the procuring bureaus, and approved by the Director of Purchase, Storage, and Traffic.

2. Exceptions to the above are:

(a) The Corps of Engineers shall continue, as heretofore, to have complete charge of the procurement of all bolts for their own use.

(b) The Construction Division shall continue, as heretofore, to have complete charge of the procurement of all room heaters.

3. The foregoing instructions supersede all previous instructions issued on these subjects by any bureau of the War Department.

By authority of the Secretary of War:

GEO. W. GOETHALS,  
Major General, Assistant Chief of Staff, Director of Purchases, Storage, and Traffic.

ALUMNI ASSOCIATION  
OF THE  
GENERAL SUPPLIES DIVISION  
OFFICERS

*Honorary President*, Mr. WM. A. GRAHAM  
*President*, Maj. GEORGE H. RICHARDS  
*1st Vice President*, Mr. W. F. FUSTING  
*2d Vice President*, Mr. M. A. DUNNING  
*3d Vice President*, Miss AGNES R. WOOD  
*4th Vice President*, Lieut. JOHN F. KEELEY  
*Corresponding Secretary*, Maj. EARL A. DARR  
*Recording Secretary*, Capt. CARL W. BLISS  
*Treasurer*, Mr. JAMES WILSON, 3D

BOARD OF GOVERNORS

Mr. WM. A. GRAHAM  
Lieut. Col. H. P. HILL  
Mr. A. S. ROGERS  
Mr. GEORGE W. WELLES  
Mr. W. F. FUSTING  
Maj. EARL A. DARR  
Maj. JOSEPH ODLIN  
Mr. THOMAS B. MCKAIG

This Association came into existence as a direct result of the business of winning the war. We, the members of the



General Supplies Division (formerly the Hardware and Metals Division), were assembled in Washington from all parts of the United States. We had originally been a branch of the Quartermaster Corps, but on November 1, 1918, were transferred to the office of the Director of Purchase which was under the jurisdiction of the Division of Purchase and Storage. For a number of months we had worked together in close unity for a common cause.

The cause in itself was an extraordinary one. The selecting, training, and outfitting of a military organization in process of hurried making called for a business equipment of vast proportions. We were a part of an army behind an army, and our work, though carried on far from the field of battle, was no less an offering of earnest endeavor and willing sacrifice.

In the long hours of service, many ties of friendship were fashioned, and after the signing of the armistice as one by one we bade farewell to our associates, there came the realization that we of the General Supplies Division had more than a passing feeling of kindness for each other. We had worked with a harmony of purpose under the guidance of a man whose slogan was "Team-work!" and we found ourselves sincerely regretting the final severance of all ties.

Then it was that an Alumni Association was proposed by Mr. A. S. Rogers and met with the same unanimous approval which had characterized our doings, both business and social, from the beginning—an Alumni Association which would mean to us what the veteran associations will mean to the officers and men of the field army. It was a typical deed of our Division and the logical outcome of our friendly relationship.

The first official act of the Alumni Association was the issuing of the present book, and it is the intention of the Association to send out a year book, which may perhaps be no more than a collection of letters from members of the G. S. D., but which will bring pleasantly to mind Washington days and doings.

There has already been formed the following-named committees, the functions of which exp'ain themselves:

STANDING COMMITTEES—ALUMNI ASSOCIATION

(1) COMMITTEE ON PUBLICATIONS:

Mr. Alfred S. Rogers, *Chairman*, 381 Fourth Ave., New York City.

Lieut. John Kendrick Bangs, Jr.

Mr. Franklin Dickerman

Lieut. Gerald J. Dunphy

Mr. Charles B. Rosengren

Miss Agnes R. Wood

(2) COMMITTEE ON BUSINESS ARRANGEMENTS:

Mr. S. Buegeleisen, *Chairman*, 113 University Pl., New York City.

Miss Frances Benedict

Capt. S. N. Carr

Miss Ruth W. Cleaver

Mr. Charles H. Garity

Mr. Frederick Gretch

Capt. H. E. Zuver

(3) COMMITTEE ON ENTERTAINMENTS:

Mr. Irving Berlin, *Chairman*, 30 West 70th St., New York City.

Mr. Elwood H. Antrim

Miss Mary Beisser

Miss Tonette Benson

Miss Dorothy E. Caldwell

Capt. Arthur S. Dunning

Miss Marion Leeds

Capt. Louis Phillippi

Mr. George W. Schoemer

Lieut. S. B. Stewart

(4) COMMITTEE ON LEGAL AFFAIRS:

Capt. Carl W. Bliss, *Chairman*, Room 3735 Munitions Bldg.,  
Washington, D. C.

Capt. Charles Dashiell

Mr. Morgan B. Garlock

Mr. David Vesey

Mr. A. Zoller



A. S. Rogers  
The Originator of the Alumni Association



(5) COMMITTEE ON AID TO EMPLOYMENT:

Lieut. Col. Harry L. Arnold, *Chairman*, c/o Terre Haute Malleable & Mfg. Co.,  
Terre Haute, Indiana.

Mr. A. W. Buddenberg, Capt. Joseph F. Conway, Mr. Arthur A. Devlin, Mr. George S. Ebbert, Mr. Stanley St. J. Eshelman, Lieut. J. D. J. Farneman, Lieut. John F. Keeley, Capt. H. E. Loomis, Mr. Edward A. Moye, Capt. D. P. O'Brien, Capt. T. W. S. Phillips, Capt. Francis M. Sharp, Capt. Wm. E. Standart, Mr. Guy E. Warren,	Canandaigua, N. Y. Boston, Mass. Atlanta, Ga. Pittsburgh, Pa. New Orleans, La. South Bend, Ind. New York City. Chicago, Ill. Spokane, Wash. New York City. New York City. Joplin, Mo. Detroit, Mich. Duluth, Minn.
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(6) COMMITTEE ON INFORMATION:

Mr. J. F. Kriel, Jr., *Chairman*, Wrightsville Hardware Co.,  
Wrightsville, Pa.

Mr. Nikola Banitch  
 Capt. J. E. Diemer  
 Mr. K. D. George  
 Mr. James Wilson, 3d

It is the wish of the Officers and the Board of Governors of the Alumni Association that each member of the General Supplies Division thinks of the Association as a real Alma Mater, and to this end let us each and all hereby pledge ourselves to an earnest and continued support of the Alumni Association of the General Supplies Division.

The souvenir book was originally the idea of Mr. A. S. Rogers, who was in charge of Section 1-A, Procurement Branch No. 1, and Miss Agnes R. Wood was appointed by the Alumni



Association as Editor-in-Chief. Owing to ill-health, however, she was forced to place the editorial work in other hands for completion.

Miss Wood was in charge of the welfare work of the General Supplies Division, and perhaps in the entire War Department personnel no one could have been found better qualified than she by training as well as by natural proclivities for this important branch of the business of winning the war. Her sympathies were quick and ready, and her admirable poise made her a wise counselor in time of need.

On arriving in Washington, each new war worker assigned to the General Supplies Division reported to Miss Wood. She it was who helped them select the particular niche into which they best fitted, and to find a suitable place to live. Miss Wood by her innate sympathy conveyed to the newcomers a feeling of welcome which firmly established her in the esteem of the girls. In many ways she endeared herself to every member of the Division, and it is the desire of the entire Editorial Staff that the book be considered as the work of her heart if not of her hand.

### GENERAL SUPPLIES SERVICE PIN

It has been decided to adopt a service pin, which can be worn by civilian members of the General Supplies Division. This pin will be patterned on the Quartermaster insignia with the letters "G S" for the General Supplies Division attached thereto, with a V-shaped bar or chevron also attached to represent six months' service with the Division.

The following rules were adopted to show just what members of the Division would be entitled to wear this service pin:

- (a) Six months' service to begin any time subsequent to February 26, 1918, when the Hardware and Metals *Branch* was formed, and prior to the signing of the armistice, November 11, 1918.



The Editors



(b) If a person has been six months in the Quartermaster Corps, three months or less having been spent in some other Division, and the last *three* months or more in this Division, they shall be entitled to a service pin.

(c) On the other hand, if a person has been in this Division and has been transferred to some other Division in the Quartermaster Corps, they must have served at least the first *four* months in this Division, and two months after transfer to any other Division of the Quartermaster Corps.

(d) Any person who has served six months in this Division since February 28, 1918, even though not a member at this time, is entitled to a pin.

(e) Any person coming into this Division since the signing of the armistice, and who has not previously served in any other Division of the Quartermaster Corps, shall not be entitled to a "G S" service chevron.

(f) If, however, there are a sufficient number in this Division who are not entitled to the service chevron, but who would like the Gold Quartermaster pin with the letters "G S" attached, this will be procured if possible.

The cost of this pin is not definitely known, but it is believed that it will be in the neighborhood of \$3.00 and certainly not more than \$5.00.

It is suggested that all former members of the General Supplies Division who desire one of these service pins communicate with Mr. James Wilson, 3d, Secretary of the General Supplies Alumni Association, Munitions Building, Washington, D. C.

## IT COSTS \$10,000 TO WASH THE WINDOWS ONCE

To walk through the Navy and the Munitions, or War Department, Buildings to make an inspection of the radiators, a man would have to travel twenty-five miles; to make a circuit of the corridors alone, would mean a tramp of twelve miles.

There are nine wings in the Navy Building and eight in the Munitions Building, each wing being sixty feet wide and five hundred feet long. If the wings and the headhouses were placed end to end, they would make a three-story building sixty feet wide and nearly two miles long. The floor area of the buildings is equal to the width of Pennsylvania Avenue between the curbs (160 ft.) from the Capitol to Aqueduct Bridge in Georgetown and back to 26th Street, a distance of four and a half miles.

The building which nearest approaches these Washington buildings in size is the Equitable Building in New York, which is forty-one stories high and has 1,700,000 sq. ft. of floor space. This building was under construction for nearly twenty-one months, while the Navy and War Buildings, which cover a floor area of almost forty-two acres, were constructed in less than six months. The latter buildings were begun on March 25, 1918, and the moving-in began on August 16th. By October 7th, all wings of both buildings were occupied.

It would take six such structures as the State, War, and Navy Buildings, which cover the whole of a long city block, to provide equal floor space. In fact, the area of the halls, toilets, and stairways, alone, of the Navy and the Munitions Buildings





The Munitions Building



exceed by 30% the entire office area of the State, War, and Navy Buildings. If the Navy and the Munitions Buildings were available for rental, they would bring in not less than \$1,000,000 per annum.

The Munitions Building is divided into a headhouse running east and west which is sixty feet wide and 780 feet long. The eight wings run north and south, which gives each wing a court forty feet wide and five hundred feet long. This court supplies a maximum of light and air for the offices. The wings are connected at various points by three corridors on each floor, and a corridor on the second floor connects the War Department Building with the Navy Building.

The first time the windows were washed, the bill was \$10,000. In these windows there are eighteen carloads of glass and three carloads of putty. Of the windows twenty thousand have shades which cost \$70,000.

The Munitions Building, at the time of the signing of the armistice, housed some eight thousand employees, many of whom were girls. For them principally, numerous rest-rooms were provided and an occasional piano, that the girls might dance in the rest periods. They are also permitted to eat their luncheons and even give an occasional simple farewell dinner party to some departing associate in these welfare rooms. The Government treats its employees with consideration; in fact, the welfare of the Government employee is a recognized part of the business of winning the war and has been carefully studied through all the busy days of the past year.

The Navy Building has a post-office with every feature of a main post-office, and a First Aid Station. In both buildings there are railroad offices where one may buy tickets to any point, as well as parlor car seats. The Army Building has a first-class dispensary, with doctors and trained nurses in attendance, and both buildings have various Emergency Rooms each in charge of a trained nurse.



The electric call-bell system took 520 miles of insulated wire, and with its 5000 push-buttons cost \$20,000. The cost of the linoleum for the office floors was \$400,000. In the buildings are 8 carloads of nails, 314 carloads, or 7,500,000 feet, of lumber, more than 24 miles of heating piping, 695 miles of electric wiring, 15,000 lighting fixtures, and  $8\frac{1}{2}$  acres of steel sash.

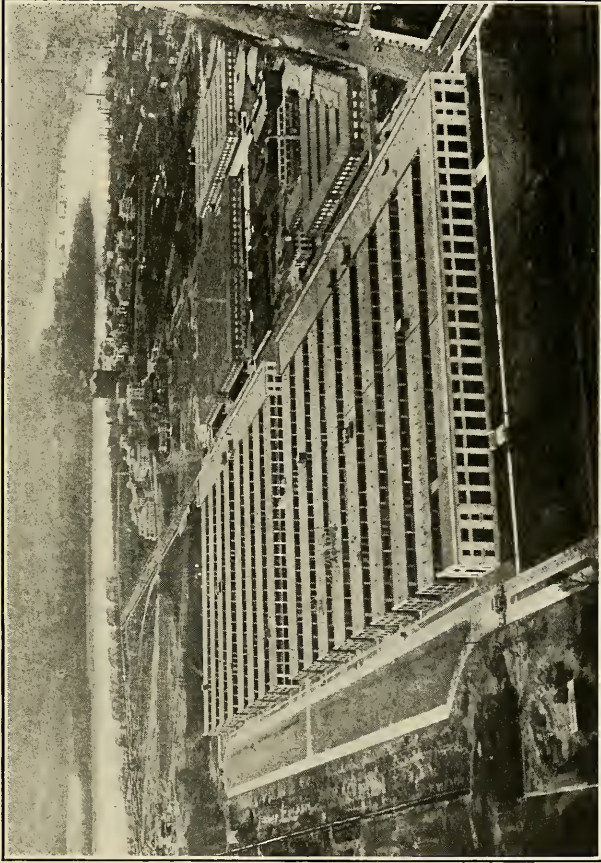
The height of the first story is  $12\frac{1}{2}$  feet, and of the upper two, 12 feet each. The total cubical contents of the buildings are 25,000,000 cubic feet. It took 3,000,000 square feet of roofing to cover both buildings, and a 40-inch storm sewer  $\frac{1}{2}$  mile long to carry off the rain.

There is a cafeteria in each building, which can seat 1200 persons at one time and serve 6000 meals a day. Electric carriers running along the walls carry all dishes back to the kitchen, which is in the center of each dining-room and is 400 feet long.

In the Navy Building, a transatlantic radio system makes possible quick transaction of business. From the central office may be operated by remote control all naval high-power radio transmitting stations. By operating a key in this office, a message may be sent directly to Europe, or received from there. Ships at sea may communicate by wireless with this office of the Navy Department.

Prior to the signing of the armistice, there were 1900 telephone connections in the Munitions Building, with a daily average of 65,000 calls. The Communication Branch handled about 92,000 pieces of mail matter and 1800 telegrams and cablegrams each day.

The Navy and the Munitions Buildings are of reinforced concrete throughout with steel sash, and are on pile foundations. The total quantity of concrete used was 68,000 yards, with 4500 tons of steel reinforcing bars. Never before has a poured concrete building of so large a floor area been attempted



Munitions Building from the Air





in one operation. The pouring of the concrete framework has established a record for this kind of construction. The maximum yardage for one day was 1750 cubic yards, equivalent to a section of the building 400 feet long and 60 feet wide and three stories high.

It was not expected that piles would be needed, but the location proved to be a part of the old river-bed, and 5048 concrete and composite piles, some of them fifty-two feet long, had to be driven. These difficulties, and the greater one of the steadily increasing cost and constant replacement of labor, swelled the figures of the estimate, as did also the inclusion of items not originally contemplated.

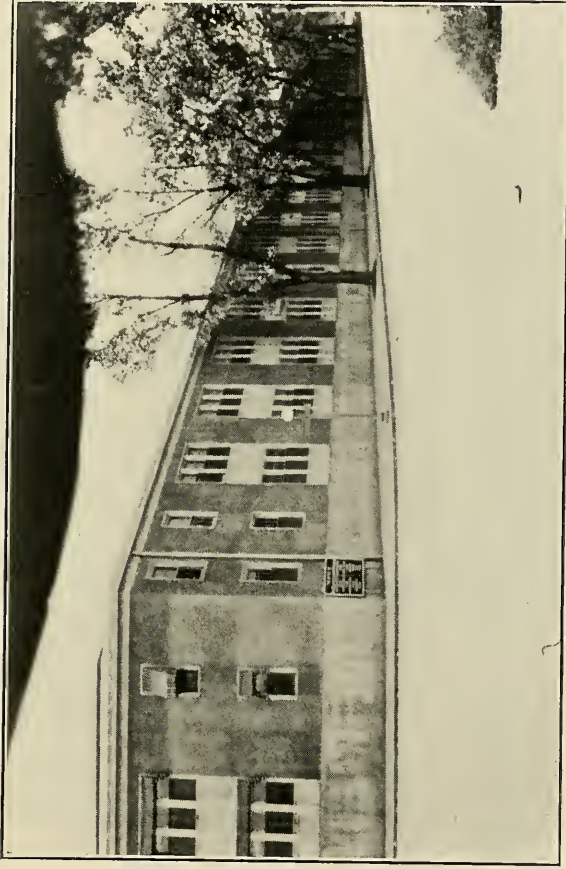
The buildings, complete with outside improvements such as pavements, fences, and sewer, and interior equipment such as cafeterias, call-bells, window shades, and linoleum, cost \$7,042,498, to which should be added \$222,205 for steam main and rotary converter equipment, or a total of \$7,264,703.

The manager of this vast project was Commander A. L. Parsons, Civil Engineer Corps, U. S. N., and the officer in charge was Lieutenant O. A. Mechline, of the Civil Engineer Corps, Naval Reserves. It has been said that the buildings not only represent a most moderate outlay considering the price of labor, but that they are the best type of office building to be found anywhere in the world.

## “ 1800 VIRGINIA AVENUE ”

ALL the original members of the Hardware and Metals Division will remember 1800 Virginia Avenue as the old building of the Quartermaster Corps. It was here each person reported for duty on arriving in Washington, and it is that building that will stand out in memory as the place where one was first initiated into the mysteries of Government war work. From that building, too, issued the telegrams with their cryptic signature, “Wood Hardware Graham” which brought together the men who were to guide the activities of the Division through the strenuous months of 1918.

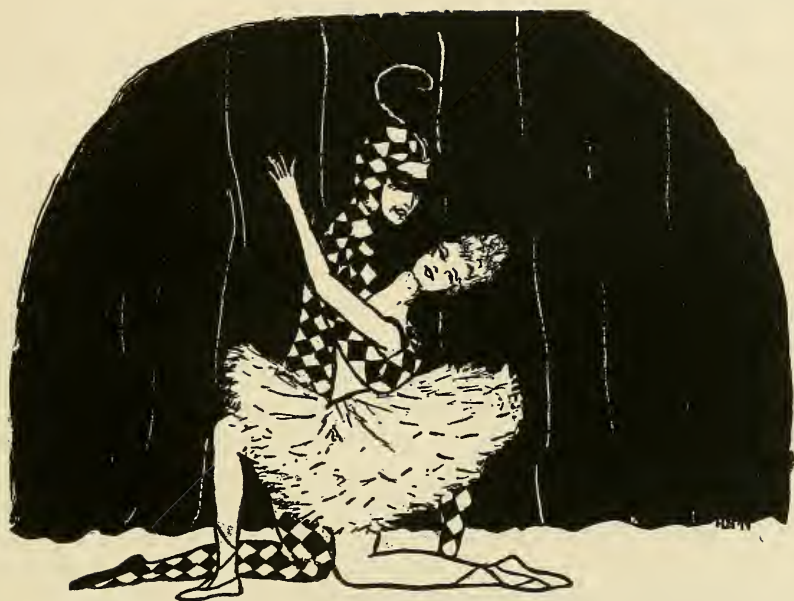
The building which covers the entire square bounded by Virginia Avenue, B Street, N. W., and 18th and 19th Streets is of cement, two stories in height. The construction of this building was a marvel of speed, for ground was broken the first week in March, 1918, and on May 18th, or a little over two months, the building was occupied by the branch of the Quartermaster Corps for which it was built. Under normal conditions, it would have taken this period of time to complete the working plans alone for a building of this size.



1800 Virginia Avenue







## SOCIAL EVENTS

THERE was little time for social affairs while the war was on. The personnel were in Washington to work, and work they did! The task seemed too serious, too intense for thoughts of play. A few social events were arranged, nevertheless, for their necessary relaxation and to keep alive the *esprit de corps* that permeated every section of the Division. When it was work, it was all work! But when the personnel played, war momentarily was forgotten.

## “As You Were”

The outings were participated in by everyone—Division and Branch Chiefs, commissioned officers, enlisted men, and civilians.

On August 27, 1918, H & M Order No. 231 was issued, and read as follows:—

Q. C. P. 1 }  
H & M 231 }

August 27, 1918.

From: Happiness and Merriment Division  
To: Country Club House, 3901 Wisconsin Avenue  
Subject: Procurement Authorization Q. C. P. (Quartermaster Corps Picnic)

1. The Country Club House is authorized to have on hand after 4:30 P.M. next Thursday, August 29, 1918, the following items in sufficient quantities for all the 231 employees of the Hardware & Metals Division and their friends:

Fine Chow, including ice cream and dainty eats such as the ladies like but upon which the Food Administration looks askance.

Jigs, reels, and flings, as well as fox-trots, one-steps, and numerous other terpsichorean fandagos.

Music, an overpurchase in this will be permitted. Everyone will be given an opportunity to display his talents or toot his horn.

Rowing, paddling, splashing, and any boat sports that will get us into practice in order that H & M employees may not appear as novices next summer when boating on the Rhine under the Stars and Stripes!

Last but not least—Fresh air, sunshine, laughter, and good fellowship.

2. Exact quantities will be furnished you by the Picnic Quartermaster, Miss A. R. Wood, after she has received, not later than next Tuesday morning, notification from all who intend to go to the picnic.

3. This shipment is not for overseas, but simply to the banks of the beautiful Potomac. No one will get lost and everyone will have a good time. Simply pile into the Q. M. C. trucks, and you will be taken to the right place.

4. Cost is estimated not to exceed fifty cents per person.

5. This authorization cancels all existing authorizations for working after 4:30 next Thursday or any previous engagement.

Everybody go! Let's don't be slackers! Everybody volunteer and

thus show his patriotism towards the H & M and towards each other. Will you go with us and get your share? We can't all be Over There, but as our war work is a help to the boys who are fighting the Huns, we can help them fight better by making ourselves fit and occasionally relieving the wear and tear. Picnics help! We'll be there! Will you be there?

By the authority of the Acting Picnic Quartermaster,

A. R. WOOD.

By:

CORPORAL TONETTE BENSON,

Approved:

Chief of Picnicking Branch  
Happiness and Merriment  
Division.

RUTH M. CLEAVER

Sergt. Kitchen Police.

Special travel orders were given to a few invited guests:

No.            One ate one, too

From:        Happiness and Merriment Division.

Subject:     Travel Orders.

1. You are hereby directed to proceed on Thursday, August 29, 1918, from 1800 Virginia Avenue, Washington, D. C., to the Country Club, 3901 Wisconsin Avenue on temporary pleasure of approximately one (1) evening on unofficial business connected with the Happiness and Merriment Division, and on completion of such pleasure to return to your proper slumbers, this City.

2. The Picnic Quartermaster Crowd will furnish the necessary transportation and Pullman accommodations, and in lieu of actual expenses you will be allowed one meal per diem for the period spent in making yourself agreeable and for the first thirty minutes to which you will be limited in making a speech to the assembly, under existing Salvation Army Regulations.

3. The travel directed is necessary for the pleasure of the Happiness and Merriment Division.

By authority of the Acting Picnic Quartermaster,

A. R. WOOD.

Travel Order No. 23

After office hours, large Q. M. C. trucks were lined up on the B Street side of the old Quartermaster building. The

trucks were packed chuck-full of girls with just enough men to keep them from rattling, and the picnickers were off to the Country Club House. When the grounds were reached the real fun began. There was dancing indoors for those who would, but the majority preferred to linger outside.

A sports program included the following events :

(1) 100-Yard Race for Ladies.

The entrants were of all sorts and conditions of girls—fat, short, long-drawn out, and the sawed-off, hammered-down kind,

The race started off with Miss Vivian Davis in the lead. Evidently the official starter was not satisfied with the prospective winner, and a new start was ordered. The second start met with no opposition or shouts of "Foul," "Unfair," etc., and Miss Davis was again the lead. Womanlike, she fell—probably to wreck the race—and then there was a tumbling pile of femininity and a few sights! After the wreck was cleared, the race was on again, with Miss Marian Long footing it like a streak of lightning straight into the arms of the judges. No one ever ran so swiftly "to arms" before.

Time: 0 : 0 (?)

Prize: Q. M. C. Pin

(2) 100-Yard Race Scratch for Men.

This was just as sightly (or unsightly!) as the girls' race, for there happen to be lean and lanky as well as stout and stubby men in this Division, and all entered. Each put his "rear foot" on the line, with the other at a distance in front limited only by the curb of his physical makeup. Some time having elapsed since many of the runners had indulged in this strenuous sport, and the grace of youth having in the meantime been enwrapped in layers of avoirdupois, those in the sidelines enjoyed a rare treat. The runners were of all classes from the slow tortoise to the fleet-footed greyhound type. One of





In the hundred yard dash the Colonel also ran



Camp Meigs' band at the 1918 picnic



Pat, himself—surrounded by two good men



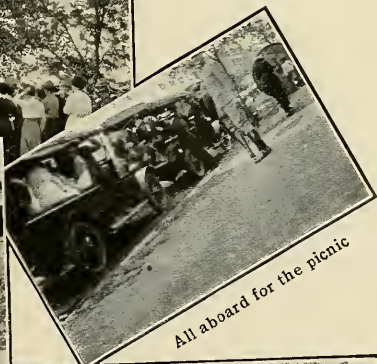
A better picture of Rainbow landing at the bottom was suppressed by the censor



The Major and Lieutenant were our leading lady killers



A rousing speech from the chief



All aboard for the picnic



Clip-counting contest. No adding machines allowed

These three campaigners started good and early



Then the band played "at the end of a perfect day"





the latter, Lyman Barry, from Contract and Purchase, won the race and the Five-Dollar War Saving Stamp.

- (3) Tug-of-War for Men. Officers vs. Civilians and Enlisted Men. Ten Men to a Side.

After lubricating his hands in the approved manner, each contestant grasped the rope. This rope, by the way, was of gigantic proportions and must have been the kind which James Wilson 3d bought to pull rolling kitchens up Kemmel Hill. The view of the spectators was obscured by clouds of dust raised by the flounderings of the pullers. Private Fuller, captain of the Civilians' and Enlisted Men's Team, shouted, "Pull for the shore, boys!" But there was no shore, for Lieutenant Farneman's stalwart officers, reminding one of a huge centipede sprawling on the ground, won.

- (4) Tug-of-War for Ladies. Administration, Contract and Purchase, and Inspection Branches, Miss Tonette Benson, Captain, vs. Procurement Branches Nos. 1-2-3-4, Miss Marjory Harrison, Captain.

The daintily manicured hands of the fair contestants were hardly large enough to grasp the immense rope. Miss Harrison selected Miss Della Ryan as her "end man," and Miss Mary Beisser occupied the same position for Miss Benson (who, as a matter of fact, needed no assistance!). At the start of the tugging each girl planted one foot on terra firma, and the other—well, elsewhere! The two "end men" stood firm for a minute, and then there was a break. The Benson Amazons had pulled their opponents across the line. The winners received a Q. M. C. pin.

- (5) Clip Counting Contest.

This event was limited to the Division Chief, Assistant Division Chief, and the Branch Chiefs. The committee considered this event of too hazardous a nature for the youthful

members and the women and girls of the Division. The strenuous sport required dexterous manipulations and decisive action that could be only entrusted to maturity.

The participants were: Mr. W. A. Graham, Colonel H. P. Hill, Major T. M. Lynch, Mr. W. F. Fusting, Mr. George W. Welles, Major G. H. Richards, Major W. J. Peck, and Major E. A. Darr.

The Chiefs sat in a ring on the lawn, each with a glass bowl of paper clips—the pointed brass kind—and at the appointed signal proceeded to count the spiny things. The Chiefs were not to be distracted by the shouting and guying of the bystanders and gave by their action a rare example of concentration to the other members of the Division. Colonel Hill and Major Richards tied in the count, but in the draw, the prize, a box of cigars, was awarded to Major Richards.

(6) Knife and Fork Contest. Scratch. Open to all.

Whatever hesitancy the picnickers displayed in entering the competitions in the other events vanished at the call to "eats." There was soon a raid on the picnic plates heaped high with sandwiches—Manhattan, club, cheese and ham—salads, pickles, fruits. Coffee, cake, and ice cream were passed around. The dinner, both copious and delectable, could not withstand the rush and the food disappeared as rapidly as it arrived.

Colonel Hill was seen to drink five cups of coffee, and Lieutenant Hellinger ate four bricks of ice cream, and they are both still alive! Mr. Graham's instructions for several days previous to the picnic, "Be sure to have plenty to eat!" were carried out with a vengeance.

After dinner, the Camp Meigs band played *Smiles, There's a Long, Long Trail, Pack Up Your Troubles in Your Old Ki Bag, Over There, and Keep the Home Fires Burning*. The picnickers sang themselves hoarse.

Everyone danced, crowded in the clubhouse postage-stamp-like, or for those who wanted more room, on the lawn.

The outing was one long to be remembered and made living, although in Washington, a joy.

Everyone liked the picnic so well that there were clamors for another pink tea. One good thing follows another, and so an informal dancing party was arranged. The rhythmic invitation follows:

FRIDAY EVENING theptember twenty-theventh at  
 ATE O'CLOCK ith the  
 TIME when our nexth  
 THOTHUL GATHERING will  
 COMMENTH in the gymnathium of the  
 WILTHON NORMAL THKULE the  
 ORKETHTRA from kamp  
 MEGTH will furnith the  
 MUTHIC for  
 DANTHING bring your  
 BO if he ith in  
 FRANTH perhaphth a  
 TEMPORARY BO will do  
 IF YOU ARE A THTRANGER and don't  
 NO ENYONE hear  
 COME ENYHOW we will try to  
 DO THE RETHT  
 DON'T BE BATHFUL becauth you are  
 MARRIED and your wife in the kountry  
 DON'T MITH THITH OPPORTUNITY  
 TAKE ELEVENTH or fourteenth thtreet  
 CARTH get off at  
 HARVARD THTREET then walk to the  
 KORNER OF TWELFTH and harvard  
 IF YOU DON'T DANTH we will  
 FIND THOMETHING elth for you to  
 ENJOY admithion fifty thenth a kuple  
 COME EVRYONE and have a  
 KORKING GOOD TIME

I THANK YOU

T. N. T.

Again the Camp Meigs boys inspired the dancers with their peppy music. There was good cheer for those on the floor, and those in the gallery had their share of the fun likewise. It was a typical General Supplies Division evening, which is the whole story.

The lifting of the "Flu" ban and the resumption of the "freedom of the seas" in Washington resulted in a getting-together of the Division to shout their joy from the housetops. Dyer Hall, on 15th and R Streets, was a gay and festive place on the night of November 6th.

CHARGE TO  
GOVERNMENT RATE.

## WAR DEPARTMENT TELEGRAM.

OFFICIAL BUSINESS.

WASHINGTON.

O — K——HPH

Nov. 4, 1918.  
10:30 A.M.

U B THERE

GENERAL SUPPLIES DIVISION

GREAT EXCITEMENT! PROMINENT PEOPLE IN GENERAL SUPPLIES DIVISION INVOLVED IN GIGANTIC SCHEME AFFECTING WHOLE DIVISION! PLOT WILL BE DIVULGED ON WEDNESDAY NOVEMBER SIXTH AT EIGHT PM AT DYER HALL 1519 R ST N W YOU ARE SUMMONED AS A WITNESS FINE FIFTY CENTS REVELRY! DEVILTRY! SONG AND DANCE! MARDI GRAS!

GRAHAM GENERALLY SUPPLIES EVERYTHING

TAKE 14th ST CAR GET OFF AT R ST WALK TO 1519  
THIS TELEGRAM RECEIPTED WILL ADMIT YOU

An elaborate program, from speech-making to wrestling, had been planned. After our feminine comedians and song





Three roses on a single bush



The General Supplies Motor  
Transport Service



Two very popular Queens



The Boche in our midst



Love's labor lost!



birds had contributed very creditably their part in the evening's entertainment, the male element was given a chance. The evening, with periods of dancing, wore on and the wax on the floors wore off, helped by the heels of the heavy hardware henchmen. Captain Dunning had had a Stitching Horse made to his order, with goggles for eyes and manila rope for a tail. This was a bear as a plaything, but called down maledictions on the heads of the guests from the hostess and custodian of the hall, who was perched on the top step.

Our Barber of Seville, H. E. Le Compte, bedecked with pots, pans, and kettles, did the vendor act, and thus put the Kitchen and Camp Equipment Branch on the map. Being unable to dispose of his goods at public auction, he was forced to donate them to Lieutenant Jones, as the man most pressingly in need of them.

"No refreshments are to be taken upstairs!" now came from the motherly, but reproving, person on the top step. The refreshments proved to be glasses of cider and platters of doughnuts, such as mother used to make. Not many minutes later, the glasses and platters were empty. The wine, women, and song of the evening had dispersed any remaining thoughts of the "flu," and all went home happy.

Recollections of the splendid party given by Branch No. 4 at the Central High School on November 22, 1918, are still vivid in the minds of all attending. For the benefit of the few members of the Division who were unable to attend, it is only necessary to say that the Atta Boy Company from Camp Meigs, with their splendid band, was never in better form. Captain Frank Tinney almost drove his audience into hysterics.

And then our friends from the "Follies," Eddie Cantor, W. C. Fields, Will Rogers, Burt Savoy, and J. Brennan, and last but not least, Anne Pennington. No one will ever forget them.

*Good-by France*, sung by the author, Sergeant Irving Berlin,

## “As You Were”

for the first time in public, was a fitting finale to a splendid performance.

This party was attended by Secretary Baker, Generals Wood, Lord, and Rose, and was without doubt the finest entertainment given in the city of Washington during the year. The feelings of everyone in the Division were very fittingly expressed by Major Darr in his poem, which is quoted below:

From: Major Earl A. Darr.  
 To: Branch Four.  
 Subject: A mighty good time.

### VIVE BRANCH FOUR

To those our Hosts of Friday e'en,  
 The thanks of Contracts Branch are given!  
 What memories of rare delight,  
 Recall to us a happier night?  
 Great family assembled there,  
 Girls, boys and men and ladies fair.  
 In last reunion ere we turn  
 T'ward distant lands where home fires burn.

Dragged down to dust the vaunting Hun,  
 What proper more than yield to fun?  
 To merriment an hour give in,  
 Be entertained by Irv Berlin,  
 Shall we forget in transient joy,  
 The songs, jokes, verse of "Atta Boy,"  
 Can Ziegfeld's Follies' jolly troupe  
 Be soon forgotten by our group?

Young officers 'tis true were bored  
 By grim analogies to Ford,  
 But when from laughter sides were pressed,  
 Could we console their feelings stressed?  
 Who would not clap at Rogers' fun,  
 At dancing of Anne Pennington?  
 He's dead to mirth whose smile ne'er yields  
 To golf as played by Will C. Fields.

Those living models richly gowned,  
 A way to fair hearts quickly found,  
 But oh! the pent-up laughter, when  
 Their voice and feet betrayed them men.  
 Squad drill, per Camp Meigs illustrate  
 Was, humorously, simply great.  
 Alas! How seldom General March  
 May quench his thirsty palate's parch.

So followed clever wits galore  
 Each meriting sincere encore.  
 The one lone fault that evening found,  
 Was this, the clock too swift swept round.  
 Too little time the dancers had,  
 But what boots that, all hearts were glad,  
 If anyone went glum to bed,  
 True melancholy crowns his head.

Here's looking at you, good Branch Four.  
 To Major Richards thanks outpour,  
 Should he t'ward politics be bent,  
 We nominate him President.  
 Should charts defective from him come,  
 The Contracts Branch will keep it mum.  
 Three cheers we give for Good Branch Four,  
 For all the Q. M. C. three more.

Our Division had already taken part in two Victory celebrations—the false-alarm one of November 7th, and the real one on November 11th. But no one was loath to continue with any number of such. This time it was a song and dance. Mr. Henry Lansburgh, of Lansburgh Bros., kindly placed at our disposal the beautiful new Odd Fellows Hall on 7th Street, and December 3d was the date decided upon for our Victory dance.

#### VICTORY DANCE

Attention ye of General Supplies,  
 A notice which to all applies!



## “As You Were”

Don't say you knew not in advance  
 Of Hardware-Metals Victory Dance.  
 December third, that is the date,  
 The hour set, some after eight.  
 Locus and situs of the ball  
 Seventh Street, near E, Odd Fellows Hall.

Divisional Celebrities will come,  
 Camp Meigs' Orchestra will beat the drum.  
 Come round and join the merry whirls,  
 And see Berlin captured by the girls.

Chief Graham there will lead the fun,  
 Mr. Fusting will speak on what we've done.  
 No dance would ever fill the bill  
 Without the force of Sir Colonel Hill.  
 Majors Odlin, Curtin, Batchelor, Moore,  
 And Peck with grace will adorn the floor.  
 The courteous and gallant Cap. Dashiell  
 Will teach younger members how to spiel.  
 We ask Captain Thompson for that night  
 To keep the Underwoods from sight.  
 Friend Major Richards and his bunch  
 Will turn up that evening, we've a hunch.  
 Our Major Lynch, of gentle mien,  
 Surely will dance with every queen.

We'd motor-transport every lass  
 If Captain Loomis would give a pass.  
 If Colonel Arnold and his staff are there,  
 For miles of smiles you'd best prepare.  
 Some charmer please say to Captain Bliss,  
 This dance he should not, must not miss.

Ye hungry ones, too, just please observe,  
 Refreshments light the ladies will serve.  
 Lieutenant Keeley and his personnel  
 Will be there, you bet, and looking well.  
 There'll be to guard 'gainst troubles, 'tis understood,  
 Miss Calm-the-Waters Agnes Wood.

Should there be delays which none condones  
 They'll be adjusted by Mr. Jones.  
 So come and sign right as you are,  
 Contracts approved by Major Darr.  
 Tax is only fifty cents per head,  
 Might have been a dollar each instead.  
 Before we disband don't miss this chance,  
 Your one last opportunity to dance! dance! dance!

This was a more formal affair, and the girls dug out costumes from bottom trays, while the officers had only to purchase a fresh bottle of Carbona. The hall was most appropriately decorated with flags of the Allied Nations with our own Stars and Stripes in evidence everywhere.

The Ethiopian Sextette playing Jazz rhapsodies for the dancers added "color" to the evening's entertainment with their latest popular song hits. Unusual gayety and merriment prevailed on that festal night, and when the orchestra struck up "Till We Meet Again" as the last waltz, all sighed at the thought of another pleasant evening receding into the recesses of memory.

The invitation to our Christmas Tree Party on the evening of December 18th read as follows:

#### AN INVITATION

There's to be a Division party and a farewell sort of show;  
 Merry Christmas 'n' everything; the story's here below.

#### THE TIME

At eight o'clock on Wednesday Eve  
 The Chiefs and Ladies will receive  
 Personnel and guests of this Division,  
 Be there on time; act with decision.

#### THE PLACE

Twenty-four hundred Sixteenth Northwest,  
 Take either car, which suits you best;

## “As You Were”

Mount Pleasant or Fourteenth will land you real near,  
The location's quite simple; you've nothing to fear.

### THE GIRL

This question is one which you must decide:  
It may be your sweetheart or mother or bride.  
There's just one point on which we must insist,  
The girls must all be there; not one can be missed.

### THE PRICE

One simple gift each one must bring  
Attached to it four feet of string,  
It really shouldn't cost over a dime,  
The odder it is, the better the time.

### THE PROGRAM

Reception first—no solemn affair—  
And then old Santa you'll find there  
ONE speech, SOME songs, and then some DANCES,  
Refreshments—enough, you're taking no chances.

Time, Place, Girl, Price, Program—all explained,  
Your absence really can't be; our “rep” must be maintained.

The ballroom in the beautiful apartment hotel at No. 2400 16th Street was a gay place on the evening of December 18th when this prettiest party of the year was given.

Our Chiefs with their ladies fair were in the receiving line to greet each guest with a hearty “Merry Christmas!” Mr. A. F. Kaiser, as Santa Claus, distributed the gifts. Some of the more noticeable of these were: To Miss Morey and Miss Renneberger, diamond solitaires; to Mr. Arpe, a pretty girl (although he said he would have preferred a wig); to Miss Sullivan, of Boston, a can of baked beans; to Miss Weiler, a Major's commission; to Captain Dunning, a sunny disposition; to Captain Phillips, a quarter with an eagle on both sides; Miss Cleaver, a new beau; to Miss Ferguson, a basso profundo voice; to Miss Eckels, some freckles; and to Major Darr, an



Why shouldn't they call him the "genial chief"?



The girls fought Spanish Influenza with hot cocoa



The Personnel Section which drove dull care away



J. F. had a winning way with the ladies



How did MacFadgen horn in?



The Three Graces





automobile. Those less fortunate were content with dominoes, toy balloons, rubber dolls, and other gifts appropriate to the age and inclination of the recipients.

The fears of those who had forebodings of homesickness at a Christmas tree so far from home were dissipated, for the excellent music and live dancing brought cheer to everyone.

There were many interesting meetings of the members of the Division during the organization of the Alumni Association at one of which the following songs were sung after the business affairs of the meeting had been discussed.

Tune—*There's a Long, Long Trail.*

There's a grand old bunch of buyers  
 Who with their force here at home  
 Have sent supplies to Flanders  
 And to France and Rome.  
 There's a long, long time a-coming  
 When we'll remember the day  
 That we organized the Alumni  
 General Supplies of the U. S. A.

There's a mutual tie that binds us  
 To this Division of Might,  
 Where minds and hearts united  
 Helped to win the fight.  
 There's another tie to bind us  
 When we are far, far away,  
 It's the great Association  
 That we're forming here to-day.

Tune of *Smiles*

There are ties that bind us closely,  
 There are ties that hold us fast,  
 There are ties that make us love each other,  
 Make us want our friendships true to last;  
 Now the way to hold us all together,  
 Renew our mem'ries all our lives,  
 Is to keep in touch with the Alumni  
 Of the Division of General Supplies.

## “As You Were”

Miss Tonette Benson led the singing, in which every person joined with a will. The cheering was led by Lieutenant Bangs, and the singing proved to be such good fun that an encore was immediately voted and consummated.

### YELL

Rah! Rah!! Rah!!!!  
 Tacks, Nails and Nettles  
 Hardware! Hardware!! Hardware Metals!!!  
 Rah! Rah!! Rah!!!  
 Pots, Pans and Kettles;  
 Hardware! Hardware!! Hardware Metals!!!

---

G-r-a-h-a-m GRAHAM!  
 Graham Never Dies,  
 Chief of General Supplies

On January 31st, the Welfare Room was formally opened with a tea, and the following invitation was sent to the members of the Division:

Come one, come all, in perfect trim,  
 To our first Welfare Room Blow,  
 Down the hall of the Eighth Wing  
 As far as you can go.

Men and Girls, all others too,  
 We want YOU, you just bet!  
 It's to warm the home of the Welfare Club,  
 4:40—to-day—don't forget!

General Supplies Division  
 Munitions Building  
 Friday, January 31st.

This room, which is used for welfare and social purposes, is in charge of Miss Ruth Cleaver who succeeded Miss Wood.

The room is a pleasant addition to the General Supplies Division, and is made good use of by the girls.

There was lively competition in the purchase of the bonds of the Fourth Liberty Loan among the various divisions of the office of the Quartermaster General located in the Munitions Building. The standing of each division was indicated on a "red ink" thermometer placed at the main entrance. We are proud to record that the General Supplies Division was the second to shoot the red mercury to the top.

The personnel of the General Supplies Division not only invested in Liberty Bonds, but gladly donated their share towards carrying on relief work at the front. In the campaign for the United War Work Fund, a contest between the branches was encouraged which resulted in Branch 2 going "over the top."

#### THE COCOA HOUR

Between ten-fifteen and ten-thirty,  
When one for dictating feels power,  
Comes a pause to Hardware and Metals,  
'Tis known as "The Girls' Cocoa Hour."

I hear in the corridor echoes,  
The patter of feminine feet,  
The sound of office doors opened  
And voices (most of them sweet).

From my desk I can see in the sunlight,  
Descending the hard concrete stair,  
Girls of all sizes and ages,  
Girls with all colors of hair.

A whisper 'twixt Karleen and Margie,  
A twinkle of black and blue eyes,  
I know they are plotting together  
Some man with a cup to surprise.

A thousand girls rush down the stairway,  
A thousand more skip through the hall,

## “As You Were”

And storm the rolling field kitchens  
 Just outside the southwestern wall.

Oh, then what a chatter arises!  
 What gossip, news, rumor is told!  
 What jokes on the chiefs are related!  
 No grouchy one misses a scold.

The crowd is well-officered surely,  
 The men look their pretty friends up;  
 And right in the face of the ruling  
 Somehow these gallants get a cup.

A shrill whistle blows from a distance,  
 Those with a conscience return;  
 But most of them longer do linger,  
 That siren command simply spurn.

A recess of but fifteen minutes  
 Is lengthened to thirty or more,  
 Until the efficiency experts  
 The cocoa hour sadly deplore.

At last they appear in the doorway,  
 Our girls with filled cups tiptoe in;  
 Hopefully each man in the office  
 Looks up with his most friendly grin.

Each argues he's to pref'rence entitled,  
 Each asseverates his right to a cup;  
 But with coldly cruel decision,  
 Some are turned down and some up.

Sipping their cocoa, the victors  
 Extol to the vanquished its charm;  
 The losers chagrined, filled with envy,  
 Are sure such strong drink does much harm.

At last, a watchword stings conscience,  
 “Wilt ever whip Germany thus?”  
 And wading once more into contracts,  
 All work at one-hundred-rate-plus.

Alas, all too soon came the order,  
 "The flu has gone—cocoa no more!"  
 And again with nose close to the grindstone,  
 We work like machines as of yore!

FRANKLIN DICKERMAN.

MEMORANDUM:

April 1, 1919.

No: 370.05 (Evacuation) GS-H  
 From: I. M. Going, Major, Q. M. C., Chief Objector, Rebellion  
 Branch No. 1.  
 To: General Instigator.  
 Subject: Why?

1. This office wishes to inform you as follows:
2. It has been hustled moving in; frantic, moving out. Has been juggled, has been jostled, has been shoved about.
3. It's been given scanty room, again had much to spare. Has been crowded like prize hogs at a county fair.
4. It has been in front rooms, side rooms, and in many more. From the shack across the street, it came over here, third floor.
5. It hasn't been in every room, there still are two or three. But it sure has kept right at it, until it's all at sea.
6. Now in the lull, please answer this—the phrasing is made clear: Who the deuce thinks up these moves, and where do we go from here?  
 By the authority of the Director of Traffic

GETUP N. GET, Chief,  
 General Unrest Division.

By:

(I. M. GOING)  
 Major, Quick Move Corps,  
 Chief Objector, Rebellion Branch No. 1.

*Approved:*

GETUP N. GET,  
 Chief, General Unrest Division.

ANNE SULLIVAN.



## "As You Were"

ELEGY WRITTEN IN OUR COUNTRY'S MUNITIONS BUILD-  
ING, SIX P. M.*(With apologies to Gray)*

The whistle sounds the knell of parting day,  
Stenographers go slowly home to tea,  
The watchman trudges on his weary way,  
And leaves the room to darkness and to me.

Now fade the purchase orders on the sight,  
And down to quietness the building tones,  
Save when an airship wheels its droning flight,  
And drowsy tinklings come from distant 'phones.

Within those cheap oak desks, those files arrayed,  
Where papers heave in many a towering heap,  
Each in forgotten place forever laid,  
The office circulars and orders sleep.

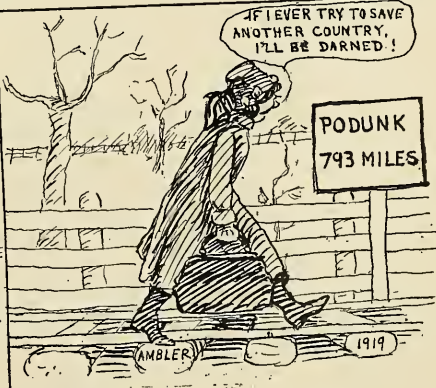
To them no more young officers shall turn,  
Or busy secretaries give them care,  
No messengers their special rush will spurn,  
And cause the chiefs to fume and softly swear.

Far from the maddening clerks' ignoble hands,  
Their mimeographed pages learned to stray,  
Where loosely held in clips and rubber bands,  
They sleep the endless hours tucked safe away.

Let not ambition mock their humble style,  
Their homely words and sentences obscure,  
Nor grandeur hear with a disdainful smile  
Their composition and their English poor.

Full many a sheet of purest thought serene,  
The dark unfathomed desk recesses bear.  
Full many a page is born to blush unseen,  
And waste its wisdom in a file case there.

No farther seek their merits to disclose  
Nor draw those papers from their dead abode,  
There they abide in unthought-of repose,  
Sweet, calm, eternal sleep on them bestowed.



The Troubles of a War Worker



## THE QUARTERMASTER'S DREAM

By F. E. COYNE, Captain, Q. M. C.

The Camp Quartermaster, with duties far vaster  
 Than any K. O. in the Camp,  
 Retired to his tent on a restful sleep bent;  
 The night was quite dreary and damp.

He thought of the morrow, and much to his sorrow  
 Remembered a duty undone;  
 Ten carloads of Hay, with demurrage to pay,  
 Unloading had not yet begun.

An interrogation on Truck Transportation,  
 By telegraph coming in late,  
 Unanswered telegrams bringing him cuss and damns,  
 The Q. M. G.'s Office won't wait.

He rolled and he tumbled, he groaned and he mumbled,  
 He cursed when the bugler blew taps,  
 At midnight he wept then he finally slept,  
 With his brain on the verge of collapse.

His sleep was a nightmare (that kind causing white hair)  
 As a hodge-podge of visions arose;  
 Subsistence Form Numbers, Beef Fresh, and Cucumbers,  
 And Property, price lists of clothes.

Tents, pyramidal, Shoes quite damnable,  
 Flour issue, and Cheese Full-cream,  
 Butter Sales, Print; and Lard without stint,  
 All mixed in the Q. M.'s Dream.

Breeches, Wool mounted, and Stockings uncounted,  
 Moccasins, Moosehide and Gum,  
 Eggs, Dessicated (to old hens related),  
 Belts, for Breeches or Saddle or Drum.

Soup, Canned, Clam Chowder, and Tea, Green, Gunpowder,  
 Prunes that would make you smile,  
 Canned Lasses, Tayters and aprons for waiters,  
 Sausages, Vienna Style.

## "As You Were"

Envelopes, Letter and Writing Pads better,  
Polish, Shoe, Russet and Paste—  
Mince Meat, Can or Crock, Brushes, Nail, out of stock,  
Bedding Rolls, buttoned or laced.

Food, Fuel and Forage—inadequate storage,  
Quarters for Horses and Mules,  
Guidons and Goggles, and all kinds of toggles,  
Shoes, Horse, and Horseshoers' Tools.

Fish, Dried, Cod, in cans, Office Electric Fans,  
Undershirts, Fleece-lined and warm,  
Soap, Toilet Glycerine, bottle of listerine,  
Slickers to stand any storm.

Needles, Sailmakers', and Tools for the Bakers,  
Coats, White, for waiters and cooks,  
Water Effervescent, Cigars evanescent,  
Pick Axes, Pillows and Hooks.

Buttons, Bone (Large enough), Mutton, Fresh (very tough),  
Towels, Huckaback that are good,  
Potatoes in gunny sacks, onions spread out on racks,  
Tent Fixtures, Cordage and Wood.

Coal-cars and water tanks, Balance in local banks,  
Whirled through his mind in a maze;  
Potatoes in Survey, enough of condemned Hay,  
To plague him the rest of his days.

New regulations that bring forth damnations,  
From Officers, Muleteers and Men,  
Savings on Rations, mistakes of all fashions,  
On property voucher two ten.

Shave-tails with notions of early promotions,  
The units all yelling for Ice.  
He saw cars on the siding, and nurses out riding,  
And Mess Waiters gambling with dice.

He tossed and he twisted like a Rookie enlisted,  
He woke with a yell and a scream,  
But when he discovered his feet were uncovered,  
He knew it was only a dream.



### MORNING, NOON, AND NIGHT!

Do you want the morning paper?

Stand in line!

Want a taxi or a trolley?

Stand in line!

If you stop to get some cash,  
Postage stamps or corned beef hash,

Stand in line!

Ready for a bite to eat?

Stand in line!

Oftentimes out on the street

Is the line!

After you've been through the mill,

And you want to pay your bill,

Stand in line!

Again for trolley at end of day,

Stand in line!

Want some tickets for the play?

Stand in line!

Anywhere you want to go,

Do it like a Christian? No!

Stand in line!

F. C. REIMOLD.



·THEY·CAME·AS·TWO·AND·LEFT·AS·ONE·

“THEY CAME AS TWO AND LEFT AS ONE”

NOTWITHSTANDING the fact that the members of the Division were about as busy as was humanly possible, the following persons found time to enter into the bonds of matrimony during their sojourn in Washington.

Mr. M. L. McClaran  
Mr. William F. Cahill  
Mr. Karl M. Maukert  
Miss Lois Messman  
Miss Lillie I. Sigford  
Miss Stephanie Vallie  
Mrs. M. A. Siorski  
Miss Emma E. Schwenk  
Miss Susie Shive  
Mr. W. J. Dwyer  
Mr. Charles B. Rosengren  
Lieut. J. M. Fuller  
Lieut. Thomas W. Jones

# STATISTICS-SUNSHINE- ASSOCIATION



ASSOCIATION PERSONNEL.



MARJON F. LEEDS  
PRESIDENT.



EDNA M. BLANTON.  
VICE PRESIDENT.



CHARLOTTE M. WELLS  
SECTY. - TREAS.

The S. S. A. (Statistics Sunshine Association) was organized on February 12, 1919. The name had suggested itself. For three months we had been writing constantly, "S. S. A." as a quick way of designating "Signed Since the Armistice."

The purpose of the Association was primarily social, but our twenty-six members hoped, too, to make lighter the moments of discomfort or illness which might come to any of the personnel of the Branch.

Miss Leeds was chosen as President, and all the men in the Branch were elected honorary members.

The Association started off propitiously with a luncheon in which all our honorary members as well as Colonel Hill and Major Curtin participated.

## VISITING COMM.



VERNA FREERKS  
CHAIRMAN.



HELEN C. PALMER.



VIOLA WRAY.



HONORARY MEMBERS.





## In Memoriam

MAJOR T. M. LYNCH

On December 13th, Major T. M. Lynch, Chief of the Administrative Branch, was stricken with influenza, and a few days later, on December 18th, the General Supplies Division was shocked by the news of his death. The following resolutions of sympathy which were drawn up by our Chief Mr. William A. Graham, for presentation to the family of Major Lynch, fully expressed the feelings of every member of the Division:

WHEREAS Divine Providence in His great wisdom has called from his earthly labors our late brother officer and associate, Major T. M. Lynch, and

WHEREAS Major Lynch, by his genial personality, wise counsels, and devotion to duty during the time that his services were at the command of the Army to aid in supporting the forces which were fighting overseas to preserve American institutions and liberties, did thus endear himself to all of his brother officers and associates and did furnish a high example of military and civic devotion and citizenship,

THEREFORE, BE IT RESOLVED, that the Chief of the General Supplies Division, the Chiefs of all the Branches, and each and every one of his late associates, take this means of extending to the wife of Major Lynch, and to his children and family, deep sympathy in their great loss, and proffer the hope that in this their hour of trial they may have the comfort and support of the Divine Love that passeth all understanding.

WM. A. GRAHAM, Chief,  
General Supplies Division.



## "As You Were"

Charles Mitchell, of Mitchell and Mitchell, Fort Smith, Arkansas, entered the service of the U. S. Government, September 13, 1918, and was assigned to the Production and Inspection Branch as a Production Expert.

Although of a modest and retiring disposition, Mr. Mitchell devoted all his energies to the work of the Branch during the time of his employment, and was singularly successful in all his efforts to help in winning the great war.

On account of ill health, he was compelled to resign about December 15th, and return to his home, where he died Christmas Day, December 25, 1918.

Mrs. Ethel M. Reynolds came to work for the Statistical Branch of this Division on September 6th, and was assigned to work in the authorization section. Mrs. Reynolds had a bright and cheery disposition, and was always very eager and conscientious in performing the work that was assigned to her. She was stricken by the Spanish influenza on October 21st, and died shortly thereafter.

Mr. Edward B. Richards, who started work in the Statistical Branch of this Division on October 16th, was with the Division only a short time, when he was suddenly stricken while at his work on November 7th. His death came as a great shock to his associates who during the short three weeks of their acquaintance with him had found him to be a man conscientious in his work and of a kindly and genial disposition.

The news of the death of Margaret Thompson on May 21st was a great shock to the members of the General Supplies Division. Although Miss Thompson had been critically ill since March 31st, we had been lead to believe that the worst was over and that she was slowly recovering her health.

Miss Thompson came to work for the Division in Septem-

ber, 1918, and was assigned to work in Branch Three as Secretary to Lieutenant Hunter. Always conscientious and willing, she performed the duties assigned to her very capably and efficiently.

Her gracious and cheerful temperament won for her the esteem and affection of all who knew her. Her death leaves a vacant space in the hearts of her friends.

The recent death of Lieutenant Harry D. Guy at his home was a sad surprise to his friends in the General Supplies Division. Lieutenant Guy was assistant to the chief of the Interbureau Unit, and worked with the Division during the strenuous times up to the signing of the Armistice. Shortly thereafter, he was transferred to the Surplus Property Division, and remained there until his discharge from the service last April. During the time that he was connected with the General Supplies Division he won, by his genial personality and his conscientious performance of his duties the friendship and respect of those with whom he became acquainted.

## A MEMORY OF THE GENERAL SUPPLIES DIVISION

(Dedicated to William A. Graham)

In a fair old, rare old city,  
    'Twixt the North and Southern clime,  
Where the destiny of nations  
    Will be outlined for all time,  
There was built a makeshift shelter,  
    Low of roof, with paper walls,  
To accommodate the thousands  
    Who obeyed the Nation's calls.

Then the Quartermaster General,  
    Wood by name, but steel of heart,  
Moved into this lowly building,  
    There to follow out the chart  
Of the plans he formulated,  
    And the schemes he had in mind  
For the freeing of the nations  
    From the war mill's deadly grind.

Moved into this building with him  
    Each prepared to do his best,  
Were the flower of youth and age  
    All combined to beat the pest,  
Which for years with schemes and planning,  
    Sought all nations to enmesh  
In a heartless Hun dominion,  
    Merciless towards human flesh.

In the scheme of things pertaining  
    To this General's work in view,

Was the purchasing of metals  
And of hardware, sound and true,  
For our boys out in the trenches  
As they fought the wily Huns,  
For battles are not won alone  
With swords, with powder, and with guns.

Then the master-hand, directing  
Operations for the fray,  
Sought a skilled and loyal chieftain  
Who would labor on for aye,  
To the end that his Division  
In its work and personnel  
Would be largely instrumental  
Tolling Germany's death-knell.

Came a time when our old Eagle  
Spread his wings and screamed in wrath  
At the ruthlessness enacted  
On the crimson human swath  
That the Prussian hordes were mowing  
In their devilish design  
To annex the other nations  
To the "Bingen on the Rhine."

Through the flowering days of Springtime,  
Through the Summer's stifling heat,  
Till the golden days of Autumn,  
Never heard was the Retreat.  
It was tug and fight and tussle,  
Buy and buy and buy some more,  
Till the shiploads of the products  
Forged a chain from shore to shore.

True, at times the shadows thickened,  
Paris gay was gay no more.  
As the hellish Hun divisions,  
Ever closer to her door,

## “As You Were”

Pushed their messengers of ruin,  
 Till it seemed th' entire world  
 Soon would see the end of justice,  
 And the flag of might unfurled.

Many mother hearts were broken,  
 By the War God's countless toll;  
 Wives and sweethearts cried in anguish,  
 As the ramparts of the soul  
 Were sore torn and split asunder  
 By the deadly Arm of Might,  
 Of fire, gas, and fatal shrapnel,  
 Kultur camouflaged as Right!

But despite disheartening rumors,  
 Everyone leaned to his task.  
 Forces strong were now augmented  
 As was heard the Nation's blast  
 Of the trumpet call to duty  
 Of the khaki and the blue,  
 For the fighting in the trenches  
 And the convoy of the true.

Sought and found one William Graham,  
 Who with vigor took command  
 Of the vital situation  
 And the plans that were at hand  
 For obtaining loyal henchmen,  
 Gifted each one in his line,  
 Who in turn were then assisted  
 By the flower of Womankind.

As each added touch of sorrow  
 Served to make all closer kin,  
 So with unity they labored,  
 With their trust placed all in Him  
 Who hath told us that the wicked,  
 Though they prosper for a while,  
 Have sure doom of dire destruction,  
 Sans a hearing or a trial.



Stronger grew our o'er-sea forces,  
 Greater faith was everywhere,  
 As the enemy lines were crumpled,  
 Crushed and driven towards the lair  
 That had been a seething hot-bed,  
 Nurturing brutes of might and lust,  
 Bloated all with Kaiserism,  
 Without mercy, love, or trust.

While the battle raged its fiercest,  
 As an omen in the sky  
 Loomed a more substantial building,  
 And before its walls were dry,  
 All the forces sought its shelter,  
 Filled with energy anew,  
 "No man's land" was theirs already,  
 Fritz's plans were all askew.

Came a day when rumor whispered  
 Words of solace, coming peace,  
 Hellish Prussianism wavered,  
 "Gott mit uns" was soon to cease.  
 As for "Deutschland über alles,"  
 'Twas all over, that is true,  
 Germany completely smothered  
 By the old Red, White and Blue.

## L'ENVOI

Lessened needs mean lessened effort,  
 And the lure of home is sweet,  
 As the old G. S. D. bugle  
 Blows you Honorable Retreat!  
 To your hearthsides, Loyal Workers!  
 Long-forsaken tasks resume!  
 As your loyalty has triumphed,  
 So the Dawn of Peace shall loom!

Friends, in parting there is sadness;  
 N'er may be a closer bond,  
 Only let your memory linger  
 Through the days that lie beyond

## “As You Were”

On the times we worked together  
 Through the calms, and through the squalls,  
 Fond Good-byes! Good Luck shall ever  
 Echo down the silent halls!

C. W. BLISS,  
 Captain, Q. M. C.

### IN WASHINGTON

They saw the advertisements reading,  
 “Uncle Sam wants clerks.”  
 Seems the world responded 'cepting  
 Huns and such, and Turks.  
 They all hurried into Washington  
 From every dog-gone town,  
 And most of them, they settled up  
 Before they settled down.

And then they started figuring  
 Their railroad fare and rent  
 And other incidentals, wondering  
 Where their money went.  
 They couldn't seem to realize  
 That they were really broke,  
 But 'twas a fact, a cold, cold fact,  
 And by no means a joke.

They borrowed here, they borrowed there,  
 From stranger, friend, or foe.  
 When pay-day came, they paid it back (perhaps!).  
 Gee! How that roll did go!  
 And now they think of what they owe  
 And their very doubtful fame.  
 The war is won, they helped that some,  
 But 'twas a most expensive game.

MAX TANNENBAUM.

### A LAMENT!

I'm the Time Sheet Clerk, and I grieve to relate  
 That my hours are busy, uncertain my fate.  
 I had no faint notion when first I came here  
 That chasing up time sheets would last all the year.

For I thought things would get in such very good trim  
 That long before noon every sheet would be in.  
 But alas for my hopes—human nature is weak,  
 Every day there are sheets I still have to seek.

When a trip to the White House or Congress is planned,  
 Then quickly each clerk seeks the Personnel Stand.  
 "Have I any overtime? Please hand me a slip."  
 And I drop what I'm doing and give them the tip.

It's a very poor rule that won't work both ways,  
 So bring in your sheets without maddening delays.  
 And thus you will further the Personnel work,  
 And be honored as well by

The Time Sheet Clerk.

ISABEL JACKSON.

### "YOU KNOW HOW THAT IS!"

'Twas the night before pay-day, and all through my jeans  
 I hunted and hunted for the price of some beans;  
 Not a quarter was stirring, not even a jit,  
 Every coin was off duty, the milled edge had quit.  
 Move forward, move forward, Oh Time, in your flight!  
 And give me to-morrow just for to-night!

### NUTS

Last night, while the earth lay sleeping beneath the starry sheen,  
 There came to disturb my slumbers this strange and terrible dream:  
 I sat at my desk in the office, a telegram in my hand,  
 A slip of yellow paper I could not understand.

RETEL YOURS OF THE SEVENTH PLEASE SEND NUTS BY THE SCORE  
 HAVE THEM PREPARED FOR SHIPMENT TO THE PORT OF BALTIMORE  
 NUTS ROUND HEAD SQUARE HEAD FLAT HEAD OF SIZE THREE  
 QUARTER INCH

SEND ALL THAT YOU CAN SPARE TO RELIEVE A DREADFUL PINCH  
 CANNOT GIVE YOU TONNAGE BUT NUTS WILL NOT BE LIGHT  
 SO SEND TRANSPORTATION ORDER REQUEST YOU EXPEDITE.

"What do you think of that?" said I, as I read it o'er,  
 "Someone's made a bungle of the thing once more."

## "As You Were"

So I looked in suspended file, in the closed file, too,  
I found no information, and I didn't know what to do.

And while I sat and pondered, a strange thing happened to me,  
The weirdest of all sensations—whatever could it be?  
But soon there was revealed the cause of that terrible thrill,  
They had sent ME by wireless to Depot at Jeffersonville.

"I come from the Washington Depot," I said without a flinch,  
"And it's nuts that I am after, round-head, flat-head, three-quarter  
inch."

"If nuts you want, round or square head, go back to the folk there in  
charge,  
Although I'm afraid you can't use them—I think their heads are too  
large."

And at that moment before me there passed in grand review,  
Captains, lieutenants, and sergeants, and majors not a few;  
The familiar faces of people whose features I thought I knew,  
There were round heads, square heads, flat heads, big nuts, and little  
nuts, too.

"You have all the nuts in creation right there in the Q. M. Corps,  
Then why in the name of salvation do you come here asking for more?  
Do you know why it is," he persisted, "that the squirrels infest your  
town,  
Because the nuts are such perfect nuts that wander up and down!"

I woke when the sun shone brightly athwart the window-pane,  
But that dream continues running through and through my brain.  
Oh, the fools we were, the fools we are, and the fools we'll always be,  
But we all are fools together, we NUTS of the Q. M. C.!

ANONYMOUS.

written at Camp Upton in a smelly mess hall  
 with a mop on one side and a pail of soap  
 suds on the other Irving Berlin

Kitchen Police  
 (Poor Little Me.)

By IRVING BERLIN

Sergeant  
 of  
 the  
 fighting  
 General  
 Supplies  
 Division  
 Stationed  
 at  
 Fort  
 Washington  
 D.C.

Moderato

Piano.

Voice

There's

till ready

dirt y work to be done in the arm y,

And it's not much fun; — It's the kind of work that's

The musical score consists of five systems. The first system is a piano introduction in 2/4 time, marked 'Moderato', with a treble and bass clef. The second system begins the vocal melody with the lyrics 'There's' and includes a piano accompaniment. The third system continues the vocal melody with the lyrics 'dirt y work to be done in the arm y,' and includes a piano accompaniment. The fourth system continues the vocal melody with the lyrics 'And it's not much fun; — It's the kind of work that's' and includes a piano accompaniment. The fifth system is the final line of the piano accompaniment.







The Kaiser Hurries to the Aid  
of the Tank Corps

THE KAISER

The Kaiser wasn't bad at all,  
The one we knew of yore,  
His hair was gone, his glance was keen,  
He came from Baltimore.

He took his weary way at night,  
With gripsack to the train,  
With many thirsty throats behind  
To wish him back again.

With jocund day he sallied forth,  
His "spirits" now the best,  
And who does know his August self  
Feels warm beneath the vest.

So let the men who legislate  
Tread softly lest they mar  
The perfect plan that brought the goods  
So safely from afar.

## “As You Were”

### THIRTY-TWO DAYS OUT

When creditors in anxious tones are pressing,  
 And cash on hand to precious mites recede,  
 When friends no longer lighten cares distressing,  
 With loans that prove their friendship true indeed.

When the Government forgets it has a payroll,  
 And lets that check go by a month or more,  
 While Ruth-less Washington demands its toll,  
 And still Miss Cleaver has no check in store.

A fellow then feels almost idiotic,  
 To stick at contract work from nine till six,  
 While folks at home not near so patriotic,  
 Are free and clear of this distressing fix.

Then thinking o'er one's situation craven,  
 So changed from happy days before the war,  
 It almost tempts an answer like Poe's Raven,  
 Would I do this thing over? “Never More!”

### PASSING THE BUCK

“S. O. S.” the cable read,  
 “Hurry up,” the wire said,  
 “Send us quick a four-wheeled truck.”  
 What a chance to pass the buck!

The General said, “It might imply  
 Rolling Kitchens or Supply.  
 Let the Colonel try his luck,”  
 And thus we learn to pass the buck!

The Colonel studied catalogues,  
 From bolts and nuts to wheels and cogs.  
 “No use to try. I'll say I'm stuck.  
 I guess I'll have to pass the buck.”

For Lieutenant Colonels, then he sent  
To figure out just what was meant.  
"No use trying, out we duck."  
Another case of pass the buck!

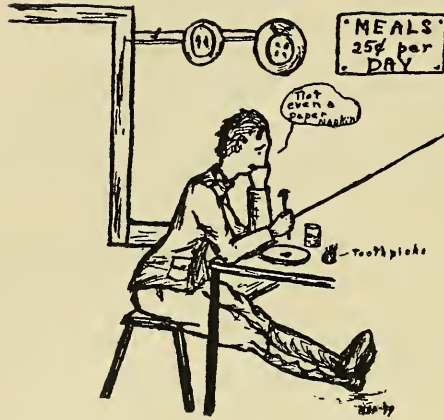
A Major stern, with frowning eyes,  
Studies hard, then deeply sighs.  
"Let's see our Captain full of pluck.  
Why worry? Why not pass the buck?"

A First Lute, decked with but one bar,  
Another chap doomed for a jar.  
And 'twasn't long before he struck,  
Turned around, and passed the buck.

A Second Lute, with hair combed back,  
Was next to go upon the rack.  
Court-martialed, sentenced to be chucked,  
For HE couldn't pass the buck!

D. W. JASPER.

## "As You Were"



NEW YORK, N. Y.  
Jan. 25, 1919.

War Department,  
Office of Director of Purchase,  
Munitions Building,  
Washington, D. C.

*Attention of H. E. Loomis  
Capt. Q. M. C.*

MY DEAR CAPTAIN:

With reference to your letter of January 21st regarding circular letter No. 127, the writer does not recall receiving this particular letter, but is quite sure that he has not made any invention or applied for any patent while in the employ of the United States Government. I did however devise a way in which to live on twenty-five cents per day and be comfortable, but it sure was tough going.

With kind personal regards, I remain

Cordially yours,

R. PLOWRIGHT,

1st Sergeant, Q. M. C.



## DEFINITIONS OF FUNCTIONS OF THE VARIOUS BUREAUS.

- ADMINISTRATIVE: To change the policy every morning at eleven o'clock.
- STATISTICAL: To put everything in writing; then add up the car numbers, divide by the stock on hand on July 4th, and ask the Depot to give the result.
- STANDARDIZATION: To devise something requiring special machinery to make; a book of directions to use; and to be of as little practical use as possible.
- REQUIREMENTS: To guess; then double it, multiply by  $3\frac{3}{4}$  and divide by  $\frac{7}{8}$ ; the result to be deciphered by Procurement.
- PROCUREMENT: To guess at the requirements, and to place orders for merchandise which in the regular routine of procedure may be delivered in time for the next war.
- CONTRACT: To prepare lengthy documents which are not to be sent out until the goods are finished, so that the manufacturer may not know what is expected of him.
- PRODUCTION AND INSPECTION: To know more of a concern's business than the General Manager himself, and to make sure that goods are not approved until a proper degree of inconvenience has been occasioned.

## “As You Were”

- DISTRIBUTION :** To conduct a game of “Button! Button! Who’s got the Button?” with all commodities, and if any one finds anything to prove the finder wrong.
- EMBARKATION :** To direct deliveries so that goods will not by any chance arrive when wanted, and so that essentials will not interfere with the orderly departure of non-essentials.
- STORAGE :** To arrange so that nothing can be found when wanted, and to see how long goods have to be held before becoming useless.
- BUREAU OF FINANCE  
AND ACCOUNTS :** To maintain such sanctity of isolation that the other bureaus are overcome with awe and do not dare to question any decisions nor to inquire as to just how and why the Bureau is operated.
- OVERSEAS  
OPERATIONS :** To add to and direct the distribution of stocks overseas by means of an exchange of coded cablegrams of which the secret key has been lost.
- ARMY CATALOGUE  
No 1 :** A list of articles devised with such cunning that procurement is rendered impossible.



## A CAFETERIA CHANT

If you look any mornin' just afore noon  
 Out front there by the dinin' room,  
 You'll see a thousan' standin' in line  
 A-lookin' like jailbirds doin' time.

"Wanna buy ticket to our dance to-night?"  
 Yells a gal a-pushin' me left an' right.  
 "Can't bother now, gotta watch my turn;  
 Can't dance anyhow, never did learn!"

When I gets inside, jus' lissen to me!  
 Tables and chairs fur's I could see.  
 Folks a-scamblin' ter get a place,  
 Looked jus' like a blindman's race.

Picked up a tray wot weighed a ton,  
 Wanted some tools, but they didn't have none.  
 A lady tol' me to wait aroun'  
 But I got tired an' started down.

The fish was dry, the meat looked tough,  
 "I'll take some stew, guess that's enough."

## "As You Were"

The coffee was weak, jus' sort o' tan,  
They must o' poured water in the coffee can.

I took some pie that looked so nice,  
But you bet after this I'll jus' think twice;  
The crust was hard as a piece of wood,  
Dunno how they made it, but it wasn't good.

When I got my check I almost fell,  
Eighty-five cents! Y' oughta heard me yell,  
"Extra butter," she said, "is two cents more."  
I jus' took nuf water for three or four!

Then I found a place to put my stew,  
There were dishes piled roun' as high as you;  
When I tasted that stew I made a face—  
Messed-up grub, of meat no trace.

Jus' one little bite was nuf for me,  
Tasted like the bark of an old elm tree.  
I've seen lots of mess camps in my time,  
But nothin' that beats that ole "Stand in Line!"

D. W. JASPER.

## THOUGHTS OF ISAAK WALTON, A.D., 1919

SITTING by a comfortable grate fire, with my well-seasoned briar in active service, lights down, and a regulation March blizzard outside, my thoughts turned to the condition of my fishing tackle, knowing that the season was not far off when I could indulge in my favorite sport.

My day-dreams were interrupted by the entrance of MCKAIG, who had come in to have a smoke with me and knowing him to be a tenderfoot in so far as trout fishing goes, I started to inspire him. Finally he asked me what was needed for an outfit and I advised him to go to the GENERAL SUPPLIES store and PURCHASE his outfit there, suggesting he see young DAVIS to help make his selection, but be sure to get a large KRIEL, a good oiled LINE and a BARLOW knife. You know this store is located on the corner of LOOMIS and BEISSER streets and they do a large business in sporting goods REQUIREMENTS and my RECOMMENDATION was based on my knowledge of their stocks. I advised him to CASHIN at once otherwise they would be DUNNING him. Mac says, "When I get all this equipment what do I do with it?" "Well Mac," said I, "When you get ready to go, get some bacon and MURPHYS, bread and butter and I'd advise taking several packages of GRAHAM crackers, the 'W. A.' brand, for they are the best made. And a little 'WILSON that's all' would not be amiss if you haven't taken the KEELEY cure.



“I would suggest your going to McDONALD creek, up on the Q. M. C. and getting off at BENSON. Go to the WELLES house and stay overnight and secure a guide. I advise you to get either DAUGHERTY or McCLAREN as they know the location of the big POOLE better than ODLIN or SCHOE-MER. In the morning they will take you to the trail in either a CARR or in a good buggy with BREWSTER springs. Arriving at the trail, you walk, and if you are a good WALKER you will be at the stream in an hour. By the way, on this trail you will pass thru a beautiful WOOD and when you get to the top of the HILL, you get a magnificent view of the country. You will be interested in a wall of JASPER which can be seen from the HILL. On my last trip on going over the trail a number of grouse ROSE up ahead of us, but it was the closed season and they were safe. When you get to the bend in the trail the FUSTING you will notice is the beautiful waterfall—it looks like a large white CURTIN. Before you get to the stream note on the right of the trail on a small mound are a number of GRAVES, which they say are those of an Indian chief and his wives. Let me advise you when you get ready to fish to BANITCH all cares and put your mind on the business in hand. I can see you in my mind’s eye when you hook your first speckled beauty. The look of BLISS in your eyes and your exclamation ‘isn’t he a DARRling’ will be the regulation experience. Of course you will find that the dusty MILLER is the correct fly to use. You will fish down the creek and about noon will be at an old camp which old man BUTTS built. Here your guide who is both STEWART and (Mc) COOK will prepare you a meal fit for the gods and if it’s a GOODYEAR for fish your KRIEL will be half filled. I want to caution you not to attempt to cross the creek until you get to the SIGFORD. After your meal you’ll feel like exclaiming with the immortal WILLIAM(s) ‘RICHARD(s) is himself again’ and, by GEORGE, Mac,

you'll feel like a new man, for trout do taste good when they're FRECH.

"By evening you will be tired enough to sleep standing and your guide will get ESHLEMAN to drive you back to the WELLES house. On the way back you will pass DIEMERS ranch with ROGERS in charge.

"By the way, AMBLER and ABDILL were up last year and they are coming again. LANCHANTIN writes me if he can get the PRICE he's coming out in May."

But, Tempus FUGITT, and Mac says it's time to go home, Good Night.

E. A. MOYE.

N. B. I might put a CLAUSEN here to submit these ramblings to the HAGUE.

## THE ROUND ROBIN

ON January 22, 1919, a farewell reception was tendered to Mr. William A. Graham by all the members of the General Supplies Division. Mr. W. F. Fusting presided and made the following address, at the end of which on behalf of the Division, he presented to Mr. Graham a Round Robin, which contained the signatures of every member of the Division at the signing of the armistice:

Mr. Graham, up to the present time we have been taking our orders from you, but to-day the General Supplies Division decided to call this meeting of its own volition and to take things into its own hands. You are discharged!

At the request of the Government, you came to Washington in February, 1918, and established the Hardware and Metals Branch of the Supply and Equipment Division. On June 1, 1918, the Hardware and Metals Branch became the Hardware and Metals Division. On July 1, 1918, the program of coördinated purchasing became effective, and on November 1, 1918, the name of the Hardware and Metals Division was changed to the General Supplies Division.

Between the time that you came to Washington and the signing of the armistice on November 11th, approximately nine months had elapsed. During that time, the personnel of the General Supplies Division had increased from yourself alone to 535 persons. The number of desks and tables required was approximately 600, and the number of typewriters used was about 400.

In considerably less than nine months' time, you handled the responsibility of purchasing the general supplies for the entire Army. I know that I voice the sentiment of the Division as a whole, and particu-











larly the sentiment of Lieutenant Colonel Hill, Mr. Welles, Major Darr and Major Richards, and all of the men who have been connected with large concerns, when I say to you in behalf of the Division and in behalf of the hardware manufacturers and jobbers of this country, that you created under the most trying and abnormal conditions an organization for purchasing hardware and general supplies which possessed more efficiency and produced greater results in nine months than had been attained by the largest firms of this country in former normal peace times. This was a wonderful achievement.

We know that at the time of the signing of the armistice you had performed a task more gigantic than the one previously mentioned, in that, with the coöperation of Mr. Murray Sargent and other members of the War Industries Board, you accomplished an incomprehensible feat—incomprehensible to anyone not directly associated with you as your chiefs have been—for through your ability, your efforts, and your untiring energy, you had absolute contact with and held in the palm of your hand, so to speak, the entire industry of general supplies and hardware of this country, the complete energy and facilities of which you placed at the disposal of the United States Army.

I am sure that few men have ever accomplished in so short a time what you have accomplished, and we all know the abnormal conditions under which those wonderful results were achieved.

This well earned tribute is a material one—but you have accomplished something far and beyond anything which I have mentioned. You have erected a structure of loyalty and conscientious coöperation the like of which we all attest has rarely been equaled. The General Supplies Division wished to give you a tribute that you could take away. Many different ideas were considered and discussed, and we have had the opportunity of seeing each member of the General Supplies Division testify to the honor they have felt in being associated with Mr. William A. Graham, Chief of the General Supplies Division, of the Purchase, Storage & Traffic Division, War Department.

In behalf, then, of the General Supplies Division, I take great pleasure in presenting to you this Round Robin as a token of our high esteem.

This unique testimonial took Mr. Graham completely by surprise and he responded as follows:

I must confess that I am taken by surprise, and I hardly know how to express my thanks.

## "As You Were"

Mr. Fusting speaks of coöperation. Team-work was the foundation of our structure, and I am very glad to be able to say that it proved its worth throughout. The work that has been accomplished was not accomplished by me alone—I have been but a small factor in it. It has been achieved by the combined efforts of the organization—by team-work. Each person has taken an interest not only in his individual work, but has rendered all possible assistance to his associates. I have found that true throughout the Division. Our one aim has been to win the war. The Division has been the unit that we worked for. In all my experience in business, I have never seen so little "cliqueism," if I may coin the word, or such complete harmony as has existed in this Division of ours.

I do not know how to express my appreciation of this souvenir which you have presented to me. It is not alone extremely unique, but it demonstrates the idea that I am speaking of at the present moment—it includes every one in the Division. I think that shows the spirit of the organization. I can truthfully say that no Division has worked more earnestly, and none has accomplished better results than the Hardware & Metals Division, later the General Supplies Division.

I am not going to attempt to thank you for your kind remembrance. I appreciate it very deeply, and there is nothing that you could do that I should appreciate more. As you go out from here, if you give the same thought and attention to whatever your new work may be as you have shown here in the past months, and use the same consideration for those associated with you, each one I am sure may look forward to a successful career. I want to thank you again very sincerely, and to wish you the best of luck and success.





# War Department

PURCHASE, STORAGE AND TRAFFIC DIVISION

This Certificate is Issued to

*William F.usting*

in recognition and appreciation of services rendered during the War, as a member of the

**General Supplies Division**

of the Quartermaster Corps, later of the Division of Purchase, Storage and Traffic.

WASHINGTON, D. C.

JANUARY 15, 1919

*W. A. Galam*

CHIEF, GENERAL SUPPLIES DIVISION

## Certificate Issued by the War Department to Civilian Members of the General Supplies Division

The following is a list of members to whom certificates were issued in recognition of their services during the war. A facsimile of this certificate is shown on the opposite page.

Abdill, Charles P.	Brown, Frank C.	Dorsey, Robert O.
Adams, John W.	Buck, Sidney Fay	Doshier, Mae
Adams, Lucille	Buckner, Mildred	Duffy, Jas. A.
Ahrens, Anna Lenora	Buddenberg, A. W.	Dunlap, R. P.
Aldrich, Anthony B.	Buegeleisen, Samuel	Dunning, M. A.
Ambler, Humphrey Keyes	Bunnell, Edna	
Anderson, Anna E.	Burke, Jas. V.	Ebbert, George S.
Antrim, Elwood H.	Butts, C. L.	Eckels, Mildred A.
Arpe, Charles W.		Edwards, Jas. L.
Atterbury, Karleen	Cahill, Wm. F.	Eshleman, S. St. J.
Atwood, I. Mabel	Caldwell, Dorothy E.	Epp, Nellie B.
	Callan, Patrick J.	Evans, Leila
Ballowe, Anna L.	Casey, Ivan A.	
Banitch, Nikola	Cashin, Jno. C.	Farnsworth, John G.
Barlow, F. W.	Chatelain, Elma G.	Faulkner, Bess E.
Barnett, Helen K.	Cleaver, Ruth	Felton, Mildred
Bast, Lucy A. (Mrs.)	Cohen, Elizabeth	Ferguson, Laura E.
Battey, Dorothy	Cohen, Leah R.	Finch, Constance
Beidler, William	Collier, May S. (Mrs.)	Fitzsimmons, Helen B.
Beisser, Mary	Combs, Ethel	Flagg, Luella B.
Belcher, Caroline	Conner, Maurice V.	Fletcher, Emily
Bengal, May R.	Conrad, Charles H.	Flynn, J. J.
Bennett, D. J.	Curry, Margaret G.	Foley, Dorothy
Bennett, Lucille Grace		Foster, Agnes
Benson, Tonette	Darby, Walter C.	Fowler, Robert W.
Berglund, Edna E.	Darte, Mabel H.	Fox, Lucy
Bertram, John	Daugherty, Bertine J.	Frease, Vivian
Besse, A. S. (Mrs.)	Daut, Frank J.	Frech, Alfred R.
Bieber, Jennie B.	Davenport, Vera M. P.	Fredette, Flossie
Bird, Eva S.	Davis, Hazel P. (Mrs.)	Freerks, Verna G.
Blacksten, Eva G.	Davis, H. E. (Mrs.)	Fugitt, Chas. H.
Bledsoe, Dora B.	Davis, Vivian S.	Fusting, W. F.
Bond, N. Pearl	Dee, Josephine A.	
Bookout, Helen Louise	Devlin, Arthur A.	Gagnon, Clara M.
Bradley, Flora	Dex, Max.	Garity, Charles H.
Brasher, Lillian B.	Dixon, Maude O.	Garlock, Morgan
Brewster, Eugene M.	Dommershausen, M.	Garrett, Mary M.
Brown, Ethel Lee	Doolittle, Amy A.	George, Carrie G. (Mrs.)

George, Kenneth D.  
 Gillespie, Katherine  
 Gooding, Martha E.  
 Goodyear, Eliz. C. (Mrs.)  
 Grant, Sarah V. (Mrs.)  
 Graves, Charles F.  
 Gretsck, Frederick  
 Griffin, W. C.  
 Gunderson, Gunder

Hale, Eunice  
 Hancher, Thelma Marie  
 Harrison, Marjory D.  
 Hasek, Bertha L.  
 Haskell, E. M.  
 Haufstatter, Esther  
 Hewitt, J. J. (Mrs.)  
 Hibbs, Anna  
 Hickman, Ruth Magdalen  
 Hillman, Nellie E.  
 Hilton, Annie M.  
 Hingston, Lavinia J.  
 Hitch, Helen D.  
 Holden, Florence W.  
 Holden, Ruth  
 Howland, Addie  
 Huber, Mayre  
 Hughes, Gilbert R.  
 Hutchins, Grace

Jackson, M. Isabel  
 Jacobs, Amy  
 James, Virginia W.  
 Jasper, David W.  
 John, Allen W.  
 Johnson, Minnie

Kaiser, August F.  
 Keane, Mary E.  
 Keep, Ruth M.  
 Kellinger, W. J. (Mrs.)  
 Kemp, H. D. (Mrs.)  
 Kerr, Katherine  
 Kersey, Ruth M.  
 Kiefer, Robert H.  
 Killen, Laurel M.  
 King, Madeline B.  
 Knox, Edward E.  
 Kraus, Lawrence H.  
 Krider, Ira F.  
 Kriel, Jacob F., Jr.

Lamb, Charles G.  
 Lance, Bertha L.  
 Lanchantin, O. A.  
 Laws, Edna  
 Lazenby, Priscilla  
 Lecompte, Harry L.  
 Leeds, Marion F.

Levy, Julia  
 Line, Druzilla  
 Longan, Ruth L.  
 Loudon, Charlotte E.

MacFadgen, Wm. G.  
 McCalla, Clarence W., Jr.  
 McClaren, Melville L.  
 McCook, Thomas  
 McCurdy, Bernard E.  
 McKaig, T. B.  
 McKenna, Catherine G.  
 McLaughlin, Joseph R.  
 McNulty, Katherine  
 Mackey, May B.  
 Mair, Henry  
 Martin, Bernadette  
 Maukert, Karl M.  
 Meechan, Ella G.  
 Melnick, Louis  
 Messman, Lois  
 Miller, Laura  
 Mitchell, Chas.  
 Mitchell, W. B.  
 Moore, Hallie M.  
 Morey, Lilian C.  
 Morris, Ruth  
 Moye, Edward A.  
 Mumpower, Lou  
 Mutch, Elizabeth  
 Muzzie, Casar  
 Myers, Marie L.  
 Myers, William A.

Nelson, Sadie  
 Nichols, F. D.  
 Nightingale, E. R.  
 Norton, G. C.  
 Nugent, Frank X.  
 Nygren, Marguerite

O'Neil, Harry S.  
 Openo, Helen M.  
 Orchard, Mary E.

Palmer, H. C.  
 Patterson, Mary V.  
 Petersen, Frances J.  
 Petersen, Mildred K.  
 Pfeiffer, Henry L.  
 Phelps, Homer V.  
 Pope, A. K.  
 Povey, Mabelle S.  
 Prugel, John L. A.  
 Prather, Percy  
 Pritchett, Wm. E.  
 Purcell, Stephen E.

Ramseyer, Katherine  
 Reed, John F.  
 Reimold, F. C.  
 Reinhard, Wilma W.  
 Remahl, Margaret M.  
 Renneberger, Gladys  
 Rennick, James D.  
 Reynolds, May Belle  
 Reynolds, Walter E.  
 Richards, Helen E.  
 Riley, Edna A.  
 Riordan, Mary  
 Roberts, J. E.  
 Rogers, A. S.  
 Rogers, Warren H.  
 Rosengren, Charles B.  
 Rothaus, Chas.  
 Rowan, J. J.  
 Russell, Julia M.  
 Ryan, Della J.

Schild, Estella A.  
 Schmidt, Marion  
 Schmitt, Henry G.  
 Schoemer, Geo. W.  
 Schutze, Freda M.  
 Shamberger, Martha E.  
 Sheard, Anna M.  
 Sheil, J. A.  
 Shepardson, H. J.  
 Sidelinger, Alice M. (Mrs.)  
 Sipe, Irene  
 Slingsby, Mae H.  
 Small, Rose  
 Smith, Harry L.  
 Smith, Marvin D.  
 Smith, Mildred E.  
 Smith, Rose A.  
 Smith, Zetta  
 Snow, E. E.  
 Sorber, Pearl  
 Stafford, John  
 Stevens, Leona M. (Mrs.)  
 Stevens, Marie K.  
 Stewart, Sylvia A.  
 Stopford, C. Fred  
 Sullivan, Anne  
 Sullivan, L. L.  
 Swope, Lurene

Tangora, Cosma M.  
 Tangora, George  
 Taylor, Wm. G., Jr.  
 Temple, Florence E.  
 TenBroeck, William H.  
 Thomas, Anne Northrop  
 Thompson, Margaret  
 Townsend, Lucile M.  
 Towson, Leonard

# Civilian Members' Certificates

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Traband, Sarah E.  
Truman, Serena L.  
Tucker, L.

Underwood, Lillie  
Unruh, Garfield J.

Vallee, Stephanie  
Vance, Raymond A.  
Vaudreuil, Alida  
Veatch, Abbie

Waldhorn, Lillian M.  
Walker, Clara G.

Walker, Nellie  
Walli, Emile  
Walsh, Martin J.  
Warren, Guy E.  
Weber, Hazel (Mrs.)  
Webster, Zuella  
Weiler, Molly M.  
Welles, George W.  
Wells, Charlotte M.  
Wetzel, Laura  
Wheeler, Ozelle  
White, Jane  
White, Stella M.  
Wilder, Nettie C.

Willey, Catherine B.  
Williamson, Maude B.  
(Mrs.)  
Wilson, James, 3d  
Wisooker, Pearl  
Witherspoon, Samuel  
Wood, Agnes R.  
Wray, Viola

Yaffey, Selma E.

Zeigen, Cecilia  
Zoller, Abram.

## Officers and Enlisted Men of the General Supplies Division

The following is a list of Officers and Enlisted Men who have been serving in the Hardware and Metals Division (later the General Supplies Division) since its inception.

### OFFICERS

Ainge, H. D., Capt.	Hanson, S. D., Lieut.	O'Brien, Daniel P., Capt.
Arnold, H. L., Lieut. Col.	Hatch, A. S., Lieut.	Odlin, Joseph, Major
Bangs, John K., Jr., 1st Lieut.	Hellinger, C. G., Lieut.	Oliber, W. J., Capt.
Batcheller, W. R., Major	Henderson, Samuel T., Capt.	Orchard, Alfred S., Capt.
Bliss, Carl W., Capt.	Hill, Herbert P., Lieut. Col.	Peck, W. J., Major
Burroughs, W. C., 1st Lieut.	Higgins, John J., 2nd Lieut.	Phillippi, Louis, Capt.
Carr, Shirley N., Capt.	Hunter, E. C., Lieut.	Phillips, T. W. S., Capt.
Clausen, E. H., Capt.	Jones, Thos. W., Lieut.	Poole, C. F., Lieut.
Clemetsen, Hjalmer A., 1st Lieut.	Kattell, Stanley M., 2nd Lieut.	Price, Chas. B., Capt.
Conway, Joseph F., Capt.	Keeley, John F., 1st Lieut.	Pulen, Simon P., 1st Lieut.
Curtin, J. H., Major	Kingstone, L. H., 1st Lieut.	Reid, F. P., 2nd Lieut.
Dashiell, C. S., Capt.	Lackey, R. K., Lieut.	Richards, G. H., Major
Darr, Earl A., Major	Landers, Samuel P., Capt.	Rosin, F. G., Capt.
Davis, W. T., 1st Lieut.	Lefebvre, W. S., 1st Lieut.	Sanford, L. Hurd, Capt.
DeWitt, Dean, Lieut.	Loomis, H. E., Capt.	Sharp, Francis M., Capt.
Diemer, J. Edgar, Capt.	Lynch, T. M., Major	Shoemaker, Chas. D., Capt.
Dunning, Arthur S., Capt.	MacDonald, W. T., Lieut.	Standart, W. E., Capt.
Dunphy, Gerald J., 1st Lieut.	McConnell, John C., Lieut.	Stewart, Samuel B., Lieut.
Farneman, J. D. J., 1st Lieut.	McLaren, E. E., Lieut.	Thompson, J. C., Capt.
Fichtenbaum, Max, Lieut.	McLeod, D. G., Lieut.	Tilley, W. P., 2nd Lieut.
Fuller, J. M., 2nd Lieut.	McNamara, C. Z., Lieut.	Voigtsberger, Monroe E., 1st Lieut.
Garrison, J. J., Capt.	Moore, H. D., Major	Webber, J. W., 1st Lieut.
Gill, James, Capt.	Miller, Harry I., Lieut.	Williams, J. G., Capt.
Greer, David, Lieut.	Murphy, H. F., Lieut.	Wright, Hugh, Capt.
Gross, Lewis D., Lieut.	Murphy, Richard C., Lieut.	Young, W. G., Capt.
Guy, Harry B., Lieut.	Neuberger, H. T. E., 2nd Lieut.	Zuver, H. E., Capt.
	Northup, H. K., 2nd Lieut.	



## ENLISTED MEN

Berlin, Irving W., Sgt.  
Buck, Phil. E., Pvt.  
Burke, Ernest, Pvt.

Current, Stanley A., Sgt.

Ebner, Ewald, Pvt.  
Edelschein, Theo., Pvt.

Goldman, Harry, Pvt.

Greenhall, M., Pvt.  
Grode, John O., Pvt.

Hague, W. W., Sgt.

Junker, C. A., Sgt.

Laderburg, J., Pvt.  
Lord, Allen, Sgt.

Olson, Geo., Pvt.

Plowright, Roy, Sgt.  
Pollack, Simon, Sgt.

Smith, Geo. J., Sgt.

Wenke, Geo. C., Pvt.  
Wilson, S. B., Sgt.

Yeoman, F. M., Sgt.

PERSONNEL LIST  
OF THE  
GENERAL SUPPLIES DIVISION

Abdill, Charles P., Hyde Park Hotel, Chicago, Ill.  
Abdill, Russell F., Hyde Park Hotel, Chicago, Ill.  
Adams, John W., Sullivan, Ind.  
Adams, Lucille, 516 W. Hill St., Wabash, Ind.  
Ahrens, Anna Lenora, Highmore, S. D.  
Ainge, Capt. H. D., 405 Pine St., Jamestown, N. Y.  
Aldrich, Anthony B., Great Notch, N. J.  
Allen, J. M., Hope, Ark.  
Allen, W. B., 3512 Harrison St., Chicago, Ill.  
Ambler, Humphrey Keyes, Charlestown, W. Va.  
Anderson, Anna E., Madelia, Minn.  
Andrews, Wendell E., 65 Wilder St., Rochester, N. Y.  
Antrim, Elwood H., 1514 Federal St., Camden, N. J.  
Arnold, Lloyd R., 82½ Main St., Ashtabula, O.  
Arnold, Lieut. Col. H. L., Terre Haute, Ind.  
Arpe, Chas. W., 6424 W. Michigan Ave., St. Louis, Mo.  
Atterbury, Karleen, Mendon, Mo.  
Atwood, I. Mabel, Groton, N. Y.

Babbs, Louisa, Cohoes, N. Y.  
Bacon, Wm. E., 1405 Emerson St., N. W., Washington, D. C.  
Ballowe, Anna L., Vienna, Ill.  
Bangs, Lieut. John K., Jr., 7 West 43d St., New York City.  
Banitch, Nikola, 458 West 151st St., New York City.  
Barlow, F. W., Scranton, Pa.

## Personnel List of General Supplies Division 201

- Barnett, Helen K., 110 Virginia Ave., Cumberland, Md.  
Barry, Lyman H., 223 E. Taylor St., Savannah, Ga.  
Bast, Lucy A. (Mrs.), Ovid, Mich.  
Batcheller, Major W. R., Richmond, Va.  
Bates, Harry Ira, 214 Riverside Drive, New York City.  
Battey, Dorothy, 600 E. 28th St., Portland, Ore.  
Beauregard, A. T., Darien, Conn.  
Beckley, Helen Frances, 654 K St., N. E., Washington, D. C.  
Beeks, Mary Rae, Newcomerstown, O.  
Beidler, William, 1016 3d Av. S., Minneapolis, Minn.  
Beisser, Mary, 120 Walnut Street, Reading, Pa.  
Belcher, Caroline, Knoxville, Tenn.  
Benedict, Frances, 207 E. Chestnut St., Chicago, Ill.  
Bengal, May R., 1111 E. Monroe St., Bloomington, Ill.  
Bennett, D. J., Watkins, N. Y.  
Bennett, Lucille Grace, 705 E. Elm St., Springfield, Mo.  
Benson, Tonette, 4215 Blaisdell Ave., Minneapolis, Minn.  
Berger, Frank, Los Angeles, Cal.  
Berglund, Edna E., 610 19th Av. N. E., Minneapolis, Minn.  
Berlin, Sgt. Irving, 30 W. 70th St., New York, N. Y.  
Bertram, John, 1258 Hancock St., Brooklyn, N. Y.  
Besse, A. S. (Mrs.), Bonham, Tex.  
Biddle, Madeline, 120 Frederick St., Cumberland, Md.  
Biddleman, Samuel H., Newark, N. J.  
Bidle, Gertrude, 420 N. 16th St., Quincy, Ill.  
Bieber, Jennie B., 3602 Fiske Ave., East Falls, Philadelphia, Pa.  
Bird, Eva S., 508 Ave. E., Riverside, Pa.  
Blacksten, Eva G., 222 Hazlett Ave., N. W., Canton, O.  
Blanton, Edna M., 207 Tanner St., Sikeston, Mo.  
Bledsoe, Dora B., Brock, Ky.  
Bliss, Capt. Carl W. c/o A. B. Aldrich, Great Notch, N. J.  
Bockhacker, Mrs. Bert., 1616 N. St., So., Omaha, Neb.  
Bond, N. Pearl, Bonham, Tex.  
Bookout, Helen Louise, Green City, Mo.  
Boren, Calla L., Route 6, Sherman, Tex.  
Bort, Clara M., Crocker, Mo.  
Botts, Anton D., 1417 N. Capitol St., N. E., Washington, D. C.  
Bourdon, Mildred A., 603 Commonwealth Av., Newton Centre, Mass.  
Bradley, Flora, Elwood, Mo.  
Brannon, Bernard L., Glenville, W. Va.

- Brasher, Lillian B., Orrick, Mo.  
 Brewster, Eugene M., 3002 Eleventh St., N. W., Rome, N. Y.  
 Brooks, Joshua Twing, Sewickley, Pa.  
 Brown, Ethel Lee, 200 Forest Av., Greensboro, N. C.  
 Brown, Frank C., 134 E. Brighton Av., Syracuse, N. Y.  
 Brown, Marjory, 134 E. Brighton Av., Syracuse, N. Y.  
 Buck, Pvt. Phillip E., 514 3d St., N. W., Washington, D. C.  
 Buck, Sidney Fay, 41 Cleveland St., Cortland, N. Y.  
 Buckle, Fay, Stafford, Kans.  
 Buckner, Mildred, Springfield, Mo.  
 Buddenberg, A. W., Canandaigua, N. Y.  
 Buegeleisen, Samuel, 251 W. 89th St., New York City.  
 Bunnell, Edna, Trenton, Mo.  
 Burch, Joseph, 708 10th St., N. E., Washington, D. C.  
 Burch, Wilmer, 708 10th St., N. E., Washington, D. C.  
 Burgess, Thayer, 140 Oxford Rd., New Hartford, N. Y.  
 Burke, Pvt. Ernest, Fair Lawn, N. J.  
 Burke, Jas. V., 324 T St., N. W., Washington, D. C.  
 Burke, Mildred A., 120 De Kalb Av., Jersey City, N. J.  
 Burns, Gilbert W., 1343 1st St., N. W., Washington, D. C.  
 Burns, John J., New York, N. Y.  
 Burns, Raymond F., 165 Audubon Av., New York, N. Y.  
 Burroughs, Lieut. W. C., 650 E. 21st St., Flatbush, Brooklyn, N. Y.  
 Butts, C. L., Boston, Mass.  
 Butts, Katherine K., 457 W. 123d St., New York City.
- Cahill, Wm. F., 120-a Palisade Ave., Jersey City, N. J.  
 Caldwell, Dorothy E., 1327 L St. N. W., Washington, D. C.  
 Callan, Patrick J., 204 C St., N. W., Washington, D. C.  
 Carr, Edward E., Ryder Lane & R. Av., Brooklyn, N. Y.  
 Carr, Capt. Shirley N., 140 N. Mountain Av., Montclair, N. J.  
 Casey, Ivan A., 1028 N. 15th St., E. St. Louis, Ill.  
 Cashin, Jno. C., 415 N. Baldwin St., Madison, Wis.  
 Chatelain, Gladys Elma, 520 Schroyer Av., S. W., Canton, O.  
 Cherry, James J., 5116 Indiana Av., Chicago, Ill.  
 Clark, Harvey, 1852 Fifth St., Washington, D. C.  
 Clausen, Capt. E. H., 3059 Adeline St., Berkeley, Calif.  
 Cleaver, Ruth, 1711 I St., N. W., Washington, D. C.  
 Clemetsen, Lieut. Hjalmar A., c/o Valley City Desk Co., Grand Rapids, Mich.

## Personnel List of General Supplies Division 203

- Cohen, Elizabeth, Riverside, N. J.  
Cohen, Leah R., 9 Silver Place, Waterville, Me.  
Collier, May S. (Mrs.), 1926 N. H. Av., N. W., Washington, D. C.  
Combs, Ethel, Billings, Mo.  
Conlon, Helen, Springfield, Mo.  
Conner, Maurice V., 106 Oxford St., Cambridge, Mass.  
Conrad, Charles H., 111 Leroy St., Binghamton, N. Y.  
Conway, Capt. Jos. F., Boston, Mass.  
Corder, Marguerite, Front Royal, Va.  
Crandall, Mrs. W. R., P. O. Box 270, South River, N. J.  
Crichton, Lillian D., Towanda, Ill.  
Crowe, Matthew R., Winthrop, Mass.  
Current, Sgt. Stanley A., 1336 Virginia St., Charleston, W. Va.  
Curry, M. G., 1511 Breda St., St. Paul, Minn.  
Curtin, Major J. H., 1036 Midland Av., Syracuse, N. Y.
- Darby, Walter C., 128 C St., N. E., Washington, D. C.  
Darr, Major E. A., 41 Park Row, New York City.  
Darte, Mabel H., 1520 Newton St., N. W., Washington, D. C.  
Dashiell, Capt. Chas. S., Memphis, Tenn.  
Daugherty, Bertine J., 516 E. Fourth St., Duluth, Minn.  
Daut, Frank J., 631 Mead St., (Bronx), New York City.  
Davenport, Vera M. P., 130c Willow St., Plymouth, Pa.  
Davis, Hazel P. (Mrs.), Middletown, Mass.  
Davis, H. E. (Mrs.), c/o W. R. Parker, Box 717, Marbeth, Pa.  
Davis, Vivian S., 43 Vine St., Northfield, Vt.  
Davis, Lieut. W. T., 3352 18th St., N. W., Washington, D. C.  
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Diemer, Capt. J. Edgar, 3818 Barrington Rd., Baltimore, Md.  
Dixon, Maude O., Westport, Ind.  
Donahue, Robert, Burlington, Iowa.  
Dommershausen, M., 502 N. 15th St., Terre Haute, Ind.  
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Dorsey, Robert O., New Market, Va.  
Doshier, Mae, Yellville, Ark.  
Douden, Ruth M., 1010 E. 17th Av., Denver, Colo.



## "As You Were"

- Dray, Bernice B., Washington Court House, O.  
 Dray, Hazel C., 147 Tennessee Av., N. E., Washington, D. C.  
 Duffy, Jas. A., 73 K St., N. W., Washington, D. C.  
 Dunlap, R. P., Poughkeepsie, N. Y.  
 Dunning, Capt. A. S., 529 Woodland Av., Duluth, Minn.  
 Dunning, M. A., 529 Woodland Av., Duluth, Minn.  
 Dunphy, Lieut. Gerald J., 429 Convent Av., New York City.  
 Dyer, Adolph R., 332 S. Michigan Av., Chicago, Ill.
- Earl, Rebecca E., Chicago, Ill.  
 Easter, Geo. J., El Paso Smelter, El Paso, Tex.  
 Ebbert, George S., 5440 Forbes St., Pittsburgh, Pa.  
 Ebert, Ruth F., 4432 Harris Av., St. Louis, Mo.  
 Ebner, Pvt. Ewald, 19 Catherine Av., Waterbury, Conn.  
 Eckels, Mildred A., 3524 N. 24th St., Philadelphia, Pa.  
 Edelschein, Pvt. Theodore, 2512 Dakota St., Philadelphia, Pa.  
 Edwards, Jas. L., 814 Park Av., Utica, N. Y.  
 Eisenberg, Isadore J., Baltimore, Md.  
 Epp, A. D. (Mrs.), 902 W. 26th St., Erie, Pa.  
 Eshleman S. St. J., 1203 Fourth St., New Orleans, La.  
 Evans, Leila, Mercer, Mo.
- Falber, May, 404 E. 51st St., New York City.  
 Farnsworth, John G., R. F. D. No. 8, Waterloo, Iowa.  
 Farneman, Lieut. J. D. J., 2925 So. Mich. St., South Bend, Ind.  
 Faulkner, Bess E., Fresno, Cal.  
 Felton, Mildred, 416 Grand Av., Cumberland, Md.  
 Ferguson, Laura E., Maryland Hotel, Minneapolis, Minn.  
 Fichtenbaum, Lieut. Max., 608 Blanco St., Austin, Tex.  
 Finch, Constance, 906 G St., S. W., Washington, D. C.  
 Fisher, Margaret M., 241 O St., N. W., Washington, D. C.  
 Fitzsimmons, Helen B., 539 S. Main St., Avoca, Pa.  
 Flagg, Luella B., 3315 12th St., N. E., Brookland, Wash., D. C.  
 Fletcher, Courtney, 1409 Emerson St., N. W., Washington, D. C.  
 Fletcher, Emily, 1409 Emerson St., N. W., Washington, D. C.  
 Flodin, Mrs. W. O., 1726 E. Fifth St., Duluth, Minn.  
 Flynn, J. J., New York, N. Y.  
 Foley, Dorothy, (Station A), Pueblo, Col.  
 Forman, Marie E., Mexico, Mo.  
 Foster, Agnes, 218 W. Fifth St., Taylor, Tex.

## Personnel List of General Supplies Division 205

- Foster, Ester E., Sneath, Mo.  
Fowler, Robert W., 621 W. Berry St., Wayne, Ind.  
Fox, Lucy, Mtn. Grove, Mo.  
Frease, Vivian, 706 Marion Av., S. W., Canton, O.  
Frech, Alfred R., 784 St. John's Pl., Brooklyn, N. Y.  
Fredette, Flossie, 312 Wilkinson St., Syracuse, N. Y.  
Freerks, Verna G., 1921 Dupont Av. S., Minneapolis, Minn.  
Frick, Alma G., 4474 Art St., New Orleans, La.  
Fugitt, Chas H., Apt. 11, The Virginia, Washington, D. C.  
Fuller, Lieut. J. M., 1511 Howard Av., Utica, N. Y.  
Fusting, W. F., 601 Paul Jones Bldg., Louisville, Ky.
- Gagnon, Clara M., Two Rivers, Wis.  
Gagnon, Delia M., 2402 Washington St., Two Rivers, Wis.  
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Garity, C. H., 206 Lewis Ave., Brooklyn, N. Y.  
Garlock, Morgan, 14 Prospect St., New Hartford, N. Y.  
Garrett, Mary M., 1769 Columbia Rd., N. W., Washington, D. C.  
Garrison, Capt. J. J., Lennox Apt., Detroit, Mich.  
George, Carrie G. (Mrs.), 88 Columbia Ave., Newark, N. J.  
George, Kenneth D., 88 Columbia Avenue, Newark, N. J.  
Gibbs, Gertrude L., 258 Beacon St., Athol, Mass.  
Gill, Capt. James, Cleveland, O.  
Gillers, Louis, 1331 Fifth Av., New York City  
Gillespie, Katherine, 18 Lockwood Av., New Rochelle, N. Y.  
Gitt, Marion F., (Mrs.), 813 L St., N. W., Washington, D. C.  
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Goldman, Pvt. Harry, 945 Whitlock St., Bronx, N. Y.  
Gooding, Eleanor M., (Mrs.), 985 River St., Hyde Park, Mass.  
Gooding, Martha E., 730 Metropolitan Av., Hyde Park, Mass.  
Goodyear, Mrs. Eliz. C., 315 X-Y Bldg. (Gov't Hotel), Washington, D. C.  
Graham, Henry C., Jackson, Miss.  
Graham, Wm. A., 15 Vernon Av., Brooklyn, N. Y.  
Grant, Sarah V. (Mrs.), 5801 Colorado Av., N. W., Washington, D. C.  
Graves, Charles F., 2113 K St., N. W., Washington, D. C.  
Grebe, G. H., 176 Prospect Park W., Brooklyn, N. Y.  
Greenhall, Pvt. Melvin N., Brooklyn, N. Y.  
Greer, Lieut. David, Newton, Mass.  
Gretsch, Frederick, Forest Hill, N. Y.

- Griffin, W. C., 56 Lefferts Place, Brooklyn, N. Y.  
 Grode, Pvt. Jno. O., Hackensack, N. J.  
 Gross, Lieut. Lewis D., Hartford, Conn.  
 Gunderson, Gunder, 938 Willow Av., Hoboken, N. J.  
 Guy, Lieut. Harry B. (deceased), R. F. D. No. 3, Youngstown, O.  
 Gwalteny, Damen, 629 Fairmont St., N. W., Washington, D. C.
- Hagerty, Alice M., 1524 Chapel, Curte, Ohio.  
 Hague, Sgt. Wilmer W., 1818 North 16th St., Philadelphia, Pa.  
 Hale, Eunice, 59 Stewart St., S. W., Grand Rapids, Mich.  
 Halsell, Lowena, West Plains, Mo.  
 Halstead, Lorena, West Plains, Mo.  
 Hancher, Thelma Marie, 102 S. Columbus St., Xenia, Ohio.  
 Hanna, Richard M., Brooklyn, N. Y.  
 Hanson, Lieut. S. D., Bloomingdale, N. J.  
 Harris, Doris, Cocymans, Albany Co., N. Y.  
 Harrison, Marjory D., Chicago, Ill.  
 Hasek, Bertha L., 620 8th Av., Cedar Rapids, Iowa.  
 Haskell, E. M., 15 Cook Terrace, Mettapan, Mass.  
 Hatch, Lieut. A. S., 79 Benton Rd., Somerville, Mass.  
 Haufstatter, Esther, Edgeley, N. D.  
 Hayes, Otto G., St. Joseph, Mo.  
 Hellinger, Lieut. C. G., 211 W. 12th St., New York, N. Y.  
 Henderson, Capt. Samuel T., 168 E. Genessee St., Auburn, N. Y.  
 Henrich, Charles E., 227 W. Houston St., New York, N. Y.  
 Hershfield, Lawrence H., 1067 E. 14th St., Brooklyn, N. Y.  
 Hewitt, J. J. (Mrs.), Oakdale, Pa.  
 Heywood, Williena E., 5130 Hutchinson St., Chicago, Ill.  
 Hibbs, Anna, 230 Jefferson Av., Columbus, O.  
 Hickman, Ruth Magdalen, 137 N. St., Division, Battle Creek, Mich.  
 Higgins, Lieut. John J., St. Louis, Mo.  
 Hill, Lieut. Col. Herbert P., 49 South 9th St., Newark, N. J.  
 Hillman, Nellie E., 3637 S. Grand Av., Los Angeles, Cal.  
 Hilton, Annie M., 100 So. Arlington Av. E. Orange, N. J.  
 Hitch, Helen D., 643 Chestnut St., Terre Haute, Ind.  
 Holbrook, Caryl E., 113 Cross St., Reeve, N. H.  
 Holden, Florence W., South Street, Wrentham, Mass.  
 Holden, Ruth, Collierville, Tenn.  
 Hollis, Joseph C., Atlanta, Ga.  
 Hooker, Harry E., 5615 Wayner Av., Chicago, Ill.

#### ERRATA

Particular attention is directed to an omission in the foregoing list of civilian members to whom certificates were issued by the War Department in recognition of services rendered. To this list should be added the name of

W. T. JOHNSON, Union Bank Bldg., Pittsburgh, Pa.

Mr. Johnson was prominently identified with the early history of the Hardware and Metals Divisions. His name should also be added to the Personnel List of the General Supplies Division, page 207.





## Personnel List of General Supplies Division 207

- Howland, Addie, 513 Ocean Park Av., Bradley Beach, N. J.  
Huber, Mayre, Nilwood, Ill.  
Hughes, Gilbert R., 905 James St., N., Rome, N. Y.  
Hull, Wm. E., 5239 Magnolia Av., Chicago, Ill.  
Hurd, Sallie Horton, Pawling, N. Y.  
Hunfer, Lieut. E. C., 311 E. Broadway, Fulton, N. Y.  
Hunter, Mae, 717 E. 23d St., Indianapolis, Ind.  
Hutchins, Gertrude, 2105 1st St., S., Minneapolis, Minn.  
Hingston, Lavinia J., Seattle, Wash.
- Jackson, Lucille, Fourth & Vance Sts., Taylor, Texas.  
Jackson, M. Isabel, 3021 P St. N. W., Washington, D. C.  
Jacobs, Amy, 140 Grand View Av., Staten Island, N. Y.  
Jacobs, Emily, 808 W. Superior St., Ft. Wayne, Ind.  
James, Virginia W., Harriman, Tenn.  
Jasper, David W., 459 S. Monroe Av., Columbus, O.  
Jennings, Harry, Walton, Fla.  
John, Allen W., Kelley-How-Thomson Co., 303—15th St., 5th Av., West  
Duluth, Minn.  
Jones, Ethel M., Chicago, Ill.  
Jones, Julia, Lawrenceville, Ill.  
Johnson, Howard, 59 New York Av., N. W., Washington, D. C.  
Johnson, Minnie, Greenview, Ill.  
Johnston, Otto C., St. Paul, Minn.  
Jones, Lieut. Thos. W., 1112 S. 17th St., Birmingham, Ala.  
Junker, Sgt. Clayton A., Wellsville, N. Y.
- Kahn, Arthur S., 16 W. 119th St., New York, N. Y.  
Kaiser, August F., 2115 Callow Av., Baltimore, Md.  
Kattell, Lieut. Stanley M., 35 Oak St., Binghamton, N. Y.  
Kay, Mrs. Florence M., Tuscaloosa, Ala.  
Keane, Mary E., 630 E. St., S. W., Washington, D. C.  
Kearns, Marie C., 302 E 32nd St., Paterson, N. J.  
Keeley, Edw. Jos., Bayonne, N. J.  
Keeley, Lieut. Jno. F., c/o Simmons Hdw. Co., 17 Battery Pl., N. Y.  
Keeley, Walter, Jersey City, N. J.  
Keep, Ruth M., Paris, Ill.  
Kellinger, W. J. (Mrs.), 337 Md. Av. N. E., Washington, D. C.  
Kemp, Mrs. H. D., 717 E. 23d St., Apt. 4., Indianapolis, Ind.  
Kerr, Katherine, Reynoldsville, Pa.

- Kersey, Ruth M., 3617 13th St., N. W., Washington, D. C.  
 Kiefer, Robert H., 517 Townsend St., Syracuse, N. Y.  
 Killen, Laurel M., 535 Inca St., Denver, Colo.  
 King, Madeline B., 20 Tanner Av., Sharon, Pa.  
 King, Wilbur, 1523 27th St., N. W., Wash., D. C.  
 Kimmey, L. O. (Mrs.), 44 Pond St., New Haven, Conn.  
 Kingstone, Lieut. Louis H., 195 Claremont Av., New York City.  
 Kirby, Delacy, Amer. Univ. Pk., N. W., Washington, D. C.  
 Klink, Ivy M., Harrisburg, Pa.  
 Knoblauch, Pauline, Metamora, Ill.  
 Knox, Edward E., 1006 Av. D., Miami, Fla.  
 Knudtson, Anna, R. I. Box 4, Blair, Wis.  
 Kraus, Lawrence H., Jacksonville, Ill.  
 Krider, Ira F., 200 W. 5th St., Newton, Kan.  
 Kriel, Jacob F., Jr., 1109 Mosher St., Baltimore, Md.
- Lackey, Lieut. R. K., Lansing, Mich.  
 Laderburg, Pvt. Julius, 567 Barley St., Brooklyn, N. Y.  
 Lamb, Charles G., Holton Av. & E. 83d St., Cleveland, O.  
 Lanchantin, O. A., 2127 82d St., Brooklyn, N. Y.  
 Lance, Bertha L., 105 W. Quincy Av., Pittsburg, Kan.  
 Landers, Capt. Samuel P., 5408 Walnut St., Philadelphia, Pa.  
 Landford, Jennie, 403 E. 2nd St., Duluth, Minn.  
 Laws, Edna, Cabool, Mo.  
 Lay, Catherine (Mrs.), 1317 Dogwood St., N. W., Washington, D. C.  
 Lazenby, Priscilla, Brentwood, Tenn.  
 Lecompte, Harry L., 5833 York Road, Govans, Md.  
 Leeds, Marion F., 229 West Main St., New Britain, Conn.  
 Lefebre, Lieut. W. S., 311 E. 19th St., Brooklyn, N. Y.  
 Levenberg, Joseph L., 1639 Belmont Av., Chicago, Ill.  
 Levy, Henry L., 408 Saratoga Av., Brooklyn, N. Y.  
 Levy, Julia, 929 Westminster St., Washington, D. C.  
 Lightstone, Ruth, 17 East 115 St., New York City.  
 Lima, Charles C., Brooklyn, N. Y.  
 Line, Druzilla, 123 S. Collett St., Lima, Ohio.  
 Lippitt, Willard J., 248 Coolidge Av., Syracuse, N. Y.  
 Livingston, Walter M., Watertown, S. D.  
 Long, Clara, Idana, Kans.  
 Long, Marion, Idana, Kans.  
 Longan, Ruth L., 3406 Woodland Av., Kansas City, Mo.

## Personnel List of General Supplies Division 209

- Loomis, Capt. Harry E., Buick Motor Co., Sales Dept., Flint, Mich.  
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Lord, Sgt. Allen, Martinsburg, W. Va.  
Lorrain, Jos. A., 103 B St., Lowell, Mass.  
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Love, Eva L. (Mrs.) 205 Sherman Apt.  
15th & L Sts., N. W., Washington, D. C.  
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Lucas, Lottie M., Frankfort, Ind.  
Lynch, Major T. M. (deceased), 1214 Lamont St., N. W., Washington,  
D. C.
- Mackey, May B., Groton, N. Y.  
MacDonald, Lieut. W. T., 245 Grand Av., Aurora, Ill.  
MacFadgen, Wm. G., 17 East Lake St., Chicago, Ill.  
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McClaren, Melville L., Fergusson Bldg., Duluth, Minn.  
McClelland, Edward, 814—9th St., N. E., Washington, D. C.  
McConnell, Lieut. John C., McConnell & Co., Boston, Mass.  
McCook, Thomas, 156 Barley St., Brooklyn, N. Y.  
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McDevett, Marie (Mrs.), 310 West 115 St., New York City.  
McDonald, Anna L., 1106 Columbia Rd., N. W., Washington, D. C.  
McDonald, W. L., Charlotte, N. C.  
McLeod, Lieut. D. G., 205 E. 6th St., Duluth, Minn.  
McNamara, Lieut. Chas. Z., 4326 Maryland Av., St. Louis, Mo.  
McGovern, James, 21 Tecumseh St., Providence, R. I.  
McGwin, Grace, Arlington, Va.  
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McIntire, S. H. (Mrs.), 530 Hemlock St., Helena, Mont.  
McKaig, Thos. B., 5613 Howe St., Pittsburgh, Pa.  
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McLaren, Lieut. E. E., 1508 Larabee St., Chicago, Ill.  
McLaughlin, Joseph R., 134 Linden St., Syracuse, N. Y.  
McNulty, Katherine, St. Louis, Mo.  
Mair, Henry, 1331 First St., N. W., Washington, D. C.  
Malone, Robert C., 244 P St., N. W., Washington, D. C.

## "As You Were"

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 Maukert, Karl M., 618 Greene St., Cumberland, Md.  
 Maukert, Lois, 1 Shawnee Av., Cumberland, Md.  
 May, Catherine, 1029 Park Rd., N. W., Washington, D. C.  
 Maynard, Mable, Dendron, Va.  
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 Melnick, Louis, 1436 Prospect Av., New York City.  
 Meynard, Margot, 523 West 151st St., New York City.  
 Miles, Golden, Coffeyville, Kan.  
 Miller, Gertrude C., 123 Dueber Av., Canton, O.  
 Miller, Lieut. Harry I., 216 Laurel St., Manchester, N. H.  
 Miller, Laura, Capon Bridge, W. Va.  
 Miller, Mollie E., Springfield, Mo.  
 Miller, William H., Brooklyn, N. Y.  
 Mitchell, Chas. (deceased), Fort Smith, Ark.  
 Mitchell, W. B., 250 Sherman Av., New York City.  
 Monroe, Marion V., 1910 5th St., N. W., Washington, D. C.  
 Moon, D. E., De Queen, Ark.  
 Moore, Hallie M., Stem, N. C.  
 Moore, Major Harry D., 1808 Eye St. (Benedict Apts.), Washington, D. C.  
 Moore, Lillian A., Los Angeles, Cal.  
 Morey, Lilian C., 731 East Fifth St., Duluth, Minn.  
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 Mulloy, Dominic, 705 10th St. N. E., Washington, D. C.  
 Mulloy, Ralph I., 705 10th St. N. E., Washington, D. C.  
 Mumpower, Lou, Kingston, Mo.  
 Mundell, Robert, 3411 Rhode Island Av., Washington, D. C.  
 Murphy, John, 3814 Harford Av. Baltimore, Md.  
 Murphy, Lieut. H. F., Carlinville, Ill.  
 Murphy, Nellie, Hastings, Neb.  
 Murphy, Lieut. Richard C., 511 N. Van Buren St., Wilmington, Del.  
 Mutch, Elizabeth, 175 Centre St., Nutley, N. J.  
 Muzzie, Caesar, 923 Washington St., Hoboken, N. J.  
 Myers, Marie L., 827 7th St., N. E., Washington, D. C.  
 Myers, William A., 1242 Florida Av., N. E., Washington, D. C.  
 Nelson, Sadie, 530—20th St., N. W., Washington, D. C.

## Personnel List of General Supplies Division 211

- Neuberger, Lieut. H. T. E., Paterson, N. J.  
Nichols, F. D., 22 Washington St., Cortland, N. Y.  
Nightingale, E. R., 60 Thurber Av., Brockton, Mass.  
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Nindo, Lucy P. (Mrs.), Colonial Beach, Va.  
Northup, Lieut. Howard K., Ashville, N. C.  
Norton, G. C., 1507 Av. J., Brooklyn, N. Y.  
Norton, Patrick, 905—11th St., N. E., Washington, D. C.  
Nugent, Frank X., 24 Bay 31st St., Brooklyn, N. Y.  
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- O'Brien, Capt. Daniel P., 619 High St., West Hoboken, N. J.  
O'Connell, Helen J., New York City,  
O'Connor, John J., 614—22nd St., N. W., Washington, D. C.  
Odlin, Major Joseph, Andover, N. H.  
Oliver, Capt. W. J., 128 Linden Av., Brooklyn, N. Y.  
Olson, Pvt. George, 199 Barrett Av., Jamestown, N. Y.  
O'Neill, Charles E., Jamaica, L. I., N. Y.  
O'Neil, Harry S., 218 Van Wyck Av., Richmond Hill, L. I., N. Y.  
Openo, Helen M., Central Lake, Mich.  
Orchard, Capt. Alfred S., Moylan, Pa.  
Orchard, Mary E., 1306 W. Locust St., Scranton, Pa.  
Osgood, Ruth, 1713 P St., N. W., Washington, D. C.
- Palmer, H. C., 1401 Belmont St., Washington, D. C.  
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Peck, Major W. J., 2649 Woodley Road, Washington, D. C.  
Peters, Delia W., Rockville, Md.  
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Petersen, Mildred K., 4044 Shoshone St., Denver, Colo.  
Pettijohn, O. A. (Mrs.), 1010 Okla. Av., Woodward, Okla.  
Pfeiffer, Henry L., Ridgewood, N. J.  
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Phillippi, Capt. Louis, 101 S. Main St., Masontown, Pa.  
Phillips, Capt. T. W. S., 44 W. 77th St. (c/o C. E. Miller), New York City.  
Plowright, Sgt. Roy, 62 Milford St., Brooklyn, N. Y.  
Pollack, Sgt. Simon, ———  
Pollard, Simon, 121 W. 114th St., New York City.  
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## "As You Were"

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 Potter, Stephanie B., San Gabriel, Cal.  
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 Prather, Percy, Academy, S. Dak.  
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## Personnel List of General Supplies Division 213

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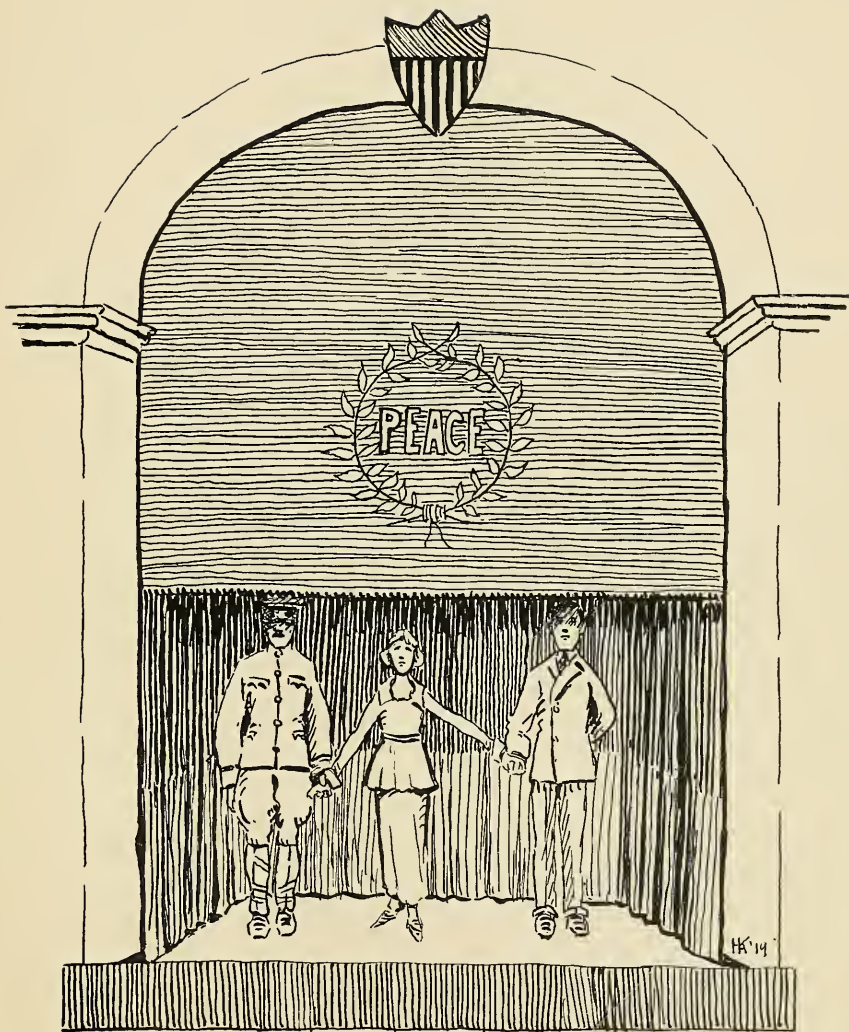
## Personnel List of General Supplies Division 215

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The End

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