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Mr. John Brooks Woosley
Professor of Economics
University of N. C.
Chapel Hill, N. C.

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Guide to Victory

by

ALBERT COATES

Prepared for

THE NORTH CAROLINA OFFICE OF CIVILIAN DEFENSE

The state of this nation is good
The heart of this nation is sound
The spirit of this nation is strong
The faith of this nation is eternal

Guide to Victory

By Albert Coates

Director, Institute of Government

*University of North Carolina
Chapel Hill*

In January, 1942, the State Defense Council, with the approval of the Governor of North Carolina, requested the Institute of Government to organize and conduct training schools for the protective services of the Citizens Defense Corps and the war services of the Citizens Service Corps.

Institute staff members (1) attended War Department Training Schools, (2) studied the different types of civilian defense organizations developing in North Carolina, (3) set forth the results of these studies in guidebooks, (4) taught them in statewide, district and local training schools, (5) demonstrated them in its governmental laboratory, and (6) transmitted them through its clearing house of governmental information.

The war is not yet won. We must work and fight our way through many months of suffering and blood on the roads to Rome, Berlin and Tokyo. On these roads we must not fail or falter, we must not weaken or tire, neither the sudden shock of battle nor the long drawn trials of vigilance and exertion must wear us down.

To this end, lectures growing out of the training program conducted during the spring, summer, and fall of 1942, are brought together in this *Guide to Victory* for the use of

THE VICTORY SPEAKERS CORPS

We in the home front staff of the Institute of Government pledge to our comrades in the fighting forces that our sweat shall follow their blood; that the hours of our toiling shall match the hours of their fighting; that their dangers shall be equalled by our anxieties; and that both dangers and anxieties shall be overcome in overwhelming efforts to match the spirit of fight in men who are closer to us than brothers and nearer than hands and feet.

In the light of their example we begin to understand just how and why it is that the "unforgetting affection of the world is reserved for those men who, careless of fame and self-aggrandizement, have thrown their lives at the foot of a great cause; for men who will give their lives for a bit of paper if that paper means freedom; for a murmured prayer if that prayer means truth; for a flower if that flower means love; or for a trifle of flag if that flag means home."



FOY ROBERSON, JR.
Lt., Army Air Corps



C. W. TOMS, JR.
*Coordinator of Durham
County Civilian Defense*



EDWARD H. SEAWELL
Ensign, USNR

Lieutenant Roberson and Ensign Seawell were members of the Student Advisory Board of the Institute of Government. C. W. Toms, Jr. was a member of the instruction staff of the Institute in its state-wide schools for Civilian Defense.

These men gave their lives in the service of their country.

*Many loved Truth, and lavished life's best oil
Amid the dust of books to find her,
Content at last, for guerdon of their toil,
With the cast mantle she hath left behind her.
Many with crossed hands sighed for her;
But these our brothers fought for her;
At life's dear peril wrought for her;
So loved her that they died for her.*

This Guide To Victory is dedicated:

To those members of the Institute of Government Staff who have given their lives for their country.

To those members of the Institute Staff now in the armed forces of their country—one in the Naval Intelligence, one in the Army Paratroops, one in the Army Air Corps, one in a Submarine in the Atlantic Coast Patrol, one in the United States Marines.

To those men in the Armed Services, War Industries, Citizens Defense Corps and Citizens Service Corps, who helped bring the Institute of Government into being, kept it alive throughout the trials and tribulations of its early days, and finally brought it as the youngest department into the first American state university to open its doors.

From the President of the United States:

"The Institute of Government, its purposes and its organization, as conceived and established in North Carolina, has and will render fine service to the State and the Nation. It is my hope that other States will recognize the leadership of North Carolina in what it is doing through this Institute and that States having no comparable agency will accept and follow your leadership."

From the Governor of North Carolina:

"The Institute of Government has already rendered the State of North Carolina great service in respect to matters of law enforcement and other essential governmental processes. Its usefulness has been demonstrated in a hundred different ways, and in the public interest. At this crucial time in our state and national life the work of the Institute is even more important than ever before.

"The State looks to the Institute of Government to give leadership in these essential undertakings. Every county and municipality will do well to encourage the fullest cooperation in this work."

From the National Office of Civilian Defense:

"My reason for this detailed report is to let you know something of the magnitude of the truly remarkable job the Institute of Government has accomplished and to indicate the immense amount of work which must have gone into the preparation of the civilian defense issue of Popular Government."

From the Regional Office of Civilian Defense:

"To say that I highly commend the Institute of Government on the excellence of this defense issue would be putting it all too mildly. I think you have made it possible for anyone who reads this issue to have as comprehensive a view of civilian defense as they could possibly have from reading any other one composition. It constitutes an excellent civilian defense handbook."

From the State Office of Civilian Defense:

"It is a matter of record that in communities where persons attended Institute of Government Defense Training Schools, organization was both faster and more efficient than in communities which did not take advantage of this opportunity.

"Well deserved recognition has already come to you from National and Regional Headquarters and other sources for your splendid contribution to the war effort, as Director of Training for OCD. To that I am adding, as one of my last official acts, my own expression of a sincere appreciation for a big job, well done."



The Governor of North Carolina J. Melville Broughton, Mrs. Broughton, and the President of the United States Franklin D. Roosevelt at Fort Bragg, North Carolina.

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Part I.

VICTORY SPEAKERS CORPS

*"Be not ye afraid of them: remember the Lord,
Which is great and terrible, and fight for your brethren,
Your sons and your daughters, your wives and your houses."*

Basic Duties of Citizens in Time of War

About three hundred years ago, the first settlers came to the land which later took the name of North Carolina. They came with an axe in one hand to cut down trees, make a clearing, and build a home; and with a rifle in the other, to defend themselves against attack.

The program outlined in this *Guide To Victory* is planned on the theory: (1) that from colonial days to this hour it has been the historic duty of North Carolinians to defend themselves against attack—singly, at first, then in groups with their fellow settlers, and later in cooperation with their fellow citizens in city, county, state and nation; (2) that in the Revolution, the Civil War and World War I, citizens of North Carolina carried on behind the lines through Committees of Public Safety, Vigilance Committees and Councils of Defense; (3) that the possibility of hostile air attack and the demands of total war are calling citizens of North Carolina in World War II into direct collaboration with Army, Navy and Air Force through the Citizens Defense Corps, the Citizens Service Corps and related civilian war agencies; (4) that it is the duty of every citizen to know and understand the part he is called upon to play in a war in which front lines have become back lines, back lines have become front lines, and all lines have become life lines of democracy and freedom; (5) that the peace time delegation of fighting responsibilities to standing armies, navies and air forces, never did and never will relieve the citizens of North Carolina from the responsibilities of self defense.

This civic duty was recognized in the militia law of 1715, requiring every freeman to come to muster four times a year and to arm himself with a sword, gun, six charges of powder and "swan or goose shot or bullets." It was reaffirmed on the eve of the present war when the United States Supreme Court upheld the denial of citizenship even to a woman who would not agree to bear arms in defense of the United States if and when occasion called.

Basic Training for Basic Duties

In this *Guide To Victory*, the Institute of Government outlines the civilian's part in fighting total war and winning total peace:

- (1) Through the civilian protective services of the Citizens Defense Corps;
- (2) Through the civilian war services of the Citizens Service Corps;
- (3) Through the internal security services of the military forces, law enforcing officers and supporting agencies;
- (4) Through the post war planning services of the officials, the citizens and the youth in the cities, the counties and the states of the United States.

Even if we discard the lessons of history, events of the last five years teach us all anew that the presence of an Army, trained and standing by for action, lessens the likelihood of hostile land attack; that the presence of a Navy, trained and standing by for action, lessens the likelihood of hostile sea attack; that the presence of an Air Corps, trained and standing by for action, lessens the likelihood of hostile air attack; that the presence of a Citizens Defense Corps—with its hundreds of observation posts, filter centers and information centers—multiplies the eyes and ears of the Army, the Navy and the Air Corps, still further lessens the likelihood of hostile air attack, and, if and when it comes, materially reduces the damage done by bombers breaking through.

For those who are not moved by these persuasive factors and flout these war time calls as war time scares, add the fact that the men and women who man the aircraft warning service, the air raid warning system, and the protective service divisions of the Citizens Defense Corps, are releasing for duty on the fighting front hundreds into thousands of pilots, planes and ground crews who would otherwise be needed for duty on the home front. And add the further fact that the men and women who carry on the civilian war services of the Citizens Service Corps are living guarantees of sustenance and strength which cannot fail without undermining workers throughout the nation, without collapsing fighting fronts throughout the earth, without pulling down on all our heads the pillars of the very governmental institutions which citizens and soldiers are working and fighting to sustain.

From the beginning, the Office of Civilian Defense has recommended that Citizens Volunteer Offices recruit and train civilian

auxiliaries for the protective services of the Citizens Defense Corps and the war services of the Citizens Service Corps.

It is apparent that public response to these war time calls for civilian volunteers varies with the ebb and flow of war time scares coming from Pearl Harbor in the devastating thrust of December 1941; from the Aleutian Islands, Midway and Guadalcanal in the shifting fortunes of war in 1942; from the temporary impasse in North Africa and the Mediterranean in the early months of 1943.

"We are fighting Germany," said Edward Kidder Graham to the students of the University of North Carolina in 1917, "for the privilege of sleeping through an early morning class if we want to. But the victory of democracy will not be ours unless after winning the right to stay in bed we choose to get up." "It is easier," he continued, "for some men to charge through barbed wire on the cold steel of German bayonets than to crawl out of a warm bed on a February morning to attend a first hour math class." And so today it is easier for some men to "storm at all the thousand doors that lead to death" on Attu Island, Guadalcanal, Tunis and Bizerte, and the island stepping stones across the Mediterranean Sea, than it is for others to give up a second cup of coffee, turn in a spare tire, give up pleasure driving, or start on one of the several civilian war and protective services and stick to it with the faithfulness of men on the firing line.

It took the shock of Pearl Harbor to bring the American people to their feet. It took the recurring shocks of the Aleutian Islands, Guadalcanal and North Africa to put us on our mettle. If it takes the coal miners' threat to paralyze production and supply lines to wake us up to the fact that victories won with fighting blood on battle fronts may be nullified by twiddling thumbs at home, the threat is worth the cost. But in our condemnation of this threat, let us not forget the admonition: "... first cast the beam out of thine own eye; and then shalt thou see clearly to cast out the mote out of thy brother's eye." Let that man among a hundred and thirty million Americans who is without default in his war time obligations to his country cast the first, last and only stone at five hundred thousand striking coal miners and their tragic leader.

The war is not yet won. Our soldiers can lose it on the fighting fronts. Our sailors can lose it on the sea fronts where our convoys guard supply lines. Ourselves can lose it on the home fronts: if the farmers do not raise and harvest food enough; if the miners do not dig up coal enough; if war workers do not produce munitions enough; if railroads, highways and airways do not transport

to the points of shipment fast enough; if 100 million people in 30 million homes do not take all necessary steps to stop inflation and keep the cost of living down, pay taxes and buy savings stamps and bonds enough to keep our life lines running from the planner's desk to the cannon's mouth.

Members of the Victory Speakers Corps

The Institute of Government has been charged with the responsibility of organizing and training the Victory Speakers Corps in North Carolina.

It is the purpose of this Victory Speakers Corps (1) to pick up the gauntlet thrown at the feet of the United Nations by Herr Hitler when he told his people that the winning of the war had narrowed down to the question of who could hold out longest; (2) to study to the understanding point the civilian's part in fighting total war and in winning total peace; (3) to carry this understanding to the rank and file of people in the cities, the counties and the state of North Carolina in the faith that they will act upon it.

To achieve this purpose, the Institute of Government invites all persons in the following groups to enroll in the Victory Speakers Corps:

- (1) Persons engaged in civilian activities directed to the winning of the war—through OCD, OPA, WPB, OWI, or any other combination of letters in the alphabet.
- (2) Officials and employees in city halls, county courthouses, state departments and federal agencies in North Carolina.
- (3) Citizens in civic, professional and occupational organizations of men and women, in rural and urban sections, together with citizens generally;
- (4) Student government officers and students and teachers of civics and government in the schools.

Civilian defense workers described above may register for this course through their local Citizens Volunteer Office, or directly with the Institute of Government in Chapel Hill. *Officials described above* may register through some locally designated official in their respective city halls, county courthouses, state departments, or federal agencies, or directly with the Institute of Government. *Citizens described above* may register through their respective organizations, or with the local Citizens Volunteer Office. *Students and teachers described above* may register through their principal

or superintendent, or with the local Citizens Volunteer Office, or with the Institute of Government.

The Institute of Government calls on every community in North Carolina to recruit as many volunteers for the Victory Speakers Corps on the home front as it has sent into the armed forces of the country on the war front.

The Institute of Government will award the certificate portrayed at the end of this volume to any person in the foregoing groups: who

- (1) Studies thoroughly the text of this *Guide To Victory*.
- (2) Discusses the different parts of this text with one or more persons—in the same family circle, city block, rural neighborhood, civic organization, local school-room, or governmental unit, for a minimum total of ten hours.
- (3) Writes out and sends in answers to the questions at the end of Part II, IV, V or VI corresponding to his Civilian Defense activity.
- (4) Gives twenty-five hours of time in explaining to individuals or groups of individuals, in private conversations or in public speeches, one or more of the avenues suggested in this *Guide To Victory* through which civilians can help in fighting total war and winning total peace.
- (5) Submits satisfactory evidence of compliance with the foregoing requirements to the agency through which he enrolled in the Victory Speakers Corps, for transmission with appropriate recommendation to the Institute of Government in Chapel Hill.

Citizens and Soldiers Lack Arms

One hundred and fifty thousand North Carolinians have been called to the colors, and others will follow in their footsteps in successive waves from month to month. When they are inducted into military service they are required to study their war front responsibilities for months before they are trusted with their country's freedom on the firing line. The officials, the citizens and the students who stay at home cannot afford to study their home front responsibilities less than this when trusted with their country's freedom on the line behind the firing line.

No official clothed with the public trust of public office in North Carolina can afford to study his governmental responsibilities on the home front less than this. The city halls, county courthouses and

state and federal capitols are living symbols of the democracy and freedom for which boys from North Carolina are fighting and dying every hour. Officials cannot let these symbols topple under the stresses and strains of war. With all our resources summoned by the tasks of total war, waste in public places is intolerable, inefficiency in public office is a fraud, ignorance in public office is a sin visited on the miseries of the people.

No private citizen of voting age can afford to study his home front responsibilities less than this. The pioneer citizen had the responsibility of defending himself against attack, keeping the peace, fighting fires, building and repairing the road in front of his own door, finding water to drink, devising lights for darkness, preserving health, and so on throughout the list of elemental necessities. The heir of pioneers cannot escape these elemental responsibilities by the mere convenient device of delegating his historic duties to city councilmen, county commissioners, state legislators and federal congressmen; and through them to full time law enforcing officers, firemen, officials and employees in public works, health, welfare and other governmental activities.

No student in the schools can afford to study his home front responsibilities less than this. In the days gone by the school has blazed the trails that led to freedom. "Thank God," cried Sir William Berkeley, colonial Governor of Virginia, "there are no free schools nor printing presses, and I hope there will be none for a hundred years; for learning has brought disobedience, and heresy, and sects into the world, and printing has divulged these and other libels." Hitler suited action to the words of this outgrown, outworn, and half-forgotten tune, as he stole into the schools, threw the Nazi noose around the necks of students and teachers alike, closed the doors of the universities to the search for truth, and prostituted them to the spread of propaganda. It is not too much to say that the schools were opened and the freedom of the schools was bought with the blood of men and women who loved liberty more than life. It is not too much to believe that the students and teachers in the schools of the cities, the counties and the state of North Carolina will make their schoolrooms worth the cost.

"They which builded on the wall, and they that bear burdens," said the prophet of old, "every one with one of his hands wrought in the work, and with the other hand held a weapon." So was it with our own forebears in the lurking dangers of the colonial wilderness who wrought with axe in one hand and rifle in the other. So was it

with Committees of Safety organized by civilians in every county, city and settlement in North Carolina in 1776, and continued on the alert throughout the Revolution. So was it with the Vigilance Committees organized by civilians in every locality of the state in 1861, and continued on the alert throughout the Civil War. So was it with state and local Councils of Defense organized in 1917, and continued on the alert throughout World War I.

So is it today as local Defense Councils, Citizens Defense Corps, Citizens Service Corps, and other civilian war agencies are locking arms with the Army, the Navy and the Air Corps—all of them manned by men and women from thirty million homes and backed by the united resources of these United States.

For now, once more

*. . . through the gloom and the light,
The fate of the nation is riding tonight.*

Part II

*"Fenced by your careful fathers,
Ringed by your leaden seas,
Long did ye wake in quiet
And long lie down at ease,
Till ye said of strife, 'What is it?'—
Of the sword, 'It is far from our ken'—
Till ye made a sport of your shrunken hosts,
And a jest of your armed men. . . .*

*"Then were the judgments loosened;
Then was your shame revealed,
At the hands of a little people,
Few but apt in the field. . . .*

*"Do ye wait for the spattered shrapnel
Ere ye learn how the gun is laid?
For the low, red glare to southward
When the raided coast towns burn?
Light ye shall have on that lesson,
But little time to learn."*

INTRODUCTION TO CIVILIAN DEFENSE

Why do we have a program of civilian defense in North Carolina today?

The answer to this question is found in the United States foreign policy, from the Armistice of 1918 to the Neutrality Act of 1935; in foreign reactions to this policy, from Manchuria in 1931 to Pearl Harbor in 1941; and in steps taken by the United States in the light of these reactions.

From the Armistice of 1918 to the Neutrality Act of 1935. With the Armistice of November, 1918, the United States began to wash its hands of war. American soldiers turned their backs on Europe in a steady stream which poured two million men on American shores in six months. The Stars and Stripes were lowered from the mast on Fort Ehrenbreitsten on January 24, 1923, and the last American trooper brushed the dust of Germany from his feet.

The President's call for the "George Washington" during the peace negotiations at Versailles sounded American feeling better than he knew, and acted as forerunner to the Senate's rejection of the League of Nations Covenant in 1921, the passage of the Neutrality Act in 1935, the strengthening of the Neutrality Act in 1937 and again in 1939.

We suited action to our words by scrapping most of our munitions plants before the echoes of the guns had died away; by

reducing our army to 175,000 officers and men in 1922; by sinking thirty ships of war by 1926; by outlawing war itself in 1929. We beat our swords into ploughshares and our spears into pruning hooks. We wrote our meaning down so plain that every way-faring nation though it were a fool might read that we were not "a-goin' to study war no mo'."

From Manchuria in 1931 to Poland in 1939. In September, 1931, a wisp of cloud no bigger than a small yellow hand appeared in the Pacific sky, as Japan eased her way into Manchuria, held her breath as she waited to see if we would move to stay that hand, then licked her lips in prospect as our silence seemed to give consent.

In 1935, a second wisp of cloud no bigger than a fine Italian hand appeared in the Mediterranean sky, as Mussolini bargained, bluffed and blustered his way into Ethiopia; behind his bluff and bluster trembled at the possibility of European democracies pressing a thumb against his windpipe; then came out of his tremor under the illusion that England's weakness was Italy's strength.

In 1936, a third wisp of cloud no bigger than a half-clenched Nazi hand appeared in the European sky, as Hitler goose-stepped to the Rhineland with a hidden fear so strong that his troops carried secret orders to retreat at the sign of resistance; then grew brash in the feeling that French and British silence came from the graveyard of democracies morally bankrupt, physically flabby and politically dead.

These Japanese, German and Italian hands, raised in their respective skies to ask a simple question, closed into full-clenched fists. The wisps of vapor turned to spreading war clouds. The war clouds shot successive bolts of Japanese lightning into China, Indo-China, Singapore and the Dutch East Indies; Italian lightning into Ethiopia, Albania and Greece; German lightning into Austria, Czechoslovakia, Poland, Scandinavia, the Balkans, the Low Countries, France, England, and then Russia.

*Thus "Leagued oppression poured to northern wars
Her whiskered pandours and her fierce hussars;
Presaging wrath to Poland—and to man!
Warsaw's last champion from her height surveyed
Wide o'er the fields, a waste of ruin laid;
Hope for a season bade the world farewell,
And freedom shrieked—as Kosciusko fell!"*

From Poland in 1939 to Pearl Harbor in 1941. The United States was not long permitted to sniff the battle from afar. In the closing months of 1940, clouds gathered in the western hemisphere as German observation planes were spotted over Greenland. Lightning flashed as German submarines torpedoed the *Robin Moor* on May 21, 1941, the *Greer* on September 4, the *Kearney* on October 17; as Japanese bombers attacked Pearl Harbor on December 7, and Manila, Guam and Wake Island in the days that followed. Not long thereafter Japan was shelling the Pacific coast at Santa Barbara and Germany was sinking ships in sight and sound of the Atlantic coast.

The foreign policy we had relied on to keep us out of war did not keep us out—it led us in. While it led us in, it weighted the scales in favor of our enemies and against our friends. France and Britain were refused aid against Germany because, according to the Neutrality Act, they were “belligerents” though not “aggressors.” Japan was allowed aid against China because though she was an “aggressor” she was not a “belligerent.”

When these blotting war clouds left no spot of blue unclouded heaven for men to look to, we came to see that the cause of Manchuria in 1931 was our cause, as was the cause of China in 1937, Spain in 1938, Czechoslovakia in 1939, France and England in 1940, and Russia in 1941. We knew at last that the cause of any human being “fighting for his hearth and home is the cause of free men and free people in every quarter of the globe.”

At this point like the prodigal son we came to ourselves, and when we came to ourselves, came home. Then we recalled the words of the prophet: “Be not ye afraid of them: remember the Lord, which is great and terrible, and fight for your brethren, your sons and your daughters, your wives and your houses.”

Thus did the people of England rally to their sons and brothers at Dunkirk, and to their homes and firesides throughout their native land, with a spirit which outburned fifteen hundred flaming fires in a single London night and lifted the heads of an unconquered people above the ruins of Coventry.

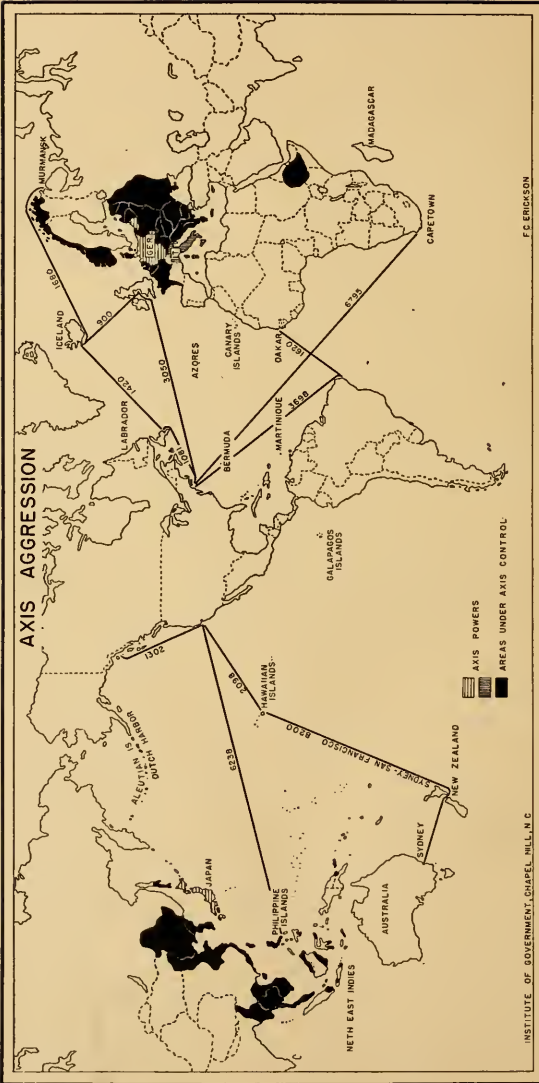
Thus did the people of Russia scorch their own ancestral earth, dynamite their treasured Dneiper dam, burn their bridges behind them at Stalingrad, and throw their bodies in the path of the invading foe at every hill, house, attic, cellar and street, with a spirit strong enough to last beyond the grave and make their dead men live forever.

Thus have boys who played about our streets shown the stuff of manhood and the mystic fire of heroic souls—at Bataan and Corregidor, Midway and the Coral Sea, the Solomon Islands, North Africa and the rest.

They are bone of our bone, flesh of our flesh, blood of our blood. Here in their homes among us, they have seen April touch the trees with green, and October turn that greenness to the glories of the fall. They have breathed in this air, clean with the cleanness of the morning, and fresh with the freshness that follows a rain. They have been witness to the beauty of the light blue streaks of early dawn.

Around these boys the people of this country will rally with the united resources of these United States, scorning to ask more quarter of the enemy at home than the men in the foxholes of Bataan and the batteries of Corregidor; and in every bead of sweat on the brow of labor, in every blister on the hands of those not used to work, on every dollar and dime we have or hope to have, saying to our common country,

*“What were our lives without thee?
What all our lives to save thee?
We reck not what we give thee,
We will not dare to doubt thee,
But ask what ever else and we will dare.”*



F. C. ERICSSON

INSTITUTE OF GOVERNMENT, CHAPEL HILL, N. C.

THE CAUSE FOR WHICH WE FIGHT

*This bliss be mine, ungrudged of God to feel,
To tread no city to the dust, nor see my own life thrust
Down to a slave's estate, beneath another's heel.*

In the City of New Orleans not long ago I saw a band of half-exhausted boys running along the street beside the old Cabildo. I saw them come to a stop in front of an heroic statue of Andrew Jackson clothed in a general's uniform and sitting on his charger in the center of Jackson Square. I turned to one of the crowd that cheered them in their final sprint and asked him why those boys ran. He told me that on the eve of the Battle of New Orleans in 1812 General Jackson had sent word to the Battalion d'Orleans to come in to the defense of the city at the double quick; that the men of this battalion had doubled the double quick and come a-running for the five and a half miles of intervening distance; that throughout the hundred and thirty years from that day in 1812 the sons, the grandsons and the great-grandsons of those men had run the course their fathers ran.

As I listened to that story my mind flashed through the years to 1776, when other men came running beyond the double quick over the roads that led to Yorktown; to 1861, when their children's children came running over the roads that led to Appomattox; to 1917, when *their* children's children came running over the roads that led to the railroad car in the forest of Compiegne; to the eighth of December, 1941, when sons of the men of 1776 to the fifth and sixth generations came running over the roads now leading them across the seven seas to the uttermost part of the earth. And in that moment I felt, as I had never felt before, the lifting power of the cause for which we fight.

The cause for which we fight has been stated by many men in many ways. In the end, if not in the beginning, everyone must state it for himself. I find the starting point of my own statement in the words of an English scholar to an English prince, four hundred years ago. The old scholar wrote a series of lectures to acquaint the young prince with the laws and customs of his country. In the course of these lectures he asked the prince this question: "Who has the most power, the King of England or the King of France?"

The prince replied: "The King of France, of course. He has the power of life and death over all his subjects. He can put his heel on any man's neck. There are no limits to his power. But here in England my father, the King, is hedged in with all manner of re-

strictions. He has to ask permission of Parliament before he moves. His power cannot match the power of the King of France."

The old scholar came back with the answer that is the basis of my belief in popular government — the basis of my belief that popular governmental institutions will be here long after Nazi and Fascist institutions have perished from the earth: "You are wrong," he said. "A King has no more power than is in the people behind him. In France, as you say, the people are serfs, slaves, under the heel of the King, with their initiative, energy and resourcefulness cramped and stifled. But in England every subject of the crown has a margin of freedom. Within that margin of freedom the initiative, energy and resourcefulness of men develop to the point that when the King of England speaks, he speaks with the combined power of a free people."

Widening Margins of Freedom

This margin of freedom has steadily widened for English speaking peoples. The Magna Carta in the year 1215, the Petition of Right in 1628, the English Bill of Rights in 1689, the Declaration of Independence in 1776, the American Bill of Rights in 1791 and the Atlantic Charter in 1941 are milestones in the long, unbroken struggle through which men and women have slowly fought and climbed their way from serfdom to freedom, from absolute monarchy to constitutional law. They are blazes on the trail of liberty which has led *from the day* when the crude hand of arbitrary power could reach without warning in the light of day or in the dead of night and drag any man into a dungeon without accounting to him, his family or his friends; *to the day* when William Pitt could declare in the English Parliament: "The poorest man may in his cottage bid defiance to all the forces of the crown. It may be frail, its roof may shake; the wind may blow through it; the storms may enter, but the King of England cannot enter; all his forces dare not cross the threshold of the ruined tenement."

This trail of liberty has led *from the day* when men might be burned at the stake for worshiping God according to the dictates of their own conscience, arrested for speaking their mind on platform or in pamphlet, thrown into prison for assembling to protest against the wrongs of rulers; *to the day* when they could write into their constitution that neither Congress nor the states shall make any law: (1) prohibiting the free exercise of religion, (2) abridging the freedom of speech or of the press, or (3) the right of the

people peaceably to assemble, and to petition the government for a redress of grievances.

It has led from the day when men could be arrested without a charge and their houses ransacked and plundered without warrant, *to the day* when they could say to their rulers: "The right of the people to be secure in their persons, houses, papers and effects, against unreasonable searches and seizures, shall not be violated."

It has led from the day when men could be imprisoned without trial and condemned without hearing on a ruler's whim or fancy or caprice, *to the day* when they could say: "The accused shall enjoy the right to a speedy and public trial by an impartial jury, . . . be informed of the nature and cause of the accusation, and be confronted with the witnesses against him."

It has led from the day when men could be put to torture with the thumbscrew or the rack, or held in jail without bond; *to the day* when they could say: "Excessive bail shall not be required, nor excessive fines imposed nor cruel and unusual punishments inflicted."

It has led from the day when people were barred from the ballot box by qualifications of property, color, or sex; *to the day* when they could say: "The right of citizens of the United States to vote shall not be denied or abridged by the United States or by any state on account of race, color, sex or previous condition of servitude."

These are not empty phrases: look into them and you will see the stains of sweat and grime from successive generations that have gone before. Listen to them and you will hear and feel the aches and pains and exultations of unnumbered human beings struggling forward up the long incline. Cut them and you will see them bleed with the blood of men who fought at Moore's Creek Bridge, King's Mountain and Guilford Courthouse; at Gettysburg; at Chateau Thierry, Belleau Wood, Vimy Ridge, Argonne Forest and the Somme; at Wake Island, Bataan, Corregidor, Midway, Coral Sea, the Solomon Islands, North Africa and the rest.

Like a bell from distant hilltops the voices of the men who blazed these trails ring out the spirit of a people which sees in disaster only a challenge the brighter to burn, and which when darkness hedges it about, builds in itself a dwelling place of light.

Narrowing Margins of Freedom

Against this background of expanding freedom we look across the world today and witness freedom cut to the quick and core by

deadly foes stemming from three separated points and uniting in a great objective.

Across the Pacific, freedom died a-borning in the Land of the Rising Sun, as the ruling class took the trappings but not the pulsings of democracy and in their feudalistic spirit allowed the peoples of that far-off land to sip but not to drink the springs of



freedom. These feudalistic forces, after stifling freedom in Japan, flew out from their island bases to sink a vulture's talons in Manchuria in 1931; China in 1937; Indo-China, Wake Island, Pearl Harbor in 1941; Manila, Singapore, Sumatra, Java, Rangoon in 1942; with Australia in the offing in 1943.

Across the Atlantic, on the shores of the Mediterranean Sea, the Roman Fascist reappeared in the form of an Italian Duce to trample under foot the liberties won by Mazzini, Garibaldi and the rest, until in 1930 he could boast to the applause of men no longer free: "We have buried the putrid corpse of liberty." These

Fascistic forces, after stifling freedom in Italy, flew out from Italian bases to sink a vulture's talons in Ethiopia in 1936; Albania in 1939; Greece in 1940; until with all their dark and doubtful booty they felt a greater talon's clutch cast them in the pit of their own digging, and there they now lie drowning in their own juices.

Across the North Atlantic, on the North and Baltic Seas, a



German Fuehrer in the 1930's revived a Kaiser's dreams of empire, gave to them a Nazi bent and purpose, stamped out the liberties of his people in instalments too small to fight about one by one, and too late to fight about when the Gestapo had pocketed them altogether. These Nazi forces after stifling freedom in Germany flew out from German bases in a dove's disguise to sink a vulture's talons in Austria in 1938; Czechoslovakia and Poland in 1939; Norway, Denmark, Holland, Belgium, France in 1940; Russia in 1941—and there today, Germany and civilization itself are trembling in the balance.

In the closing days of 1941, these birds of a feather flocked together: the Japanese "sphere of influence" in the Pacific, the Italian "sphere of influence" in the Mediterranean, and the German "sphere of influence" in Europe became interlocking "spheres of influence" in a global plan of conquest. Berlin, Rome, and Tokyo united in an axis on which they seek to turn the earth like a pig on a spit; seek to cut the life lines flowing from America to Britain, China, Russia and Australia as part and parcel of a plan to separate and conquer. Espionage and sabotage within the gates, submarines and destroyers on the sea, bombers in the sky and armies on the land, all fit into their bold and daring dash for world dominion.

Clash of Systems

This world cannot exist half slave and half free, shouted Hitler to his Nazis in the Krupp munitions works, therefore we will enslave all men and nations. This world cannot exist half slave and half free, said Churchill and Roosevelt in the Atlantic Charter, therefore we will set all men and nations free. Thus the traditions of freedom and fascism have met and clashed. The wave of the past and the wave of the future have come to grips. Toe to toe and blow for blow they fight today.

China saw the issue long ago: in Manchuria in 1931 and in the "China incident" at the Marco Polo bridge in 1937. England saw it at Dunkirk in 1939. Russia saw it on the day the Nazi army crossed the Russian border in 1941. America saw it at Pearl Harbor in 1941. And those of us who even now see it as through a glass darkly are destined to see it face to face as taxes soar, tires wear out, sugar shrinks on ration cards, gasoline evaporates under the wand of OPA, and necessity pinches with a thousand fingers.

The faith of the old scholar, spoken to the young prince four hundred years ago, is being tested in a crucible of fire today: the faith that the sting of a free man's conscience will spur him on to greater effort than the sting of a master's lash will spur a slave; the faith that free men will fight as hard to keep their freedom as other men will fight to take it from them; the faith that internal compulsions can move free men in this American land to work longer, harder and more effectively to produce more planes and tanks and guns than men working under the pressure of external compulsions in Axis-dominated lands; the faith that memory of the fleshpots of Egypt will not blot out the vision of the promised land.

This issue of slavery or freedom will come home to us as we

come to see that yesterday in Axis countries even proud possessors of the "sacred Nordic blood" could not go to bed in the evening without a haunting fear that in the dead of night their own government might come to break the locks upon their doors, drag them out of beds and out of homes to concentration camps, without a notice save the crashing of the gates and without a hearing save the deafened ears of judges whose minds were made up in advance; as we come to see that what yesterday was true in Axis lands, is true today in Axis-dominated lands, and may be true tomorrow in lands today within the Axis shadow; as we see the sands of freedom running swiftly in the hour glass of time and hear the oft-recurring charges of "too little and too late"; as we see the Axis powers

*"Bring the old dark ages back without the faith,
without the hope,
Break the home, the church, the school and roll
the ruins down the slope."*

This issue of life and death will come home to us with all the stinging freshness of demonstrated truth as the suction power of war draws our brothers and neighbors from their home fires to the camp fires of the nation; and as on distant seas, in distant skies, in distant lands wherever the battle line is drawn they "give to death their beautiful youth in redhanded trophy of their courage"; as we come to see that the only things worth dying for are the things that make life worth while, and catch a glimpse of how and why it is that men will "give their lives for a piece of paper if that paper means freedom, for a murmured prayer if that prayer means truth, for a flower if that flower means love, or for a trifle of flag if that flag means home."

Gage of Battle

When this issue of slavery or freedom, of life or death, comes home to us we will pick up the gage of battle in spirit and in truth. We will pick it up in the spirit of the barons who seven hundred years ago at Runnymede picked up the gauntlet thrown down by King John; in the spirit of Hampden, Pym and Cromwell who three hundred years ago in the English Parliament picked up the gauntlet thrown down by Charles I; in the spirit of the thirteen colonies who nearly two hundred years ago at Concord, Lexington and Moore's Creek Bridge picked up the gauntlet thrown down by George III. We will pick it up in the spirit of Roosevelt and Churchill who a year or more ago in the Atlantic Charter picked up the gauntlet

thrown down by the Axis powers and proclaimed to the world that the rights of Englishmen in England, broadening through the centuries into the rights of Americans in the United States, broadening further into the rights of men in the Dominions overseas, should become the rights of all men everywhere; and that freedom of religion, freedom of speech, freedom from want, and freedom from fear of aggression should become the common heritage of all mankind.

For after the wind, after the earthquake, and after the fire, the still, small voice of the human spirit throughout the centuries calls out to us in accents we can recognize and understand: that the years 1215, 1689, 1776, 1941 are not isolated but connecting years in the steady flow of time; that the Magna Carta, the Bill of Rights, the Declaration of Independence and the Atlantic Charter are not separated but united by the intervening years in the as yet unbroken flow of human liberty; that through succeeding centuries men and women of every generation have thrown the torch of steadily accumulating liberties to their successors, until today from failing hands to us they "throw the torch. Be ours to hold it high."

That spirit has found expression in every generation through the ages. It found expression in a son of North Carolina, and of the University of North Carolina, who was shot down while leading on his men at Gettysburg. He lived long enough to write on a piece of paper crimson with his blood this message: "Major, Tell my father I died with my face to the enemy. I. E. Avery." His Negro body servant on the morning after the battle found this message clutched in stiffened fingers and took it to Avery's people who later gave it to the State Historical Commission. Ambassador Bryce saw it there in Raleigh years afterward and said: "The message of that soldier to his father is the message of our race to the world."

This message of Isaac Avery is as old as the legend of Old Siward when told his son was killed and brought off the field of battle. "Had he his wounds to the fore?" Old Siward asked. "Aye, on the front," came back the answer. "Why then, God's soldier be he. . . I could not wish him to a fairer death." It is as young as the marines on Wake Island and the "smoke begrimed men covered with the marks of battle, in the fox holes of Bataan and the batteries of Corregidor," and the battle-scarred veterans of Midway, the Solomon Islands, the Coral Sea, and the roads that lead to Tunis and Bizerte.

It is not the private property of a Nordic "master race"; it is shared alike by Anglo-Saxons, Slavs, Dutch, Filipinos and the

half naked Igorots. It runs like a silver stream through the life-line of humanity, and in times of stress and strain it flashes with volcanic force into the sunlight to remind the race of men they are the sons of God and not the sons of Baal, and made in God's and not in Hitler's image.

The spirit of man cannot stand up against the blows of rubber truncheons, Hitler says. But he forgets, if he ever knew, that this spirit in men has drunk the hemlock and overcome it; has been nailed to the cross and survived it; has been burned at the stake and risen from the ashes; has faced the torture chamber and the firing squad and come forth unbroken and undying. It lives and moves and has its being on the earth today, as in London and Dunkirk, around islands in the South Pacific, at Sevastopol and Stalingrad, the lives of men once more reveal the epic paradox: he that saveth his life shall lose it, and he that loseth his life shall find it.

Long ago the ancients found that secret writings of invisible inks on parchment paper could be brought to light by heat of fire. Now we know that fire can do the same for flesh and blood and spirit; that the glowing fires in Dunkirk skies, in London homes, in South Pacific seas, and in the streets of Stalingrad, are bringing out the elemental character in men and nations.

In the light from these fires men throughout the world are seeing at a long, long last that freedom's hand "with a flaming coal has writ its name in their hearts and their souls." They are seeing once again the "light that never was on sea or land." And in that light, please God, we yet shall live to see freedom's Calvary become its mount of Transfiguration, and to find in that Transfiguration the way, the hope and the life of the world that lies beyond.



JAMES M. LANDIS
Director
National OCD



ULYSSES S. GRANT, III
Civilian Protection
National OCD



REGINALD L. FOSTER
Civilian War Services
National OCD

OCD: NATIONAL, REGIONAL, STATE, LOCAL

The national OCD. The President of the United States declared a limited national emergency on September 8, 1940, an unlimited national emergency on May 27, 1941, and recommended a declaration of war on December 8, 1941. He established the National Defense Advisory Commission on May 28, 1940; created the Division of State and Local Cooperation on August 1, 1940; coordinated it with the Office of Emergency Management on January 27, 1941; reorganized it as the Office of Civilian Defense on May 20, 1941; and charged it with the coordination of federal, state and local activities in the national defense. These activities fall in three



CHARLES H. MURCHISON
Director
Regional OCD



JEROME CONNOR
Civilian Protection
Regional OCD



SOLLACE MITCHELL
Civilian War Services
Regional OCD

main divisions: the Citizens Defense Corps, the Citizens Service Corps, and the Citizens Volunteer Office.

The regional OCD. Regional Offices of Civilian Defense were set up in the nine army corps areas of the United States in the summer of 1941 for the purpose of fitting the national pattern to regional needs. North Carolina falls in the Fourth Corps Area with South Carolina, Georgia, Florida, Alabama, Mississippi and Tennessee.



ROY L. McMILLAN
*Director
State OCD*



R. WALKER MARTIN
*Civilian Protection
State OCD*



MRS. W. B. CRAVEN
*Civ. War Services
State OCD*



GEORGE SNOW JUNIUS H. ROSE N. Y. CHAMBLISS CHARLES PARKER
Assistant Directors, State Office of Civilian Defense

The state OCD. At the request of the President of the United States, Governor Clyde R. Hoey appointed a State Defense Council for North Carolina on November 22, 1940. Governor J. Melville Broughton revised it on June 12, 1941; organized it for action on June 18, 1941, with a full-time director; and gradually expanded it to include five assistant directors together with representatives of other agencies cooperating with the state staff.

The local OCD. A few local Defense Councils were organized in scattered areas in the early days of the defense program. Following the reorganization of the State Defense Council in the summer of 1941, the Governor of North Carolina appointed chairmen of Defense Councils in every county of the state and recommended that the Councils include cross sections of the community in their membership. Separate Councils outside the standard county organizations operate in High Point, Rocky Mount, Chapel Hill, Lexington and Thomasville.

Local Defense Councils may turn for help to the following agencies:

They may turn to the director and five assistant directors of the State Defense Council in Raleigh, and to the representatives of the Army, the Public Health Service, the Red Cross and the supplemental agencies attached to the state director's staff.

Through this State Council of Defense in Raleigh they may get the services of the Regional Office of Civilian Defense in Atlanta and the National Office of Civilian Defense in Washington, D. C. These national, regional and state directors, assistant directors and specialists are busily engaged in: (1) studying the multiplicity of problems involved in the Civilian Protective Services, the Civilian War Services and related phases of national defense in all sections of the country, (2) helping to organize local and state Defense Councils, Defense Corps, Service Corps, and Volunteer Offices to meet these problems, (3) preparing guidebooks for the instruction of civilian personnel, and (4) providing limited equipment within a limited budget for strategic cities and sections most likely to be the butt of air attack.

They may turn to the Institute of Government of the University of North Carolina at Chapel Hill for training in state-wide, district and local schools.

From the beginning to the end they must turn to themselves. For the whole civilian defense organization reverses the practice of state and local units taking their perplexities to Washington and leaving them on the nation's doorsteps. It allocates the national perplexities to the localities from which they come, and leaves them on the doorsteps of state capitols, county courthouses and city halls. Washington and Raleigh are helping only those who help themselves.

ORGANIZING THE LOCAL DEFENSE COUNCIL

Local Defense Council

Chairman

Governmental Units: City, County, State	Civic Organizations	Schools, Churches, Press and Radio
Mayor, or city manager of each city or town Chairman of county commissioners, or other representative of county governing board Local representative of state legislature	Chairman or designated representative of County Agricultural Workers Council Chairman or designated representative of Inter-Club Council, or of Council of Social Agencies, or both Representative of local women's organizations	Schools: superintendent, or designated principal Churches: chairman, or director of ministerial association Press and Radio: editor of each paper radio station representative
Citizens Volunteer Office Chairman	Citizens Defense Corps Commander and Control Center Staff	Citizens Service Corps Director and Staff
Recruiting volunteers for Citizens Volunteer Office Citizens Defense Corps Citizens Service Corps Information center for Citizens Volunteer Office Citizens Defense Corps Citizens Service Corps Administrative center for Local Defense Council Training of volunteers Records of personal property War activities	Police Fire Medical Welfare Public works and utilities Air raid wardens	Military mobilization Industrial mobilization Shortage of critical materials Transportation, rubber, gasoline Shortage of clothing, shelter, food Shortage of manpower Rationing and problems Price ceilings, rent ceilings Financing total war

The chairman and his duties. No person should accept the chairmanship of a local Defense Council as an honorary appointment, even though no honorarium is attached. For the chairman, appointed by the Governor of North Carolina, is charged with the responsibility of organizing and mobilizing the home front forces of his community to keep the home fires burning, and at the same time feed supply lines with personnel, equipment, and the basic munitions of war.

In living up to his responsibilities he is called on at the outset (1) to select the members of the local Defense Council according to patterns laid down by the President of the United States and the Governor of North Carolina, (2) call the selected members together, (3) administer the oath of office, and (4) outline the work of the Council. (5) With the advice and consent of the Council he should proceed to select officers and committees of the Council; commanders of the Citizens Defense Corps in each city or town in the county; directors of the Citizens Service Corps in each city, town and rural community; heads of the Citizens Volunteer Offices in each city, town and rural community as recruiting officers for both Defense Corps and Service Corps; and fix the time, place and program for periodic meetings of the Defense Council.

Selecting the members of the local Defense Council. It is the privilege of the chairman to select the members of the local Defense Council. In selecting these members, he should bear in mind the solemn call of the President of the United States: (1) for the coordination of federal, state, and local governmental units and activities—at first in the national defense, and later in the prosecution of the war; and (2) for the provision of “opportunities for constructive civilian participation in the war program and for maximum civilian effort in the prosecution of the war.” He should also bear in mind the specific directive of the Governor of North Carolina that the members selected should represent all integral elements of the community—including both public and private agencies; and that the Defense Council should be representative without being cumbersome.

The chairman should also bear in mind that city, county, state and federal governmental units got here long before the Defense Council and are likely to stay here after it is gone; that these governmental units are not abdicating their time honored functions, are not expected to, and if they did the Defense Council would be in the middle of a mess it could do little if anything about. He should likewise bear in mind that civic and professional organizations of

men and women were here before Defense Councils and are likely to be here after Defense Councils disband, and that the community can less afford to do without them in war than in peace.

If the chairman ignores these elemental considerations of common sense, the chances are that these existing agencies can, will, and, perhaps, ought to gum his game; and starting out like a bull in a china shop he is likely to wind up like a piece of china in a pen of bulls.

The chairman should select the following members of the Defense Council:

A. Representatives of governmental units.

1. One representative of the county governing board—who might be the chairman of the board of county commissioners, or the county manager, or any county official acceptable to the county governing board.
2. One representative of the governing board of each city or town in the county—who might be the mayor, or the city manager, or other city official acceptable to the city governing board.
3. One or more of the local representatives of the governing body of the state, who would interpret the attitude of the General Assembly.

B. Representatives of civic and professional organizations.

1. One representative of the principal civic organizations of men—such as Rotary, Kiwanis, Lions, Civitan, Junior Chamber of Commerce—who might be the chairman of the Inter-Club Council.
2. One representative of the principal organizations of women—such as the Parent-Teacher Association, the Federation of Women's Clubs, the Business and Professional Women's Club.
3. One representative each of business, farm and labor groups, not otherwise represented.
4. One representative of each newspaper and radio station in the locality.

C. Representatives of educational and religious institutions.

1. One representative of each school system—city and county superintendents, or other designated representatives.
2. One representative of the churches—who might be the president of the local ministerial association.

The oath of office. The chairman should call the selected members together and the following oath should be administered to chairman and members alike:

Oath to support and defend the Constitution of North Carolina: I,, do solemnly and sincerely swear that I will be faithful and bear true allegiance to the State of North Carolina, and to the constitutional powers and authorities which are or may be established for the government thereof; and that I will endeavor to support, maintain and defend the Constitution of said state, not inconsistent with the Constitution of the United States, to the best of my knowledge and ability; that I will well and faithfully discharge my duties as a member of the Defense Council; so help me, God.

Oath to support and defend the Constitution of the United States: I,, solemnly swear that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; that I will well and faithfully discharge my duties as a member of the Defense Council; and that I do not advocate, and have not advocated, the overthrow of our constitutional form of government in the United States by force or violence.

Selecting officers and committees. After administering the foregoing oaths, the chairman with the advice and consent of the Council, should elect a vice chairman, or coordinator, and such other officers as may be deemed locally necessary.

If the chairman has expanded the local Defense Council membership beyond the minimum basis suggested in the foregoing membership plan, the Council might add, to the officers listed above, an executive committee which could be quickly and conveniently called together to handle emergencies arising between regular meetings of the full Council.

Outlining the work of the local Defense Council. After the officers are selected the chairman should outline the civilian defense work to be done in his territory. In outlining this work he should start with the program recommended by the Office of Civilian Defense which classifies civilian defense problems in three divisions: the Citizens Defense Corps, the Citizens Service Corps, and the Citizens Volunteer Office.

The Citizens Defense Corps is recommended by OCD on the theory that American cities, towns and counties may be bombed

in hostile air attacks; that in these hostile air attacks fires may be started, buildings demolished, water mains broken, power, transportation and communication systems disrupted, people injured, panic aroused; that air raid wardens might be needed to take air raid precautions; that firemen might need the assistance of auxiliary firemen; police, the assistance of auxiliary police; medical officers, the assistance of auxiliary helpers; public works and utilities, the assistance of auxiliary workers; and that local governmental agencies should be buttressed and strengthened by auxiliaries trained to function in emergencies.

Selecting the commander of the Citizens Defense Corps. The chairman of the local Defense Council should bear in mind that hostile air attack is most likely to fall on cities and towns for the simple reason that in them more damage may be done in shorter time at less cost than in thinly settled areas; that cities and towns therefore have an overwhelming interest in organizing protective forces for their own protection and that the surrounding countryside should be organized with the cities and towns at the core. On this theory, with the advice and consent of the Council, the chairman should select a commander of the Citizens Defense Corps in each city, town or thickly populated area in the county.

In selecting this commander he should consult with the mayor, city manager, or both, on the theory that they are the responsible executive heads to whom the people look for the protection of life and property and the performance of other public services in normal times and in emergencies. They direct the fire, police, health, public works and other local agencies which will be called into action if and when the bombs begin to fall; and most if not all of the protective services will be organized around these existing agencies. The mayor or the city manager may or may not be the person to be named commander, but there is no doubt about the fact that he is the person to be consulted in selecting the commander. It may be that he might become commander and appoint a deputy commander or coordinator to assist him.

The chairman should also consult the county authorities. The city is in the county. City people pay county taxes and have a right to look to the county for help within the limits of the law. City people need the help of those outside the city limits in manning observation posts as part of the very warning system on which the civilian protection organization is based. And, last but not least, the city will need and want the county's help in financing local Citizens Defense Corps activities.

The Citizens Service Corps is recommended by OCD to handle problems of civilian defense involving the dislocations and disruptions—in homes, businesses and communities—growing out of the transition from the usual business of peace to the unusual business of war; problems growing out of military mobilization—the disruption of family and business ties, the resettlement of families shifted from camp sites, hospitality to soldiers coming to the camps; problems growing out of industrial mobilization—the conversion of industry to war production, the slowdown and shutdown of industries unable to convert, and the quick and sudden concentrations of men and women in areas where industry converts to war production; problems growing out of shortages of metals, food, rubber, gasoline, transportation, manpower; problems growing out of more to spend with less to buy, financing of total war, and the maintenance of essential public services.

Selecting the director of the Citizens Service Corps. The Citizens Service Corps should be set up on the theory that the brunt of civilian war services will fall on city and county alike; and that these services may be best performed through existing and accepted agencies. On this theory the Defense Council chairman, with the advice of the Council, should select a director of the Citizens Service Corps in each city, town and rural community in his county.

In selecting the director of the Citizens Service Corps in each city or town the chairman should consult with: (1) the mayor or city manager, (2) the chairman of the county commissioners or county manager, and (3) the heads of local civic organizations of men and women. For departments of city governments, county governments, and local civic organizations are now rendering many of the services which must be expanded and correlated under the stresses and strains of war, and their experience will be invaluable in organizing new services as they are called for.

In setting up the Citizens Service Corps in rural communities he should consult with the County Agricultural Workers Council representing local, state and federal agencies dealing with rural life; request this Council to act as the Citizens Service Corps for the rural sections of the county; and authorize it to designate existing rural community leaders as directors of the Citizens Service Corps for their communities, with the neighborhood leaders in each community constituting the members of the Service Corps.

The Citizens Volunteer Office is recommended by OCD on the theory that there should be some center to which all the citizens of

a community might go to volunteer their services, register their names, list their skills, find out the things that need to be done and how they may help to do them. It should be a place where all the human resources of the community may be catalogued, classified and mobilized for use in the protective services of the Citizens Defense Corps and in the multiplying war services of the Citizens Service Corps—a sort of local War Manpower Commission to call for and direct volunteers in meeting the needs and repairing the breaks created by the inroads of war on community life.

Selecting the head of the Citizens Volunteer Office. The considerations calling for a Citizens Defense Corps and a Citizens Service Corps in every city, town, and rural community, call also for Citizens Volunteer Offices. The considerations guiding the chairman of the local Defense Council in choosing the commanders of the Defense Corps and the directors of the Service Corps should guide him in choosing the heads of the Citizens Volunteer Offices—the complete and perfect coordination of local, state and federal governmental units and civic agencies in the national defense.

Financing local Defense Council, Citizens Volunteer Office, Defense and Service Corps activities. In some centers of the state, city and county governing boards have appropriated funds for full time personnel, offices, equipment, and other operating expenses. In others, appropriations have been made for a full time coordinator and limited operating expenses, and the rest of the work is done by volunteers. In some of the smaller centers no appropriations are made and all civilian defense work is done by volunteers.

The 1943 General Assembly provided “that the several boards of county commissioners in the State of North Carolina and the governing bodies of the municipalities of the State are authorized, in their discretion, to appropriate from the general fund of their respective counties and municipalities such funds as they may determine to be a necessary and proper contribution to local organizations of official State and Federal governmental agencies engaged in the war effort, including defense councils and Office of Price Administration: Provided, that in no event shall any contribution be made in the way of compensation to members of the boards of such agencies, or any panels thereof.

“That the provisions of this Act shall not apply to Avery, Clay, Cumberland, Currituck, Davie, Forsyth, Graham, Hyde, Macon, Swain, Buncombe, Surry and Transylvania Counties.”

Meetings of the local Defense Council. As soon as the Citizens

Defense Corps commanders, the Citizens Service Corps directors and the Citizens Volunteer Office heads are chosen for their respective units, the chairman of the Defense Council should (1) bring before them a full meeting of the Council, (2) charge them with their respective duties, (3) administer the same oaths administered to the members of the Defense Council—substituting the words “Citizen Defense Corps” and “Citizens Service Corps,” respectively, for the words “Defense Council.”

Place of meeting. The Council should have a fixed place of meeting which might be the headquarters of the Citizens Volunteer Office, for here people come to register their names as volunteers; here records are kept of those who volunteer and train for the protective services of the Defense Corps or for the war services of the Service Corps; and here the booklets, pamphlets and other war information material issued by federal and state agencies are assembled for use.

Time of meeting. Periodic meetings of the Council should be held at the fixed meeting place at least once each month and at some regular time—such as the day of the month when local Selective Service Boards call boys from the community to the colors and send them off to military induction centers as the first line of defense for those who stay at home. No more significant day appears in the calendar of any community than this day. No more significant ceremony takes place than the handing of the community's monthly honor roll of selected men to a designated leader at the point of departure.

It is the high privilege of the local Defense Council to participate in this ever recurring ritual of democracy, to learn the names, look into the faces, and grasp the hands of boys who are leaving the home front for the battle front, aware what going there means and glad to go.

Program and minutes of meetings. The program for each meeting should be worked out in advance with care. Members will not come to meetings if meetings are allowed to drag and stall. Heads of the Citizens Defense Corps, the Citizens Service Corps and the Citizens Volunteer Offices should appear in person and report on their activities for the past and coming month. Local representatives of state and federal war agencies, such as the Selective Service Board, the Ration Board, the Committees on Transportation, Salvage, Farm Labor, War Records, War Savings Bonds, should bring their problems and headaches to these meetings; outline the progress of their work from month to month,

the problems they face from day to day, and the ways in which OCD may make common cause with them in all they do. Each meeting day should be stock-taking day of the varied impacts of the war upon the county and the cities, towns, and rural communities within it. The Council should thus become a clearing-house of ideas and information—the focal point of local war activities.

Minutes of each Defense Council meeting should be kept with care. The minutes of these meetings or the very absence of both meetings and minutes will write, in terms of action or inaction, the war record of every Defense Council, Defense Corps, Service Corps, Volunteer Office and individual citizen. They will be invaluable and irreplaceable contributions to the completed war time records and the war time traditions of each community.

Twenty months and more have passed since the Governor of North Carolina designated local chairmen and charged them to organize their local Defense Councils and set up their Defense Corps, Service Corps and Volunteer Offices. How many of those months have gone by without organizing? Without meeting? Without doing anything to be proud of? Without records even of the things that have been done?

No one on the home front will care to face his fellow citizens, fresh from battle front work or home front work, echoing the words of Henry of Navarre: "Go hang yourself, my brave Crillon: We fought at Arque, and you were not there!"

Questions

1. Does your county have a Defense Council? Who is its chairman? Who are its members? When does it meet? How often does it meet? Where does it meet? What has it done? What is it doing? Is there room for improvement in its organization and activities? If so, what constructive suggestions can you make?
2. According to the experiences of European countries what differences might be expected in your own life, your family life, and your community life, if the Axis powers should win this war, and if Nazi-Fascist doctrines should prevail?

Part III

THE CITIZENS VOLUNTEER OFFICE AND THE WAR INFORMATION CENTER

*"Men whispered that our arm was weak,
Men said our blood was cold,
And that our hearts no longer speak
The clarion-note of old;
But let the spear and sword draw near
The sleeping lion's den,
His island shore shall start once more
To life with armed men."*

The Citizens Volunteer Office

While we give the lion all due credit for his sudden starting to life, we should not forget that after all he was asleep! Nor should we fail to note the slight inaccuracy in the last line. The men were not "armed men."

When the news of Pearl Harbor flashed through the air on that Sunday afternoon in December, 1941, the American lion, if not asleep, was at least dozing with not more than one eye half open. And though he started to life in a hurry, the men who flooded the recruiting stations on Monday morning came without "arms," without training, and in most cases without even the physical conditioning required of fighting men. But there were recruiting stations for volunteers, and Selective Service Boards all ready to call fighting men through orderly channels to specific tasks.

Before and after Pearl Harbor. Civilian organizations were not quite so well equipped to receive the fighting-mad men and women who crowded the wires, the mails, and the air, inquiring: *What Can I Do?* They wanted to do something; anything that would help. Many of them wanted someone to tell them what to do; and many more followed the example of Lord Ronald in Stephen Leacock's story, who "flung himself upon his horse and rode off madly in all directions."

The President had set up the Division of State and Local Cooperation in August, 1940; he gave this division a new name and a new impetus in the Office of Civilian Defense, in May of 1941. The Governor of North Carolina had appointed a State Defense

Council in November, 1940; this Council was recreated and organized for action in June of 1941; and chairmen of local defense councils were appointed in the week that followed. But with notable exceptions, local chairmen had given local defense councils little more than a lick and a promise.

They had little alibi. OCD had sent them literature; tons on tons of literature. In fact one is tempted to believe that OCD had set out to correct the sentiment of that well known ditty:

*Alas for the South! Her books have grown fewer,
She was never much given to literature!*

And OCD halfway succeeded. No local defense council chairman will agree that books in the South have grown fewer! But mountains of books—undigested, unopened, and in some cases unaccepted for lack of vacant space—testify that we are still not “given to literature.” And, by way of confession and avoidance, these local chairmen sometimes offer the well worn explanation of the country cousin who spat out the potato on finding it too hot, and answered the horrified expressions of his city hosts in the words: “Some fools would have swallowed it.” Only one sort of chairman blasted out at this literature more strenuously than those who had read it, and that was the sort who had not read it at all.

After Pearl Harbor, state and local OCD's in many places got as busy as national and regional OCD's, and sometimes with more rhyme than reason. Registration after registration of volunteers was held—some good, some bad, some indifferent. But too many of these OCD's found themselves in the position of persons all dressed up without being ready to go. The registers grew cold and the registrants grew colder. But when the registrars got their second wind and a fresh start, they began to go places and do things. And today many local defense councils in North Carolina have grown into models of simplicity and effectiveness.

The following page carries a suggested chart of organization for the Citizens Volunteer Office.

Chairman

Executive Committee

Chairman or Coordinator: Local Defense Council	Commander: Citizens Defense Corps	Director: Citizens Service Corps	Director: Training Program	Director: Information Center	Personnel Officer	Property Officer Collector of War Records
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Responsibilities

<i>Recruiting Volunteers for:</i> Citizens Defense Corps Citizens Service Corps	<i>Keeping Records of:</i> Volunteers Instructors Block Leaders Victory Speakers Training Courses OCD Property	<i>Training Center for:</i> Volunteers Block Leaders Victory Speakers	Collection Centers and Depository for Community War Records	Headquarters of Victory Speakers Corps
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Recruiting office. Just as a military recruiting office is the place to which men go to join the United States Army, Navy or Marines, so the Citizens Volunteer Office of the local Defense Council is the place to which men and women go to join the Citizens Defense Corps, or the Citizens Service Corps, of the United States Office of Civilian Defense.

It should offer (1) information on the different divisions of the Defense Corps and the Service Corps; (2) guidance into the particular services for which they are best fitted by native interests, natural aptitudes, or acquired skills; (3) schedules of training courses for the respective services and the guidebooks to be used in them; (4) OCD insignia to be awarded on the completion of the study and practice required.

Persons recruited and trained for auxiliary work should have the qualities required of the regular personnel in the existing departments which they will serve as auxiliaries. They will be called

upon to serve, if called at all, in times of stress and strain when no one can afford to go off half-cocked. Trained auxiliaries will constitute a reservoir from which existing departments may draw new recruits for the regular force when needed. Auxiliaries will also constitute a trained reserve to be called on in peace time emergencies as well as in war. They will form a connecting link between existing departments, civic organizations and the public generally, and thus increase mutual understanding, confidence and support.

According to OCD reckoning, the Citizens Defense Corps alone calls for 60 or more volunteers in towns of 1,000 people; 600 or more in cities of 10,000; 6,000 or more in cities of 100,000; 60,000 in the 1,000,000 people living in towns and cities in North Carolina. At least as many thousands will be needed in the variety of civilian war services of the Citizens Service Corps.

Methods of recruiting volunteers. Some communities have tried the plan of mass registration to enroll all volunteers within a day, or two days, or a week. Others have tried the plan of successive group registration for particular services as they are organized to begin their training. Others have started with one system and wound up with the other. Under any system the organization of specific groups should be perfected, and the training begun soon enough after registration to prevent the let-down which comes from the lack of following through.

In some places the Volunteer Office conducts the registration of volunteers on its own initiative. In others, the Volunteer Office encourages the heads of the particular defense divisions to conduct their own. In others, the Volunteer Office starts the registration and division heads supplement its efforts by urging persons interested in their particular services to go to the Volunteer Office and register. In all cases the Volunteer Office should be the central clearing house and filing center.

If the quotas for auxiliary firemen are filled, this office might direct volunteers into unfilled ranks of auxiliary policemen, or allied protective services. If the quotas of the protective services are filled, it might direct volunteers to Service Corps activities needing recruits—to the salvage committee, transportation committee, war savings bonds committee, rationing and price ceiling committees, and so on. If a particular emergency, such as the 13 billion dollar war savings bond campaign, or the farm labor campaign, calls for recruits beyond the normal quota, this office might call on volunteers to shift temporarily from one service to another.

The point of competition between different Defense Corps and

Service Corps activities is already appearing in some localities. It will appear in most localities as men and women in ever increasing numbers leave home for the armed services and war industries, while those at home are left to fill the gaps in the essential services and man the many posts of duty in Defense and Service Corps. Some local correlating agency is as inevitable as the War Manpower Commission—to strike a balance between competing claims where there is no manpower to waste, and maybe not enough to go around. Such an agency would have to start with the records in the Volunteer Office, and it might utilize the Volunteer Office organization.

Records office. This is a place for keeping records of volunteers enrolled for the protective services in the Citizens Defense Corps and the war services in the Citizens Service Corps; of instructors, block leaders and victory speakers in Defense and Service Corps activities; of the time, place and attendance of training classes; of hours of training, practice and service requisite for the various OCD insignia; of OCD property, and equipment received and utilized; of community war records along many lines.

Location and equipment of the Volunteer Office. It goes without saying that the Citizens Volunteer Office should be centrally located and easily accessible to volunteers, recruits, instructors, block leaders, victory speakers; to leaders of the civilian protective services and civilian war services; to all having occasion to use the services of the Volunteer Office.

It should have sufficient desks for registration purposes; tables or shelves for books, pamphlets or other informative materials; wall space for posters or other exhibits; filing space for records containing information on individual volunteers, such as that indicated below; reading room facilities for those who want to browse among the materials and exhibits.

It may be that space will not permit the location of all the foregoing functions in a single place, or that in particular places the library may be the proper place for the Information Center, or that a different local arrangement may call for other patterns. Local leaders must be the judges of local needs.

Citizens Volunteer Office staff and executive committee. The head of the local Volunteer Office should have assistants fitted by aptitude, training or experience for the public relations work involved.

To this staff of assistants should be added an executive committee consisting at least of (1) the chairman or coordinator of the

Defense Council, (2) the commander of the Citizens Defense Corps, (3) the director of the Citizens Service Corps, (4) the director of the training program, (5) the director of the Information Center, (6) the personnel officer, (7) the collector of war records and (8) the property officer. Many of these functions are or may be profitably combined in one person.

This executive committee is recommended because: (1) the Volunteer Office is the recruiting office and the Information Center for both Defense Corps and Service Corps; (2) the heads of these protective service units know and can acquaint the Volunteer Office staff with the sorts of persons needed for their different divisions; (3) they need to work hand in glove with the Volunteer Office in methods of recruiting, schedules of training, records of class attendance, qualifications for OCD insignia, and related matters.

Meeting time and place. Periodic meeting of the Volunteer Office staff and executive committee should occur at a fixed place, preferably the headquarters of the Volunteer Office; and at a fixed time, possibly on the day of each month when local citizens leave home for military induction centers. Special meetings might be called at any time.

The director of the Citizens Volunteer Office of Greensboro, Mrs. Julius Cone, in the following paragraphs points out specific features of the Greensboro Volunteer Office:

The Greensboro Civilian Defense Volunteer Office originally set up its files with a card index system. After using this system for nine months, it was found that the system had become too complicated to be used successfully by volunteers who handled the files at irregular intervals, and by a staff of volunteers that was of necessity constantly changing its personnel. The office studied various methods of handling such files, and after due consideration converted its files to a loose leaf system. With the card system it was not possible to obtain full information about a given registrant without referring to the original registration blank each time. It was also impossible, because of lack of space on small cards, to type all supplemental information, such as completion of training, assignments, etc. It was found necessary, therefore, to design a sheet large enough to carry full information concerning each volunteer—information which could be typed, not written.

The present system uses the three ring loose leaf binder. The sheets are numbered consecutively, so that at any time there is an immediate check on the total registration to date. The sheets come in triplicate, the colors used being white, yellow and green.

The white sheet goes into the Master File, which is kept in alphabetical order.

The yellow sheet goes into the Work Classification Files, assigned or unassigned.

The green sheet goes into the Training Desired File. After the training desired is completed, the green sheet is placed immediately behind the white

sheet in the Master File, unless there is further training desired indicated, in which case the green sheet is put again in the proper book of the Training Desired File. If a volunteer is given more than one assignment, the green sheet, after the completion of training desired, may be used in the Assignment File. If a volunteer is given more than one assignment, and has indicated no desire for training, her green sheet may likewise be placed in the appropriate Assignment File.

When any new information concerning a volunteer comes into the office, the three sheets are taken from the files and the information, with the use of carbon paper, is typed on all three sheets, and the three sheets are then replaced in the proper books in the files. All books in the filing system are kept in alphabetical order.

The Master File sheets are to be found in canvas backed books—the break down of the Master File, in black backed loose leaf books which can be purchased at any Five and Ten Cent Store. A registration of more than six thousand volunteers, with the break down of their classification, training and assignments, is kept in the space shown. An inexperienced volunteer can use these books to obtain information about volunteers, and to make up lists for various purposes, with no danger of misplacing a registration, since all she has to do to obtain the necessary information is leaf through the books. Economy of space should be particularly noted.

The opposite page carries an illustration of a registration form, ready to be filed.

You will notice on the registration sheet in the lower left hand corner a space with the notation, "Training Courses Completed." This space is used to denote training courses completed *prior to* registration.

You will also notice on the sheet a space for District Number. Greensboro has been divided under Civilian Defense into fifteen districts, and these districts subdivided into smaller sectors. This information on a volunteer's sheet is necessary for certain protection assignments, such as Air Raid Wardens. The information is also useful when planning training classes, such as First Aid and Nutrition. Such classes may be arranged for the convenience of certain neighborhoods. Such a zoning is imperative for the operation of the Block system of the Citizens Service Corps.

Under the division on the sheet headed "Assignments," if no date is typed under "Completed," the assignment is still active. If, however, a completion date appears, the volunteer is available for other work.

When a registration is taken, the director or secretary of the Volunteer Office classifies the volunteer according to experience, training and type of work requested by the registrant. The type of work to which a given volunteer may be assigned is found under the heading "Work Classification." A volunteer may be given more than one classification. Note the registration sheet shown above.

On the left hand side of the sheet is a notation "Beds—Number." A listing of available space for housing evacuees is kept in the Volunteer Office, and this list is made up from the information on the registration blanks.

There are always a number of people who register for training courses only, or merely to signify interest, and who have no skills nor abilities for volunteer

CIVILIAN DEFENSE

GREENSBORO, N. C.

NAME: LAST Smith FIRST Mrs. John MIDDLE Henry
 (Frances Brown)

HOME ADDRESS: 110 First Street PHONE: 5566

BUSINESS ADDRESS: _____ PHONE: _____

PLACE OF BIRTH, CITY OR COUNTY: _____ STATE: N. C. COUNTRY: _____
Greensboro

DATE NATURALIZED: _____ LANGUAGES SPOKEN: French

CAR AVAILABLE YES OR NO: Yes DRIVER'S LICENSE? YES OR NO: Yes

PHYSICAL CONDITION: Excellent

CLUB OR GROUP AFFILIATIONS: First Presbyterian Church
Woman's Club - Y. W. C. A.

SKILLS, INTERESTS, HOBBIES: Sewing, Music and group leadership

PAID EXPERIENCE: Stenographer

VOLUNTEER EXPERIENCE: Girl Scout Leader
Red Cross Production

BEDS—NO. 3 Single BLOOD DONOR? YES OR NO: Yes

TRAINING COURSES COMPLETED: Standard First Aid DATE: 1940

INTERVIEWED BY: Mary Jones DATE: 3/12/42

VOLUNTEER OFFICE

APPLICATION FOR VOLUNTEER SERVICE

HOW MANY DISTRICT C-5 CHILDREN UNDER 16: 2

SEX: M F W: RACE: W X C: S: M: X MARITAL: D: O: STATUS: W: AGE: 30

TRAINING DESIRED: 1. Home Nursing
2. Nutrition
3. _____

DATE COMPLETED: 6/42

WORK CLASSIFICATION: Clerical and Recreation

REMARKS: Pleasant personality. Capable and conscientious. Interested in using musical ability.

EDUCATION: High School Graduate - Two years college

SPECIAL TRAINING: Commercial Course

ASSIGNMENTS: COMPLETED 6/42

DATE: 4/42 PLACEMENT: Typist - Children's Clinic
5/42 Typist - Volunteer Office
4/43 Music Committee - U. S. O.

NAME: FIRST Mrs. John MIDDLE Henry LAST Smith

work. In this case the "Work Classification" space is left blank, the green sheets are put immediately behind the white sheets in the Master File, and the yellow sheets are placed in a "No Classification" File.

The Greensboro Civilian Defense Office plans to continue its work on a permanent basis when the war emergency is ended. The office system is so planned that the long range program in the social service, recreational and educational fields can operate without interruption after the war is over. Certainly the civilian protection program is a vital one, but on the other hand a peace time program, using volunteers for the development of the permanent agencies, will result in an awakened community conscience, a knowledge of the community's lacks and needs, and an intelligent approach to its social problems. Therefore, any volunteer office should look beyond a world at war, and be prepared to carry over its setup into the reconstruction period, which must necessarily follow.

War Information Center

The necessity of war information grows out of the fact that the mobilization of all the resources of all the people for all-out war calls for all-out information for all the people. "In this war," said President Roosevelt, "we know books are weapons . . . weapons for man's freedom." "The services of librarians are urgently needed," said the director of the Office of War Information, "to see to it that the people have the facts before them."

The necessity of War Information Centers grows out of the fact that many agencies are sending out information on many facets of the war; that the bulletins, pamphlets and books containing this information cannot be sent to every person, but can be sent to information centers within reach of every person; that materials sent to many local chairmen of civilian war agencies are not always distributed to the persons for whom they are intended, are often unread, and sometimes unopened, with the result that needed information has passed from hand to hand without passing from mind to mind.

In rare instances Citizens Volunteer Offices have become Information Centers within the limitations of available time, space and equipment. In some instances local libraries have taken the bit in their teeth and set up Information Centers of their own. In some places libraries have been designated OCD Information Centers. In all places they should be designated as original or supplementary Information Centers of OCD. From the standpoint of OCD these centers should contain information on all the civilian protective services of the Citizens Defense Corps, all the civilian war services of the Citizens Service Corps, all the services of the Office of Price Administration, and the services of other war activities of interest

and concern to the people of their localities. To this should be added information on the multiplicity of problems involved in post-war planning on local, state, national and international levels, and so on ad infinitum.

The library of the University of North Carolina, under the leadership of Charles E. Rush, set up a War Information Center on December 8, 1941, under the active direction of Agatha Boyd Adams. The Institute of Government tested its mettle with a list of fifty or more specific and pointed questions on different phases of the war information discussed in this *Guide to Victory*. The technical efficiency and professional competence of this Information Center staff in finding answers to these questions prepares us to accept without question the judgment of the Carnegie Corporation: "The University of North Carolina, with its unusual library of war literature staffed chiefly by faculty wives and serving the entire state, is an outstanding example among the academic libraries."

Agatha Boyd Adams gives the following description of the War Information Center in the library of the University of North Carolina:

One hot August afternoon last summer a somewhat worried looking young woman came to the War Information Center in the University Library to find out all about a certain vessel in the Merchant Marine. The volunteer at the desk was not thoroughly familiar with the sources of such information, but she had all the willingness in the world to help, even though she wondered why a young girl should be so intense and so persistent about technical details of tonnage and displacement. A description of the vessel was finally found and the girl thanked the volunteer effusively. Two months passed, and one afternoon a stalwart lad in the uniform of the Merchant Marine appeared in the lobby. There was a rush of running feet and a little cry, and the girl who wanted to know all about the Merchant Marine threw herself into the sailor's arms—regardless of onlookers and library decorum. Her sailor's boat had been torpedoed, but he was safe and sound. And the War Information Center had a bit of romance to add to its collection of enlivening experiences.

"What is the War Information Center?"

Several weeks before Pearl Harbor the rumor began to go around that an Information Center was to be established in the University Library—only we didn't call it a War Information Center then. "Information Center on Civilian Morale" was the first title chosen. And that change, by the way, from the restrained phrase "civilian morale" to the grim word "war" reflects the tremendous change in American attitudes during the year that is past, the change from defense to the aggression of total war. Back in those weeks before Pearl Harbor, and even immediately afterwards, there were sceptics who questioned the need for a special wartime information center in the library. What was it for? What purpose would it serve not already adequately served by existing departments of the Library? If requests for such



WAR INFORMATION CENTER—UNIVERSITY OF NORTH CAROLINA LIBRARY

information came in, couldn't they be handled by the Extension Library? Even those of us who started working on the Center from the very beginning were not a bit sure just where we were going. But Charles E. Rush, University Librarian, had established such a Center in the Cleveland Public Library more than a year before. He was convinced of its usefulness and its importance. And he had the farsightedness and the enthusiasm which the rest of us lacked—at the beginning. The Information Center at Chapel Hill was actually opened the morning of December 8, 1941. Thus both Cleveland and the University of North Carolina became pioneers in establishing information centers.

What is the purpose of the Information Center? Primarily, to acquire a highly selected collection of up-to-date books, pamphlets, maps, clippings and other materials relative to the war which we are all engaged in fighting; to focus attention on this material; to make it readily accessible, easy to see, to examine, to borrow for reading; to make this material available not only to students of the university and the people of Chapel Hill, but also to anyone in the state who wants it. President Roosevelt has called books "weapons for man's freedom." Wendell Willkie said "This is a war for freedom—freedom here and freedom elsewhere. . . . Freedom is of the mind. Freedom is in that library of yours." Elmer Davis has challenged librarians "to see to it that the people have the facts before them. . . . In the present war, as never before, this duty of librarians assumes a first and pressing importance." The War Information Center is the University Library's answer to that challenge—an answer made almost a year before Elmer Davis's appeal to American libraries was issued.

One of the first steps in establishing the Information Center was to find out what books the library already had which were related to the present crisis. This was done before any new books were bought. Many of these already-owned books were brought out of their hiding place in the stacks and put on open shelves where everyone could see them; they were recent books on the different countries at war, our allies and our enemies, and books dealing with the history of the past twenty-five years, the failures of peace and the causes of conflict.

Another step was to write to such agencies as the British Information Services, the representatives in this country of the allied governments in exile, and many agencies interested in peace, in post war planning, and ask to be put on their mailing list. This request bore much fruit—some days almost too much. Interesting and lively pamphlets and posters began to arrive in quantities large enough to keep the small staff busy taking care of them.

Early in December, 1941, the Information Center had been designated one of the one hundred and forty key centers of information to be sponsored in colleges and universities throughout the country by the United States Office of Education. This meant that we immediately began to receive material from the government; from the Office of Facts and Figures—now superseded by the Office of War Information; from the Office of Price Administration, from the Office of Education, from the National Resources Planning Board, and numerous other related or associated agencies. The Information Center assumed bulk and reality as the files of pamphlets filled up. We were beginning to grasp more clearly what sources of material we could count on, what kinds of information could be derived from that material, how it might be used.

The University set aside a sum of money to be used to buy new books, pamphlets, magazines, and maps for the Information Center. Month by month,

over more than a year now, that sum has been used to add to the collection of fresh up-to-the-minute books about our allies, about our armed forces, and about the various intricate and far-reaching problems of global war, both at home and overseas.

Since the early days of the Information Center there has been an interesting and perhaps significant change in the type of books that we buy—a change more in emphasis than in kind. At first, being academically minded, we were inclined to put the emphasis on thoughtful and interpretative books—books that explored the backgrounds of democracy, or tried to analyze the causes of Nazi madness. Except at first, no one—or very few—read these books. What the young people now want—and what we tend more and more to give them—is, first and foremost, anything about flying: meteorology, air navigation, personal experiences in combat flying, descriptions of airplanes, books which have good pictures of airplanes; after that, most in demand have been books about the Navy—with a bow to the Pre-Flight School here in Chapel Hill. Then—books about the Army and about warfare in general, tanks and guns, paratroops and submarines. These are the especial excitements of our age, the especial preoccupations of modern youth.

In many cases, however, concern with such books has served as a bridge to lead the student reader to the more thoughtful type of book which interprets as well as depicts. Saint Exupery's *Flight to Arras* is a fine example of this kind, combining as it does to such an extraordinary degree the excitement of combat flying, with the spiritual adventure of the poet and thinker.

The location of the Information Center has helped to draw the attention of all readers to it. In the main lobby of the library, just at the front entrance, a big V-shaped counter holds the most recently received books, and such current periodicals as *Life*, *Fortune*, *The United States News*, *New Europe*, *Britain*, and news from the different governments in exile. Back of the counter are shelves of recent books. The students pause constantly to read and browse, as well as to borrow. All of the material assembled here may be taken out, including the magazines and the extensive collection of pamphlets. Someone is always in attendance at the desk, to help those who want suggestions about reading.

Colorful and often dramatic war posters are displayed on bulletin boards around the center. Some of these are from our own government—others come from overseas, from India, from Canada, from Czechoslovakia, from Australia, from Great Britain. They are frequently changed, so that there is nearly always something new and arresting to look at. Four other bulletin boards carry the news of the day in clippings, pictures, and maps. A large scale map of the world, and another large map of the Pacific help in locating rapidly shifting events.

The Information Center is open all day every week day including Saturday, and every evening except Saturday and Sunday. It would not have been possible to keep it open for such long hours without the aid of volunteers. Women who when they volunteered with the Chapel Hill Office of Civilian Defense indicated a preference for work of this type were assigned to the Information Center for duty. Some of them are housewives who have never worked in an office, two of them are ex-librarians, several work in offices all day and are willing to give up one precious evening a week to keeping the Information Center open. On Saturday afternoons the volunteers are wives



WAR INFORMATION CENTER—UNIVERSITY OF NORTH CAROLINA LIBRARY

of Navy officers, because that is the time when the cadets in the Pre-Flight School are free to come to the library. This group of twenty or more women disprove every objection that has ever been raised to the use of volunteers. Many of them have worked their three or four hours a week steadily and faithfully ever since the fifth of January, 1942. Their work has to an unusual degree been both conscientious and enthusiastic. Of course there's always the timid soul who "doesn't know anything" and is afraid to learn, and there was the over-dynamic helper who wanted to reorganize the Information Center into a debating society, which would have disturbed the academic calm of the library even more than do the blatant colors of our war posters. But the achievement of these volunteers has maintained a very high average, and many of them have experienced the thrill of satisfaction that comes from finding just the right book, or just the right answer to a request. The work of these volunteers was undoubtedly a factor in winning for the Information Center the commendation of the Carnegie Corporation. The annual report of the corporation for 1942, in speaking of the part played by libraries in the war effort, singled out the public libraries in Baltimore, Los Angeles, Denver, and New York, and then continued "The University of North Carolina, with its unusual library of war literature staffed chiefly by faculty wives and serving the entire state, is an outstanding example among the academic libraries."

What does the Information Center do all day? First, of course, it lends

books and pamphlets to those who want them, without any rental, service charge, or fine. And that goes for everybody in the State of North Carolina. The morning mail may bring a request from a small public library in the western part of the state: "We are putting on an exhibit on the United Nations. Can you lend us material?" We can, and one member of the staff starts collecting books, pamphlets and posters to be lent for that exhibit. A school library wants material on service opportunities in the armed forces. A lad already in the Naval Reserve and now in an isolated community wants the required list of technical books for his branch. A preacher is interested especially in plans for peace; what can we send him?

In the meantime the students bring their questions too. The International Relations Club is bringing to the campus a distinguished speaker from India. Can we put on a special exhibit about India? A senior is writing a paper on our natural resources in wartime and wants a little direction in finding material. Another, a girl this time, wants to get into Red Cross work right away; can we persuade the Red Cross to take her before she's twenty-five? The chances are we can't, but we'll write and try. And what about the Lehman Committee on Foreign Relief and Rehabilitation? How does one go about getting a job with them?

Last fall, just before the eighteen and nineteen year-old draft became law, the Information Center was besieged by lads, eager and bewildered, who wanted help in deciding what they could get into; who wanted right away more information than we or anyone else was equipped to give them. Now,



WAR INFORMATION CENTER—UNIVERSITY OF NORTH CAROLINA LIBRARY

all that is changed. The boys for the most part know what they are going to do. It is the girls who are restless, who feel they should be doing war work of some kind, who wonder if it is futile to spend two or three more years in college when there are so many clamorous needs pressing in upon them. For the guidance of these students, the Information Center has built up a small but very up-to-date collection on war jobs for women, and keeps a file of newspaper clippings about recent opportunities for women. One student found a job with Curtiss-Wright by following up a lead given in a clipping.

The Navy Pre-Flight School, which has been on the campus since May, 1942, has both changed and enlarged the scope of the Information Center. An officer said one day, "These cadets are getting awfully tired of hearing about John Paul Jones. We need some new naval heroes." So we started a file of clippings about naval exploits of the present war, and a most interesting file it is, full of enough daring and heroism to make any historical record seem pale. Another officer said he couldn't describe battleships to anyone who had never been on a battleship. He needed pictures. And we found him some big British posters which showed turrets and decks and guns.

Of course every now and then someone bobs up who thinks naively that the Information Center has secret sources of information—pipelines of news direct from Roosevelt, Eisenhower and Halsey. There was the student who wanted to know the location of all our airplanes in the Pacific at the present time. And the constantly recurring question as to the location of camps in this country—usually from a girl whose boy friend has just been transferred to a new camp. We have lists of the older camps; up-to-date lists are a carefully guarded military secret. Most amusing, as well as most flattering, of all, was the naval officer who asked us in all seriousness the exact present size of the United States fleet. Well now—the Navy Department knows, and won't tell its own officers, so why should we? No secret information of any kind is available here; we depend entirely upon trying to bring together and make accessible the most recent available information.

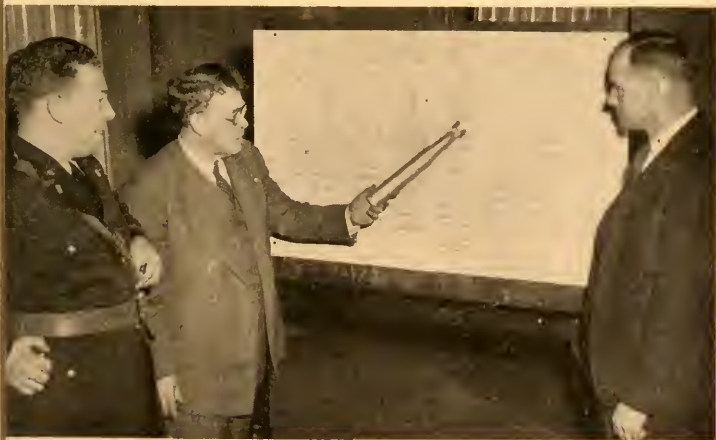
Working in an Information Center does not bolster one's ego; rather the reverse. Almost daily we who try to find information for those who seek it are reminded of our limitations. The students are keenly aware of new developments. They keep us on our toes with requests for up-to-the-second news about such inventions as submarine detection by a radio eye, Sperry gyroscopes, the P47 fighter plane. Often in such cases we must disappoint the inquirer, since not only actual specifications but even detailed descriptions of new weapons are of course a military secret. Nor can we provide facts about subjects that belong in the realm of prophecy, either when the war will end or what sort of airplanes we will fly in the future. And we most emphatically do not know exactly what the F.B.I. is doing right now.

Then there are always people who approach an Information Center as a fountain of wisdom and source of all knowledge; the fluttery visitor who couldn't get her car started—could we tell her how?; the housekeeper who had read in some government publication a "perfectly marvelous recipe for dried beans"—did we know it?; the flustered newlywed who had never before fired a coal furnace; and best of all, the extremely pretty co-ed who insisted that the staff of the Information Center look at her tooth, and decide whether the cavity could wait until she went home or must be filled at once.

Such incidents keep each day's work alive and stimulating. Enough has

been told here to show that both students and faculty have responded with enthusiasm to the service offered by the Information Center. Their enthusiasm and their interest has in turn suggested ways of enlarging and enriching the scope of our collection. The use of the Information Center by the campus in general has amply justified the far-sightedness of Mr. Rush in establishing such a collection. We have endeavored to keep the collection flexible and aware of the constantly shifting needs and interests of the university and community.

Part of the original purpose of the War Information Center has been filled in a year of constantly expanding activities—the purpose of making current information easy to get at in the University and in Chapel Hill. Its second purpose—to extend the same type of information service to the state—has not been as eagerly responded to. This service is free to everyone in the state. Books, pamphlets, and other material can be sent to individuals, clubs, or libraries; yet only comparatively few have asked for them. There must be many people in North Carolina who realize the vital importance now of extending the boundaries of our knowledge, of stretching our limitations beyond the frontiers of home, to include an acquaintance with all the peoples of the earth. North Carolina has never been isolationist. The people of the state realize now more than ever that they need to understand all the intricate factors involved in the present world tragedy, that they may be the better prepared to take an intelligent part in planning for peace and for the future. We hope that these people, aware of the tremendous importance of acquiring current and well-balanced information on world affairs, will more and more make use of the services of the War Information Center in the University Library.



THREE EXPERTS ON FIRE DEFENSE. Sherwood Brockwell, State Fire Marshal and instructor in the statewide Civilian Protection Schools, demonstrates his instruction materials to another of the instructors, Captain J. M. Mundy, Drillmaster of the Charlotte Fire Department, while Captain Kenlon H. Brockwell of the Army Fire Service, a chip off the old block, looks on.

Questions

1. Does your community have a Citizens Volunteer Office? Who is its chairman? Who are members of its office staff? Is it open at regular hours during mornings, afternoons, or evenings? Where is it located? What does it have in the form of records, equipment, information? What does it do? What, if anything, should it do that it is not now doing? How many volunteers has it recruited—for the Citizens Defense Corps? the Citizens Service Corps? How many of these volunteers have been trained in their duties?
2. Does your community have a War Information Center? Where is it located? When is it open? Does it have adequate information on all the civilian protection services of the Citizens Defense Corps? the civilian war services of the Citizens Service Corps? Office of Civilian Defense? Office of Price Administration? other civilian war agencies? Does it have adequate information on problems of post-war planning on local, state, national and international levels?

Part IV

INTERNAL SECURITY

The Enemy Within Our Gates

*"... he which hath no stomach to this fight,
Let him depart; his passport shall be made,
And crowns for convoy put into his purse:
We would not die in that man's company
That fears his fellowship to die with us."*

The security of North Carolina is threatened by enemies within and enemies without.

Established agencies for the preservation of internal security in North Carolina include: (1) city, county, state and federal law enforcing officers; (2) night watchmen, plant guards, railroad police and other similar industrial guards; (3) military reserves—including the state guard, military police, station complement troops—under the Commanding Officer for Internal Security in North Carolina. A state of war adds to the peace time responsibilities of these established agencies the war time duties of guarding against espionage, sabotage, subversive propoganda, and other threats to our internal security.

Espionage, Sabotage and Subversive Propaganda

When General Franco in the thick of the Spanish Civil War remarked that four of his columns were converging on Madrid, and would be met there by a *fifth column* which would rise up in the heart of the city, he gave a blanket name to a list of more or less offensive things usually described under the headings of espionage, sabotage and other subversive activities—some of them as old as history.

The enemy within our gates. In the early 1930's the Axis powers were sending their propagandists, spies and saboteurs within our gates in the form of ambassadors and consuls and their staffs; in the form of "tourists," "immigrants," "refugees," and many other undercover guises. After our doors were closed, with the outbreak of the war, they began to sneak in saboteurs by submarine. Some of them have been caught. We do not know how many still run free.

They added new recruits from citizens of German extraction already here. They started on the theory that once a German

always a citizen of the fatherland. "Blood is thicker than passports," they said as they set out to woo and win German-Americans away from their sworn allegiance. To wooing words they added wooing coin, until they saw the "jingle of the guinea heal the hurt that honor feels." When neither love of fatherland nor love of money worked their Nazi will, they buttressed their persuasions with commands, and reinforced their commands with threats of concentration camps for relatives and loved ones still on German soil.

Espionage. Within a year after Hitler had destroyed democracy in Germany, say the authors of "The Secret War Against America," every section of the United States "had its quota of Nazi-dominated, German-American rifle-clubs, 'cultural' and 'fraternal' organizations." Their spy schools and laboratories of psychological warfare were sending "trained observers to study every phase of American life, from the character of prominent citizens to morale in the CCC camps," and make a special "Index of American Industry."

These "trained observers," planted in key positions, were spying on every link in our battle chain: (1) from the production of raw materials in fields and mines and forests, (2) to the manufacture of these raw materials into munitions of war in our industrial plants, (3) to the transportation of these materials of war from fields to factories, to seaports, to fighting fronts.

The thoroughness of this espionage was revealed by a foreign industrialist who boasted, according to the Federal Bureau of Investigation, that he could obtain complete information on any American defense industry within twenty-four hours. The person to whom he was talking tested his boast by calling for confidential information on a specific munitions plant. On the very next day, according to the authors of "Sabotage," the foreign industrialist presented a comprehensive summary of the munitions plant's business which "named each individual worker; classified each one politically, racially and religiously; set out what each had done in the past, what he was doing at present, and what he might be used for in the future, together with his loyalties and international sympathies." This report revealed that espionage had taught the Axis powers more than the owners knew about the operations of this particular business.

Recent court proceedings have revealed specific tasks of espionage assigned to certain Axis spies. They have been instructed

to get information on such things as tested methods of bacteriological warfare; the new American gas masks; anti-fog devices; anti-aircraft shells; automatic range finders; devices by which one ray directs bombers to objectives while a second ray releases bombs directly over targets; textiles for Army uniforms that neutralize mustard gas; monthly production of airplane factories; exports to all countries; shipping dates by steamer or by air transport.

Recent raids by the FBI have uncovered in the hands of suspects: "caches of guns, ammunition, explosives, maps, charts, high power cameras, signaling devices, short-wave radios, and other equipment of spies and saboteurs—together with detailed accounts of U. S. fortifications, airfields, ports and other vital defense centers."

Espionage had supplied the Nazi saboteurs, who landed on our coast, with specific information on hydro-electric plants at Niagara Falls; aluminum plants in New York, Illinois and Tennessee; the railroad terminals at Newark; New York City's water reservoirs; the horseshoe curve of the Pennsylvania Railroad at Altoona, the destruction of which would paralyze Pennsylvania's anthracite coal industry by wrecking transportation.

The record of espionage activities is as old as the lords of the Philistines. They called on the daughter of the Timnite to "entice thy husband that he may declare unto us the riddle," and on Delilah to "see wherein his great strength lieth"; promising in one case to reward her with "eleven hundred pieces of silver," if she found out what they wanted, and threatening in the other to "burn thee and thy father's house with fire," if she did not give them the information they desired.

Sabotage. Espionage thus greased the Axis way for sabotage on many lines. "If ye had not ploughed with my heifer," said Samson to the Philistines, "ye had not found out my riddle." And in recent months we have had occasion to echo these ancient words as we have found the "memorandum of Instruction to Saboteurs" listing "various methods of crippling railroad cars and engines, burning out boilers of locomotives, blocking and destroying rights of way, and even the deterioration of the underground high-tension cables on electric railroads."

Sabotage by violence. We have echoed these words as we have found that a Nazi spy had memorized the blue prints of the Norden bombsight and delivered them to Goering; that cannon have been

fixed to crack on the first discharge by pouring a little coffee down the cooling barrel of finely tempered steel; that airplanes have been damaged "by cutting their communications lines, placing sections of rubber tubing in gasoline tanks, and crushing metal tubing"; that parachutes, airplane fabrics, machine-gun clips and army uniforms have been destroyed by special acids causing the rapid deterioration of cloth; that "sugar stores aboard a large American steamship had been treated with a poisonous chemical ordinarily used as a water softener or cleaning agent"; that costly drills and lathes have been destroyed in shipyards by ground glass and emery dust, and that valuable dies have been damaged by loosening the set screws or placing a putty knife across them as the press punch was being lowered; that thermite pencils and zeppinites, chiclet bombs, lead pipe bombs, and cabbage bombs have been released for their incendiary and explosive work.

Sabotage by bargain and sale. Thus, "sabotage" has lived up to the nineteenth century meaning it acquired when French weavers flung their wooden shoes, called "sabots," into their looms to smash the machinery they believed would rob them of their jobs. But there are other subtler forms. "I'll buy what I can, and blow up what I can't," was the motto of Franz Von Rintelen who boasted the sabotage of "thirty-six American and Allied ships loaded with war materials in the first World War." Between World War I and World War II, this device of sabotage by bargain and sale was worked with crippling power. Illustrations of this device are given with convincing clarity by the authors of "Sabotage! The Secret War Against America."

A German business firm made an agreement giving an American optical company the "American monopoly rights on patents for the production of such vital war items as bombsights, range-finders, periscopes, altimeters, torpedo directors, gunsights and telescopes," *on the condition* that the military department of this optical company be headed by a person acceptable to the Germans; and *on the further condition* that this company pay royalties to the Germans on all military optical goods, including sales to the United States government. Under this agreement the Nazis kept acquainted with the military optical equipment of the United States Army and Navy. Under the controlling Nazi influence the American firm turned down French and British orders for \$1,500,000 of military optical instruments in 1935. And the United States Department of Justice, moving to break this agreement in 1940,

found it had prevented the United States from "building up a military optical industry with sufficient plants and skilled men to meet the war emergency."

Similar agreements forestalled or crippled the manufacture and sale in the United States: (1) of tetracine—a non-poisonous to handle, non-corrosive, and inexpensive chemical compound, vastly superior to other priming materials used in machine gun, rifle and pistol ammunition; (2) of the "magic metal" beryllium—"two per cent of which mixed with copper makes a metal stronger than most steels"; (3) of magnesium—"a vital war material one-third lighter than aluminum"; (4) of tungsten carbide—a "vital element in machine tool manufacture"; (5) and of many other products vital to the prosecution of the war. Under other agreements, American business firms "helped the Nazis in 1939 to design their plant facilities in Germany for manufacturing synthetic aviation gasoline, while at the same time withholding essential information necessary for the building of synthetic oil and rubber plants in the United States."

Sabotage by propaganda. "Nothing will be easier than to produce a bloody revolution in North America," said Hitler's mouth-piece, Goebbels. "No other country has so many social and racial tensions. We shall be able to play on many strings there." This out-pouring of the Nazi propaganda chief was based on a reading, or misreading, of movements in American history.

He based his prophecy on the theory that our differing racial stocks with their differing traditions, traits and tendencies—forever at each other's throats in Europe and throughout the world—had brought their suspicions, jealousies, hatreds, and hostilities to American soil, resisted the fusion of the melting pot and turned the United States into a madhouse divided against itself; that these differing racial stocks could be kept divided by Nazi agents to the preclusion of any common purpose, action, or achievement.

"The United States," said the foremost Nazi strategist of terror, "must be gradually disintegrated, broken down, rotted, so that it falls apart like a fungus treaded upon in the forest." With characteristic thoroughness these Teutonic termites undertook to turn this wishful thinking into fateful fact. We heard their music all along our lifelines. They played off race against race—Negroes against Nordics, and both against Jews. They played off class against class—rich against poor, labor against capital, new dealers against old dealers, and all against the Communists.

For a season the Nazis set up their own propaganda "bunds," flooded them with money and "literature," and sent over a supervisor to inspect, stimulate and guide them. They sang the Axis lullaby to slow down when they could no longer stop the strengthening of United States defenses in Guam, Wake Island and throughout the Pacific. They sang it again to prevent the building of protective bases on islands approaching our Atlantic shores. They threw rocks in the road and monkey wrenches in the machinery, in the effort to keep the Neutrality Act in force; to forestall the "cash and carry" plan of helping the democracies, the lend-lease, and the protective convoy. They struck a raw and blatant note when one "German-American" bund threatened to remove from public life all congressmen who stood up on these measures to be counted as Americans; and they promised rewards to those who cowered and quit like Quislings. At this point the Nazi supervisor called the German-American Bund a "blunderbund," and started underground.

He followed a pattern forged in the fires of World War I and described in the post-war confession of Captain Franz Von Rintelen, the German saboteur: "The first thing I did was to hire a large hall and organize a meeting, at which well-known men thundered against the export of munitions . . . [Certain] members of Congress; . . . [a] former American Ambassador; . . . a former Attorney-General; together with a number of University professors, theologians and Labor leaders appeared and raised their voices. I sat unobtrusively in a corner and watched my plans fructifying. None of the speakers had the faintest suspicion that he was in the 'service' of a German officer sitting among the audience. They knew the men who had asked them to speak, but had no idea that the strings were being pulled by somebody else."

"The adroit thing to do," wrote the leader of the U. S. Silver Shirts, "is to let a spontaneous American movement be born here that has exactly similar principles and precepts to Hitler's, that shall be American in character and personnel, and that shall work shoulder to shoulder with German aims and purposes. . . ."

The authors of "The Secret War Against America" point out the varied efforts of the Axis propagandists to find the right American vehicles on which to ride. When certain prominent Americans "addressed a mass meeting of the America First Committee in Manhattan Center on April 23, 1941, the New York press reported that the audience was to an alarming extent made

up of members of the Christian Front, the German American Bund, the Crusaders for Americanism, the Christian Mobilizers and other such organizations.

"The American Legion in California undertook an exhaustive investigation of Axis agents in the America First Committee [and on] October 10, 1941, . . . issued the following public report of its findings . . . :

'The American Legion Committee finds that in meetings of America First, processes are at work whereby a person attending merely to seek information, may unwittingly be transformed into a Nazi sympathizer, and even into a potential traitor to his country.'

In the months before Pearl Harbor they were sending out their propaganda under the cover of the congressional frank, and American political leaders were sounding it off to the nation from the floors of Congress. And though the mask wore thin in spots, it was not torn off until the news of Pearl Harbor flashing across the wires caught two Japanese envoys on a "peace" mission in the corridors of the State Department in Washington.

Espionage, sabotage and subversive propaganda ran to cover with Pearl Harbor, but they did not stop. In a secret meeting of Axis sympathizers ten days after Pearl Harbor, one of the leaders admitted that the "big names" would have to pipe down, but added that "the organization should not be destroyed." He continued: "I have never been in the limelight and I have nothing to lose. I can remain active in a quiet way. I should like to offer to keep the files. We must get ready for the next attack. . . ."

The documents found on the eight saboteurs, who landed on our shores under the cover of darkness in June, 1942, showed that they had been "sent to the United States to supervise the activities of a large and well organized sabotage ring in existence in this country" six months after Pearl Harbor. They brought with them ". . . \$174,000 in United States currency for bribery and for paying off their accomplices in the United States." Each man had been trained at a special sabotage school near Berlin; each had been chosen for his familiarity with the American language; and each had lived in the United States. Two were American citizens, and most of them had been members of the German-American Bund.

"They had come equipped with all the latest devices for sabotage: high-explosive bombs disguised as pieces of coal and wooden

blocks, special timing devices, fuses of all sorts, blocks of TNT carefully packed in excelsior, rolls of electric cable, and a number of small incendiary bombs disguised as fountain pens and pencils. They had even been supplied by the German Intelligence with forged Selective Service and Social Security cards."

Thus the Axis powers played us for suckers. We ought to have known better. If we had read our Bibles a little more closely we would have known better. Twenty-four hundred years ago, Nehemiah ran afoul of these same subversive propagandists in rebuilding the walls of Jerusalem, and wrote his troubles down for us to read: "But it came to pass that, when Sanballat, and Tobiah, and the Arabians, and the Ammonites, and the Ashdodites, heard that the repairing of the walls of Jerusalem went forward, and that the breaches began to be stopped, then they were very wroth; and they conspired all of them together to come . . . against Jerusalem and to cause confusion therein."

They sought to delay defensive efforts through peace negotiations: "Come let us meet together in one of the villages in the plain of Ono. . . . And they sent unto me four times after this sort . . ."—propaganda which was reflected in the conduct of Hitler with Chamberlain at Munich and Berchtesgaden, and of the Japanese envoys to the United States on the eve of Pearl Harbor.

They sought to undermine the leadership of Nehemiah with his people through unfounded rumors: "It is reported among the nations, and Gashmu saith it, that thou . . . wouldest be their king. . . ."—propaganda reflected in recent rumors that Roosevelt would overthrow the constitution and make himself dictator.

They sought to persuade the leaders to withdraw from their work: "Let us meet together . . . within the temple, and let us shut the doors of the temple. . . ."—propaganda reflected in isolationist arguments that the United States should crawl in her own hole and pull it in after her.

They ridiculed the efforts of Nehemiah. Sanballat, speaking before his brethren and the army of Samaria, inquired: "Will they fortify themselves?" In modern words—fortify Guam and establish bases in Greenland, Iceland, Bermuda, Trinidad? "Will they sacrifice? In other words, put guns before butter? "Will they make an end in a day? That is, organize armies, equipment, and transportation fast enough to beat the Axis to the draw? "Will they revive the stones out of heaps of rubbish?" That is, salvage scrap metals and other materials needed for the sinews

and the steel of fighting men? Tobiah, the Ammonite, capped the climax of this ridicule with the statement: "Even that which they are building, if a fox go up he shall break down their stone wall."

These modern Sanballats and Tobiahs almost brought us to the position to which Delilah brought Samson when "she made him sleep upon her knees; and she called for a man and shaved off the seven locks of his head . . . and his strength went from him. . . . And the Philistines laid hold on him, and put out his eyes; and they brought him down to Gaza, and bound him with fetters of brass; and he did grind in the prison house." So is it today with the people of France, Holland, Belgium, Czechoslovakia, Scandinavia, and other Axis-dominated countries.

Thus, this generation is not the first to learn that eternal vigilance is the price of liberty; nor the first to have its Sanballats and Tobiahs, its Delilahs and daughters of the Timnite; nor is it the first to learn the truth uttered by the Grecian poet two thousand years ago—

"Death is a gentler lord than tyranny."

Lines of Defense

The first line of defense against the forces of espionage, sabotage and subversive propaganda is held by law enforcing officers: city, county, state and federal.

City law enforcing officers came into North Carolina with the concentration of population in limited areas and the subsequent growth of special law enforcement problems. For a time citizens were called, alphabetically or by lot, to service as "night watchmen." These night watchmen gradually gave way to the "town constable," the "town marshal," and finally the "policeman." *County law enforcing officers* came with the organization of the county and included the sheriff as the principal officer, the deputy sheriffs, and the township constables with county-wide jurisdiction. *State law enforcing officers* came with the growth of a state system of hard surface highways, and were followed by the State Bureau of Investigation. *Federal law enforcing officers* began with United States marshals, followed by specialized agencies, and then by the Federal Bureau of Investigation as the principal agency with general jurisdiction.

Espionage meets espionage. On September 6, 1939, the President of the United States directed the FBI "to take charge of in-



THE FBI FIGHTS SABOTAGE TO MAKE SURE THAT NOTHING WILL HALT, EVEN TEMPORARILY, THE EFFORTS OF THE FARMER, THE SHOP WORKER, THE MINER, THE OFFICE WORKER, TO GIVE TO THE FIGHTING FORCES OF THE UNITED NATIONS A STEADY FLOW OF PLANES, TANKS, SHIPS, GUNS, SHELLS, TORPEDOES, AND OTHER ARTICLES AND EQUIPMENT FOR WAR.

PRODUCED BY T. H.

vestigative work in matters relating to espionage, sabotage, and subversive activities," and requested the "police officers, sheriffs and all other law enforcement officers in the United States to turn over promptly to the nearest representatives of the FBI any information relating" to such matters. The FBI began to bring the law enforcing officers of the country into this cooperative program through a series of quarterly conferences which it continues to this day. New statutes required the registration of aliens, foreign agents, and subversive organizations, and strengthened the laws against espionage, sabotage and subversive activities. Steps were taken to protect industrial plants engaged in defense work. Raids were made on homes and hideouts of enemy suspects. Sabotage equipment was seized. Aliens were removed from coastal regions. Espionage rings were rounded up and convicted spies and saboteurs were jailed or executed. Law enforcing officers are locking arms in the first line of defense against these threats to internal security—a line of defense that must continue with unceasing vigilance throughout this war, and into the peace which follows.

The second line of defense includes the industrial plant guards, the military police, the state guard, and other military forces.

Industrial plant guards. It was perhaps natural that railroads, with tracks and rolling stock crossing local government units should first feel the need for law enforcing officers not restricted by city and county lines. In 1871 steam railroad companies were authorized by the General Assembly to apply to the Governor for the appointment of special officers, with the powers of city police on railroad lines wherever they ran and on railroad property wherever located within the state. This power was extended to railroad station masters and railroad conductors. In 1917 it was extended to electric, water power, and construction companies; in 1923 to manufacturing companies; and in 1943 to motor vehicle carriers.

The presence of espionage and threats of sabotage have brought about the strengthening of these plant guards in most establishments—particularly in plants engaged in war work, in power dams and transmission lines, railroad bridges and terminals, and other strategic installations. In one great industrial establishment in North Carolina, under the pressure of war-time dangers, the number of plant guards has increased to three hundred. Over two thousand plant guards, sworn in as auxiliary military police, are on duty in defense industries in this state. For the most part they

are under the direction of the Commanding Officer for Internal Security in North Carolina with headquarters at Fort Bragg.

Military police and other military forces. Every military establishment in North Carolina, such as Fort Bragg, has its quota of military police. This quota is greatly increased under the pressure of war-time hazards and by the coming of new camps and fresh troops; until the number of military police in North Carolina today reaches into the thousands, operating from the home bases of military camps in all sections of the state.

Other military forces available for the preservation of the internal security of North Carolina in emergencies include: the state guard, station complement troops at the various military establishments, coastal combat teams, and further supplementary troops from regular military forces when the occasion requires.

On December 20, 1941, the War Department issued orders leading to the establishment of the Eastern Defense Command, charged with defending all states along the Atlantic Seaboard from Maine to Florida. General Hugh Drum was later designated as military commander in this area. Four corps areas come within this territory, and General William Bryden was designated head of the Fourth Service Command in the Fourth Corps Area, with headquarters in Atlanta. Colonel William S. Pritchard was designated Commander of Internal Security District No. 2, which is the state of North Carolina, with headquarters at Fort Bragg.

On May 16, 1942, General Drum issued Proclamation No. 1 designating the Four Corps Area Commanders within the Eastern Military Area as authorities to issue instructions for the dimming of lights along the Coast "and for a reasonable distance in the rear thereof," and to call on the proper state and local agencies and officials to help enforce the lighting instructions. Pursuant to this authority, General Bryden of the Fourth Service Command issued dimout regulations applying to North Carolina.

On September 7, 1942, General Drum issued Proclamation No. 2 designating Restricted and Prohibited Zones. *The Restricted Zones* lie along the sea coast with few exceptions. No person is allowed within one hundred yards of the sea line between sunset and sunrise unless he is in the armed forces performing official duties. And throughout the Restricted Zone, no person may have in his possession "any firearm, ammunition, short wave radio receiving set, signal device camera, telescope, drawing or picture of a military or naval institution. . . ." without permission from the proper



COLONEL WILLIAM S. PRITCHARD

*Commanding Officer Internal Security District Number 2
State of North Carolina*

military authorities. *Prohibited Zones* include military and naval installations and certain industrial plants engaged in war production. No person is allowed "to enter, remain in, or leave" these zones for any purpose without an individual permit issued by the proper military authority. The foregoing restricted and prohibited zones were extended by Proclamation No. 3, issued by General Drum on December 21, 1942.

On January 27, 1943, General Drum issued Proclamation No. 4, extending military control over certain phases of air raid protection, making the right to enter or remain in the Eastern Military Area depend on acceptance of "regulations governing air raid pro-

FOURTH SERVICE COMMAND

MILITARY

1. DEFENSE COMMANDS
2. FIGHTER COMMANDS
3. STATION COMPLEMENT TROOPS
4. STATE GUARD FORCES
5. ADJACENT 1'S DISTRICT
6. INFORMATION & FILTER CENTERS

INTERNAL SECURITY DISTRICT

NUMBER TWO

THE STATE OF NORTH CAROLINA

CIVIL

1. FEDERAL, STATE, COUNTY, & MUNICIPAL ENFORCEMENT AGENCIES
2. O.C.D.
3. OTHER RECOGNIZED CIVILIAN ORGANIZATIONS

ENEMY ATTACK

- A. ESTABLISH LIAISON WITH FOURTH SERVICE COMMAND, COASTAL COMBAT COUNTY, MARSHAL PALM BEACHES
- B. EMPLOYMENT OF STATION COMPLEMENT
- C. EMPLOYMENT OF STATE TROOPERS
- D. STATE GUARD FORCES TO GAIN INTELLIGENCE ON ENEMY AND TO PREVENT INTRUSION
- E. COORDINATE WITH FEDERAL TROOPS, MARSHAL PALM BEACHES, AND COASTAL COUNTY
- F. PLAN FOR USE OF TROOPS & COMMUNICATIONS ON MOMENTS FOR USE OF TROOPS
- G. EVALUATION OF CIVILIAN ALL FORCES
- H. COORDINATE WITH ALL FORCES TO PREVENT SABOTAGE & DAMAGE (INTRA-STATE & INTER-STATE)
- I. PLAN FOR PROTECTION OF PERSONS
- J. PROPERTY IN NORTH CAROLINA

COASTAL AREAS

- A. ESTABLISHMENT OF RESTRICTED AREAS ON ORDERS HIGHER AUTHORITY
- B. ABILITY TO RESTRICT ZONES
- C. INSPECTION & CONTROL OF LIFETIME
- D. INSPECTION & CONTROL OF SHIPS AT SEA
- E. AT NIGHT
- F. RESPONSIBILITY OF AREAS
- G. RESPONSIBILITY BETWEEN ARMY & NAVY

PLANS FOR DEFENSE AGAINST AIRBORNE OR OUTDOOR ATTACK BY TROOPING GUARDS AT

- A. AIR FORCE
- B. ARMY POSTS & STATIONS
- C. GOVERNMENT BARRACKS
- D. AIR FORCE
- E. RADAR STATIONS
- F. SENSITIVE AREAS

COUNTER SUBVERSIVE ACTIVITIES

- A. COUNTER FIFTH COLUMN PLAN
- B. COOPERATION WITH F.B.I. & D.D.I.
- C. PLANT GUARD FORCES ORGANIZED AS
- D. STATE GUARD POLICE
- E. COUNTY PLANT GUARD
- F. COUNTY PLANT GUARD
- G. COUNTY PLANT GUARD
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- W. COUNTY PLANT GUARD
- X. COUNTY PLANT GUARD
- Y. COUNTY PLANT GUARD
- Z. COUNTY PLANT GUARD

BLACKOUTS

- A. AUTHORITY FOR ORDERING PRACTICE BLACKOUTS
- B. PROCEDURES FOR ORDERING PRACTICE BLACKOUTS
- C. MAINTENANCE OF PLANT GUARD
- D. PLANT GUARD FORCES ORGANIZED AS
- E. COUNTY PLANT GUARD
- F. COUNTY PLANT GUARD
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- Z. COUNTY PLANT GUARD

INSPECTION & SUPERVISION OF EXTERNAL SECURITY MEASURES

- A. INSPECTION & SUPERVISION OF EXTERNAL SECURITY MEASURES
- B. INSPECTION & SUPERVISION OF EXTERNAL SECURITY MEASURES
- C. INSPECTION & SUPERVISION OF EXTERNAL SECURITY MEASURES
- D. INSPECTION & SUPERVISION OF EXTERNAL SECURITY MEASURES
- E. INSPECTION & SUPERVISION OF EXTERNAL SECURITY MEASURES
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- X. INSPECTION & SUPERVISION OF EXTERNAL SECURITY MEASURES
- Y. INSPECTION & SUPERVISION OF EXTERNAL SECURITY MEASURES
- Z. INSPECTION & SUPERVISION OF EXTERNAL SECURITY MEASURES

STATION COMPLEMENT TROOPS

- A. ORGANIZATION OF PROFESSIONAL TACTICAL UNITS
- B. TRAINING
- C. PLANS FOR EMPLOYMENT OF PROVISIONAL UNITS IN EVENT OF EMERGENCY

STATE GUARD

- A. MAINTAIN LIAISON
- B. ASSIST IN TRAINING
- C. EVALUATE
- D. COORDINATE EFFORTS TO BEST UTILIZE STATE GUARD FORCE IN MAJOR INTERNAL DISTURBANCES
- E. PLAN FOR USE OF GUARD IN CASE OF INTRUSION OR ATTACK AT ANY POINT

MILITARY ORGANIZATION OF PLANT GUARDS

- A. ORGANIZATION AS AUXILIARY MILITARY
- B. INSPECTION INSTRUCTIONS & TRAINING
- C. PLANT GUARD
- D. PLANT GUARD
- E. PLANT GUARD
- F. PLANT GUARD
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WAR DISASTER RELIEF PLAN

- A. PURPOSE
- B. DISASTER RELIEF PLAN
- C. DISASTER RELIEF PLAN
- D. DISASTER RELIEF PLAN
- E. DISASTER RELIEF PLAN
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- X. DISASTER RELIEF PLAN
- Y. DISASTER RELIEF PLAN
- Z. DISASTER RELIEF PLAN

DISASTER & FLOOD RELIEF

- A. PURPOSE
- B. DISASTER RELIEF PLAN
- C. DISASTER RELIEF PLAN
- D. DISASTER RELIEF PLAN
- E. DISASTER RELIEF PLAN
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- W. DISASTER RELIEF PLAN
- X. DISASTER RELIEF PLAN
- Y. DISASTER RELIEF PLAN
- Z. DISASTER RELIEF PLAN

COORDINATION OF AGENCIES

- A. CONTACT WITH & COORDINATION ACTIVITIES OF THE FOLLOWING AGENCIES
- B. STATE POLICE
- C. STATE HIGHWAY DEPT
- D. STATE HIGHWAY DEPT
- E. STATE HIGHWAY DEPT
- F. STATE HIGHWAY DEPT
- G. STATE HIGHWAY DEPT
- H. STATE HIGHWAY DEPT
- I. STATE HIGHWAY DEPT
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- X. STATE HIGHWAY DEPT
- Y. STATE HIGHWAY DEPT
- Z. STATE HIGHWAY DEPT

tection, including coastal dimout, blackout, the control of lighting and radio, the movement of vehicles and other conveyances, and activities of persons during periods of blackout and air raid, and related matters."

The many duties of the Commanding Officer for Internal Security in North Carolina include the inspection and supervision of "telephone trunk routes and sensitive installations pertaining thereto; army, navy, or other federal installations and industrial plants engaged in national defense work; inland waterways and river routes including locks and dams; power plants and dams pertaining thereto; sensitive plants on crude oil gasoline and gas trunk pipelines; commercial air fields important because of temporary use by army and navy aviation; radio stations and range stations in sensitive areas."

His duties further include: counter-subversive activities; plans for defense against air borne or paratroop attack; establishment of restricted areas along the coast and elsewhere on order of higher authority; enforcement of restrictions applicable to restricted zones; inspection and control of lighting and traffic in restricted areas to prevent the silhouetting of ships at sea at night; responsibility for ordering practice blackouts and seeing that adequate blackout measures are taken in North Carolina.

Colonel William S. Pritchard, Commanding Officer for Internal Security in North Carolina, has prepared the following poster for distribution in the North Carolina dimout zone, and the subsequent summary of the U. S. Army regulations for the North Carolina dimout zone.

U. S. APPEALS TO YOUR PATRIOTISM

Help save the lives of our merchant seamen! Help save our ships! Help lick the subs! Help shorten this war!

Black out and keep blacked out all lights visible from the sea, from any angle.

Keep down the loom, skyglow; turn out all exposed outside light.

Black out the top half of your auto headlights, run only on parking lights with 6 or less candle power bulbs, where your lights are visible from the sea.

Keep off the beaches at night. Don't land or take off in a boat except from places customarily used for such purposes. Don't park with the front of your car toward the sea.

U. S. ARMY REGULATIONS FOR NORTH CAROLINA DIMOUT ZONE

SUMMARY

Dimout Zone Defined. All of New Hanover, Brunswick, Currituck, Dare and Carteret counties, all of Ocracoke Island; also that part of Onslow and Pender counties lying east of a line marked by a highway from Stella to Silverdale, thence straight line from Silverdale to Jacksonville, thence Highway 53 to Burgaw, thence improved road, Burgaw to Longcreek, thence straight line, Longcreek to junction Pender-Columbus-Brunswick county lines; the area within the town limits of Jacksonville, Burgaw, Longcreek excluded.

Auto Lights. Upper one-half of lens of headlights must be obscured by opaque paint or opaque material and car operated on dim lights only throughout zone.

Where lights are visible from the sea, cars must be operated only on parking lights equipped with bulbs of 6 or less candle power. Cars must not be parked with lights toward the sea.

Residence and Commercial Enterprises. Interior lighting of buildings used for residential or commercial purposes shall be shaded or otherwise controlled either at the source of light or at the openings of such buildings in such manner that the source of light shall not be directly visible from any point outside of said buildings, throughout zone.

Visible from the sea, all lights or reflections therefrom, shall be blacked out so that they cannot be seen at any angle from the sea.

Outside Lights. All exterior advertising signs, however illuminated, shall be extinguished. All other exterior lights shall be permanently shielded so that no source of light shall be visible at an angle less than 45 degrees below the horizontal, and in no case shall the lighting as measured on the open area exceed one foot candle at any point.

Beaches. No person, other than those in the performance of official duties, shall enter upon or be found in the area seaward of a line 100 yards inland from the line of mean high tide, during the period sunset to sunrise. Whenever such area is paralleled by a public road or boardwalk, and such public road or boardwalk is less than 100 yards inland from the line of mean high tide, the prohibitions shall extend only to the area seaward of such public road or boardwalk. In cases where residences, hotels, dance halls, piers, or other public or private buildings lie within or project into the area defined, said buildings and roads and walks leading therefrom landward, shall not be considered to be within the prohibited area, but egress from said buildings seaward shall not be made during the hours of darkness.

Any person found within any restricted beach area, shall, whenever called upon by any member of an enforcement agency, identify himself and otherwise explain his presence and activity therein.

No person, except in the performance of official duties, shall use or operate at any time or place, within the restricted beach zone, any camera, binocular, field glass, or instrument of visual aid, or any signaling device.

No person, not in the performance of official duties, shall enter upon or leave any restricted beach zone by water except from places customarily used for such purposes.

Penalties. Any person violating any regulation herein summarized is subject to the penalties provided by Title 18, Section 97 A, United States Code, a fine not to exceed \$5,000, or imprisonment for one year, or both, for each offense, and other penalties, including exclusion from the Eastern Military Area.

Enforcement. State and local civil authorities within the State of North Carolina are designated as the principal agencies for the enforcement of these regulations. Civilian Defense organizations are requested to cooperate in the enforcement. The Commanding General, Fourth Service Command, and that part of the military establishment in his chain of command, are responsible for enforcement. Coastal Combat Teams, officers and personnel will cooperate in enforcement by reporting violators.

The third line of defense is the people. In the early days of the common law, the King called "on all his faithful subjects to . . . aid in the preservation of the peace," and on "all persons fifteen years of age and upwards . . . to give information to the sheriffs and bailiffs, and if the hue and cry is raised on [fleeing felons] as soon as they hear the cry, follow with their household and the men of their land."

The fundamental duty of citizens to stand guard over their homes and property has continued into modern times. The laws of 1822 authorized the commissioners of the town of New Bern "to class the free white male inhabitants of said town, over the age of eighteen years, into companies of five or more for the purpose of watching said town at night." As late as 1870 the city of Charlotte was authorized to call its citizens to service on the night watch, alphabetically or by lot. These part time watchmen gradually gave way to full time policemen. And though the normal burden of law enforcement today is borne by full time law enforcing officers, all citizens alike may be called, sworn in and deputized at a moment's notice in the face of local riots, routs, and insurrections, or the pursuit of common thieves and robbers. Any citizen is clothed with power to stop all breaches of the peace and to make arrests without warrant for felonies committed in his presence.

The militia laws of the year 1715 exempted ministers, physicians and civil officers from peace time musters. Laws of later years exempted other classes from peace time musters. But from the laws of 1715 to the laws of the present day, all exemptions have tended to disappear in the presence of war, invasion or insurrection; and all classes have been subject to the call to the colors in whatever form their services are required.

Representatives of the thirteen free and independent states which wrote the national Constitution on the heels of the American

Revolution did not begin the preamble with the words: we, the cities; we, the counties; or we, the states. Nor did they begin it with the words: we, the farmers; we, the merchants; we, the lawyers; or we, the members of any of the civic organizations of that day. They began with: "*We, the People.*"

In the capacity of citizens, men and women have volunteered and been drafted for war, war service, and local committees of public safety, vigilance and civilian defense throughout the crises of our history in the past. In the capacity of citizens, they are going into service today through Selective Service Boards, High School Victory Corps, Recruiting Stations and Volunteer Offices for Defense and Service Corps in the Office of Civilian Defense. The North Carolina department of the American Legion, as an illustration of this principle, has urged former service men to go into both military and civilian phases of our all-out war effort as American citizens and not as American Legionnaires. Other civic organizations have followed this example.

Thus governmental units and civic organizations alike bow in allegiance to their common country, to be lifted from the lowest common denominator of contentious groups to the highest common denominator of American citizenship. Through this channel of American citizenship we can all respond to the call of the President of the United States for the coordination of all the individual, civic and governmental resources, of all the institutions, of all the people, in the winning of the war.

Other Internal Security Measures

Facility Security Program. On May 19, 1942, the President of the United States directed OCD to establish with the approval of the Secretary of War, a Facility Security Program "for the protection of essential facilities from sabotage and other destructive acts and omissions.

"By the same Executive order the President directed various Federal departments and agencies to take necessary measures to protect certain designated facilities, and, in doing so, to conform to the plans and directives of OCD. In addition to the general authority vested in the military forces in time of war, the President, as Commander-in-Chief of the Army and Navy, elsewhere has charged the Secretary of War, the Secretary of the Navy, and the Federal Power Commission with the specific responsibility of protecting vital facilities of war. Under this authority the military forces

maintain limited war-plant protection and internal security programs.

"The Office of Civilian Defense is responsible for two programs relating to industry. One is the Facility Security Program and the other the Plant Protection Program.

"*The Facility Security Program* is operating to protect all facilities external to the plant from sabotage, espionage or other subversive activities. These facilities are:

Railroads	Gas Utilities
Highways	Power and Irrigation Water
Communications	Domestic Water Supply
Air Commerce	Foodstuffs and Storage
Forest and Grass Lands	including Naval Stores
Mineral Sources	and Vegetable Oils
Public Buildings	

"The Facility Security Program is activated by the cooperation of the owners of the facilities, the nine federal agencies, departments and bureaus controlling the facilities and the Facility Security Division of OCD, all under the direction of the Fourth Service Command of the Army.

"*The Plant Protection* section of the Army and Navy Munitions Board has, on the order of the Secretary of War, allocated the existing industrial plants within the continental United States into five categories and designed the responsibility for organizing protection in these plants. These categories are:

1. Plants owned and operated by the Army or Navy.
2. Plants owned by the Army or Navy but operated by private industry.
3. Plants owned by private industry but operated by the Army or Navy.
4. Plants owned and operated by private industry but under contract to produce vital war supplies for the Army or Navy.
5. Plants owned and operated by private industry producing supplies only for civilian markets; and the same type of plants producing certain supplies for the Army and Navy that are not as vital as those in Category 4.

"The plants in the first four categories are under the supervision of the War Department or the Navy Department. The plant protection program in the Army plants is organized by the Security Divisions of the Service Commands or other branches of the Army

as directed by the Provost Marshal General. The program in Navy plants is organized by the Security Officers of each Naval District.

"The Army and Navy Security Officers are primarily concerned with fire prevention, accident prevention, sabotage and espionage. Advice on the other protective services in the Army and Navy plants is furnished by the Office of Civilian Defense when requested by duly constituted authority in these plants.

"It is the duty of the Office of Civilian Defense to advise the civilian plants, forming the fifth category, on the details of plant protection organization.

"Coordination is maintained at the national, state, and local levels to obviate gaps and overlapping, and liaison is maintained with the military forces, the Federal Power Commission, and the Federal Bureau of Investigation."

Forest Fire Fighters Service. The Forest Fire Fighters Service became a part of OCD on July 11, 1942. It was created in accordance with the policy of the Facility Security Program to enroll and educate volunteer fire fighters needed in dealing with the hazard of forest fires which increase in time of war. It operates with the forest fire protection agencies of the Departments of Interior and Agriculture, with state forestry officials, and with private timber protective organizations. OCD supervises the policy of the Service through its Facility Security Division. The Service is directed by the Timber and Related Facilities Committee of the Facilities Security Division. A national coordinator, state and local coordinators, and squad leaders of individual Forest Fire Fighters complete the organization of the Service.

Civil Air Patrol. The Civil Air Patrol was originally established in December, 1941, and confirmed as an integral corps of the OCD on April 29, 1942.

The work of the Civil Air Patrol has included: (1) anti-submarine patrol over coastal water; (2) liaison patrol along the Mexican border; (3) courier service for the Second Air Force in the northwest; (4) searches for lost planes and ground parties; (5) patrol of forests, levies, utility lines and war production areas; (6) emergency services for war plants, rushing replacements of vital machine parts which have broken down; (7) carrying blood plasma and medical supplies to stricken areas.

The civilian pilot volunteers with civilian equipment have proved themselves so useful and effective that the War Department has taken them over from OCD with the following comment: "It is our

intention to continue to make use of the CAP in every field where the expense in men, money, and materials is justified as a part of the over-all war effort, including in that objective the importance of increasing the flying experience of a large number of civilians and stimulating and developing interest in aviation among all our citizens, particularly the younger men."

Civilian Evacuation Service. "Two Bulletins have been published by the OCD and the Office of Defense Health and Welfare Services on the Civilian Evacuation Program. In addition, the War Department has prepared a pamphlet entitled 'Evacuation of Civilian Population, 1941,' which relates to mass evacuation under authority of the military commander in a military theater of operations. The study of policies and procedures for the operation of evacuation plans, the development of standards of care to be maintained in evacuation and reception areas, and the devising of methods for meeting the cost of executing such plans have engaged the attention of the Joint Committee on Evacuation.

"In the formulating and execution of all evacuation plans the OCD, in cooperation with military authorities and pursuant to plans necessitated by military considerations, has the primary responsibility, while it is the function of the Office of Defense Health and Welfare Services to provide for the health, welfare, and education of evacuees. It is expected that the evacuation authority of the State will be given responsibility for putting the State's evacuation plan into operation, but it would be under the general direction and special instructions of the Regional Evacuation Officer. Such special instructions would depend upon the military situation at the time when the evacuation order is given by the military authorities."

Questions

1. List examples of espionage, sabotage and subversive propaganda which you have seen, heard, or read of.
2. List any existing situations or conditions which you consider threats to the internal security of North Carolina either now or after the war.
3. Outline the military pattern of defense for North Carolina against attack by enemies from within and enemies without.

Part V

THE CITIZENS DEFENSE CORPS

*"Then shall ye bide sureguarded,
when the battle lightnings wake
In the womb of the blotting war clouds
and the pallid nations quake.
Then at the threat ye shall summon,
then at your need ye shall send
Men—not children, nor servants, nor
kinsman called from afar
But each man born in the nation,
broke to the matter of war."*

CITIZENS DEFENSE CORPS

The protective services of the Citizens Defense Corps were organized on the theory that hostile air attack on American cities and towns was physically possible, fast becoming probable, and might become certain in the quick and sudden shifts of total war.

As these words are being written many people are certain there will be no hostile air attack—as certain as most of the American people on the eve of Pearl Harbor were certain the Japanese would hardly dare attack us.

Whether the likelihood of hostile air attack on the cities, towns and counties of North Carolina is sufficient to justify them in doing anything about it is a matter they will have to settle for themselves. That is one of the things they are fighting Hitler for.

But World War II has long been pointing out with all the stinging freshness of demonstrated truth that no nation is today immune from hostile air attack; that the breath-taking expansion in speed, range and carrying power of the modern airplane are literally putting the world of tomorrow at its feet.

Just as armies have for centuries furnished the pattern of defense by land; just as navies have for centuries furnished the pattern of defense by sea; just as the air corps with their growing wings promise, if they have not already fulfilled the promise, to become the dominating factor in a total pattern of defense by land, sea and air; so the Citizens Defense Corps of World War II has become part and parcel of the pattern of total defense in total

war in the world of today and tomorrow. By the same token it will be maintained in nucleus along with the Army, Navy and the Air Corps in the world beyond the war; and by the same token it becomes a citizen's duty to study and understand it.

This discussion outlines certain strategic steps in the military defense of North Carolina from colonial beginnings to the present day.

Military and civilian forces were one and the same to the early settler who with ax and rifle worked and fought his lonely way into this Indian land, cut down trees and built his cabin in the clearing. They continued one and the same as clearings expanded into settlements inviting Indian attack. They showed signs of diverging, as separated settlements grew into a connected commonwealth, with militia to defend the people from attack by Indians, French and Indians, and later by the British.

Militia law. As early as 1679 the colonial Governor was instructed to organize the able-bodied men of the colony into a sort of militia, and appoint the officers. The militia law of 1715 affirmed the right of the state to call all able-bodied citizens to the colors in time of crisis. The provisions of this law called to the militia all freemen between the ages of 16 and 60; required each freeman to come to muster four times a year, and arm himself with a sword, gun, six charges of powder, and "swan or goose shot or bullets." This military pattern continued with minor adaptations throughout colonial days, with added adaptations after the Revolution, and persisted beyond the Civil War to the turn of the century.

Militia law exemptions. Within the limits of 16 and 60 the militia law of 1715 exempted from peace time musters: ministers, physicians, civil officers, and ex-officers holding the rank of captain or above. Laws of later years by slow degrees added other classifications to the exemption list, such as overseers of as many as six slaves, millers, ferrymen, branch pilots, attorneys, firemen, schoolmasters with as many as ten pupils. By 1893 these successive exemptions lengthened into a policy dividing the militia into the "actives," made up of volunteers holding regular drill; and the "inactives," made up of the remaining citizens liable to military duty and not required to drill in peace time musters.

The state comes into the picture. According to the foregoing analysis, the lone settler handled his lonely defense and separate settlements handled their separate defenses, until the colony began to come to the defense of settlers and settlements with militia drawn from all. Thus in 1712 the Assembly voted \$4,000 to pay

the costs of the Tuscarora war. In 1754 it voted \$2,000 to furnish arms to the poorer residents "of the frontier counties of Anson and Rowan." In 1756 it built Fort Dobbs to protect the western frontier from Indians. In the Revolutionary War as many as 5,000 men from first to last enlisted in the service of the state.

The federal government appeared in the picture of defense as soldiers from settlements enlisted under the banner of the state and appeared in the continental line. The federal government came further into the picture as the constitution, ratified in 1789, provided: "The Congress shall have power to provide for the common defense of the United States; to declare war; to raise and support armies; to provide and maintain a navy; to provide for calling forth the militia to execute the laws of the union, suppress insurrections and repel invasions; no state shall, without the consent of Congress, keep troops, or ships of war in time of peace, or engage in war, unless actually invaded, or in such imminent danger as will not admit of delay."

Under this constitutional authority Congress came still further into the picture. In the militia law of 1792 it brought uniformity in the militia patterns of the several states and made sure of the right of the federal government to use the state militia-men in national emergencies. In 1798 it provided for 30,000 stands of arms to be sold to the states, and in 1808 provided \$200,000 to be given to the states for their militia. In 1903 it provided arms and equipment for the national guard with all its members.

Under this authority Congress, by slow and halting steps from the Revolutionary War beginnings to this hour, has built up peace time military forces in the Army, Navy and Air Corps which have served as a nucleus for sudden and rapid expansion under threat of war—forces which are today expanding on land, sea and air to fit demands of fighting fronts on all continents and all seas.

The state stays in the picture. The federal constitution, however, reserved "to the states respectively the appointment of the officers and the authority of training the militia according to the discipline prescribed by Congress." The second amendment to the constitution, adopted in 1791, further fixed the power of the state in the picture of national defense by providing: "A well-regulated militia, being necessary to the security of a free state, the right of the people to keep and bear arms shall not be infringed." The third amendment provided that "no soldier shall, in time of peace, be quartered in any house without the consent of the owner, nor in time of war but in a manner to be prescribed by law." The

state constitution accentuated these federal provisions in the words: "A well regulated militia being necessary to the security of a free state, the right of the people to keep and bear arms shall not be infringed."

From the beginnings of the federal government, North Carolina fitted her military program into the national pattern. She provided for a state militia after the Revolution; a state guard after the Civil War, in 1876; a state unit of the national guard under the federal law of 1903. This North Carolina unit of the national guard grew from 2,000 in 1903, to 3,000 in 1917, to 5,000 in 1941, when it was called into the nation's service by Presidential proclamation. A state guard of forty units and two thousand men was then organized, armed and equipped at state expense under the laws of the General Assembly of 1941.

In the crisis of World War II, North Carolinians should not forget that enemies have broken through our defenses in the past; nor that North Carolina has been invaded, not once but many times, by land and by sea; and that what has been done in the past by land and sea may in the future be done by air. Army, Navy and Air Corps alike are preparing for the attack.

Defense by Sea

Is there any likelihood that North Carolina will be attacked by sea? North Carolina has been attacked by sea many times in the past.

In Colonial days. From 1702 to 1713 French and Spanish privateers and men-of-war "frequently landed and plundered" the coast of North Carolina. In 1741 they captured seven ships in the sounds on the coast, two of them "within sight of the wharves at Edenton"; and "cut out" another ship within the bar of Ocracoke. In 1747 they attacked and captured the town of Beaufort; and in 1748 captured five ships in the harbor at Brunswick (now Wilmington) on the Cape Fear, shelled the town, captured it, and plundered "everything without fear of being disturbed."

In Revolutionary days. In 1781 Major James H. Craige sailed up the Cape Fear with 450 soldiers, took Wilmington, "swept through Duplin, Dobbs, Jones and Craven counties, and captured and plundered New Bern."

In Civil War days. In 1861 General Butler commanded a sea borne expedition which captured Fort Ellis, forced the abandonment of Fort Clark and Fort Morgan, and brought Hatteras Inlet

under the control of Union forces. In 1862 General Burnside appeared on the coast with a fleet bringing 15,000 soldiers and captured Roanoke Island, Edenton, Elizabeth City, Winton, New Bern, Morehead City, Newport, Beaufort, Fort Macon, Washington, Williamston and Plymouth. In 1864 Fort Fisher was bombarded and in 1865 it was captured along with Wilmington.

Why should it seem strange? If John Paul Jones in 1776, with tar on his heels and the beginnings of a United States Navy at his back, could cross the Atlantic under wind and sail, steer his course around Ireland, capture merchant ships and brigantines at will, and sink the *Serapis* off the coast of France, why should it seem so strange that German submarines in 1917-18 should torpedo ships off the Atlantic coast and sink a lightship off Diamond Shoals at Hatteras?

If Captain Johnston Blakely of North Carolina, the University of North Carolina, and the United States Navy, could sail in 1814 across the Atlantic Ocean in the *Wasp* to sting and cripple enemy shipping in the English Channel, why should it seem so strange that in 1943 the Axis powers have sunk tanker after tanker off the North Carolina coast, jarring the windows of Southport and other cities by the sea?

Hazards of the sea. What if the Axis powers sink a few more British battleships and cruisers like the *Hood* and the *Royal Oak*, the *Prince of Wales* and the *Repulse*, the *Dorsetshire* and the *Hermes*? A few more American battleships and cruisers like the *Arizona*, *Oklahoma*, *Utah*, *Houston*, *Atlanta*, *Yorktown*, *Lexington*, *Wasp* and *Hornet*?

Against the background of such naval disasters as Pearl Harbor and Singapore, against the background of known losses of 5 British and American battleships, 120 destroyers, 30 cruisers, 50 submarines, and untold hundreds of merchant ships, and with fresh hundreds of German submarines prowling in Atlantic waters, are we prepared to say that no sudden attack and no lucky shot will come again to upset the balance of power on the sea?

This possibility did not appear so fanciful in the days that followed the 7th of December, 1941. There is reason to believe the Japanese admiral was thinking seriously when he talked of dictating peace in the White House. A year after Pearl Harbor we were publicly admitting that if the Japanese had realized the full extent of the destruction they had wrought they could and would have followed through their course to ends we do not like to think of even now. We should not forget that the balance of power again

swayed back and forth in the Solomon Islands, that it is still swaying back and forth in the submarine war in the Atlantic, and that there are other battles to be fought in both the Atlantic and Pacific where it may sway again.

Taking no chances. The Commander-in-Chief of the United States Navy has been taking no chances on these possibilities. In the summer of 1940 he proclaimed the Pan-American Safety Zone extending 300 miles from our shore line. In the fall of 1940 he launched the Neutrality Patrol to protect it; on April 25, 1941, extended its scope as far into the seven seas as necessary to protect the western hemisphere; and on September 11, 1941, authorized it to "shoot on sight," in the effort to clear the seas of lurking dangers. December 7, 1941 found the United States Navy in a full dress war.

In August and September, 1940, the President negotiated for air and naval bases on British possessions approaching our coast lines. In April, 1941, American forces occupied Greenland. In July they occupied Iceland. In May the President proclaimed that the Cape Verde Islands, the Azores, and other bases from which the enemy could launch attacks upon our shores could not be allowed to fall into the hands of our enemies.

Naval defense pattern. The United States is divided into twelve naval districts. North Carolina is divided between two of these naval districts: the northeastern part in the Fifth Naval District with headquarters at Norfolk, Virginia; the southeastern part in the Sixth Naval District with headquarters at Charleston, South Carolina.

The first line of sea defense of North Carolina is the Atlantic Fleet, directed by the Chief of Naval Operations at Washington, D. C.

The second line of sea defense is the Inshore Patrol, or Coastal Patrol, made up of lighter naval craft, directed from the headquarters of the respective naval districts.

The third line of sea defense is the Coast Guard, protecting the Outer Banks and the shore line at the ocean's edge, assisted by Coast Guard craft. This in turn is supplemented by auxiliary craft, manned by the Coast Guard Reserve, patrolling the Inland Waterway and inlets between islands of the Outer Banks and extending into the sounds.

Defense by Land

Is there any likelihood that North Carolina will be attacked by land? She has been so attacked many times in the past.

In 1780 Colonel Ferguson led his enemy troops through Rutherford, McDowell, Polk and Cleveland counties, until he was defeated at King's Mountain. In the same year Lord Cornwallis marched through cities and towns in the counties of Union, Mecklenburg, Lincoln, Catawba, Iredell, Rowan, Davie, Forsyth, Guilford, Rockingham, Caswell, Person, Durham, Orange, Alamance, Randolph, Harnett, Cumberland, Bladen, Columbus, Brunswick, New Hanover, Pender, Duplin, Wayne, Lenoir, Greene, Wilson, Nash, Halifax and Northampton.

In 1864 Sherman's army marched through Anson, Richmond, Montgomery, Hoke, Cumberland, Scotland, New Hanover, Pender, Sampson, Johnson, Wayne, Craven, Lenoir, Wake, Chatham, Lee, Durham, Orange, Granville, Franklin, Wayne, Vance, Nash, and Halifax. *In 1865* Stoneman raided Avery, Watauga, Wilkes, Surry, Stokes, Forsyth, Guilford, Rowan, Iredell, Alexander, Catawba, Lincoln, Cleveland, Gaston, Mecklenburg, Caldwell, Burke, McDowell, Buncombe, Henderson, Polk and Rutherford.

Why should it seem strange? By control of certain sea lanes we are able to transport millions of men together with munitions and supplies 3,000 miles from the Atlantic Coast to the shores of North Africa; 5,400 miles from New York to Archangel and Murmansk; 6,000 miles from San Francisco to Australia; and varying distances to other countries in all quarters of the globe.

What if the Arsenal of Democracy and its Allies should lose control of those sea lanes? We lost control of the sea lanes to the Philippines and the Philippines fell; to Singapore and Singapore fell; to the Dutch East Indies and the Dutch East Indies fell. If the Axis powers cut the supply lines running from the Atlantic coast of this Arsenal to England and Russia, would England and Russia fall as the Philippines fell? If these Allies should chance to fall would we not be left alone in the western hemisphere to hold the bag of liberty for all the world? What would then prevent the enemy from converging on us from the four corners of the earth, to be met here by a fifth column, furtive and slinking now, but ever ready to polish its brass and let its light so shine that its friends and our enemies could take it for a guide as at Pearl Harbor?

This possibility did not appear fanciful, either to Hitler or ourselves, in the days that followed the fall of France, the evacuation

of Dunkirk and the attack by air on England. Nor did it appear less fanciful in the days when Nazi legions were playing havoc with British armies on the Libyan sands; running riot on the Russian steppes with the Ukraine, Kharkov, Rostov, Sevastapol falling before them, Leningrad almost encircled, and Stalingrad gradually yielding street by street.

Taking no chances. The Commander-in-Chief of the United States Army has been taking no chances on these possibilities. That is why he proclaimed that Nazi Germany should not take over the western hemisphere possessions of conquered European countries, in the spring of 1940; why he negotiated for air and naval bases in British possessions approaching our coast line, in the summer and fall of 1940; why American forces occupied Greenland in the spring and Iceland in the summer of 1941; why the United States Army has worked out plans and stationed troops in strategic places for the defense of North Carolina.

Army defense pattern. The United States is divided into nine Service Commands. North Carolina is in the Fourth Service Command with headquarters in Atlanta, Georgia.

The Army takes over the defense of North Carolina at the bulkheads—the point where sea meets land.

The shore line from Maine to Florida is patrolled by Coastal Combat Teams varying in size and equipment. Together these Combat Teams constitute the troops of the First Army, with headquarters at Governor's Island, New York. They are charged with the responsibility of defending the eastern seaboard.

These Coastal Combat Teams are reinforced with troops provided for that purpose by the various Service Commands. They may be further reinforced, if necessary, by tactical troops stationed in the various army camps.

These Service Command troops operate in North Carolina under the direction of the Commanding Officer for Internal Security, and go into action on notice of enemy landing on our coast.

Defense by Air

*"Given to strong delusion,
Wholly believing a lie,
Ye saw that the land lay fenceless,
And ye let the months go by
Waiting some easy wonder:
Hoping some saving sign . . .
Idle—except for your boasting,
And what is your boasting worth?"*



North Carolina has never been attacked by air in past wars. Is there any likelihood that she will be attacked by air in this war? Let us look at this question against the background of changing weapons of war.

CHANGING WEAPONS OF WAR

Walls, moats, trenches. Ancient methods of defense against attack included walls, reinforced with towers and surrounded by moats. Illustrations may be found in Hadrian's Wall which the Romans built across Britain, and the Devil's Wall between the Danube and the Rhine; in the continuous stone wall of China—20 feet high, 20 feet wide, and 1,400 miles long; in the walls around cities and towns throughout the middle ages. This psychology of protective walls and moats and trenches lasted into the present century until it collapsed in the Maginot line in the spring of 1940, as French leaders led their armies underground and pulled the hole in after them.

From battering rams to bombards. These ancient walls protected civilian populations from attacking forces until weapons were devised to breach them. The battering ram, the catapult and the trebuchet began the breach. Gunpowder in the thirteenth century widened the breach. "Bombards," used by Germans against Italian cities in the fourteenth century, and the heavy artillery which followed, marked the end of frontier walls, city walls, and castle walls. The smoke of powder thus compelled civilian populations to organize standing armies and artillery out of shooting distance. This fighting pattern lasted through the centuries till the airplane came.

Wings over armies. Planes were in the minds of men long before they flew upon the earth. Schoolboys learn the legend of Icarus who flew from the island of Crete into the sun until, according to the poet:

*"With melting wax and loosened strings
Sunk hapless Icarus on unfaithful wings."*

Benjamin Franklin prophesied in a letter to a friend in 1784 that the balloon was "a discovery of great importance, and what may possibly give a new turn to human affairs. Five thousand balloons, capable of raising two men each, could not cost more than five ships of the line;" he wrote, "and where is the prince who can afford so to cover his country with troops for its defense, as that ten thousand men descending from the clouds might not in many places do an infinite deal of mischief, before a force could be brought together to repel them?"

Around three-quarters of a century later Tennyson in *Locksley Hall* followed Franklin's prophecy and

*"Saw the heavens fill with commerce, argosies of magic sails,
Pilots of the purple twilight, dropping down with costly bales;
Heard the heavens fill with shouting, and there rain'd a ghastly dew
From the nation's airy navies grappling in the central blue . . ."*

It remained for Wilbur and Orville Wright on December 17, 1903, to launch, from Kill Devil Hill at Kitty Hawk on North Carolina's outer banks, "the first flight of a power driven airplane." From 1915 to 1918 this airplane invention, winging its way from the North Carolina coast, introduced a new, significant and disturbing factor in the strategy of war. For the first time in human history attacking forces could fly over the heads of protecting armies to strike at cities in the rear, destroy or cripple sources of supply, create panic among the people, and so undermine resisting armies.

This significant and disturbing factor in the war we entered in 1917 has become the deciding factor in the war we entered in 1941. Airplane speed of 100 miles an hour in 1918 has grown beyond 300 miles an hour in 1943; airplane range of 500 miles in 1918 has grown beyond 6,000 miles in 1943; airplane carrying power has grown from 1,000 pounds in 1918 to 8,000 pounds and more in 1943; airplane numbers in the hundreds in 1918 approach the hundred thousands in 1943. The battlefields of Poland, Holland, Belgium and France give graphic testimony that no army can stand up against this new weapon unaided and alone. The *Prince of Wales*, the *Repulse* and the *Arizona* give graphic testimony that no navy can stand up against it unaided and alone. Warsaw, Rotterdam and Coventry give graphic testimony that no city can stand up against it unaided and alone. "Pilots of the purple twilight" are "dropping down with costly bales" and wreaking still more costly wreckage.

LIKELIHOOD OF HOSTILE AIR ATTACK

Prospective volunteers for the various divisions of the Citizens Defense Corps frequently inquire into the likelihood of hostile air attack upon the United States. Look at this question against the background of the changing weapons of war and in the light of recent truth that is stranger than fiction.

For years before the outbreak of the present war, men and women all over England raised this question. And they finally got the answer. The English island, "set in the silver sea, which serves

it in the office of a wall, or as a moat defensive to a house," soon found that twenty-two miles of water from Dover to Calais would not protect her from the "envy of less happier lands." In the winter of 1939, German bomber bases were 300 miles and more from English soil. In the spring of 1940 they were in Holland a hundred miles away; then in Belgium, less than forty miles away; then in France, at Calais, 22 miles away. In August, 1940, there were bombers over London.

Australians raised the same question. In the winter of 1940 Japanese home bases were three thousand miles by air and around six thousand miles by water from Australia. From these home bases the Japanese moved 1,800 miles to Hongkong; 1,600 miles further to Singapore; 600 miles further to Java; 2,200 miles further to New Guinea, hardly a hundred miles from Australian shores. Australians do not doubt the likelihood of hostile air attack today.

The people of India raised the same question. In the spring of 1940 India was more than 5,000 miles from Japanese home bases. In the fall of 1940 the Japanese moved into Indo-China and celebrated their shotgun wedding with Thailand. Step by step they moved to Hongkong, 3,500 miles from Ceylon; to Singapore, 1,800 miles from Ceylon; until Japanese planes were dropping bombs in Ceylon and Japanese warships went unchallenged in the Indian Ocean.

American citizens in Hawaii and Alaska raised the same question. On Saturday evening, the sixth of December, they went to sleep with the assurance that Japan was perhaps not too far away, but far enough for safety. Before they awoke at Pearl Harbor on the morning of the seventh, they found that 3,500 miles of Pacific water would not protect them from the striking fangs of the malignant Japs. In the spring of 1942, Japan moved 2,900 miles from her home bases to the Aleutian Islands, and soon was dropping bombs in Dutch Harbor off the tip of Alaskan soil.

Pacific coast Americans and Canadians have already felt the shock of shells from submarines at Santa Barbara, farther up the coast at Fort Stevens, and still farther up at Vancouver. Some of them are willing to swear to the flurry of wings over California.

Atlantic coast Americans may grant the danger to the Pacific coast and deny the danger to themselves. But they should not overlook the fact that, according to Hitler's plans, they were in danger.

In 1939 German air bases were 4,000 miles from American shores. By June 1940 they came closer in the French Atlantic

ports. By July they were in Dakar within 2,000 miles of the South American coast. In the closing months of 1940 they were sending observation planes over Greenland, followed by bombing planes in the early days of 1941.

Who doubts today that they were planning to take over western hemisphere islands belonging to their conquered European countries, as bases for air attack upon the United States? Who doubts today that they planned to creep closer to South America in the Cape Verdes and closer to North America in the Azores? To Martinique in the French West Indies, within 1,200 miles of the Atlantic coast and just 500 miles from Panama? To the Bermudas within 700 miles of the North Carolina coast? To the Bahamas within 600 miles of Cape Hatteras?

Does the fact that many of Hitler's plans have gone awry mean that all have gone awry? For years before this war began Germany operated a schedule of heavy commercial planes from Dakar to South American landings a little over 2,000 miles away. These planes had a cruising range far beyond 2,000 miles; there was no commercial necessity for stoppage on the way, and yet they were refueled from German tenders in the mid-Atlantic. Is it possible that they were rehearsing maneuvers to bring aircraft carriers and bombers within striking distance of our shores?

Can Hitler's submarines shell North Carolina seaports and cities by the sea? Can they make commando raids on strategic coastal points? Can their submarines bring bombing planes within sight and sound of our coast line?

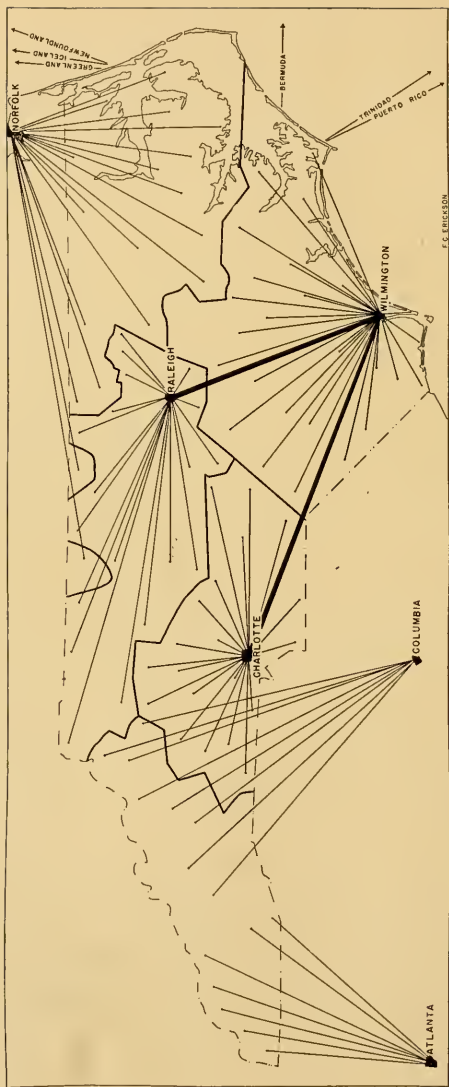
No honest mind will question the fact that it is physically possible for the Axis powers to bomb American cities today: from submarines; from aircraft carriers; from island bases; even from homeland bases. The Douglas B-19 bomber, launched in this country over a year ago with a cruising range of near 8,000 miles, can leave New York and bomb an objective anywhere in Europe. As Major Seversky points out, "a group of such planes could take off from Berlin or Paris, wreck the Pittsburgh or Detroit area with an 18-ton hitting strength, and return to their base."

Do we have any assurance that German scientific genius has not succeeded in extending the range and carrying power of German bombing planes? Do we have any reason to doubt that Hitler would like to bomb Washington, New York or other strategic centers for the same reason we thought it worthwhile to bomb Tokyo? Would he not boost his own and his people's morale by showing them pictures of American cities in flames?

Can we be any more certain of immunity from attack by air than England was for a season? than Australia was before Singapore fell? than India was? or Pearl Harbor? or Alaska? The cruising range and carrying power of bombing planes is developing so fast that Major Seversky two years ago predicted that within five years bombing planes would be able to circle the earth in non-stop flight? Suppose this war lasts two, three, or five years longer—does not the danger of bombing raids steadily increase with the duration of the war? If Hitler is penned up on land by the United Nations armies; if he is penned up from the sea by the United Nations navies; is it not natural that he should draw the line and fight to buck the encirclement by land? that he should pour hundreds of submarines into the North Atlantic in a desperate effort to decimate the convoys of ships without which England and Russia would fall? that he should send submarines prowling along our coast to sink our ships before they get well started? that he should land his saboteurs along our coast, equipped to sabotage our war production plants, and thus prevent our ships from being loaded? that he should take the further step of sending bombing planes to achieve in moments what saboteurs might hope to do in months?

This likelihood of hostile air attack may be reduced. England cut down German daylight bombing by knocking down attacking planes so fast the damage done to England was not worth the cost to Hitler. She cut down the likelihood of air borne troops by training parachots to shoot the parachutists from the skies. She cut down the likelihood of sea borne troops by calculated preparations to feed them to the fishes on the way. She cut down the hindrance to war production efforts by civilian protection programs which kept the people off the streets in air raids; blacked out the lights; put out the fires; repaired the water lines, communication lines and transportation systems, in order to minimize the damage done.

The Citizens Defense Corps has thus become part and parcel of our program of military protection. Its basic structure will be preserved along with the Army, the Navy, and the Air Corps—in time of peace as well as in time of war—and men and women will be called upon to train for it in similar fashion. Thus, civilian volunteers for these protective services on the home front win the proud distinction of pioneers in laying new foundations for total defense in total war.



The above map shows the three filter centers in North Carolina to which observation posts report. The far western counties report to Atlanta, the southwestern to Columbia, the northeastern to Norfolk. Wilmington is also an information center.

THE PATTERN OF DEFENSE BY AIR

The United States is divided into ten areas for air defense. The Air Corps of the United States is divided between the Army and the Navy. The plan of division in the air follows roughly the plan of division between land and sea, with necessary overlappings.

These air defenses got off to a slow start, but they have gathered momentum on the way. The Army did not get its first flying machine until the summer of 1908. Only seven officers could boast of military aviators' licenses in 1913; the Army and Navy together could boast of only six planes in 1915; and only fifty people in the United States were qualified as flyers.

Shortly after the outbreak of World War I the President of the United States "authorized the creation of an aerial reserve corps of 500 flyers," and Congress expanded appropriations for the development of the air force arm of our defense. But not until the eve of World War II did our air forces begin expanding into the hundreds of bases, the thousands of planes and the hundreds of thousands of officers and men. And not until the pressure of war came home did the Citizens Defense Corps get off to a start as a vital and integral part of our program of defense.

There are five successive links in the chain of air defense: (1) from island outpost to shore line detector and inland observation post, (2) from inland observation post to filter center, (3) from filter center to information center, (4) from information center through district warning officers to local control center, (5) from local control center to protective service leaders and the homes of the people.

FROM ISLAND OUTPOSTS TO THE SHORE LINE

The aircraft warning service begins with a chain of island outposts 500 to 1000 miles off our Atlantic shore line: from Greenland and Iceland to Newfoundland, to Bermuda, to the Bahamas, to Puerto Rico, to St. Lucia to Trinidad; it continues with a line of Coast Guard planes and Navy patrols and radio locators on the shore line. Military lookouts watch the skies at their successive stations, pick up the presence of approaching aircraft, and flash radio warnings direct to designated Information Centers.



FROM OBSERVATION POST TO FILTER CENTER

Beginning with the shore line, civilian lookouts stationed at observation posts watch the sky in shifts and relays through all hours of the day and night. At the sound and sight of planes of any sort they lift the telephone receivers by their sides; give the signal "Army flash"; get first call upon the line to filter centers; hear the filter center operator say, "Army—go ahead please"; and then give the number, description and direction of all planes flying overhead.

At the filter center is a map, with code names and locations of all observation posts as they appear upon the land, traced on a large tableboard and drawn to a scale of one inch to the square mile of land within the filter center area. Around this filter center board sit civilian volunteers from the surrounding neighborhood, working in shifts and relays through all hours of the day and night under the direction of army officers in charge. As the calls from scattered observation posts converge upon this filter center, these civilian volunteers plot the course of every plane that flies—moving their markers across the center board map as a shadow from the

flying plane might move. Just as these planes in the air are kept in sight by successive observers on the ground, so are they kept in sight by those around the filter center board, who are forever checking observation post reports against each other, sifting out the faulty observations, and plotting the resultant flights.

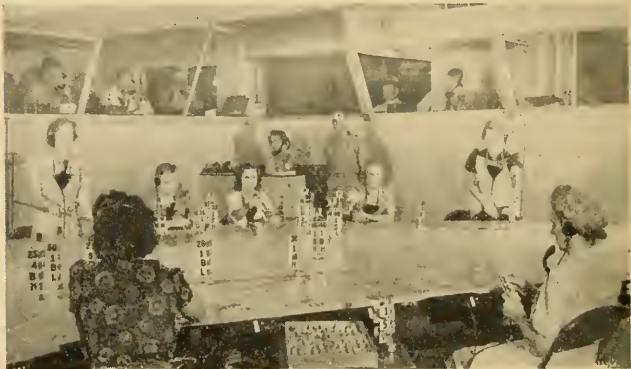


FROM FILTER CENTER TO INFORMATION CENTER

These resultant flights are flashed by telephone to regional Information Centers where facsimiles of the filter center boards reporting to that area are consolidated into one composite map of the Information Center territory. Volunteer workers directed by army officers move the markers across this composite map in courses corresponding to the flights of planes, in order to mirror on the Information Center map board movements of all airplanes in the skies. In the same room is a seaward board on which all flights approaching from the sea are plotted.

At a balcony overlooking this Information Center board sit representatives of the Army, the Navy, and the Civil Aeronautics Authority, with charted flights of all military and civilian planes. They check these charts with movements on the board to identify all Army, Navy and commercial or other civilian flights. When they see a flight of planes, not present or accounted for upon their charts and unidentified, move onto and across the board, they assume them to be enemy planes; and the time for action has come. The CAA representative then orders all commercial planes and other civilian fliers from the sky. The Federal Communications

Commission representative stands ready to shut off all radios which might give guiding beams to hostile planes. The anti-aircraft officer puts anti-aircraft artillery into readiness for action. The Commanding Officer orders the nearest available squadron of pursuit planes into the air to intercept the enemy; and the stage for battle is set.



FROM INFORMATION CENTER, TO DISTRICT AIR RAID WARNING OFFICER, TO LOCAL CONTROL CENTERS

A diagram charts the course of air raid warning messages from the time the warning message leaves the Information Center to the time the signals call protective services to action and put civilian populations on alert.

At the moment the Commanding Officer sends up intercepting planes and the anti-aircraft officer alerts the anti-aircraft batteries, the civil air raid warning officer flashes the warning to the district warning officers in the path of approaching planes: *yellow*—to let them know that enemy planes may strike in 20 minutes; *blue*—to let them know the enemy may strike in 8 to 12 minutes; *red*—to let them know the enemy may strike at any minute; *blue again*—to let them know the hostile planes are for the time being gone, but may return at any minute; *white*—to let them know the raid is over and the danger passed. These district warning officers in turn relay these successive warnings to strategic cities and towns within their respective districts; and from these strategic centers the warning is flashed on to every

city, town or settlement that wants a warning and prepares a center to receive it.

We may illustrate the process with a call from the Wilmington Information Center to the Raleigh District Warning Center. The Civil Air Raid Warning Officer in Wilmington gives the Raleigh District Warning Officer this message: "Raleigh—yellow." The Raleigh District Warning Officer transmits this message to the toll centers in the Raleigh District.

Each of the toll centers in the Raleigh district calls its tributaries which in turn call their tributaries. Thus the yellow warning reaches the control center in every locality that makes arrangements to receive it. The same process is repeated on the successive warnings: blue, red, blue, and white.

FROM THE LOCAL CONTROL CENTER TO THE HOMES OF THE PEOPLE

When the yellow warning speeds into the Durham Control Center through the air raid warning telephone equipped with a gong sounding louder than the usual telephone jingle, one of two operators always on duty there picks up the receiver, acknowledges receipt of the warning, presses a button to ring a bell and turns a switch to flash the yellow light in all three rooms of the Control Center.

The operators call for two assistants, then move down the table to the four outgoing phones and begin to call the personnel of the Control Center staff including: the commander, controller, and chiefs of the emergency police, fire, medical, water, public works and utilities, and air raid warden divisions; the records clerk, communications officer, chief of messengers, chief of drivers corps. They then notify other strategic persons and departments including: fire, police, water and public works departments, public utilities, schools, hospitals, industrial plants in defense work, Camp Butner, and the county wardens in charge of blowing the sirens in their districts.

As these leaders get the warning they in turn call their assistants. To illustrate. The commander of the Citizens Defense Corps calls his assistant commander. The controller calls his assistant who calls the incident officers. The chief air raid warden calls his district wardens, who in turn call sector wardens, who in turn call zone wardens, who in turn call block and building wardens; while the county district warden is calling wardens of the neighborhoods throughout the county. Thus the calls go out from all division heads



THE MESSAGE ROOM OF THE DURHAM CONTROL CENTER DURING AN AIR RAID, looking from the desk of the Communications Officer. A full unit of Telephonists is now in action, while a full relief unit stands by (now shown in picture). In the far corner, on the wall, is a double gong which summons the Telephonist on duty to the special Air Raid Warning phone in practice and emergency calls from the District Warning Officer. This special telephone is reserved exclusively for this emergency, and is located behind the No. 1 Telephonist's post (never vacant). This telephone also has an extension in the No. 1 Fire Station, and if it should go unanswered in the Control Center, the fireman on duty in the Fire Station takes the call on the second ring. The three telephones on the left are incoming only, while the three on the right and another on the desk of the Communications Officer are two-way. Immediately at hand always are the four Yellow Call Cards, four Blue Call Cards and four White Call Cards, corresponding to the signal colors.

On receiving the "Durham-Yellow" or the "Durham-Yellow—This is a Practice Drill," the two Telephonists then on duty—having flashed on the yellow light signal in all three of the Control Center Rooms—immediately summon two assistants. Each takes a card and, using the four outgoing telephones, they pass the warning to all staff members, and to strategic centers in the city as listed on the yellow call card. Similar action follows with the blue, red, blue warnings and white all clear. If the Blue or Red signal comes in without a preceding Yellow, the Blue and Red call cards are used according to color signal. The telephonists then return to the Yellow call cards and call members of the staff, as they are not on the Blue or Red cards. All Heads of Divisions immediately upon hearing the sirens or whistles, but not having received the yellow, organize their respective units and leave for the control center. The return to the Yellow cards after a Blue or Red signal without a preliminary Yellow makes certain that no Division Head misses the warning as it is possible he might not hear the siren.

On receiving the "Durham—Blue—This is a Practice Drill"—the No. 1 Telephonist calls the three mills exempt from Practice Blackout, advising them "This is a Practice Drill, then presses two buttons to set off the public warning system of eleven sirens, all steam whistles and other supplementary alarms. One Yellow, Blue, Red and White call card is for a series of whistles and four manually operated sirens on the outskirts of the city and in the country. If these exempted War Plants are not advised by telephone before the sounding of the sirens they presume it is a real raid (no practice) and blackout immediately.

of the protective services until all members of all units of the Citizens Defense Corps are standing by for action whenever danger strikes.

When the *blue warning* comes to the Control Center, one telephonist pushes the buttons which set off eleven mechanical sirens located in strategic places through the city, and the six howlers in the industrial plants to notify the engineers on duty there to blow their whistles for a steady two minute blast. These are further supplemented by alarms from each fire station unit, from every locomotive on the railroad yards, until the warning carries to every section of the city and surrounding territory, and all blackout their lights.

THE WARNING SIGNALS

The *blue warning*—a two minute steady siren sound—is the first audible public warning, the signal for blackout. All Citizens Defense Corps members go to their posts if they are not already there. Street lights may remain on if they are shielded or veiled according to War Department specifications. Vehicular traffic continues with headlights on low beam. Pedestrian traffic proceeds.

When the *red warning* comes—two minutes of short blasts or wavering sounds—street lights go off completely. Vehicular traffic—excepting emergency motor vehicles—parks, turns out lights; and passengers, along with pedestrians, seek shelter.

When the *blue warning*—the same two minutes steady siren sound—returns, previous conditions on the *blue* prevail again.

When the *white warning*—the “all clear” comes it is announced by the turning on of street lights, or by radio, and without any audible public signal. The air raid is over, normal conditions return, and normal operations return with them.

When the chiefs of the emergency protective divisions get the *yellow* warning they call on their sub-chiefs to stand by for action.

When the *blue* warning comes they proceed to their respective stations if they are not already on the way. To illustrate:

Some units of auxiliary police go to a designated assembly point from which they are dispatched on orders from the Control Center as emergencies arise in different parts of the city. Others report in pairs to designated city blocks in the business section.

Auxiliary firemen in the city go to the four fire stations, while auxiliary firemen in ten industrial plants report to assembly points in their respective plants.



PERSONNEL OF THE CONTROL ROOM, through the eyes of Commander Yancey, sitting at the near end of the table. The Chiefs of services around the table (clockwise) are Larkin Woods (Police), Frank Bennett (Fire), Dr. William Coppridge (Medical), H. W. Kueffner (Public Works), Controller Clinton Toms (standing), Jeff King (Fire Watchers), Leon Powell (Wardens), L. A. Keen (Asst. Utilities). McGregor Williams (Water Dept.) was not present as the Water Department was not a separate unit at the time of the picture. Beginning at the left corner is the Record Clerk, E. H. Michaels (at small table); two of the Incident Officers, W. J. O'Brien and Kenneth W. Clark; C. W. Toms, Jr., Boy Scout Messenger, Bill Coman; and the Panel Clerk, J. M. Rigsbee. Each service chief has first and second assistants, trained to direct his division from the Control Room in case he is not located on call.

After experimenting with various procedures, this particular staff had modified its operations at some points. Only the in-message is written, by a Telephonist in the Message Room; no out-message is put in writing. Each Chief dispatches his own units directly by the telephone before him and keeps his own private record of the raid, and reports his dispatches orally to the Panel Clerk. (Two clerks are now used: one for the left portion of the board, as in the picture; the other for the right portion which describes the service units available and dispatched.) The Commander and Controller follow the situation by reference to the panel board, conferring with any Chief when necessary. For a permanent record of services dispatched to all incidents in a raid, the Record Clerk enters in his log book the operation as shown by the panel board.

In the practice raid being staged above, nine incidents have already been handled and the numbered service units dispatched to each are charted by correspondingly numbered pins. The report now being handled is "Incident No. 10," and units of all services are still available as revealed by the panel board at top right. Whenever a unit of any of the services reports back to its post, its pin is cleared from the incident row and re-placed at the top in the block of "Services Available."

Auxiliary public works and utilities crews go to their assembly points. *Demolition, rescue, road repair, sewer and decontamination crews* go to twenty substations where they are picked up by trucks in the neighborhood and carried to two designated stations. Further crews are ready to assemble when emergency requires in two outside city limit substations, while state highway forces meet at a third substation to be directed into action by the Control Center. *Water department crews* go to three substations where they are picked up by trucks in the neighborhood and carried to two designated stations to be directed into action by the Control Center. *Telephone, gas, and electric crews* go to designated stations. When emergency requires, all *bus drivers* report to the car barn for orders.

Air raid wardens in Durham do not have fixed posts. Each warden patrols his block or looks out for his building. Responsibility runs from block wardens, to zone wardens, to thirty-six sector wardens, to six district wardens, to the chief air raid warden.

Fire watchers in Durham at present go to the various air raid wardens to whom they are assigned. A new plan under consideration calls for fifty completely equipped units to assemble at the homes of designated leaders.

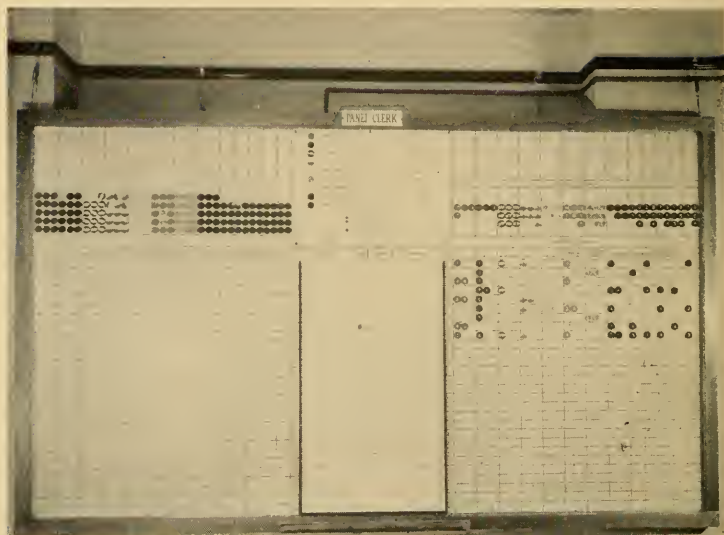
Emergency medical crews go to four hospitals designated for emergencies, to four completely equipped casualty stations; while four mobile units go to three hospitals designated as operating bases.

Emergency welfare crews go to six substations in school buildings equipped with cafeterias for cooking facilities. Each substation has a general chairman, assistant chairman, case worker, registrar, interviewer and typist; a shelter, food and clothing chairman; nurses, first aiders, messengers and drivers. These six substations report to a directional center in communication with the Control Center.

Messengers, drivers and Control Center staff report to their designated stations. These may be the Control Center, or casualty stations, welfare centers or air raid wardens.

FROM STREET CORNER TO CONTROL CENTER

Air raid wardens scattered through every city block—in hearing distance of any falling bombs, in seeing distance of any starting fires, in smelling distance of any poison gas that has a smell—go to the scene of any disaster, size up the situation and, through relays agreed upon, telephone into the Control Center the reports of damage done.



THE PANEL BOARD. A few changes have been made for better efficiency here. Note that the "Services Needed" section has been shifted from the middle to the left end. This section is not operated at all, as long as service units are immediately available for all requirements. The raid pictured above has not yet gone beyond this point, since every service still has units in reserve (top right). Since each Chief dispatches a needed service immediately by direct telephone, no time lapses between a "need" and a "dispatch." Hence, "Services needed" is an unused section up to the point when service units are actually exhausted from the post of duty. Another change in the board is in the top right section where available services are charted. This section is divided horizontally, and all pins are restored to the top division (now empty) after a raid. In such a position they picture the complete organization of all services. But when the staff reports to the Control Room, each Chief receives information from each of his units reporting at the post of duty. The Chief passes on this information to the Panel Clerk, who then—and only then—removes the proper pins to the lower division entitled "Reported for Duty." Thus each Chief is able to observe whether all his units stand ready, and if not, exactly which ones are immediately available at any moment. This information is essential especially at the start of a raid, when "Air Raid Damage" in some quarter may actually be reported to the Control Room before all service units are ready for duty. Still another change in the board is observable at the extreme right, where "Repair Squads" have been divided into five distinguishable services. In the operation of the board, two Panel Clerks work simultaneously. One clerk is responsible for the middle section which is charted from the pink copy of each "Air Raid Damage" report. This man would also operate "Services Needed," if and when it should become necessary. A second clerk pays exclusive attention to oral reports from the Chiefs, charting their "Services Dispatched." Experience with this system has shown perfect accuracy despite the absence of any written out-message. Note that the central section is renewable with a blank form for each raid, the fresh card sliding into place from the open top of a metal frame. Below this is a shelf for colored crayons with which to mark the "Type." The entire board has holes drilled in precise alignment, to receive quickly the long sturdy pins. The pin heads are large enough for their numerals to be read across the room.

In the message room at the Control Center, operators sit at four incoming message telephones, waiting to receive reports from air raid wardens who are not only the eyes and ears but also the nose and throat of the Control Center in the field.

The air raid warden might report a single incendiary bomb, falling in a specific spot and starting a single fire, which a lone fire watcher and supporting householders might put out. He might report a cluster of incendiaries starting separate fires which spread together and get beyond the reach of home made remedies. He might report high explosive bombs dropped on strategic installations—some of which remain unexploded in the earth. He might further find poison gases added to the picture.

He might report a broken water, gas, or sewer main; high power wires broken, with their loose ends playing dangerously on the ground; telephone and telegraph communications cut; people trapped in partially demolished buildings, wounded by the flying splinters of fragmentation bombs and suffering from poison gases. He might report streets blocked by craters dug by high explosive bombs, or by the debris from blasted buildings; and so on through the infinite variety of circumstances which make truth stranger than fiction in air raid disasters.

At the Control Center, the receiving operator notes the message on a printed form; the communications officer checks it, numbers it and sends it through the door of the Control Room. Here the plotting officer plots it on the map with colored pins: blue for high explosives, red for incendiary bombs, yellow for gas, and green for unexploded bombs or fallen aircraft.

The commander reviews the report, reads it aloud to the chiefs of all divisions seated around the control room table, and they determine what protective services are needed. The incident may call only the fire division into action; it may call for police to handle crowds; it may further call for rescue squads, road repair crews, demolition and clearance crews, and decontamination squads. It may call until all of the protective services of all divisions are in action, including incident officers sent by the controller to coordinate the various protective services working on the scene.

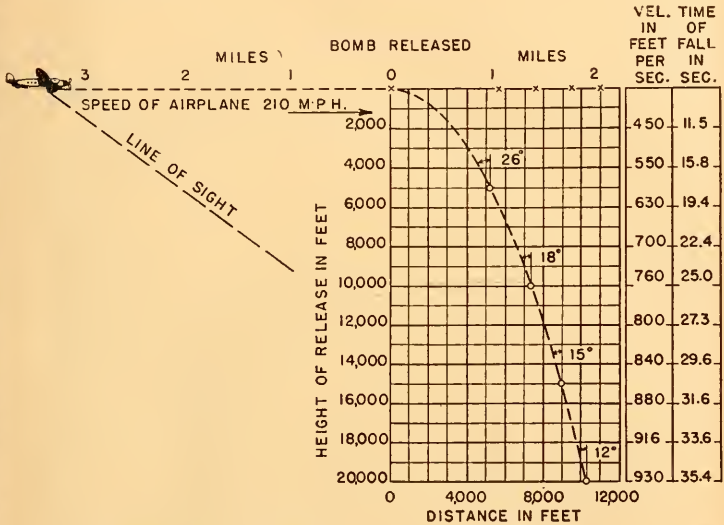
As the chiefs of the divisions call their respective units, the panel clerk records their action on the panel; and thus the happenings in the city outside are mirrored in the control room on the map and panel board. The progress of these units at their work is reported to the control room. As the work is completed at



THE WAITING ROOM DURING AN AIR RAID. This room contains the only entrance to the Control Center from the outside. Through the door on the right is the Message Room and beyond it, the Control Room. All three comprise the Control Center. The Guard at a desk near the entrance door "Checks in" all volunteers assigned to duty here during the raid, and each must present his identification card. On the Guard's desk is a spring-wound clock; and an all-purpose private telephone, the only one in the entire Control Center that may be used for non-emergency calls at any time. Here also is a "Time Book" to be signed by each Telephonist on a regular routine shift, through twenty-four hours of every day. As each volunteer is admitted to this room, he can note immediately the stage the raid has then reached by observing the colored light on the wall in front of him (top center). The units of the Drivers Corps (left) and the Messengers Corps (right) have been assigned to the Control Center in an emergency. During a blackout this room is kept in semi-darkness, in order that the eyes of the Drivers on call may be adjusted to blackout conditions. Pictured here is William J. O'Brien, the then No. 1 Incident Officer (now the Coordinator of Civilian Defense and Controller) (with hat) just dispatched by the Commander to the scene of a major disaster. He has secured a red flag and lantern to identify himself to police and wardens enroute and to all volunteer services, who report to him at the scene of the incident. Beside him stand the assigned Driver, and three Boy Scout Messengers to accompany him and assist in communication and direction. Once arrived on the scene, he will establish telephone connection directly with the Control Room, relaying any message through the Controller.

GUIDE TO VICTORY

the scene and the units return to their respective stations, the map and panel board reflect the clearance. Finally the "all clear" warning sounds, and people go back to sleep or work until another warning comes.



PATH AND SPEED OF FALL OF DEMOLITION BOMBS. A bombardier flying 210 miles per hour at 20,000 feet would have to sight his target five miles or more ahead, in order to adjust his bomb sight. The bomb would be released two miles before the bomber flew over the target, would reach the target in 35 seconds, falling at 930 feet a second, and would strike its target 12° off the vertical.

Tasks of the Citizens Defense Corps

If and when the bombers come they may strike with many weapons. They may strike, as they have struck before, with small cannon and machine guns at civilians on the streets and highways, or at soldiers in the camp or on the march.

They may strike, as they have struck before, with incendiary bombs: with four to eight 500-pounders carried by a single plane and aimed at specific targets; with 1000-2000 two-pounders carried by a single plane, released in racks of twenty to fifty, scattered in swift succession over the heart of a city, falling with a momentum which carries them through roofs and into attics or the hearts

of buildings according to the construction, setting one hundred to two hundred separate spreading fires.

OCD Director, James M. Landis, recently made the following comment on these incendiary bombs:

Despite the terribly destructive effects of the ordinary bombs and the blockbuster, the real weapon of the enemy, from the viewpoint of aerial bombardment, remains, in my opinion, fire. I say this because a bomb load of incendiaries of the new 5-pound type that the Germans, in particular, have been using can perhaps do more damage in industrial and urban areas than any other type of bomb.

The old type of German incendiary bomb, which weighed 2 pounds, functioned purely as a fire bomb. The new type is both an incendiary and an explosive, both portions being extremely efficient. Though in shape and the outward appearance of its magnesium casing it looks almost exactly like the old type, it is, in fact, composed of two distinct parts. One, the incendiary section, has a magnesium case with a thermite interior and fuse; the other, the anti-personnel section, is similar to a very powerful hand grenade. This part contains a half-pound of explosive, and, on impact with any hard surface, usually breaks off from the incendiary section and rolls a short distance away. It is timed to burst between 1 and 8 minutes after hitting the ground, and while you are attempting to extinguish the incendiary section, explodes into a great many fragments, with an effective killing radius of 30 to 40 feet.








These are the bombs that the Germans have been using on all their recent raids on England. There is no ready way to distinguish between them and the old type of incendiary. When the Germans dropped them for the first time in a raid on Birmingham last August, the British suffered extremely heavy casualties in fire fighters killed by the explosion of the grenade section while they were attempting to extinguish the incendiary section.

The only safe and sensible way to fight these incendiaries is from behind cover with a stirrup pump. You may have noticed that my office has instructed civilians not to attempt to extinguish incendiaries with sand. We issued these instructions because you court death from the explosion of the grenade section if you dare approach it.

From a study of the effectiveness of these fire bombs in England, we have come to the conclusion that they are not too efficient against modern fireproof buildings. But the great majority of buildings in our cities are made of wood, and our fire hazard, in general, is considerably higher than that in European cities—so great, in fact, that we have put about 60 per cent of all our equipment funds into fire-fighting apparatus. . . .

These are the main facts about the dangers of bombing and the sensible precautions which every civilian should take to protect himself.

You can be sure that if the enemy knows that you are ready—and knows, moreover, that the damage he can inflict is likely to be considerably curtailed by your preparations—he is much less likely to start the aerial bombing attacks which have spread such horror and destruction in other less fortunate countries than these United States.

TYPE OF BOMB	ARMOR PIERCING	DEMO-LITION	FRAGMEN-TATION	AERIAL MINE	INCENDIARY		GAS
					LIGHT	SCATTER	
							
USUAL WEIGHT-LB.	1100	550	30	2000	2	30	30
RANGE OF WEIGHT	200-4000	100-4000	17-2000	1000-5000	2-60	17-500	30-600
SECTIONAL PRESSURE	9.7	3.1	2.0	-	0.3	1.5	1.5
PERCENT OF EXPLOSIVE	10-15	40-60	15	90	-	-	-
TERMINAL VELOCITY-FPS.	1400	1100	725	-	350	-	-
PENETRATION	EXCELLENT	GOOD	POOR	POOR	POOR	FAIR	POOR
BLAST	REDUCED	HEAVY	LIGHT	EXT. HEAVY	NONE	NONE	NONE
USED AGAINST	WARSHIPS AND SPECIAL TARGETS	BUILDINGS BRIDGES AND MILITARY CONCENTRATIONS	PERSONNEL AND TRANSPORT	WHOLESALE DEMOLITION OF WEAK STRUCTURES OVER WIDE AREA	TO CAUSE FIRES FOR DIRECT DAMAGE AND TO ILLUMINATE THE TARGET		PERSONNEL CONTAMINATION

SIZES, PURPOSES, AND CHARACTERISTICS OF THE DIFFERENT TYPES OF BOMBS

They may strike, as they have struck before with high explosive bombs, weighing from 1,000 to 4,000 to 8,000 pounds; falling at a rate of 1,000 feet a second or 600 miles an hour; striking with a force that carries a 500-pound bomb through six floors of a building, eight feet of brick masonry, four feet of solid concrete, twenty feet of earth; digging a crater ten feet deep and thirty feet wide in a street; throwing hundreds of steel splinters with a deadly force six hundred feet; blasting out a wave of pure and simple air, with killing power over one hundred feet away, which returns with a suction power pulling out the walls of buildings in its path.

OCD Director Landis recently made the following comment on these high explosive bombs:

If none of these facts convince you of the real danger to our Pacific coast today, you might remember that last October there was a much publicized and much garbled account circulated in this country of an incendiary bomb dropped from an unidentified plane a few miles north of the California-Oregon border. The bomb was examined and found to be of Japanese make. How it was dropped is uncertain, but it may well have been released from a small Japanese seaplane which was carried on board a submarine to within flying distance of our shores.

That bomb remains the first and only one to have been dropped on the continental United States since we entered the war. The damage it caused was insignificant and there was no loss of life. It remains, however, a conclusive proof that our shores are not invulnerable to aerial attack.

So I am positive that we can be bombed, and the choice as to whether we will be is Hitler's or Tojo's and not ours. Working on that premise, I have made it my business and the business of my organization to make the best possible use of the knowledge we have gained from studying the effect of bombings in less fortunate countries.

When the bombs begin to drop, if you're an average American, you'll take shelter in one of five general types of buildings: a wooden house; a brick house or apartment building; a brick-and-steel house or apartment; an office building; or a factory.

The average American house is a wooden building, and, contrary to popular belief, you will be reasonably safe in it if you choose your point of shelter in the house wisely.

The ordinary general-purpose, high-explosive bomb which has been used in most of the raids carried out by our German and Japanese enemies weighs some 500 pounds. Through studying British reports and through experiments of our own, the OCD has found out a lot about the effect of this bomb.

Taking the average American 2-story frame house with an attic and cellar as our model, we constructed a number of jerry-built wooden structures of this type on proving ground, and then carried out experiments to see how they would sustain everything but a direct hit from this general-purpose 500-pounder.

The depth of earth penetration of this type of bomb in soft ground and with an instantaneous fuse is about 1 foot—with a delayed fire, about 12 feet. So we took static bombs, and exploded them at distances varying from 250 to 18 feet from the nearest house.

To the greatest amazement of all the experts, not one of these jerry-built structures collapsed as a result of blast or shock, even when these bombs were set off at a distance of 18 feet. We thus discovered that from the standpoint of blast you are quite safe in the average American wooden home .

However, in no case did the wooden walls stop fragmentation. On the second floor there was, of course, more danger of being hit by flying fragments. The first floor proved the safer from fragmentation. The experiment showed that with two walls between yourself and the outside, on the first or second floor, you are even fairly safe from bomb fragments. We discovered that the cellar can be a most dangerous place. The one great advantage of the cellar is that it protects you against fragmentation. It increases, however, the hazards that come from shock. Blast is the concussion effect of a bomb exploding on the surface. Shock is defined as the "earth shock" transmitted through the ground by a bomb exploded beneath the surface.

When a 500-pound bomb burst within 18 to 25 feet of these wooden buildings, while the house itself did not collapse, the earth shock threw quantities of earth, brick, and the concrete blocks of the foundation into the cellar. In fact, the foundation itself could be driven in by the shock and yet leave the house standing intact. And to the hazard of being smothered by debris in the cellar must be added the dangers from bursting water and gas pipes and short-circuiting electric wires.

The wooden house proved incredibly sturdy. Under these tests not one of the houses collapsed. In one of the last tests, a house 18 feet from the bomb was lifted clean off its foundation by blast and moved bodily a distance of 8 feet across the ground. Yet examination of the first and second story showed

that anyone who had taken shelter there would have had a good chance of escaping with his life. Aside from fragmentation holes in the walls, the only other damage was from falling plaster.

If you live in a city you probably live in an apartment house. Apartment houses are of two types: One is built with sustaining walls; the other is constructed on a steel frame which carries the structure's weight.

Most old apartment buildings are of the sustaining-wall type. I cannot emphasize too strongly that in such a building you are in great danger during an air raid. Most English houses are of this construction, and British bombing records show that the majority of fatalities occur in them. On such a building, blast is very effective, and if one wall goes from blast, the whole structure collapses. You've heard of and seen pictures of "rubble" in bomb-torn London. What you are looking at when you see this "rubble" is the remains of brick sustaining walls.

The steel-frame building is the best type in which to take shelter. The facing will offer some protection against fragmentation, and a building of this type has been known to withstand even direct hits without complete collapse, the damage being confined to the immediate area hit.

The extraordinary safety of this type of structure was conclusively proved during one of the Nazi raids on London. The Germans made a direct hit with a 1,000-pound bomb on a long block of 10-story modern flats of steel-frame construction, a structure almost identical with the modern apartment blocks in our own large cities. The building was made of reinforced concrete, with concrete floors imposed on a layer of insulated cork. The steel supporting beams were standard size.

The bomb hit at 6 o'clock in the morning, when most of the occupants of the building were in bed. It came through the roof, penetrated the ninth and eighth floors, and exploded between the eighth- and seventh-floor levels. The hole in the roof was 3 by 4 feet at the point of entry, and the bomb exploded only after penetrating three 6-inch floor slabs. The casualties were confined to the sixth and seventh floors. On the sixth floor three persons were killed. On the seventh floor one person was killed. Serious property damage was limited to a radius of about 35 feet.

So, if you're in a steel-frame building in San Francisco, Oshkosh, Detroit, or New York, here's what to do: Stay in it when the sirens go. Try to keep at least 2 floors under you and at least 4 or 5 above you. If you possibly can, get a total floor depth above you of at least 2 feet. You're pretty safe then.

If you're working in a skyscraper when the bombers come over, you couldn't be in a safer place. Even a 500-pound bomb bursting, for example, in Wall Street or the Chicago Loop wouldn't do much more than bring down a lot of the facing on the building fronts. A direct hit on a skyscraper would damage only the immediate area hit; it would not bring the skyscraper to earth, except under unusual circumstances. If people take shelter there, even a heavy bombardment of the skyscraper district in this country would result in fairly low casualties.

If you're working in a factory when the raiders come over, you need to hunt to find shelter that will provide reasonable safety. Most American factories have a tremendous amount of floor space because of our assembly-line system, and very little overhead protection. As a consequence, there are great spaces without breaks to stop blasts. If the floor space is large enough, it would be worse to be caught inside than out, because the blasts from a bomb

hit would be increased by the confinement of the walls. Many vulnerable factories have already installed blast walls to cut down the effect of this type of danger.

Let me warn you now that American subways are not safe shelters. The fact that the Moscow and London subways are habitually used as air-raid shelters should not deceive you. They are sunk so deeply that they are practically invulnerable. The subways in all our cities, however, are only a few feet below the street or pavement and would be deathtraps to anyone seeking shelter in them.

There remains one more type of shelter—the slit trench. My advice to you is not to build them and, unless there is absolutely no other shelter available, to stay out of them. Unless they are properly made, they can be deathtraps.

Soldiers use slit trenches in battle areas, but don't let that deceive you. They use them because the dangers they face are different and because other and better shelter is not available. You are civilians and live in urban areas. Slit trenches in urban or even in suburban and rural areas can become a serious menace to public health. Unless expert construction provides for perfect drainage, they will fill up with water and mud and soon become a most unsanitary place of refuge. In any case, they offer little protection from anti-aircraft fragments—which cause many casualties—and present similar and frequently more excessive dangers from earth shock than do cellars.

Generally, from all our studies of air-raid casualties in Europe and the Far East, I can tell you that the advice of all experts is to get inside a building—any kind of building—in an air raid, if it is at all possible.

They may strike, as in isolated cases they have already struck, and as the Prime Minister of Britain has suggested they might strike again, *with poison gases*, the very names of which will scare a common man to death: diphosgene, chlorpicrin, di-chlorethyl sulfide, ethyldichlorarsine, brombenzylcyanide, chloracetophenone. The odors of which are both intriguing and misleading and range from the odor of stove polish to flypaper, to coal smoke, to garlic, and from apple blossoms to geraniums, to new-mown hay. The effects of which may go far enough to blind the eyes with tears; or blister the skin and sink into the bloodstream; or further still, go through the nose to create a sinus headache, or the nausea of seasickness without the power to vomit; and on into the lungs to eat away the capillary blood vessels, and drown a man in his own blood serum.

OCD Director Landis made the following comment on these poison gases:

There has been published considerable nonsense and well-meaning but badly informed speculation on the possibilities of our enemies using gas, and on its effectiveness if they do use it. I think you should know the facts. We do know that our enemies have considerable stocks of gas. But we of the United Nations have equally large stocks, which, as Mr. Churchill recently



LOCAL CIVILIAN DEFENSE OFFICIALS at the first statewide Civilian Protection School proving to themselves that a screening smoke does not irritate the lungs, whatever its temporary effect on the eyes may be.

stated, we would not hesitate to use if our enemies dared to unleash this horror in an attack on our civilian population. Furthermore, there is not one authenticated case of gas having been dropped in an aerial bombing. However, I would like to warn you that before this war is over, if our enemies are in a desperate position, they may attempt it.

If a gas attack does come, its effectiveness depends upon the ability to achieve concentration, which is very difficult. Poison gas is an extremely tricky weapon. Density is the secret of its effective use. With artillery, which is, in effect, a grouping of fixed rifles, you can, under ideal conditions, concentrate gas in lethal portions in a particular area. But, in an airplane, you are, for the purpose of gas bombardment, employing a moving rifle, and you would need a very large number of planes to achieve an effective bomb density.

Considering the difficulty of concentration, it is most likely that an aerial gas bombardment would utilize bombs of the mustard type rather than the phosgene type, since phosgene depends too much on weather conditions. Mustard gas is much more of a nuisance than phosgene, because it does not dissipate in air as rapidly and can remain effective for days. Everything it has touched must be scrubbed with chloride of lime or laundry soap or other

disinfectants. It is a particularly nasty killer because of its lingering propensities and its characteristic of destroying skin tissue by touch and lung tissue by inhalation as a vapor.

Also, in my opinion, we are quite well prepared to protect ourselves against a gas attack from the air. We have a program already in operation which will ensure that enough gas masks are available to fully equip our A.R.P. forces on both coasts. In addition, in the near future, we shall have available quantities of civilian gas masks stored near likely gas targets and available for instantaneous distribution. If the dangers of gas warfare increase—which, frankly, I think most unlikely—we have plants available that can immediately produce large quantities of gas masks.

We are every bit as well prepared for gas warfare as our enemies. We naturally watch closely all their activities in the line of preparing their civilian population for gas warfare. We have noticed no intense activity on their part, which leads, I think, to the reasonable conclusion that they may not be contemplating a gas attack on our population. Their leaders know, beyond any shadow of a doubt, that our retaliation, if they initiate this horrible method of warfare, would be swift and merciless.

Dr. W. P. Dearing of the U. S. Public Health Service made the following comment on protection of the general public from gas attacks:

Education of the general public is the third and by far the most important part of the problem. Gas is a relatively unimportant weapon against a trained population. Its effectiveness against civilians lies largely in its ability to cause panic rather than to cause casualties. It could be used effectively for this purpose by saboteurs.

Our objective in public instruction is to teach simple procedures which are the essence of protection, introducing few technical details and leaving as little as possible to the judgment of the individual. The average citizen cannot be expected to identify agents accurately in an emergency, and he should be taught only such procedures as have the widest application.

The keynote of public instruction is self-aid. Gas attack by airplane spray or small bombs may expose many persons within a short space of time. When we remember that liquid vesicants must be removed within five minutes or less to avoid serious burns, it is apparent that uninjured persons will protect themselves more effectively by cleansing themselves at the nearest house, rather than delaying long enough to reach any public facility.

The official instructions issued by the Office of Civilian Defense on what to do in a gas attack are as follows:

1. *Stay indoors.* A tightly closed room affords protection against gas. All windows and doors should be tightly shut, and blankets soaked with water, or cardboard should be kept in readiness to cover and seal shattered windows. Choose a room on an upper floor if possible; most war gases are heavier than air, although they may be carried up with air currents.
2. *If caught outdoors in a gas attack, get out of the area at once.* Look down and shield your eyes with your arm. Do not worry about any brief vapor exposure to which you may be subjected. The danger from this source is not great.
3. *Prompt action will avoid serious effects.* If you know or suspect that you



George Jeffrey, former Assistant Director, R. W. Martin, Assistant Director, Theodore S. Johnson, former Director, and William S. Nufer, Assistant Director of the State Defense Council, come out smiling after testing the recently developed molded rubber Army Training Mask. Mr. Johnson, first North Carolina Director of Civilian Defense, started from scratch, made bricks without straw, and turned over to his successor, former Mayor Ben Douglas of Charlotte, a going concern. It was Mr. Johnson who, with Governor Broughton, invited the Institute of Government to organize and conduct training schools, which they sponsored. Mr. Nufer, who represented the State Defense Council at the War Department Civilian Defense School which two Institute of Government staff members attended, assisted in working out the North Carolina Civilian Protection Schools which the Institute of Government conducted.

have gotten any of the gas on your person or clothing, do not go hunting for a casualty station or gas cleansing station and expect someone else to help you. *Knock on the first door* you come to and do whatever is necessary for yourself. Self-aid is the quickest and safest way.

4. *This is what you should do. This routine should be memorized so it will be done automatically in an emergency:*
 - a. Remove shoes and outer clothing and drop them outside the house, in a covered can if available. Do not touch this clothing again except with sticks or gas-proof gloves. Do not cling to false modesty. To enter a house with contaminated clothing endangers everyone in it.
 - b. Get to a bathroom, kitchen or laundry room as fast as possible.
 - c. If your eyes have been exposed to liquid gas or spray, flush them immediately. Plain water out of a faucet, shower-head, canteen or douche bag will do, but a lukewarm dilute solution of bicarbonate of soda (heaping tablespoonful in a quart of water) is even better, if it is handy. Let anyone nearby help you.
 - d. If drops of liquid blister gas have splashed the skin, you can prevent serious burns by adequate cleansing. Promptly blot up the liquid with pieces of cleansing tissue, cloth or a handkerchief which should be disposed of carefully so that it cannot contaminate anyone else. Then sponge the skin briskly with laundry bleach containing sodium hypochlorite, if it is at hand, and rinse off under the shower or in a tub. A thorough bath with a vigorous lathering is the final step, which should never be omitted. Dry the skin by patting. Do not rub. Dress in whatever clean clothing you can get. If blisters develop, you should seek medical advice.
 - e. If your nose and throat feel irritated, snuff and gargle with a dilute solution of bicarbonate of soda. If your chest feels heavy and oppressed, if you have any trouble breathing or if smoking becomes distasteful, lie down immediately and stay perfectly still until you can be taken to a doctor. Do this even if you feel fine otherwise.
5. *Remember:* Cleanse yourself quickly and calmly. *Follow the instructions of your air raid warden.*

SUMMARY

1. The danger of gas attack on our civilian population is present, and our best defense is to plan, organize and train.
2. The technical gas defense organization of the community must be established by the Senior Gas Officer under the U. S. Citizens Defense Corps.
3. The public must be educated in the principles of self-protection and self-aid.
4. Physicians should learn the principles of the mode of action of chemical warfare agents and treatment of gas casualties. Instruction is available through medical schools cooperating with the Emergency Medical Service.
5. Hospital administrators must plan to establish cleansing facilities for injured patients who are contaminated. Services of the Chief of Emergency Medical Service and the Senior Gas Officer are available to assist in such planning.
6. A sane approach to the gas defense problem will minimize the effects of any gas attacks that may occur.

They may strike with combinations of all these weapons: with incendiaries to light up specific targets for high explosives to demolish with precision bombing, followed by machine guns spraying death on people fleeing from their bombed and burning homes. They may strike with small but killing charges of explosives in occasional incendiary bombs to generate a fear of putting out the fires they start; with delayed action fuses on high explosive bombs to lull the people into thinking they are duds, and thus increase the number of the dead. Add poison gas to the raids already made on London and the combination is complete. If the Axis powers do not plan to use gas, why are they making it? People who start out to fight like men when the going is merry may come to fight like poisonous snakes when the going is tough.

If civilian protective forces are organizing against the background of the aircraft warning service and the air raid warning system, they are also organizing against the foreground of expected bombing raids; if they draw their hind sight from the one, they draw their foresight from the other. Even deaf and dumb and blind men know when the air raids come, what the bombers bring, and what their bringings do. The Citizens Defense Corps finds its tasks and takes its shape in bombing scenes.

Organizing the Citizens Defense Corps

Commander

Control Center Staff

Emergency Services

<i>Utility Service:</i> Blackouts Warning signals Repair squads	<i>Public Works:</i> Demolition and clearance Road repair squads Decontamination squads	<i>Welfare Service:</i> Emergency feeding and housing Red Cross activities	<i>Medical Service:</i> Emergency medical unit Nurses' aides Ambulance units	<i>Wardens Service:</i> Air raid wardens Fire watchers	<i>Fire Services:</i> Auxiliary firemen Rescue squads	<i>Police Services:</i> Auxiliary police
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The commander and his duties. As soon as the commander of the Citizens Defense Corps is selected by the local Defense Coun-

cil, he should (1) look at the Citizens Defense Corps Chart, see if it fits local needs and , if it doesn't, change it until it is made to fit; (2) select the various protective division heads; (3) call these selected divisions heads together as the executive committee of the Citizens Defense Corps with the commander as the chairman; (4) administer to them the same oaths taken by the members of the local Defense Council—to defend the state and the United States and the constitutions thereof; (5) outline the tasks to be performed by the local Defense Corps; (6) agree on the number of persons needed for each task and the methods of recruiting, instructing and drilling them in their duties; (7) fix the time and place of periodic meetings.

Since the recruiting will ordinarily be done through the Citizens Volunteer Office, and the records of instruction and drilling will be kept there, it will be a matter of convenience, and may become a matter of necessity, to invite the head of the Volunteer Office to sit as an *ex officio* member of the Defense Corps executive committee. It might also be convenient, though it is not necessary, to designate this member as the personnel officer whose duty it is to keep the roster of Defense Corps members, in order to facilitate compensation for those injured in line of duty.

Periodic meetings of the executive committee might well be patterned after the recommended monthly meetings of the local Defense Council, on the days when local citizens are called to the colors by Selective Service Boards, at the same place, and for the same reasons.

Chart of organization. Commanders of some Citizens Defense Corps in North Carolina have examined the civilian protection chart, found it fitted their needs and followed it to the letter. Others have followed the outline of divisions but shifted squads from one division to another—the fire watchers from the air raid warden to the fire division, the rescue squad from the fire division to the public works division. Others have combined functions and cut down the number of divisions—by merging the police and air raid warden divisions, or the public works and utilities divisions.

In some of the smaller towns the civilian protection organization has been simplified to the point of (1) a post to receive the warning—such as the police department, the fire department, the local telephone company, or anywhere anyone is on duty at a telephone twenty-four hours a day; (2) a list of persons to be called if and when the warning comes; (3) machinery for blacking out all lights. They stop at this point on the theory that a bombing

plane could not hit them in the dark; that this point is a reasonable distance between their honest doubt that any bombing plane will ever come and their equally honest fear that it might.

In still other places no organization has been set up—not even a post to receive a warning, much less a supporting organization to do anything about it. They do not even get started, because they do not believe a bombing plane will ever come; and if it does, it could not hit them even in the light.

No one can say that they are wrong. Nothing short of an air raid will convince them. If no air raid comes they will never be convinced. If an air raid comes they will never know what hit them and so they still will never be convinced. Why should they worry? The right of counties, cities and towns as well as individuals to take a chance is one of many elements of the American way of life that we are fighting Hitler for.

Selecting the chief of the auxiliary police division. In selecting the auxiliary police division head, the commander of the Citizens Defense Corps should consult the police chief. The police chief may or may not be the person to head the division, but there is no doubt about the fact that he should be consulted in selecting the head. For (1) police auxiliaries are simply aides of the police to help them in emergencies; (2) the regular police must organize and train them to the point that they can trust them; (3) if they do not work together they might work against each other to the detriment of both. By the same token, if the commander is to comply with the President's request for the coordination of federal, state and local agencies, it might be wise to recognize the law enforcing rights and duties of the township constable, the county sheriff, the rural police, local representatives of the State Highway Patrol, and of federal law enforcing agencies.

Selecting the chief of the auxiliary fire division. In selecting the chief of the auxiliary fire division, the commander of the Citizens Defense Corps should consult the fire chief. The fire chief may or may not be the person to head the auxiliary fire division, but there is no doubt about the fact that he should be consulted in naming the head because (1) he runs the fire department; (2) it is the duty of his department to put out fires arising from any source, including incendiary bombs; (3) he controls the fire fighting equipment; (4) he and his firemen have the knowledge and experience needed to train the auxiliaries who will help them in emergencies, and they must train these auxiliaries to the point that they can trust them when the fires begin to flare. By the same token, if he is

to comply with the President's request for the coordination of all existing agencies, he should consult with private fire protection officers in local industrial plants and rural and forest fire organizations where they exist.

Selecting the chiefs of auxiliary public works and utilities divisions. In selecting the chiefs of emergency public works and utility divisions, the commander of the Citizens Defense Corps should consult heads of the city public works departments and local private utility organizations. These organizations have the responsibility in normal life of (1) opening, repairing, and maintaining streets and thoroughfares; (2) demolition of unsafe buildings and clearance of rubble; (3) operation, maintenance and repair of water and sewer systems, (4) of gas and electric utilities, (5) telephone, telegraph and radio communications, (6) transportation systems, and so on.

It makes no difference whether these public works and utility systems are publicly owned or privately owned, nor whether they are locally organized in one department or in many departments; for the men who man them have the knowledge, training, experience, machinery and equipment which will be called on in disaster.

It is around these peace time departments of public works and utilities that war time auxiliaries must be trained for (1) emergency repairs of blasted streets and highways—clearing them of rubble and debris from shattered buildings, pulling down adjacent tottering walls, decontaminating in case of gas attack, and otherwise making streets and highways safe for travel; (2) repairing bombed and broken water, gas and sewer mains, electric light and power lines, telegraph and telephone communications systems; (3) planning and executing effective blackouts, and installing and keeping in order effective public warning systems.

Selecting the chief of the emergency medical division. In selecting the chief of the emergency medical division, the commander of the Citizens Defense Corps should consult with the city and county health officers, and with the head of the local medical society. One or none of these persons may be the proper person to head this division, but they are the proper persons to consult in selecting the head because they possess and represent the public and private medical skills and resources which will be mobilized in emergencies to care for those who may be injured in air raids.

This division will be called upon to organize the stretcher teams, first aid posts, casualty stations and hospital service. It will need doctors, nurses, nurses' aides and orderlies. With the shortage of

doctors, trained nurses are being called upon to do many things formerly done by doctors. With the shortage of nurses, volunteer nurse's aides are being recruited to do many of the things trained nurses have done.

The division of responsibility between the emergency medical service of OCD and the American Red Cross in air raid disasters is outlined in the following agreement between the Red Cross and the State Defense Council:

"The Emergency Medical Service organized by each local Civilian Defense Council has responsibility for medical aid to civilians injured by bombing or other enemy action.

"The American Red Cross Chapters shall assist the Emergency Medical Services of the Defense Councils, after consultation with the Chiefs of Emergency Medical Services, by

- (a) recruiting and training Volunteer Nurse's Aides in communities having hospitals authorized to conduct such training. These Volunteer Nurse's Aides shall be utilized by the Emergency Medical Service at Base and Casualty Hospitals and Casualty Stations and, where necessary, at First Aid Posts for Civilian War Aid;
- (b) furnishing list of persons trained in first aid to be enlisted by the Emergency Medical Service as members of Organized Civilian Defense stretcher teams and First Aid units;
- (c) supplementing the supplies of Emergency Medical Service by providing surgical dressings and bandages when the emergency occurs. Such other materials as are normally used in Red Cross Emergency Closets and Highway First Aid Stations shall be made available when there is imminent threat of attack, according to plans which shall be worked out between the local Chief of Emergency Medical Service and the local Red Cross Chapter;
- (d) furnishing available improvised ambulances and drivers;
- (e) providing supplementary transportation for the walking injured and for Emergency Medical Service personnel. During the emergency period, improvised ambulances and motor units assigned to such transportation service will be under the direction of the Chief of Emergency Medical Service;
- (f) providing such Canteen Service at Casualty Stations and elsewhere in the field, as is needed.

"In the event of a 'disaster' the American Red Cross will utilize the resources which have been developed by the Emergency Medi-

cal Service. When Emergency Medical Service units are called upon by the Red Cross to operate in a disaster, they will serve as a part of and under the direction of the local Red Cross disaster organization."

Selecting the chief of the emergency welfare division. In selecting the head of the emergency food and housing division the commander of the Citizens Defense Corps should consult the local welfare officer together with the local Red Cross chapter head. They are the persons who are responsible for directing relief of this sort in peace time strains and stresses; they have the knowledge and the skills to do these jobs and to train auxiliaries to help them do their jobs.

The problem of emergency food and housing for those who are bombed out of their homes will call for the combined efforts of Red Cross, public welfare, and private charity organizations.

The division of responsibility between welfare departments and Red Cross chapters in air raid disasters is indicated by the following agreement of the State Defense Council, State Department of Public Welfare, and the Red Cross:

"In the emergency period during which special facilities must be made available to meet *mass* emergency needs, the State Board of Charities and Public Welfare will look to the organization, facilities, and resources of the American Red Cross to provide food, clothing and temporary shelter. . . . When emergency conditions requiring group care no longer exist, aid will be extended by the local Public Welfare Department, under the direction of the North Carolina Board of Charities and Public Welfare from funds provided by the Office of Defense Health and Welfare Services. . . . The Red Cross will terminate group care services as speedily as the local Welfare Department is able to make provision for the families whose homes have been destroyed, or who for other reasons have been receiving emergency care. . . . The Commander of the Citizens Defense Corps is recognized as the responsible local authority during bombing and other enemy attack, and shall direct all services from the control center. . . . Representatives designated by the local Red Cross chapter and local Department of Public Welfare shall serve as liaison officers to the Commander of the Citizens Defense Corps at the control center and shall report to their respective organizations the services required and needs to be met. The local agency of the State Board of Charities and Public Welfare shall designate a person to serve on the American Red Cross local Disaster Committee so as to participate in the planning for Civilian War Aid and to be

currently informed on operations during the emergency period to the end that the agency may be in a better position to render assistance and service following the emergency."

Selecting the chief of the air raid warden division. In selecting the chief of the air raid warden division, the commander of the Citizens Defense Corps can turn to no one person in local governmental units charged with similar responsibilities in normal life.

But the very variety of functions this division is called on to perform offers many clues: (1) the enforcement of blackout restrictions and directing persons in the streets to shelter—a responsibility shared also by the police department; (2) spotting and fighting incendiary fires and helping people out of bombed and burning buildings—a responsibility shared also by the fire department; (3) giving first aid to the injured—a responsibility shared by health, medical and other authorities; (4) planning and providing emergency food and housing for people bombed or burned out of homes—a responsibility shared with the local welfare department and Red Cross; (5) instructing the civilian population in safety measures during air raids and reporting fallen bombs, fires, or poison gas to the Control Center.

Selecting the chief of the Control Center. The commander of the Citizens Defense Corps in many places assumes the direct responsibility of Control Center operations. In other cases he delegates this responsibility to a deputy commander or coordinator.

The sort of person needed for this task is indicated by the fact that all the divisions of protective services—fire, police, wardens, medical, public works and utilities—focus in and function through the local Control Center, charged with the duty of coordinating the efforts of all divisions, directing them to the spots where the enemy strikes, and thus avoiding a leaderless confusion where individuals and divisions flop around like chickens with their heads cut off.

The Control Center might be described as the *heart* of the civilian protection organization, pumping the lifeblood of the community to the assaulted points that need it most; or as the *head* of the civilian protection organization, receiving warnings of impending danger and directing all needed protective services to meet those dangers when they strike; or as the *nerve center* of the civilian protection organization, where every blow of the enemy is registered as it falls and summons the united resources of the whole community to the point of attack.

The staff of the Defense Corps commander will ordinarily in-

clude messengers, drivers, incident officers, bomb reconnaissance agents and gas officers.

Personnel officer. A personnel officer should be designated to keep accurate records of persons enrolled in the Citizens Defense Corps, to enable them to share in the Civilian War Benefits Program under which benefits will be paid to accredited Citizens Defense Corps workers "who suffer total disability or permanent partial disability (if at least 30% of total), resulting from an injury sustained in the performance of their duties . . .", or "to the widow, child or parent of such worker who dies from an injury sustained in the performance of his duty . . ."

Property officer. A property officer should be designated to receive and act as custodian of equipment and supplies loaned by the federal government for the adequate protection "of persons and property from bombing attacks, sabotage, or other war hazards."

Selection and training of unit leaders and personnel. According to the organization chart, the police division has only one unit—the auxiliary police. The fire division has two units—the auxiliary firemen and the rescue squads. The medical and welfare division has its physicians, nurses, nurse's aides, and welfare auxiliaries and the Red Cross. The public works and utility division has its demolition and clearance crew, and repair crew, decontamination crew, utility repair crew, warning and blackout systems. The air raid warden division has its air raid wardens, its fire watchers, and its emergency food and housing corps. The control center has its commander and his staff, messenger corps, drivers corps and incident officers. As already pointed out, many cities and towns shift specific units from one division to another and combine many divisions into one. Smaller towns have simpler organizations.

In selecting their respective unit heads and personnel, the division chiefs will naturally start with existing personnel in local government organizations and build around them. Existing water department personnel should be the nucleus around which to build auxiliary waterworks repair crews; existing street department personnel might be the nucleus of auxiliary road repair and demolition and clearance crews. Existing electric light and power departments, gas departments, telephone and communications units—whether publicly or privately owned—might be the nucleus of corresponding auxiliary groups; and so on through the list.

In recruiting the auxiliary personnel, many cities and towns have called first for those who have had former experience in the

same or in related fields; next, for those who have natural interests or aptitudes for the particular kinds of work.

Both regular and auxiliary personnel will need training in the specific problems they may be called upon to face and in the procedures to be followed if and when emergencies arise. They will need to follow up this systematic training with periodic drills and tests under blackout conditions. They will need to study and practice their parts in preparation for the battle lines which may be drawn by falling bombs in city streets and in their roofs and attics, as surely as they have been drawn in North Africa and in the Pacific Seas.

Citizens and soldiers lock arms. Military forces train and direct military personnel in the island outposts and the shore line detectors. Military forces train and direct civilian personnel in the inland observation posts, the filter centers and the information centers. Military forces start the warning on its way from the information center. The district warning offices which pick up and transmit the warning are organized, staffed and trained by civilian personnel. So are the local control centers to which the warning goes. So are all divisions of the protective services in the Citizens Defense Corps throughout the state.

Thus, citizens no less than soldiers are on the warpath. The civilian personnel in the Citizens Defense Corps in literal truth locks arms with the military personnel in the Army, the Navy and the Air Corps, in defending North Carolina from attack by air. Just as the Air Corps has taken its place with Army and Navy, so is the Citizens Defense Corps finding place in the plans of Army, Navy and Air Corps in the pattern of defense by land, sea and air.

The hundreds of civilians manning the observation posts and filter and information centers, and the thousands manning the control centers and protective services, together with the pilots of the Civil Air Patrol, release hundreds and thousands of soldiers together with planes and pilots for fighting at the front. They operate on the theory of "all for one and one for all." This chain of air protection units is no stronger than its weakest link.

If the lookouts go to sleep at their observation posts, the filter and information centers are paralyzed for lack of word to go on. *If the district or local warning officers go to sleep* at their posts, all the ceaseless vigil of a thousand lookouts goes for naught. *If the commanders of control centers are not on the alert*, or the leaders and crews of the protective services are not disciplined and trained to the point that they can do their duty in the darkness of black-

outs and under the stress and strain of falling bombs and spreading fires, their communities may be forfeits for their failures.

If the rank and file of the people do not know and understand and play their parts in this all-enveloping drama, if they go into a headspin, fail to blackout lights, jam their telephone lines with useless calls, and choke the streets and roads in panic, they will paralyze their own protective forces built to save them.

Questions

1. Does your Defense Corps have a Control Center, and, if so, what is its plan of organization and operation? How often does it meet for practice? Outline its operations from the moment the yellow warning signal comes to the Control Center, through the successive signals, including the blue, the red, the blue, and the all clear. Compare each step with the proceedings of the Citizens Defense Corps as outlined in this guidebook.
2. Outline the steps taken by military and civilian authorities for the defense of North Carolina by sea, by land, and by air. How does your local Citizens Defense Corps fit into the pattern and what specific steps is it taking to tie in with the military authorities?
3. How many volunteers have been recruited for the different divisions of your local Defense Corps? How many of them have been trained in their duties? How often do they meet for practice?
4. What benefits, if any, may be expected to accrue to your community from the organization and training of the Citizens Defense Corps, even if no air raid ever comes?



Part VI

THE CITIZENS SERVICE CORPS

Background

It took one civilian to keep one soldier in the field in the Napoleonic Wars; two civilians to keep one soldier in the field in the Franco-Prussian War; five civilians to keep one soldier in the field in the war we entered in 1917; it takes ten to fifteen civilians to keep one soldier in the field in the war we entered in 1941.

According to this theory, it took 10 million civilians to put our first million American soldiers in the field. It took 30 million civilians to put our first 3 million soldiers in the field. It will take 100 million civilians to put our first 10 million soldiers in the field, carry on civilian defense activities, and keep our federal, state and local governmental units from collapsing on the soldiers and civilians who support them. Thus, the scope of modern war has stretched from battling armies to battling peoples—from partial to total war.

LINKS IN THE BATTLE CHAIN

Modern armies have become increasingly dependent on supply lines. These supply lines start in fields and mines and forests, stretch across the country to factories and industrial plants, to military camps and cities by the sea. They cross the waters to American soldiers, sailors and aviators in lands, seas and skies all over the earth: 2,500 miles to Alaska and Hawaii; 3,000 miles to England, Europe and North Africa; 5,400 miles to Russian Archangel and Murmansk; 7,500 miles to Australia; 12,000 miles around the Cape of Good Hope to India and 14,000 miles by the same route to Egypt.

If the Axis powers can slow down, cripple and cut the production of raw materials in our fields and mines and forests, they can win this war. If they can slow down, cripple and cut the manufacture of these raw materials into planes, tanks, guns and other munitions at industrial plants, they can win this war. If they can cut the supply lines stretching from our seaports across the oceans to our fighting fronts, they can win this war. If they can overcome our fighting men by hook or crook or open fight on battlefields, they can win this war. There are many links in our battle chain and that chain is no stronger than its weakest link.

The Axis powers are trying to overcome our fighting men on fighting fronts with planes, tanks, guns and men in overwhelming numbers. They are trying to cut the supply lines leading from our seaports to our fighting fronts with submarines, destroyers and

battleships; with torpedoes, mines and high explosive bombs; with aircraft based on lands and carriers. They are trying to cripple and cut our production of raw materials, our manufacture of munitions of war, and our transportation lines from home front to battle front with espionage, sabotage and subversive propaganda.

Four hundred years before the birth of Christ, the prophet Nahum called out to his people in the hour of danger: "Keep thy feasts, O Judah, perform thy vows, keep the fortress, watch the way, make thy loins strong, fortify thy power mightily, draw the water for the siege, go into the clay and tread the mortar, make strong the brick kiln." Twenty-four hundred years later, the prophet Churchill called out to his people in the hour of danger: "Come then: let us to the task, to the battle, to the toil—each to our part, each to our station. Fill the armies, rule the air, pour out the munitions, strangle the U-boats, sweep the mines, plow the land, build the ships, guard the streets, succor the wounded, uplift the downcast, and honor the brave. There is not a week, nor a day, nor an hour to lose." It takes neither a prophet nor the son of a prophet to hear this call to the colors coming from the quick and core of America's being today.

When this call finds its echo in our hearts, we will say to those who used the argument that America was in no danger, as an excuse for not preparing; then used the argument that we were not prepared, as an excuse for not fighting; and then pointed to the well nigh overwhelming odds, as a reason for being afraid to fight; we will say to them, ". . . he which hath no stomach to this fight, let him depart . . . we would not die in that man's company that fears his fellowship to die with us."

We will blot out the propagandists, spies, and saboteurs who now hide low behind the Bill of Rights for safety while they gnaw like termites at the very constitution which protects them.

We will plant the seed, plough the field and reap the harvest; dig the coal, pump the oil, and fire the furnace; make the bullets, planes, tanks and guns; build ships and transport soldiers and supplies to battle fronts wherever free men hold the line with faces still to the front and wounds to the fore.

We will man the aircraft warning service and the air raid warning system, organize the local forces of civilian protection, and train them to the point that they will minimize the damage from bombers when they come upon their deadly mission.

We will mobilize all the latent forces of civilian defense and point them to compelling tasks as they arise in the dislocating cir-

cumstances of industrial transitions from the usual business of peace to the unusual business of war.

Throughout the length and breadth of North Carolina we will keep government of the people free from the hands of dictators and demagogues alike.

Thus, in our own day and our own way, we too will "keep the fortress, watch the way, . . . draw the water for the siege, go into the clay and tread the mortar, make strong the brick kiln . . . fortify our power mightily."

This is the purpose of the Citizens Service Corps: to keep the home fires burning to the point that we can protect and expand the life lines leading from fields, to factories, to seaports, to fighting fronts.

In all humility our spirits will breathe out the prayer of the old Roundhead before going into battle with the Cavaliers three hundred years and more ago: "Oh Lord! I shall be very busy this day. I may forget Thee. But do not Thou forget me!"

Problems of the Citizens Service Corps

"And they said, Let us rise up and build. So they strengthened their hands for the good work. . . . Then Eliashib the high priest rose up with his brethren . . . and they builded the sheep gate. . . . And next unto him builded the men of Jericho. . . . And the fish gate did the sons of Hassenraah build. . . . And the old gate repaired Joiada. . . . The valley gate repaired Hanun. . . . And the fountain gate repaired Shallun. . . . And next to him repaired Ezer . . . another portion, over against it the ascent to the armory, at the turning of the wall. . . . After him Baruch. . . . earnestly repaired another portion. . . . Above the horse gate repaired the priests, everyone against his own house . . . goldsmiths, . . . perfumers, . . . merchants, . . . rulers. . . .

So we built the wall; and all the wall was joined together unto half the height thereof: for the people had a mind to work."

One way to describe the problems of the Citizens Service Corps is to say: the problem of the Citizens Defense Corps is protection against hostile air attack and the problem of the Citizens Service Corps is everything else.

This description gives expression to a popular feeling that the Defense Corps is a closely knit organization serving a single purpose—direct, definite and easily understood; that the Service Corps is an organization doing a little of everything and not much of anything, and so loosely knit as to raise the question whether it is an organization at all.

This guidebook is written in the effort to clarify this popular

feeling; to reveal problems popping out of the body politic as direct, as definite, and sometimes as painful, as boils popping out of the human body; to show the Citizens Service Corps as no less pointed because it points in many directions, and its organization no less closely knit because it is forever being adjusted to ever changing needs.

This purpose may be achieved by discussing problems growing out of (1) military mobilization, (2) industrial mobilization, (3) shortages of critical materials, (4) shortages of food and shelter, (5) shortages of rubber, gasoline and of transportation, (6) shortages of manpower, (7) more to spend with less to spend for, and (8) financing total war.

Military Mobilization and Resulting Problems

"The shield of his mighty men is made red, the valiant men are in scarlet: the chariots flash with steel in the day of his preparation, and the cypress spears are brandished. The chariots . . . rush to and fro in



Seated at his desk in State Headquarters is Brigadier General J. Van B. Metts, State Director of Selective Service.

Reading from left to right are the following: O. S. Slaunwhite, Chief of the Manpower Division; Thomas H. Upton, Major, FD, Assistant to the Director; Gordon Smith, Col., QMC, State Procurement Officer; Frederick H. Lauder, Commander, USNR, Navy Liaison Officer; William P. Burke, Jr., USMCR, Marine Liaison Officer; Elmus D. Peasley, Major, Medical Officer; Michael H. Austell, Major, FD, Personnel Officer; Charles R. Jonas, Major, JAGD, Chief of the Legal and Coordination Divisions; Hugh L. Caveness, Major, CWS, State Adviser on Occupational Deferments.

the broad ways; the appearance of them is like torches; they run like the lightnings . . . the noise of the rattling of wheels . . . the flashing sword, and the glittering spear, and a multitude of slain. . . ."

In June 1940, the President approved the plan of compulsory military training in time of peace, and throughout the year supporting movements came in quick succession. In September 1940, the Selective Service Act provided for one year of military training for 900,000 men between the ages of 21 and 36. On October 11, the President appointed the state director of Selective Service for North Carolina. On October 16, the Selective Service Boards in North Carolina registered 448,283 men.

In the National Lottery on October 28, the Secretary of War drew the first capsule out of the historic fishbowl, handed it to the President of the United States who read the number "158," fixing the order of call. On December 4, the first of our selective service soldiers were inducted into military service at Fort Bragg.

By the end of 1940, 50,000 North Carolinians were in the armed forces; by the end of 1941, 100,000; by the end of 1942, nearly 180,000. By the end of 1943, this total is expected to reach 250,000, with age limits lowered from men of 21 to boys of 18; with calls first on unmarried men, then on married men without children, then on married men with children.

In the beginning, these men were limited to military service in the United States. Later this limitation was extended to the western hemisphere, and finally to the ends of the earth in answer to the demands of global war.

With Pearl Harbor came the first lists of wounded, missing, and killed in action. Fresh names were added to these lists at Bataan and Corregidor, Midway, the Coral Sea, Solomon Islands. Now in North Africa the lists are swelling to heights that are new and may become fearful before we reach the journey's end.

RESULTING PROBLEMS

Many problems grow out of military mobilization. Some of them are individual problems which each person must handle for himself; others are family problems which must be settled within the family circle; still other problems may break through the family circle into public view, and invite the attention of the community.

Home fire problems begin at the point where a man is lifted out of his family and community and into military camp. He opens letters from his local Selective Service Board: first, a call to come

to some appointed place to register for the draft; later, a questionnaire to fill out; still later, a notice of his place in line; and finally a call to come to draft board headquarters prepared to go to camp. The typewriting on the letter has become the handwriting on the wall.

Within the time between his first and last notice he must make his plans: (1) to give up his job and maybe help his employer find someone else to take it; or (2) if he is running his own farm or business, to find and train someone to keep it going in his absence; or (3) to sell it out or close it down, and salvage as much as he can from the liquidation.

If he is out of his family and "on his own," it may be his problems are his alone. If he has a wife and children, his individual problem becomes a family problem involving food, clothing, shelter and the irreducible necessities of life for those he leaves behind; calling for knowledge of the Soldiers and Sailors Relief Act and its bearing on the payment of taxes, rents, or debts coming due while he is away, and related matters.

If he does not settle his family problems before he leaves, he carries with him to camp anxieties and worries which make him a poorer soldier; and the family problems he leaves behind him rise up to stare the community in the face.

Local draft boards have their problems too: office space; clerical help; the never ending job of registration as youth reaches registration age; the job of classification and reclassification as deferments change and age limits go down at one end and up at the other; the job of investigating claims for deferment because of dependents, or physical condition, or a variety of situations; the job of administering a multiplicity of rules and regulations connected with the Selective Service Act.

Camp fire problems. The military camps to which local draft boards send their quotas of men to join the armed forces bring further local problems.

There are the problems of preparing the camps: selecting the camp site; appraising the property; searching the titles and condemning the land; tearing families from the roots of old homes and old neighborhoods and moving them to new homes in strange places, with all the headaches readjustment brings.

There are the problems of building the camps: the influx of workers in quick and sudden shifts; the provision of food, shelter, sanitary facilities, recreation, and sometimes transportation for

workers; living conditions in trailers, huts, barns, and crowded houses; and the extension of law and order to these seasonal communities. These problems stretch beyond the camp itself into the surrounding territory within the reaches of overnight or weekend travel.

There are the problems brought by soldiers coming to the camps: the need of recreation and entertainment in off hours in the camp and outside of it—in the neighboring counties, cities and towns; the need of living accommodations for officers and their families, and visiting accommodations for relatives and friends of soldiers in the camps; the responsibilities of keeping down and cutting out the forces of crime and disease; and the multiplicity of problems growing out of the mixing of military and civilian populations.

There are the problems brought by the camp followers: prostitution and venereal infections; taking soldiers out of training from days to weeks; filling badly needed hospital beds and consuming precious time of doctors and nurses; and spreading infection and disease among civilian populations.

There are the aftermaths of battle: the problems of morale growing out of the anxieties and uncertainties of individuals and families at the news of loved ones in enemy prison camps; the problems brought by soldiers already returning from the battle-fronts—wounded, crippled, sick and unable to work; and the more poignant problems created in homes and families by the news of loved ones killed in action.

CITIZENS SERVICE CORPS OPPORTUNITIES GROWING OUT OF MILITARY MOBILIZATION

These individual and family problems are spilling over into the community to the point that every local unit in the land is running over with war service opportunities for the Citizens Service Corps.

The local director of the Citizens Service Corps should (1) look into the life of his community, (2) find out what the local problems are, (3) learn what is being done about them and who is doing it, (4) throw the weight of the Citizens Service Corps behind those who are already working, and (5) start other committees to work on all untouched problems growing out of military mobilization.

Industrial Mobilization and Resulting Problems

*“ . . . sit down, and tell me, he that knows,
Why this same strict and most observant watch
So nightly toils the subject of the land;
And why such cast of brazen cannon,
And foreign mart for implements of war;
Why such impress of shipwrights, whose sore task
Does not divide the Sunday from the week;
What might be toward, that this sweaty haste
Doth make the night joint-laborer with the day . . . ?*

As military mobilization went forward, industrial mobilization stepped up to provide the sinews and the steel of fighting men. The President of the United States improvised machinery to guide this industrial transition from the usual business of peace to the unusual business of war, and to supervise the expanding production program.

War Production Board. On May 29, 1940, the President appointed the Advisory Commission to the Council of National Defense; on January 7, 1941, merged it in the Office of Emergency Management within which was created the Office of Production Management; on January 16, 1942, merged it in the War Production Board to assure “the most effective prosecution of war procurement and war production.”

Conversion begins. Under the pressure of war and the stimulus of these successive agencies, the conversion of industry began. In February 1942, the War Production Board turned the makers of automobiles into makers of planes, tanks, guns and other weapons of war. In the months that followed it turned makers of refrigerators into makers of airplane parts, makers of radios for civilian use into makers of communications equipment for the armed forces. It turned electric toasters into fuses, waffle irons into shot and shell, roasters into bomb carriers, percolators into gas tanks; until almost 100 per cent of the electrical appliance industry was in war work.

It turned washing machines into gun mounts, vacuum cleaners into gas masks, adding machines into automatic pistols, metal furniture into cartridge cases, musical instruments into assault boats, outboard motors into torpedo mechanisms, fishing tackle into percussion primers, vending machines into bomb sights, golf clubs into rifle butts.

It turned hair curlers into clamps for airplane assemblies, toy

trains into gun fuses, watches into fire control equipment, typewriters into machine guns, tombstones into armorplates, baby carriages into field hospital food carts, and lipsticks into bomb fuses!

Conversion continues. The end is not yet. We are now faced, says the chief of the War Production Board, "with filling staggering demands for munitions, food, clothing, transportation, communications and all the other things needed on the home fronts of the United Nations and the military fronts of the world, and the United States can waste nothing that can be used to make the enemy weaker and the United Nations stronger."

Mr. Nelson gives an illustration of what he means: "If," he says, "in a given civilian goods industry, production is cut to 25 per cent of normal, it is impracticable to permit all the firms in the industry to continue to operate. It is of no consequence that the owner of the plant might be willing to sustain the loss and the workers satisfied with three days employment per week. Plant facilities, power and labor would be wasted—and in a war economy nothing may be wasted."

Concentration begins. Applying this principle to concrete cases, the first concentration order prohibited heating and cooking stove manufacture by all the larger plants everywhere, and by all plants large and small in 39 areas in 15 states where the supply of labor was short. The bicycle industry has been concentrated according to this pattern. Twelve firms in this industry built 1,800,000 bicycles in 1941. Production has been cut to 10,000 a month and confined to two plants. The other ten have been forced into war production or into oblivion, with no provision to conserve the value of brands or trademarks, and no compensation allowed to these forced out of business.

So was it with the makers of heating and cooking stoves. So was it with the makers of metal signs who were able to convert only a small percentage of a 125 million dollar industry to war work. So will it be in the months to come as unnumbered hundreds of industrial plants which do not find the bed rock of war production in the shifting sands of civilian life, and fall in the battle on the home front—no less casualties of war than men who fall in battle on the war front, with as much and no more compensation for their loss of business than their brothers for their loss of life.

RESULTING PROBLEMS

Many local problems grow out of the failure of industry to change from peace time to war time pursuits.

There are the problems of local business slow-downs and shut-downs flowing from national business conversions and from shortages of critical materials, markets and manpower. Thousands of garages, filling stations and automobile sales agencies were left stranded when the wheels of the automobile industry ceased to turn. Dealers in household equipment—washing machines, vacuum cleaners, refrigerators, cooking and heating stoves, radios and victrolas—were left with empty hands and fast emptying pockets as national manufacturers went to war with all or nearly all the metals. So with dealers in typewriters, adding machines, and a hundred different businesses—useful and worthwhile in time of peace but not essential to the conduct of the war. With the resulting problems of unemployment; of finding and training for new jobs; of securing food, clothing and shelter after pay stops on the old job and before it begins on the new one; of starting and bringing in new businesses where the bottoms have dropped out from under old ones.

These problems go to the roots of community existence. In 1939 there were 170,000 little plants in the United States producing 70 per cent of the country's manufactured goods, with 100 big plants producing the remaining 30 per cent. At the beginning of 1943, these 100 big plants are handling 70 per cent of our total production. 20 per cent of the 170,000 little plants have been unable to make the sharp conversion grade and have fallen into the limbo of forgotten things. The remaining 80 per cent of the little plants are left to hold the bag with 10 per cent of American production.

The failure of a single "little" business may be a private disaster, limited to the individual owner and his immediate family. The failure of many "little" businesses, or of one large business may become a public disaster, reaching beyond individual owners and employees into the economic life and disturbing the social security of the whole community.

There are the problems of converting local industries to war production. In the effort to speed the participation of local industry in the war production program, the State Department of Conservation and Development, in 1940, established a branch procurement office in Washington. In 1941, it began a series of studies of local war resources, including a survey of all available floor space for industrial purposes, and informed federal authorities and business men throughout the nation of the results. In May 1942, it cooperated with the Governor of North Carolina in organizing the Committee on War Industrial Coordination which sent out a let-

ter and questionnaire to 3,000 industrial plants in North Carolina in the effort to find out how many were already converting their facilities to war production needs, how many were ready and willing to convert, and how many faced the prospect of closing down because they were unable to convert.

The Department of Conservation and Development has discovered and made available 4 million feet of floor space for war production industries. It has developed, or brought into the state, industrial enterprises to the value of 50 million dollars in the wood-working field—including forest products and finished wood products; 30 millions in new buildings, machinery and repairs; 25 millions in the field of cotton textiles, hosiery, cotton yarn, knitted goods, wearing apparel; 1 million dollars or more in the field of metal products—including machine shop work, sheet iron and other types of metal.

North Carolina industries converted to war production are today making wooden ammunition boxes, truck bodies, airplanes, boats and barges, gun stocks, gun trailers, ship fenders, shell-loading cases and gliders; military uniforms and all types of clothing for the armed forces, camouflage materials, parachutes, tents and tarpaulins; aircraft balancing machines, precision work for Army and Navy, shells, gun sights, gun parts, tank parts, airplane landing gear, welding machines, steel trucks, trailers and Army wagons.

There are the problems growing out of industrial conversion. We are in a dilemma if we do not convert local industry to war production; but we must not forget that successful conversion brings dilemmas of its own. The magnetic pull of war industries and high wages brings people at the double-quick from local homes, neighboring farms and distant counties, cities and towns. They crowd into abandoned houses and empty rooms; into cellars, attics, and halls of houses already full; into garages, trailer camps and store lofts. They call for new housing to relieve congestion; added sanitation facilities and inspection measures to lessen the hazards to welfare, health and safety. They call for day nurseries for the children of working mothers, and the prevention of juvenile delinquency; for more schoolrooms and school teachers; more hospital space and hospital beds; and more of all the basic community services.

The State Board of Health, the State Board of Welfare, the Red Cross and other state and national agencies are ready to work with local agencies on these many and many-sided problems.

CITIZENS SERVICE CORPS OPPORTUNITIES GROWING OUT OF INDUSTRIAL MOBILIZATION

Here again the field is running over with opportunities for the Citizens Service Corps director: (1) to consult with local agencies, public and private; (2) to find out what their local problems are; (3) to learn what is being done about them and who is doing it; (4) to build cooperating committees wherever they are needed; (5) to start new committees working on untouched problems when no local agencies exist, and keep forever on the lookout for new problems growing out of industrial mobilization.

Shortage of Metals and Resulting Problems

The steel we have and the steel we need. Steel, says the chairman of the War Production Board, is the backbone of the armament program.

It takes 50 pounds of steel for one .50 caliber machine gun; 250 pounds for one 500-pound aerial bomb; 750 for one 37-mm tank gun; 2,000 for one 75-mm howitzer; 20,000 for one 3-inch anti-aircraft gun; 56,000 for a medium tank; 13 millions for a heavy cruiser; 36 millions for a 35,000 ton battleship. We need these things by the scores, the hundreds, the thousands; and shells to feed them by the millions.

To meet these needs we stepped up our steel-making capacity from 81 million tons in 1939, to 84 millions in 1940, to 88 millions in 1941, to 93 millions in 1942, to an estimated 98 millions during the year 1943. But this is not enough to bridge the gap.

Alloys we have and alloys we need. Five out of the six alloying metals going into alloy steels—nickel, chromium, manganese, tungsten and vanadium—come largely from outside the United States. To illustrate: In 1940 we used 657,000 tons of chromite ore; produced 2,500 tons; and imported over 650,000 from Africa, Turkey, Cuba, and the Philippines. In normal times the United States produced 2,000 to 3,000 tons of nickel; Russia, 2,500 tons; New Caledonia, 10,000; Canada, 102,000. Many of these outside sources of alloying metals have been cut out or cut down by Axis capture or Allied transportation difficulties.

Forty-five open hearth furnaces closed down for lack of steel in the early months of 1942, says the War Production Board. A United States congressional committee disclosed that: "Ship-building contracts have been cancelled, munitions and other war production have been retarded and military programs have been altered downward for want of steel."

Copper, tin and other metals. In 1941, the United States produced less than 1,000 tons of tin. In that year we imported 195,000 tons from the Far East. Tin grew scarce by the spring of 1942 as Far Eastern imports trickled to a stop. "The only two important sources of tin that remain to the United States," says the War Production Board, "are Bolivia and the national scrap pile." So with copper, zinc, lead and other critical materials, in days when the impacts and pressures of war have changed silver from a monetary medium to an industrial metal, closed up many gold mines, and slowed down all, to save critical material that gold and silver cannot buy.

BRIDGING THE GAP BETWEEN THE METALS WE HAVE AND THE METALS WE NEED

The United States Government is doing everything it can to bridge these gaps.

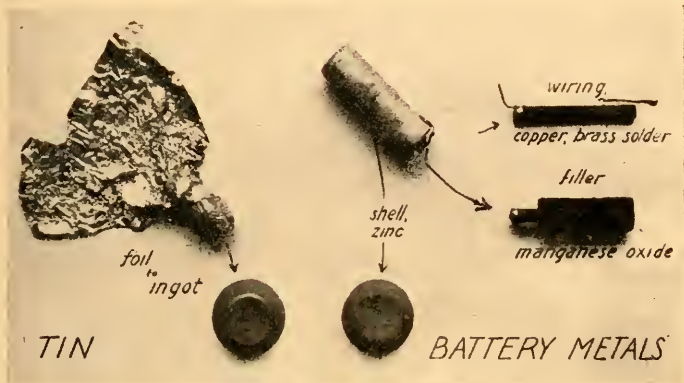
It has saved 12,000 pounds of steel by diverting this metal from calendar edgings; 35,000 pounds by eliminating its use from mop wringers; 65,000 pounds by substituting glass in ice box drains, in defense housing projects alone; 19 million pounds by revising specifications for a victory model stove in 240 thousand defense houses; 900 million pounds by substituting wood in truck cargo bodies; 800 million pounds by revising the specifications of construction projects.

It has saved 6,000 tons of copper by specifying secondary and scrap metals of less than the usual purity in the making of bronze and brass castings; 77 million pounds by substituting steel for brass in certain types of ammunition; 156 million pounds by freezing inventories of fabricated and semi-fabricated parts in factories and warehouses.

It has saved hundreds of thousands of pounds of steel, copper and rubber, and thousands of pounds of nickel, chromium, tin, and cadmium, by reducing the types of bicycles from twenty models to two for each manufacturer.

It has saved 75 million pounds of aluminum by segregating scrap aluminum.

It is cutting civilian uses to the bone as in the case of steel for civilian construction; as in the case of chromite ore where civilian uses have been cut to 3 per cent of former totals; as in every non-essential use. It is developing new sources of supply, such as chromite ore in Montana and Oregon, tungsten in California and



Precious Metals from the Scrap Heap

By W. A. RICE, Department of Geology, University of North Carolina

Any rubbish today? Here's mine!

The left hand slug is tin, melted down from the foil that one smoker accumulated from his cigarettes in three months. Silver wouldn't buy that ingot ounce for ounce, and gold isn't as useful. It isn't much, and it probably has a lot of lead in it too, but that slug would solder more than one radio for a big bomber.

Life Magazine says the Government doesn't want tinfoil yet, but I know of one boy who is using it to cast toy soldiers now that he can't get any more of the lead that came with the set. Any gang of boys has at least one member who could cast a slug like this, using foil, his mother's kitchen stove, and an old iron pot or tin can. The foils that won't melt are made of aluminum, and can't be salvaged.

The other slug marked Z is part of the metal mine I threw into the wastebasket last month. It was a battery from a portable radio set. Broken open, it showed sixty small cells like that one in this load of junk, and six larger cells. The zinc ingot is from ten of the small cells. There is the zinc for a lot of cartridge brass, or a small bomb detonator. But that isn't all. That black stuff between the zinc case and the carbon core of each cell is high grade manganese ore, that ought to be hardening some piece of steel. Each of those carbon cores has a brass tip, and is connected to the next cell with copper wire soldered down at both ends. There is even a stray drop of solder spilled into the battery in the days when we could afford to sling it around. That battery contains the makings for a lot of handy destructive gadgets. A trainload of batteries would make a good mine.

Yes, that's good rubbish. Right here in Chapel Hill we've thrown away a lot of it in the past year. Perhaps a thousand smokers, not to mention the candy bar eaters, and now they have stopped using it and there is no more waste. There went a quarter of a ton of tin, and think of the electrical connections that would have soldered, or the bearing bronze it would have made. A pickup truck full of old batteries would have enough manganese to harden a small tank, enough zinc to make a good many shells, a little copper, lead, and tin in each battery—anyhow, enough to be salvaged. Better send that lead poisoning abroad instead of wasting it on the rats in our city dump.

These things aren't called for now, but they may be soon. Don't we have an old barn or a vacant lot where they can be stored, just in case? And couldn't a Scout troop support itself with the sale of the junk when the market opens?

Nevada, nickel in Cuba. It is increasing production from the sources we already have. But these efforts are not enough to bridge the gap between needs and supplies in many of these metals. During the early months of 1942 forty-five steel making furnaces ran cold for lack of raw materials.

The government is calling on everyone of us to meet it half way in bridging this gap—to match its efforts with our own. It is reminding us that one old flat iron will make two steel helmets; one lawn mower, six 3-inch shells; one old set of golf clubs, one .30 caliber machine gun; one large ashcan, two .30 caliber rifles; one garbage pail, one thousand .30 caliber cartridges; one vacuum cleaner, one hundred ten rifles. It is reminding us that one copper kettle will make eighty-four rounds of ammunition for an automatic rifle; that pots and pans can be turned into pursuit planes; juke boxes into cartridge cases; electric cords into anti-aircraft explosives; silk and nylon hose into parachutes and gunpowder bags; burnt out lamp bulbs into loaded shells; worn out batteries into volcanic tank guns; grease and cooking fats into glycerine for gunpowder; tin cans into solder and the bearings of airplane engines; tooth paste tubes into tin for flying fortresses.

From the beginning the people of North Carolina have responded to the call for scrap metals. During the year 1942 they collected and shipped over 525 million pounds of scrap iron and steel; over 23 million pounds of scrap tin; nearly a million pounds of aluminum; and over 12 million pounds of assorted scrap metal. The State Salvage Committee today is calling on all North Carolinians to collect and turn in scrap iron and steel; non-ferrous metals including copper, iron, brass, lead; tin cans, shaving cream and tooth paste tubes.

CITIZENS SERVICE CORPS OPPORTUNITIES GROWING OUT OF SHORTAGES OF METALS

Here again the field is running over with opportunities for the Citizens Service Corps director: (1) to consult with local salvage chairmen; (2) to build cooperating committees whenever they are needed; (3) to start new committees where none exist; (4) to find out what scrap is needed, where to take it for shipment, and how to get it to the shipping point; (5) to urge the people of the community to take care of the machinery they have in the effort to make it last until the war is over, and longer if it will.

Shortage of Transportation, Gasoline and Rubber and Resulting Problems

Many of the shortages of metals, foods and other products grow out of transportation difficulties. There is no shortage of coffee in Brazil, or Guatemala, or other South and Central American countries; in some places it is rotting on the wharves. There is no shortage of sugar in Cuba, the West Indies and Hawaii; some of them would be well-nigh willing to give up their souls to get rid of the sugar they have. But many of the ships which used to bring this coffee and sugar to American tables have gone to the bottom with crew and cargo. Many more are needed to bring in nitrates, copper, nickel, tungsten, manganese and tin, to be fused and fashioned into munitions of war. More and more cargo space is needed to carry men, weapons and supplies to fighting fronts.

There is no shortage of gasoline and other petroleum products in the oil fields of the great southwest. But when we realize that 95 per cent of those petroleum products used to come from Gulf ports to the eastern seaboard by ocean-going tankers; that many of these tankers have been sunk by submarines—each one carrying to the bottom enough gasoline to drive 13,000 cars from New York to San Francisco; that many more are carrying oil for military needs; that railway tank cars supplemented by pipelines and inland barges have had to take up the slack, and that 300 tank cars won't bring in as much as one single medium sized tanker. When we realize these things we can begin to understand why railway tank cars fall short 600,000 barrels a day, and why gasoline to warm the engines of automobiles sometimes yields to fuel oils to keep the bodies of human beings from freezing to death.

But there is a rubber shortage; and this rubber shortage threatens a further and even more disastrous transportation shortage.

The United States used 600,000 tons of crude rubber every year before Pearl Harbor. Over 90 per cent of this amount came from foreign territories—the Dutch East Indies and Malaya. The Japanese captured these territories early in 1942, cut off this rubber supply, and left us with hardly enough to last one normal year.

Battle front needs. One 28-ton (medium) tank calls for the rubber which might otherwise go into spare tires for 120 automobiles—and we need thousands of tanks. 9 gas masks call for the rubber which might otherwise go into one automobile tire—and

we need millions of gas masks. One bomber tire calls for the rubber that otherwise might go into 8 automobile tires—and we need thousands of bombers. One bullet proof gas tank for a fighter plane calls for the rubber which might otherwise go into the tires, fan belt and window stripping of one automobile—and we need thousands of bullet proof gas tanks. A 4-motor bomber calls for the rubber which might otherwise go into 36 automobiles—and we need thousands of bombers. Fifty different items on a single combat plane call for rubber. Hundreds of other military purposes call for rubber running into the hundreds of thousands of tons. We run the risk of a military blowout if we do not get this rubber. Director Landis was right in saying that the Achilles heel of the United Nations is a rubber heel.

Home front needs are little less compelling. 90 per cent of the peace time travel in the United States was by automobile. 571 billion passenger miles were traveled in 1940. Of these, 1 billion miles were travelled by airlines; 21 billions by buses; 24 billions by steam railways; 27 billions by electric railways; 498 billions by passenger cars.

More than 90 per cent of the vital transportation of many places depends upon the automobile. 54,000 communities in the United States depend altogether upon highway transportation. 2,300 cities and towns with a total population of 12½ million people depend altogether upon the automobile for their travel. 18 million non-farm rural residents depend upon the automobile for their travel.

In 1941, 29 million automobiles on the roads handled this transportation problem. In 1942, 2 million cars were missing from the roads, leaving 27 millions to handle the traffic. In 1943 the number will go down still further as automobile tires wear out and new ones are not forthcoming to replace them—because rubber tires have gone to war.

If cars keep coming off the road at the present rate, said the Baruch Committee, “by far the largest number of cars will be off the road in 1943, and in 1944 there will be an all but complete collapse of the 27 million passenger cars in America.” If 50 per cent of our cars come off the road, says the Office of Price Administration, the underpinning of our transportation system will fall out from under and we will be headed for “military and civilian collapse.”

THE GAP BETWEEN THE RUBBER WE HAVE AND THE RUBBER WE NEED

There is a wide resulting gap between the rubber we have and the rubber we need for military purposes only. Add the rubber we need for absolutely essential civilian uses and the gap grows wider. Add the rubber we need for desirable and pleasurable uses and the gap becomes an impossible chasm.

We cannot expect appreciable returns on rubber growing plants in the United States for years to come. We cannot expect more than dribbles from South America for years to come. We cannot expect much from synthetic rubber production before the end of 1943. What can we do to bridge the gap?

Bridging the gap. The United States government is doing every thing it can to bridge this gap and calling on every American citizen to meet it half way.

(1) *Adding to the stockpile.* The government added to its rubber stockpile by freezing millions of new tires in dealers' stockrooms and warehouses shortly after Pearl Harbor. It has called on all automobile owners to add millions more to this stockpile by turning in all over five tires in his possession—new or second hand. It is calling on every person in the country to add further millions of pounds to this growing stockpile by collecting and turning in scrap rubber in every shape and form. 300,000 tons were added to the stockpile by rubber reclaimed from the 400,000 tons of scrap collected in the summer of 1942. More millions will be added through this collecting and reclaiming process which must continue until all the scrap is in, reclaimed, and on its military mission.

(2) *Conserving the stockpile.* The government is conserving the rubber in the stockpile by every method ingenuity can devise. It is cutting out all rubber used in non-essential undertakings; saving enough from pencil erasers in a year to make 200,000 gas masks; enough from one month's manufacture of baby pants to make 2,800 pneumonatic rafts; enough from garden hose manufactured in a year to make 8,500 75-mm gun carriages and 300 10-ton pontoon bridges. It is substituting other less critical materials. It is saving 3 million pounds of rubber for use in bomber tires by substituting cattle tail hair for rubber in tank and jeep linings. It has saved 6 million pounds by revising the specifications on construction projects. It is calling on every person in the country to conserve the rubber products in his hands and refrain from buying any rubber products for which he can find a usable substitute.

(3) *Stretching the stockpile.* The government is stretching the rubber in its stockpile to the limit of endurance. It is recapping all used tires in its possession at the point where recapping will prolong their life. It is withholding the tires in its stockpile from those who drive for pleasure, even from those who drive for convenience, and thus stretching its supply to meet military needs, war workers' needs, essential civilian users' needs—medical, police, fire, and other basic home front needs. It is asking all of us (1) to cut out all pleasure driving; (2) to cut out all convenience driving; (3) to keep our tires properly inflated at all times; (4) to submit those tires for periodic inspection and permit recapping before they are worn beyond repair; (5) to register for the lowest rationing of gasoline we can get along with; (6) to cut down our driving speed to 35 miles an hour and thus further stretch the life of our cars, tires, oil, and gasoline.

Tires and spares. The tires now on 27 million automobiles on the roads, says the Baruch report, represent "a stockpile of 1,000,000 tons of rubber." We can add a half million tons to that stock pile by timely inspection and recapping. We can double it by stopping pleasure and convenience driving. We can treble it by driving under 35 miles an hour. We can quadruple it by sharing cars and rides with others. Through these processes we can go far toward bridging the gap between the rubber we have and the rubber we need. If we do not bridge the gap, we shall go back to horse and buggy days without the horses or the buggies.

The people of North Carolina collected and turned in over 40 million pounds of scrap rubber in 1942; organized state and local transportation committees and car sharing clubs; began slowing down to 35 miles an hour and cutting down on pleasure and convenience driving; began turning in old tires in 1943 and conserving those in use. But these are only slow and small beginners' steps which must be lengthened into giant strides.

CITIZENS SERVICE CORPS OPPORTUNITIES GROWING OUT OF SHORTAGES OF RUBBER, GASOLINE AND TRANSPORTATION

Here again the field is running over with opportunities for the Citizens Service Corps directors: (1) to consult with chairmen of local salvage committees, transportation committees, car sharing clubs and other existing agencies; (2) to build cooperating committees whenever they are needed; (3) to start new committees working on untouched problems; (4) to bring home to the people the

steadily growing seriousness of the rubber, gasoline and transportation situation and acquaint them with what they can do about it.

Shortage of Clothing, Shelter, Food, and Resulting Problems

A disturbing proportion of the men in England who volunteered for military service on the eve of war were unable to meet the physical requirements of the British Army. In a later statement to the House of Commons, the Minister of War announced that this condition had been corrected to a surprising degree by a system of pre-induction camps in which substandard volunteers were decently clothed and fed a balanced ration of nutritious foods.

During the 1930's the President of the United States got into the habit of announcing that one-third of the people of the United States were "ill clothed, ill housed, and ill fed." Local, state and national health and welfare agencies produced disturbing statistics in support of the President's statement. Since the outbreak of the war Selective Service Boards in many parts of the country have added supporting statistics of their own. In so far as these factors of clothing, shelter and food affect the successful prosecution of the war, they are proper matters of interest for the Citizens Service Corps.

CLOTHING

The shortage of clothing is explained in part by the fact that a soldier uses 5 to 20 times as much clothing as he used in civil life; the wear and tear is 5 to 20 times greater. In civil life he used 30 pounds of cotton goods a year; in Army life he uses 250 pounds; in actual combat he uses 2 to 3 times this amount. He uses an even greater percentage of wool as a soldier than he used as a civilian.

The shortage of certain types of clothing is explained by transportation difficulties. 475 million pounds of wool are yearly sheared from American sheep; this is less than half of all American needs, and only two-thirds of Army needs. Our normal peace time needs are supplemented by shipments from Australia, New Zealand, Africa and South Africa. But there is less shipping space available in war time, and the shipping is more perilous; with the result that new wool for civilian uses was cut 90 per cent for worsted fabrics during the second half of 1942, and 97½ per cent for regular wool fabrics.

There will be no silk for the duration of the war because Japan has the source of supply and she does not show the same disposition to give us silk for parachutes and powder bags to be used in killing Japs that we showed in giving her scrap metal for steel to be used in killing first our Allies and then ourselves.

While we were busily engaged in swapping scrap steel for raw silk, an American medical missionary long resident in Japan urged the United States to boycott Japanese silk and thus cut down on her power to pay for American metal. He clinched his argument with the warning that sooner or later American women would have to choose between their sons and silk stockings. Today, as they have lost their stockings, and are losing their sons, we are in no mood to quarrel over the loss of trouser cuffs, patch pockets, and vests with double breasted suits; over the disappearance of wool cloth linings under fur trimmings, or the disappearance of hems and ruffles.

SHELTER

The problem of shelter becomes acute for a family when its house burns down and shortages of materials and labor, or the stopping of construction, prevent rebuilding. It may become acute for many families moving into war production centers, as idle houses and idle rooms are absorbed, and human beings find living space in cellars, attics, warehouses, chicken coops and tobacco barns. It becomes acute for a community as even these makeshifts can be made to shift no further. It becomes acute for the whole war production effort, as war workers are turned away from war plants for lack of any sort of shelter, and as sorry shelters take their toll in sickness, absenteeism and debilitation.

Private housing had become a public problem in many places in peace time. Federal aid to local housing was forecast in President Hoover's Conference on Home Building and Home Ownership in 1931. It began in earnest with the Federal Home Loan Bank Board in 1932 and the Home Owners Loan Corporation in 1933, in the effort to save the home-lending agencies and refinance distressed mortgages. It gathered momentum with the Federal Housing Administration under the National Housing Act in 1934, in the effort to stimulate the construction and remodeling of houses by private initiative. It widened its scope in the United States Housing Act of 1937, in the effort to assist local housing authorities in re-housing low income families otherwise forced to live in sub-standard houses. It has gained further impetus in the defense

housing projects of war industry centers. Many of these projects have been started in North Carolina, and others are sure to follow.

FOOD

Drains on food stocks. The other day a famous American columnist explained our present food shortage, against the background of bumper crops, with the observation that with more money to buy with, people had bought more food. Perhaps one reason why people are eating more is the fact that in the past many people have not had enough. Perhaps a further reason is that more people are working now—part time, full time, and over time. Many of them are in more exacting work calling for more food and more of certain sorts of food. One war industry recently traced a falling off of efficiency, in a group of highly skilled workers, to a shortage of meats and other strength giving foods in that area.

A still further reason is that just as a working man needs more food than a loafing man, so a fighting man needs more food than a working man. The records show that a soldier needs 5½ pounds of food a day—2 pounds a day more than he needed in normal civilian life. He needs twice as many calories and twice as much protein for a 30 mile march under a hot sun on the training sands of American deserts, and under a hotter sun on the fighting sands of North Africa; for bombing raids on German and Japanese military and industrial targets; for a commando raid on German outposts in Norway in weather far below the freezing point.

This means that the first million men in our armed forces called for 2 million more pounds of food every day than they needed in civil life. The 5 million now in the army call for 10 million added pounds a day. The 10 million men, or more, expected to be in the armed forces by the end of 1943, will call for 20 million added pounds. This adds up to more than 7 billion pounds of food a year, or around 40 per cent more than these same men would need in civil life.

The bread basket of democracy. Another reason for the current and prospective shortage of food may be found in the necessity of supplying food to many of our fighting Allies who have lost their principal sources of normal food supplies. Great Britain lost food sources when the Scandinavian countries, the low countries and most of continental Europe fell into Hitler's hands. Russia lost food sources when she lost the bread basket of the Ukraine. These Allies could crumble from lack of food as quickly as from lack of weapons. The food we send to them to keep them in the fight is just

as important as the weapons we send, and saves the lives of as many American soldiers.

Still another drain upon our food stocks comes from the necessity of furnishing food to countries robbed of their food, left to starve by the Nazi legions, and unable to lend us a helping hand on a diet of black bread and water. People derided Hoover's dream, in the 1920's, of a chicken in every pot in the United States; they laughed at Wallace's dream, in the 1940's, of a bottle of milk a day for every baby in the world; but they will not laugh at food as a weapon of invasion when they learn that a French port in North Africa refused to yield to the thunder of American guns, but readily yielded to the rumble of a truck load of American food.

Fighting men and fighting foods. Fighting men not only need more food—they need more fighting foods. Berries and cocoanuts do not give our troops enough strength to wipe out Japs in New Guinea. Figs and dates will not generate strength enough to hold North African lines. A diet of beans is not enough for men who must resist the lurking fevers in tropical airs as well as lurking foes in tropical underbrush. Remember the plight of our own men in the foxholes of Bataan—men who fought until their clothes became a mass of rags and tatters and their shoes just bits of shredded leather, who kept on fighting until the lack of needed foods had sapped their strength to the point their bodies could not rally to a final charge even at the bidding of spirits undaunted and undying.

We cannot send fresh fruits, fresh vegetables or fresh meats to our fighting men across the seas; for they might spoil on the way. But we can send them fighting foods: meat, milk, eggs, fruits, and vegetables—in all the processed forms American ingenuity has devised.

We shipped 4 per cent of our food supplies to fighting men in 1941, 13 per cent in 1942, and 25 per cent must go to them in 1943. We sent them 35 per cent of our supply of canned fruits and vegetables in 1942, and we must send them 50 per cent in 1943.

Failing sources of supply. In addition to the foregoing drains upon our existing food supply, the current shortage in certain sorts of foods is explained by the fact that we had begun importing many foods from foreign countries, such as fats and vegetable oils from the Far East; coffee from South America; sugar from the Philippines, Hawaii, Cuba and other island sources. The Far Eastern sources of fats and oils have been closed to us through capture or blockade by Japan. Philippine sugar fields are in Japanese hands;

Hawaiian sugar fields are largely closed to us through a transportation shortage and more compelling shipping needs; so are West Indian, Cuban, and Puerto Rican sugar fields flourishing beyond submarine infested seas; so are the coffee plantations of Brazil, Guatemala, and other South American countries.

These considerations fully explain the food shortages we are facing now; they also explain why it is likely to grow more serious with each passing month; and they reveal a presently growing gap between the food we have and the food we are bound to have. How can we bridge this gap?

BRIDGING THE GAP

We can save the food we have been throwing away, even the scraps, and thus prolong the food we have to an amazing length.

We can cut down on the amount of food we eat. The army is doing that. It has cut the soldier's coffee ration from three cups a day to little more than one cup a day. It has cut the soldier's sugar ration to three ounces a day, including desserts. It gives the soldiers three meatless meals a week and thus saves five million pounds of meat a week. It is not too much to ask that every person over twelve cut down to two pounds "more or less" a week.

We can cut down the eating of those foods the soldiers need more than we need, and find equivalent substitutes. The army is doing this. It is stretching out the meat supply by mixing meat with soybeans into a sausage substitute. It is often using marmalades and jellies as substitutes for butter. It is further stretching its butter supply by adding 15 per cent milk solids and thus achieving a "meltless" butter which remains firm in hot climates. It is not too much to ask civilians to attempt similar savings through a system of point rationing which allows smaller amounts of scarcity foods per rationing point, and larger amounts of more abundant foods.

We can produce more foods. Agricultural goals for 1943 stagger the imagination: 57 billion eggs—enough to build a solid band ten feet wide around the earth; 57 billion quarts of milk—enough to fill a lake of two square miles 30 feet deep, capable of floating the united navies of the United Nations; 30 million cattle, dressed down to 11 billion pounds—18 times the weight of the Empire State Building; 24 million sheep and lambs, dressed down to 990 million pounds—enough to fill a train with its locomotive in New Orleans and its caboose in Chicago; 4 billion pounds of dressed poultry—enough to make 30 million man-sized chickens; over 13 billion

pounds of dressed pork and $3\frac{1}{2}$ billion pounds of lard—enough to fill a procession of box cars reaching from New York to San Francisco, back to New York, and back again to San Francisco; over $3\frac{1}{2}$ billion pounds of peanuts—making oil enough to fill 14,000 standard size tank cars in a line 100 miles long; $3\frac{1}{4}$ million acres of potato plantings—enough to raise 407 billion bushels of potatoes; 1,600,000 acres of vegetables to be grown by commercial truck gardens, to be supplemented by added hundreds of thousands of market gardens, home gardens and victory gardens.

Many steps have been taken in North Carolina to bridge the gap between the food we may have and the food we may need. These steps include: (1) the Governor's Farm Labor Commission charged with the coordination of all agencies working to solve the problems of agricultural production; (2) the classification of agriculture as an essential war industry, deferring farm labor in the draft and furloughing many already drafted; (3) the coordination of farm labor and farm machinery supplies in the respective counties; (4) the recruiting of seasonal workers, such as a Farm Victory Corps among high school boys and other volunteers to work in saving crops during critical periods, and the establishment of migratory labor camps for housing seasonal workers; (5) cooperative efforts of the State Department of Agriculture, the State College of Agriculture and Engineering, the State College Agricultural Experiment Station and other agencies to bring about solutions of problems growing out of shortages of feed and fertilizer, farm machinery and production supplies, and unfavorable price ratios.

To the foregoing activities, in bridging the gap between the food we have and the food we need, may be added the significant and far reaching activities of the State Board of Health and the State Nutrition Committee in acquainting the rank and file of the people with the facts of diet, balanced rations of strength giving foods, equivalent substitutes for foods that are or may be rationed and may disappear from our tables altogether before the war is over. Through the spreading of these facts from the few who know and follow them to the many who do not know nor follow them, we can go far to free the rank and file of the people from the ravages of malnutrition, and add to our war winning efforts the increasing zest of buoyant health.



CITIZENS SERVICE CORPS OPPORTUNITIES GROWING OUT OF PRESENT
AND THREATENED SHORTAGES OF FOOD AND SHELTER

Here are compelling opportunities for the Citizens Service Corps director to build cooperating committees: (1) to work with the local Agricultural Workers Council, local representatives of the Governor's Commission, the Grange, 4-H clubs, and other accredited agencies in calling on the farmers to plant more than they alone can house, in the faith that others will help them harvest what they plant; (2) to work with local victory garden chairmen in urging people to raise at least a part of their own food supplies, and with food conservation chairmen in avoiding waste of foods; and (3) to work with local committees and related agencies on housing, nutrition, health and welfare.

Shortage of Manpower and Resulting Problems

There were 135 million people in the United States on the eve of war. Of this number, according to the Social Security Board, 103 millions were over 14 years old.

Of these 103 millions, 6 millions were outside the normal labor force on account of age (over 3½ millions were above 65 years old) and a variety of incapacities. This left around 97 millions, between 14 and 65, presumably able to work.

Of these 97 millions, in 1942, 8 millions were in high schools and colleges. Over 29 millions were women classified as home makers. 58 millions were left in the actual or potential labor force in normal times. To this reservoir of manpower should be added 700,000 a year through population growth.

Military manpower problems. The problem of manpower for the armed forces appeared on the horizon as the 200,000 members of the National Guard were called from peace time pursuits. It grew, as 800,000 more were called in the peace time draft. It became increasingly acute, as the war time draft called married men without dependents; boys from 18 to 21; married men with dependents; and thus dipped into the manpower pool for the hundred thousands in 1939 and 1940, for the millions in 1941 and 1942, and for added millions, approaching the 11 million mark in 1943. It has been aggravated by the competition of recruiting services of Army, Navy, Marines, Coast Guard and Air Corps, with each other, and with Selective Service Boards.

Industrial manpower problems. The problem of manpower for the war industries appeared as orders for munitions poured in from warring countries. It grew under the "cash and carry" plan and under "lend-lease"; and it became acute after Pearl Harbor, with the dawn of 1942. This acuteness has grown with every passing month as war industries dipped into the manpower pool for numbers reaching to the thousands in 1939 and 1940; to 7 millions in 1941; to 17 millions in 1942; with a call for 5 millions more in 1943, until, according to the War Production Board, we have an active labor force of 62½ millions employed or in the armed services. The problem has been aggravated by the competition of war industries with each other, as individual plants hoarded labor they did not need at a particular time with the thought they might need it later; as plants; desperate for the lack of labor, pirated it from other plants just as desperately short; as war contracts were routed to

sections where there was a labor shortage and away from sections where there was a labor surplus.

Agricultural manpower problem. The problem of manpower for the farms appeared on the horizon as successive calls from the Selective Service Boards drained manpower from the farms. It grew, as war industries expanded and the call of higher wages lured men and women from farms to factories. Fifty thousand men and boys left the farms of North Carolina, at the rate of ten thousand per month, between December 1, 1941, and May 21, 1942. Forty-four per cent of this fifty thousand went into the armed forces, and the remainder went into war industries at higher wages. It became acute, as farmers allowed food to run low by planting less when they saw no hope of harvesting more; and by butchering dairy herds when they couldn't milk or feed them. It grew increasingly acute, as the United States became the food bag of the United Nations; as the armed forces and war industries absorbed 62½ million people—leaving 30 to 31 million remaining civilian workers to supply war workers and fighting men with the necessary food, clothing and shelter. It has been aggravated by the lack of farm machinery to fill the gaps in farm labor and by the lack of repairs and replacements for the machinery already on the farm.

Manpower for essential civilian needs. The problem of manpower for essential civilian needs appeared as the armed forces and the war industries drew their millions from the normal walks of life. Physicians are going into the armed forces to the point that people at home are left in peril. The United States Public Health Service estimates that one physician is needed for every 1,500 persons. Half the counties in North Carolina do not meet that quota now. In many counties there is only one physician for 5,000 persons; in one county, one for 10,000; in another county, one for 12,000; in another, one for 15,000. And public health officers, public health nurses, sanitary engineers and water purification operators are leaving for the armed services or the war industries at an alarming rate.

The same picture is appearing in the governmental field, as departing officials and employees are depleting the ranks of state departments, county courthouses and city halls. In the course of a year's time, the entire staff of the Institute of Government joined the armed services and left behind them the problem of finding and training men to fill their places.

Military, industrial, agricultural cross purposes coordinated.

The Selective Service Board, set up in September 1940, was fine as far as it went; but it did not go far enough to stave off conflict between Army, Navy, Marine, and Coast Guard recruiting heads scrambling for the men going into the armed forces of a common country. The Labor Production Division of the War Production Board was a good beginning on the industrial aspects of the manpower problem. The War Manpower Commission, created in April 1942, was a good beginning on the effort to assure the most effective mobilization and maximum utilization of the nation's manpower.

The Manpower Commission in the beginning lacked the power to do more than stab at the problem of stabilizing employment; freeze a few jobs; and give a little breathing time to train replacements before workers were sucked into the draft. It was not long before the many shortages of men stood out as many facets of one great manpower shortage, and thus paved the way for the action of December 5, 1942, which united all manpower agencies in one commission with power to act and make its actions stick.

BRIDGING THE MANPOWER GAP

The 700,000 youths moving annually into the ranks of potential workers will not even replace the 400,000 casualties expected on the battlefronts, and the 500,000 on the home front where men are being discharged from the Army at the rate of 1,000 a week on account of inability to stand the physical rigors of military life and adjust themselves to Army regimentation.

The manpower gap in the armed forces will ordinarily have the first call on the manpower pool. This call may be satisfied in a number of ways: (1) by extending the 38 year limit on men called for front line duty—an unlikely move; (2) by calling women to the WACS, WAVES, SPARS, Marines, and men beyond the 38 year limit, for military service behind the lines, in order to release the younger men now in uniform for front line duty; (3) by calling married men between 18 and 38 with children.

The chairman of the War Manpower Commission believes that the gaps in war industries, agriculture and essential civilian services may be filled by voluntary methods without resort to a civilian labor draft. But he has his fingers crossed. And those who can work, and won't work, may yet be made to work.

We might bridge the gap in part:

By cutting down the millions of man hours lost through ab-

senteeism in war industries. 500 million absentee hours in 1942, because of accidents alone, may be cut down by better safety precautions and by elimination of poor working conditions. Other absentee hours resulting from illness may be cut by better health precautions; others, by relieving housing and transportation difficulties; others by providing day nurseries for children of working mothers. That part of absenteeism resulting from whim, fancy or caprice is inexcusable from any point of view, and should be stamped out by every method ingenuity can devise.

Most of these remedies call for joint action by labor and management. Some of them call for the participation of the government. Then there is the absenteeism on account of weather conditions, and this will continue where it now is—in the laps of the gods.

By putting idlers to work. The Governor of North Carolina issued the following proclamation directed to this end:

Work is no longer merely a privilege or opportunity; it is a high patriotic duty. No man or woman, white or colored, in North Carolina or indeed in America today has any moral right to loaf or be idle even for a part of the time. We are confronted with the most urgent need for productive manpower in the history of our nation. Farm labor and industrial labor are absolutely indispensable for the protection of the national welfare and for the success of our men in arms. Under these circumstances all citizens of all classes, groups and races have a public duty to engage in productive work, even though the individual financial necessity for such work may not exist.

Trustworthy reports have come to me from virtually every section of North Carolina indicating that hundreds, indeed thousands, of men, white and colored, are either not working at all or working only part of the time. Likewise, many women, boys, and girls above the age of sixteen who could be productively employed are doing virtually nothing in the way of productive work. The time has come when every able-bodied person should either be fighting or working.

I herewith call upon the citizens of our state to respond to this most urgent need. I have every confidence that our people will rise to this need and I hope in a manner worthy of our state and its traditions. I urge the ministers of North Carolina and our teachers and school people generally, our civic clubs, representatives of the press and radio, and other public spirited leaders of the state to join in the high endeavor to get every citizen of our state productively employed on a fulltime basis. I further urge the judges, mayors, and law enforcement officers to do everything within their power and within the law to end any idleness or vagrancy that may exist anywhere in North Carolina. Furthermore, I call upon the local selective service boards to study carefully the cases of those who have been deferred on physical grounds but who are able to work and are not working. I am also calling upon police officers and sheriffs to visit places in their cities and counties where loafers and idlers customarily congregate and inquire into the reasons why they are not at work. If these efforts fail to get the necessary response, I should feel it my duty to

use the emergency powers granted me by the recent legislature for dealing with these problems so vital to our national welfare.

By cutting down the loss of man hours resulting from strikes. Many steps have been taken to this end: by the National Defense Mediation Board; by its successor—the War Labor Board; by labor-management committees set up by the National Defense Advisory Commission, continued by the War Production Board; and by other existing machinery for settling disputes, such as the United States Conciliation Service, the Railway Labor Act Machinery, the Maritime Labor Board, the National Labor Relations Board.

The success of these agencies to date is indicated by the fact that less than one third as many strikes, as occurred during 1917 and 1918, have occurred during a corresponding period in this war; and since 1939 they have declined steadily. The War Production Board issued the following public statement in the closing days of 1942: "Organized labor has relinquished the strike as a weapon for the duration of the war, and the effectiveness of this no-strike pledge is indicated by the fact that the total time lost from all labor disputes, including even walkouts in unorganized plants, lockouts and unauthorized strikes, was only seven one hundredths of one per cent of man days put into war production. In no month has the time lost been more than one tenth of one per cent."

As this is written, in the spring of 1943, one group of organized labor, with reasons good or ill, has hesitated on the edge of quitting work in mass, threatening the country with disastrous consequences. In the year 1794, George Washington, President of the United States, faced a similar emergency with these words: "When therefore government is set at defiance, the contest being whether a small portion of the United States shall dictate to the whole union, and at the expense of those who desire peace, indulge a desperate ambition," the whole power of the government must be invoked. In the year 1943, Franklin D. Roosevelt, President of the United States, struck the same tune in nearly the same words and ended with the plea: "Tomorrow the Stars and Stripes will fly over the coal mines. I hope every miner will be at work under that flag."

Other suggestions for piecing out the labor supply include: stretching out the work week; calling older men and women from retirement, youths of high school age, and women from the homes; deferring farm labor; enlisting seasonal labor for the farms. These added millions must be trained for the specific tasks they will be called on to perform: through in-plant training courses; through

vocational education courses; through "Engineering, Science, Management War Training Courses"; through a variety of additional avenues in high schools, in colleges, and elsewhere.

The seasonal farm labor needs are outlined by Harry Caldwell, Director of the Farm Labor Commission for the State of North Carolina:

Early vegetable harvesting begins about March 20th and continues until July 15th. It is located in the Castle Haynes area and requires about 800 off-farm workers.

Strawberries begin about April 20th and continue until May 30th and require about 4,000 off-farm workers. They are produced in the Wallace and Chadbourne areas.

Irish potatoes produced in the Bayboro, Aurora, Columbia, Elizabeth City and Mount Olive areas, begin about May 25th and normally end about July 5th. 6,000 off-farm workers are required.

Peaches produced in the Sandhill area begin normally about June 1st and end about August 1st and require approximately 11,000 off-farm workers.

Beans produced in the western area begin about June 20th and end about October 1st and require about 2,000 off-farm workers.

Tobacco produced in various sections throughout the state begins about July 1st and ends about August 15th and requires about 15,000 off-farm workers.

Peanuts begin about September 15th and end about November 1st, are produced in the North Eastern area and require about 8,000 off-farm workers.

Cotton produced throughout the state begins about September 1st and ends normally about December 1st, requires about 27,000 off-farm workers.

Hay and silage begins normally about August 15th, ends about October 15th and requires about 10,000 off-farm workers.

In addition to these farm labor needs, the tobacco redrying plants begin operations about August 1st and continue to approximately March 1st and they require about 35,000 workers, a large percentage of which normally comes from the farms. Cotton gins likewise use about 2,000 workers during the ginning season, while food processing plants use about 3,000 workers during the food processing season. In every instance, agencies compete with agriculture for the labor supply, so that our harvesting and marketing problems are somewhat complicated.

MANPOWER TRAINING

Industry deals in manpower only in part; agriculture deals in manpower in greater part—machines have not gone so far as in industry; but schools and colleges deal in manpower altogether—it is the end and aim of their existence. From the outset, no less than industry, they faced the task of converting educational facilities to the uses of war.

Many teachers and administrators went into service with the National Guard in 1940. Others have gone into the armed forces through the avenues of the Recruiting Office and the Selective Ser-

vice Board. Others have gone into specialized and technical branches of the government's war activities. Others have shifted from their normal teaching pursuits to mathematics, physics, chemistry and other subjects specified as essential by the military authorities. Thus, educational institutions shared the common lot of industry, agriculture and governmental departments generally.

The students in these institutions ran the same course in varying degrees. Students of medicine, some phases of engineering, and other fields of learning regarded as essential to the prosecution of the war, were urged by the military authorities to continue their studies, under certain restrictions, in professional, graduate and even undergraduate levels. Students in law and those in most branches of the liberal arts and related fields were called into the armed services without deferment. Graduate and professional schools in these fields were hit first and hardest, and are most likely to stagger and fall in a long continued war. As the draft age dropped from 21 to 20 to 18, the senior, junior, sophomore and freshman classes in swift succession felt the draughts of war. High school seniors wondered whether to start upon a college course at all.

Colleges and universities. Educational leadership responded to this situation with a foresight worthy of its traditions. The University of North Carolina may be taken as an illustration of the process of converting higher institutions of learning from the business of peace to the business of war.

The process of conversion began in May, 1940, twenty months before Pearl Harbor, with a telegram from the President of the University of North Carolina placing faculty, laboratories and equipment at the service of the government in the national defense. This action was confirmed and extended by the Board of Trustees at its August meeting.

It went forward: (1) with an inventory of faculty skills, including military experience and knowledge of foreign languages and countries, together with an inventory of laboratory facilities for research on military problems in the fields of physics, chemistry and allied sciences; (2) with a formal request in June for a Naval Reserve Officers Training Corps unit which was granted in the fall of 1940; (3) with compulsory physical training for students of all classes beginning September, 1940; (4) with the formation of the Carolina Volunteer Training Corps and the beginning of the War Information Center in December 1941; (5) with

a pre-induction curriculum for all students entering military service in the winter of 1942—a curriculum late expanding into the College for War Training.

It gathered momentum with (6) the establishment of the Naval Pre-Flight School in the spring of 1942, which expanded from 850 cadets to 1,875, occupying 13 dormitories, and sharing University classroom, auditorium, gymnasium and training school facilities; (7) the coming of pre-meteorology and aviation units in the winter and spring of 1943; (8) the coming of the V-12 Naval unit, including 1,300 or more men on July 1, 1943.

Other colleges in the state converted to the war program in varying degrees. As illustrations: State College, Duke, Wake Forest, Elon, Lenoir-Rhyne, Brevard and others are giving Army and Navy units the benefits of their facilities; Guilford College has been designated a center for the training of Rehabilitation Officers and Administrators. The universities and many of the colleges in the state have been participating further in the war training program through an infinite variety of engineering, science, and military war training courses offered at centers in all sections of the state.

High schools. During this same period of time the State Department of Public Instruction has been guiding the public school system into active participation in the war program. Following Pearl Harbor the Governor of North Carolina appointed a committee for the coordination of high schools in the defense program. This committee met in the office of the State Superintendent of Public Instruction early in January 1942, and outlined a program of special training for boys approaching the draft age. The main adjustments in the curriculum involved: health and physical education, including physical fitness training, nutrition, home-nursing, first aid, immunization, epidemics; defense and safety measures, including fire and panic drills, conservation of materials and supplies, air raid and general safety measures; regular courses of special value to military services, including mathematics, chemistry, physics and allied sciences; vocational courses; courses on thrift and the sale of war savings stamps and bonds, and on student information and morale.

In addition to the foregoing program, high school superintendents, principals and teachers assumed responsibility for the registration of individuals, institutions, and industrial concerns for Ration Book No. 1. They have continued this direct and personal

participation in subsequent rationing programs, in war stamp and bond sales, in salvage drives, in victory garden programs, and in every local phase of the war effort.

Vocational training. To the foregoing program should be added the remarkable record of Vocational Training for War Production Workers. The cumulative enrollment from July 1941 to February 1943 reached a total of 24,555 in the following vocations: aircraft maintenance, auxiliary inspection, blueprint reading, sheet metal, woodworking, welding; ship carpentry and woodworking, welding, blueprint reading, shipfitting; auto mechanics; radio and communication; forging and blacksmithing; and so on. Add to the foregoing the Rural War Production Training Program with 1,393 classes enrolling 18,109 students in 1942, and already increased to 2,000 classes with an enrollment of 36,000 in 1943, with emphasis this year on commodity courses for increased food production and the care and repair of farm equipment and machinery.

Libraries. On the 8th of December, 1941, the University of North Carolina Library set up a War Information Center with a staff of full time and volunteer assistants, and charged it to acquire a "highly selected collection of up-to-date books, pamphlets, maps, clippings and other materials relative to the war . . . ; to focus attention on this material; to make it readily accessible, easy to see, to examine, to borrow for reading; to make it available to students of the University, and the people of the State." City libraries, county libraries, school libraries throughout the state have followed this lead in converting library facilities to the needs of an inquiring public in a time of war.

CITIZENS SERVICE CORPS OPPORTUNITIES GROWING OUT OF MANPOWER SHORTAGES

Here again the field is running over with opportunities for the Citizens Service Corps director: (1) to consult with military authorities and build cooperating committees to work with them on the recruiting of women for the WAACS, WAVES, SPARS and other volunteer military services; (2) to consult with local, state or district officers of the United States Employment Service and build cooperating committees to work with them in putting people of the community in touch with pressing needs in war industries, and acquainting them with local training courses to fit them for these needs; (3) to consult and work with the local Agricultural Workers Council, victory garden chairman and other existing agencies working on the problems of food production and conserva-

tion and farm labor; (4) to consult and work with the local nutrition chairman, health and welfare agencies, public and private, working on the multiplicity of war time hazards to health and welfare in the community; (5) to consult and work with city, county and state educational groups, the traffic safety division of the motor vehicle bureau, and local safety councils.

Problems Growing Out of More Money to Spend With Fewer Things to Buy

More money to spend. In 1939 the national government expenditures for war purposes reached into the billions; in 1940 they reached further into the billions; in 1941, to 13 billions; in 1942, to 52 billions; by the end of 1942, to 6 billions a month, with the promise of spending 90 billions in 1943.

People not working have started to work; people formerly working part time are working full time; people formerly working full time are working over time; most of them are getting higher wages. The income of the people of the United States jumped from 71 billions in 1939, to 76 billions in 1940, to 92 billions in 1941, to 117 billions in 1942, with the promise of 135 billions in 1943. Many Americans have, and for a season are likely to continue to have, more money to spend than ever before.

Fewer things to buy. While they are getting more and more money to spend they are finding fewer and fewer things to buy. There are no new automobiles, few repair parts, fewer tires, and less gasoline. There are no new radios, washing machines, mechanical refrigerators; few electrical appliances, vacuum cleaners, lawn mowers, farm implements, musical instruments, and golf clubs. These things have gone to war.

Other things will follow down the war path as we cut down the production of articles ranging from baby carriages, to bedding and mattresses, to burial vaults; from ice refrigerators to heating stoves, lamps and light bulbs; from kitchen utensils to sewing machines. Foods are on the way to war. Already ration cards restrict the use of sugar, coffee, butter, meat, and processed foods. Other foods will appear upon this list as we march into a future where all of us must share and share alike.

Prices go up. With more money to spend for fewer things, buyers are willing to pay more, sellers are quick to ask more, and prices go up. As money grows from more to more, and the things that money buys grow from less to less, buyers are willing to pay

still more, sellers are quick to ask still more, and prices go still higher. It is hard to tell whether the buyer is giving the seller a run for his goods, or the seller is giving the buyer a run for his money; whether one buyer is bidding against another; whether the seller is simply playing off buyer against buyer; or whether both are simply standing still and letting human nature take its course. That is the way of most flesh at most times, if not the way of all flesh at all times.

As prices of sellers go up and up, the money of buyers is worth less and less. It has happened here. According to the Office of Price Administration, a family that spent \$100 a month on its expenses in 1914 had to spend \$140 a month by the end of 1917, \$164 by the end of 1918, and \$207 by the end of 1920. To illustrate the meaning of this process: suppose a person has a fixed income of \$200 a month, lives on \$150, and lays by \$50 in a savings account. Rising prices may go far enough to absorb his full income, prevent further savings, swallow the savings already accumulated, and run him first into debt and then into bankruptcy.

It happened in France where prices went up 500 per cent. It happened in Germany where prices went up 1600 per cent; and as German prices tangoed with the stars the buying power of the German mark fell so fast that by the time it left the printing press it was not worth the paper it was printed on. We might not believe what happened in Germany after the first World War if our mothers and fathers had not told us similar stories of the closing days of the Civil War and shown us Confederate money not worth the paper it was written on.

Prices come down. But the end is not yet. For, according to the old proverb, everything that goes up has to come down. If we give the name inflation to the process of going up, we give the name deflation to the process of coming down. The last state is worse than the first. For inflation begins with rising prices and grows dangerous as the bubble of rising prices soars and swells; it becomes deadly when the bubble bursts into deflation—deadlier than a “block-busting” bomb—for if one can “bust” a block, the other can “bust” a country.

Here is how. The United States government needs thousands of planes, tanks, guns, ships and untold munitions of war. At present prices they are costing two billion dollars a month. Inflate those prices to the doubling point, and—for the same planes, tanks, guns, ships and munitions—the two billion dollars a month becomes four billion dollars a month. A two hundred and fifty

billion debt might easily become a five hundred billion dollar debt—visiting the sins of the fathers upon the children to the third and fourth generations. The uninflated figures are enough to break a nation's heart; the inflated figures are enough to break a nation's back.

For the government does not pass on the increased cost of these war goods by selling them at higher prices. It explodes them in noise, smoke and flying fragments on the battlefield, and calls on its citizens for heavier taxes and larger loans. If and when citizens fail to pay taxes and buy bonds, the government must borrow from the banks which create new money by the convenient device of book entries adding to demand deposits available to the government. If and when the banks fail to come through with loans, the government has recourse only to the printing press—and the instrument designed by fifteenth century inventors to build civilization may be commandeered by twentieth century procrastinators to destroy it.

The upper and nether millstones. The processes of inflation and deflation carried far enough can not only break a country, they can break everybody in the country. While the prices are going up, the farmer borrows more money to buy more land and more machinery to raise more crops; the merchant borrows more money to build more room and buy more equipment to stock more goods; the manufacturer borrows more money to expand his plant to produce more goods; the laboring man and white collar worker borrow more money to build better houses equipped with better furniture.

Then the war stops. The need for fighting men stops and war fighters demobilize. The need for more planes, tanks, guns, ships and munitions stops, the wheels of war industries stop, and war workers demobilize. Payrolls stop, war dollars demobilize, and war prices follow suit. Taxes come due, people can't pay, and governments go by default. Monthly bills and promissory notes come due, people can't pay; and homes, farms and businesses go the way of mortgage and foreclosure. Gnawing stomachs call each day for daily bread. People on the streets look through windows at food piled high on counters, and starve because they cannot buy. People in the stores look through windows at the street, and starve because they cannot sell. Then elemental instincts rise through civilized exteriors. Savagery finds expression in the law of self-preservation. Another "New Deal" is needed to keep the rocks from crashing through the windows.

We have lived through times like these. With our own eyes we have seen hundreds of thousands of middle class people losing their homes to the hammer; hundreds of thousands of farmers losing their farms to foreclosures; hundreds of thousands of little business men losing their businesses in bankruptcy. We have heard "the still, sad music of humanity, not harsh nor grating, but with ample power to chasten and subdue." And we have found that where there is no vision the people perish.

One of the vicious characteristics of inflation lies in the fact that when prices begin to rise it is "smart" business to hoard goods and borrow and spend money—a process which hurries the rise of rising prices. When prices begin to fall it is "smart" business to hoard money, get rid of goods on hand and not buy or make any more until prices hit bottom—a process which hurries the fall of falling prices until the bottom falls out from under.

Another vicious characteristic of inflation is illustrated in the fact that it is difficult to stop the rise without starting the fall and inviting the crash. Those of us who did not know this before learned it in 1920. If the rise is arrested in time the fall may leave us breathless; if not, it may leave us lifeless. Those of us who did not realize this in 1920, learned the truth of it in 1929, and may face the fact of it in the months that lie ahead.

A stitch in time saves nine, runs an old saying. An ounce of prevention is worth a pound of cure, runs another. If we do not move in time to check the rising price tide, there may be no cure for inflationary ills short of economic resurrection—after the deluge.

We are living now against this background of banks breaking, industries rocking, agriculture in the slough of despond, and the shrill cry of the auctioneer ringing round our homes. If we do not take the known and proper steps to prevent the repetition of this experience, magnified ten times over, we had as well write off our recent history as a "tale told by an idiot, full of sound and fury, signifying nothing."

A STITCH IN TIME SAVES NINE

To point up the problem. It was said earlier in this discussion that consumer income in the United States has increased from 83 billion dollars in 1929, to 94 billions in 1941, to 115 billions in 1942, to an estimated 135 billions in 1943.

The available civilian goods will add up to a total of 70 billions—leaving a differential of 65 billions between available money and available goods. Federal authorities estimate that 14 to 17 bil-

lions of this differential may be siphoned off in taxes; that 25 billions more may be siphoned off in war savings stamps and bonds; leaving over 90 billion dollars worth of money to buy 70 billion dollars worth of goods; and creating an inflationary gap of more than 20 billion dollars.

This inflationary gap may be further reduced, says the President of the United States, (1) by stabilizing wages and farm prices where they are, in order to keep the gap between the money we have and the goods we have to spend it on from getting any wider than it is; (2) by cutting down installment buying and using the money thus saved to pay off debts and mortgages and buy war savings bonds, instead of using it against each other to bid the cost of living out of sight; (3) by fixing ceilings on prices and rents, and by rationing all essential commodities as they approach the point of scarcity; and (4) by levying higher taxes to pay for the war as we go.

FIXING CEILINGS ON PRICES AND RENTS

Prices. As the present war made itself felt in this country the President of the United States moved to prepare price regulation machinery under the War Powers Act of 1916. Under the authority of this act, price ceilings were set on selected items in February 1941. Early steps in price control took the form of "suggestions and warnings" to members of an industry. These steps were followed by a "fair price list" to which the industry was expected to conform; by a "freeze letter" requesting that prices be held at levels prevailing during a specific period; by a "voluntary agreement" with individual producers; by formal price schedules issued under executive authority; by the Price Control Act on January 30, 1942; by the General Maximum Price Regulation on April 28, which applied to wholesalers on May 11, to retailers on May 18, to services on June 1, and fixed ceiling prices at the highest price prevailing in the preceding month.

Rents. Corresponding steps were taken to control the cost of rents. In the fall of 1940, the Consumer Division of the National Defense Advisory Commission started rent surveys throughout the country. In April 1941, President Roosevelt directed the Office of Price Administration to formulate programs for rent control. On March 2, 1942, rent ceilings were established in 20 defense areas in 13 states. By December 1942, rent ceilings were extended to 355 areas with a population of 76 million people. Today rent control may be invoked anywhere, at any time conditions require it.

TRIBUTES TO PRICE CONTROL

What price control has accomplished to this day may be figured against the background of what has happened without it in the past.

During the American Revolution, George Washington wrote to the original thirteen states that "the price of everything is raised to a height to which the revenue of no government would suffice." He wrote to John Jay that "the depreciation of the currency is got to so alarming a point that a wagon load of money will scarcely purchase a wagon load of provision." It wasn't worth a "continental." He urged the Massachusetts Legislature "to fix the prices to the several articles; bearing a proportion to what is the ordinary rate."

During the Civil War, prices rose 150 per cent in the North. They skyrocketed in the South to the point that a student in the University of North Carolina wrote in his diary that while the bill of fare sank lower and lower, the price of board in Chapel Hill rose from \$25 a month in 1862, to \$75 in 1863, to \$200 in 1864. Records of the time show beef rising from 12 cents a pound to \$3; bacon from 33 cents to \$7.50; coffee from \$2.50 to \$40; flour to \$500 a barrel. In the end a wagon load of Confederate money would not buy a wagon load of provisions—even in the Confederate States.

During World War I, prices rose around 150 per cent, and many retail prices of food went still higher. In the early days of World War II, prices headed in the same direction. From September 1939, when German armies invaded Poland, to the date of the announcement of the General Maximum Price Regulation on April 28, 1942, retail prices in the United States rose on an average of 25 per cent, and three-fourths of that rise occurred as the upward swing gathered momentum in the twelve months preceding the price control announcement. Raw material prices rose four and a half times as fast during the year beginning February 1941 as during the first year of the war; prices of manufactured products rose seven times as fast, clothing three and a half times as fast, household furnishings twice as fast. The American dollar was losing value after the pattern of the Revolutionary "continental," the Confederate dollar, and the Imperial German mark. In March, 1942, we spent \$125 for goods that cost \$100 in August, 1939; \$167 for basic raw materials that had cost \$100; \$185 for farm products that had cost \$100.

Inflationary pressures in this war are infinitely greater than

in World War I, for we then devoted only 33 $\frac{1}{3}$ percent of our output to war purposes at the peak of war production; while in this war we are already devoting 50 per cent to war production, and our goal is much higher. Therefore, it is fair to say that in the absence of price control, the World War I pattern of price movements would have been repeated, to say the least, in World War II. At the end of 1942, by preventing the repetition of this pattern of price increases, (1) OPA had saved the government 25 billion dollars; (2) it had saved consumers nearly 6 billion dollars; (3) it had saved farmers over 1 billion dollars on living costs and 2 billions on operating and maintenance.

Recent experience reveals certain weak spots in the original price control system. *Time* magazine outlines them as follows:

"In trying to hold all prices in line, the Administration ran the danger of successfully stabilizing inessential luxuries such as fur coats while failing to stabilize critical (and scarce) cost-of-living items. This is just what has happened. Since March 1942, general wholesale prices have advanced only 5%, as compared with a 14% advance in weekly factory earnings. But food prices went up at least 16% (some food items doubled) which pushed the cost of living up 7%. This advance in food prices—the biggest single item in living costs—gave labor its most powerful arguments for breaking through the President's hold-the-line order of April 8."

In converting from peace economy to war economy "some prices and wages must move if men and machines are to find their proper uses. To try to run the United States economy with a completely frozen price system is like trying to run a car without a steering gear."

To buttress the weak spots in the price control program the administration has made two recent moves:

"MOVE NO. 1 was announcement of a subsidy program, running as high as two billion dollars per year, which would be used to hold down the cost of living. Of this amount \$400,000,000 will be paid to processors of seven vital foodstuffs (beef, veal, pork, lamb, mutton, coffee, butter) in order to induce a 10% reduction in their prices.

"MOVE NO. 2 was the imposition of dollar-and-cents ceilings on most important foods in 150 major cities. These specific ceilings will take the place of the confused jumble of prices which resulted from previous freezing orders. From now on, in any given locality, there will be only one maximum price for canned grapefruit juice,

for instance. Since this price will be widely publicized, it should be easier than it has been in the past for housewives to help the Government enforce price ceilings."

Priorities, allocations and rations. "There is no disagreement," says the War Production Board, "about the necessity for devoting every bit of energy, every ounce of materials, and every machine which can be used, to war production. . . . Priorities and allocations," continues the War Production Board, "are the instruments used to direct the flow of materials into weapons and ships. . . ." and all of the munitions of war.

The system of priorities gave the armed forces and other defense agencies first claim on materials. Limitation orders curtailed the production of non-essentials; conservation orders controlled the distribution of critical materials; allocation orders controlled the distribution of scarce materials. Under the Production Requirements Plan these scarce materials are allocated quarterly to war industries according to their importance in the war effort. Thus rationing came to war industries.

For similar reasons, rationing came to the rank and file of the American people through tires on January 5, 1942; automobiles on February 2; sugar on May 6; typewriters on March 13; gasoline on the east coast on May 15, and throughout the nation on December 1; bicycles on July 9; electric stoves on July 16; rubber boots on October 5; fuel oil on October 15; coffee on November 29; shoes on February 9; canned goods and other processed foods on March 1, 1943; meat on April 1; with other and severer rationing sure to follow.

Failure to ration scarce commodities plays into the hands of hoarders, speculators and monopolists. George Washington pointed to the need of rationing during the American Revolution: "I cannot," he wrote, "with any degree of patience behold the infamous practices of speculators, monopolizers, and all that class of vultures which are preying upon our vitals. . . ." In a letter to an army purchasing agent he wrote: "Is the paltry consideration of a little dirty pelf to individuals to be placed in competition with the essential rights and liberties of the present generation, and of millions yet unborn? Shall a few designing men for their own aggrandizement and to gratify their own avarice, upset the goodly fabric we have been rearing at the expense of so much time, blood and treasure, and shall we become the victims of our own abominable lust for gain? Forbid it heaven! Forbid it all and every state

in the union! By enacting and enforcing efficacious laws for checking the growth of these monstrous evils, and restoring matters, in some degree to the pristine state they were in at the commencement of this war. Our cause is noble, it is the cause of mankind; and the danger to it to be apprehended from ourselves."

These same evils were recognized and denounced by North and South in the Civil War. They were recognized and denounced in World War I. They were recognized and denounced in World War II in a news item in the magazine, *Time*, not long ago: "Shoe rationing started the rumor that clothes rationing was coming. Fed on fear and selfishness, the rumor grew fast and far. By this week it had snowballed into a buying wave no denial from Washington could stop; department-store sales averaged up to 100% above this time last year; soft-goods counters were stripped bare; women went hog-wild over anything wearable at any price, of any style. One Cleveland shopper ordered 75 pairs of stockings. Another got four coats, sizes 10, 12, 14, 16 for her growing daughter. A Los Angeles matron bought 16 dresses, four suits, three coats.

"A New York greybeard ordered the whole stock of suits a Fifth Avenue firm had in his size. Another man tried to buy all the size-32 shorts in a store. A girl bought 27 pairs of white cotton gloves."

The bitterness of store executives at such practices in 1943 was felt by George Washington at similar practices during the American Revolution. "I would to God," he wrote to Joseph Reid, "that one of the most atrocious monopolizers, forestallers and engrossers of each state was hung in gibbets upon a gallows five times as high as the one prepared by Haman. No punishment in my opinion is too great for the man who can build his greatness upon his country's ruin."

The United States government moved to avoid these evils by a system of rationing scarce commodities, to the end that the man with a million dollars can buy no more sugar, coffee, meat or other rationed foods, than the man with the price of one ration allowance. He may not get as much gasoline if the work of the other man is rated higher in vital service to the community. He may not get new tires at any price unless they are to be used in work vital to the winning of the war. Here is the sum and substance of democracy in action.

It is worth all the time and trouble taken by tedious questionnaires. It is worth all the work and worry readjustments bring in personal habits, business practices, and institutional policies. It

is worth all the efforts of all the law enforcing officers and supporting citizens, to stamp out the blackmarkets which strike like rattlesnakes at the vitals of the people, and to uphold the rules and regulations designed to save the economic life of this country from overwhelming ruin.

CITIZENS SERVICE CORPS OPPORTUNITIES GROWING OUT OF MORE MONEY TO SPEND WITH FEWER THINGS TO BUY

Here again the field is running over with opportunities for the Citizens Service Corps director: (1) to consult with the chairman of the local rationing board, with the community service member, with distributive education groups, and with related agencies; (2) to build cooperating committees to work with them on price ceilings, rent ceilings, rationing, black markets; (3) to help bring home to the people the things that need to be done, why they need to be done, what may happen if they are not done, and how everyone may help to do them.

Financing Total War

The cost of war. The American Revolution cost the United States 100 million dollars. The American Civil War cost 7 billions: 4.7 billions to the North and 2.3 billions to the South. World War I cost 31 billions. World War II had cost more than this amount before we started to fight.

The United States spent one billion dollars for military purposes the year before Poland was invaded. On the day that Holland fell, the President asked Congress for a billion dollars more. Three days after King Leopold surrendered, he asked 2 billions more. On the fall of France, he asked 5 billions more. By the middle of 1940, appropriations had reached 12 billion dollars; by the end of 1940, 21 billions; by the end of 1941, 64 billions. By the end of 1942, the rate of expenditure reached 6 billions a month as total war appropriations bounded from 60 billions, to 100 billions, to 200 billions, to 238 billions, with no signs of leveling off.

One Army training plane costs 35 thousand dollars; one light tank, 40 thousands; one medium tank, 75 thousands; one medium bomber, 250 thousands; one 4-engine bomber, 500 thousands; one submarine, 4 millions; one destroyer, 8 millions; one aircraft carrier, 15 millions; one 35-thousand-ton battleship like the North Carolina, 70 millions. That's where our money goes. Munitions of war took one-seventh of our national expenditures in 1939; one-



Mrs. Ruth Vick Everett (left), Information Officer, Raleigh District, OPA; Mrs. Guion G. Johnson (right), Community Service Member, Chapel Hill War Price and Rationing Board, and Information Chairman, Chapel Hill OCD.

sixth in 1940; one-half in 1941; two-thirds in the first five months of 1942; four-fifths by the end of 1942.

TAXING

Part of these costs is covered by taxes. While we were in the preparation stages of the war, the United States Treasury planned to cover half the cost of defense by taxes and the other half by borrowings. But these plans changed as expenditures skyrocketed, and it now appears that 25 to 30 per cent will be covered by taxes and 70 to 75 per cent by borrowings. The Treasury Department collected a little more than 6 billion dollars in taxes in 1940; over 8 billions in 1941; over 13 billions in 1942; with an expectation of 25 billions in 1943.

The federal income tax burden has spread increasingly in recent years, and this increasing spread has been accelerated by the war. To illustrate: The normal tax on incomes of married men began at \$3500 in 1932; \$2500 in 1934; \$1500 in 1941; \$1200 in 1942. The normal tax on incomes of single men began at \$1500 in 1932; \$1000 in 1934; \$750 in 1941; \$500 in 1942. And while the limits were lowering to include more people, the rates were in-

creased from a range of 1½ to 5 per cent in 1932; to a range from 4 to 8 per cent in 1934; to 4 per cent flat in 1938; to 6 per cent flat in 1942.

The surtax has followed a similar course. It began with incomes of \$10,000 in 1932; \$6,000 in 1934; at \$1 above the income within the normal tax limits in 1941. During the same period the surtax rate has increased from a range of 1 to 20 per cent and more in 1932; of 1 to 55 per cent and more in 1934; of 4 to 73 per cent and more in 1938; of 6 to 75 per cent and more in 1941; of 13 to 82 per cent and more in 1942; with an added proposal to limit income from salaries to \$25,000 a year.

Over and above all this came the victory tax of 1943, with a flat rate of 5 per cent on all incomes beginning at \$624. Excise taxes are increasing; and other forms of taxes are in the winds, if not yet in the cards.

Before this war is won and paid for, every man, woman and child in this state and nation is likely to understand something of what was in the mind of the man who wrote the following poem for the *Tarboro Southerner* in the days that followed the Civil War:

*"Taxes! Taxes! Nothing but taxes!
Taxed upon all that man can eat;
Taxed on our flour and taxed on our meat.
Taxed upon all that covers his back,
From his cotton shirt to his broadcloth back.
Taxes on whatever is pleasant to see,
To hear or smell, or feel or to be.
Taxes! taxes! Nothing but taxes!
Grinding our noses as sharp as axes.*

"And What are the Taxes For?"

*"Why, the Freedmen's Bureau to keep in repair,
So that radical loafers can each have a chair,
And a chance for the pickings and stealings there.
Taxes! Taxes! republican taxes!
Taxed on the coffin and taxed on the crib,
On the old man's shroud and the baby's bib,
To pamper the bigot and fatten the knave,
Taxed from the cradle plumb to the grave."*

There is at least one thing worse than the taxes that lie ahead of us, and that is inflation and printing press money which would

follow the failure to levy any taxes at all. For this would destroy the value of the money we had tried to keep, and leave us in the position of the person who so loved his sweetheart that he hugged her to death.

There is at least one thing worse than taxes or inflation and that was described by the President of the United States in a message to Congress: "The price for civilization must be paid in hard work and sorrow and blood. The price is not too high. If you doubt it, ask those millions who live today under the tyranny of Hitlerism.

"Ask the workers of France and Norway, whipped to labor by the lash, whether the stabilization of wages is too great a 'sacrifice.'

"Ask the business men of Europe, whose enterprises have been stolen from their owners, whether the limitation of profits and personal income is too great a 'sacrifice.'

"Ask the women and children whom Hitler is starving whether the rationing of tires and gasoline and sugar is too great a sacrifice'."

It is our task within the coming months to bring home to the rank and file of the people the super-added war time duty of paying their taxes for the support of essential governmental services, of paying them ahead of time and getting discounts, of paying them on time and avoiding penalties, of paying taxes already overdue so that their neighbors will not be called upon to bear the added burden of delinquent and defaulting tax payers. The full significance of this service to local governmental units appears in the light of studies made by the Institute of Government showing that, if by some unexpected miracle all delinquent taxes over a ten year period were suddenly collected, some cities and counties might do away with tax levies altogether for two years, others for one year, and most of them could reduce their current levy by as much as ten per cent.

BORROWING

Government borrowing in World War I. What the government does not get by taxing it must get by borrowing. In World War I, it borrowed through the medium of Liberty Loan Bonds, of a single standard type, sold to anybody and everybody, in whatever amounts they could afford to buy, bearing an interest rate running from $3\frac{1}{2}$ to $4\frac{1}{2}$ per cent. During the inflationary period following the war, credit was exhausted and people had to cash in their bonds for livelihood. Interest rates rose and the price of bonds fell correspondingly until they were selling at eighty cents on the dollar. Take a \$100 bond, running from 20 to 30 years, bearing an interest

rate of $3\frac{1}{2}$ per cent; raise the rediscount rate on loans to 6 per cent and see for yourself the corresponding drop in value of the bond.

Government borrowing in World War II. In World War II the government has devised plans to avoid the foregoing evils. It is preventing a decline in the value of bonds, from post war rises of interest rates, by guarantees written into the face of the bonds that the government itself will redeem the bonds at stipulated rates. It is adjusting the types of bonds in order to fit the needs and come within the reach of each segment of the population, limiting the amount of each type that individuals within each segment can hold, thus spreading individual stakes in government financing to the rank and file of the people. Even the names of the government borrowings have been changed from Liberty Loan Bonds to Savings Bonds.

These United States Savings Bonds were first issued by the Treasury Department in 1935. During the next few years four groups known as Series A, B, C, and D were issued. Since May 1, 1941 three groups, known as Series E, F, and G have been issued. They were called "Baby Bonds" in 1935, "Defense Savings Bonds" in 1941, "War Savings Bonds" in 1942.

The United States Treasury offers:

War Savings Stamps in 10 cents, 25 cents, 50 cents, 1 dollar and 5 dollar denominations—to encourage and facilitate the saving of money for the purchase of War Savings Bonds, and thus bring the War Savings Bonds within reach of the smallest investors.

Series E. \$18.75 invested in a Series E Appreciation Bond on an interest rate of 2.9 per cent, compounded semi-annually, will increase in 10 years to a maturity value of \$25; \$37.50 thus invested will increase in 10 years to a value of \$50; \$75 to \$100; \$375 to \$500; \$750 to \$1000.

No one may invest more than \$3,750 in this series in any one calendar year. The owner may not transfer it; but he may redeem it at any time after 60 days at a value written on the face of the bond.

Series F. \$74 invested in a Series F Appreciation Bond on an interest rate of 2.53 per cent, compounded semi-annually, will increase in 12 years to a maturity value of \$100; \$370 to \$500; \$740 to \$1000; \$3700 to \$5000; \$7400 to \$10,000.

No one may invest more than \$50,000 in this series in any one calendar year. The owner may not transfer it; but he may redeem

it after 6 months from issue on one month's written notice at a value written on the face of the bond.

Series G bonds are current income bonds and come in denominations of \$100, \$500, \$1000, \$5000, \$10,000, bearing interest at the rate of 2.5 per cent payable semi-annually.

No one may invest more than \$50,000 in this series in any one calendar year, nor more than this amount in Series F and Series G combined. The owner may not transfer it; but he may redeem it after 6 months from issue, on one month's written notice, at a value written on the face of the bond.

Other types of bonds are calculated to appeal to various types of business institutions: obligations ranging from 91 day notes to 12 year bonds, for commercial banks; obligations ranging from short-term bonds to 30 year bonds, for insurance companies and private endowments; obligations ranging between the foregoing institutional extremes, for savings banks. The United States Treasury is offering all these obligations through national, state and local committees.

North Carolina quotas in War Savings Bond drives have been subscribed and over-subscribed time and time again, but out of the 3½ million people in North Carolina today only a small number have invested in War Savings Stamps and Bonds.

It is our task within the coming months to bring home to the people from the richest to the poorest the fact that in buying stamps and bonds they will be helping win the war; that every dollar put in stamps and bonds instead of non-essential purchases does just that much to keep the cost of living down, just that much to protect the value of the dollars he has or hopes to have, just that much to guard against inflationary devastations, just that much to lay up treasure for himself and his city, county, state and nation in the days that lie beyond the war.

CITIZENS SERVICE CORPS OPPORTUNITIES GROWING OUT OF THE FINANCING OF TOTAL WAR

Here again the field is running over with opportunities for the Citizens Service Corps director: to consult with local War Savings Stamp and Bond chairmen and back them up; to consult with tax officials and back them up in a united program which not only collects taxes and sells bonds to finance the war but also heads off inflation and keeps the cost of living down.

The impending dangers of inflation have been clearly and forcefully brought home to the people of North Carolina by Philip Woollcott, President of the Bank of Asheville and President of the North Carolina Bankers Association, in an address which is reprinted in the following pages.

Inflation—Not Just a Theory

IT IS ALREADY EATING AWAY THE VALUE OF WHAT WE'VE GOT

Inflation is one of the four major battles of this war. The battle of production has been won. The battle of transportation is being fought, and we are winning it. The battle of killing and getting killed on the battle front is

PHILIP WOOLLCOTT

Born in Raleigh February 17, 1894. Graduated from the University of North Carolina in 1915. First Lieutenant in the Air Forces in the first World War, and served with the American Expeditionary Forces. Since 1933, President of the Bank of Asheville. Elected President of the North Carolina Bankers Association in 1943.



under way and, after many reverses, we are on the offensive. The battle of inflation is not going so well. So quietly and so insidiously has inflation infiltrated itself into our lives that we are losing this most important battle. The winning of the first three battles will be in vain if we lose the war against inflation.

To stop the terrific offensive of inflation we must understand it and its tactics—it's easy to define and I am sure we will agree on definitions—and on its dangers. But it is my hope that in discussing inflation with you, I may be able to help you realize the very simple fact that inflation is not just a definition—not just a theoretical danger. It is a fact that is here with us, and a danger that we must fight as fiercely as we fight the Nazis and the Japs.

INFLATION AT WORK

In simple language, inflation is an abnormally quick rise in prices. Or we might say, a rapid increase in buying power without an increase in the supply of goods. Or, a decrease in the supply of goods without a decrease in purchasing power.

We have all read of the disastrous results of inflation in other nations, from time to time, and particularly the results in Germany after the last war, but let's bring the thing right home to our own living rooms and see what it is. Take your own case. Let's say you are employed by your city, county, state, or some private business unit at a salary of \$200.00 a month. You have been making that for several years and there is every reason to believe that you will hold your position indefinitely as long as you do your job well. You have made the down payment on your home and the monthly payment is like rent. You are getting to be a home owner fast and you frequently look with satisfaction on how much more your home is worth every year and how much less you owe on it. You have bought a little life insurance, your bills are paid, your income covers your whole living program satisfactorily. You are sitting pretty. At least, you *were* sitting pretty last year, but what about that \$100 in taxes you have got to pay this year? That's right—the only way you can pay these taxes is to cut down on your food, clothing, and other essentials. What about those war bonds. Unless you eliminate something else that seems essential to you, there is no money for war bonds. That's really going to be a tough job. Now comes inflation, and here's what it does. Just at the time when everything is toughest, you will find that instead of cutting down on the amount you should spend for food, you find that the price of food has gone up 50%. Instead of reducing that \$50 or \$60 a month you spend for food, it is going to take the same amount of money to buy much less food. The price of food goes up 50% or it doubles or triples, and the same amount of money you are spending now will buy only one-half or one-third as much food. That's inflation! Every piece of clothing, every pair of shoes that you buy will behave in the same way and you have got to buy clothes and shoes because before long yours will begin to wear out. But how can you cut down on what you are spending for clothes and shoes if you can't buy half as much for the same money as you have been spending for them? That's inflation! You are getting just as much income but it won't buy enough for you to live on. You eat poorer food, you wear poorer clothes, you go into debt, you drop your cherished life insurance, you give up your home and get together with some other member of your family in order to have a roof over your head. That's inflation, and that's exactly what is going to happen to you, Mr. Citizen, within the next few years unless wages, farm prices, as well as other prices are absolutely controlled.

Well, you say, there's always a way to meet a situation, no matter how hard, but what about old lady so and so, your great-aunt, who is living on a small monthly income from life insurance which her husband left her a few years ago? That small income has enabled her to live all right and be happy. Where is she going to get food and clothes from if they cost two or three times as much? She is what you call an investor. She is living on a fixed income, over which she has no control. People who live off of incomes from insurance, interest on savings, interest on bonds, rents, and other investments will be much worse off than you because you are still active enough to help yourself to some extent, but the old people are not so fortunate.

GOVERNMENTAL CONTROLS

Now, I would like to consider with you for a few minutes this question. Where does this country stand with regard to inflation? Let's get back to our definition and check our situation today against that definition. This year we have the largest national income on record. It is estimated at 130 billions of dollars. This is a large and rapid increase in income over the past few years and therefore in buying power. We have confronting us, therefore, the first phase of inflation. A large and rapid increase in buying power. On the other hand, we have the smallest supply of goods in our history. Our vast machinery of production has been transformed from consumer goods to war products. The goods we ordinarily buy are just not being made. There are no automobiles to be bought, no refrigerators, no ranges, no heavy goods of any kind. They have disappeared. We have the smallest supply of goods and at the same time the largest purchasing power we have ever had.

The set-up for inflation is perfect. Not only is the set-up perfect but inflation, itself, is already here in a very substantial way.

The damage done so far can be survived, but unless the steady upward movement of inflation is controlled completely and immediately, we are headed for disaster.

Now the second point I want to discuss is what can be done to control inflation, and what we are actually doing to control it. In general there are two approaches to controlling inflation. The first is an effort to restrict and control all prices and all wages; and the second is, an effort to mop up the excess purchasing power. The Government has gradually put into effect a well defined series of controls relating to prices and wages, but these controls are not being exercised. A year ago, we were crying to the Government to establish these controls. During the year, they have established these controls, but now we need to use all the influence and pressure we can to make the Government use these controls. It is my hope, as you read these remarks, that you will form the conviction that it is your duty to do all you can to see that these controls are actually used. The most familiar controls that have been put into effect are:

1. Restrictions and limitations, and in some cases even the prohibition of the sale of consumer goods such as automobiles, refrigerators, and the like. As these articles went out of production it was necessary to rule that only a limited group of people could buy them. And at the same time, it was necessary to establish price levels. We might call this type of restriction "priorities." That's a fancy word, but it means simply that the fellow who needs the thing most can get it and the fellow who doesn't need it can't get it. This naturally limits competition for goods and tends to hold prices down.

2. Rationing of food and certain articles of general use.

3. Price ceilings and wage ceilings. I have combined these two because they are inseparably interlocked and both aim toward the one end of holding prices and wages down to reasonable figures so that the great majority of the people of this country will be able to get food and other things they need at prices which they will be able to pay without completely exhausting their buying power. Legislation has been enacted and administrative rulings have been put into effect, which, if properly exercised, will control prices and wages and will result in the end mentioned above. However, we must admit that the controls are not being properly exercised. The reasons may be complex, but

one fact is very simple and that fact is that as soon as one exception is made in favor of any particular group with respect to either prices or wages, then that exception merely leads to a multiplication of pressures from other sources. "Recently I saw a cartoon which referred to our failure to limit farm prices and wage increases as the holes in the dike protecting us from the flood of inflation. All very good. But these two things are not tiny holes in the dike. They are wide gaps. The flood is already rushing through them and that part of the flood which has already come through cannot be pushed back. And unless we close these gaps now our whole land will be flooded completely with inflation.

Now that is where you and I come into the picture again. We should do all we can now to force Congress, to force the President to exercise completely the controls which they have in their power. Better alphabetical administrative organizations might be formed, but those that already exist can do the job if Congress and the President will act more firmly on principle and less sympathetically with special groups. We should insist that Congress and the President do their jobs thoroughly. Now let's be clear in what we mean by that. By that we mean that we must insist on these controls being exercised even when they hurt you individually, and me individually, and our businesses.

So much for price and wage controls. Now the other control, that is, the mopping up of excess purchasing power. It consists of three things:

1. The drying up of credit which supports buying power
2. Draining off excess purchasing power by increasing taxes, and
3. Mopping up the rest of the excess purchasing power by having those people with excess purchasing power buy War Savings Bonds.

The restrictions on installment credit which began in late 1941, which limit the term of both installment sales and installment loans have been very effective in drying up credit. More recently, these restrictions have been broadened to include all types of loans made to individuals, and now even store charge accounts are restricted. Credit represents buying power just as cash does, and these restrictions on credit have materially contracted buying power.

With our 130,000,000,000 of buying power it is said that we have thirty billions of excess buying power that must be mopped up. That may be. But I believe that the situation can be understood a little more simply by approaching it from the viewpoint of what the Government must spend in the coming year and how it is going to get the money to pay for what it spends. The budget calls for \$100,000,000,000 to be spent in the coming year. Assuming prices will be fixed and controlled, including farm prices and wages, then we must raise \$35,000,000,000 in taxes toward the \$100,000,000,000 to cover our war expenditures. That leaves 65 billions to be raised by the sale of government bonds. Let's say that at least 13 billions in government bonds will be absorbed by insurance companies, endowment funds, and government agencies that buy government bonds such as the Social Security Administration and like organizations. This still leaves 55 billions. The maximum estimate on the amount the general public will put into War Savings Bonds is \$12,000,000,000. That is \$1,000,000,000 a month. Much better than we have done to date. But assuming that twelve billions will come from this source, we still have thirty billions to raise and the only

source left for that money to be raised is from the commercial banks in the country and here is where the rub comes as far as inflation is concerned. The draining off of money by taxes is not inflationary, the investments made in government bonds by insurance companies, government agencies, and individuals who buy War Savings Bonds is not inflationary, but 40 billions that must be invested in bonds by commercial banks to finish up the job is distinctly inflationary for the simple reason that when the banks pay the government for the bonds, the government spends the money and the people it pays the money to turn right around and deposit the money in the banks. Now get the difference. When you, as an individual, take your \$500 out of the bank and buy government bonds the bank's deposits have decreased by the sum of \$500. So when the government spends your \$500 it gets from the bond it sells you, and the fellow it pays the money to, puts it back in the bank as a deposit, then the bank's deposits are right back where they were. There has been no increase. But when the bank uses its cash to buy bonds for itself, there has been no decrease in its deposits for that transaction. So when the money comes back to it in the shape of a deposit the bank's deposits have increased.

Now, the banks already own about \$35,000,000,000 in government bonds and they are going to buy the \$40,000,000,000, or even more if necessary, to finance the war in the next year—and to some extent that will be inflationary, but if we lose our courage on our tax program and fail to raise \$35,000,000,000 in taxes, the banks will have to buy the difference, which will increase the inflationary trend. So here again is where you and I come into the picture. We should bring all the pressure we can on Congress to soak us all the taxes they can think up. Yes, tax you, me and our businesses as well as the other fellow and the other fellow's business.

Now, to summarize—we have the largest national income in history. That is, the largest buying power we have ever had before. We have the smallest amount of goods available. The gap must be bridged by effective price control, including control of farm prices and wages. Excess buying power must be drained off by heavier and heavier taxes and by the diversion of the remaining excess buying power into government bonds by having individuals and non-bank buyers absorb all of the government bonds possible.

THE PEOPLE'S PART

Are you willing to do your part in winning this war? Are you doing everything you can to win it? Let's be blunt with our questions. Are you insisting that taxes be levied sufficient in amount to absorb this surplus buying power regardless of how bad these taxes hurt? Mr. Salaried Man, are you willing to be taxed to the very bone to win this war even though some other fellow may not be taxed so heavily? Mr. Investor, are you willing to see your income reduced to a pittance by taxes in order to win this war, although you see around you others who have more spending power than ever before? Mr. Farmer, are you willing to get rid of your lobbyist in Congress and take your medicine in prices for your produce as well as in taxes, in spite of what happens to the other fellow? Mr. Laboring Man, are you willing to keep your wages where they are and pay all of your excess earnings in taxes, or will you insist on squeezing the last possible dollar of raise out of your employer at this critical time in your country's history? I tell everyone of you that unless you are willing to take your burden, whatever it is and regardless of whether the other fellow bears it or not, then you will

not win this war. Equality of burden is not patriotism. Equality of burden cannot win the war. Does your son, your brother, your nephew, or your friend on the battle front refuse to charge before he finds out if all the other men are going to charge with him? What sort of soldier would he be?

It has been said that Germany is financing the war by taking the cost of the war off of the backs and out of the stomachs of its people and the only way we are going to win the war is to be willing to take the cost off of our backs and out of our stomachs.

We have won the battle of production. We are fighting the battle of transportation. We are fighting the battle of killing. But if we win all three of these battles, and lose the battle of inflation, then after the war nothing that we now have will have any value to us.

DEMOBILIZATION AND RESULTING PROBLEMS

*Lochiel! Lochiel, Beware of the day!
For dark and despairing my sight I may seal.
But man cannot cover what God would reveal.
'Tis the sunset of life gives me mystical lore,
And coming events cast their shadows before.*

DEMOBILIZATION IN WORLD WAR I

When the Armistice was signed on November 11, 1918, 4,200,000 men were in the armed forces of the United States. 9,400,000 were engaged in war industries. 7½ billion dollars were involved in federal war contracts. Less than one-fourth of our national production was war production. We were loaded with a 26 billion dollar debt.

Within eight months after the Armistice, 3,600,000 soldiers were discharged. Five of the 7½ billions in federal war contracts were cancelled. War industries shut down. Workers by the hundreds of thousands were shut out. In 1919, sudden, sharp depression followed for a season in the transition from war to peace.

Business quickly caught its breath. Most of the wartime price controls and materials controls were removed. Inflation followed: three-fourths of the 100 per cent price inflation occurring from 1914 through 1919 occurred during the 18 months after the Armistice. 1920 ushered in the industrial collapse, and 1921 ushered in depression.

Business caught its breath and gradually recovered in the 1920's with phenomenal expansion of the automobile industry; with the tremendous program of highway construction by federal, state and local governmental units; with the booming prices of real estate and the zooming prices of stocks; with staggering loans to Europe and South American countries to pay for goods produced in the United States.

During the postwar years agriculture fared even worse. War-time expansion of farm production stimulated speculation in farm lands, doubled farm land prices, and skyrocketed farm and home debts and mortgages. The close of the war restricted American farm markets. The opening of new areas to grain production and cattle raising in Canada and South America restricted American markets still further. Cotton fields in Egypt, India, Brazil and Russia expanded to cramp American markets. Similar experiences with tobacco brought the meaning of shrinking markets closer home while the lessening costs of production in some areas cut other areas to the quick. Cotton which sold at \$176 a bale in 1919 dropped to \$79 a bale in 1920. Tobacco which sold at 31 cents a pound in 1919 dropped to 17 cents a pound in 1920. Agriculture fell into a trough of depression and a slough of despond from which it never did recover.

After that the deluge. The real estate boom collapsed in 1926. Foreign loans collapsed in 1928. The stock market collapsed in 1929. Prosperity faded around a corner which we failed to turn. Thus Humpty Dumpty sat on a wall. Humpty Dumpty had a great fall. And all the King's horses and all the King's men did not put Humpty Dumpty together again.

DEMobilIZATION IN WORLD WAR II

If the war ends in 1944, 11 million men will be in the armed forces. 27 million will be in war industries and occupations. 70 billion dollars will be in federal war contracts. More than one-half of our national production will be war production. We will be loaded with a 250 billion dollar debt. Interest charges on this debt will range from 6 to 8 billions. 6 to 8 billions more are likely to be added for military protection. Our tax burden is likely to run from 30 to 35 billions as compared with 12 to 13 billions before the war. Economists and financiers agree that we can carry this debt easily if opportunity is provided for everybody to go to work and keep on working. They also agree that without this working opportunity it will be a millstone around our necks. What, if anything, can be done about it?

When the war ends, how many men in the armed forces shall be demobilized—and how fast? How many war workers shall be demobilized and how fast? How many of the price ceilings shall be lifted? materials controls removed? other war time restrictions eliminated? and how fast? How many new jobs can be created—and how fast? Can private industry and agriculture take up the peacetime slack by furnishing worthwhile work to these demobiliz-

ing millions—and how fast? To what extent, if any, should federal, state and local governmental units undertake to furnish worthwhile jobs to those whom industry and agriculture cannot help, and who cannot help themselves? The answers we find to questions such as these will determine whether the war was worth fighting and whether the peace is worth winning.

Favorable factors. Many favorable forces will be working with us. In agriculture, there has been no great increase in prices of basic commodities as in the past war, no tremendous expansion of production as in the last war, no dizzy speculation in land values as in the last war, no such increase in farm mortgage debts as in the last war. Agriculture therefore will face the future nearer to even keel at the end of World War II than at the end of World War I.

In business, prices have not risen as high as in the last war. The cost of living has not gone up as much as in the last war. Inflation has not gone as far as in the last war. From these standpoints business will face the future at the end of World War II in a better position than at the end of World War I.

More people will have more money at the end of World War II than at the end of World War I. 40 billions have been saved by individuals in a single year, and these savings are likely to grow with the pressure of war-saving stamp and bond drives.

There will be more accumulated demands for goods and services at the end of World War II than at the end of World War I because of the fact that more and more of our production is war production and fewer and fewer civilian goods are being produced.

World War I ended with a breath-taking suddenness and left little time to work out transitional adjustments from war to peace. World War II at this writing seems likely to end by degrees—first in Europe and later in the Pacific. This fact in itself will give time for demobilization by degrees. Demobilization will not go as far as in World War I: we are likely to maintain armed forces in the neighborhood of two millions, together with a navy capable of operating in many oceans, together with supporting industries. We have the experience of World War I to guide us in the transition from war to peace at the end of World War II.

Complicating factors. Demobilization problems are complicated by internal tensions making for confusion, conflict and strife. There are economic tensions within the ranks of labor, industry and agriculture, and between them. There are racial tensions: as between the whites, the blacks, the yellows and the rest. There are religious

tensions: as between Protestants, Catholics, Jews. There are sectional tensions: as between North and South and East and West. There are political tensions: as between Democrat, Republican, Socialist, Communist, New Dealer and Old Dealer. These tensions were driven to cover by the experience of Pearl Harbor. They are again lifting their heads as the imminence of danger recedes.

They are further aggravated by external tensions. Whether we like it or not, the status of American labor, industry and agriculture will be profoundly affected by the status of labor, industry and agriculture throughout the world. Racial, religious and sectional tensions in this country will be aggravated by corresponding tensions between Europe, Africa, Asia and America. Political tensions will be aggravated by the clash of fascist, communist and democratic movements, and by insistent calls on the United States, the British Empire and the rest of the United Nations to practice at home the theories they preach abroad.

There is no hope in the "back to normalcy" slogan of the 1920's. There is neither norm nor normalcy for the war we are fighting in the 1940's. There is neither norm nor normalcy for the peace that we must win in the world beyond the war. There has been no period in American history as critical as this period in American history will be.

Post-war planning. Washington, Jefferson, Hamilton and their associates in Revolutionary days started post-war planning and their post-war planning won the peace that followed. Abraham Lincoln in the days of civil war started post-war planning, and the vindictive blocking of those plans turned a war to save the Union into a peace which trampled half the Union underfoot. Woodrow Wilson in the days of World War I started post-war planning, and the repudiation of his planning turned a war to make the world safe for democracy into a peace which bred the Hitlers seeking to eliminate it from the earth. Post-war planning is beginning in the thick of World War II. It is spreading from the national Capitol to state Capitols to county courthouses to city halls to business units and the homes of the people. If it hesitates, it's lost.

*"There is a tide in the affairs of men,
Which, taken at the flood, leads on to fortune;
Omitted, all the voyage of their life
Is bound in shallows and in miseries.
On such a full sea are we now afloat;
And we must take the current when it serves,
Or lose our ventures."*

CITIZENS SERVICE CORPS OPPORTUNITIES GROWING OUT OF DEMobilIZATION

Here is a field running over with opportunities for the Director of Citizens Service Corps: to find out what is being done in post-war planning by different groups in his community and to cooperate with them in every possible way; to catalogue the sources of livelihood in his community, the businesses and industries that have stood up under the stresses and strains of war, those that have been converted to war production, those that have closed; to calculate the number of men and women who have left the community for the armed services or the war industries, the percentage that may be expected to return and the possibilities of re-employment; to plan and work at home as painstakingly to win the peace, as their local representatives on the battlefield are planning and fighting to win the war.

Organizing the Citizens Service Corps

Director

Civilian War Problems Growing out of

Other war conditions
Financing total war
More to spend with less to buy
Shortages of manpower
Shortages of clothing, shelter and food
Transportation, rubber and gasoline
Shortages of critical materials
Industrial mobilization
Military mobilization

Chairmen of Civilian War Service Committees, such as

Investigations for Selective Service Boards
Relief for soldiers' families
Unemployment
Farm labor
Conversion of industrial facilities
Salvage in all forms
Rationing, price control and price ceilings
Child care
Juvenile delinquency
Physical fitness and recreation
Housing
Health and sanitation
Nutrition and food conservation
War savings stamps and bonds
Rehabilitation and employment of wounded and disabled soldiers
Accident prevention

The Citizens Service Corps director and his duties. As soon as the director of the Citizens Service Corps is appointed, he should (1) look at the chart to find out the extent to which it meets the needs of his community, and make it over to fit; (2) select the chiefs of the various divisions of the Service Corps; (3) call these division chiefs together as the executive committee of the Service Corps, outline to them their duties and administer the oaths on page 34, substituting the words "Citizens Service Corps" for the words "Defense Council."

It might be well to invite the head of the Citizens Volunteer Office to sit with the chiefs of the war service divisions on the executive committee of the Citizens Service Corps. Through these meetings the Volunteer Office head will come to know and understand the work of every Service Corps division, the number of volunteers needed for each division, the types of persons best fitted for particular tasks, and thus be better fitted to recruit the needed volunteers.

Periodic meetings of the executive committee might well be patterned after the recommended monthly meetings of the local Defense Council, on the day when citizens are called to the colors by Selective Service Boards, and at the same place and for the same reasons.

Plan of organization. The director of the Citizens Service Corps will need to look into the life of his own community, analyze the public and private agencies already working on local problems, find out where these peace time problems are aggravated by the war, assist existing agencies in meeting these war time aggravations, find out things needing to be done in war time for which there is no peace time equivalent, and go to work on them.

Many of these problems will differ in different places, and Citizens Service Corps will differ with them. They will have fewer things to do in smaller cities and towns than in larger cities and towns, and their organization will be correspondingly simpler there. They will have more things to do in war camp centers and in war industry centers than in centers without these complicating factors, and their organizations will be more extensive and far reaching there. They will have different things to do in rural communities and in urban communities, and rural and urban Citizens Service Corps will correspondingly differ.

These problems do not run in rivulets along parallel lines which never meet; they overflow their banks in many places and

merge their waters in a common pool, while their currents keep flowing in their separate courses. This process finds many illustrations already facing the Citizens Service Corps. Military and industrial mobilization creates many identical problems.

The necessity of a housing committee, for instance, may grow out of the location of a military camp and the coming of families and friends of officers and soldiers; or it may grow out of the location of war industries and the coming of war workers, their families and friends. In either case, there is the necessity of finding rooms, dwellings, or space that may be converted into rooms and dwellings; or of building new housing facilities. The handling of this housing problem will determine the extent to which the city faces new fire hazards, increasing juvenile delinquency and crime, crumbling of family ties and moral restraints, let-downs in health and welfare and living standards. It may also determine the extent of the wear on automobile tires and the strain on transportation; affect the status of critical materials, and the physical and mental fitness of soldiers and workers for their tasks.

Problems of juvenile delinquency may grow out of parental neglect—whether that neglect is due to the fathers in the Army, the Navy, or the Marines; or to mothers in the WAACS, the WAVES or the SPARS; or to both fathers and mothers in war industries. Shifting families find themselves in new, strange and sometimes demoralizing surroundings—whether the shifting is due to homes condemned for camp sites, or to the collapse of private businesses unable to convert to war production, or to the call to the war industries.

Appointing committees and selecting committee chairmen. It may be wise, therefore, to cut across the lines developed on the chart and organize the Service Corps committees around specific types of war services, irrespective of the source from which the need arises. Thus, civilian war service committees might be organized around such problems as: schools and libraries, child care, juvenile delinquency, recreation and physical fitness, housing, nutrition and food conservation, health and sanitation, investigations for Selective Service Boards, control of prostitution and venereal disease, unemployment relief for soldiers' families, converting industrial plants and local business to war production, farm labor, salvage, transportation and car sharing, rationing, ceilings on prices and rents, war savings stamps and bonds, rehabilitation and employment for the returning wounded and disabled soldiers as they come home, and so on throughout the list.

In selecting the chairmen of these committees, the director of the Citizens Service Corps will do well to start with existing local officials charged by law with the responsibility of working on these problems in normal times—such as health officers, welfare officers, recreation and housing authorities; follow up with civic organizations and private agencies who have been working on these problems in normal times; follow up with already appointed chairmen of salvage committees, nutrition committees, war records committees and so on. It is the business of the Service Corps director to build around these existing agencies, supplementing and strengthening them wherever he can; to cooperate always; to coordinate when coordination serves a useful purpose; to initiate wherever initiative is called for; and to kindle qualities of good sense and good humor which in local committees may run all the way from superabundance to nonexistence.

Selecting neighborhood leaders for rural sections and block leaders for cities and towns. The director of the Citizens Service Corps might find it worthwhile at the start to divide the county into (1) cities and towns and (2) rural communities, in order to help the committee chairman bring the program home to every family and individual.

Rural Service Corps leaders. In each county the Agricultural Workers Council is the coordinating agency for all farm organizations. This Council might well be designated as the Citizens Service Corps for all rural communities in the county. This county Service Corps might well designate the accredited leaders of the several rural communities as directors of the Citizens Service Corps for their respective communities, with the leaders of the several neighborhoods in each community as neighborhood Service Corps leaders.

This rural organization of county, community and neighborhood leaders was created in North Carolina by the far sighted vision and down-to-earth practicality of the North Carolina State College Agricultural Extension Service.

Early in 1941 this Agricultural Extension Service began the task of subdividing the rural sections of the 100 counties of North Carolina into neighborhoods. This method of neighborhood delineation was described by Dean Schaub: "If you've ever lived in the country, I'm sure you can think back and pretty well draw a line around the people you considered to be your neighbors. They are the families—usually from 15 to 40—who help each other shuck corn, thresh wheat; who borrow from each other, exchange

farm tools, and usually attend the same church. A neighborhood is always the smallest group above the family having a common interest." According to this delineation 5,864 neighborhood organizations were found in the state, each with one or more leaders.

After Pearl Harbor these leaders quickly adapted their organization to war uses. In January, 1942 they carried the call for salvage of scrap metal and repair of farm machinery to the doorsteps of practically every farm family in the state. They did the same for the victory garden program in March; for the control of living costs in April; for the sale of war savings stamps and bonds in May; for the salvage of fats and greases in July; for sharing the meat in December; for the victory garden program again in January, 1943; and they now spear-head the farm labor program.

Here in North Carolina they have been forerunners for the block leader plan in cities and towns; and they have set the pace for the rural sections of the nation.

Service Corps leaders in cities and towns are following in the footsteps of rural leaders, by dividing the cities into zones, subdividing the zones into sectors, and the sectors into blocks; with corresponding zone, sector and block leaders, equipped to take the explanation of civilian war services, as the needs arise, to every home in every block.

To illustrate: The director of the Citizens Service Corps in Greensboro gives the following description of her block leader organization:

For the purposes of Civilian Protection Greensboro has been divided into fifteen districts. Each district is subdivided into a varying number of sectors, dependent on concentration of population. The Director of the Citizens Service Corps selected a woman as leader for each of the fifteen districts. She, in turn, selected a leader for each sector in her district. The sector leaders chose their block leaders. A block in some instances means what it implies—a city block. In other instances, it means a restricted district in which there are to be found only a small number of residences. In a city the size of Greensboro about eight hundred block leaders were appointed. These block leaders service approximately twelve thousand residences.

When it becomes necessary for the block leaders to visit the homes in the city, the Director of the Corps calls a meeting of his district leaders, and gives information, instruction and material to them. They in turn contact their sector leaders, who give to their block leaders the necessary instructions and the material they are to distribute. Sometimes, by this method, information is given to each household in the city, but at other times the object of the block leader's visit is to get information from each household. When this information has been obtained by the block leader, she passes it on to her sector leader, who compiles a report for the sector for which she is responsible. The sector

reports are handed to the district leader, who gives to the Director a complete report for her district.

The director of the Citizens Service Corps in Raleigh has divided the city into five zones with zone leaders, each zone into approximately five sectors with sector leaders, and each sector into approximately fifteen blocks with block leaders.

Three visitations have thus far been made, promoting such objectives as meat sharing, nutrition, victory gardens, health activities.

Of the 12,000 homes in the city, the block leaders reached 8,239 on the first visitation, 4,542 on the second, and 8,626 on the third.

Such Civilian Service Corps organization promises great service to the community, state and nation for the future.

Questions

Outline concrete instances of the effect of the war on your community along the following lines, and along other lines which may occur to you:

Military Mobilization

1. How many men in your city block or rural neighborhood have gone into the military service? How many have been rejected because of physical defects? because of inability to read and write? because of other reasons?
2. Compare in detail problems growing out of military mobilization in your community with those outlined in this guidebook under the heading "Military Mobilization and Resulting Problems." Tell what is being done about each specific local problem, who is doing it, and what is being left undone.

Industrial Mobilization

1. How many men and women in your city block or rural neighborhood have gone into war industries?
2. How many local industries or businesses have expanded as a result of the war? converted to new activities? curtailed their business? or gone out of business? Give an account of one or more local industries or businesses affected.
3. Compare in detail problems growing out of industrial mobilization in your community with those outlined in this guidebook under the heading "Industrial Mobilization and Resulting Problems." Tell what is being done about each specific local problem, who is doing it, and what is being left undone.

Shortage of Critical Materials

1. Name the principal critical materials in which shortages exist. How have these shortages affected you? your family? your community?
2. Outline the salvage activities in your community. Name the different kinds of materials that have been salvaged, the amount of each type of salvaged material, and the wartime uses to which it may be put. Who collects the salvage? Where is it shipped?
3. Compare in detail problems growing out of shortage of critical materials

in your community with those outlined in this guidebook under the heading "Shortage of Critical Materials and Resulting Problems." Tell what is being done about each specific problem, who is doing it, and what is being left undone.

Shortage of Transportation, Gasoline and Rubber

1. Is there a transportation shortage in your community? What are you doing and what is your community doing to add to the national rubber stockpile? to conserve the existing rubber stockpile? to stretch the existing stock pile?
2. Compare in detail problems growing out of the shortage of transportation, gasoline and rubber in your community with those outlined in this guidebook under the heading "Shortage of Transportation, Gasoline and Rubber." Tell what is being done about each specific problem, who is doing it, and what is being left undone. Tell how you yourself or some friend has been affected by these shortages.

Shortage of Clothing, Shelter and Food

1. What specific food shortage have you faced in your community? What are you doing and what is your community doing to produce more food? to cut down on the eating of specific types of food most needed for soldiers? to help farmers house food and other crops? to encourage proper nutrition in the light of rationed foods and changing diets?
2. Compare in detail problems growing out of the shortage of clothing, shelter and food in your community with those outlined in this guidebook under the heading "Shortage of Clothing, Shelter and Food." Tell what is being done about each specific local problem, who is doing it, and what is being left undone.

Shortage of Manpower

1. Discuss the different forms in which manpower shortage has appeared in your community: in industries? in business? in the essential governmental services?
2. What is being done in your community to acquaint people with specific needs for workers, and opportunities for employment in war industries? of the need for women in the WACS, WAVES, SPARS, Marines, etc.?
3. Compare in detail problems growing out of the shortage of manpower in your community with those outlined in this guidebook under the heading "Shortage of Manpower." Tell what is being done about each specific local problem, who is doing it, and what is being left undone.

Problems Growing Out of More Money to Spend with Less to Buy

1. Have you paid increased rents and prices for foods and other commodities as a result of the war? If so, estimate the percentage of increase and name the types of commodities in which increased prices have hit you hardest.
2. To what extent are rent ceilings and price controls working in your community to keep the cost of living down? Do you have "black markets"? If so, what is being done about them?
3. Figure out what inflation and deflation, as outlined in this guidebook, can do to you and your community. Outline the steps that are being taken and can be taken to prevent these developments.

Financing Total War

1. Who is the chairman of the War Savings Stamps Committee in your community? of the War Savings Bond Committee?
2. What denominations of War Savings Stamps and War Savings Bonds are available? What amount of each type is available to any one individual? What amounts of each denomination have been bought in your community?
3. What are the advantages that might be expected to accrue to your community and the people in it, for the duration of the war and in the readjustments following the war, if every man, woman and child should invest in War Savings Stamps and Bonds?

Demobilization

1. Outline the principal problems your community is likely to face on demobilization day and what is being done to meet them.

WILLIAM B. UMSTEAD

*Chairman North Carolina State
Defense Council*

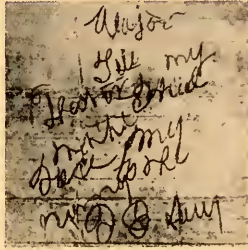
Born in Durham County in 1895. Graduated from the University of North Carolina in 1916. First Lieutenant in the 317th Machine Gun Battalion, 1917-1919. Studied law at Trinity College from 1919-1921. Solicitor 10th Judicial District 1927-1933. Representative of the new Fifth Congressional District as a member of the 73rd, 74th, and 75th Congress, 1933-1939. Since 1939 in the practice of law in Durham. Chairman North Carolina Defense Council 1943.



VICTORY SPEAKERS CORPS

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"TELL MY FATHER I DIED WITH MY FACE TO THE ENEMY"

In the late afternoon of the second day at Gettysburg, North Carolina troops were commanded to move forward and attack the guns on Cemetery Hill. In this charge Isaac Edwin Avery, son of North Carolina and of the University of North Carolina, was shot down while leading on his men. He lived long enough to write on a piece of paper, crumpled with his blood, the message here portrayed. Major, tell my father I died with my face to the enemy — I. E. Avery. After the battle, his negro body-servant found this message clutched in stiffened fingers and took it to an Avery's people who gave it to the Historical Commission in the State Capitol. Ambassador Bruce saw it three years afterward and said: The message of that soldier to his father is the message of our race to the world.

This Certifies that

has complied with the requirements for membership in the

VICTORY SPEAKERS CORPS

DIRECTOR OF THE INSTITUTE OF GOVERNMENT
 UNIVERSITY OF NORTH CAROLINA

CHAIRMAN OF THE GOVERNMENT BOARD
 INSTITUTE OF GOVERNMENT

DIRECTOR OF THE OFFICE OF CIVILIAN DEFENSE
 STATE OF NORTH CAROLINA

INSTITUTE OF GOVERNMENT

This certificate will be awarded to any public official, private citizen, student or teacher of civics and government in the schools who complies with the requirements enumerated on page 11 of this volume.



GOVERNMENTAL DEMONSTRATION LABORATORY AND CLEARING HOUSE OF INFORMATION

Institute staff members are going from one city hall, county courthouse and state department to another, collecting, classifying and comparing the different methods used by different units in performing similar governmental functions. They are thus laying the foundations on which state and local officials can build toward a constructive uniformity by lifting the poorest practices to the level of the best.

To this governmental laboratory successive generations of officials, citizens, students and teachers of government may come to see demonstrated in one place the methods and practices in government they would now have to go to 100 counties, around 300 cities and towns, and a score or more of state departments to find, and would not find practically available for use when they got there. In this clearing house of governmental information they will find a steadily increasing volume of information on the methods and practices of governmental units and officials in all sections of the state, supplemented by 150 daily and weekly newspapers, bringing in a constant flow of information on the local affairs of every county, city and town; further supplemented by court briefs and records in every case involving state and local governmental units in the Supreme Court; still further supplemented by exchanges which bring in governmental publications, special studies and bulletins of information from all sections and practically all the states in the country.

Institute of Government

AIMS AND OBJECTIVES

The Institute of Government unites public officials, private citizens, students and teachers of civics and government in a systematic effort to meet definite and practical needs in North Carolina:

- (1) To bridge the gap between government as it is taught in the schools and as it is practiced in city halls, county courthouses, and State Capitols.
- (2) To bridge the gap between people and their officials by providing the machinery for putting the people in touch with their government and keeping them in touch with it.
- (3) To coordinate governmental efforts and activities in interlocking, overlapping, and sometimes conflicting governmental units, in the effort to eliminate useless friction and waste.
- (4) To bridge the gap in knowledge and experience between outgoing and incoming public officials and cut down the lost time, lost motion, and lost money involved in a rotating governmental personnel.
- (5) To build a governmental demonstration laboratory and clearing house of governmental information to which successive generations of officials, citizens, and students and teachers of government may go to see demonstrated in one place the methods and practices in government they would now have to go to 100 counties, around 300 cities and towns, and a score or more of State departments to find, and would not find practically available for use when they got there.

The Institute of Government is working toward the foregoing objectives through (1) comparative studies of the structure and workings of government in City Halls, County Court Houses, and State Departments, (2) set forth in Guide Books, (3) taught in training schools, (4) demonstrated in governmental laboratories, (5) transmitted through a clearing house of governmental information.

INSTITUTE OF GOVERNMENT SERVICES

TO CITY, COUNTY AND
STATE OFFICIALS

TO CITIZENS

TO SCHOOLS

COMPARATIVE STUDIES
of the structure and workings of
government in the cities, counties
and State of North Carolina

SET FORTH IN
TAUGHT IN
DEMONSTRATED IN

Guidebooks
Schools and Conferences
Governmental Laboratory and
Demonstration Offices

Study and Discussion Programs
Institutes for Public
Affairs Committees
Governmental Laboratory and
Demonstration Offices

Supplementary Texts
Training Courses for
Civics Teachers
Governmental Laboratories and
Demonstration Offices

LEGISLATIVE SERVICE
to inform officials, citizens and
schools of new laws in the making

THROUGH

Daily Bulletins
Summary of New Public Laws
Summaries of New Local Laws
affecting each County and City
State and District Conferences for
Interpretation of New Laws

Periodic Summaries of
Daily Bulletins
Summary of New Public Laws
Summaries of New Trends in
Local Legislation
State and District Conferences for
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**CLEARING HOUSE OF
INFORMATION**
between city halls, county court
houses and state capitols to keep officials, citizens
and schools informed of new
developments in government

THROUGH

Digests of Supreme Court Decisions and
Rulings of Atty.-Gen. and State Depts.
Bulletins on New Federal Laws,
Programs and Rulings
Monthly Magazine and
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