

cause they are not that critical, it wouldn't avail you much, so if you have sent in your figures called for on that form, they will be set up through the production requirement branch to the printing and publishing branch. Then you will get a letter, probably signed by me, which recites the certification that you put upon that particular form, and then you will read this suggestion: That while this plan is admirable for many industries, we have considered it in the light of the explanation I have just given you, and it is our considered counsel that you elect not to come in under the production requirement plan, but to remain as you are, for the present, and in doing that, we say that if you will write us by return mail, or if we don't hear from you in ten days, the date which will be stamped on there, we will consider that you wish not to be included under PD-25-A, and therefore, we will file your papers until you make a further sound that indicates you want them brought out.

Now, the reason for that is that you may at any time elect to go under PD-25-A, but if you elect to go under PD-25-A now, you may not elect to go back to A-10. That is the reason we are telling you of that.

There is just one final admonition. Everyone is concerned about materials, and as we started off at the beginning with paper, I am not here qualified to speak for the pulp and paper branch. But you know, as I do, that up to now, there have been no priorities established on paper. Even the A-10, which is extended to those offices employing supplies as operating supplies, have had restricted from that preference rating any unprinted or unprocessed paper. You may get, if you are a correspondence school perhaps, a text book which is an operating supply for your students, provided it is not again resold as a separate product, but it is sold as part of a course, a preference rating on it. You may get your office supplies in your own plant, with the exception of unprinted or unprocessed paper.

Now, if we can once get across a realization that while it is absolutely essential to conserve every pound of fiber that we can, because of the tremendous consumption of paper that must go into this new program of nation-wide fabrication of war material, which travels from one plant to another, and must be protected and packed; if we can get across to every publisher and printer who buys paper that he is subject to the inventory control and will be in violation of it if he exceeds his inventory needs, according to the unofficial formula I have given you, if we can get across to every plant the necessity for getting every ounce of waste paper out into the scrap pile, and above all, if we can get across to every user of paper, the housewife in the home and the boy who sweeps the plant floor, the need for conservation, there is a strong possibility that from that standpoint alone, there will not be a shortage of paper.

There are, however, other very important items that enter into causing shortages, and not the least of that may be the shortage of labor in the forest, in the pulp mill, in the paper mill, and on the road to our plants, and added to that, there may be a very serious shortage in transportation.

You realize that pulp, paper, and its allied products consume at the moment, ten per cent of the transportation facilities of the United States. When you consider that huge segment that is taken out for this industry, large though it is, combined again with pulp and paper it presents a very serious condition that must be dealt with, and when we have, as was reported last week, 160 yard cars of paper standing on one siding in the United States, and the refusal of railroads to accept cars for further deliveries, when we have people trying to pile carloads of paper into plants

scattered over the country meaning a criss-crossing of transportation, shipping up and shipping back and then a re-shipping again, when we continue that totally uneconomic use of the transportation facilities of the nation, we must be ready to accept what can easily be the bottleneck that will control your supply, and not the original source.

All in all, I want to say this to you: I believe that the staff of the War Production Board, who are individuals out of industry just like you and I, are trying to do a good job. They are making mistakes. They and we together are all going to make mistakes, and continue to make them. You are not going to be satisfied with a lot of things we do, but you will be a lot better satisfied if you make up your mind that you will have to be satisfied if we are going to win the war. (Applause)

QUESTIONS AND ANSWERS

PRESIDENT MAHER: There were a lot of questions sent in, but time is very short, and Mr. Palmer is catching a plane at 10:55. We will, however, answer as many questions as time will allow. The questions are in Mr. Carl Dunnagan's hands. Will you read the questions, Carl, and Mr. Palmer will answer as many as he has time for.

MR. DUNNAGAN: I imagine Mr. Palmer has answered a number of these questions during his very comprehensive address, however, we will go as far as we can with these questions.

Mr. Palmer, is it advisable under present conditions to lower the standards of one's product and enter the lower, cheaper grades of printing, or to discontinue entirely for the duration?

MR. PALMER: The answer is no. Stay in your field where you have an established reputation. Don't try to break into some other pasture and make a mistake about it.

MR. DUNNAGAN: What can be ordered under P-100?

MR. PALMER: P-100 is not the basis of ordering. P-100 gives you the A-10 rating for your maintenance, repair and operating supplies.

MR. DUNNAGAN: Can printers purchase presses without priority in order to handle government orders even though the job will not depreciate the value of the press completely?

MR. PALMER: No, they may not, and neither can various branches of the government obtain presses for new plants or extensions of present equipment, without due consideration to their actual needs and the possibility of obtaining those services in the open commercial field.

MR. DUNNAGAN: How may we secure priority number for purchase of repair parts?

MR. PALMER: Your repair parts are already covered under an A-10. If you can't get what you want from your supplier with the use of your A-10, send in a PD-1 form which you may obtain from your local W. P. B. office to the printing and publishing branch and we will see what can be done.

MR. DUNNAGAN: How will a printer obtain supplies if he doesn't have any defense orders?

MR. PALMER: He has the same chance or he is in the same category as everyone else. For instance, an airplane manufacturer who has a printing plant and who has an A-1-A rating for airplane manufacturing, cannot extend his A-1-A rating to his printing plant, thereby giving it a better rating than the A-10 to which it is entitled, although some of them try to do it.

MR. DUNNAGAN: How can we secure vulcanizing rubber to manufacture rubber stamps? We make rubber stamps for the ammunition plants and our other customers.