



VICTORY SPEAKER

An arsenal of information for speakers



Prepared Especially for Them by the Office of War Information and the Office of Civilian Defense

No. 1—Issued December 18, 1942

VICTORY SPEAKERS MOBILIZE

***A Civilian Army of 100,000 Will Present
the War's Issues to the People***

A hundred thousand Victory Speakers are now being enrolled throughout the United States to bring the war's most vital issues forcefully home to their communities.

For weeks the 10,000 local Defense Councils of the Office of Civilian Defense have been setting up Victory Speakers Bureaus. These Bureaus, in turn, are naming the Victory Speakers.

Victory Speakers will transmit vital information directly from the United States Government to audiences in their towns and cities. Guided by their local Speakers Bureaus, by this publication, the VICTORY SPEAKER, and by *Special Bulletins*, they will expound national issues in their communities and arouse Americans to action. They are today's counterparts of the famous Four Minute Men of 1917-18.

To help them become a force as powerful as the Four Minute Men, the VICTORY SPEAKER will publish official information in the form of sample speeches like those in this issue (see pages 13 and 14). It will also publish outlines for speeches, instructions and background material for Speakers, special departments of interest to Speakers, and news about Victory Speakers throughout the country.

Victory Speakers will now take part in a Government campaign urging the American people to Save Mileage (see pages 5 through 18). As new national issues develop, the Speakers will be informed of them through this publication and

through occasional *Special Bulletins*. Thereupon, they will describe these issues to audiences in their communities, indicating what action shall be taken upon them.

Here, then, in this Victory Speakers organization is a movement of national scope. For men and women of character who believe profoundly in what this country is fighting for, it offers high opportunity for valuable, patriotic service.

The spoken word has already proved its power in rallying the forces of the United Nations. In the summer of 1940, when Denmark, Norway, Holland, and then Belgium, fell before the German hordes, the war seemed all but lost. Britain had left her mechanized might on the sands at Dunkirk.

(continued on page 18)

THIS IS the first issue of the VICTORY SPEAKER. It is published jointly by the Office of Civilian Defense and the Office of War Information for the men and women who are enrolling in the Nation-wide Victory Speakers movement. Its function will be to inform and guide Victory Speakers and so help them to become influential Government spokesmen.

Turn to pages 5 through 18 for background information, sample speeches, and outlines for speeches on the subject of the first Victory Speakers campaign—Save the Mileage.

Since this issue of the VICTORY SPEAKER contains much background material on the origin and organization of the Victory Speakers movement, it is suggested that Directors of local Speakers Bureaus keep copies of the issue in their offices and give one to each Victory Speaker as he is enrolled.



"We look forward to a world founded upon four essential human freedoms. The first is freedom of speech and expression—everywhere in the world."—Franklin D. Roosevelt.

HOW A VICTORY SPEAKER WORKS

Brief Speeches Are Given Before One Audience After Another Until the People Are Stirred to Specific Action

When Defense Council salvage committees call for scrap or fats and greases, when you are asked for blood plasma, when rationing of new items becomes necessary, Victory Speakers will step before audience after audience to explain how and why.

In theaters, in lodges, in schools, at luncheon clubs, in factories during the noon hour, they will appear and reappear until their message has reached every corner of the land.

Their speeches will be brief—four minutes long, 600 words or fewer—unless the audience has asked in advance for a longer address. And in most cases their audiences will be small—a few dozen, a few hundred, or at most a few thousand persons. It is in these small groups where neighbor can talk to neighbor that the real issues of democratic life are decided.

Neither the press, nor the radio, nor the mass meeting with its roaring amplifier—though each is vitally important in spreading information—is any substitute for this multitude of small meetings in which men and women are addressed face to face by Speakers whom they know to be men and women of character.

The ability of such Speakers to induce their neighbors to take specific action was demonstrated by the Four Minute Men of 1917-18. It is being demonstrated again in 1942. Listen, for example, to the testimony of J. J. O'Hara, of the St. Clair County Council of Defense, in Michigan:

"We appealed over the radio and through the press for volunteers to work with our local Defense Council, but we got only 3,000. Then we organized a Victory Speakers Bureau, and placed Speakers wherever we could to ask for volunteer workers. We didn't wait for invitations; we rapped at doors of

organizations of all kinds. Some night shifts in factories held their union meetings at four in the morning but we sent them Speakers just the same. In a few weeks, from a population of 88,000, we had every one of our 9,000 defense jobs filled, and 6,000 on the waiting list."

The persuasive power of Victory Speakers, so clearly demonstrated in that one county, should soon be

A Message from James M. Landis ***Director of the Office of Civilian Defense***

TO VICTORY SPEAKERS:

In a dictatorship an individual may be harnessed to his war job by force or a blind loyalty. In a democracy, it is his privilege to know for what he is fighting and how he personally fits in.

In public meetings democracy is vitalized as it never can be through the printed word alone. For democracy implies not only listening but speaking, not only asking but answering, not only expression but discussion. Victory Speakers will help to bring home to each



of us more clearly than ever before the meaning of continuing individual, personal action. We believe, therefore, that you have a very important rôle in the war effort.

Faithfully yours,

James M. Landis

demonstrated all over the United States.

A Victory Speaker need not be his community's wealthiest or most prominent man or woman, but—banker or carpenter, salesman or clergyman, housewife or school teacher—he or she must be an individual whose character is outstanding. When Directors of Speakers Bureaus look around for men and women to enroll as Victory Speakers, they may well remember that a man or woman's personal reputation is more important than ability as an orator.

Victory Speakers will provide community leadership, will help to develop an intelligent public opinion aroused to action. Appointment as a Victory Speaker is of course an honor. With the honor go responsibilities. A Victory Speaker must serve always and only the cause of America at war.

In the Victory Speakers organization are men and women of all parties, all creeds, all backgrounds. Whatever their personal views, while they are Victory Speakers they are special representatives of the Government, and should deliver their messages accordingly.

The best resources of the Federal Government are used in gathering the information in the VICTORY SPEAKER. The Office of War Information is the Government clearing house for all facts related to the war, and it is from this Office, and from the Office of Civilian Defense, that the information in the VICTORY SPEAKER comes. Full facts on the whole war program will be provided for Victory Speakers.

"With the facts before them," says Elmer Davis, Director of the Office of War Information, "I am confident that tens of thousands of speakers, talking face to face with their neighbors, before audiences of civic, fraternal and social organizations, in theaters and before the countless other groups which exist in communities, will stir this Nation to a new enthusiasm for democracy and to a new determination to survive."

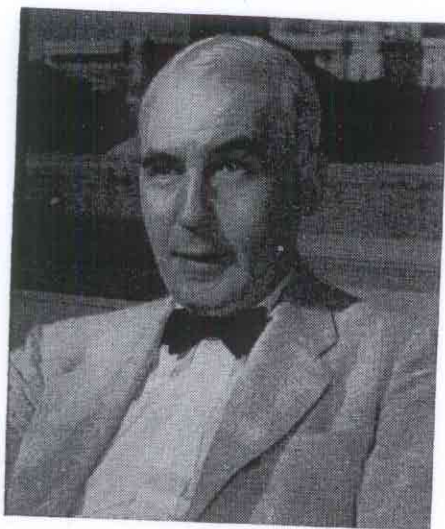
HISTORY OF THE VICTORY SPEAKERS

Inspiration for the Victory Speakers movement came from the Four Minute Men of 1917-18.

The Four Minute Men owed their existence largely to the late Donald Ryerson, who had organized a group of volunteer speakers to talk in Chicago's motion-picture theaters. Their success sent him to Washington, where he was made National Director of the Division of Four Minute Men. They were

A Message from Elmer Davis

Director of the Office of War Information



TO VICTORY SPEAKERS:

We are engaged in a fight for survival and must construct a well-coordinated war machine out of our 130,000,000 individual citizens. The Nation-wide organization of Victory Speakers has been created to put the persuasive power of speech more effectively into this gigantic task.

Many of the facts of this war can be most forcefully presented to the American people by word of mouth, in face-to-face talk. No one is in a better position to present these facts convincingly than you men and women who are community leaders and whose character and ability are recognized by the people among whom you live.

For this reason, through this publication, the full informational resources of the Office of War Information will be placed at your disposal. We share your neighbors' respect for the weight of your words.

Sincerely,

Elmer Davis

called Four Minute Men because their speeches took four minutes.

By the time the Armistice was signed, there were 7,629 local branches of the Four Minute Men and 75,000 speakers. In the beginning all the speaking was done in motion-picture theaters. Then other audiences were included. Most of the speakers were men well known in their communities and not widely known outside. But among them also were Government officials, war heroes, professional speakers, and other men of wide reputation. They helped the Red Cross to raise funds, the Navy to collect 50,000 binoculars from the public. In fact, all the Government war agencies used the Four Minute Men to promote their campaigns.

Mr. Ryerson resigned in June 1917 to enter the Navy. He was

succeeded by William McCormick Blair of Chicago, who resigned to enlist in the Army in July 1918. Mr. Blair's successor was William H. Ingersoll.

Under the direction of these three men, the Four Minute Men won national approval. Several times, President Wilson publicly thanked them for their services.

It was in Michigan, on December 5, 1941, that the link was forged between the Four Minute Men and today's Victory Speakers. There Donald Hayworth, Professor of Speech at Michigan State College, who had long been familiar with the work of the Four Minute Men, was appointed Director of the State Speakers Bureau. Mr. Hayworth organized a network of local Speakers Bureaus which quickly mobilized 1,600 Speakers. In June, Mr. Hayworth was invited to Washington to set up the program nationally. Today the national organization is well under way.

HOW CLEVELAND SPEAKERS WORK

To get a mental picture of a Victory Speakers Bureau in operation, let us look at the one in Cleveland. At the moment the Cleveland Bureau has about 120 Speakers who are specialists, prepared to give long addresses. Cleveland is also recruiting 200 other Speakers to give four-minute Victory Speeches on campaign subjects.

The Cleveland office is not pretentious—merely a space, 25 x 40 feet, set aside by screens in a large

hall on the third floor of the Cleveland Auditorium. There, all day and often in the evening, you will find the Director, Mrs. Margretta Austin.

Mrs. Austin works without compensation. One paid secretary and thirty volunteers constitute her office force. Seated before telephones at long tables, the volunteers take calls from organizations for Speakers, notify Speakers of engagements, and work with the files.

AUDIENCES AVAILABLE

Organization	_____
When meetings are held	_____
Where	_____
Person in charge	_____
	(Last name) (First)
Address	_____
Telephone	_____
Number in audience	_____
How often should speakers be sent?	_____
Suggested speakers:	_____



Director Margaretta Austin is making the Victory Speakers Bureau in the city of Cleveland a model organization.

These Speakers Bureau files in Cleveland—and this should be the case in *all* communities—are of three kinds: The “Audiences Available” file, the “Speakers Available” file, and the “Speaker’s Assignment” file.

1. The “Audiences Available” File.—The Cleveland Victory Speakers Bureau has in its office a list of all organizations in the city which hold regular meetings. The cards in this file (see bottom of page 3 for sample) show the names of the organizations, when and where they meet, and so on.

2. The “Speakers Available” File.—Another file in Cleveland holds cards marked “Speaker’s Card.” Each card shows a Speaker’s name, his address and telephone number, the hours he is available and the audiences and subjects he prefers.

3. The “Speaker’s Assignment” File.—A third file in the Cleveland office holds the “Speaker’s Assignment Card.” This is used to record details of engagements when an organization requests a Speaker. It shows what audience has requested what Speaker, when and where he is to appear, what topic he is to discuss, and the length of the speech he is to deliver.

The basic operations of the Cleveland Speakers Bureau are simple, as they can be in all local

Speakers Bureaus. Assume that Mrs. Austin receives word from the State Speakers Bureau that a Government campaign is to be undertaken—on meat conservation, for example. She or one of her assistants promptly telephones the program chairman of each organization in the “Audiences Available” file, asking permission to send a Speaker to the next meeting.

She explains that Victory Speakers serve as special representatives of the Government, bringing to the community vital information on national issues, just as the Office of War Information, under Elmer Davis, brings such information to the Nation at large. Then, from the “Speakers Available” file, she selects the Speaker to be sent to each audience. Finally, she calls each selected Speaker, tells him the details of the assignment, and gives him the National, regional, State or local releases containing information on the subject of the speech.

In Cleveland, as in other communities, there are two kinds of Victory Speeches: campaigns and special talks. In campaigns all Speakers discuss the same subject—never speaking more than 4 minutes unless the audience has asked for a longer address—and the community is covered intensively in 1 or 2 weeks. Special talks are longer. They are given by experts on particular subjects, and only at the request of specific audiences. Certain Speakers—experts on chemical warfare, let us say, or on some other single subject—may give the same talks week after week. Mrs. Austin regards the booking of these specialists, as well as the 4-minute Victory Speakers, as part of a Director’s job.

A Letter from Mr. Blair

(William McCormick Blair, of Chicago, was National Director of the Four Minute Men from June 1917 to July 1918.)

DEAR SIR:

It was with a great deal of interest that I heard of the movement to estab-

lish Victory Speakers Bureaus over the country.

It is necessary and desirable that national leaders carry their message to the Nation, but in the last war we found that war activities became much more significant in a community when its own leaders took hold of a program. It is much easier to remain indifferent when someone a thousand miles away asks you to buy a bond than when your own neighbor asks you.

The Victory Speakers can make a real contribution toward winning the war.

Very truly yours,

W. MCC. BLAIR.

A Letter from Mr. Ingersoll

(William H. Ingersoll, of New York, was National Director of the Four Minute Men from July 1918 to the end of the war.)



DEAR SIR:

Let me thank you for writing me of your plans for setting up Victory Speakers Bureaus. I have been wondering how soon something of this kind would develop.

All of us who were interested in the Four Minute Men of 1917-18 will be pleased to know that you found so much in that movement that you feel you can use again.

Looking back on the Four Minute Men after these twenty-five years, I am still convinced that the organization was of great value to the waging of the war. There is undoubtedly need today for an agency that will get close to the people to help them understand what it would mean to them and to their children if we and our allies do not win this war, and hold their confidence and loyalty as I think the Four Minute Men did.

Very sincerely yours,

WILLIAM H. INGERSOLL.

SAVE THE NATION'S MILEAGE

A Campaign for Victory Speakers

The material on pages 5 through 18 represents the first Government campaign in which Victory Speakers all over the country are asked to participate. They are welcome to use all or any of this material in speeches on this subject. The sample speeches, outlines for speeches and background information on these pages were prepared especially for Victory Speakers. The following article is to explain to Victory Speakers the reasons for this Nation-wide Save the Mileage campaign. They may find it advisable to incorporate parts of the article in speeches of their own.

Why Save Mileage—What's It All About?

Always keep this fact uppermost in your mind and make it clear to your audience: The purpose of National Mileage Rationing is to save rubber.

We are asked to Save Mileage because we must Save Mileage if we want to win the war. We are asked to save rubber because that is the most important part of the Save the Mileage campaign.

War chews up rubber by the ton, and always asks for more. Rubber goes into tanks, planes, life rafts, gas masks, into hundreds of the other materials of war.

It will take all the rubber in one automobile tire to make nine gas masks—and we must have those gas masks.

It will take all the rubber in the tires and other parts of a passenger car to make four life rafts for planes in trans-ocean flights—and we must have those life rafts.

It will take all the rubber in the tires and other parts of 18 passenger cars to make the rubber parts in a 28-ton tank—and we must have that tank.

It will take all the rubber in 8 tires to make one tire for a bomber—and we must have that bomber tire.

It will take all the rubber in 36 passenger cars to make the rubber parts in a 4-motored bomber—and we must have that bomber.

It will take all the rubber we the

people can save to win a victory—and we must have that victory.

But we must not only send plenty of rubber to the battlefields. We must keep plenty of rubber at home so that we can produce materials for war and carry out other essential activities.

Only by traveling on rubber can our war workers get to their jobs. Only by traveling on rubber can we perform our other essential activities. In 1941 about 86 percent of all passenger miles traveled in America were traveled in private cars. Only about 14 percent were traveled in trains, busses, planes, streetcars, and subways. Obviously the 86 percent cannot be crowded into the 14 percent. So there is no substitute in transportation for the private car, running on rubber. Don't say, therefore, that if you can't use your car you'll take a bus. You won't. You'll take a walk, or you'll stay at home.

Now if it is agreed that we must send plenty of rubber to the war and keep plenty of it at home, how are we to do it? When the Japs overran Burma, the Malay Peninsula, and the Dutch East Indies they cut us off from plantations which produced 90 percent of the 600,000 tons of rubber we imported each year.

Eventually we shall lick the Japs and liberate the regions they hold. Meanwhile, we must import what little rubber we can get, make as much synthetic rubber as possible,

and conserve the rubber we already have. That means saving our tires. And that means *Saving Mileage*.

For the background of this problem, and the details of it, read on.

Needed: Rubber, And Lots of It

Right after Pearl Harbor rubber stocks in this country were frozen—car owners could no longer buy tires—but plans for future sources of rubber supply continued to be indecisive.

On August 6, 1942, therefore, President Roosevelt appointed a committee to discover the best method of obtaining an adequate supply of rubber for our military and essential civilian requirements. This was the final authority designated to bring a coherent program out of confusion.

On the committee were three able men: Bernard M. Baruch, financier, statesman, and the committee's chairman; Dr. James B. Conant, chemist and president of Harvard University; and Dr. Karl T. Compton, physicist and president of the Massachusetts Institute of Technology.

Promptly, thoroughly, the committeemen got down to cases. Working with a staff of experts, who were sent out to investigate firsthand, they completed their survey, collected bales of evidence, wrote a 46-page report and turned it in to be printed—all within 37 days.

"It is an excellent report," said President Roosevelt, and that verdict was soon echoed by most of those who read it. Quotable excerpts from it appear on page 9.

The committeemen found:

1. That the amount of crude rubber which we could count on for the period July 1, 1942, to January 1, 1944, amounted to 631,000 tons and that military and other essential demands—exclusive of tires needed

for civilian cars—totaled 842,000 tons. This meant that we faced a deficit of 211,000 tons, vital to our war requirements, to be met by the production of synthetic rubber.

2. That 1,000,000 tons of rubber, our greatest reserve supply, were in tires then in use, and that civilian cars were wearing out those tires eight times as fast as they could be replaced. At that rate, more than half our 27,000,000 cars and 5,000,000 trucks would be out of use in 1943, and practically all of them in 1944. In rubber, and in transportation, we would be bankrupt—a paralyzing prospect.

"The naked facts present a warning that dare not be ignored," the committeemen wrote. They urged completion, with all possible speed, of a vast synthetic-rubber-production program which had been started by the Government, and rigid conservation of every bit of rubber in the country. And they recommended these conservation measures:

1. Establishment of a tire-replacement and recapping program, allocating reclaimed rubber for that purpose.

2. Nation-wide gas rationing to hold average annual mileage down to 5,000 miles of necessary driving.

3. Rigid enforcement of a Nation-wide speed limit—35 miles an hour for private cars and trucks—which, it was estimated, would prolong the life of tires by 40 percent.

4. Compulsory periodic tire inspection.

5. A voluntary tire conservation program to be continued until the establishment of gas rationing.

The committeemen also recommended certain additions to the Government's rubber-production program: (1) An increase in the output of butadiene, (pronounced "bew-ta-dye-een"), an ingredient of the synthetic rubber, Buna S, by using idle gasoline-refinery equipment to make "quick butadiene." (2) Erection of plants to produce Buna S from alcohol and grain. (3) Expansion of all synthetic programs so that by 1944, in addition to all military needs, certain vital

civilian needs could be accommodated.

All the Government agencies concerned in the rubber program, the committeemen declared, should be consolidated under the control of a single Rubber Administrator.

On September 15, President Roosevelt named this administrator—William M. Jeffers, president of the Union Pacific Railroad. He became responsible for the policies governing conservation of the priceless rubber stock now on our cars, and he took over the colossal task of whipping the synthetic-rubber program into line. He has two years to do a job that normally would take twelve.

A's, B's, and C's of Rubber Conservation

The Baruch Committee's recommendation of Nation-wide gasoline rationing was widely misinterpreted and resented as Mr. Jeffers proceeded to put it into effect.

Confusion grew out of a gasoline-rationing program which has existed in the Eastern Coastal area since last year. Lack of transportation

facilities made it impossible to ship enough gasoline into that area to satisfy demands. Hence the East was placed on gasoline rations.

And so the idea developed that Nation-wide gasoline rationing was merely an expansion of the Eastern program; that it perversely assumed a shortage of gasoline in areas where there is plenty of it.

That, of course, is not the case. There are two reasons for gasoline rationing in the East. One is to save rubber. The other is to save gasoline. **There is only one reason for gasoline rationing in the Nation as a whole. That is to save rubber.**

Leon Henderson, Administrator of the Office of Price Administration, recently clarified the situation in a sentence. Speaking in Dallas, Texas, in an oil region, he said: **"Because the amount of rubber a car can wear out can be exactly controlled by the amount of gasoline that goes into the car's gas tank, we turn to gasoline rationing as the practical way to control car mileage and, thus, our rubber consumption."**

"Gasoline Rationing," therefore, is not an accurate label for the Government's new Nation-wide program. It's **"Mileage Rationing."**

And it went into effect all over the country on December 1. In mid-October, the Government had inaugurated an Idle Tire Purchase Plan to keep cars in essential operation and to collect tires for recapping. Car owners with more than five tires were asked to select their five best tires for their own use and to sell or give all others to the Government. These tires were to go into a national stock pile to be distributed for essential driving under the Mileage Rationing program.

After December 1, drivers who had complied with this Idle Tire Program and who had filled in the proper forms received a Tire Inspection Record, on which an Official Tire Inspector can periodically record the state of their tires.

If they were in areas of the

"I'll Carry Mine"



Housewives are giving the war program a lift by carrying their own bundles. "I'll Carry Mine" is their war slogan in the fight to save delivery mileage.

country where gasoline had newly been rationed, they also received an "A" Book for basic mileage.

One of the aims of Mileage Rationing is to keep the average annual mileage down to 5,000. That figure, however, does not indicate the basic annual mileage provided by "A" rations.

The "A" Book entitles drivers in the newly rationed area to enough gasoline to drive about 240 miles a month, or 2,880 miles yearly, figuring 15 miles to the gallon. Of the 240 miles, 150 miles are for occupational mileage—to and from work—and 90 miles are for necessary family driving. In 16 Eastern States, in the old rationed area, the "A" ration has been reduced to 180 miles a month, 90 for occupational and 90 for necessary family driving, or 2,160 miles yearly.

If a car owner drives more than the "A" ration's number of occupational miles each month, he may apply for a supplemental "B" ration. To get a "B" Book, however, unless he is one of a few exceptions, he must show that, besides himself, he regularly carries three or more persons to work under some form of Car Sharing plan. And in large metropolitan areas, he must show, in addition, that subway, elevated, and railroad-commutation facilities are not adequate for his needs.

If the "B" Book is insufficient and the driver does highly essential work, he may apply for a "C" Book. To get one, he must prove everything that the "B" Book applicant must prove. In addition, he must prove that his occupational mileage exceeds 470 miles a month, and that he does essential community or war work.

Gasoline for motorcycles is rationed through "D" Books; for non-highway uses, in boats, for example, through "E" and "R" Books ("E" for small amounts, "R" for large); and for trucks, taxis, busses, and other commercial vehicles through "T" Books.

Some features of the Save the Mileage campaign have nothing to do with gasoline rationing. For



The Lie: People must oppose Mileage Rationing or they will be unable to get to work and back.

The Truth: William M. Jeffers, Rubber Director, declares: "The entire purpose of Mileage Rationing is to insure that people will get to work and back, not just this month and next, but in the months to come Every citizen can get enough gasoline for essential driving. But there we have to stop. Nonessential driving is one of the luxuries all of us will have to give up for the duration."

example, before January 31, 1943, every passenger-car owner and motorcycle owner must have his tires inspected by an authorized OPA Inspector at an Official Inspection Station.

The Inspector will check on air pressure, cuts, evidence of misaligned brakes, and need for repairing or recapping or for an additional tire. When your tires need repairs, the Inspector will tell you about it, and will not sign your Tire Inspection Record until the repairs have been made. When you need a new tire or a recap, the Inspector will inform both you and your Rationing Board. You will then apply to the Board for one and you will get it from your tire dealer if you have complied with the Mileage Rationing regulations.

If a driver's Tire Inspection Record has not been signed regularly by an Official Inspector, he will not be able to get a new tire, a

recap, or another gasoline book after his present one expires.

These are pretty stiff regulations, but this is a pretty stiff war.

Share Your Car and Stretch the Mileage

Remember that Car Sharing is one of the requirements which must be met by all but a few applicants for "B" and "C" Books.

"The true objective of Car Sharing," says Joseph B. Eastman, Director of the Office of Defense Transportation, "is the maximum use of the minimum number of cars.

"Let us say that there are three cars in the same neighborhood which have provided transportation for five persons, or 1.6 persons per car, and that each of these cars has a life expectancy of 18 months.

"Now, with Car Sharing, these five persons decide to ride to work in one car, using each of the three cars in rotation for periods of one week each. This is ideal group riding. These people have increased the period during which all will ride from 18 months to 54 months."

There are two types of Car Sharing Clubs: Those organized in certain industrial plants and business firms and those organized on a neighborhood or block basis.

If the driver who is applying for a "B" or "C" ration works in a plant which has an Organized Transportation Plan Committee, he should hand his application form, filled out with the names of the persons he is driving to work, to the chairman of that Committee for certification that the facts are as stated on the form. The applicant then takes it to his War Price and Rationing Board. The Board decides whether to grant rations on the evidence of certification.

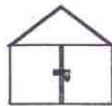
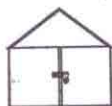
If an applicant works in a type of establishment where no such committee is required, he may file his application, with the names of the members of his Car Sharing Club, directly with his War Price and Rationing Board.

If, however, he works in the type of plant where certification by an

How Car Sharing Saves Cars and Mileage



PEACE-TIME PRACTICE—3 cars take 5 persons to work (1.6 persons per car) for 18 months (average life expectancy of each car).



GROUP RIDING—same 3 cars (used in weekly rotation) transport the same 5 persons (5 to a car) for 54 months.

Organized Transportation Committee is required, and in which no committee has been formed, it will be necessary to form one before supplemental rations can be granted.

The Car Sharing plan starts from the premise that every time an automobile travels down the street with an empty seat precious material, particularly rubber, is being wasted. Consequently all persons are urged to form Car Sharing Clubs, whether they are entitled to "B" or "C" Books or not.

Before the war the average number of passengers in a car was two, including the driver. That was less than 40 percent of capacity. If the Car Sharing campaign can fill those empty seats by having 6 riders in every sedan, 4 tires will be accomplishing the work formerly done by 12.

As to the importance of Car Sharing to production, we have the testimony of Donald M. Nelson who, as chairman of the War Production Board, is in a position to know more about it than anyone else in the country.

"Everything depends upon production," says Mr. Nelson, "and transportation is a vital factor in the war-production program. There must be no break-down in the Nation's transportation facilities. The plan for group riding should have the wholehearted cooperation of every American who uses an automobile."

How to Keep 'Em Rolling Over the Truck Routes

A tremendous part of our war-time transportation is handled by motorized units—in all, about 5,000,000 trucks and 150,000 busses. Last year they traveled at least 18 percent more ton-miles than the railroads, hauling much of the freight which railroads find it difficult to carry economically and efficiently.

The number of replacements ordinarily required for this transport equipment is approximately 500,000 units a year. Last year, for civilian use alone, it was 640,000 units.

Now the materials required to build 600,000 new trucks and busses include 1,356,099 tons of steel, 78,522 tons of rubber, 12,489 tons of copper, and so on.

These materials cannot possibly be spared for this purpose. They cannot be spared from tanks and planes and guns and ships. Trucks and busses, therefore, must carry on pretty much the way they are.

Hence, to conserve existing trucks and busses, the Office of Defense Transportation first set up a voluntary program. Truck owners throughout the country were asked to take the following precautions:

1. To make regular mechanical check-ups on their trucks.
2. To guard against overloading.
3. To make daily inspections of their trucks' mechanical condition and tires.

4. To ascertain the competency of all drivers hired.
5. To conserve worn parts by rebuilding and replacement whenever possible.

On December 1, the ODT broadened this program with a general order. Under this, trucks, busses, taxicabs, and similar commercial vehicles, with a few exceptions, must undergo tire inspection every 5,000 miles or at the end of each 60-day period. Operators must keep weekly records and make such reports as the ODT may require.

Under this order, also, all vehicles affected must carry Certificates of War Necessity. Their purpose is to impress upon an operator the necessity of treasuring his equipment and tires. A Certificate indicates the maximum mileage a commercial vehicle may cover and the minimum load it may carry. Without one, no operator subject to the program will be able to obtain gasoline, tires, or parts.

How to Save Delivery Mileage

In the further interest of truck conservation, the ODT recently ordered all firms providing local delivery service immediately to reduce their truck mileage by at least 25 percent and suggested further reductions to come. This was over and above the mileage saved by other regulations eliminating special deliveries, call-backs, and multiple deliveries to the same section.

Delivery trucks are an essential part of consumer economy, and they are not replaceable. There are just so many miles in each one, and none of those miles must be wasted. They must be expended in essential service only—to supply people with the prime necessities of daily living.

The effects of this curtailed service are being felt all along the line from wholesaler to retailer to customer. For instance, the grocer must accept larger quantities of food from the wholesaler and hold it for sale over a longer period. The housewife is learning from him and from other sources to order so

that all of her purchases are included in the single daily delivery trip to her section. She is learning also to organize retail purchases and not to hoard, to share her car with other shoppers and not to ask for favors.

In still another way she is learning to conserve delivery mileage—by carrying bundles home herself. "I'll Carry Mine" is becoming the shopping housewife's slogan, and many novel and smart carrying devices are now available so she can make it good.

By helping in these and other ways to conserve mileage, she is giving the war effort another valuable lift.

If You Don't Have to Go, Stay Home

Another phase of our extreme transportation problem developed with ominous rapidity after Germany and Italy declared war on us. The U-Boats, which had been slyly nipping at American vessels, now hunted them ruthlessly, sinking them by the score. Coastal shipping was drastically reduced. The burden of bulk deliveries formerly carried by sea fell upon the railroads.

The railroads have exceeded all past performances, and they have been able to absorb greatly increased loads of freight and passengers. Anticipating future increases, emergency measures have been taken to help the railroads by educating the public to eliminate all bus and rail trips that are not absolutely necessary.

In passenger traffic the railroads are coping with record-breaking crowds. The additional load involved in handling men of the armed forces alone is tremendous. Military travel averages close to 1,200,000 passengers a month. Soldiers on leave, their families on trips to camp, and businessmen on missions arising from the war swell this total.

The American people are being made to realize that it is up to them to relieve this situation. A

vast educational campaign is convincing them that, in these times, it is thoughtless to travel needlessly.

If people will forego as much as 50 percent of all unnecessary travel—not just during the holidays but every day throughout the year—the present capacity of trains and busses will be sufficient for all essential passenger traffic. If they will stay at home instead of going on unessential trips, the speedy

delivery of our fighting men to the battle fronts—and, when they are on leave, to their families—will be assured.

Now It's Up to You

Here, then, are the background facts of this Save the Mileage campaign. Fortified with these facts, Victory Speakers should be able to pitch in with a will and help put the campaign over.

THE BARUCH BOMBSHELL

Explosive Fragments From the Report That Blasted Away America's Complacency About Rubber

The Baruch Committee's report on rubber was a bombshell that has rocked the lives of all of us. It is one of the most quoted documents issued by the Government in recent years—and it deserves to be.

Victory Speakers have only to read excerpts from the report to realize the importance of the Save the Mileage campaign in which they are now engaged. Here are some of the report's more explosive sections:

"We find the existing situation to be so dangerous that unless corrective measures are taken immediately this country will face both a military and a civilian collapse. . . .

"Tires on civilian cars are wearing down at a rate eight times greater than they are being replaced. If this rate continues, by far the larger number of cars will be off the road next year and in 1944 there will be an all but complete collapse of the 27,000,000 passenger cars in America. . . .

"We are faced with certainties as to demands; with grave insecurity as to supply. Therefore this Committee conceives its first duty to be the maintenance of a rubber reserve that will keep our armed forces fighting and our essential civilian wheels turning. This can best be done by 'bulling through' the present gigantic synthetic program and by safeguarding jealously every ounce of rubber in the country. . . .

"More rubber use to those who need it; less to those who don't!

"Let there be no doubt that only actual needs, not fancied wants, can, or should, be satisfied. To dissipate our stocks of rubber is to destroy one of our chief weapons of war. We have the choice!

"Discomfort or defeat. There is no middle course. . . .

"Gas rationing is the only way of saving rubber. Every way of avoiding this method was explored, but it was found to be inescapable. . . . The limitation on the use of gasoline is not due to shortage of that commodity—it is wholly a measure of rubber saving. That is why the restriction is to be Nation-wide. Any localized measure would be unfair and futile. . . .

"Until the synthetic-rubber plants are operating at capacity, we cannot take unnecessary risks. We cannot base military offensives on rubber we do not have. All our lives and freedoms are at stake in this war. . . .

"In rubber, the United States must be listed as a 'have not' nation.

"Once we are secure in our position, we shall be freed from a source of worry that affects the high military and other governmental figures. We shall gain that position through sacrifices. There is no royal road to victory."

A MILEAGE QUIZ

Here, in Handy Question-and-Answer Form, Are the Outstanding Facts in This Mileage Rationing Campaign.

What About Gasoline and Mileage?

Q. Is there a gasoline shortage?

A. *In the Eastern Coastal area only.* There is no shortage in the rest of the United States.

Q. Why is there a gasoline shortage in the East?

A. Because coastal shipping, which formerly brought in most of the East's gasoline supply, has been drastically reduced and because the railroads, pipelines and barges, never designed to bear such a load, have been hard-pressed to absorb it over and above the loads thrown upon them to supply war needs.

Q. Why has the East's basic gasoline ration been reduced?

A. Because increasing quantities of the East's limited supplies are being diverted to meet the needs of our military forces in North Africa and because shipments of fuel oil to the East are being given priority over shipments of gasoline.

Q. Why is gasoline being rationed all over the country?

A. To save rubber.

Q. Isn't the term "Gasoline Rationing" misleading?

A. Yes. The correct term is "National Mileage Rationing."

Q. One of the aims of National Mileage Rationing is to reduce the average annual mileage to 5,000. Does this mean everyone is entitled to drive that distance?

A. No. The basic "A" ration provides for 2,160 miles in 16 States in the Eastern area, and for 2,880 miles a year in the newly rationed area.

Q. Can a car owner get more mileage?

A. Yes, by supplemental "B" and "C" rations.

Q. How much mileage is provided by "B" and "C" rations?

A. A "B" ration provides for necessary occupational driving in excess of 150 miles a month in the newly rationed area and 90 miles a month in the Eastern Coastal area, but not more than 470 miles a month in either area. A "C" ration provides for necessary occupational mileage in excess of 470 miles a month.

Q. What are the requirements for a "B" ration?

A. The car owner must show: (1) that he drives more than 150 miles a month in the newly rationed area, and more than 90 miles a month in the Eastern Coastal area, to and from work; (2) that his car regularly carries four or more persons to work under some form of Car Sharing plan; (3) that, in large metropolitan areas, existing subway, elevated, and railroad commutation services are not adequate for his needs.

Q. What are the requirements for a "C" ration?

A. The car owner must show, in addition to what a "B" ration applicant must show: (4) that he travels over 470 miles

a month to and from work; (5) that he is a person whose car is *most* essential in the war effort.

Q. Must all drivers who have "B" and "C" rations carry other people to work under a Car Sharing plan?

A. No, there are exceptions—doctors, nurses, and others doing essential community and war work.

Q. What automobile trips are regarded as most essential to the war program?

A. Among the twenty listed by the Mileage Rationing regulations are: trips to deliver farm produce to market, to transport workers to and from war plants, to carry doctors on professional calls.

Q. How can a driver best help the Mileage Rationing program?

A. By observing carefully the following five regulations:

1. Drive only when absolutely necessary.
2. Drive under 35 miles an hour.
3. Keep your tires properly inflated and take care of them in every other way possible.
4. Have your tires inspected regularly.
5. Share your car with others.

What About Rubber?

Q. Why is there a rubber shortage?

A. Because the Japanese cut off 90 percent of our annual supply of 600,000 tons when they invaded the Malay Peninsula, Burma, and the Dutch East Indies.

Q. How much rubber have we on hand?

A. There are about 578,000 tons of crude rubber in our stock pile.

Q. Will that be enough to carry us through?

A. No. Our military needs from July 1, 1942, to January 1, 1944, will require 842,000 tons of crude rubber. During that period estimated imports will amount to 53,000 tons. When these imports are added to the 578,000 tons in our stock pile, the total supply comes to only 631,000 tons—211,000 tons short of the amount needed for military purposes.

Q. How are we going to make up the deficit of 211,000 tons?

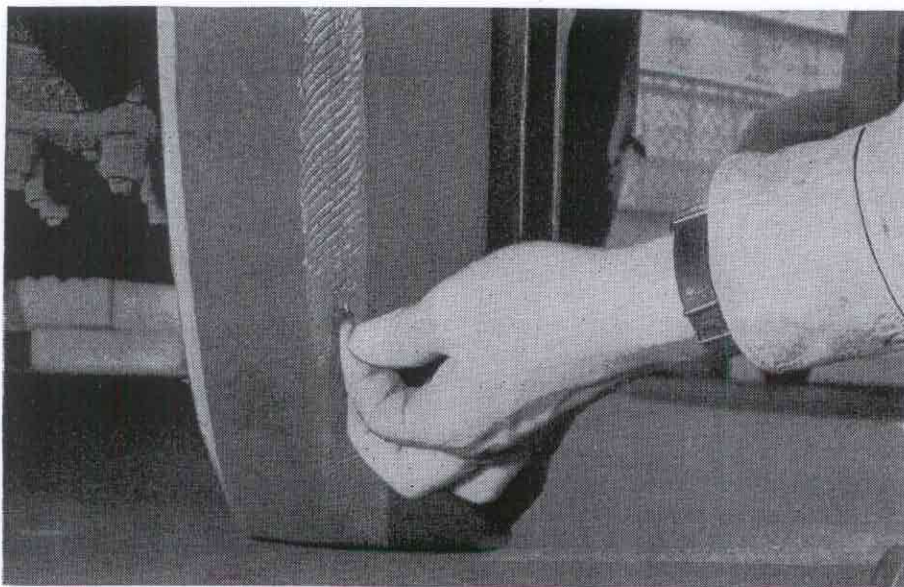
A. By production of synthetic rubber.

Q. What about civilian needs? Will there be enough synthetic rubber produced to take care of them?

A. If the synthetic rubber plants now under construction are completed and in operation on schedule, we will have enough rubber on hand to supply our military needs and possibly enough left over to take care of our more necessary civilian requirements by the middle of 1944. Meanwhile, rubber in civilian use must be made to last.

Q. How much rubber is there in use on passenger cars and trucks?

A. 1,000,000 tons.



Almost ready for the scrap pile. A recap in time would have stretched this tire's life by 6,000 miles. From now on Tire Inspectors will order recaps before tires ever reach this sorry state.

Slow Down and Save Up

The normal life of a tire is about 25,000 miles if the tire is driven at the rate of 40 miles an hour. After traveling that distance, the tire will have lost about $5\frac{1}{2}$ pounds of rubber—0.00022 (hundred thousandths) pounds of rubber every mile.

If the tire is driven at 50 miles an hour, its life will be 70 percent of the life at 40 miles an hour, or 17,500 miles. At 50 miles an hour the tire will lose rubber at the rate of 0.00031 pounds every mile.

At 80 miles an hour the tire will last only 4,500 miles, and the rubber will wear off at the rate of 0.0012 (ten thousandths this time!) pounds per mile.

The life of the tire will be increased 40 percent to 35,000 miles if it is driven at 30 miles an hour. At that speed only 0.00015 pounds of rubber will be worn off every mile.

You can see what happens when you multiply these figures by four, the number of tires on your car, and by 108,000,000, the number of passenger-car tires in use in the country.

Moral: Drive slowly, conserve your tires and save the money you would have to spend to replace them.

Q. What if this rubber should wear out before synthetic rubber is available?

A. Our transportation system would collapse. Our war program would fail. In 1941, 86 percent of the passenger mileage traveled in this country was traveled in automobiles. Today, out of 10 typical industrial workers, 7 depend on cars to get to work, 2 use public transportation, and 1 walks. However, this ratio depends on the situation in different communities. In many cases the number dependent on cars is much larger. For example, at one huge aircraft factory, 92 percent of the 50,000 workers use cars to get to and from work. We can't get along without cars.

Q. How are we going to conserve this precious rubber on our cars?

A. By National Mileage Rationing.

Q. What is National Mileage Rationing?

A. A program by which we can make the rubber in our tires last longer by driving less.

Q. How is the Government making National Mileage Rationing effective?

A. By rationing gasoline all over the country, by purchasing all idle tires in excess of the one spare tire allowed each car owner, by requiring that all scrap tires be turned in or sold to scrap dealers, by requiring that all motorists have their tires inspected regularly by Official Tire Inspectors, and by seeing to it that new tires and recaps are distributed for essential travel only on the recommendation of Official Tire Inspectors.

What About Tires?

Q. What will the idle tires sold to the Government be used for?

A. Every tire will be put to work—to keep every car in useful and necessary operation. If a car owner needs tires for essential driving, the Government will do its best to see that he gets them, providing he has abided by the regulations for compulsory tire inspection and all other Mileage Rationing regulations.

Q. Where are tire inspections made?

A. At any service station, tire shop or garage authorized by the Office of Price Administration to perform the inspection.

Q. How often will these inspections be required?

A. Every car owner must have had his first tire inspection by January 31. After that holders of "B" and "C" ra-

tions must get inspections every 60 days. Holders of basic "A" and "D" Books need get an inspection only once every 4 months.

Q. When are new tires distributed?

A. The Official Tire Inspector will inform the car owner when any of his tires needs replacement. He will then certify the fact to the local War Price and Rationing Board.

Q. Does the car owner then apply to the Board for a new tire or a recap?

A. Yes.

Q. Will a tire or a recap be issued at that time?

A. If the Tire Inspector recommends it, if the car owner's Tire Inspection Record is up-to-date and shows he has not abused his tires, if the car owner has abided by the 35-mile-an-hour speed limit and has not otherwise violated the Mileage Rationing regulations, the Board may issue him a certificate for a certain grade of tire or for a recap.

Q. After the Rationing Board has certified such a purchase, where can a car owner buy a tire or get a recap job?

A. At any tire dealer's.

Q. What kind of tire or recap will be made available to him?

A. That depends on the type of Mileage Ration book he holds, and the use he makes of his car. Because of the war emergency, the idea is to give no one a better grade of tire, or more rubber, than he needs.

RUBBER SEES THEM THROUGH

It Kept Three of Our Fliers Afloat on a Life Raft for 34 Days and Carried Them to Safety

Editor's Note: On this page and the next are two episodes to which Victory Speakers can refer, if they wish, in speeches on this Save the Mileage campaign. They should watch their newspapers and magazines for other personal experience stories which will dramatize the vital rôle rubber is playing in this war and the reasons why all of us must help in conserving our limited rubber supply.

On January 16, 1942, Harold F. Dixon, Aviation Chief Machinist's Mate, U. S. N., found the gas about gone in his torpedo plane and landed her in the vast, empty wastes of the Pacific. When he and his companions, Radioman Gene Aldrich and Ordnanceman Anthony Pastula, failed to return to their carrier, they were given up for lost. But thanks to the rubber in their inflatable

raft, they were kept afloat for 34 days until they drifted ashore on a friendly island.

In his account of the experience, published in *Life*, Dixon describes the scene right after they lighted: "Much sooner than we expected the plane was down and the three of us were swimming in the water, held up by our [rubber] life jackets. Fortunately, I had been able to get the rubber life raft inflated by opening the carbon-dioxide chamber, which automatically sucked air into the air chamber. When we finally got it upright and crawled onto it, even though it was only 8 by 4 feet, the raft made a pretty seaworthy craft."

"We had been able to salvage virtually nothing," he continues.

"Our life jackets, a 45-cal. pistol, a pocket knife, a pair of pliers and our wallets—that was all. No food. No water."

A fish and a shark which they stabbed with the pocket knife, a couple of birds, one of them a victim of the 45, and two cocoanuts picked out of the sea were all they had to eat during their 34 days of drifting. They drank rain water, when it fell, which was seldom.

Controlling the drift with a sea anchor improvised out of a rubber life jacket and paddling with thick rubber soles cut from a pair of shoes, they navigated their boat to land.

"In the late afternoon we made it," writes Dixon. "We didn't know, of course, whether the island was friendly or Japanese. So, although we could barely stagger and none of us could stand up straight, we marched ashore in military fashion, stark-naked. If there were Japs there, we did not want to be crawling. We wanted them to have to shoot us, like men-o'-wars-men.

"As it turned out, there were no Japs. The next morning, after we

had spent the night in a little shack, a native found us and notified the Resident Commissioner, who gave us food and water, and helped me contact the commanding officer of my ship."

Today, the United States is building thousands of torpedo planes like Dixon's, and they must all be equipped to protect fliers in such emergencies as Dixon and his mates encountered. The amount of crude rubber that goes into an inflatable life raft like Dixon's just about equals the scrap rubber in thirty-three feet of old garden hose. That is why Americans should be urged to replenish our rubber stock piles with scrap—so that essential war material, such as rubber life rafts, may be turned out without depleting the total rubber supply. And that is why Americans who want to help conserve our rubber supply in an even more important way should drive their cars only when absolutely necessary, stay under 35 miles an hour, keep their tires properly inflated, have their tires inspected regularly, and share their cars with others.

RUBBER SEES THEM THROUGH—II

In the Form of Life Rafts, It Helped Rickenbacker and Six Fellow Fighting Men to Cheat the Sea

On October 21 the country was saddened to learn that Capt. Eddie Rickenbacker, American flying hero of 1918, and seven companions on a big Army plane had been lost somewhere in the Pacific. Hope for them nearly died as searching planes came back, day after day, with the same story—"nothing sighted."

Twenty-three days later the country rejoiced; Rickenbacker and six of the other men had been found alive. Again, rubber life rafts had saved American fighting men from drowning.

When the plane sank, everyone aboard shoved off on three rubber life rafts. Captain Rickenbacker,

Sergeant Kaczmarczyk, Colonel Adamson, and Private Bartek occupied one raft; Lieutenant Whitaker, Lieutenant De Angelis and Staff Sergeant Reynolds another; Captain Cherry, pilot of the plane, the third. With the exception of Sergeant Kaczmarczyk, who died and was buried at sea, everyone came through safely.

An Associated Press dispatch from Pearl Harbor tells the dramatic story of what happened to these men and how they were rescued: "The three rafts became separated the afternoon of November 9.

"Whitaker and his raft companions sighted land November 11,

and rowed for the island, wondering whether it was occupied by Japanese.

"That same day, but out of sight of Whitaker and his party, Lieutenant Eadie with Radioman Soute in his plane sighted one of the rafts, which was occupied by Captain Cherry.

"Eadie flew Cherry back to an island base and the next day undertook search for the other survivors.

"That night, with the aid of flares, Eadie located Rickenbacker's raft some 40 miles from the island. Rain squalls swept the sea, and Eadie was afraid he'd be unable to guide surface ships to the scene, so he landed on the water and attempted rescue with his plane.

"Because Colonel Adamson was seriously ill he was put into the cockpit of the plane. Rickenbacker and Private John F. Bartek were lashed to the wing, and Eadie, unable to get his light plane off the water with that load, started taxiing back to his base.

"A boat finally came alongside Eadie's plane and took off Rickenbacker and Bartek. Adamson was too ill to be moved, so Eadie continued his taxiing to the island base.

"Meanwhile, Whitaker and his party had spent a cold, wet night on their island. Natives, who had been notified that missing fliers were nearby, sought the men in canoes, and found them."

If Rickenbacker and his companions had not had rubber life rafts how tragically different the story might have been!

Cost of Driving Average car 1,000 miles at different speeds¹

Item	Miles per hour		
	25	35	45
Quarts oil.....	1½	1	1¾
Cost.....	\$0.12	\$0.25	\$0.43
Gallons gas.....	50	55	60
Cost.....	8.75	9.63	10.50
Tires.....	1.50	3.00	4.50
Upkeep.....	4.00	5.00	6.50
Total.....	\$14.38	\$17.88	\$22.03

¹ Prepared by the U. S. Office of Production Management.

• SAMPLE SPEECHES ON SAVING MILEAGE •

On this page and the next appear two sample speeches suitable for Four-Minute Victory Speeches. Victory Speakers may use these sample speeches word for word if they wish. Or they may present the same ideas in their own language. The following speech is for a general audience.

SAVING AMERICA'S TIRES

We Americans have few habits more firmly fixed than the habit of running our cars as we please. Before Pearl Harbor nothing interfered with our pleasure driving except our pocketbooks and the traffic cop. In 1939, 86 percent of all the traveling done in this country was by private automobile. Each of the 29,418,300 private cars in the country ran an average of 9,000 miles a year. And yet only 24 percent of this travel was simply for pleasure trips. The rest—76 percent—was for business.

So the big fact to remember about automobiles today is this: traveling by automobile is absolutely essential to the war effort. We can't get along without it. Seven out of every ten industrial workers have to ride to work by private car. Streetcars, trains, and busses can't carry them; these are already overcrowded, and still three-fourths of all travel is by privately owned automobiles.

So it isn't a question of automobiles or some other form of transportation. For most of us, it's a question of automobiles or no transportation at all. As a matter of fact, there are 54,000 communities in this country in which the people have no means of transportation whatever except by their own cars.

We dare not face a situation in which workers could not get to their jobs. That would be to lose the war on the production front. The emergency, therefore, calls for action now. That's why a national Rubber Director—William M. Jeffers—was named to conserve every ounce of rubber and every existing tire in the country. And that's why a Nation-wide Save the

Mileage campaign is now being carried on.

The campaign, as it relates to automobiles, has several parts:

First, the speed limit is set at 35 miles an hour. Never before, since good cars and good roads have been developed, has the top speed on open highways been as low as 35 miles.

Secondly, periodic inspection of our tires is required. This is to insure that they be kept properly inflated and repaired.

Thirdly, we should share our cars whenever we drive. The wear on a set of tires is not greatly increased if we take five neighbors to work.

But if all drive their own cars, there is six times as much wear on cars and tires. America cannot afford this waste.

Finally, we should drive our cars only when absolutely necessary.

We must all realize that we have no vested right to travel when and where we please, even in our own cars. The mileage that remains in our cars and in our tires is essential transportation. To win the war, the country needs this mileage just as it needs steel and aluminum, or planes and ships. Transportation is a vital war commodity.

Here in this Save the Mileage campaign is our chance to make a civilian contribution that really counts. Let's cooperate in this campaign. Let's reduce our mileage and help to reduce the length of the war.

WOMEN AT WAR

A Sample Four-Minute Speech Which Can Be Delivered to Women's Groups—by a Man or Woman—to Enlist Their Support in Conserving America's Passenger Cars and Tires

Since Pearl Harbor, the number of automobiles in use in the United States has been reduced by two and a half million. Cars have been going out of service at the rate of three every minute. Mileage Rationing aims to check this.

Seven out of every ten industrial workers need cars to get them to their jobs. So if we can't save our cars, we lose the battle of production—and that means losing the war.

When women and a problem like this are brought together, the problem usually comes out second best. That's why I am bringing this transportation problem to you.

This war is the first in which women have taken a major part. In Russia and China women are struggling and suffering in the battle areas. In England they form the

shock troops of industry—England has an army of 8,000,000 women enrolled in war plants. Women form half of the English post-office personnel. Seven thousand women operate the busses and streetcars of London. During a single air raid on London, women won 32 medals for bravery.

Here in the United States, 2,300,000 women are engaged in volunteer Red Cross work. More than half of the 12,000,000 volunteer civilian defense workers in this country are women. And we already have 4,000,000 women engaged in industrial production.

Nevertheless, American women, like John Paul Jones, have "only begun to fight." You have done much, but you must do much more.

One of the tasks which lie ahead is the reduction of car use. That is

a job of great importance, and a job in which women can be of great help. In most homes in the United States the American housewife is the family chauffeur, and she must cut out unnecessary driving! As William M. Jeffers, the Nation's Rubber Director, puts it: "Rigid conservation of rubber by every car driver is an absolute and vital necessity, vital to the winning of the war."

The impulse to get out in the car for a week-end pleasure trip is natural—but it should be resisted. In the past, a fourth of all car and tire wear has been caused by such driving. We've got to stop it. We should count the "A" Book a badge of honor for every car which is not engaged in essential war service. And we should put as many of our gas coupons as we can into our scrapbook of memories, as a reminder of our part in saving the tires needed to win the produc-

tion battle here on the home front.

We can all think of many ways of reducing our mileage.

We can cooperate with our retail stores by arranging one-trip delivery of purchases and by carrying as many bundles as possible.

No doctor should be called from his office unless the need is urgent.

You can form neighborhood groups of three or four women to drive on shopping trips together.

Neighboring wives can get together during the day to plan means by which five or six of their husbands can ride to work together.

Every woman knows what use her own family makes of its car. No one can tell *you* how to cut down on car use. But all of us do need to know that, unless we *do* cut down on car use, more than half of our cars will be off the road before the end of 1943.

It's time for American women to act! Let's put this campaign across!

OUTLINE OF A SPEECH FOR FARMERS

Editor's Note: Victory Speeches addressed specifically to farmers may be delivered in town halls or at meetings of such farm organizations as the American Farm Bureau Federation, the Farmers' Educational and Cooperative Union of America, the National Cooperative Council, the Grange, or any local farm group. It is preferable that speeches based on the following points be prepared and delivered only by Victory Speakers with an intimate knowledge of the war-transportation problems of farmers—for example, a Victory Speaker who is a member of a County Farm Transportation Committee would be ideally suited for the assignment.

1. Background: America's farm population totaled 30,546,911 in the 1940 Census. Farmers owned 4,144,136 passenger cars. And the average peace-time automobile mileage for farmers was 5,750 miles a year. Besides their passenger cars, farmers operate about a quarter of the Nation's 5,000,000 trucks.

2. Car sharing: Two or more farmers can often arrange their trips to town together, each taking

his car in turn. Or, if a farmer has any unused space in his car when he goes to town, he might well call his neighbors and arrange to take in produce or bring back supplies for them.

In sections of Nebraska, when a farmer wants to send something to town, or have something brought out, he fastens a yellow board on his gate, with his request written on the back. Neighbors, with car space to spare, are thus invited to stop to see how they can help. In these sections of Nebraska, a red flag tied to the top of a windmill indicates that there is a farmer going to town who is willing to take a passenger, haul supplies, or do an errand for a neighbor. Neighboring farmers in various localities arrange joint trips to town by party-line telephone calls to which they all listen-in for directions.

In many small towns, storekeepers have set up blackboards, so that when a farmer phones in for supplies his name can be written down, and

Earmarks of a Good Victory Speech

1. It is accurately timed: Victory Speakers should never exceed 4 minutes, except when the audience has requested a longer speech in advance.

2. It is sincere: Genuine enthusiasm moves audiences as nothing else can.

3. It is specific: Fill your talks with concrete facts. Use specific illustrations and examples. "For instance" are two of the best words in any speech.

4. It is direct: Get close to your audience. Be sure every one can see you easily. Talk loudly enough for every one to hear.

5. It offers a program: Don't nag your audiences. Avoid such statements as "The American people are asleep," or "The public doesn't know we're in a war." Instead, tell your audiences vigorously and exactly what they can do.

6. It calls for action: The speech should bring in salvage, sell bonds, or do whatever else it is supposed to do. Victory Speakers are after results, not applause.

any one living out his way can volunteer to take the order along to him. The farmer's natural instinct of neighborliness can be harnessed into the car-sharing and tire-conservation plan.

3. Car care: Farmers should take especially good care of their cars and tires. Their roads are not usually as good as those in cities; farmers are farther from assistance than city dwellers when something goes wrong; they are farther from the compressed-air pumps of the service stations, and it is more difficult for them to keep their tires properly inflated. The nature of their work encourages farmers to repair their own cars and trucks when they can. When they cannot make their own repairs, they should be urged to have repairs made elsewhere without delay. They should be impressed with the need of keep-

ing their tires and cars in top shape at all times, so that they can stay in business for the duration.

4. Car use: The maximum usefulness should be secured from every mile driven. Arrangements might be made with drivers of milk trucks to bring supplies to farmers along their routes; children traveling on school busses can bring supplies from town; ministers, priests, insurance men, salesmen, and newspaper-delivery cars can do errands for farmers while on their regular rounds.

Basically, however, the largest saving of car mileage will be made by farmers on exactly the same basis as by city dwellers—by taking fewer trips with fuller loads.

The Government is doing its best to see that farmers have tires. It's up to farmers to do their part by making those tires last as long as possible.

The following Government agencies have supplied photographs for this issue of the VICTORY SPEAKER: Farm Security Administration, Office of Defense Transportation, Office of Civilian Defense, and Office of War Information.

The Farmer Saves His Tires

A Letter from Nebraska

Editor's Note: The Extension Service of the Department of Agriculture has organized neighborhood leaders, many of whom are now enrolling as Victory Speakers, to encourage farmer cooperation in such campaigns as those on rural fire fighting, victory gardens, and farm machinery repair.

What these neighborhood leaders are doing in Nebraska to help the Government's National Mileage Rationing campaign is the subject of the following letter from the Director of Extension Service, University of Nebraska College of Agriculture. Victory Speakers might well recall these examples of mileage saving when preparing speeches for rural audiences.

To the Editor:

A neighborhood leader in Sarpy County organized the families in his district to save transportation. These families keep in touch by telephone and arrange cooperative shopping trips.

Another farmer orders supplies from the city several days in advance, specifying no delivery date.

Arrangements like this enable truckers to make up capacity loads.

In York County one of the teachers rides to school on horseback. Several families are doubling up on the use of a car for high-school transportation. Others are pooling orders so that their local trucker may bring back a full load each time he goes to town.

Buffalo County farmers have organized a shipping association with 100 members. They have hired a truck for livestock marketing. This enables them to save four or five local trucks.

A community in Custer County sends one car or truck to town twice a week. This schedule saves over 100 miles of travel weekly for each family receiving the service.

A grocer in Thurston County who operates on a cash basis has made credit arrangements with a number of farm families so that they all may receive supplies on each delivery trip.

From Perkins County comes a unique idea for helping the Government's Mileage Rationing campaign. Hike to Victory contests have been suggested, with members of various local organizations participating. All contestants must keep charts of the mileage they have saved by walking. Any mileage saved where a car would ordinarily be used counts—for example, walking to the post office, to church, and to market. The person whose chart, by the end of the contest period, shows the most mileage saved wins a prize.

Says one Nebraska farm woman: "I have done a lot of walking recently and have been surprised at how much more one actually sees when walking than when traveling at 40 miles an hour. And Hike to Victory contests will not only *save* tires; I'm glad to say they will also *destroy* tires. I refer to those unsightly, unhealthful, and unwanted 'spare tires' so many Americans carry where their waistlines ought to be."

Sincerely yours,

W. H. BROKAW

SOME FACTS ON FARM TRUCKS

The 1940 Census showed 1,047,084 motor trucks on farms in the United States.

Of the million trucks on farms, 390,800 were listed as comparatively new—that is, they were 1936 to 1940 models. Of models between 1931 and 1936, the Census listed 245,034. Models of 1930 and earlier numbered 294,249. The average age of all farm motor trucks and automobiles was probably about 6 to 7 years. It is probable that the rubber on the trucks is at the stage at which careful conservation is absolutely necessary.

Yet a study made of 632 milk trucks in Broome and Cortland Counties, New York, indicated that 45 percent of light trucks carried less than 50 percent of capacity loads and that 34 percent of the larger trucks carried less than 50 percent of capacity loads.

A similar study of 430 milk trucks in Allegheny County, New York, revealed that 63 percent of light trucks and 54 percent of the larger trucks carried less than 50 percent capacity loads.

These studies were made of trucks on regular routes, following a day-by-day routine. They show that some farmers are hauling for themselves alone, or perhaps for themselves and one or two neighbors, when they could form pools and haul for several neighbors. Surely here is proof that a great deal of vital transportation is going to waste and can be saved.

IDEAS FOR SPEECHES ON CAR SHARING

Car Sharing is Vital to the Winning of the War. The Following Material Will Suggest Talks Victory Speakers Can Make on the Subject to Various Kinds of Audiences.

I. Planning Speeches for Specific Audiences

A speech on Car Sharing will get results only if directed squarely at the specific audience which hears it. The Speaker should find out how his hearers use their cars: Do they drive to work? To church? To lodge meetings? Can they start a Car Sharing plan best with their neighbors or with fellow workers?

In every speech make it clear that the basis of Car Sharing Clubs is to use cars for driving groups to and from work. Also emphasize the fact that when cars made idle through Car Sharing Clubs are used for home driving the purpose of Car Sharing is being defeated. Necessary home driving should be taken care of by community Car Sharing Clubs not conflicting with occupational Car Sharing Clubs. Consider these ideas which can be adapted for various audiences.

1. For Women's Clubs:

Housewives can: Share their cars with women in the neighborhood for once-a-week shopping trips. Pick up their friends when they drive to social gatherings. Take one another's children to school.

2. For Church Groups:

Churchgoers can walk to church if the distance is not too great. If they must drive, they can take others with them.

3. For Lodge and Club Members: They can pick up a car full of fellow members on the way to the meeting.

4. For Luncheon Clubs: Doctors, lawyers, dentists, and other office workers can pick up their employees, or ride to work with one another. Employers can work out plans for Car Sharing for their employees.

5. For Labor-Union Meetings

and Other Workers' Groups:

Every member can be encouraged to join a share-your-car pool, as planned in his neighborhood or at his place of work. One member can be named to see that every other member has joined such a car pool.

II. Sample Introduction

Speeches on Car Sharing might well open by emphasizing the need for it, as illustrated in this sample introduction to a speech:

In rubber, the United States has become a "Have Not" nation. Nine-tenths of our rubber supply was nipped off by the Japs in the Far East. And as James M. Landis, Director of the Office of Civilian Defense, has said, "Our soldiers must have priority on the one-tenth that we have left."

So the tires that we have must be shared to keep our workers on the job. The need for this was clearly illustrated in a speech by Mr. Landis on

October 19 at Houston, Tex. I quote from Mr. Landis:

"There is a town in Illinois where there are three industrial plants and a coal mine, all working full tilt on essential war production. Almost three-fourths of the workers in these plants and this mine live more than eight miles from the job . . .

"Now go to the parking lots outside these plants and this mine and look at these cars. As you walk down their rows, you see that one out of seven is seven years old or more. One out of every seven has no spare tire. You can see that 40 percent of these cars will be rubberless, therefore useless, six months from now."

III. Facts About Car Sharing

1. Car Sharing means that several individuals, who ordinarily would drive their own cars, ride together—their purpose being to save tires, parts, and cars. It does not mean

By What Authority Do You Victory Speakers Represent the Government of the United States?

1. Your local Defense Council was set up as an official local agency through which the Federal Government may deal with your local war problems.
2. The Victory Speakers Bureau is a part of that Defense Council.
3. You were selected by the Director of the Speakers Bureau because of his faith in your patriotism and your willingness to devote yourself conscientiously to your duties as a Victory Speaker.
4. The material put in your hands through this publication, the VICTORY SPEAKER, is gathered especially for you by representatives of the Office of War Information and the Office of Civilian Defense.

Therefore, by the nature of your appointment and because of the source of your information, you may be said to represent the Government of the United States.

picking up hitchhikers or people who could otherwise walk.

2. The 27,000,000 private passenger cars still in use must be preserved as long as possible, and the maximum service must be obtained from them. This stark fact cannot be escaped: the Nation's cars are wearing out, and until the Axis has been defeated and our automobile manufacturers have time to retool their plants, new cars for private use cannot be produced. Hence the need for Car Sharing.

3. More than 18 percent of all the cars in the country are over 10 years old. Seventy-five percent of all cars in use were manufactured before 1938. We must reduce the use of these cars to extend their life, and Car Sharing is one good way to do it.

IV. Planning Car Sharing Clubs

Car Sharing Clubs can be arranged at either end of the ride, *i. e.*, at the plant where the participants work, or in their home neighborhoods. In a plant, questionnaires may be given to workers to find where they live, whether they drive to work, and how many ride with them. Their routes can then be plotted on a map of the city, and they can be asked to pick up other workmen along their routes.

"THE BEST WAY I KNOW HOW"

Editor's Note: Occasionally Victory Speakers will meet men and women who have been in the front lines of the war. The stories such people have to tell and their reactions to the war can often be worked into speeches effectively. Such material will stir listeners emotionally, send them away resolved to "do something about it." Here is a personal experience story of the type described.

When Mileage Rationing came along, a certain school superintendent in Massachusetts applied for and received a "C" Book. He was entitled to it; he had to drive 600 miles a month. Because there was no one to share his car, he had to drive alone.

He had used two coupons, when

The Horse Comes Back to Help Save Rubber



Sight-seeing busses—the kind that wear out transportation equipment and rubber tires—have been off the streets for some time. But in Washington an ingenious man who didn't want to disappoint service men and their families anxious to see the Nation's Capital trotted out a horse-drawn bus to take care of the demand.

The Glenn L. Martin plant in Baltimore raised the average number of riders per car from 2.6 to 4.4, thus saving 67 percent of gasoline used and of tire wear.

Operation of a Car Sharing plan at the Edgewood Arsenal in Maryland has resulted in 9,000 employees riding to work in 2,000 cars.

suddenly he decided to store his car for the duration. "I found that by getting up a half hour earlier and walking two miles I could ride with a machinist working in a war plant near my school," he explained.

"Why did you do it?" he was asked. "You didn't have to."

"That's what *you* think," he replied. "You might think differently if you had been driving with me one rainy afternoon last month. Miles from anywhere, I met a young fellow limping along with his collar up and his hands in his pockets. I gave him a lift. Because he was wet and cold and

tired, I went twelve miles out of my way to drop him off in a town where he could catch a train to New York.

"My passenger was a sailor, on leave after being rescued at sea. His ship, a tanker, had been torpedoed. Before she sank she burned.

"When the torpedo struck, this sailor had been smashed against a deck house. He crawled away with his right leg broken in two places, grabbed a shutter, and slid down the ship's side into the sea. He had to fight his way through flaming oil. He nearly suffocated. He nearly drowned. He was badly burned. Hours later, he was rescued, but rescuing him hardly seemed worth while, he was so near death.

"The day I picked him up on the road, the sailor was returning from a visit home after his discharge from the hospital. He was walking, he explained, because his family had no car and he had just enough money for his train fare

and didn't want to bother anybody by asking for a lift!

"I suppose you'll stay on land now," I said to him. "The land ought to look good after what you've been through."

"Stay on land?" The sailor laughed. "I'm going back to the tankers. This is war, and I mean to fight it the best way I know how."

Driving back after he had left the sailor, the school superintendent did a lot of thinking. He thought about people who sneered at Mileage Rationing "There's plenty of gas," they were saying. "Why cut down on driving? No more tires? Don't believe what

you hear. Pretty soon we'll have all the tires we want."

He thought about people who drove at 50 and 60 miles an hour. "Why should we crawl along at thirty-five? Save rubber? That's a laugh!"

He thought about people who used their cars for pleasure driving. "Why not? We owe ourselves a little fun."

He thought about these people and it made him mad—and ashamed, ashamed of them and, although he had no reason to be, ashamed of himself.

He drove his car into the garage, jacked it up, and removed the tires. Then he locked the door on it. He

turned the tires over to the Government.

Why? Because he had learned from a young sailor what war is and what it takes to win a war. He had caught the spirit that brings a man through war's hell and sends him back to report for duty, saying simply, "This is war, and I mean to fight it the best way I know how."

Victory Speakers Mobilize

(continued from page 1)

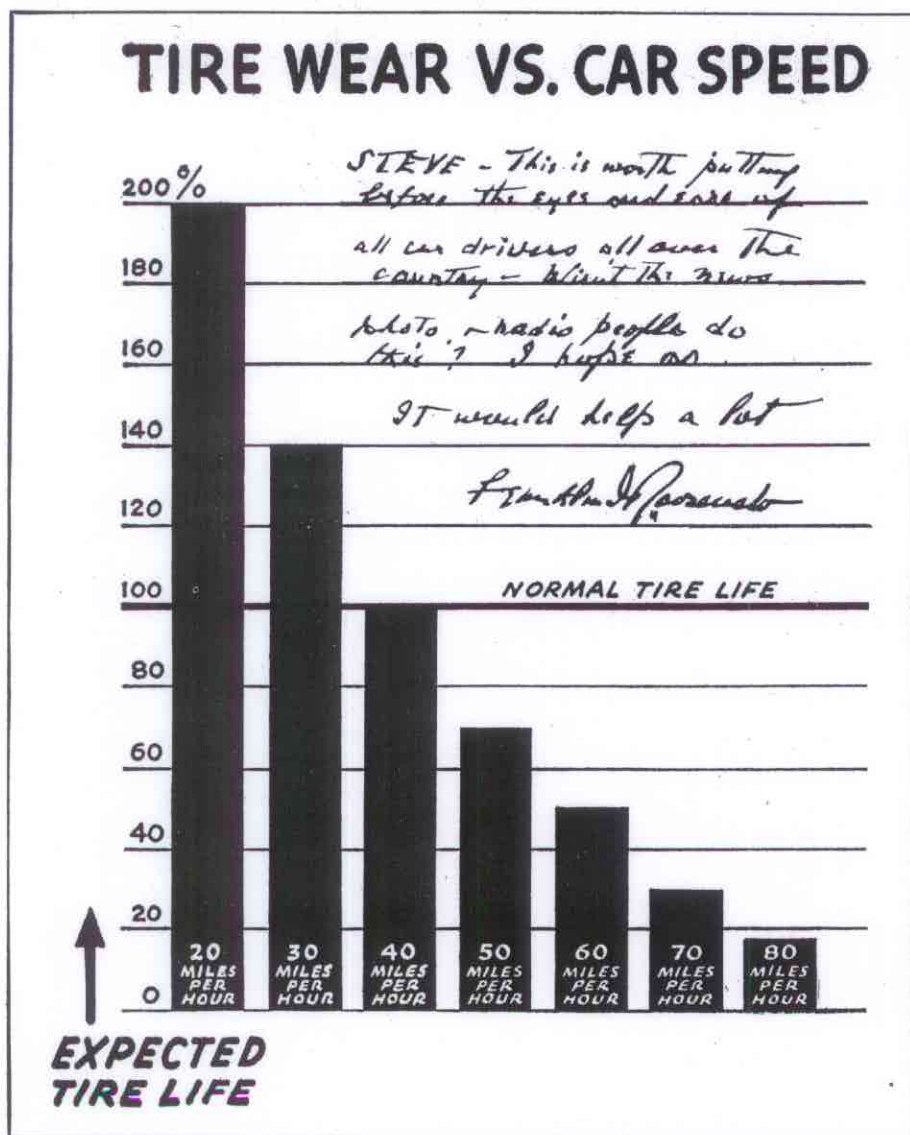
Then a chunky Englishman arose in the House of Commons with words that electrified half the world.

"We shall defend our Island," he said, "whatever the cost may be, we shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender."

All over the British Commonwealth, this rousing utterance gave soldier and civilian new courage to go on to the end.

Indeed, the spoken word has never been so potent as today. Consider the informative and moving address in which President Roosevelt, broadcasting from the White House to the American people on December 9, 1941, announced that "We are now in this war. We are all in it—all the way." That speech had 62,000,000 listeners in the United States alone, and no one knows how great its effects may have been, save that they were unquestionably tremendous.

Only the greatly eloquent can use the spoken word to such epic effect. However, less eloquent, but no less sincere, men and women who, in general, hold no public office can still speak with compelling force. In their own communities and in their own neighborhoods, they will find eager listeners. Their trusted and familiar voices, added to the voices of thousands of others enrolled in the Victory Speakers movement all over the United States, will help to stir the American people to the enthusiastic cooperative action this war is demanding.



Across this chart, President Roosevelt wrote a message to his Secretary, Stephen Early: "Steve—This is worth putting before the eyes and ears of all car drivers all over the country. Won't the news photo or radio people do this? It would help a lot."

VICTORY SPEAKER NEWS & NOTES

THE ST. LOUIS CONFERENCE

Plans for Nation-Wide Organization of Speakers Bureaus Speeded by Recent Meeting of Regional Chiefs

Early in November, Chiefs of Speakers Sections from OCD's nine regions held a three-day conference in St. Louis. They met to report on progress made in organizing their regions on State and local levels, to discuss problems that have arisen during the course of their work, and to exchange ideas on policies and methods that will make Victory Speakers more useful to their Defense Councils in the war effort generally.

Arrangements for the St. Louis conference were made largely by Harvey Wertz, in charge of Public Advice and Counsel for the Seventh Region, who brought several representatives of the Victory Speakers movement from his office and from surrounding States. In attendance, too, were Forrest Rose and George Beauchamp, Field Representatives of the Victory Speakers National office, and Donald Hayworth, National Chief, who acted as chairman at most of the meetings.

An editor of the VICTORY SPEAKER also attended to learn what types of informational releases will prove most useful to Victory Speakers and how often they should be issued. The present plan is to issue the VICTORY SPEAKER whenever the Government has an urgent message for Speakers, and to supplement it with shorter, faster *Special Bulletins*.

Obstacles to organization, arising from local reasons, were described by several of the regional Chiefs, but they agreed that these obstacles could be, and were being, overcome as knowledge of the scope and purposes of the Victory Speakers movement spreads throughout the coun-

try. To further that knowledge, a program is being drawn up to obtain national publicity for the movement. All the regional Chiefs reported that the good impression left by the Four Minute Men of 1917-18 was highly favorable to their work today.

Practical Demonstrations.—The several practical demonstrations staged at St. Louis were most informative, the regional Chiefs agreed. Director Fred Armstrong, of the St. Louis Speakers Bureau, took the delegates through his office, explaining how Speakers are listed and assigned. Under Mr. Armstrong's direction five Speakers, Mrs. Thomas Carlin, Miss Jeanette Hindman, John E. Brinton, Jack Starr, and G. R. Ames, gave the speeches they are already using in the St. Louis areas. The speeches were punchy, varied, and obviously effective.

Finally, Frank Sullivan, of St. Louis, presented a Civilian Defense film to demonstrate the technique of conducting a Film Forum. "A moving picture film, such as we use in Civilian Defense," said Mr. Sullivan, "does only half the job. If you're really going to get the good out of a film, you'll have to discuss it with the audience after they have seen it. That gives them opportunity to apply it to their own needs."

Mr. Sullivan also suggested that it might be well to prepare the audience for the film before showing it, telling them what to look for.

The demonstration was so convincing that the delegates urged him to write an article on the subject for future use in the VICTORY SPEAKER.

Utilizing Radio.—Five of the nine regional Chiefs have a rich background in professional radio. They stressed the amount of time radio stations are already giving to local programs on the war effort, and urged that no station be asked to give time to the Victory Speakers movement until a program has been prepared which would be willingly received by a radio audience.

Many ideas were uncovered on the use of radio in connection with the Victory Speakers movement, so many, in fact, that the regional



Victory Speaker Emblem

The Victory Speaker emblem, shown above, has been reproduced in the form of a pin to be worn by any person who has been officially appointed as a Victory Speaker by the Director of a Victory Speakers Bureau.

These emblems are made of sterling silver, attractively enameled in three colors. The letters CVD appear in red on a white triangle, which is enclosed in a circle of blue with a white border embodying the words "Victory Speaker" in silver. The emblems are a little over half an inch in diameter and have a safety clasp.

Victory Speaker emblems can be purchased only through the Director of a local Speakers Bureau. He will receive orders, accompanied by cash, and forward them to the Director of his State Speakers Bureau. The price is 44 cents each, including the 10 percent tax.

A Directory of Chiefs of Speakers Sections

Here are the names and addresses of the persons who will counsel and guide the Victory Speakers organizations in the nine regions established throughout the country by the Office of Civilian Defense.

Mr. Alfred H. Fenton

First Civilian Defense Region
17 Court Street
Boston, Massachusetts

Mr. Ralph H. Jones

Fifth Civilian Defense Region
1530 Standard Building
Cleveland, Ohio

Mr. John K. Barnes, Jr.

Second Civilian Defense Region
Chanin Building, Room 807
122 East 42d Street
New York, New York

Mr. John Ross Reed

Sixth Civilian Defense Region
Room 1429
222 West Adams Street
Chicago, Illinois

Mr. Elmer Free

Third Civilian Defense Region
1554 Baltimore Trust Building
Baltimore, Maryland

Mr. Tom Collins

Seventh Civilian Defense Region
808 City National Bank Building
Omaha, Nebraska

Mr. Lon Sullivan

Fourth Civilian Defense Region
Candler Building
Atlanta, Georgia

Mr. Charles B. Terry

Eighth Civilian Defense Region
Mercantile Building
Dallas, Texas

Mrs. Helen Ide James

Ninth Civilian Defense Region
1355 Market Street
San Francisco, California

Chiefs agreed to send all their suggestions on the subject to the National office, where they will be compared, coordinated, and published in a special pamphlet.

Personal Experiences.—A down-to-earth speech by Percy Meehl, Director of the Minnesota Victory Speakers Bureau, aroused great interest at St. Louis. Mr. Meehl described in detail organizational methods he has followed. He expects to have his State completely organized within sixty days. "We have got a job here," he said, "and it must and it can and it will be done."

He thought the VICTORY SPEAKER and the *Special Bulletins* would be highly important in his work. Minnesota intends to supplement this

material with its own *Speakers Letter*. It is desirable, Mr. Meehl said, that a Victory Speaker think of himself as a person who possesses special information, and be known in his community as such a person. Frequent, fact-packed releases will help to create this impression.

Others who spoke at St. Louis on their experiences in the field were G. M. Threlkeld, Director of the Missouri Victory Speakers Bureau, and Directors Motley of St. Charles County, Mo., and Hall of St. Louis County.

Speaking in Theaters.—There has already been a great deal of Victory Speaking in motion-picture theaters—usually on the pattern developed by the Four Minute Men of 1917-18. This has been notably

true in the Sixth Region. There, the Speakers Section is headed by John Ross Reed, whose background in the theater is proving highly valuable.

At the St. Louis conference, Mr. Reed outlined a plan for the introduction of Victory Speakers to movie audiences. He suggested that a short strip of film be prepared, on which a celebrity would appear, announcing that the audience would next be addressed by a Victory Speaker. On November 23, Mr. Reed informed the National office that he expects to experiment with this plan in Wisconsin.

Experience shows that Victory Speeches in theaters should deal only with specific campaigns and should never be more than four minutes long.

Chain of Reports.—One organizational matter stressed at St. Louis was the necessity of having regular reports from local Victory Speakers Bureaus to State bureaus, from State offices to regional offices and from regional offices to the National office. Regional chiefs, therefore, will ask State directors to report on the number of Victory Speeches given in their areas in specified periods, the number of campaigns launched, and so on. These reports will produce factual evidence from which to determine past effectiveness and on which to base future plans.

Banquet.—On the afternoon of the second day of the conference, Mayor William D. Becker of St. Louis held a reception for the delegates, and that evening a hundred St. Louis Speakers turned out for a dinner in their honor.

With City Counselor Joseph Holland acting as toastmaster, speeches were given by Joseph B. Scholtz, Director for the Seventh Region of OCD, and by Colonel Harry McBride, St. Louis Coordinator of Civilian Defense.

Next Meeting.—The final decision of the conference of the regional Chiefs was to meet again early in 1943 at Atlanta, headquarters of the Fourth Region.

DETROIT SPEAKS FOR VICTORY

How a Model Organization Has Been Built Up by the Ideas and Energy of One Man

The Speakers Bureau in Detroit is perhaps the most completely organized in the country, and the reason is not far to seek. Months ago, Dr. Preston H. Scott foresaw a means of using his experience and ability to make a valuable contribution to the war effort. He has had the energy and the skill to make his plans come true.

As head of the Department of Speech at Wayne University, Dr. Scott realized what public speaking could accomplish. Hence, when

he became a Speakers Bureau Director, he went swiftly and confidently ahead, despite the fact that his Bureau covers both Detroit and Wayne County, and so his problems are complicated.

At the Detroit end of the Bureau Dr. Scott is responsible to Mayor Edward Jeffries, coordinator for the Municipal Defense Council. At the Wayne County end, he operates under the direction of Robert MacRae, who is chairman of the Wayne County Defense Council. The

Wayne County section deals with forty-three villages, townships and cities in Wayne County outside the city proper. Each of these units is more or less autonomous.

To assure efficiency, therefore, Dr. Scott has set up his Bureau to include a representative from each of the forty-three governmental units in Wayne County and also representatives from such organizations or groups in Detroit as the Federated Women's Clubs, the Council of Churches, the German-American societies, the Bar Association and so on.

These representatives act as advisors, and nominate liaison agents, known as war reporters and responsible to the Speakers Bureau, within each of the organizations they represent.

To take one example: each of the 126 clubs within the Federated Women's Clubs has one member designated as a war reporter, who acts as a connecting link between the club and the Bureau. The function of the war reporter is to see that her club is supplied with essential information on wartime issues and that it is supplied with speakers working with the Bureau as the need arises.

The Detroit Speakers Bureau invites only the most capable speakers to become Victory Speakers. And it does not stop there. Speakers who represent the Bureau in campaigns are given a twenty-two hour course of instruction to bring them up to date on such subjects as taxation, price ceilings, War Bonds, rationing, salvage, and so on. Each Speaker is urged to maintain a scrap book, consisting of extracts from newspapers and periodicals, after he has completed the course, and each is supplied with releases from the National, regional, and State offices.

In all, there are about 150 of these Speakers, and 100 more were taking the course at the end of November. In addition, the Bureau has about 200 specialists, each of whom is prepared to give talks, not on the many campaigns the Bureau under-

WE HAVE WITH US

A Department Devoted to Short Personality Sketches of Leading Figures Among Victory Speakers

Tom Collins. The Chief of the Speakers Section in the Seventh Civilian Defense Region—with headquarters in Omaha—is a former newspaper man who for the past 12 years also has made his living as a professional public speaker.

Mr. Collins is a Kansas Cityan, 43, a graduate of the University of Kansas, is married and has two children. After serving in the Army in the last great war, he worked for the *Kansas City Journal* in practically every job known to newspapermen—copy editor, city editor, editorial writer, Sunday editor, literary editor.

A woman's club in Kansas City asked him to do a verbal book review, he did, everyone liked it and, although he didn't know it, his career as a public speaker had started. When his speaking began to interfere with his editing, he started a human interest column, called "This One's on Me," which he could write on planes and trains, and took to the road with his speeches.

He has written and played the lead in radio broadcasts which have



Tom Collins

run on 60 stations in 18 States and has made movie shorts in Hollywood but, he says, prefers not to speak of them.

He has averaged a speech a day for 10 months a year for the last 6 years, addressing clubs, meetings, banquets. His speaking style is incisive and amusing; he puts pungent messages in anecdotes that—like Mr. Collins' name—stick in the mind. He is known as the "Speaker Who Is Asked Back," and those who heard him at St. Louis understand why.

In the next issue Lon Sullivan, Chief of the Speakers Section of the Fourth Civilian Defense Region, will be with us.



Dr. Preston H. Scott

takes, but on some specific subject in which he is an expert.

"Very few people realize that the operation of such a bureau as this requires considerable attention to detail," Dr. Scott says. He points out that in Detroit, on the average, it takes about four telephone calls to secure each Speaker for an engagement. This does not include the

initial call from or to the organization, the call back to the organization confirming arrangements, and the follow-up.

"In this Bureau," says Dr. Scott, "we have five telephones overloaded from eight-thirty in the morning until five-thirty in the afternoon."

The Detroit Bureau is now giving 60 speeches a day. This figure will doubtless be doubled before long.

Assisting Dr. Scott in the Bureau are three staff members, paid by private business and other municipal agencies, four full-time volunteers, and about thirty part-time volunteers.

The Bureau gets out an informational bulletin every two weeks. It tries to place publicity stories regularly in newspapers, trade journals and professional publications, calling attention to the fact that it is ready to furnish Speakers on any phase of the war program.

Always glad to hear criticism of his Speakers, so that he may discover where weaknesses need to be remedied, Dr. Scott recently made

an interesting check on the effectiveness of Speakers in Detroit theaters. He and John Ross Reed, Chief of the Speakers Section in the Sixth Civilian Defense Area, chose at random several theaters in which speeches had been made during a War Bond drive in Detroit.

Each theater manager was asked to state his frank opinion regarding these theater speeches, and each replied that, in his opinion, they had been effective and ought to be used again when the need arises.

No doubt Dr. Scott would be happy to answer questions from other Directors of Speakers Bureaus who see something in his set-up that would apply to their own communities.

Meanwhile, though he feels that the Detroit and Wayne County Speakers Bureau has a long way to go, he adds, and with justice: "During the past few months progress has been made and we feel that our methods and techniques are sound and are producing good results."

AN OUTLINE OF THE JOB WE HAVE TO DO

1. If you are the Director of a State Speakers Bureau:

- (a) See that every Defense Council in your State sets up a local Victory Speakers Bureau.
- (b) Print all necessary cards, as described in the pamphlet, *Wanted: 100,000 Speakers*, and distribute them to Directors of Local Victory Speakers Bureaus.
- (c) Send National and regional releases regularly and promptly to the Victory Speakers Bureaus.
- (d) Prepare and distribute such State releases as may be helpful.
- (e) Secure reports from local Victory Speakers Bureaus, and from them prepare State reports regularly for the regional office.
- (f) Organize district conferences

throughout the State for the benefit of local Bureau Directors.

- (g) Keep a list of prominent Speakers available for large meetings throughout the State.

2. If you are the Director of a local Victory Speakers Bureau:

- (a) Make a complete card-file of all groups meeting regularly in your area.
- (b) Build a roster of effective Speakers. Keep the list small enough so that every Speaker will make a speech every week.
- (c) Develop both campaign Speakers (those who are used in intensive drives) and special Speakers (those who give longer addresses on topics calling for specialized knowledge).

- (d) Keep in close contact with all program chairmen of organizations and see that they are offered campaign Speakers as often as proves to be effective.

- (e) Keep close enough to your Defense Council and other war agencies to anticipate ways in which the Speakers Bureau may serve them.

- (f) Keep your records up to date and complete.

- (g) Send in reports promptly to your State Speakers Bureau Director.

- (h) Call meetings of your Speakers and your office staff to discuss policies and methods of operation of the Speakers Bureau.

3. If you are a Victory Speaker:

- (a) Accept whatever speaking schedule the Director of your Bureau prepares for you.

- (b) Study carefully the materials sent to you from the National, regional, State, and local offices of Civilian Defense.
- (c) Help the Director secure engagements for Victory Speakers in clubs or other organizations with which you have connections.
- (d) Remember that your appointment as a Victory Speaker carries with it the responsibility of reporting the Government's wartime policies accurately. Don't make your position a sounding board for your own individual social, economic or political theories.

4. If you are a volunteer worker in the office of the Speakers Bureau:

- (a) Ask the Director to assign you additional work typing, filing, telephoning, or keeping records.
- (b) Be dependable in the hours and quality of your work. The whole success of the Speakers Bureau in your community depends on the efficient functioning of the office.

5. If you are a member of any kind of organization—school, church, sewing circle, luncheon club, or any other organization:

- (a) Ask your program chairman to provide a Victory Speaker regularly.
- (b) Follow up the campaign presented by the Victory Speaker; his purpose is not to entertain you, but to enlist your active services in particular phases of the war work.
- (c) Turn in to the Director of the Bureau, or to a Speaker, any new ideas you may have on promoting the Bureau or any helpful suggestions for the improvement of the speaking program.

6. If you are program chairman of any kind of organization:

- (a) Get in touch with your local Victory Speakers Bureau at

once, and ask for a Speaker to appear regularly.

- (b) Report confidentially and frankly to the Director of the local Victory Speakers Bureau regarding the effectiveness of Victory Speakers who address your club.
- (c) Help make necessary arrangements for providing transportation, meals, and other courtesies for Victory Speakers who address your group. Remember, they are volunteering their services. They are your guests.

Miscellany

New Jobs for Old

State and large city Defense Councils sometimes have difficulty in finding capable, full-time, volunteer workers to act as Directors, or to fill other executive positions in their Victory Speakers Bureaus. There may be suggestions for you in the following solutions to this problem:

A public utility of Detroit continued the salary of its public-relations man, but sent him over to the Speakers Bureau full time.

The Highway Department of Missouri is providing the Director for the Missouri Victory Speakers Bureau.

When the head of its Speech Department was asked to take charge of a Speakers Bureau, Wayne University relieved him of his

duties with the University, but continued to pay him as usual.

A manufacturing concern in Kalamazoo, Michigan, engaged in war work and no longer in need of its advertising manager, gave him to the Speakers Bureau for the duration.

The Clerk of the Supreme Court of Mississippi has just been appointed State Director of the Victory Speakers Bureau.

The Community Chest of Detroit turned over two specialists in speaking activities, but continued them on the Community Chest payroll.

A church could do the same thing with an assistant pastor, or a Chamber of Commerce with one of its assistant secretaries, or a store with an advertising executive.

Publicity

Keeping people informed about the activities of the Victory Speakers Bureau is an important job in every community. In large cities the Director will find it advisable to appoint a professional to handle publicity. But in smaller cities and towns, the Director generally will have to rely on his own ideas and the suggestions of the men and women with whom he works. In all cases publicity should be cleared through any Defense Council information committee that has been set up.

First, the director of publicity should consider the outlets available in his community and be prepared

When You Get Stuck for an Answer—

Victory Speakers are sometimes questioned after they have spoken. Although it is the purpose of the *VICTORY SPEAKER* and the *Special Bulletins* to supply full information on the Government's programs, changes in these programs may occur between the time these publications leave the press and the time they reach you. Therefore, if there are any questions from an audience, relating to the material published here, which you cannot answer, say frankly that you don't know but that you'll find out. Then write the question down, together with the name and address of the questioner, and mail it, with your own name and address, to Donald Hayworth, Speakers Section, Office of Civilian Defense, Washington, D. C.

to supply them with the sort of information about his Bureau which they can use most effectively.

A local Speakers Bureau, for example, might provide a newspaper with reports on organizational activities, speeches, and campaigns. It might compile, also for newspaper use, material for feature articles on how the Bureau works, unusual audiences addressed, and outstanding local Speakers. Appropriate photographs should be prepared to go with such material.

A local radio station might be willing to make "spot" announcements between programs on a Bureau's service or to contribute time for broadcasts by local Speakers.

Posters will be helpful in announcing where Victory Speakers may be heard. A local Speakers Bureau might sponsor contests—among school children, for example—to provide them. To be effective, the posters should be displayed in stores, theaters, and other public buildings.

Local ministers may be willing to include in their weekly church bulletins announcements of current Victory Speakers campaigns and information about the Victory Speakers service.

Music

Appropriate music appropriately presented is worth the consideration of the Director in communities where good musical talent is available. He should list singers, song

leaders, drum corps, bands, orchestras, quartets, and glee clubs willing to contribute their services, but he should use the greatest discretion in calling upon them. He should always be sure the music selected is suited to the program arranged, keeping in mind that it should never be the main attraction but a device to stir enthusiasm between, before, or after speeches.

Other Publications for Victory Speakers

Wanted: 100,000 Speakers. A manual, chiefly for Directors, telling how to set up a local Victory Speakers Bureau. Only two copies of this have been sent to each Defense Council. Please do not ask for more unless both are missing. Additional copies, when needed, may be secured from State Speakers Bureaus.

Speak Up For Victory. An eight-page folder telling why Speakers Bureaus have been set up, and calling for the cooperation of Civilian Defense workers. Copies will be distributed to people interested until the supply is exhausted.

Organization and Job of a State Victory Speakers Bureau. A mimeographed manual distributed to State Bureaus only.

Preparation for Victory Speaking. A mimeographed pamphlet giving instruction in Victory Speaking. State Victory Speakers Bureaus will supply single copies to Directors of local Speakers Bureaus.

How to Set Up a Speakers Bureau in a Large City. A mimeographed pamphlet for use by Directors in cities of over 150,000. Copies are available through State Speakers Bureaus.

Plays

At times, local Speakers Bureaus can use dramatic groups to present plays tying in with some of the Government's campaigns. These plays fall into three categories: (1) Dramatized explanations of defense activities—for example, how to care for accident victims. (2) Short war-service plays, showing how important it is to buy bonds, collect scrap, and to take part in the war program all along the home front. (3) Full-length plays produced on a professional basis. These require competent directors and actors and theatrical equipment.

Generally speaking, plays booked by local Bureaus should be given with little or no scenery, and costumes and props should be reduced to what can be carried in a suitcase.

The National Civilian Defense Office has on hand a large number of specially written plays suitable for production by dramatic groups operating through local Bureaus. Any of these plays may be obtained through the State Speakers Bureaus.

Your aim as a Victory Speaker is not to speak so that you can be understood—but so that you cannot be misunderstood.

Think of your Victory Speech as a train, on which you will transport your audience to the goal you have selected. Be sure they get on, stay with you, and get off at the appointed destination.

Don't be like the speaker in the House of Lords who interrupted his own speech with a yawn, because he found it so unexpectedly dull!

TO VICTORY SPEAKERS EVERYWHERE

According to present plans, the next release addressed to Victory Speakers will be on the subject of Nurse's Aides.

Again the editors wish to emphasize that the VICTORY SPEAKER is *your* publication. Read it, use it, contribute to it. If you have unusual personal experiences to report, or helpful suggestions to make about writing and delivering speeches, or any other ideas for making this a more effective publication, please address them

to Donald Hayworth, Speakers Section, Office of Civilian Defense, Washington, D. C.

A large supply of this first issue of the VICTORY SPEAKER has been printed so that copies may be distributed to newly established Speakers Bureaus and to new Speakers who are to be named in the next several months.

Victory Speakers are urged to retain and file their copies of all releases, since future campaigns may make reference to previous issues.