

Cal Ware

PLANNING BRANCH  
Office of The Assistant Secretary of War  
Reserve Officers Training Course  
November 6 - 19, 1938.

THE ALLOCATION OF FACILITIES FOR WARTIME PROCUREMENT

by

Major Ray M. Ware, Q.M.C.,  
Allocation Division.

## SECTION I - INTRODUCTION

1. The Mission of Industry in War.
2. Eighteen years of Planning.
3. The Attitude of Industry.
4. Designing for Mass Production.

---

1. THE MISSION OF INDUSTRY IN WAR. - I believe that I will be safe in assuming that you gentlemen of the Officers' Reserve Corps, are familiar in a general way with the Industrial Mobilization Plan of the War and Navy Departments. That plan is our Bible here in the Planning Branch of the Office of the Assistant Secretary of War. It provides for the mobilization of industry in time of war, or other major emergency. It describes the machinery that has been set up in peace to keep the plan alive and up-to-date, and how it will be put into effect on Mobilization Day.

General Melvin Craig, Chief of Staff of the Army, who heads the military side of the War Department, is distinguished from the industrial side which is the Assistant Secretary's job, told the student officers of this year's class of the Army Industrial College what he and our General Staff think of industry's part in our war plans. He said "The strength and ability of armies have long been gauged in terms of man-power. Today man-power is definitely secondary to the munitions and machines that help the army fight."

Admiral William D. Leany, Chief of Naval Operations of the Navy Department told the same officer group: "The all-important question of industrial mobilization narrows down to a considerable extent to a study of the factories and plants that are to produce the munitions of war."

It thus will be seen that the heads of our two fighting forces, on whose shoulders rest the major responsibility for the defense of our nation, definitely recognize that industry has a mission in time of war. The "industrial front" is now being staked out, so to speak, on the strategical maps of the Army and Navy, and a comparatively new term, "industrial war planning" has been added to the vocabulary of the profession of arms.

2. EIGHTEEN YEARS OF PLANNING. - For eighteen years, in compliance with a mandate from Congress, the War Department, in cooperation with the Navy Department, has been engaged in the preparation of plans for the mobilization of industry in war. A determined and continuing effort has been made to find the ground for a clear statement of a plan that will work in time of stress. Industrial leaders of the country have given freely of their time and advice to this end.

The World War experience in the procurement of munitions has been studied minutely with the view of profiting by the mistakes made. The Industrial Mobilization Plan of today, however, is based upon industry as it is

found today and not the industry of eighteen years ago. I ask you to note that point well. Industry presents a rapidly changing pattern, due to disruptions in economic conditions, and plans to utilize it must be constantly revised to keep pace.

3. THE ATTITUDE OF INDUSTRY. - We shall see in the course of this talk, how the Army goes to industry with its requirements. How the Ordnance officer, for example, surveys the plant and equipment of a steel mill, goes over the plans and specifications for artillery shell with the management and comes out with an accepted schedule of production based on the capacity of the mill to produce the items desired. In some cases the Army's specifications as written may not fit the machinery of commercial factories. The manufacturer frequently suggests modifications in the Army design. His attitude toward the job to be assigned him is important.

4. DESIGNING FOR MASS PRODUCTION. - The Assistant Secretary of War, who is charged under Section 5a of the National Defense Act with furnishing assurance to Congress of adequate industrial resources for an emergency, has some very definite ideas on the subject of making Army equipment fit standard commercial practice. He recently told members of the American Society of Mechanical Engineers:

"There is a tendency manifest among military designers of arms, ammunition and accessories to develop complicated machines not readily adaptable for mass production. Against such a trend, we must continually guard. We should strive to develop simple weapons, whose production would present little or no problems for industry. I realize that some degree of complexity in military weapons is inescapable but, frankly, I believe that there are too many complicated weapons in the Army. I am inclined to the general view that what private industry can make should be the deciding factor of what the Army can use and what private industry makes best is exactly what the Army must use."

This, I am sure you will agree, indicates that our planning with industry today is not static, that there is yet much more to be done, but that it is proceeding along sound and practical lines.

## SECTION II - THE INDUSTRIAL FORCE

1. Gauging the Industrial Force.
2. Methods of Approach.
3. Development of the Present Plan.

---

1. GAUGING THE INDUSTRIAL FORCE. - After the close of the World War one of the first problems to which the War Department addressed itself was the devising of a scheme of assuring adequate provision for future emergency needs. The World War experience was a valuable lesson upon which to base future policies and there were still many manufacturers and some officers in the supply branches of the Army who had been through the supply "battles" of that hectic period. The experience of these veterans has been drawn upon freely. They all agreed that one of the greatest handicaps in their operations was a lack of knowledge of sources of supply, a need for complete and flexible statistics on the manufacturing resources of the nation.

Before the World War, the Army and Navy procuring agencies placed their contracts for munitions on a competitive basis, much in the same manner as our present peacetime practice. For any given commodity required, the awards usually went, as they do today, to the same, small group of well known suppliers. Quite naturally these were the suppliers called in when war was declared.

On the basis of prior peacetime experience, these well known commercial concerns were preferred by all of the procuring agencies. There resulted a vicious competition between procuring agencies for these preferred sources. Manufacturers, placed under a cross-fire of conflicting demands, attempted to please too many procuring agencies at the same time. As a result, they were hopelessly overloaded. Promises were given which could never be fulfilled.

2. METHODS OF APPROACH. - The first post-war attack on the problem was directed toward eliminating the harmful competition between procuring agencies and as a solution was set up a centralized procurement agency known as the Purchase, Storage and Traffic Division. Control of purchasing was taken out of the hands of the supply arms and services. This proved unsuccessful as the organization was unwieldy and without technical competence. It had to draw on the supply agencies for technical personnel that could have functioned just as well in their own organizations. Next it was attempted to turn the supply responsibility back to the services out to redefine their missions so as to provide for all like items being procured by the service that had the predominant interest. This system of inter-branch procurement worked well for only a few commercial items. Finally there was proposed a plan under which each service would be responsible for its own procurement which is the scheme in effect today.

3. DEVELOPMENT OF THE PRESENT PLAN. - While the earlier plans had been concerned with who would place the orders, the new plan attacked the problem from the standpoint of who would furnish the supplies. Out of this grew a system of allocation of manufacturing facilities to the supply arms and services and to the Navy Department. Plants were visited and surveyed by field representatives of these procuring agencies and requisitions for their allocation were dispatched to the Office of the Assistant Secretary of War. More than 20,000 facilities have been surveyed to date. Approximately 10,000 facilities have been allocated and assigned definite war loads.

### SECTION III - ALLOCATION OF FACILITIES

1. Place of Allocations in the Procurement Scheme.
2. Mission of the Allocation System.
3. The Allocation Directive.
4. Types of Allocations.

1. PLACE OF ALLOCATIONS IN THE PROCUREMENT SCHEME. - The problem of supply in the Army usually is considered under three headings. (1) What is wanted? (2) When is it wanted? and (3) Where can it be obtained? Allocations seek to answer the question "where?". Once the item to be procured is determined, and the time it will be required is known, it becomes the job of Allocations to provide the facility that is to undertake the production.

The question of where to get the items in the time and quantities required involves two main considerations (1) It is necessary to determine the capacity of industry or of specific facilities available and suitable to perform the required production, (2) The placing of each order must be with due regard to the needs of the Army, Navy and civilian population for similar items. If there is not enough existing capacity--plants in being--suitable for the purpose of meeting all essential needs, then plans must be made for expansion of existing facilities or for construction of new facilities.

Through the allocation system, requirements are matched with productive capacity in an attempt to secure a balance for those items which present serious problems in procurement. It is frequently found that ample facilities are available to produce the item, the stumbling block being the time element. The bulk of the Army's requirements are necessary in the first four months of an emergency. The need for developing sufficient production during these early months is allocation's greatest problem.

2. MISSION OF THE ALLOCATION SYSTEM. - The mission of the Allocation system may be briefly summarized as follows.

- a. To permit exact and desirable prearrangement by the procuring

agency and by the plant, for production of munitions. Each allocated plant, forewarned of the task it will be expected to perform, can now make preparations to meet it, thus facilitating early production.

b. To permit orderly distribution of the war load, especially initial production. Without such a system this load might be thrown haphazardly upon the country in an intensive and confused purchasing campaign when time is vital.

c. To reduce undesirable competition, especially for the output of a single plant.

d. To ease post-war readjustment, since an effort is made to maintain a nucleus of civilian trade in each facility. Essential civilian needs are safeguarded.

e. To permit calm decisions and adjustments now which otherwise would have to be made on or shortly after M-Day. That is of tremendous importance.

3. THE ALLOCATION DIRECTIVE. - The first directive to put the allocation system into effect was issued by the Office of the Assistant Secretary of War on November 1, 1922. Chiefs of supply arms and services were directed to requisition facilities that they considered necessary to produce items for which they anticipated difficulties in procurement. Statements showing productive capacity and percentage of capacity absorbed by the proposed war load were required to accompany the requisitions. The first requisitions were received by the Office of the Assistant Secretary of War in December 1922 and the first allocations made in January 1923. The first Directory of Allocated Facilities was published in February 1923 and listed 5,450 facilities.

At first each supply service attempted to cover its entire requirements and there was considerable competition for facilities. Well known facilities were besieged as in the war days and there were considerable conflicts. These came into the Allocation Division of the Office of the Assistant Secretary of War for adjudication. When the Navy came into the picture later, the problem of making an equitable division of productive capacity became further involved.

The more complicated the situation became the better the Office of the Assistant Secretary of War seemed to like it. The Allocation Division stepped back and calmly surveyed the scene, for a stalemate in supply meant no lives or battles lost at this time. Everybody had time to think and the need for allocating facilities in peace time became evident to all. Out of the chaos came the policies and procedure for the allocation of facilities that are in effect today. They are clearly and concisely defined in Planning Branch Circular No. 1, OASW Nov. 14, 1936. I believe that you would all find it a most interesting little document.

4. TYPES OF ALLOCATIONS. - There are three general categories in which facility allocations fall (1) Single Allocations, (2) Joint Allocations and (3) Capacity Credits.

Single Allocations are those in which a facility is allocated solely to one supply branch of the Army or to the Navy Department. Such an allocation does not mean that another branch is prohibited from getting supplies from that facility, but that the branch to which allocated shall have priority on its output. All demands of other branches on this facility must be presented to it through, or by satisfactory arrangement with, the branch to which it is allocated.

Joint Allocations - When a facility is jointly allocated between two supply services (the Navy does not participate in joint allocations as such, as will be explained later), neither service has exclusive interest. The two services "get together" on matters of proper loading of the facility and no load is placed by one service without the concurrence of the other.

Capacity Credits - Where three or more army services are interested in the output of a single facility, the matter of loading becomes more involved and the facility is placed in the Reserved (OASW) category. The Office of the Assistant Secretary of War then issues capacity credits. Where the Navy registers an interest in a facility that is already allocated to the Army, or in which the Army has a potential interest, the facility is placed in the category of Reserved (ANWB) Facility and its loading is supervised by the Army and Navy Munitions Board.

#### SECTION IV - SURVEY OF INDUSTRY

1. Preliminary Survey.
2. Request for Allocation.
3. Accepted Schedule of Production.
4. Contacts with the Facility.
5. Educational Orders.

1. PRELIMINARY SURVEY - Allocations start with a preliminary survey of facilities in a procurement district to produce a specified item. The ~~Procurement Plans Division~~, Office of the Assistant Secretary of War, has told you about requirements, how they are calculated and how a detailed plan is written on problem items showing just what facilities are to produce them and what the schedules of delivery are. For this reason I shall not go into the important subject of requirements. Suffice to say that each supply arm and service in the Army and Navy must know exactly what it wants and how much and how fast before allocations come into the picture of procurement planning.

Each service sends to its field procurement planning offices a "shopping list" of items to be procured. The planning officer makes a preliminary survey of his district to locate facilities that are properly equipped

Form 100 - Rev 2-1-62

or have the technical competence to produce the items. The district officer usually prefers to find his own facilities, that is, facilities that are not allocated to other services. If he cannot do this, he obtains permission from other services to contact their facilities. Finally he sends in to his chief a list of available production in his district pertaining to the item concerned. Based on these production estimates a definite apportionment or quota is assigned the district.

2. REQUEST FOR ALLOCATION. - The district officer <sup>there</sup> submits a requisition (OASW Form 100), through his chief, to the Office of the Assistant Secretary of War asking for the allocation of the facilities necessary to meet his production quota. In the event that a facility desired is already allocated to another ~~Army~~ service, the requisition is routed through that service for concurrence and approval of a joint allocation. ~~In cases where the facility requisitioned is a reserved facility, the concurrence of other services having credits against its capacity is obtained by the Office of the Assistant Secretary of War or the Army and Navy Munitions Board according to the allocation status of the facility.~~

When the allocation <sup>of capacity</sup> or ~~capacity~~ credit has been approved, direct dealings with the management of the facility is authorized and a detailed survey may be made. Details of specifications, delivery schedule and other production arrangements are gone into and usually an accepted schedule of production is signed by the facility. The load is then reported to the ~~Office of the Assistant Secretary of War~~ <sup>ANMB</sup> for recording in the Directory ~~of~~ <sup>of</sup> ~~load~~ maintained by that office. ~~Load reports on Reserved (ANMB) Facilities are cleared through the Army and Navy Munitions Board.~~

3. ACCEPTED SCHEDULE OF PRODUCTION - The Accepted Schedule of Production is the closest thing to a definite contract that the Army can obtain in time of peace to support its war procurement plans. It is a statement signed by the prospective manufacturer that he is willing and able to undertake the production of the item or items involved and in the quantities and time specified. It has no legal binding but it is something tangible which serves to tie together all the ends of planning for an item. ~~It may also be used accepted as a schedule in its procurement planning.~~

4. CONTACTS WITH THE FACILITY. - When the schedule of production has been accomplished by the manufacturer, and sufficient production has been obtained to cover the district quota, the planning officer does not dismiss the item from his mind. He knows that the arrangement cannot be expected to hold good indefinitely. He must keep close contact with each of his facilities and be alert to the changes that are constantly taking place in business institutions. He can expect a certain percentage of his allocated facilities to fail. Others will grow and make available increased productive capacity for his use.

<sup>As a fact, in fact, the factory...</sup>  
When factories fail, he is concerned with the disposition made of the plant and equipment because primarily he is interested in the actual

machines that are to do the work. If a new management takes over, a new accepted schedule must be submitted. If the equipment is sold to another manufacturer, then the chances are that the new owner will be willing to take the war orders along with the machines. Constant vigilance is mandatory on the part of the "men on the firing line" as the procurement planning officers in the field are known in Washington.

The use of questionnaires in surveying industry is prohibited by the Office of the Assistant Secretary of War as some manufacturers object to such procedure. All surveys are made by personal contact and very close relationships have grown up between the officers in the procurement districts and the management of their facilities. At least once every three years each plant and factory and mill is revisited by the district officers. Equipment is inspected, old schedules, plans and specifications reviewed. These district officers learn much of the problems of business and the manufacturers learn about the Army's supply problems. Revised Forms 100 are submitted to the Office of the Assistant Secretary of War to show changes in productive capacity and in business organizations, for the records of the Office of the Assistant Secretary of War must be kept complete and up-to-date at all times.

5. EDUCATIONAL ORDERS. - The Office of the Assistant Secretary of War long has recognized the need for educational orders for industry to cover those strictly military items of equipment that have no counterpart in the commercial field. These are the items that will be the big stumbling blocks in equipping the Army at the outbreak of war. They should either be made up now in the quantities that will be needed and placed in war reserve, or the manufacturers should be given experience and the necessary tools, gauges and other aids to manufacture so that they can go immediately into production when an emergency is imminent. Through the efforts of the Assistant Secretary of War there was passed by the 75th Congress a small educational order program which will take care of a few of the most difficult items.

It is interesting to note, in connection with the manufacture of complex articles of military equipment in time of peace, that 85% of the awards made in the current Ordnance procurement program to date, conducted under the peacetime regulations requiring competitive bidding, have been to allocated wartime facilities. The items awarded were similar to or identical with the items for which the facilities have accepted schedules to produce in an emergency.

#### SECTION V - DISTRIBUTION OF THE INDUSTRIAL LOAD

1. Purpose.
2. Load Reports.
3. Industrial Classifications.
4. Restrictions on Loads.

1. PURPOSE. - There is maintained in the Allocation Division, Office of the Assistant Secretary of War a visual card index system which shows by item and portion of capacity the war load that is proposed to date on every allocated facility. This is known as the Directory of Load and is the most difficult but the most vital record in the allocation system. It has been referred to as the "watch dog" or "policeman", keeping plants from being overloaded, preventing unsafe concentrations of war orders and showing what localities are the most vital in the military effort. Briefly, the purpose of recording in one central office all of the load placed by the various supply arms and services and by the Navy for wartime procurement is to afford

a. As complete a picture as possible of the war load to be placed on industry, so that suitable distribution may be assured, conversely, an indication of the industrial capacity remaining after the load has been placed, and its location.

b. A check on the load placed on individual facilities or industries to insure that they are not unnecessarily overloaded, that a proper reserve is maintained, and that civilian needs are considered.

c. An indication of the amount of conversion, expansion and new construction that will be required to carry the load.

d. Data for analysis of the problems of labor, power, construction and transportation.

2. LOAD REPORTS. - The existing load upon a facility is a major consideration in approving additional loads. Every request for capacity or change in load, submitted by a supply arm or service or by the Navy is checked first against the load directory. The policy is to limit loads for strictly commercial items to one-half of one shift's capacity, and in all cases to reserve one-fifth of a facility's potential capacity for civilian needs. Loads are never considered final and are always subject to change by proper authority.

3. INDUSTRIAL CLASSIFICATIONS. - All loads are reported under industrial symbols which facilitates filing under the industrial classifications of the Directory of Load. In this way the war requirements on the canvas goods industry, for example, are brought together whether the actual items to be manufactured are shelter tents for the Quartermaster Corps, litters for the Medical Department, gas mask carriers for the Chemical Warfare Service, or tarpaulins for the Navy Department. The same may be said for the loads on the airplane industry, the automobile industry, and other vital elements in the industrial force.

4. RESTRICTIONS ON LOADS. - It has been necessary from time to time, because of procurement difficulties, to place certain facilities in a restricted category and to suspend loading pending a consideration of the combined capacity of an industry. For example, the Machine Tool Industry, vital in national defense, has just been removed from the restricted class after a very exhaustive study of how best to make use of its capacity conducted by a joint Army and Navy committee under the direction of the Army

and Navy Munitions Board. The National Machine Tool Builders' Association took an important part in this study and made a complete resurvey of the potential capacity of the industry. Based upon this study, an equitable redistribution of capacity was made between the Army and Navy procuring agencies.

Optical instruments, radio equipment, steel, powder and explosives, shoes and blankets, inspection and production gages, and aeronautical facilities have all been studied and redistributions of the loading made in the light of the latest developments in these industries. The Army and Navy Munitions Board has active committees known as Allocation Joint Committees that make a continuing study of industries where wartime procurement problems may be expected to develop.

Conversely, survey activities sometimes develop more capacity than is necessary for items of equipment and supplies. When the load directory tells this story, consideration is given to suspending allocations and not assigning loads to facilities of that nature. A typical example of this kind is the food industry which was formerly allocated largely to the Quartermaster Corps.

Other items for which allocations are not now approved include:

- Building materials (lumber, cement, sand, roofing, etc.)
- Coal and coke
- Gasoline, kerosene, lubricating and fuel oils.
- Furniture (except field)
- Office supplies and equipment
- Paint and paint products
- Raw materials such as manganese, cotton lintens, wool, hides, leather, etc.
- Animals, riding and draft

#### SECTION VI - ARMY AND NAVY COORDINATION

1. The Army and Navy Munitions Board
2. Allocations to the Navy.
3. M-Day Activities.

1. ARMY AND NAVY MUNITIONS BOARD - The Army and Navy Munitions Board is the main coordinating authority between the Army and Navy in matters pertaining to procurement planning and industrial mobilization. It is an active and essential part of the allocation system for through it are cleared all allocation and load matters in which the Army and Navy have a joint interest, and all matters pertaining to singly allocated Navy facilities.

Facilities in which both the Army and Navy have an interest are not

allocated jointly but are listed in a special group known as "Reserved (ANMB) Facilities. Supply agencies cannot place a load on any facility in this group without the prior approval of the Army and Navy Munitions Board.

2. ALLOCATIONS TO THE NAVY. - Requisitions for facilities in which there is a Navy interest must go to the Army and Navy Munitions Board for review before allocations are made. Blanket restrictions on the loading of certain industries by the Army supply agencies have been made by the Board. For example, all aeronautical supply facilities can be loaded by the Army Air Corps only to the extent of 40 per cent of capacity. Medical supply facilities allocated to the Army Medical Corps carry an automatic Navy Medical load. In this way the Navy representation in the productive capacity of the country is steadily increasing, and may be expected ultimately to equal about 15 per cent of the total war load.

3. M-DAY ACTIVITIES. - The Army and Navy Munitions Board is the highest control agency in the allocation system in time of peace. In time of war it will continue as the main coordinating agency between the Army and the Navy. The Allocation Division of the Army and Navy Munitions Board is inactive in peace, its functions being performed by the Allocation Division, Office of the Assistant Secretary of War. In time of war, it is thought likely that the central allocation and load records now maintained by the latter organization would be taken over by the Allocation Division Army and Navy Munitions Board. If the emergency is of such proportions as to warrant the mobilization of the War Resources Administration, a superagency, it is expected that the Army and Navy Munitions Board would continue to administer Army and Navy procurement but under policies laid down by that authority.

#### VII - SUMMARY

In conclusion, I would like to sum up for you the main responsibilities of the Allocation Division, Office of the Assistant Secretary of War. They are:

1. Authorization for survey of facilities by the supply arms and services.
2. Requisition on the Army and Navy Munitions Board for capacity credits on Reserve Facilities for the supply arms and services.
3. Allocation of facilities and assurance of suitable distribution of the war load.
4. Recommendation of policies for the expansion and conversion of facilities.
5. Maintenance of the central industrial records of the War Department and the publication of directories of facilities.

I have attempted to sketch briefly the organization and problems of

the Allocation Division. It is only one of the nine divisions of the Planning Branch through which the Assistant Secretary seeks to coordinate the plans of the seven supply arms and services of the Army for industrial mobilization and procurement in the event of war.

Those of us who are engaged in this work know that there is yet much to be done. We are ever on the alert for better ways to do the job. Each year 75 or more officers of the Army, Navy and Marine Corps, students at the Army Industrial College, are required to review these plans. They are urged to tear them apart, look for defects, and suggest improvements. You Reserve Officers, representing selected men from many lines of endeavor, are given the same privilege.

Are there any questions?

DOES THE CONTROLLING FACILITY  
 DESIRE TO HAVE ALL PLANNING  
 TRANSACTIONS WITH ITS SUBSID  
 IARIES HANDLED THROUGH CONTROLLING FACILITY?

4 FINANCIAL RATING (THOMAS)      5 EMPLOYEES      TOTAL      MALE      FEMALE      PERCENT SKILLED

6 NORMAL PRODUCTS (LIST ONLY THE MORE IMPORTANT) OF FACILITY REQUISITIONED      QUANTITY (MONTHLY OR YEARLY)

7 PRODUCTS DESIRED	ITEM	QUANTITY (GIVE UNIT OF MEASURE)		ITEM LOAD	PLANT LOAD	SHIFTS/HOURS PLANNED	SCHEDULE		COMMODITY SYMBOL
		TOTAL	MOS				PLACED (DATE)	TO BE PLACED	

8 NAME AND/OR ADDRESS OF PLANTS OR DIVISIONS OPERATED

9 NAME AND ADDRESS OF SUBSIDIARY FACILITIES AND/OR DIVISIONS CONTROLLED BUT NOT ACTUALLY OPERATED

13 ALLOCATION      CAPACITY CREDIT      APPROVED  
 DATE  
 (SIG)  
**ARMY AND NAVY MUNITIONS BOARD**

10 ALLOCATION      CAPACITY CREDIT      REQUESTED  
 DATE  
 (SIG)  
 (OVER)

11 ALLOCATION      CAPACITY CREDIT      RECOMMENDED  
 DATE  
 (SIG)  
 (OVER)

12 ALLOCATION      CAPACITY CREDIT      APPROVED  
 DATE  
 (SIG)

W D ZONE NO      DISTRICT      PROC AGENCY      ALLOCATION DIVISION PLANNING BRANCH OASW

1 FACILITY NAME      2 ADDRESS (MAIN OFFICE)      14 RESERVED FACILITY  
 OASW      ANMB

↑ START TYPING HERE  
 AND AFTER TYPING ON  
 BOTTOM LINE HAS BEEN  
 COMPLETED DETACH THIS TAB

FOR DETAILED INSTRUCTIONS SEE  
 PLANNING BRANCH CIRCULAR NO 1 OASW

IF ANY SPACE ABOVE IS NOT SUFFICIENT  
 ENTER AN \* IN THAT SPACE AND CONTINUE  
 ON REVERSE SIDE OF FORM