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ROCHESTER'S FIRST YEAR IN THE WAR FOR SURVIVAL

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A survey of the community's effort during America's first year in the war reveals many praiseworthy achievements but opportunities for further advance as well. A better record can be made next year, but only by a more forthright effort on the part of every citizen. Perhaps a review of the first year will help to rally our forces at the points where greater effort is desired.

Fortunately the city's war preparations did not have to start from scratch on December 7. More than two years of war in Europe had not only forewarned but in a measure fore-armed the community. Practically all of the major activities of the past year were organized or more or less clearly foreshadowed before the attack on Pearl Harbor. Yet that event spurred the varied civilian defense preparations, provided a new urgency for the conservation of materials and services, and speeded the enlistment of both the capital and the manpower needed to shift war industry into high gear. The problem of maintaining these several community efforts at a high degree of efficiency has prompted frequent special drives, notably the vast demonstrations of War Week. Though it has required much prodding to keep us on our toes, a not inconsiderable value derived from the year's experience has been the sense of taking part in a community response (largely on a volunteer basis) that has reached unprecedented proportions. The many thousand citizens who have turned out to perform unaccustomed tasks, rubbing shoulders with neighbors and

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strangers alike, have learned a new appreciation of and affection for their city and a new loyalty to the democracy of which it is a part.

Prologue to War: Sept. 1939—Dec. 1941

Rochester's transition from observer to participant in this "War for Survival" was slow and hesitant. The German invasion of Poland early in September, 1939, stimulated a fervent desire among practically all Rochesterians that America should stay out of this struggle. There was much confidence at first in Germany's early defeat, and during the long months of the so-called "phony war" following the collapse of Poland, the chief concern in Rochester was lest America's sympathies lead her to intervene where her interests were not involved. The attack on Norway, however, prompted an effort here as elsewhere to mobilize all democratic countries to the task of stopping Hitler, but not until France fell in June, 1940, did the community begin to shake off its lethargy.

Amidst the heated arguments of those advocating a program of collective security and those favoring reliance on continental defense, varied local defense measures found their origin. A federal survey of the war-fitness of doctors in Monroe County was started in June. A month later plans were announced for the training of the Rochester portion of the 209th Coast Artillery as an anti-aircraft regiment, and a pilot course for civilians was soon organized at the air field. The police prepared a preliminary defense plan for the city and a police bomb-squad was organized in September—just as the Germans were stepping up their bomber attack on London. The Battle of Britain affected Rochester in still another way as the Eastman Kodak Company evacuated 156 children of its employees at the Harrow Works in England and placed them in the homes of its Rochester employees. The previously organized Jewish Refugee Service center in Rochester redoubled its activities in an effort to handle a quota of two refugee families a month, finding suitable homes, jobs and associations, and supplying facilities for instruction in English, mechanics, and Americanization. Meanwhile, rush war orders from Britain and a few sample orders from Washington were turning local factories to war production; by October, 1940, the defense contracts of 55 area plants were said to total \$100,000,000. With the many new jobs in prospect, training courses were opened during August in seven city

high schools, supported by the state under the Vocational Education for National Defense program, popularly known as VEND classes. Following creation of a State Defense Council, a local Committee on National Defense was established in August and reorganized three months later at the Governor's request as the Rochester Defense Council.

Mobilization started in earnest during October. The nation's first peace-time draft registration enrolled 52,000 Rochester citizens on the 16th, and a month later the first selectees began to leave for camp. A few Rochester airmen enlisted in the Royal Canadian Air Force; the local contingent of Naval Reserves and (a few months later) the National Guard were called for active duty, and the organization of new units to replace them locally was begun. By the end of 1940 the Rochester Home Guard was able to muster its original 300 officers and men; the Red Cross and British War Relief, together with other citizen groups, were already busily engaged in a variety of activities a full year before America was drawn into the conflict.

As the selective service call sounded through the community, thousands of individual families awoke to the grim realities of the situation. By March, 1941, the county had an estimated 4,000 in service, one-fifth of the total of the first world war, and by the middle of June another 2,000 had left for camp. The extensive services of the three-score members of the county's nineteen draft boards, as well as the 170 physicians and numerous dentists enrolled as examiners, supplied a foretaste of the volunteer citizen efforts soon to be called forth. Local industries stepped up their production of war materials, especially after the adoption of the lease-lend arrangement in March speeded orders. The Chamber of Commerce sponsored a production clinic in May, enabling the managers of small plants to explore the opportunities for subcontracts. By the end of June the number of defense jobs in Rochester had increased 21 per cent over the previous year, and the VEND training classes in local schools were gaining recognition. The students numbered only 450, however, far below the 1,500 for which these classes were equipped, yet with the Rochester area's estimated requirements during the next six months set at 13,000 and with scarcely half as many in sight in the various employment lists, the importance of training courses could scarcely be over-emphasized.

When on the first of May the Federal Government made its initial call for funds to support the war effort, Rochesterians responded with the purchase of \$300,000 in defense bonds and stamps that day. News of the frightful suffering in war-torn areas elicited a charitable response locally. Over 1,700 overcoats were sent to Britain before the close of February, 1941; Greek Relief funds reached \$21,000 by April; and other expressions of the community's sympathy appeared, notably in the effort to support and care for an increasing flood of refugees, both children and adults.

Additional defense activities appeared during the summer and fall. A threatened gasoline shortage prompted a voluntary curfew which was maintained for several months despite infringements by non-co-operators. The housing shortage which had been looming on the horizon for several years became alarming as the number of vacancies in the city dropped from 3,000 to 1,700 between July and October. A Homes Registration Bureau was set up in June to facilitate the use of all available accommodations, but further action was deferred. However, a paper salvage drive in September quickly eliminated the danger of a paper shortage, while an aluminum drive the month before netted a total somewhat above the city's 20-ton quota. The city itself, awaking to the value of scrap metal, halted its plan to cover the old trolley tracks and began the more laborious task of removing them for metal salvage.

Increased activity likewise marked several of the earlier defense agencies. The Rochester Defense Council, perfecting its organization, gave responsibility to the several city department heads and enrolled a skeleton force of volunteers. The Red Cross enlarged its quarters and undertook to prepare 5,000 kits for American soldiers leaving for Iceland and 37,000 surgical dressings for the embattled democracies. A blood donors center was established in Rochester during July, and by the end of November some 2,200 units had been dispatched to the war fronts. Monroe County's service men increased more slowly during the second half of 1941, reaching 6,700 by the middle of November when already a few of the early draftees above 28 had returned to civilian life, thus making room in camp for selectees from among the second registration of men who had come of age since the first draft. The Federal Treasury disposed of \$12,489,405 in bonds and

stamps in Rochester by November 1st, the product of a six months' campaign.

Though the Germans had battled to the gates of Moscow and Japan had sent a special emissary to Washington in a professed effort to keep the peace, Rochester felt as safe as Pearl Harbor during the early December days of '41. Consternation and indignation greeted the news of the Jap attack without warning on December 7. The value of the previous defense preparations became evident as the police placed a heavy guard around many vital centers, notably the airport, the lake port, the subway, and the reservoir. Defense industries increased their guards; the 700 Rochesterians of the 21st N. Y. State Home Guard Regiment stood by for action; raid warning posts were manned by 400 Legionnaires who had previously volunteered for that service; and a call was issued for 1,000 auxiliary firemen.

The first reaction of practically all vocal elements was to marvel at the "suicidal plunge" of the Japanese, but as the Axis stood united the difficulties confronting America became more apparent. For some days citizens scarcely knew what to believe, and the Rotary Club cut short a visiting lecturer at noon on December 10 when the rumor arrived that a formation of enemy planes was approaching the Atlantic coast some 200 miles out. The rapid advance of the Japanese into the rubber preserve of the East Indies started a rush by jittery car drivers for extra tires, but a federal order stopped all sales on December 11. A small selection of enemy aliens was rounded up for questioning; a first city-wide blackout was executed with reasonable success on December 14, just a week after the outbreak of war. Already the number of enlistments at the induction center had broken previous records, the number of blood donors had reached a new high, and many small concerns rushed their applications for war work. Some war plants announced an intention to operate on a seven-day schedule, while labor leaders united to pledge their support for all-out war effort.

Civilian Protection Services

Under direction of the Co-ordinator of Defense Activities, William A. Lang,* appointed to this full-time job in July, plans for the

*Note: Because of space limitations only a few individuals with full-time responsibilities under the War Council have been mentioned by name. Much more should be said about the personal contributions of these and hundreds of other citizens, but the limits of this article will not permit.

expansion of local protective services were launched in mid-December. Volunteers were called for, and by April some 14,000 had enrolled in the various services. The Civic Exhibits Building, answering the need for a large central headquarters, was occupied shortly before the reorganization on May 1st, which brought the Rochester War Council and the Office of Civilian Protection into being with definite authorities under the State War Emergency Act. Industrialists, labor leaders, professional men and women, as well as city administrators, were included among the twenty-four members of the War Council. The City Manager, Louis B. Cartwright, became Director of Civilian Protection, while the post of Deputy Director, a full-time responsibility, went to Lang, who surrendered to Robert H. Link the job as Co-ordinator under the War Council. Additional changes were found necessary from time to time—some of them prompted by new state or federal regulations,* others by the local situation, which was anything but static. Meanwhile these official efforts received the active co-operation of numerous organizations, some of which undertook limited functions themselves.

A hearty response greeted the early calls for civilian defense volunteers. The first call in December for 2,604 air raid wardens was followed the next month by an appeal for 500 auxiliary firemen, while the police soon began to enroll an auxiliary force planned to reach 1,000. Several thousand additional citizens volunteered for emergency medical services. Special courses had to be organized for their training, and by the end of March the Defense Council was able to list 100 different classes. The majority of these, however, were the first aid classes sponsored in co-operation with the Red Cross, and the task of planning the instruction appropriate for the different services required attention. Finally in June the School of Civilian Protection Services was established in collaboration with the public school authorities, with David B. Brady as full-time director. Meanwhile the volunteer rolls were being assembled and classified by the Volunteer Registration Center, established in February, and a master file of punch

*Note: This whole subject could be approached from the top down, if desired, since much of the initiative and many of the decisions came from Washington or Albany. Yet in an important sense the problems and the solutions were part of the community's experience, and it is from this viewpoint that they are considered here. Space does not permit a full discussion of the origin of each activity.

cards, showing the skills, the preferred services, and the training completed, included some 24,000 names by the end of June.

The military authorities assumed full charge of one aspect of community protection, namely air defense. The aircraft spotter stations, more than a score in number within the county, were regularly manned day and night for several months (requiring an increase in the number of spotters to over 1,000 volunteers) until a suitable system of "flying squadrons" was perfected, easing the rigors of the volunteer schedule. A civilian air patrol, organized under army control, enrolled 400 airmen in the area. The use of private air fields was strictly regulated, and where adequate and continuous guards were not available the fields were closed.

One of the heartening aspects of this vast effort at community organization was the extent to which individuals and organizations lent support. The Boy Scouts and the Automobile Club co-operated to list all private cars that would be available in the event of an evacuation emergency; the local transportation committee of the Defense Council listed 100-odd station wagons and organized 75 motorcyclists for special duties, while local funeral directors registered 60 cars in an emergency ambulance corps; the Red Cross took the initiative in organizing first aid courses, while 100 doctors volunteered their services as instructors; the League of Women Voters, whose special bulletin, *Defense*, supplied a directory of defense activities in Rochester, co-operated with three other organizations to fit out a model blackout room; the school children of the city answered a questionnaire from which charts were prepared showing the number and location of persons needing assistance in the event evacuation became necessary; the Engineers' Society made a careful survey of downtown buildings, locating those suitable as emergency shelters; the county defense authorities made a quick survey in February, listing 11,969 beds available to evacuees in 9,364 homes visited in the 19 towns of the county; several months later the county prepared a schedule for mass evacuation designating feeding accommodations for 20,201 and sleeping accommodations for 19,404 (not including the homes registered above); an elaborate program for the emergency feeding of evacuees was prepared by the Rochester and Monroe County Nutrition Committee and copies of detailed diets and other essential instructions were supplied to managers of school

cafeterias and to volunteers prepared to operate emergency canteens in the towns; the Public Library gathered books and pamphlets dealing with the war, compiled a reference file on community defense activities, and gained recognition as one of the first War Information Centers; the problem of safeguarding vital city and county records, library and museum collections, was considered and appropriate steps were taken by the agencies involved. All of these and many other protective measures, even when independently conceived, were welcomed, co-ordinated, and in some cases supervised by the city's defense authorities.

The efficiency of these protection volunteers was tested and improved and the general public educated by a series of practice blackouts and other incidents. Popular attention centered on the effort to blot out all lights, but the authorities were concerned with perfecting the communication system, adjusting regulations to meet unexpected problems, and assembling the essential equipment. The number of wilful blackout violators proved small, and several other imperfections were progressively eliminated. The rush of telephone calls, however, proved more difficult to check, so that the smooth operation of the protection services was frequently obstructed, though the organization of an extensive messenger battalion, comprised chiefly of Boy Scouts, provided an alternate service in case of an emergency. The scarcity of materials prevented the early supply of desired equipment. First came the armbands and the masks for traffic lights (later removed); July brought a supply of 7,000 steel helmets from the federal authorities, and two months later 450 special blackout lights for emergency cars were purchased by the city; still later, hose, fire pumps, and ladders were supplied from Washington. A total of 1,200 volunteers have received training in the use of fire equipment at the fire houses.

Some of the most costly equipment was required by the Emergency Medical Services. As it was early recognized that Rochester's six hospitals would prove inadequate, plans were prepared for casualty stations in 24 firehouses. A casualty chest for each station, 125 stretchers, and 1,000 blankets and other items were purchased in part out of a special fund of \$20,000 made available by the city council. Much additional equipment was desired, but the nation's inadequate

supplies delayed completion of the task. Nevertheless, six ambulance units, seven rest centers, seven alternate centers, and the 24 casualty stations were organized, and the more than 5,000 volunteers of the Emergency Medical Service responded promptly at numerous practice incidents during the successive blackouts. On October 25 an intensive practice blitz, involving some 8,000 members of varied civilian protection services, despite a few hitches, displayed a remarkably efficient system for civilian protection.

As the year advanced the importance of the special training and proper selection of the personnel in the protection services became increasingly evident. Enthusiastic volunteers, who had signed up for services conflicting in time or for which they were unsuited, had to be reclassified, as well as those unable to take the prescribed training courses. The lack of sufficient volunteers in some areas had to be remedied; the need for women as day-time air raid wardens and the general necessity of fitting the volunteers into schedules that would not conflict with their hours of employment had to be met. By the end of October the Volunteer Registration Center had compiled a master file of 15,200 volunteers. The School of Civilian Protection Services certified at this time that 1,460 out of 4,350 air raid wardens, 268 out of 1,042 auxiliary firemen, and some 80 out of 400 auxiliary policemen had completed their training, while practically all of the others had finished at least one of the required courses. The School has likewise certified 1,365 other protection volunteers trained as war gas detectors, decontamination wardens, emergency welfare center attendants, messengers, nurses' aides, and utility repairmen. The enrollment of additional volunteers in each of these services was in process, and special Instructor-Leader Training Institutes were conducted in co-operation with the state authorities in order to make certain that all possible angles of the situation were properly met. The city's total expenditure on its Civilian Protection Services during the first year will reach approximately \$200,000, and the budget for the coming year appropriated \$190,000 for this purpose.*

*Note: The independent provision for these services among the 113,000 residents in the 19 towns of Monroe County by its Office of Civilian Protection is a separate story not told here. Only when the city's protection has required special preparations by the county, as in the case of evacuation, have allusions been made to the county's activities, though of course a close co-operation has been planned in many other fields as well.

War Relief

The outbreak of war likewise quickened the community's interest in varied war relief projects. The Red Cross attracted the largest support, but funds and materials flowed as never before to the aid of Britain, Russia, and China and to the relief of devastated Poles, Norwegians, Hollanders, French, and Greeks. Neither refugees, prisoners, nor war-torn American families were forgotten, while generous support was likewise given to the agencies charged with the care and entertainment of service men in camp and on leave. The Rochester Community Chest included at least a dozen war relief causes in its 1942 budget, allotting them a total of \$1,188,138.29, approximately half of its resources. Special drives collected books and records for service men, and the community gained national recognition for its contribution to the Blood Bank.

Most of the fund-raising organizations are national in scope, but the Rochester activities have been conducted by enterprising local committees. In several instances these committees were active long before the war reached America, but that event redoubled their efforts. Thus British War Relief, organized locally two years before Pearl Harbor, raised \$63,505 by the end of 1941 and another \$5,850 by the next May, when the Community Chest allotted \$50,000 for the year provided the national budget of the British War Relief Society was reached. Freed of its fund-raising responsibilities after May, the local committee collected and shipped 15,000 pounds of old clothing, 8,000 knitted and 7,700 sewed garments during the first ten months of 1942, increasing its total shipments from Rochester since the beginning to 32 tons of old clothing, 38,000 knitted and 27,000 sewed garments.

The contribution to other war relief causes was likewise increased. Greek War Relief received \$37,500 under the Community Chest allotment, a 50% increase over its independent receipts in 1941. The United China Relief was granted \$37,000 as against \$14,267 raised the year before; the Maple Leaf Fund, sponsored by Canadian-Americans, received \$7,400 as against a total of \$5,252 raised locally by its various branches in 1941, while its volunteer workshop shipped 3,567 knitted garments, 3,082 sewed garments, and over 6,500 articles

of used clothing during the past year. The Polish Relief Committee, which collected \$14,545 in 1941, received \$15,000 from the Chest, and the Queen Wilhelmina Fund was granted \$3,750. At least \$773 was contributed in Rochester to the Russian War Relief Society toward the end of 1941, though a local chapter was not organized until early in '42, when the movie, "Our Russian Front," sponsored by the Society, attracted 20,000 to neighborhood Schine Theaters. The heroic battle of this new associate in arms and the suffering of the Russian people not only prompted an allotment of \$45,000 in relief funds from the Chest but spurred the organization of a drive in the late fall for clothing and other supplies, with the result that approximately two tons were shipped out of Rochester for Russia by November 15.

Several war relief causes continued independent of the Community Chest. A Russian Aid Committee for War Sufferers in Russia and Poland, organized in the spring of 1942, gathered five tons of old clothing and one ton of old shoes within six months. The Rochester branch of the American Committee for Christian Refugees aided a number of individuals and families in finding employment and making other adjustments to their new life in America. The inflow of Jewish refugees was considerably slowed by the end of 1941, and many of the 700 earlier arrivals quickly found opportunities for employment, thus contributing their skills to America's war effort as well as relieving their friends of responsibility for their support. Sixteen refugee lads and four refugee doctors had joined the armed services by October, 1942. The 156 British youngsters brought over by the Eastman Kodak Company in 1940 were fast growing into the secure affection of the Rochester families which had afforded them shelter.

The welfare of America's service men prompted efforts to supply recreational facilities near the camps and centers for their use in the major cities. A year after the United Service Organization was formed, the Community Chest allotted \$240,000 to its support. For several months no USO center was opened in Rochester, largely because of the absence of nearby camps, but the Y.M.C.A. granted membership privileges to men in uniform and special dormitory rates, thus partly filling the need. Recently the increased number of service men on leave in the area has prompted the remodeling of the old

J.Y.M.A. building for this purpose. The Central Trades and Labor Council gave a check to cover the labor cost, the Builders' Exchange supplied the materials, and \$13,000 was earmarked by the Chest for its maintenance. Another \$40,000 was granted by the Chest to the Navy Relief Society for the care of families left stranded by U. S. naval losses.

Two additional campaigns and many other popular responses met the special needs of service men. The Public Library launched a Victory Book Campaign in January, and within six months over 33,000 books had been shipped to the designated camps. The American Legion started a drive in July for victrola records, and through the co-operation of the Junior Commandos and several jitter-bug dances collected and shipped 12 tons by September. Truckloads of boys from Pine Camp were frequently entertained over the weekends in homes secured by the USO Hospitality Committee of the J.Y.M. and W.A. About 25,000 Christmas parcels left Rochester for overseas bases in October, as friends at home hastened to beat the official deadline.

But of course the organization which received the most generous outpouring of the community's support was the Red Cross. In contrast with the \$97,189 raised in the European War Fund Drive in 1940, and the \$42,000 given by the Chest to the Red Cross in 1941, a drive started after Pearl Harbor collected \$247,500 in pledges before the Community Chest launched its campaign allotting another \$240,000 to the cause. The funds collected represent but a fraction of the contribution, however, for the devoted effort of thousands of volunteer workers found expression in shipments of 131,415 surgical dressings, 7,500 AEF kit bags, 31,634 knitted articles for soldiers and 47,495 sewed garments for home and foreign relief—all of them made in Rochester during the first ten months of 1942. The same period saw 185 volunteers trained to serve as emergency ambulance drivers, 350 trained as nurses' aides, and 18,000 new members enrolled in the Junior Red Cross. The Rochester Chapter organized more than 1,000 first aid courses during the year, and certified 439 instructors, who trained approximately 28,000 persons, while another 2,500 took special courses in home nursing and nutrition. The Red Cross has handled over 1,500 messages to or from Rochester relatives in war-torn lands,

and an increasing number of personal or family matters involving service men have been channeled through the Red Cross.

The Blood Clinic, opened by the Red Cross in co-operation with Strong Memorial Hospital during July, 1941, has greatly expanded its facilities during the past year. Two mobile units were added in February, thus increasing the clinic's weekly capacity from 800 to 1,200 pints. After several changes in its location, the clinic moved during September into central headquarters on Exchange Street, where the improved equipment enables it to handle 1,500 pints a week. An active schedule of visits has kept the mobile units busy, one touring local factories, and the other making scheduled stops at cities and villages throughout the Genesee Country. Unfortunately the problem of keeping a steady flow of contributors into the headquarters laboratory was not so easily solved, and the local quota was not met after the September expansion until the middle of October, when one week netted 1,661 pints. The need for a sustained effort in this field is great, and yet the community's record of the largest number of donors per capita of any city in the United States is creditable. The 5 doctors, 16 nurses, and 200 other volunteer workers connected with the Rochester Blood Clinic received a partial recognition of service when the Navy E was conferred on the unit early in October, as hundreds of the 45,000 donors witnessed the ceremony.

War Bonds and Stamps

Unlike the successive Liberty and Victory Loan drives of World War I, the campaign this time has been a continuous one, designed not only to supply needed war funds but to siphon off excess purchasing power and thus to help avert inflation. Nevertheless, as the average buyer responds more readily to the patriotic call for a loan to Uncle Sam, repeated drives have been staged, emphasizing the emotional appeal almost to the exclusion of the equally important economic argument.

No drive was necessary in the first weeks after Pearl Harbor, when by Christmas day it was discovered that the local supply of bonds was almost exhausted. The month of January saw the investment of \$4,245,955 in defense bonds and stamps, more than double

the previous monthly average. Unfortunately the January record, aided by the local appearance of Miss Dorothy Lamour, was not equalled for another six months, and the March total fell below the two million mark. It was partly with this situation in mind that the War Council planned a special War Week, June 14 to 20. A diverse series of activities, involving many phases of the war effort, culminated in a great War Week Parade. Over 50,000 marchers and 60 bands paraded for six hours; perhaps twice as many onlookers stood crowded along the three-mile course. Among the 150 floats, representing city and county activities, industrial firms, and civic organizations, that entered by the combined labor groups of Rochester won first prize. The parade engendered enthusiasm for the war effort, and not the least achievement was the sale of \$2,351,000 in war bonds and stamps that week, boosting June's total to \$3,737,588. July's total surpassed all previous months, with \$4,379,983 invested, but the record was not maintained in August. A renewed drive in September, organized on a nation-wide scale, saw Rochester reach a new high as the \$4,500,000 mark was passed in a fresh display of enthusiasm.

That the task of winning the war in a democratic manner would require constant self-prodding on the home front had early been recognized. One of the agencies created to spur community action was the Speakers Bureau of the War Council, which gradually built up a personnel of 110 who volunteered to prepare speeches covering all aspects of the war effort. During the eleven months ending in November, members of the Bureau delivered 893 four-minute radio speeches, 114 longer talks before varied community audiences; 5 dramatic skits and 40 interviews with local defense leaders were staged by the Bureau for its regular weekly radio audience. In November the need for a renewed drive for bond sales brought a call for a more intensive program of speeches by the Bureau which, working in close co-operation with the Retail Merchants' Council and others sponsoring the Thanksgiving drive, helped to boost Rochester's total for November to \$3,650,000.

The achievement was less than expected, and a new approach was planned for December under the auspices of a Victory Fund Committee. The sale of government securities to large buyers was pressed with encouraging results. Indeed, by December 9, when a \$3,500,000

purchase by the Eastman Kodak Company was announced, the total for the Rochester district had already reached \$16,200,000. This did not include the December purchases of the regular Series E bonds, favored by individual buyers, which continued much as in previous months. The Victory Loan Drive would, if locally successful, help to supply the nine billion desired by the Federal Government during December—a fiscal transaction necessary to the war effort—but only a portion of this investment represented a diversion of consumer purchasing power, which was a major goal of the popular war bond issues.

For the purpose behind the sale of war bonds was essentially economic rather than emotional, and its long-range success depended upon careful budgeting by all citizens. An early attempt to sign up the employees of war plants for a percentage of their wages produced favorable results. Thus 93 per cent of Kodak's 19,000 employees endorsed this plan in February, and two months later 98 firms reported over 90 per cent of their employees as members of payroll-allotment schemes. An effort in June to sign up non-wage-earning citizens to a regular monthly schedule did not prove so successful, though over 26,000 Rochesterians did pledge themselves to monthly purchases totalling \$309,644. Some 2,000 newsboys meanwhile continued their efforts to sell stamps to their customers, reaching a total of \$1,000,000 by the middle of October. By that date the number of wage earners agreeing to payroll allotments had passed the 101,000 mark. Rochester's war bond total since January 1 reached \$32,252,973 by the end of November, considerably below the desired level of one million a week, but a creditable record when compared with the achievements of many other communities.

Conservation of Materials and Manpower

Another aspect of the community's effort to meet the war crisis was the conservation of materials and manpower. Long threatened shortages became actualities in the months following Pearl Harbor, impelling Rochester as well as the rest of the country to organize repeated salvage drives, forcing a local adjustment to federal ration controls over some articles and federal price ceilings over others. National and local regulations were found necessary to meet similar

shortages and other problems in transportation and housing as well as on the manpower front.

Without question the most enthusiastic popular participation occurred in the successive salvage drives. The 20 tons collected in the aluminum drive of 1941 served as a practice workout for the scrap metal drive of May, 1942, when the city's contribution exceeded 1,000 tons, enough, it was said, for 25 light tanks. The rubber salvage drive in June netted well over 300 tons in the city, while the county's total reached approximately 1,100 tons, including the stock in the hands of the city and area junk dealers. City barbers collected a total of 150,000 razor blades in April and another 90,000 in July. The first tin can drive gathered 90 tons in August, and a second drive several weeks later nearly doubled that amount, though it fell far short of the 300-ton goal. A protracted industrial scrap drive, carried on with little fanfare, netted 59,000 tons by the end of November, with much still to come in. But it was in the great metal scrap drive of October that the community as a whole outdid itself. A skillful newspaper campaign, featuring the achievements of other communities, prepared the way. Organizations ranging from the Junior Commandos to a band of 300 women volunteers helped to survey the field, and the Junior Chamber of Commerce enrolled several hundred volunteer scrap sorters who turned out on five holiday bees to help speed the metal to hungry foundries. The scheduled collection, on October 24, was prolonged over a period of several weeks, because of the great number and generous size of the curbstone scrap piles. When the final returns were tabulated, a total of 3,800 tons was collected within the city from the curbstone contributions, while another 9,500 tons of industrial scrap was collected during that month and 950 was moved from auto graveyards. Adding the collection in the 19 towns, which totalled 13,000 tons, the grand total for the county reached 27,300 tons, a per capita contribution of approximately 123 pounds, well above the quota set by the War Production Board.

The community's enthusiasm for rationing was slow to develop, but develop it did before the year expired. When the Jap attack threatened the nation's rubber supply and a federal ban on the sale of rubber tires was announced on December 11, some dealers adopted the policy of continuing sales until they should be individually noti-

fied. That attitude as well as the rush for rubber sporting goods soon disappeared when the significance of the rubber shortage became apparent. A rubber rationing procedure began operation in January, and soon the distribution of from two to four hundred tires to essential users each month eased the strain. Extra tires were not called in until October, when a plan for the maintenance of the service of all private cars was in prospect, but by this time the community had learned to appreciate the merits of the rationing procedure. As a result some 30,000 idle tires were voluntarily turned in, relieving the pressure on the scant stocks in the area. The prospect that the great majority of private cars would be maintained in operation, at least in essential service, brightened, thus decreasing the threat of a transportation crisis in Rochester.

In similar fashion Rochester was reluctant to accept the need for gas rationing. The curfew voluntarily applied by most local dealers in the fall of 1941 was renewed at the close of the year under a federal order that gas sales be cut one-third, but in May, when effective ration restraints were applied to the 17 eastern states, Rochester claimed and secured exemption on the grounds that its canal and pipe line supplies were adequate. However, as the submarine war on coastal tankers rendered the seaboard more dependent upon the overland route, western New York had to share its supply with the East, thus bringing rationing to this area as well by August 22.

The rationing of sugar, the curbs on the sale of cars, typewriters, bicycles, fuel oil, and many other items were accepted with less opposition, as resentment against hoarders mounted. Letters to the editor as well as curbstome discussions began to inquire why rationing was not extended to other scarce articles, notably coffee. Retailers were forced to improvise their own allotment regulations, and some adopted the scheme of breaking all packages so that their contents could not be safely stored. A sigh of relief greeted the final announcement of coffee rationing in October, for the community had learned to face necessary war-time restrictions with increasing confidence.

Another feature of the rationing program was the extensive amount of volunteer service required to register the consuming public. Several hundred school teachers and other volunteers spent generous hours in May registering 427,805 sugar ration applicants in the county,

and three months later a similar staff issued 123,789 A, 29,345 B, and 10,744 C ration books to car owners. Several full-time officials were needed to administer these regulations, but hundreds of volunteers, serving on regular schedules of specified hours each week, learned much about rationing from behind as well as in front of these office desks.

In similar fashion Rochester adjusted to numerous federal price ceilings. Not only did retailers, large and small, join the battle against inflation, but over 300 women from the Volunteer Center assumed the task of visiting a score or more of stores each and delivering the price ceiling instructions in person.

Rochester's transport situation was complicated by the fact that the city had barely completed its shift from streetcars to busses when the rubber shortage arrived. A transportation administrator for the county, appointed in January, surveyed the problems involved in maintaining the efficient transit of war workers to and from their jobs. The need for staggered shifts was studied but not found urgent enough to require more than voluntary adjustments within a few plants. Another transportation survey, conducted by the Industrial Management Council, tabulated returns from 76,660 industrial workers, 72 per cent of whom lived in the city. As 38.4 per cent of these city dwellers used private cars and 41.6 per cent used busses (in the pre-rationing period), not to mention a larger percentage of car users outside the city, the importance of keeping the individual auto in operation was emphasized. Advocacy of the car-pool and evidence of its wide adoption appeared after gas rationing arrived, though official endorsement was restrained until a court decision released the war-time car owner from liability for accidents to members of his pool unless positive evidence of negligence was advanced. Meanwhile the bus and subway traffic increased approximately 40 per cent during the third quarter of 1942 over the same period the previous year. New busses and some rearrangement of schedules eased the situation, but the prospect of serious congestion loomed for the winter months ahead.

Serious congestion was already apparent on the housing front. The slowing tempo of the community's growth in the years prior to the outbreak of war had checked the movement for a housing authority as well as a public housing development. But confidence that the

city's needs would be met by suburban construction was shattered when a national shortage of building materials brought federal curbs. Some "defense housing" projects were pressed forward by private builders under FHA regulations during the spring and summer. Nevertheless the steady increase of war workers and the added difficulties of suburban commutation joined to cut down the moderate surplus of vacant house units from the 3,100 found by a postman's survey in March, 1941, to 1,703 that October, to 1,210 by March of 1942, and almost to the vanishing point by September, when a survey by the Bureau of Municipal Research revealed that the suburban area as well as the city had reached the saturation point as far as family dwelling units were concerned and that newcomers would for the most part have to be content with single rooms.

The shortage was not of course peculiar to Rochester, and indeed it was less critical here than in most war-industry areas. Thus, when the federal authorities applied rent control to 60 cities in July, Rochester was not included, though it was still listed as a defense housing area and rent increases were discouraged. A Fair Rent Committee was established by the War Council in May to hear complaints, but neither this committee nor the Citizens' City Planning and Housing Council, to which many home-seekers applied, had power to meet the situation. Finally in September the federal authorities moved to extend rent control to Rochester. Soon the registration of 60,000 dwelling units for rent in the city was completed with the aid of volunteers, but the task of adjusting complaints was only begun, while the physical fact of the shortage remained acute. The last prospect that the number of dwelling units might be increased during the war under the conversion program sponsored by the National Housing Agency finally disappeared early in December when Rochester was omitted from the list of 58 cities slated to receive such emergency aid. Fortunately the establishment of a Bureau of Information on Housing, staffed by the Citizens' City Planning and Housing Council, supplied a clearing house to which both landlords and home seekers could apply for guidance, for the only relief available lay in the efficient use of the facilities at hand.

Perhaps the most critical shortage was that on the manpower front. The expansion of local war industries had already produced a

shortage in skilled labor before Pearl Harbor, while the transport and housing problems, as well as competition of other areas, blocked a solution from outside. Fortunately the active VEND program, organized by Verne A. Bird, assistant superintendent of schools, promised a steady stream of freshly trained workers—provided the enrollments could be maintained—and the possibility of attracting thousands of unemployed women into these classes, and thence into industry, was hopefully considered. The 1940 census had numbered 25,000 working women in Rochester, but it was predicted at the outbreak of war that defense plants would soon increase that total by six or ten thousand. Early in January, 1942, when 645 women enrolled in VEND classes, it was announced that 460 women had already graduated and secured employment. By the middle of April 1,342 women had received training, but the need for an additional 1,000 was announced. The total number of VEND trainees had reached 22,343 by that date, and approximately 4,000 were then receiving instruction in day, evening, and night classes in eleven school buildings. The first night class for women in America was organized in Rochester, and by June the monthly employment of women trainees equalled that of the men, reaching 192 in August as against 117 men.

Other sources for advanced machine and technical training were available at Mechanics Institute and at the University. Federal funds, administered by the state, maintained the VEND courses in the public schools, and the same source sponsored the Engineering Science, Management War Training program at the University under which 1,061 received night school training in the academic year 1941-1942, and 740 enrolled for the fall of 1942. Mechanics Institute had found it desirable to operate its machine shop on a round-the-clock schedule as early as July, 1940, and soon the demand for its graduates became so great that different firms undertook to pay a major portion of the tuition charges of the students, enabling the Institute to increase its enrollment to 4,400 in day and evening courses by 1942, when nearly 90 per cent were engaged in technical studies designed to improve their industrial efficiency.

Another manpower demand was presented in the summer and fall by the fertile agricultural area surrounding Rochester. The seasonal requirements of the fruit and vegetable farmers, normally sup-

plied by migratory laborers, presented a serious challenge in 1942 because of the depletion of the migratory force. As the season developed, fortunate weather conditions eased the situation by prolonging the harvest seasons. Yet the United States Employment Service, which undertook to fill all calls, made as many as 2,454 placements of farm laborers during a four-month period, not including the several hundred Hands for Victory volunteers who went out in groups for a day's work now and again. Farm cadets to the number of 835, securing permits from Rochester schools for harvest work, rendered a total of 5,412 man-days of useful labor. Additional contributions came from Rochester's 420 Victory Gardens, whose displays attracted crowds to Convention Hall during the middle of September.

Yet the demand for skilled labor was so persistent that many new sources had to be opened. The early prejudice against women with children, against older men or various nationality groups, disappeared. Recently five large war plants in Rochester received generous praise from the state committee on discrimination because of their improved hiring practices respecting Negroes. The employment of women with children raised a new problem, and in November, while a county-wide registration of women was in progress, plans went forward to increase the number of registered day-care homes and if necessary to expand further the facilities of the eight public and private nurseries and child-care centers in Rochester. Of the 135,000 blanks distributed, 49,000 were soon returned by women eager to place the facts as to their availability for war work on record. Of these some 12,000 declared their readiness to accept full-time employment, and 7,000, free of any dependents, were slated for an early interview and possible job placement.

Of course these sources of relatively unskilled labor presented a direct challenge to the various training institutions mentioned above, and their output helped to meet the estimated requirement of 1,000 new workers a month. Thus, by September, 1942, the total employed in 92 city plants reached 84,000, a 13,000 increase over the same payrolls a year before. The total number employed in the city was not increasing at the same rate, however, as many nonessential jobs disappeared, but the estimated total of the gainfully employed in Rochester did rise roughly from 130,000 to 140,000 or more during the

past year. The need for additional war workers continues, and the United States Employment Service calculated in September that the 92 industrial firms would require 11,000 additional workers, not counting replacements, during the next six months, and possibly a maximum of 102,500 by September, 1943, if Rochester's war production was to be maintained.

Nevertheless the prospect that these manpower needs could be safely met appeared bright at the end of the year. Together with the 7,000 women lacking dependents, hundreds of others reported some industrial experience, and would be available as soon as care could be provided for their children. This ample local reserve appeared to render unnecessary the provision of new housing for imported labor. If this new and inexperienced labor force could be mobilized and trained and if the existing housing and transport facilities did not fail from over-use, Rochester's war industries would proceed unchecked, but it would require many personal sacrifices to achieve this result.

Fortunately the manpower situation in Rochester has been eased by the absence of serious labor stoppages. Indeed the city made something of a record, as the time lost through strikes was kept down to an infinitesimal percentage of the man-days rendered. Plant managers co-operated in their turn by attempting to arrange work schedules so as to avoid unnecessary inconvenience and to grant each shift one day's rest a week. The Board of Education, the several Y's, and other recreational agencies developed war-time fitness programs and scheduled sports activities to fit into the leisure hours of industrial workers. The Food for Freedom program, the campaign for more nutritious lunches for war workers, and other efforts to improve the dietary habits of the community gave further recognition of the fact that here, as in the armed services, performance depends upon healthy bodies and buoyant spirits.

The Production Front

[Prepared with the assistance of the Technical Information Officer
of the Rochester Ordnance District.]

Rochester's vital industrial machine, already rolling with increasing velocity on the road to rearmament prior to Pearl Harbor,

moved with a minimum of lost time to an all-out war footing during 1942.

War-born restrictions on peacetime products and the necessity of conserving critical materials sped the conversion of those segments of the machine which prior to Pearl Harbor had not been producing directly for defense.

On March 17, 1942, War Department agencies in the vicinity abolished the word "defense." Henceforth there were no "defense" plants, only "war" plants; no "defense" contracts, only "war" contracts; no "defense" workers, only "war" workers.

That Rochester industry met the new challenge of war-time conditions in a highly creditable manner was shown in the unusually high percentage of Army-Navy Production Awards presented to Flower City industries.

This coveted award for excellence in war production, "for achieving today what yesterday seemed impossible," was inaugurated in mid-summer and, replacing the Navy "E", dramatized the unity of the armed services.

Recipients:

Eastman Kodak Company. Kodak's Rochester plants with their thousands of employees received the award from Brig. Gen. Herman W. Schull, representing the Ordnance Department, and Rear Admiral Clark H. Woodward, United States Navy, at an unprecedented gathering of Kodak Workers in Red Wing Stadium the evening of August 17, 1942. Kodak's war products run the gamut from fuses and height finders to photographic materials used by all services.

Gleason Works. Gleason's award was presented by Colonel Frank J. Atwood, Chief of the Rochester Ordnance District, at ceremonies in Eastman Theater, August 22, 1942, with Comm. Francis J. Cleary representing the Navy. Gleason products serve all the armed forces.

Bausch & Lomb Optical Company. Bausch & Lomb, previously awarded the Navy "E" and star, received the combined award from Captain Henry T. Markland, United States Navy, and Colonel Frank J. Atwood, Chief of the Rochester Ordnance District, in a brief ceremony broadcast from the company's offices, September 6, 1942. Bausch & Lomb is a major supplier of optical fire control instruments.

Ritter, Inc. Ritter's award was presented by Col. Arthur I. Ennis, of the United States Army Air Force, at ceremonies in Eastman Theater on November 10, 1942, with Lt. Comm. W. J. Connors, Jr., representing the United States Navy. Ritter's workers turn out material for Air Force, Ordnance, the Navy and for the Medical Corps.

Folmer-Graflex. Award presentation by Lt. Col. James A. McDonald of the United States Air Force at ceremonies in Eastman Theater on November 10, 1942, with Captain Herbert E. Taylor representing the United States Navy. The firm's aerial cameras are used by the Air Forces.

James Cunningham Son & Co. Cunningham's award was presented by Colonel A. J. Schamehorn, Deputy District Chief of the Rochester Ordnance District, at ceremonies on October 29, 1942, at the James Cunningham Son & Co. plant, with Lt. Comm. John T. Tuthill, Jr., representing the United States Navy. Cunningham produces various Ordnance materials such as machine gun mounts.

The Consolidated Machine Tool Corporation previously had won the Navy "E" and was selected to receive the combined award in October.

By the end of the year the sterling silver "E" pins, symbolizing the Army-Navy Production Award, and gifts of a grateful government, were being worn proudly by scores of thousands of Rochesterians.

These awards also called attention to Rochester's key importance in the production of fire control instruments, including optical devices, the "eyes" of our modern combat forces on land, in the air, on and under the sea. For the Flower City is pre-eminent in the field of optics, and war highlighted the strategic importance of these industries.

But long before Pearl Harbor the city of Rochester gained recognition as a dependable source of other high-precision supplies: Artillery components such as shells and fuses; machine tools and other special equipment essential to many types of war production here and abroad; armor castings for tanks; essential fabricated and electrical parts for aircraft; equipment for the Navy; even invasion barges akin to those used in the North African campaign.