

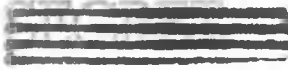
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MDH-Book I-V.9

MANHATTAN DISTRICT HISTORY

BOOK I - GENERAL

VOLUME 9 - PRIORITIES PROGRAM



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MDH-Book I-V.9

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NO. 2 OF 4 SERIES A

MANHATTAN DISTRICT HISTORY
BOOK I - GENERAL
VOLUME 9 - PRIORITIES PROGRAM

CONFIRMED TO BE UNCLASSIFIED
DOE OFFICE OF NUCLEAR AND
NATIONAL SECURITY INFORMATION
J.L. Brocky DC, IDR DATE: 10-12-05

CLASSIFICATION CANCELLED
DATE 10-17-59
For the Atomic Energy Commission
H.A. Canale
Chief, Declassification Branch Luc

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FOREWORD

This volume is an account of the priorities and expediting operations pertinent to the procurement of materials and equipment required by the Manhattan District projects. It discusses briefly the national objectives and broader aspects of the regulations of the War Production Board and shows how the organization, policies and operations of the District were shaped to conform with these national objectives and regulations. Underlying the purpose of this volume is the intention to illustrate not only how the District Priority Program facilitated the expeditious completion of the project, but also how it gave due regard to the necessity for minimizing interference to other important war programs. The tempo of the District's work was dependent to a great extent on priorities and this book sets forth the progressive steps taken to keep the project current with the gradual inflation of priorities that took place throughout the war period.

The history of the Priorities Program has been carried through 31 December 1946 when the activities of the Manhattan District were transferred to the U. S. Atomic Energy Commission.

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Atomic Energy Commission
Special Agent in Charge
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31 August 1947

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MANHATTAN DISTRICT HISTORY

BOOK I - GENERAL

VOLUME 9 - PRIORITIES PROGRAM

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SUMMARY

1. Introduction. - The Manhattan District Priorities Program functioned to facilitate procurements under the national wartime system of production controls. These controls were initiated by Act of Congress 28 June 1940 and were expanded by subsequent Acts as the national defense program grew into the national war effort. From the initiation of the Manhattan District to 3 November 1945 national controls were centered in the WPB, which was established 16 January 1942. Control was accomplished by evaluating and arranging the nation's productive facilities to meet anticipated wartime needs, classifying the relative needs of various programs as to their national urgency and requiring producers to fill orders on the basis of those classifications. In addition to WPB, Manhattan District priorities and procurement were further controlled by the Army and Navy Munitions Board, which was concerned with the coordination of procurement of supplies for the Army and Navy; the ASF, which was concerned with military procurement and which maintained liaison thereon with WPB; and the Corps of Engineers, which supervises the procurement, production and inspection of its Division and District Offices and in certain cases acts as a central procurement agency.

The instruments used in controlling procurement were priority ratings, by which orders were classified on the basis of the urgency of the project involved; urgency standings, which were priority ratings applicable to procurement of machine tools; production schedules, by

which the production of certain products was scheduled in advance; the Controlled Materials Plan, by which steel, copper and aluminum were allotted to various agencies on the basis of their priority and needs; and directives, which were fundamentally overriding production instructions. The priority rating which was assigned an individual project was designated on purchase orders for that project and manufacturers were required to produce in accordance with the priorities of orders received. WPB could authorize the issuance of higher ratings on individual orders of a particularly critical nature and in case of conflict between a number of orders in a plant, the differences were resolved by directive.

2. District Authorizations and Organization. - The urgency and importance in the war effort of the Manhattan District Project was recognized at the outset by top echelons but, in order not to attract undue attention to the project, the overall priority rating was kept on a par with other war construction. The project was assigned a priority rating of AA-3 on 23 July 1942, AA-2X on 22 March 1943, and AA-1 on 1 July 1944. To augment the project rating, special arrangements were made whereby the urgency of the work was established, including the authority to assign AAA or lower ratings when justified, the granting of a high urgency standing for machine tools and a special exemption from the requirements of prior approval by WPB^f or purchase of capital equipment and machine tools.

To process the various documents and to handle the special arrangements made for the Manhattan District, appropriate organizations were

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set up in the District Office and in the Area Offices. In addition, a Liaison Office was established in Washington to handle all contacts with the various federal departments. Valuable assistance has been given the Manhattan District by numerous agencies, particularly, ASF, WPB, Foreign Economic Administration, Treasury Department and the Navy.

3. Operations. - The size, speed of construction, security requirements and above all the importance of the Manhattan District projects necessitated special consideration in the national priorities system. The majority of the procurement activities were performed by the District's contractors under the supervision and with the assistance of the District organizations.

The District used every means available to minimize the demands on the production facilities of the nation, through transfer of equipment, materials and supplies and conservation of critical materials in accordance with ARMB and Corps of Engineers policies. Nevertheless, it was necessary to purchase large quantities of equipment, supplies and materials to insure the fulfillment of the District's needs. Under the Controlled Materials Plan, the District obtained allotments of steel, copper and aluminum, even though its forecasts of requirements were necessarily inaccurate in many cases because of the peculiar circumstances affecting its construction and operations. Successive raises in the project priority rating from AA-3 to AA-1, special authority for the use of AAA or lesser ratings, a high urgency standing for the procurement of machine tools and hundreds of special WPB directives were obtained to maintain or advance District orders in production

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schedules. In addition, special arrangements were made with the ASF to establish the District's primary importance and resolve conflicts with other agencies speedily.

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MANHATTAN DISTRICT HISTORY

BOOK I - GENERAL

VOLUME 9 - PRIORITIES PROGRAM

SECTION 1 - INTRODUCTION

1-1. Purpose. - The purpose of the Manhattan District Priorities Program has been to facilitate the procurement on time of required materials and manufactured products without interfering unnecessarily with other governmental and civilian activities.

1-2. Development of National Production Controls. - The control of the productive facilities of the nation was initiated by Act of Congress approved 28 June 1940 (App. C-1), by which the President was authorized to establish precedence in the delivery of orders for the Army and Navy over those for private account. As the program of national defense expanded and developed into the national war effort with the entry of the United States into World War II, the President's authority for the control of the nation's production facilities was successively extended by Acts of Congress (App. C-2, 3 and 4) to meet the expanded national needs. Acting upon the authorities thus conferred, the President established the Office of Production Management on 7 January 1941 (App. C-5). Ultimately control was centered in the War Production Board which was established on 16 January 1942 (App. C-6, 7 & 8). The WPB and its predecessors mobilized the productive facilities of the nation by evaluating the capacities of each industry in comparison with periodic estimates of demands for the war materials; by the expansion,

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conversion, or elimination of certain facilities as indicated; and by the control of orders on the facilities essential to the war effort.

1-3. Agencies Involved.

a. War Production Board. - WPB controlled the production and supply facilities of the nation from the initiation of the Manhattan District to 3 November 1946 when WPB went out of existence. WPB made investigations of the supply and demand of materials, equipment and facilities needed in the war effort, issued regulations assuring the most equitable distribution of these items and maintained a compliance group to enforce their regulations.

b. Army and Navy Munitions Board. - The Army and Navy Munitions Board (ANMB) was organized in 1922 for the purpose of coordinating the plans of the Army and Navy in the procurement of munitions and supplies. By Executive Order (App. C-6) ANMB reported to the President through the Chairman of the WPB and during the war was vested with the authority to establish and maintain schedules of preference ratings and to assign ratings to contracts of the Army, Navy, various U. S. Government agencies and certain foreign governments (App. C-6, 9, 10, 11, 12 and 13).

c. Army Service Forces. - The Army Service Forces (ASF) was the major command responsible for providing supplies and services for the Army. It directed and coordinated procurement, supply and other functions of the service commands and the seven technical services. Continuous liaison with the WPB in matters of military procurement was maintained by this command.

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d. Corps of Engineers. - The Corps of Engineers, in conjunction with the execution of its responsibilities for the design and construction of buildings and facilities and the providing of engineer services for the Army was engaged in procurement to a major degree. It supervised the procurement and distribution activities of subordinate units in accordance with instructions issued by ASF. The Corps of Engineers also acted as a central procurement agency for certain critical construction materials and equipment required by its subordinate units.

1-4. Instruments Utilized. - The instruments established by the WPB for the control of the nation's production facilities consisted of priority ratings, urgency standings, production schedules, Controlled Materials Plan allotments, and directives, all as described below.

a. Priority Ratings. - Programs involved in the war effort were classified as to their relative urgency and assigned a priority rating on that basis. Producers were required to accept orders bearing priority ratings and give them their appropriate position in production schedules. Individual critical items not otherwise obtainable were procured with a special uprating issued by WPB.

b. Urgency Standings. - A system of urgency standings was established to control the procurement of machine tools. Seventy-five per cent of all machine tool production was allotted to the Armed Forces. The quota and relative urgency of each program were established periodically by the ANMB and published in its Numerical Master Preference List.

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c. Production Schedules. - Production scheduling by WPB enabled manufacturers to produce a maximum quantity of critical items by freezing schedules for predetermined time periods. Priority ratings were not permitted to interfere with these schedules.

d. Controlled Materials Plan Allotments. - The Controlled Materials Plan was established to insure maximum utilization of steel, copper and aluminum. Agencies using these materials were required to submit quarterly forecasts of their requirements to WPB, who established allocations on the basis of available supply.

e. Directives. - WPB Directives were written instructions to specific manufacturers regarding: (1) production and delivery of specific items; and (2) use of manufacturing facilities and manpower. In specific instances, they were issued to insert or advance a special order in production or to divert all or part of an order already scheduled from one program to another.

1-5. General Plan of Operation. - The WPB established the basic regulations by which the relative urgency of war programs was to be evaluated. The ANMB, ASF, and Corps of Engineers applied these regulations and set up the necessary procedures for the administration of the plan. Critical items, delivery of which could not be secured in time by using the basic project rating, were obtained by use of the instruments previously described, i.e., priority ratings, urgency standings, production schedules, CMP and directives.

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SECTION 2 - DISTRICT AUTHORIZATION AND ORGANIZATION

2-1. National Urgency of the Project. - From its inception the Manhattan District Project was recognized by the President of the United States and other high Government officials as being of utmost importance to the war effort. That priority was never withdrawn - without it, the project could not have succeeded. This priority position was reaffirmed from time to time during the course of the work, particularly when priorities of various other war programs for materials, equipment, or manpower were being considered.

a. In June of 1942, a formal report on the uranium project (App. C-14), having the approval of the Chief of Staff, the Secretary of War, and the Vice President, was submitted to President Roosevelt. The report summarized the scientific status of the project as it then existed. It stated that an explosion equal to many thousands of tons of TNT might be caused to occur at a desired instant; that the desired explosive material might be produced by any one of four different methods. The President approved the report, which contained the following recommendations:

.

"4.g. As soon as the preparation of the detailed plans and designs has progressed sufficiently, the highest priority should be assigned to the plant or plants which at that time show the most promise of success and which in demands for critical materials will have the least serious effect on other urgent programs, and that such plant or plants be placed under construction at the earliest practicable date.

"4.h. That the remaining plants be assigned a priority and a preference rating after bills of material have been evaluated in comparison with requirements for other urgent programs and that their constructions be executed accordingly."

.....

b. The project was the Number One job in the country. President Roosevelt pledged his unequivocal support to the whole program and personally directed that it have the top priority over all war programs. When President Truman took office, his support, communicated to General Groves personally was also immediate and positive.

c. A letter dated 31 January 1944 (App. A-1) from Mr. Robert P. Patterson, then Under-Secretary of War to Mr. Donald M. Nelson, Chairman, War Production Board, contained the following statement:

"You will recall that on December 26, 1942, the President again directed that this program be given the highest priority and allocations of material, equipment, and personnel, and that in September 1942, you agreed that you were fully convinced of the necessity of utmost priority assistance by WPB to the project."

d. A letter dated 2 May 1944 (App. C-15) from the Under Secretary of War and countersigned by Mr. Lawrence A. Appley, Deputy Chairman of the War Manpower Commission, contained the following statements:

"The Manhattan District Projects are the most urgent and the most important activities now being carried on in this country and have been so designated by the Production Executive Committee. The timely completion of the construction phases of these projects

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and the placing of them in operation by the earliest possible date has the top priority. This priority is above that of any other activity."

e. A National Production Urgency List was issued throughout the war by the Production Executive Committee of the WPB. It was for the guidance of the War Manpower Commission in determining manpower priority ratings and also to assist WPB division chiefs and scheduling officers concerned with production control and assignment of directives. Each issuance of the National Production Urgency List showed the Manhattan District Project as having the top rating of Urgency Rating Number I (App. A-2).

2-2. District Authorizations. - The various priority ratings and special authorizations granted the Manhattan District are outlined in the following paragraphs. The circumstances leading up to these authorizations and the method of operation under each are discussed in Section 3 of this volume. (For sequence of performance ratings, see App. C-11, and Amendments thereto).

a. Project Preference Ratings. - The Army and Navy Munitions Board authorized the successive Project preference ratings of the Manhattan District as listed below:

<u>RATING</u>	<u>DATE</u>	<u>REFERENCE</u>
AA-3	23 July 1942	App. A-3
AA-2X	22 March 1943	App. A-4
AA-1	1 July 1944	App. A-5

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b. Special Authorizations.

(1) AAA Ratings. - Authority to assign AAA Preference ratings (or whatever lesser ratings would be sufficient, except AA-1 and AA-2) was granted the Manhattan District by the Army and Navy Munitions Board on 26 September 1942 (App. A-6).

(2) AA-1 and AA-2X Ratings. - Authority to assign special AA-1 and AA-2X ratings was granted on 12 February 1943 (App. A-7).

(3) Urgency Standing. - An urgency standing of "No. 1 - Miscellaneous" was granted the Manhattan District on 16 March 1943, by the WPB, for the procurement of machine tools (App. C-16).

(4) Exceptions to WPB Directive 23 and 41. - WPB authorized the Manhattan District, 23 June 1943, to assign ratings and urgency standings to purchases of machine tools and capital equipment without its prior investigation and approval as was customary under the terms of WPB Directive 23 (App. A-8). This exception was reaffirmed on 18 August 1945 when Directive 41 was issued superseding Directive 23 (App. C-17).

2-3. District Organization.

a. General. - Like other agencies involved in the war effort, it was necessary for the Manhattan District to establish organizational units to handle priorities for the procurement program. The District Engineer therefore set up an organization consisting of a liaison office in Washington for contact with national agencies, a section of the District office for coordination of the activities in the field, and sections or subsections of Area offices for the performance of the

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work applicable to an individual project. The organization of the priorities and expediting offices and the channel of command are shown graphically in Appendix B-1. As indicated therein, channels of communication were kept as free as possible to facilitate expeditious action.

b. Washington Liaison Office. - The magnitude of the Project and the high degree of secrecy necessary to its successful development precluded revelation of significant details to members of federal agencies charged with the control of the critical materials and manufactured products. It was, therefore, necessary for the District to establish at the outset, August 1942, a liaison office in Washington to facilitate contacts with the other agencies concerned with war activities. This office was officially established in the Chief of Engineers General Order 33, dated 13 August 1942 (App. A-10). It maintained close contact with all offices of the District and was responsible to the District Engineer for general administration of priorities and to Major General L. R. Groves for policy and special problems. Liaison and expediting functions involving Government agencies, manufacturers and contractors throughout the country were performed by the Washington Liaison Office. Its principal function was to obtain special consideration for the District where necessary for the rapid completion of its program.

c. District Office Priorities Section. - The district office priorities section was organized in August 1942. This section served to formulate procedures for area organizations as they were established

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and to coordinate the activities of the District under the various features of the WPB Priorities System. In addition, while in New York, the section performed the necessary priority and expediting functions for those branches of the District operating in New York. Shortly after the District Office was moved to Oak Ridge, Tennessee, in the late summer of 1943, the District and the Clinton Area sections were consolidated for purposes of economy and efficiency. The section expanded with the growth of the District, reaching a peak early in 1944.

d. Area Priorities Groups. - Area Engineers established such priorities and expediting organizations as were required for the work under their jurisdiction. These varied widely, in accordance with the activities and size of the Areas, from a separate section to one person who might have several other functions in addition to his priorities activities. The Areas having one or more persons definitely assigned to such work and the approximate periods during which they functioned are shown below:

<u>AREA</u>	<u>FROM</u>	<u>TO</u>
Berkeley	December 1942	November 1944
Boston	September 1942	February 1944
Chicago	November 1942	Present
Cleveland	January 1944	Present
Clinton, Tenn.	December 1942	November 1943*
Decatur, Ill.	April 1943	October 1945
Detroit	April 1943	Present
Hanford	March 1943**	Present
Inyokern, Cal.	March 1945	Present

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<u>AREA</u>	<u>FROM</u>	<u>TO</u>
Los Angeles	July 1944	Present
Madison Square	August 1943***	Present
Milwaukee	April 1943	October 1945
New York	March 1943	Present
Santa Fe	July 1943	Present
St. Louis	December 1942	Present
Tonawanda, N.Y.	June 1943	Present
Wilmington	January 1943	January 1945

- * Consolidated with District Office section.
- ** Handled at Wilmington until organization established on site at Hanford.
- *** Handled by District Office prior to August 1943.

e. Contractors Priorities Groups. - The District's contractors also had organizations concerned with priorities. As in the case of the Area Groups, these organizations varied widely in their size and functions, corresponding to the needs of the particular contractor.

2-4. Key District Personnel. - The key personnel concerned with the major priorities activities of the District are shown below:

Washington Liaison Office

- Lt. Col. A. C. Johnson, Washington Liaison Officer, August 1942 to March 1946.
- Major R. J. Wier, Assistant Liaison Officer, April 1943 to February 1946.
- Major R. E. Dunning, Liaison and Expediting Officer, Y-12* and WPB, September 1943 to present.

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Washington Liaison Office

<u>Major J. W. Evans,</u>	Liaison and Expediting Officer, New York Region, September 1944 to November 1945.
<u>Major J. N. Fehrer,</u>	Liaison and Expediting Officer, WPB, April 1944 to April 1946.
<u>Major Philip Firmin,</u>	Liaison and Expediting Officer, WPB, January 1944 to March 1946.
<u>Major A. C. Roeth, Jr.,</u>	Liaison and Expediting Officer, K-25*, June 1943 to March 1946.
<u>Major W. A. Rothery,</u>	Liaison and Expediting Officer, X-10*, March 1943 to October 1945.
<u>Major B. P. Shepherd,</u>	Liaison and Expediting Officer, WPB, September 1944 to December 1945.
<u>Major J. H. Turner,</u>	Liaison and Expediting Officer, G. E. Co., Schenectady, June 1944 to May 1946.
<u>Major S. S. Baxter,</u>	Liaison and Expediting Officer, Pittsburgh, November 1944 to November 1945.
<u>Captain L. A. Duley,</u>	Liaison and Expediting Officer, Y-12, January 1943 to July 1943.
<u>Capt. Claude Livingston,</u>	Liaison and Expediting Officer, Y-12, July 1943 to March 1944.
<u>Capt. V.A. Sheridan,</u>	Liaison and Expediting Officer, WPB, and Y-12, June 1943 to March 1946.
<u>Captain J. T. Ware,</u>	Liaison and Expediting Officer, March 1945 to June 1946.
<u>1st Lt. E.G. Spyridakis,</u>	Liaison and Expediting Officer, Pittsburgh, May 1945 to October 1945.

*Y-12 refers to electromagnetic process; X-10 to pile; K-25 to gas diffusion.

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Washington Liaison Office

Mr. A. M. Goldsmith.

Asst. Liaison and Expediting Officer, X-10, March 1944 to January 1945.

Mr. E. F. Langan

Liaison and Expediting Officer, WPB, June 1943 to present.

District Office

Major R. H. Miller.

Chief, Priorities and Expediting Section, August 1942 to February 1946.

Capt. V. L. Bohden.

Assistant, Priorities and Expediting Section, October 1943 to June 1944; Liaison and Expediting Officer, Y-12, reporting to Washington Liaison Office, June 1944 to December 1944.

Capt. E. B. Calvin.

Assistant, Priorities and Expediting Section, June 1944 to May 1945; Liaison and Expediting Officer, Philadelphia and vicinity, reporting to Washington Liaison Office, May 1945 to October 1945.

Mr. R. D. Sheahan.

Assistant, Priorities and Expediting Section, January 1943 to February 1946.

Mr. F. M. Womeldorf.

In charge of Industrial Subsection of the Priorities and Expediting Section, March 1944 to February 1946.

Clinton Engineer Works

Lt. Col. J.A. Derry.

Chief, Priorities and Expediting Section, December 1942 to August 1943; Liaison and Expediting Officer, Y-Project, reporting to Washington Liaison Office, April 1944 to August 1946.

Capt. R. E. Engel.

Chief, Priorities and Expediting Section, August 1943 to November 1943.

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Hanford Engineer Works

Mr. P. A. Wells,

Head of Control Section, March
1943 to present.

Los Alamos Project (Site Y)

Major E. A. White,

Priorities and Expediting Officer,
April 1943 to present.

2-5. Assistance from other Government Agencies. - Many organizations and individuals have been of great assistance to the Manhattan District in its procurement and priorities program. The following individuals have been particularly helpful:

ARMY SERVICE FORCES

Lt. Col. Charles Welff, III, Army representative of the Special Ratings Division of the War Production Board in 1942 and 1943.

Lt. Col. S. B. Casey, Army representative of the Special Ratings Division of the War Production Board in 1944 and 1945.

Navy Department

Commander Hudson Moore, Bureau of Ordnance.

Lt. (s.g.) A. S. Hayden, Bureau of Ordnance.

Lt. (j.g.) E. P. McDermott, Bureau of Ordnance.

War Production Board

Mr. Frank Connolly, Director of the Special Ratings Division.

Mr. Milton J. Beaudine, Assistant Director of the Special Ratings Division.

Department of the Interior.

Mr. T. B. Nolan, Assistant Director of the U. S. Geological Survey.

Treasury Department

Mr. Daniel Bell, Under Secretary of the Treasury.

Mr. Richard Brenner, Special Legal Assistant.

2-6. Relaxation of Government Controls. - With the cessation of hostilities, the transition from wartime production to a maximum peacetime production in industry free from wartime Government controls was started. Executive Order 9630, dated October 4, 1945, established the Civilian Production Administration within the Office for Emergency Management and terminated the WPB. The functions and activities of the WPB were transferred to CPA effective the close of business 3 November 1945. Under CPA there was a continuous relaxation of government controls over priorities, allocations and production scheduling (See App. C-18).

a. Manhattan District Priorities Section. - By February 1946, the Manhattan District Priorities Section was abolished and the personnel assigned to other duties.

b. Army Service Forces. - In a general reorganization of the War Department on 11 June 1946 the Headquarters, Army Service Forces was abolished and its functions and personnel were transferred or abolished. Most of the services, supply and procurement command functions were absorbed by the Director of Service, Supply and Procurement, War Department, General Staff (See App. C-19).

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SECTION 3 - OPERATIONS

3-1. Scope of Procurement Requirements. - The Manhattan Project involved the procurement of tremendous amounts of materials and equipment. Included were demands for lumber, steel, cement, nails, hardware, trucks, heavy building equipment, scientific equipment ordinarily used only in laboratories but ordered for this project in unprecedentedly large quantities, new types of machinery, and numerous types of complicated electrical equipment. There were in excess of fifty-five thousand carloads of materials and equipment shipped to Tennessee alone and over twelve thousand pieces of construction equipment in use at one time.

3-2. Project Ratings and Special AAA Priority Rating. - The first project priority rating, AA-3, was assigned to the Manhattan District on 23 July 1942 (App. A-3). This rating was similar to that given to all war construction projects in 1942 and therefore served to obscure the special nature and importance of this work. The assignment of AA-1 and AA-2 ratings to construction projects was prohibited at that time by the Joint Chiefs of Staff, as such ratings were reserved for important war programs such as landing craft, rubber production, aircraft, and high octane gasoline. However, it was recognized that while an AA-3 would not be sufficiently high in some cases to carry out the President's instructions of completing the project in the shortest possible time, it greatly aided in maintaining the security of the work. It was also recognized that while a project rating of AAA was not required, higher ratings for individual items were necessary in order to take care of critical cases wherein quick procurement was a must.

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General Groves requested ANWB to make special arrangements for the issuance of such ratings where necessary. Accordingly, the WPB on 26 September 1942 (App. A-6) granted authorization, through ANWB, to General Groves, to the District Engineer, to "assign an AAA rating to those items delivery of which, in his opinion, could not otherwise be secured in time for the successful prosecution of the work under his charge." Because this rating was the highest in the Priorities System, the WPB requested detailed justification for the need of such a rating in each case. The necessity for safeguarding information about the project from persons not intimately connected with the work precluded the revelation of pertinent data and consequently arrangements were made with WPB whereby the issuance of AAA priority ratings would be authorized solely by the Washington Liaison Officer. Constant contacts and reviews were conducted between the Washington Liaison Officer, WPB's Chief of Priorities and ASF's Chief, Special Ratings Section. A report of each such special AAA priority action was made within 24 hours to both ASF and WPB. This delegation of authority was the only one of its kind and extreme care was taken at all times to exercise the greatest discretion in its use. The unusually large requirements of the District and the speed of the construction program, however, called for the use of high priorities in many cases. For instance, early in 1943 when the project rating was AA-3, it was ascertained during the process of negotiations with the General Electric Company, for \$5,000,000 worth of urgently needed equipment, that 80% of the company's orders were already rated AA-1. The District's AA-3

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project rating was inadequate in such a case and the uprating to AAA of this order had to be made in order to get the equipment on time.

From October 1942, when the Washington Liaison Office began issuing priority ratings, to March 1945 AAA certificates in excess of \$77,000,000 have been granted. Averaged out, this amounts to about \$2,200,000 in AAA's per month (See App. B-2). Of special interest is the following typical comparison for a five months period, October 1944 through February 1945:

Manhattan District	\$ 9,000,000	41%
Army (exclusive of Manhattan District)	5,000,000	23%
All other (Navy, Maritime, PAW, High Octane Gas, Rubber, etc.)	8,000,000	36%
	<hr/>	
Total	\$ 22,000,000	

The project was successively re-rated to AA-2X and AA-1 when the priority ratings of other construction projects were so raised (App. A-4 and A-5).

3-3. General Procurement Procedure. - Manhattan District Contractors were kept informed by the Area priorities offices of all WPB and ASF regulations regarding procurement, priorities and expediting. When a purchase order was issued, the project rating was applied and immediately after receipt by the manufacturer of the order and notice of its priority rating, contact was made with him to ascertain if delivery could be accomplished as required. If scheduled delivery was unsatisfactory, necessary information for uprating, (App. A-12) diversion or directive action was obtained, including diversion possibilities and interferences, and

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transmitted to the WLO for necessary action. During the course of production of the order, continuous contact was maintained with the manufacturer to assure that delivery would be made on schedule. Follow-up visits to manufacturing plants were made at frequent intervals by members of the Area priorities offices and, more frequently, by Army officers assigned to the WLO. On the occasion of these visits, the Manhattan District representative might lend assistance to the manufacturer in many ways; he might, for example, help to increase the priority rating, ^{to} divert part of the order to other plants, to expedite sub-suppliers, to procure manpower, to arrange for express or air shipment, and to clarify designs and specifications; he might also lend moral support by giving informal talks to groups of workers.

3-4. Conservation Measures. - Although a very large procurement program was involved in the development of the District, every effort was made in so far as possible to minimize the demands made on the productive facilities of the nation. Practically all of the construction equipment used in the building of the various projects was obtained by transfer from projects constructed by the Corps of Engineers or other agencies involved in construction for the war program. In addition, as large amounts as possible of hand tools, machine tools, shop equipment, office equipment and construction and office materials and supplies were obtained by transfer, so as to utilize existing Government property and minimize the burden on wartime production. War Department policies were followed in limiting the use of critical materials (See App. A-11). Whenever possible, composition board was used in lieu of lumber; and brick,

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concrete and tile were used in lieu of steel; and thousands of tons of silver were used as a substitute for copper; all in order to conserve the national supply of the more critical materials.

a. Use of Silver in Lieu of Copper. - When it was decided to go ahead with the development of a large scale electromagnetic separation plant, it was found that copper was not available in the quantities required for the electromagnet coils without seriously interfering with other important war programs, particularly with the Ordnance shell program. In an effort not to cause such interference, the District, through the WLO, began negotiations with top officials in the Treasury Department for the transfer and use of silver. The first estimates made indicated that approximately 6000 tons were required, but subsequent additions to the plant raised this total to about 14,700 tons, about \$250,000,000 worth. With War Department assurance that proper protection and guarding of the metal would at all times be provided, approval was received from the Under Secretary of the Treasury. A few other war plants had borrowed silver, but in very small amounts, not calculated to create undue problems.

b. Used Machine Tools. - Machine tool schedules were frozen on the basis of a combination of priority ratings and urgency ratings. In the early stages of the project the need for machine tools was not great, and it was possible to obtain individual tools by personal expediting. Later, however, even though the Manhattan District was given an urgency rating of No. 1 Miscellaneous, it was necessary in many instances to secure better deliveries by means of diversions or overriding directives through the WPB. A large number of tools were

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obtained in this way, but a constant effort was made to take advantage of tools and equipment which were surplus to other services and Government agencies. It is worthy of mention that the Manhattan District purchased, leased and transferred tools from Defense Plant Corporation, Foreign Economic Administration (including 17 tools transferred from England), Army and Navy to such an extent that, for every request made of WPB for improved delivery for a new machine tool, at least a dozen used tools were also obtained. The District's record in utilizing used tools was impressive. In all, about 4,000 used tools were procured along with approximately 5,000 new ones during the course of the project. A case of used tool procurement is illustrated below.

Brewster Aeronautical Plant Case. - Early in 1944 the Los Alamos Laboratory in New Mexico developed a need for seventy machine tools of varying types. As was invariably the case, deliveries were required almost immediately, but the kinds of tools desired, ranging from boring mills and lathes to power saws and grinders, were in great demand by other war projects. Deliveries from manufacturers were quoted at four and six months, and overriding diversions to the District, if issued by WPB, were bound to hurt other important programs. The WLO, realizing the difficulties of procuring new tools, immediately began a countryside search for usable tools. Through contacts with the Navy and the Reconstruction Finance Corporation, it was learned that airplane contracts with the Brewster Aeronautical plant on Long Island were being cancelled. An immediate investigation of the situation was made, with the aim of getting first call on any Brewster tools that might suit the desired purpose. A visit to the plant indicated that all requirements

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could be met (there were hundreds of tools at Brewster) provided other claimants could be forestalled. Numerous meetings, particularly with the Navy, were held in an effort to expedite approval for the transfer of tools to this Project. In the meantime an officer was literally "stationed" in the Brewster plant to prevent desired tools from being removed by others before WLO had exhausted every means of preventing such action. Army trucks were driven to the plant, ready to move the tools on the way west immediately upon being given the signal. By compromising here and there and by assisting other claimants to meet their needs, the WLO was successful in acquiring all seventy tools as specified by Los Alamos. Other tools were later obtained from the Brewster plant for use at Oak Ridge. The total value of the tools thus transferred was \$600,000, but the saving in delivery time was by far the outstanding accomplishment of this expediting case.

3-5. Controlled Materials Plan. - Because of the urgent need for speed of completion of the entire program, normal "step by step" development would not have permitted necessary accomplishment on schedule. In many cases preliminary planning, design, procurement, and construction of individual phases of the District's work proceeded simultaneously. Such a situation made it difficult to forecast with a reasonable degree of accuracy the District requirements for steel, copper, and aluminum for the administration of the Controlled Materials Plan. Many times during a quarter, the period of forecast, a project involving the use of certain controlled materials would be revised and an alternative program using more or less of the materials would be substituted. As

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a result, many emergency allotments were required for certain materials while surpluses of others would be returned at the end of each quarter. The District was at all times able to obtain the allotments required. A simplified procedure, put into effect by the WPB by the issuance of Direction 3 to CMP Regulation No. 6 in May 1944, provided blanket allotments for construction projects and abolished detailed accounting and reporting functions previously required.

3-6. WPB Directives. - As explained in par. 1-4 e, the WPB employed directives to establish the urgency of a particular order in a manufacturer's schedule over other orders. The Manhattan District was the greatest single beneficiary, in the entire war effort, of the use of this particular WPB instrument. Ordinarily, scheduling, diversion and overriding directives were obtained through ASF representation to the appropriate WPB Division when the item was a controlled or scheduled item. Whenever a directive request for a scheduled item could not be handled in the customary manner, because interference with other important war programs was too great for resolution at the Industry Division, ASF, representative level, special action was necessary. Arrangements were made on 17 May 1944 (See App. A-9) with the Production Division, ASF, whereby, whenever a case of this kind was designated by specified officials of the Manhattan District in a written memorandum as an emergency request, the ASF representatives would contact the proper authorities, within a matter of 24 hours, to insure that the order was scheduled as required, regardless of conflict with other programs. Where necessary, special overriding directives were issued to resolve such cases, requiring production of the District orders in advance of

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all others. The Steel Division of WPB issued "Series 5" overriding directives to steel mills and foundries for the sole benefit of the District. This was the highest steel directive written and approximately 1200 such directives were issued.

When the item requiring directive action was not a controlled or scheduled item, the WLO worked directly with the WPB Special Ratings Division, through the Chief of the Special Ratings Section, Production Division, ASF. Because of this Division's better understanding of the Manhattan Project these directive requests were given special handling, and were usually approved and issued within a few hours of their receipt. The large volume of business with the WPB made it advisable for the WLO to establish a WPB suboffice physically located adjacent to the Special Ratings Division. This office established in April 1943 processed more than a thousand overriding directives through Special Ratings Division alone. (See App. A-13 through A-17 for examples of various types of directives issued on behalf of the Manhattan District.) Two special overriding directive cases are described below:

a. Hanford Project Power Directive. - The Hanford Project was ready for operation in the summer of 1944 and thereafter a continuous supply of power became an absolute necessity. Even a short interruption of supply would have disastrous results; accordingly all practicable measures were taken to prevent any such interruptions. The Bonneville Power Administration was requested to take every practicable means to protect the service to the project. Certain automatic relay and switching facilities were installed for the one purpose of substantially minimizing the hazards of interruptions of power supply. However, with

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all these precautions there still remained the possibility of unusual emergencies occurring in which the Bonneville Power Administration facilities would not be adequate to meet the power requirements both of the Hanford Project and of all other customers which they were obligated to serve. In an effort to protect the continuity of power supply at Hanford, a series of meetings was held with the WPB, ASF, and the Bonneville Power Administration to work out a solution whereby Hanford would receive priority treatment in case of power shortages; and in September of 1944 a mutually agreeable directive was issued by the WPB which stated, in part, that "the Bonneville Power Administration is directed in the event of any such emergencies to take immediate action within the limits of its installed facilities to assure the delivery of the requirements of the Hanford Engineer Works for 230,000 volt power and to make such deliveries in preference to deliveries to any other customers, regardless of contractual obligations." It is interesting to note that no occasion arose invoking use of this overriding priority.

b. Allis-Chalmers Hawley Plant Directive. - At the Government owned Allis-Chalmers Hawley Plant, blowers and reactors were produced for the K-25 project. In July 1943 and again in March 1944, when considerable pressure was being placed on the company because production was lagging badly, Allis-Chalmers raised the question of interference between Class "B" products for others and Class "A" products for the Manhattan District. Meetings were held with WPB, and as a result, the following directives were issued:

(1) 810 Blowers placed on "frozen" schedule for delivery by 10 August.

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(2) Special Transformer Reactors placed on "frozen" schedule for 120 per month from April through July.

In addition AAA ratings were issued as follows:

Blowers - \$2,500,000 (4-5-44)

Reactors - \$7,322,000 (4-5-44)

By July 1944 it became evident that the schedule would not be met and an overriding directive would be required. This was issued.

As production still was not progressing satisfactorily, a conference was held at Milwaukee in the latter part of July between representatives of Allis-Chalmers, Manhattan District, WPB, Navy and Maritime Commission. It was determined that to meet the schedule it would be necessary to divert manpower (about 300 machinists) from work in the main Allis-Chalmers plant to the Hawley Works, which was working entirely on these pumps; another overriding directive was issued on 4 August to effect this manpower diversion and it included the remaining 4880 blowers on order. This directive scheduled production until March 1945.

3-7. Production Scheduling by WPB. - To minimize loss of production in manufacturing plants due to upratings and directives, WPB provided for the "freezing" of schedules for certain critical items. These "frozen" schedules were established in two ways: one was set up from applications submitted by buyers for authority to purchase or receive delivery of specific items of equipment, and the other was set up automatically by freezing purchase orders at critical manufacturing plants in the sequence in which they were received. In the first case scheduled deliveries were indicated on the approved applications and in the second case checks were made with the manufacturer, either by representatives of the con-

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tractor concerned or by members of the various units of the District priorities organization, to determine the scheduled delivery of the order. If the "frozen" delivery was satisfactory for the District's needs, no further action was taken in connection with the schedule except to keep in intermittent contact with the manufacturer, to assure that deliveries would be obtained as originally scheduled. If, however, an order required delivery earlier than scheduled, because of advancement of construction schedules or because it was an urgent order that could not be placed in time to be scheduled as required, the facts of the matter were brought to the attention of appropriate WPB officials by the WLO and arrangements were made for adjustment in the schedule to permit satisfactory delivery. These adjustments involved the issuance by the WPB of the scheduling or diversion directive described in paragraph 1-4 e, several thousands of which have been issued for the District during the period from February 1943, when the "frozen" schedule system was inaugurated to 3 November 1945 when WPB went out of existence. Typical examples of such directives are shown in Appendix A-13 to A-17.

3-8. Production Scheduling by WLO. - There were many instances where production within a single plant was required for two or more of the projects, or activities, of the general Manhattan District program, also, there were cases where other urgent programs were involved. The proper distribution of this production necessitated determination and directive action on the part of the WLO. The action taken, and results obtained, under the scheduling procedures which were employed are indicated by the four subparagraphs which follow.

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a. Leeds and Northrup Company. - At Leeds and Northrup Company, Philadelphia, Pennsylvania, where the District had a large percentage of the plant's production and practically every part of the District was represented, all production was closely controlled from June 1944 to the latter part of 1945. At this company it was necessary to have someone technically qualified follow Manhattan District work exclusively and coordinate scheduling, priorities, labor, etc. At the request of the Manhattan District, the company assigned one of their top officials, Mr. E. B. Estabrook, to the job, and after proper security clearance he became the District's representative at the plant and proved to be an invaluable asset. For more than two years the District averaged in excess of \$100,000 worth of AAA orders alone per month at this plant.

b. Thordarson Electric Company. - In the spring of 1944, at the request of several Manhattan District contractors and the WPB, action was taken to straighten out the critical situation existing at the Thordarson Electric Company, Chicago, Illinois. A survey revealed that practically all sections of the Manhattan District project were procuring filters, chokes, and transformers of various sizes from Thordarson and that more than 100 of their orders were on AAA. The volume of Manhattan District orders in this plant was attributed to the fact that the quality of Thordarson's products could not be equaled by any other company in the country and many items were specially designed by them for the District's use. The plant was confused by all the AAA's and the high pressure being put on them by Manhattan District contractors and Area officers, each of which stated that its job was the most important to the war effort. They were further confused by the fact

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that the Radio and Radar Division, WPB, to which they reported, knew nothing of these AAA's as none had been issued by them. After several visits to the plant and considerable follow-up from Washington and the Chicago Area office, application of priorities and directives succeeded, on the whole, in effecting satisfactory deliveries. For a considerable period of time (about 12 months) the District scheduled virtually the entire production of the plant. A determined effort was made to hold interference with other important war programs to a minimum, and on occasion after thorough investigation some diversion of production was permitted.

c. Duriron Company. - In the summer of 1944 valve production at the Duriron Company, Dayton, Ohio, became a critical item with the Manhattan District and it was necessary to reserve about 95% of that company's alloy steel machining facilities and a considerable amount of its foundry. A District representative was placed in the plant to assist in scheduling, obtaining materials and production equipment, labor, draft deferments, etc., and he remained until July 1945. Numerous meetings were held in Washington and at the plant with representatives of other services, WPB, and the company, at which conflicts were resolved with other urgent programs, such as, high octane gasoline, chemicals for heavy ammunition, and rayon tire cord.

d. Fulton Syphon Company. - In the spring of 1944, a critical production situation developed in the Fulton Syphon Company, Knoxville, Tennessee, one of the major producers of bellows and bellows assemblies for the Manhattan District programs and this situation threatened the

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District with serious delay. The requirements were special and the product was very critically needed, and not only Fulton Sylphon but the entire industry was tied up with the District's orders. It was necessary to place a Manhattan District representative in the plant for eight months to assist in expediting production.

3-9. Measures taken to Minimize Production Interference. - The Manhattan District always had to contend with the fact that the principal contractors and scientists knew they were working on the top priority job in the country and that anything they needed would be obtained for them by some means or other. This, together with the condition of research, construction and production all being pushed at top speed at the same time, resulted in countless last minute procurements, practically all of which required AAA ratings, scheduling, diversion or directive action or special expediting action. This tended to upset production in various plants and to cause delay to other important programs, and both WPB and the Production Division, ASF, constantly brought this to the District's attention for corrective action. Every effort was made to have orders placed with sufficient lead time and to hold interference with other programs to an absolute minimum. Field officers were required to place orders promptly after complete requirements were determined. They were also required to limit requests for high priority to those items whose early delivery was essential to the project. Requests for directive assistance were carefully screened first by officers in the field and then by the WLO before submission to ASF and WPB. However, when special directive assistance was re-

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quired the high priority of the work demanded not only request for such assistance but also whatever other action might be deemed necessary to reduce delays to a minimum and to minimize production interference.

Such action included; personal and emphatic appeals to the representatives of the District in the field to secure early estimates of requirements; investigation and search to widen the sources of supply; standardization of requirements, to reduce the numbers of different items to be purchased; and actual procurement of production equipment and personnel for enlargement of manufacturing capacity.

In many cases, of course, the benefits of these actions were felt by other war agencies as well as the Manhattan District.

Among the products of vital industries which were especially involved in these actions were: electronic equipment and components; glassware (especially Geiger tubes and Pyrex glass); valves and vacuum tubes.

3-10. Personal Expediting. - Not infrequently there were individual extreme urgency production or procurement problems which required special handling and expediting action. The solution of some of such problems have involved; discovery of partially fabricated acceptable substitutes; increase of a manufacturer's production by hand delivery of material and by daily air-shipments of parts; diversion of products manufactured for another war agency; recruiting urgently needed personnel and securing a state government's approval of unusual overtime employment; diversion of an essential piece of manufacturing equipment from shipment to Russia

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(with the ultimate concurrence of Russia, and the replacement of the item before the Russians had prepared shipping instructions); making up an order of considerable size (80,000 lbs. of stainless steel for laboratory equipment) by canvassing wholesale and retail warehouses far and wide, and purchasing 2, 3 and 4 pieces at a time; and furnishing an Army plane for the use of a contractor, for rapid transportation of critically needed materials and for quick contact with contributing suppliers.

3-11. Security and Expediting. - The security of the project prevented its recognition as the top job in the war effort, in unclassified urgency rating publications, in emergency condition directives, and in connection with liaison with other countries. Occasionally this required special action to keep the Project on schedule, to prevent delay at the hands of persons unaware of its importance. Several such cases are described below.

a. Rail Embargo. - Several times during the winter of 1944-45, the critical condition of eastern railroads made it imperative for the Office of Defense Transportation to suspend temporarily all movement of non-essential traffic in the eastern half of the country. Because of the classified and diverse nature of the Manhattan District project, it was impossible to assign it a blanket exemption in the Office of Defense Transportation directive, so the movement of all railroad cars carrying Manhattan District materials and equipment in and through that area had to be coordinated. To this end all Manhattan District Areas were informed of the embargoes and were issued detailed instructions

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for reporting directly and immediately any cars that were involved. Arrangements were made with the Transportation Corps so that upon the District's certification they would immediately take steps to notify the railroads that the cars in question were to be moved. Not one instance of delay to the Manhattan District project due to the embargo was noted.

b. Natural Gas Crisis. - During late December 1944 and January 1945, particularly severe weather throughout the middle west greatly increased the demand for natural gas used in heating. In addition to this increased load the temperatures were so low that valves and controls in the supply main froze and frost formations in the pipes actually restricted the flow of gas. The Natural Gas Supply and Allocation Section of WPB classified all manufacturing plants using natural gas in accordance with their importance to the war effort, as a guide for cutting off their gas supply. The highest normal rating was VII. Class VII A was a special rating for especially urgent users, and Class VII B was the highest rating, given only to vital manufacturers where even a short shut down would interrupt a long process and thereby delay most vital production. Because of the secret nature of the Manhattan District, the connection of manufacturers with this program was not emphasized, and an immediate survey developed that a number of manufacturers who were essential to the Manhattan District's operations had not been properly classified. The companies involved were Allis-Chalmers Mfg. Company, Norwood Plant, Cincinnati, Ohio; National Carbon Company, Clarksburg, West Virginia; Duriron Company, Dayton, Ohio; The Master

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Electric Company, Dayton, Ohio; Propellair, Inc., Springfield, Ohio; Republic Steel Corp., Massillon, Ohio; Corning Glass Works, Corning, New York. Arrangements were made with the Production Urgency Committee, through the Production Division of ASF, to have field investigations of these plants made immediately. It was found that Propellair and the Allis-Chalmers Norwood Plant consumed less than 100,000 cubic feet per day, and these were both given Class VII B ratings. The Republic Steel Corporation was placed in Class VII as coke oven gas was available. The other companies were placed in the classifications indicated below:

<u>Consumer & Location</u>	<u>Total MCF / DAY</u>	<u>Rating</u>	
		<u>VII-B</u>	<u>VII-A</u>
The Master Electric Co., Dayton, Ohio	119		119
Corning Glass Works, Corning, New York	2400		2400
National Carbon Co., Clarksburg, W. Va.	2400	960	1440
Duriron Company, Dayton, Ohio	* 341		341

c. Canadian Project NRX. - The WLO furnished the Canadian Government atomic research project NRX with expediting and priorities assistance on materials and equipment purchased in the United States, and also assisted them in obtaining air priorities. This project was considered in the same priority category as all other Manhattan District Projects, i.e., above all other war jobs. For security reasons it was necessary that connection with the Canadian project be concealed in all industry and government agency contacts. Despite this, a great many orders for all types of materials and equipment were personally

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expedited by WLO officers, and directive, priority and scheduling applications, as well as applications for permission to purchase, were processed by them through WPB. Most of the contacts with the NRX project were through the Washington Office of the Canadian Government Department of Munitions and Supply. Some few, however, were through the Liaison Officer located at the Montreal Laboratory of the National Research Council of Canada, and later at the Chalk River, Ontario, Plant. This liaison was established in June 1944 by a directive issued by General Groves and approved by Sir James Chadwick, Member of the British Supply Council of North America, in charge of the joint British-Canadian atomic research effort in Canada.

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MANHATTAN DISTRICT HISTORY

BOOK I - GENERAL

VOLUME 9 - PRIORITIES PROGRAM

APPENDIX A - DOCUMENTS

<u>No.</u>	<u>Item</u>
1	Letter, dated 2 May 1944 from Under Secretary of War to War Production Board.
2	WPB Bulletin, dated 16 May 1945.
3	Letter dated 23 July 1942, subject: Preference Rating DSM Project and 1st Indorsement.
4	Memorandum, dated 22 March 1943, subject: Priority Rating for Manhattan District.
5	Memorandum, dated 1 July 1944, subject: Manhattan District.
6	Letter, dated 26 September 1942, subject: Special Priorities Authority for the District Engineer, Manhattan District.
7	Memorandum, dated 12 February 1943, subject: Manhattan District.
8	Memorandum, dated 25 June 1943, subject: Exemption for Manhattan District under WPB Directive No. 23.
9	Memorandum, dated 17 May 1944, subject: Manhattan District.
10	OCE War Department, General Orders No. 33, dated 13 August 1942.
11	District Circular Letter (Priorities 44-3)(Supplement No. 1), dated 8 September 1943, subject: Priorities and Expediting Procedures.
12	Letter, dated 16 October 1942, subject: Requests for Out-of-Line Ratings.

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- | <u>No.</u> | <u>Item</u> |
|------------|---|
| 13 | Letter, dated 20 April 1945 from WPB to Carnegie Illinois Steel Corporation. |
| 14 | Teletype, dated 5 October 1944 from WPB to Western Electrical Instrument Corporation. |
| 15 | Teletype, dated 20 October 1944 from WPB to Imperial Brass Company. |
| 16 | Letter, dated 4 January 1945, from WPB to Bridgeport Machine Company. |
| 17 | Teletype, dated 4 January 1945 from WPB to Automatic Transportation Company. |

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WAR DEPARTMENT
WASHINGTON

31 January 1944

Mr. Donald M. Nelson, Chairman,
War Production Board,
Washington, D. C.

Dear Mr. Nelson:

The importance of the highly secret work being carried on under the Manhattan District, Corps of Engineers, dictates that it continue to have the preferred position with respect to all other war programs. This position was established at the initiation of the work, in accordance with directives of the President of the United States.

The facilities involved must be built and operated - completely and as soon as possible. We cannot afford to have the requirements of the Manhattan District relegated to any position below the top. Equipment, materials, and labor requirements have not proven to be so large or of such a nature as to interfere seriously with other important programs.

You will recall that on December 26, 1942, the President again directed that this program be given the highest priority and allocations of material, equipment, and personnel, and that in September 1942, you agreed that you were fully convinced of the necessity of utmost priority assistance by WPB to the project.

You will be interested in the enclosed copy of my letter dated July 16, 1943, to Mr. Paul V. McNutt, Chairman of the War Manpower Commission, requesting that the manpower needs for the two main construction jobs of the Manhattan District be given priority over all other activities. Admiral King was in complete accord with this request.

The recent publicity given to various other programs such as Landing Craft and High Octane Gasoline has begun to affect the progress of the Manhattan District's work. The effect will become serious if it is not corrected. In view of the importance of this project it is believed that the issuance of a statement by you to WPB placing the Manhattan District in the preferred position with respect to all other programs will be of immeasurable value.

Sincerely yours,

ROBERT P. PATTERSON,
Under Secretary of War.

Incl: Ltr - 7-16-43

Appendix B-1 A-1

RESTRICTED—PRODUCTION EXECUTIVE COMMITTEE BULLETIN #25

This document is the property of the United States Government. Disclosure to any unauthorized person is forbidden

WAR PRODUCTION BOARD

WASHINGTON, May 16, 1945.

NATIONAL PRODUCTION URGENCY LIST

(For the Guidance of Production Urgency Committees in Establishing Production Urgency Ratings to Assist the War Manpower Commission in Determining Manpower Priority Ratings)

Revised through May 14, 1945

The National Production Urgency List and Exhibits thereof are for the guidance of the Chairmen of the Production Urgency Committees in establishing production urgency ratings to assist the War Manpower Commission in determining manpower priority ratings.

The production urgency ratings assigned by the Production Urgency Committee Chairman shall be designated by numerical symbols in accordance with the definitions outlined below. A rating should be assigned to an establishment on the basis of the products or services produced therein. Where an end item or component is produced in a clearly identifiable department of an establishment, an appropriate rating should be assigned for that department.

Urgency Rating I—This rating will include only production of the Manhattan District Project or other programs which may be given similar special treatment by the Production Executive Committee.

Urgency Rating II—Not to be used by PUCs. (A parallel rating will be used by the MPCs in emergency situations which require temporary up-rating of referrals to establishments or services which have been rated III, IV, V, VI or VII.)

Urgency Rating III—This rating will include (a) items or components or services included in the National Production Urgency List or production or services which have been given equivalent urgency rating by the Chairman of the APUC and (b) the production or services are behind schedule or threaten to become so because of an expanded schedule.

Urgency Rating IV—This rating will include items otherwise eligible for inclusion in Band III but not behind schedule.

Urgency Rating V—This rating will include (a) military items or operations or other items or services determined by the Chairman of the APUC to be directly supporting war production or operations but not eligible for inclusion in higher urgency bands and (b) the production, operation, or service is behind schedule or threatens to become so because of an expanded schedule.

Urgency Rating VI—This rating will include items or operations or services otherwise eligible for inclusion in Band V but not behind schedule.

Urgency Rating VII—All other items or services which are determined by the APUC to be at a current level of operations which is inadequate to meet minimum requirements of the civilian war-time economy.

All products qualifying within an urgency band shall have an equal urgency rating to all others in the same band.

A military cutback or declining schedule may result in the removal of a plant or program from the National Production Urgency List, but it is still important that the lower schedule be met, and where special skills are required, to maintain such production an appropriate production urgency rating should be assigned. Therefore, the removal of a program or plant from the list is not to be interpreted as an indication that the affected programs or plants are no longer considered of high urgency in the war effort, but rather that it has been decided that the determination of an appropriate urgency rating should be a matter for each Area Production Urgency Committee to determine individually.

In other words, although only establishments which qualify under the terms of the National Production Urgency List must be placed in Urgency Bands III or IV, other establishments or local services may, and sometimes should, be given the equivalent rating at the discretion of the responsible Area Production Urgency Committee.

This discretionary authority of the local committees should be judiciously exercised in making certain that appropriate, though, not necessarily the highest, ratings are assigned to those subsidiary industries directly affecting the output of these top urgency programs, as well as other programs vital to the overall war effort.

The only programs or establishments which have been selected for inclusion on the National Production Urgency List are those military or war-supporting programs which are of paramount importance because the programs have fallen so far behind schedule that balanced war production is threatened in such a manner as to interfere with military operations, or increased production is required of a device or weapon which will shorten the war. Unless the components of such end items are specifically included in the List, they should not automatically be assigned equivalent production urgency ratings. Establishments producing components of items can be given I, III, or V or VII ratings if the claimant agency can establish in the Production Urgency Committee that production of the end item is being delayed or threatens to be delayed

because of schedule delinquency in the establishment of the component manufacturer. Components are deemed to include all sub-assemblies, fabricated parts, castings and forgings.

To establish an urgency rating for a component producer the responsible claimant agency must demonstrate to the satisfaction of the Production Urgency Committee Chairman that:

a. The end item producer has a production urgency rating of I, III, V or VII, and the delay in the production of the end item is directly traceable to insufficient production of the component, or

b. The end item producer has a rating of IV, or VI, and a reduction in the delivery of the component would delay delivery of the end item, or that failure to increase production of the component would prevent a scheduled increase of the end item.

In all cases the Production Urgency Committee Chairman should require that the claimant agency establish that no adequate alternate sources of component supply are available, and that War Production Board priority procedures will not alone assure the required deliveries.

In addition to programs (for which the principal components may be specified or for which specific establishments may be listed in attached exhibits) there is included as a part of the National Production Urgency List, Exhibit "Z", which designates individual establishments (either prime or component manufacturers) whose output is of the highest urgency to national production, but do not fall under the listed programs. The selection of these establishments will be made in Washington.

The Chairman of the Production Urgency Committee shall determine urgency ratings for individual establishments and local services in the area. The Area Chairman, after consultation with the rest of his Committee, may place in Bands III or IV establishments other than those qualifying through the National List. Appeals from decisions of the Committee may be made by any member of the Committee through the Chairman to the Deputy Vice Chairman for Field Production Operations of the War Production Board, Washington, who will arrange for PEC review. The determination of production urgency ratings is the responsibility of the War Production Board with the advice of the Production Urgency Committees, in accordance with

procedures outlined herein. The determination of manpower priorities is the responsibility of the War Manpower Commission with the advice of the Manpower Priorities Committees.

Certain programs on the List are accompanied by exhibits. Where the reference says: "See Exhibit —", the exhibit is meant to be an indication to local Committees that these establishments are of major importance to the program and therefore entitled to III or IV ratings. The presence of such an exhibit does not, however, preclude the assignment of III or IV ratings locally to additional establishments identified with the listed program.

Where the reference says: "Limited to plants in Exhibit —", it has been determined that these are the only plants which are vital to the program and ratings of III or IV should not be assigned locally to any additional plants, either prime producers or component manufacturers.

The absence of an exhibit means that establishments are to be identified locally and assigned ratings of III or IV when it has been established that they are directly engaged in production for that program.

The only official National Production Urgency List is that covered by Production Executive Committee Bulletins and

Amendments or Exhibits thereof. The order of the listing of the National List has no significance as far as urgency is concerned, but the Manhattan District Project and the construction of certain specified aircraft carriers are to be given Urgency Rating I. If there is a conflict between the Manhattan District Project and these aircraft carriers, the Manhattan District Project shall have preference. All establishments other than the Manhattan District Project and these aircraft carriers qualifying under the terms of this National List have an equal urgency rating in either Bands III or IV.

NATIONAL PRODUCTION URGENCY LIST

(For the Guidance of Production Urgency Committees in Establishing Production Urgency Ratings to Assist the War Manpower Commission in Determining Manpower Priority Ratings)

AIRPLANES:

Selected aircraft and selected plants in the Aircraft Program. (See Exhibit "I").

AMMUNITION:

Naval High Capacity (6-in. and above).

AMMUNITION, MORTAR:

Production of and construction of facilities for the production of ammunition for 60-mm and 81-mm mortars, including but not limited to the following components: shell forgings, shell machining, fuses, propellant powder, filler (TNT), and loading into complete rounds. (See Exhibit "R").

BOMBS:

Production of General Purpose Bombs and Filler (TNT and RDX): 100 lbs., 250 lbs., 500 lbs., 1,000 lbs., and 2,000 lbs.; 260 lb. fragmentation bomb; Distress Signals; Chemical Warfare Bombs: M47A2, E 46, E 48, and E 74 Clusters, which includes M69, M74, and M69X Bombs, including but not limited to the following components: Fuzes, Boosters, Bomb Bodies, Fin Lock Nut, Shipping Bands.

COAL MINES:

The mining of all bituminous, anthracite and lignite coal.

CONTAINERS:

Limited to the production of steel strapping and the production of container board, the production of fibre drums; slack cooperage, including nail kegs and including their staves and headings, excluding tobacco hogsheads; steel drums and pails, fibre shipping containers; and producers of wooden boxes (nailed, wire-bound and plywood) and veneer agricultural packages where labor is needed to ensure the delivery of orders rated AA-2X or higher. This includes captive box plants where the plant production rating is AA-2X or higher.

CONTROLLED MATERIALS:

The production of all steel plants, copper and brass mills, and aluminum plants is allocated under the Controlled Materials Plan. It is vital to balanced war production that these allocations be met. All Pro-

duction Urgency Committees are therefore instructed by the Production Executive Committee to assign III or IV ratings to these plants in their areas in order that the responsible Manpower Priorities Committees may take the proper steps to ensure labor referrals to plants where manpower is required.

Production of the steel industry means the production of iron ore, ferro alloys, metallurgical coke, and iron and steel scrap for the production of pig iron or steel; pig iron; carbon and alloy steel ingots, blooms, slabs, billets and other semi-finished shapes. Also rolled or drawn finished shapes in carbon and alloy steel, such as plates, sheets, strips, structurals, rails, pipe, tubing, bars, wire and other forms covered by the CMP materials list.

Production of copper industry means the production of copper mines, mills, smelters and refineries; and copper wire mill products in amounts necessary to ensure the fulfillment on schedule of authorized controlled materials orders.

Production of the aluminum industry means the production of primary aluminum pig and ingot, aluminum sheet, strip, plate, foil, extruded shapes, tube blooms, rolled structural shapes, rod, bar, wire, powder, rivets, tubing, impact extrusions, and electrical cable in amounts necessary to ensure the fulfillment on schedule of authorized controlled materials orders. This shall include the production of semi-finished forms such as slabs, billets, forge stock, blooms, etc.

Producers of raw materials and warehouses used primarily in the steel, copper and aluminum industries as defined above shall be accorded the same treatment as component manufacturers for other programs on the National Production Urgency List.

The Production Urgency Committees will be advised from time to time of the more critical situations affecting production in the steel, copper and aluminum industries and their suppliers of raw materials in order that

immediate action may be taken to correct them.

Foundries and forge shops are not included since they are otherwise covered on the National Production Urgency List.

CORDAGE:

Processors of manila, agave, jute-istle and nylon rope, and of jute yarn and rove for closing into rope. (Limited to plants in Exhibit "G").

FOOD PROCESSING:

Limited to the production of dried whole milk, non-fat dried milk products, evaporated milk and the canning of fish, including only the canning of salmon, California pilchards, Atlantic sea herring (including sardines), mackerel (including Atlantic-Pacific and Pacific horse mackerel), tuna (including Bonito and Yellowtail), and fish flakes.

FOUNDRIES AND FORGE SHOPS:

Critical foundries and forge shops (See Exhibit "A"). Also all other malleable iron foundries to the extent necessary to ensure delivery on schedule of orders rated AA-1 or higher.

GASOLINE, 100-OCTANE:

Construction and operation of 100-octane gasoline facilities.

LEAD:

Mining, milling, smelting and refining of lead, lead-ores and concentrates; including the breaking-up and processing of lead scrap and the smelting and refining of lead scrap into secondary lead. This does not include the fabricating, drawing, or rolling of lead into semi-finished forms. (With respect to the classifying of lead mines, Production Urgency Committees shall be guided by the Minerals Classification List issued monthly by the WPB Office of Vice Chairman for Metals and Minerals).

LEATHER TANNING:

The production of bovine, equine and goatskin leather (including cabretta).

LOGGING:

Including the cutting of pulpwood and the hauling of logs from forest to mill, woods operations of the Naval Stores industry, and the procurement of chestnut extract for tanning.

LUMBER:

The production of saw mills and planing mills (excluding retail and wholesale lumber yards); the production of veneer, including container veneer (excluding furniture veneer); and the production of plywood, including container plywood (excluding furniture plywood).

MANHATTAN DISTRICT PROJECT:

(Before assigning production urgency ratings to this project the responsible APUC Chairman should obtain a statement from the Army representative on his Committee that the specific plant or establishment in question has been recommended for such rating by Major A. C. Johnson, Corps of Engineers, War Department, Washington, D. C.)

NAVY SPECIAL SECRET PROJECTS:

A, B, Cadillac and ALMA. (Before assigning production urgency ratings to these projects the responsible APUC Chairman should obtain a statement from the Navy representative on his Committee that the specific plant or establishment in question has been recommended for such rating by the Navy Department in Washington.)

PULP:

The production of sulphate wood pulp.

RADAR:

Ship, airborne and air transportable radar, and critical components.

RAILROADS:

Operation of railroads, including facilities for repair and maintenance of railroad equipment.

ROCKETS:

Production of the following components including the construction of facilities for the manufacture thereof: motors, bodies, nozzles, fuses, propellant, station distributors, and shipping containers, and the loading and assembly into complete rounds.

RUBBER RECLAIMING:

The production of reclaimed rubber (limited to establishments in Exhibit "S").

SHIPS, ARMY HOSPITAL:

Limited to the conversion of the three (3) ships specified in Exhibit "D", Section 1, and to manufacturers of components for these ships.

SHIPS, MARITIME:

Limited to ships building in yards specified in Exhibit "D", Section 2, and to manufacturers of components for these ships.

SHIPS, NAVY:

Limited to the construction or conversion of specified vessel types building only in the yards listed in Exhibit "D", Section 3, and to manufacturers of components for these vessels.

SHIP REPAIR ESTABLISHMENTS:

For repair and maintenance of the Fleet and for repair and maintenance of all vessels in establishments under allocation from the Office of the Coordinator for Ship Repair and Conversion upon verification by the Coordinator.

TANKS:

Models M-4A3 with 105 mm how., M-26, M-37, and T-26. (See Exhibit "L".)

TEXTILES:

All cotton, woolen and worsted mill operations up to and including weaving, knitting and felting (both integrated and non-integrated). Also all cotton, woolen and worsted finishing operations in mills engaged at least 80% in the fulfillment of rated orders where labor is required to ensure the delivery on schedule of such rated orders.

All synthetic fiber mill operations up to and including spinning. Also all synthetic fiber weaving and finishing operations in mills engaged at least 80% in the fulfillment of rated orders where labor is required to ensure the delivery on schedule of such rated orders.

This listing does not apply to mills or departments in mills making the following items or making fabrics for incorporation in these items: floor coverings; carpets; rugs; bed-spread fabrics; lace; embroidery; pile fabrics, velvets, velveteens and cords made from cotton and synthetic fibers; curtain, drapery, upholstery and tapestry fabrics; marquisettes made from cotton and syn-

thetic fibers; table damask covers, cloths and napkins; brocades; chiffons; wool or fur felt for hats; and luxury items.

Cotton duck; wool top; and cotton, rayon and nylon tire cord are no longer listed separately on the National Production Urgency List because they are covered within the above category of Textiles.

DEFINITIONS:

(a) *Finishing operations* includes all operations between the fabric as it comes off the loom or knitting machine and the finished material, including scouring, fulling, dyeing, bleaching, sanforizing, printing, or other methods.

(b) *Cotton fabric* means any fabric containing less than 25 percent wool, by weight, but of which the remaining fibers are 50 percent or more cotton by weight. For example, a fabric containing 20 percent wool, 35 percent rayon, 45 percent cotton, is cotton; as is also a fabric containing 50 percent cotton, 50 percent rayon.

(c) *Wool fabric* means any fabric incorporating 25 percent or more, by weight, of new, reprocessed, or re-used wool fiber. The term includes woolen and worsted fabrics.

(d) *Synthetic fiber fabric* means any fabric containing less than 25 percent wool, by weight, but of which the remaining fibers are more than 50 percent of synthetic fiber (staple or continuous filament) by weight. For example, a fabric containing 20 percent wool, 41 percent rayon, 39 percent cotton is rayon.

TIRES AND TUBES:

Construction of facilities for and production of aircraft, combat, and truck and bus (types A-2, A-3a, A-3b, A-4, A-5 and A-6) tires and tubes, including molds and carbon black.

TRUCKS:

2½ tons and over, including components thereof.

ZINC AND CADMIUM:

Producers of slab zinc and of metallic cadmium, limited to smelters and refiners, but not including milling plants producing concentrates from ores, nor fabricating plants producing zinc products. This includes primary and secondary distillation smelters, and electrolytic refineries.

EXHIBIT "A"**NATIONAL PRODUCTION URGENCY LIST****CRITICAL FOUNDRIES AND FORGE SHOPS****CALIFORNIA:**

H. C. McCauley Foundry Co., Berkeley, Calif.
American Brake & Shoe Co., Los Angeles, Calif.
Columbia Steel Co., Pittsburg, Calif.
American Brake & Shoe Co., San Francisco, Calif.

CONNECTICUT:

Malleable Iron Fittings Co., Branford, Conn.
Taylor & Fenn, Hartford, Conn.

DELAWARE:

Eastern Malleable Iron Co., Wilmington, Del.

ILLINOIS:

American Brake & Shoe Co., Chicago, Ill.
Chicago Foundry Co., Chicago, Ill.
Sivyer Steel Casting Co., Chicago, Ill.
Natl. Mail. & Steel Castings Co., Cicero, Ill.
General Motors Corp. (Saginaw Mill. Iron-
Div.), Danville, Ill.
Chambers-Bering & Quinlan Co., Decatur, Ill.
Wagner Mall. Iron Co., Decatur, Ill.
American Steel Foundries, Granite City, Ill.
General Steel Casting Co., Granite City, Ill.

ILLINOIS—Continued.

Kankakee Foundry Co., Inc., Kankakee, Ill.
Frank Foundries, Moline, Ill.
Peoria Mall. Castings Co., Peoria, Ill.

INDIANA:

Lavelle Grey Iron Fdry. Corp., Anderson, Ind.
Auburn Foundry Co., Auburn, Ind.
Golden Foundry Co., Columbus, Ind.
American Steel Foundries, Cnat Armor Plant, East Chicago, Ind.
American Steel Foundries, Ind. Harbor Works, East Chicago, Ind.
Continental Foundry & Mach. Co., East Chicago, Ind.

EXHIBIT "A"—Continued

INDIANA—Continued.

Greene Foundries, Griffith, Ind.
 American Foundry Co., Indianapolis, Ind.
 Interstate Foundry Co. Inc., Indianapolis, Ind.
 McNamara Castings Co., Indianapolis, Ind.
 Natl. Mall. & Steel Castings Co., Indianapolis, Ind.
 Hoosier Iron Works, Kokomo, Ind.
 Atlas Foundry Co., Marion, Ind.
 Frank Foundries, Muncie, Ind.
 Indiana Foundry Corp., Muncie, Ind.
 Muncie Mall. Foundry Co., Muncie, Ind.
 Reliance Foundry Co., Richmond, Ind.
 Richmond Mall. Foundry Co., Richmond, Ind.
 Gartland Foundry Co., Terre Haute, Ind.
 Terre Haute Mall. & Mfg. Co., Terre Haute, Ind.

IOWA:

Ordnance Steel Foundry, Bettendorf, Iowa.
 Zimmerman Steel Casting Co., Bettendorf, Iowa.

MASSACHUSETTS:

Arcade Mall. Iron Co., Worcester, Mass.
 Wyman Oordon Co., Worcester, Mass.

MARYLAND:

American Brake & Shoe Co., Baltimore, Md.
 American Radiator & Standard Sanitary Co., Baltimore, Md.

MICHIGAN:

Albion Malleable Iron Co., Albion, Mich.
 Benton Harbor Malleable Industry, Benton Harbor, Mich.
 Superior Steel & Mall. Castgs. Co., Benton Harbor, Mich.
 Cadillac Mall. Iron Co., Cadillac, Mich.
 L. A. Darling Co. (Midwest Foundry Division), Coldwater, Mich.
 Homer Furnace & Foundry Co., Coldwater, Mich.
 Budd Wheel Co. (Foundry Div.), Detroit, Mich.
 Detroit Steel Casting Co., Detroit, Mich.
 Michigan Mall. Iron Co., Detroit, Mich.
 Nove Engine Co., Lansing, Mich.
 Boatwick Foundry Co., Lapeer, Mich.
 The American Boiler & Fdry. Co., Milan, Mich.
 Centrifugal Casting Co., Muskegon, Mich.
 Lakey Foundry & Machine Co., Muskegon, Mich.
 Montague Casting Co., Muskegon, Mich.
 West Mich. Steel Fdry. Co., Muskegon, Mich.
 Campbell, Wynant & Cannon Fdry. Co., Muskegon Heights, Mich.
 Sealed Power Corp., Muskegon Heights, Mich.

MICHIGAN—Continued.

New Haven Foundry Co., New Haven, Mich.
 Gen. Motors Corp. (Pontiac Div.), Pontiac, Mich.
 Wilson Foundry & Machine Co., Pontiac, Mich.
 Oakland Fdry. & Machine Co., Rochester, Mich.
 General Motors Corp. (Saginaw Malleable Div.), Saginaw, Mich.
 Auto. Specialties Mfg. Co., St. Joseph, Mich.
 Enot Foundry Co., Wayne, Mich.
 Detroit Brass & Mall. Works, Wyandotte, Mich.

MISSOURI:

Scullin Steel Co., St. Louis, Mo.

NEW JERSEY:

Aluminum Co. of America, Garwood, N. J.
 American Brake Shoe Co., Mahwah, N. J.
 American Steel Casting Co., Newark, N. J.
 Mack Manufacturing Corp., New Brunswick, N. J.

NEW YORK:

American Brake & Shoe Co., Buffalo, N. Y.
 Otis Elevator Co., Buffalo, N. Y.
 Pratt & Letchworth, Inc., Buffalo, N. Y.
 Symington Gould Corp., Depew, N. Y.
 Lancaster Mall. & Steel Corp., Lancaster, N. Y.
 Symington Gould Corp., Rochester, N. Y.
 Frazier & Jones Co., Inc., Syracuse, N. Y.
 Albany Castings Co., Voorheesville, N. Y.

OHIO:

Ashland Malleable Iron Co., Ashland, Ohio.
 Lake City Malleable Co., Ashtabula, Ohio.
 Canton Malleable Iron Co., Canton, Ohio.
 Allyn-Ryan Foundry Co., Cleveland, Ohio.
 Eberhard Mfg. Co., Cleveland, Ohio.
 Ferro Mach. & Fdry. Co., Cleveland, Ohio.
 Forest City Foundries Co., Cleveland, Ohio.
 Lake City Malleable Co., Cleveland, Ohio.
 Natl. Mall. & Steel Cast. Co., Cleveland, Ohio.
 Park Drop Forge Co., Cleveland, Ohio.
 Superior Foundry Co., Cleveland, Ohio.
 Dayton Mall. Iron Co., Dayton, Ohio.
 Duriron Company, Inc., Dayton, Ohio.
 Electric Auto-lite Co., Fostoria, Ohio.
 Fremont Foundry Co., Fremont, Ohio.
 Hamilton Fdry. & Mach. Co., Hamilton, Ohio.
 Dayton Mall. Iron Co., Ironton, Ohio.
 Ohio Steel Foundry Co., Lima, Ohio.
 Brown Industries, Inc., Sandusky, Ohio.
 Farrell-Cheek Steel Co., Sandusky, Ohio.
 G. & C. Foundry Co., Sandusky, Ohio.

OHIO—Continued.

Alloy Foundries, Toledo, Ohio.
 Maumee Mall. Casting Co., Toledo, Ohio.
 Wadsworth Foundry Co., Wadsworth, Ohio.
 Sterling Foundry Co., Wellington, Ohio.

OREGON:

Columbia Steel Casting Co., Portland, Oreg.

PENNSYLVANIA:

Natl. Roll & Foundry Co., Avonmore, Pa.
 Birdsboro Fdry. & Mach. Co., Birdsboro, Pa.
 Penn Steel Casting Co., Chester, Pa.
 Continental Roll & Fdry. Co., Coraopolis, Pa.
 Pittsburgh Forging Co., Coraopolis, Pa.
 General Steel Casting Co., Eddystone, Pa.
 Erie Malleable Casting Co., Erie, Pa.
 Pittsburgh Steel Fdry. Co., Glassport, Pa.
 Lebanon Steel Foundry, Lebanon, Pa.
 Fort Pitt Mall. Iron Co., McKees Rocks, Pa.
 American Brakes & Shoe Co. (two plants), Pittsburgh, Pa.
 American Radiator & Standard Sanitary Co., Pittsburgh, Pa.
 Union Steel Casting Co., Pittsburgh, Pa.
 Natl. Mall. & Steel Casting Co., Sharon, Pa.
 Stanley G. Flagg & Co., Inc., Stowe, Pa.
 Lehigh Foundries, Inc., West Easton, Pa.

VIRGINIA:

Lynchburg Foundry Co., Lynchburg, Va.
 American Brakes & Shoe Co., Portsmouth, Va.

TEXAS:

American Brake & Shoe Co., Houston, Tex.

WEST VIRGINIA:

Continental Foundry & Mach. Co., Wheeling, W. Va.

WISCONSIN:

Brillion Iron Works, Brillion, Wis.
 Allis-Chalmers Mfg. Co., Milwaukee, Wis.
 Federal Malleable Co., Milwaukee, Wis.
 Maynard Elec. Steel Casting Co., Milwaukee, Wis.
 Mid-City Foundry Co., Milwaukee, Wis.
 Pioneer Foundry Co., Milwaukee, Wis.
 Wehr Steel Co., Milwaukee, Wis.
 Sivyer Steel Co., Milwaukee, Wis.
 Zenith Foundry Co., Milwaukee, Wis.
 Universal Foundries, Oshkosh, Wis.
 Belle City Mall. Iron Co., Racine, Wis.
 Lakeside Mall. Casting Co., Racine, Wis.
 Standard Foundry Co., Racine, Wis.
 General Malleable Co., Waukesha, Wis.
 Grede Foundries, Inc. (Spring City Foundry), Waukesha, Wis.
 D. J. Murray Mfg. Co., Wausau, Wis.
 Grede Foundries, Inc. (Liberty Foundry), Wauwatosa, Wis.
 Chain Belt Co., West Allis, Wis.
 Motor Casting Co., West Allis, Wis.

EXHIBIT "D"

NATIONAL PRODUCTION URGENCY LIST

SHIPS

SECTION 1

ARMY HOSPITAL SHIPS

(Limited to conversion of these three ships and to manufacturers of components for these ships)

ALABAMA:

Alabama Drydock, Mobile.
 SS "Willard A. Holbrook." ("Armin W. Leuschner")
 Waterman Steamship Co. Yard, Mobile.
 SS "Republic."

MASSACHUSETTS:

Bethlehem Yard, Boston.
 SS "President Tyler." ("Howard A. McCurdy")

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WAR DEPARTMENT

Office of the Chief of Engineers

Refer to File No. Washington
Att: DSM Project
Rm. 6223, New War Dept. Bldg.

July 23, 1942.

Subject: Preference Rating D. S. M. Project.

To: Priorities Division,
Army & Navy Munitions Board.

Attention: Colonel J. L. Phillips.

1. Confirming the discussion between Colonel J. L. Phillips and Lieutenant Colonel K. D. Nichols a blanket preference rating is requested for the D.S.M. project.

2. The assignment of the AA-3 rating was verbally approved by the Army & Navy Munitions Board on or about July 13, 1942.

For the District Engineer:

/s/ K. D. Nichols

K. D. NICHOLS,
Lieut. Col., Corps of Engineers.

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W. D., Hdqs., S.O.S., Resources Division, July 23, 1942. To: Chief of Engineers, U. S. Army, Attention: Lt. Col. K. D. Nichols, Room 6223 New War Dept. Bldg., Washington, D. C.

1. A preference rating of AA-3 is authorized for assignment to the project mentioned in basic communication.

2. The end use classification symbol is USA-6.90, which should appear on copies of purchase orders in compliance with Priorities Regulation No. 10.

3. The entry in the space for "ANMB Code No." on preference rating certificate Form PD-3A issued under this authority must be as follows:

"ANMB Approval, 7-23-42; 18-C-4 JRH".

/s/ J. L. Phillips

JOSEPH L. PHILLIPS
Colonel, General Staff Corps
Chief, Priorities Branch, Resources Div.

March 22, 1943

MEMORANDUM FOR THE CHIEF OF ENGINEERS

(Attention: Brigadier General L. R. Groves)

Subject: Priority Rating for Manhattan District.

1. Reference is made to your memorandum of March 13, 1943, addressed to General Clay, on the above subject.

2. The War Production Board has this date concurred in the assignment of the basic priority rating of AA-2X to the Manhattan project. This constitutes an uprating of the basic priority from AA-3.

For the Commanding General:

/s/

Theron D. Weaver

THERON D. WEAVER

Brigadier General, General Staff Corps,
Deputy Dir., Resources & Production Div.

cc: General Clay
General Minton
Colonel Neis.

~~RESTRICTED~~

July 1, 1944

MEMORANDUM FOR THE CHIEF OF ENGINEERS:
(Attention: Major General L. R. Groves).

Subject: Manhattan District.

1. Reference is made to your memorandum of 17 June 1944 requesting the assignment of AA-1 base rating for Manhattan District procurement.

2. This requested action has now been authorized by the War Production Board by Amendment 20 to Program Determination 500-A. You are consequently authorized to assign AA-1 base rating to all Manhattan District procurement of construction materials and equipment. This action does not affect the authority which has been delegated to authorized Manhattan District procurement offices to assign AAA ratings.

For the Commanding General:

F. R. DENTON,
Colonel, G.S.C.,
Deputy Dir., Production Division.

~~RESTRICTED~~

Appendix ~~2-19~~ A-5

~~SECRET~~

WAR DEPARTMENT
HEADQUARTERS, SERVICES OF SUPPLY
WASHINGTON, D. C.

September 26, 1942

SUBJECT: Special Priorities Authority for the District Engineer,
Manhattan District.

TO: Brigadier General L. E. Groves, C. E., Room 5121, New
War Department Building, 21st Street & Virginia Avenue, N.W.
Washington, D. C.

1. Reference is made to letter dated September 19, 1942, from the War Production Board on the above subject addressed to you by Mr. Donald M. Nelson reading as follows:

"I am in full accord with the prompt delegation of power by the Army and Navy Munitions Board through you to the District Engineer, Manhattan District, to assign an AAA rating, or whatever lesser rating will be sufficient, to those items the delivery of which, in his opinion, cannot otherwise be secured in time for the successful prosecution of the work under his charge."

2. In connection therewith, this letter authorizes the District Engineer, Manhattan District, to assign AAA priority ratings (or whatever lesser ratings will be sufficient) for the procurement of those items on which delivery, in his opinion, cannot otherwise be secured in time for the completion of this project. This authority does not include the ratings AA-1 and AA-2 which, under the directive issued by the Joint Chiefs of Staff, cannot be used for construction projects.

3. Care shall be exercised in applying the AAA rating to insure that important programs such as Landing Craft, Aircraft, etc., which have been given high priority ratings by the Joint Chiefs of Staff, are not unnecessarily nor unduly retarded by interferences arising from the Manhattan District project. A written report of each such special AAA priority action shall be made by the District Engineer within twenty-four hours to the Priorities and Allocations Branch, Resources Division, Headquarters, Services of Supply, Washington, D. C. This report shall include a reasonable statement of the facts which, in his judgment, substantiate the necessity for the action taken. To insure that no unnecessary use of the AAA rating

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Letter to: Brig. Gen. Groves, C. E.

9-26-42

be made, these reports will be subjected to the same routine check and analysis which is accorded normal requests for AAA authority.

4. The entry in the space for the "ANMB Code No." on preference rating certificate PD-3A or extension certified purchase orders issued under this authority must be as follows:

"ANMB Approval - 9-26-42 - TRS".

By command of Lieutenant General SOMERVELL:

/s/ Theron D. Weaver
THERON D. WEAVER
Brigadier General, General Staff Corps
Director, Resources Division.

~~SECRET~~

WAR DEPARTMENT
HEADQUARTERS, SERVICES OF SUPPLY
WASHINGTON, D. C.

February 12, 1943

MEMORANDUM FOR THE CHIEF OF ENGINEERS

Attention: Deputy Chief, Construction Division.

Subject: Manhattan District.

1. Reference is made to your memorandum under date of February 7, 1943, requesting that authority granted to you in letter from this office dated September 26, 1942, to issue AAA ratings for Manhattan District be extended to include the authority to issue AA-1 and AA-2 ratings.

2. Inasmuch as AA-2 ratings is the same as AA-1, it is presumed that you meant AA-2X.

3. Your request is approved on this assumption, and you are, therefore, authorized to issue AA-1 and AA-2X ratings for Manhattan District in exactly the same manner as you were previously authorized to issue AAA ratings for this project.

4. The weekly reports mentioned in your memorandum will be satisfactory, but in addition, it will be necessary to send us, daily, copies of the PD-3A certificates issued.

5. It is understood that with this new authority you will not issue an AAA rating where an AA-1 rating will secure a satisfactory delivery, and that you will not issue an AA-1 rating where an AA-2X rating will secure satisfactory delivery.

6. It is distinctly understood that this additional authority is limited to ratings for the Manhattan District project and that all the other limitations pertaining to the issuance of AAA ratings for this project will apply to the issuance of AA-1 and AA-2X ratings.

For the Commanding General:

/s/

Theron D. Weaver
THERON D. WEAVER

Brigadier General, General Staff Corps
Deputy Director, Resources and Production Division

Appendix ~~2~~ A-7

February 7, 1943.

SUBJECT: Out-of-line Ratings.

TO: Brig. General T. D. Weaver,
Director of Resources Division,
Services of Supply,
Washington, D. C.

1. At the present time the overall project being constructed under the direction of the Manhattan District carries an AA-3 priority rating. In addition to this, as you know, the District Engineer, under my supervision, was given special authority to issue AAA ratings to those items the delivery of which could not otherwise be secured in time for the successful prosecution of the work. This authority has been used with extreme caution and always with a specified delivery date consistent with the successful prosecution of the work. Proper consideration has been given in the exercise of the application of the AAA rating to all of the various important programs.

2. In a letter dated September 19, 1942, from Mr. Donald M. Nelson to me, he said: "I am in full accord with the prompt delegation of power by the Army and Navy Munitions Board through you to the District Engineer, Manhattan District, to assign an AAA rating, or whatever lesser rating will be sufficient, to those items the delivery of which, in his opinion, cannot otherwise be secured in time for the successful prosecution of the work under his charge." In your letter of September 26, 1942, however, file SPUKR, Subject: "Special Priorities Authority for the District Engineer, Manhattan District" you made this authorization with the following exception: "This authority does not include the ratings AA-1 and AA-2 which, under the directive issued by the Joint Chiefs of Staff, cannot be used for construction project."

3. The project is now entering a phase in its development where on many of our larger orders satisfactory deliveries cannot be obtained with an AA-3 priority but could be with an AA-1 priority. Obviously, great advantage would accrue to the overall war effort if AA-1 ratings could be used rather than AAA's even with the specific dates. To cite an example, in the course of negotiations with the General Electric Company for the manufacture of about five million dollars worth of equipment, it was brought out that at the five plants involved over 80% of their orders were rated AA-1. With our present rating of AA-3 delivery could not even be scheduled. It is now necessary to resort to AAA ratings for a large part of this order instead of using an AA-1.

4. Our estimates indicate that orders totaling at least \$20,000,000 to be placed in the next three or four months will fall into this category, i.e.; AA-3 and AA-2X would not be sufficient. AAA would be excessive and AA-1 would properly ensure satisfactory deliveries.

To: Brig. General T. D. Weaver (cont'd)

February 7, 1943

8. It is urgently recommended that the authority given in your letter of September 26, 1942 be amplified to include the use of AA-1 and AA-2 ratings. It is suggested that any reports to your office of the use of this authority be made on a weekly statement basis rather than on the individual basis as is now the case for the AAA rating.

For the Chief of Engineers:

L. R. GROVES,
Brigadier General, C. E.,
Deputy Chief, Construction Division.

WAR PRODUCTION BOARD
Washington, D. C.

June 25, 1943

Office of
Program Vice
Chairman

MEMORANDUM

TO: Major General L. D. Clay
Director of Materiel Division
Army Service Forces

FROM: J. A. Krug

SUBJECT: Exemption for Manhattan District under
WPB Directive No. 23.

In response to the request of the War Department and in accordance with the provisions stated in Directive No. 23 dated June 2, 1943, Part 903.35 (B), purchases of machine tools and capital equipment by or for the account of the Manhattan District, Corps of Engineers, are hereby exempted from the provisions of the said Directive.

The field offices of the War Production Board are being informed of this exemption.

Headquarters, Army Service Forces
Washington, 25, D. C.

PRODUCTION DIVISION



17 May 1944

MEMORANDUM FOR THE CHIEF, MATERIALS BRANCH
CHIEF, PRIORITIES BRANCH
CHIEF, PRODUCTION SERVICE BRANCH
CHIEF, PRODUCTS BRANCH

Subject: Manhattan District

1. This office is advised by the Office of the Chief of Engineers that Manhattan District has been able to secure almost all of its requirements at desired delivery dates by normal procedure, by the use of its special AAA authorization, and by schedule directives obtained through the cooperation of the Production Division representatives in the Industry Divisions and in the Special Rating Branch, WPB.

2. A few instances have recently been encountered, however, in which the time consumed in working out conflicts under the procedures referred to above has been so great that the Office of the Chief of Engineers has felt that the resultant delay has been serious, in view of the critical stage that has now been reached in the progress of this program.

3. Accordingly, attention is invited to the inclosed copies of a memorandum from the Director of Materiel, dated 16 May 1944; a memorandum from the Program Vice Chairman of the War Production Board, dated 25 February 1944; and an extract from the minutes of the meeting of the Production Executive Committee, WPB, on 19 April 1944, relating to the urgency standing of Manhattan District. It is requested that these be called to the attention of the Industry Divisions and other Claimants in connection with expediting Manhattan District requests.

4. In addition, it is desired that whenever Manhattan District designates a request for a scheduling directive or similar action as an emergency request, over the signature of Brigadier General L. R. Groves or Major A. C. Johnson, the Production Division representative in the Industry Division or the Special Rating Branch, WPB shall immediately undertake to secure favorable action upon such request, if possible, within twenty-four hours after receipt of such emergency designation. If such favorable action is not so secured within twenty-four hours, the representative should immediately appeal the case to the appropriate authority (as referred to in paragraph 5 below) and should endeavor to secure favorable action on such appeal within twenty-four hours.



Memo to Chfs, Mtls. Br., Prior., Prod. Svcs., Products, re
Manhattan District, 17 May 1944, cont'd.

~~SECRET~~

5. Attention is invited to the procedures available for appeals such as are referred to herein, depending upon the nature of the conflict involved. If the conflict is between two technical services of the ASF only, appeal will be through the Production Service Branch to the Requirements Division, ASF. If the conflict involves the Army Air Forces, appeal will be through the Production Service Branch and the Requirements Division, ASF to the War Department General Staff, G-4. If the conflict involves the Navy or the Maritime Commission, appeal will be to the Executive Committee of the Army and Navy Munitions Board. If the conflict involves a program of a non-military claimant agency, appeal will be to the Executive Vice Chairman, WPB, through the Special Ratings Branch, WPB in accordance with WPB General Program Circular #39.

/s/ F. R. Denton,

F. R. DENTON,
Colonel, G. S. C.
Deputy Dir., Production Division

3 Incls.

- Incl. 1 - Memo fm Dir. Mat'l. 16 May 44
- Incl. 2 - Memo fm Pr. V.C. WPB 25 Feb 44
- Incl. 3 - Extract fm PEC minutes of 19 Apr 44

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Incl. 1

~~████████████████████~~

16 May 1944

MEMORANDUM FOR THE DIRECTOR, PRODUCTION DIVISION, A.S.F.

Subject: Manhattan District.

1. At the present stage of the construction and operation of the Manhattan District Project, even short delays in securing requirements may interfere seriously with the program, which has always been recognized, both in the Army and in the War Production Board, as of the highest urgency.

2. It is therefore requested that special attention be given to expediting requests for the Manhattan District during the next few weeks and that the urgency of immediate action on such requests be brought to the attention of your representatives in the War Production Board, and of the Directors of the Industry Divisions, WPB, in which they are located.

/s/

LUCIUS D. CLAY,
Major General, General Staff Corps
Director of Materiel

~~████████████████████~~

4-5

C O P Y

(General Orders 33.)

WAR DEPARTMENT
Office of the Chief of Engineers
Washington

August 13, 1942

General Orders)
No. 33)

By authority of the Secretary of War, and effective August 16, 1942, a new engineer district, without territorial limits, to be known as the Manhattan District, is established with headquarters at New York, New York, to supervise projects assigned to it by the Chief of Engineers.

The District Engineer of the Manhattan District, is hereby delegated all authorities granted to Division Engineers by Orders and Regulations; Circular Letters, Office, Chief of Engineers; and other similar publications emanating from the Office, Chief of Engineers.

The District Engineer of the Manhattan District will report directly to the Chief of Engineers. A liaison office, under the jurisdiction of the District Engineer, will be maintained in the Office of the Chief of Engineers in Washington, D. C.

By order of the Chief of Engineers:

WM. W. BESSELL, JR.
Wm. W. Bessell, Jr.
Colonel, Corps of Engineers,
Chief, Military Personnel Branch
Administrative Division

CERTIFIED AS A TRUE COPY:

s/Robert C. Blair

Major Robert C. Blair, Corps of Engineers

COPY

APPENDIX ~~1~~ A 10

WAR DEPARTMENT
U. S. Engineer Office
Manhattan District
P. O. Box 1111
Knoxville, 7, Tennessee

8 September 1943.

DISTRICT CIRCULAR LETTER (Priorities 44-3) (Supplement No. 1)

O-32

Subject: Priorities and Expediting Procedures.

To: All Concerned.

1. Reference is made to District Circular Letter (Priorities 44-3), same subject as above, and inclosures, dated 2 August 1943.
2. Priorities and Expediting Procedure No. 5 inclosed with the above circular letter is rescinded and superseded by the inclosed procedure.
3. The inclosed procedure is corrected to conform to OCE Circular Letter No. 2495 dated 11 August 1943 which rescinds OCE Circular Letters Nos. 2075, 2122, 2152, 2318 and 2399.

For the District Engineer:

/s/ R. H. Miller,
R. H. MILLER,
Captain, Corps of Engineers,
Assistant.

Incl.:

Page 1, P. & E. P. No. 5.

DISTRIBUTION "A"

C O P Y

WAR DEPARTMENT
U. S. Engineer Office
Manhattan District
P. O. Box 42
Station F
New York, N.Y.

0-32

2 August 1943.

DISTRICT CIRCULAR LETTER (Priorities 44-3)

Subject: Priorities and Expediting Procedures.

To: All Concerned.

1. District Circular Letter 43-4 and Supplements Nos. 1 and 2, same subject as above, together with all inclosures thereto are hereby rescinded.
2. Inclosed are Priorities and Expediting Procedures Nos. 1 to 6, Inclusive. These have been prepared for the information and guidance of all concerned with priorities and expediting matters and are applicable specifically to the Manhattan District. They are necessarily general in scope and are intended to cover only basic procedures. They are not intended to replace and amend the many WPB regulations, ANMB or ASF directives and other current orders affecting the priorities system.
3. The Priorities and Materials Section located at the District Office will disseminate pertinent information to Area Engineers and others concerned. This Section will maintain a limited stock of WPB regulations and the more commonly used WPB forms to fill emergency requests whenever the Area Engineers are unable to obtain them from local WPB sources. A representative of the Section will visit the Areas at intervals to add in priorities and expediting matters; pressing problems will be referred to the Section as they arise.
4. One of the functions of the Washington Liaison Office of the Manhattan District will be to contact OCE, ASF, WPB, and other agencies in those instances outlined in the inclosures when efforts of Area Engineers and contractors are unavailing and action by such agencies is necessary to effect the deliveries of materials and equipment. Requests for assistance from the Washington Liaison Office should be by letter or applicable form and should be addressed to P. O. Box 2610, Washington, D.C. Phoned requests should be made only in exceptional cases of extreme urgency and will be immediately confirmed in writing. Full information must be supplied in support of all requests. Detailed instructions regarding the submission of requests of various types will be found in the inclosed Priorities and Expediting Procedures.
5. Each Area Engineer and others concerned with priorities matters will assign a representative to supervise priorities and expediting functions under their jurisdiction. This representative will be responsible for collecting and digesting priorities information and disseminating it to contractors and procurement sections under their control. He will also maintain complete files on priorities correspondence and certificates.

C O P Y

APP. A-11

6. Because of new or revised WPB regulations (including CMP regulations), limitation orders, directives, and other changes in procedure, it was necessary to revise and add to the previously issued Priorities and Expediting Procedures. Major changes and additions are outlined briefly as follows:

a Priorities and Expediting Procedure No. 1.

(1) Construction carried on under the jurisdiction of the Manhattan District and which is to be owned by the Government may be construed as "Command Construction" for purposes of interpreting ANMB and WPB directives and regulations.

(2) Maintenance, repair and operating supplies must be obtained under current CMP regulations instead of by assignment of priority ratings on PD-3A certificates except in limited cases.

(3) WPB Form SR-1 supersedes Form PC-21 for requests for out-of-line ratings.

b Priorities and Expediting Procedure No. 2.

(1) The use of the new form of PD-3A, Bureau of the Budget No. 12-R568-42, is now mandatory.

(2) WPB approval of PD-3A certificates is now controlled by WPB Directive 23 and the exception to that directive obtained by the Manhattan District.

(3) ANMB Code Numbers applicable to various preference ratings have been revised.

(4) A new distribution of PD-3A certificates is specified.

c Priorities and Expediting Procedure No. 6. The procedures to be used in obtaining maintenance, repair and operating supplies under the provisions of CMP and Priorities regulations and applicable WPB orders have been established.

7. Future changes in authorities or procedures will be transmitted by telegram or letter as they occur; the Procedures will be revised in accordance with those future changes.

For the District Engineer:

/s/ R. H. MILLER,
R. H. MILLER,
Captain, Corps of Engineers,
Assistant.

Inclosures:

Priorities and Expediting Procedures
Nos. 1 to 6, inclusive.

DISTRIBUTION "A"

- 2 -

C O P Y

12-4

PRIORITIES AND EXPEDITING PROCEDURE NO. 1

ASSIGNMENT OF RATINGS

1. General. The assignment of priority ratings is controlled by the War Production Board. This control is exerted basically by the various WPB Priority Regulations. WPB has delegated to the Army and various other agencies certain authorities to assign ratings by means of PD-3A certificates. This authority is limited and is controlled by the Army-Navy Munitions Board whose Directives and Priority-Allocation Instructions supplement and interpret the basic documents issued by WPB. Certain of the authorities delegated to the Army (ASF) by WPB have been redelegated down through the echelons to the Engineer Districts and Areas. The Army's authority to assign preference ratings, in addition to being controlled and restricted by the basic regulations, is further restricted by WPB limitation orders and OMP regulations which control certain specific materials and items of equipment. The assignment of a priority rating is therefore only the first step in obtaining many items of materials and equipment, and the various procedures for accomplishing this first step are outlined in this procedure.

2. AA-2X Project Rating. The Manhattan District has been authorized to assign a "project rating" of AA-2X for the work under its jurisdiction. Authority to assign this rating by means of PD-3A certificates is delegated by the District Engineer to the Priorities and Materials Officer, the Liaison Officer in Washington, D.C., the Deputy District Engineers and the Area Engineers. This authority may be delegated further by the foregoing to persons designated by them. The general authorities for the assignment of the project rating are outlined below:

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a Prime Construction Contracts. The AA-2X project rating may be assigned on all direct construction contracts where the construction project will be owned by the Government and the design and construction are under its supervision. Construction to be owned by the Government is to be construed as "Command Construction" for purposes of interpreting ASD and WPB directives and regulations. PD-3A certificates for construction project contracts which are prepared by the District Contract and Legal Section for signature by the District Engineer will be assigned by the Priorities and Materials Officer. Certificates for construction contracts prepared and/or signed in the field will be issued by the appropriate field officer.

b Construction Sub-contracts. The AA-2X project rating may be extended to a construction subcontractor by means of a sub-contract bearing the certification set forth in Priorities Regulation No. 3, or if desirable a separate PD-3A certificate may be issued direct to the subcontractor.

c Supply Contracts. The AA-2X rating may be assigned on all supply contracts and purchase orders placed by the District or Area Offices with the following exceptions:

(1) Any item for which the assignment of a preference rating is expressly prohibited by the War Production Board or for which a particular rating is assigned by any order of the War Production Board.

(2) Items to be used as repair, maintenance, and operating supplies (See Priorities and Expediting Procedure No. 6 and paragraph 4 of Priorities and Expediting Procedure No. 1).

Ratings for supply contracts prepared by the District Legal and Contract Section will be assigned by the Priorities and Materials Officer.

d Machine Tools. The AA-2X project rating with an Urgency Standing Number of "1 (Miscellaneous)" may be assigned to purchases of all machine tools by the Government or by a fixed fee contractor where title to the tools will vest in the Government. It may also be assigned to lump sum contractors or subcontractors for machine tools not exceeding \$3,000 per tool in value which are required for prosecution of the contract or subcontract and which will be owned by the contractor. PD-3As for machine tools which cost over \$3,000 per tool in value and which will be privately owned must be submitted for countersignature to the Washington Liaison Office. PD-3As forwarded to Washington Liaison Office must be accompanied by Forms PC-20 and 20A in triplicate. Paragraph (a) (1) of WPB General Preference Order E-1-b, as amended, gives a definition for machine tools. Light power driven tools as defined in paragraph (a) (4) of WPB General Limitation Order L-237 are not classified as machine tools. They should be classified as capital equipment and rated accordingly.

e Capital Equipment.

(1) Construction Contracts. The AA-2X project rating may be assigned to purchases of all capital equipment by the Government or by a fixed-fee contractor where title will vest in the Government. An AA-2X rating may also be assigned to capital equipment for construction purposes required by lump sum contractors and subcontractors where title to the equipment will vest in the contractor and where the cost of each item of equipment does not exceed \$1,000. (See paragraph 17, Priority-Allocation Instruction No. 7). PD-3As for privately owned equipment costing more than \$1,000 per item must be submitted for countersignature to the Washington Liaison Office. PD-3As forwarded to the Washington Liaison Office must be accompanied by Forms PC-20 and 20A in triplicate.

(2) Supply Contracts. An AA-2X rating may be assigned to purchases of all capital equipment by the Government or by fixed-fee contractors where title to the equipment will be vested in the Government. Where a supply contractor or subcontractor requires capital equipment for the fulfillment of a supply contract or subcontract and title to the equipment will not vest in the Government, an AA-2X rating may be assigned for capital equipment not exceeding \$1,000 per item in value. For PC-20 is not required in the above cases. The PD-3A must be submitted for countersignature and assignment of rating to the Washington Liaison Office where the value of the item of privately owned capital equipment is over \$1,000. PD-3As forwarded to the Washington Liaison Office must be accompanied by Forms PC-20 and 20A in triplicate.

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(3) Expansion of Privately Owned Production Facilities. Capital equipment required for expansion of privately owned production facilities engaged in performance of a District contract may be assigned a rating in the same manner as specified in subparagraph 2.c above for supply contracts, or may be included in a Form WPB-617 (formerly PD-200) or WPB-541 (formerly PD-1A) application. (See paragraph 6). Capital equipment required for construction or expansion of privately owned facilities and forming a part of the construction or alteration of a building as specified in WPB Order L-41 must be included with other construction or alteration materials on the Form WPB-617 application. No clear out ruling can be made on whether to include productive capital equipment on a Form WPB-617 or to assign the rating by PD-3A, since the decision is dependent on many variable factors and on the circumstances applicable to individual cases. Where the equipment requires release or allocation by WPB in addition to the priority rating, both are obtained simultaneously from WPB with the WPB-617 and additional action is unnecessary. WPB approval is required where the PD-3A certificate value is over \$500. Where only a priority rating is required and value of equipment included on the PD-3A is not over \$500, the use of the PD-3A is the much faster method.

3. AA-2X Rating for Administrative Capital Equipment and Plant Protective Equipment. The AA-2X project rating may be assigned for administrative and plant protective equipment. The procedure for assigning a rating will be the same as specified in paragraph 2.e for other capital equipment with the following exceptions:

a Typewriters to be owned by the Government must be requisitioned from the District Office.

b Office machines included under Limitation Order L-54-c will be obtained by the procedure outlined and authorized by District Circular Letter (P. and S. 43-1), dated 27 November 1942, and OCE Circular Letter No. 2056. If this method fails to obtain the required machines, they may be requisitioned from the District Office.

4. Repair, Maintenance and Operating Supplies. Ratings for Government and private purchases of repair, maintenance and operating supplies must be obtained under CMP Regulation 5, 5A or WPB Orders P-43, P-89, etc., by use of certification (as set forth in appropriate order or regulation) on the purchase order. PD-3As may not be issued for maintenance, repair and operating supplies covered by the above regulations except items, either Government or privately owned, included on List A of CMP Regulation 5, items on List B of Priorities Regulation 3 and/or items outside the scope of other orders. These excepted items may be assigned AA-1 rating on PD-3A certificates (authorized by ANMS Directive of 30 April 1943). For full details concerning the procurement of maintenance, repair and operating supplies, see Priorities and Expediting Procedure No. 6.

5. Out-of-line Ratings.

a General. The ratings authorized in the preceding paragraphs are assigned under what may be termed "blanket authority". The assign-

ment of these ratings by authorized individuals of the Manhattan District may be done automatically without reference to higher authority (except for privately owned capital equipment valued at \$1,000 and privately owned machine tools over \$3,000 as specified in paragraphs 2.d and 2.e). Since many items of materials and equipment may not be obtained on the ratings authorized, it will be necessary to obtain out-of-line ratings or to get such items scheduled by WPB in order to meet the construction and production schedules of the project. The procedures for obtaining scheduling of items by WPB are outlined in District Circular Letter (Priorities 43-6) dated 17 May 1943, subject; Order Control. The procedures for assigning and obtaining higher than routine ratings are outlined in the following subparagraphs. All concerned are cautioned against assigning or requesting higher ratings than necessary to obtain the required delivery. So called out-of-line "Blanket" ratings are not authorized and ratings may be obtained only on specific bottleneck items.

b AA-1 and AAA Ratings and WPB Directives. AA-1 and AAA ratings which are determined necessary for obtaining bottleneck items, must be requested on Form SR-1 from the Washington Liaison Office. The SR-1 must be signed by an officer having jurisdiction over the contractor submitting the request. Instructions regarding the execution of Form SR-1 will be found in detail in District Circular Letter (Priorities 44-1) dated 20 July 1943, subject: SR-1 Forms.

6. Unauthorized Ratings.

a Construction or Alteration of Privately Owned Facilities.

(1) Construction or alteration of privately owned facilities as defined in WPB Order L-41 and required in connection with District work may not be assigned ratings on PD-3A certificates except as specified in paragraphs 2.e(2) and 6.a(2). This restriction applies to alteration of privately owned office buildings and to non-productive capital equipment which forms an integral part of a building except for government owned alterations and equipment as specified in paragraph 6.a(2) below. The contractor whose services or facilities are engaged, requiring priorities assistance will file a Form WPB-617 (formerly PD-300) application with the appropriate branch of the WPB in Washington, D. C., and the rating will be assigned by Form P-18-h direct to the contractor. WPB-617s requiring no priorities assistance, but requiring necessary clearance to start construction or alteration should be filed with the Priorities Branch, Construction Division, War Production Board, Railroad Retirement Building, Washington, D. C.

(2) In the event all supplies and materials utilized in the construction or alteration are to be owned by the Government, such work may be considered "Command Construction" and may be assigned ratings on PD-3A certificates. The contract must provide for construction or alterations and vest title of ownership of materials and equipment in the Government at the time of their incorporation in the work.

b Extension of Privately Owned Facilities of a Utility.

Expansion or extension of the privately owned facilities of a utility company whose services are required for District projects may not be assigned ratings on PD-3A certificates for such expansion or extension. (See Headquarters, SOS Letter dated 8 May 1942, Subject: Assignment of Preference Ratings to Extension of Facilities of a Utility for the Purpose of Furnishing Utility Service). WPB Orders in the U-1 Series (supersedes the P-46 Series) provide the utilities means for obtaining required materials or establishes their procedure for requesting assistance from WPB. They also impose restrictions on the service which may be furnished by the utility companies.

g Installation of Telephonic Equipment or the Establishment of New Services. Whenever a request for new or additional wire communications equipment and facilities for the Corps of Engineers is made to communications companies, it will be necessary to furnish the information outlined in COE Circular Letter No. 2286. The companies must apply to the WPB on Form WPB-1696 (formerly PD-685) for preference ratings and authorization to proceed with the work under Utilities Order U-3.

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PRIORITIES AND EXPEDITING PROCEDURE NO. 2

PREPARATION OF PD-3A CERTIFICATES

1. The name of the prime contractor or supplier to whom the related contract is issued should appear in the proper block of the PD-3A. It is customary for prime contractors to extend the rating assigned them by certifying their subcontracts or purchase orders in accordance with Priorities Regulation No. 3, but, if desirable, separate PD-3As may be issued direct to subcontractors or suppliers of the prime contractor. Certificates for machine tools should always be issued direct to the manufacturer.

2. The section of the PD-3A "Items Covered by This Certificate" will be completely filled in unless the contract for which the certificate is being issued is classified, in which case the word "Special" will be shown in lieu of other information except the required delivery date which must be shown in all cases. The use of the word "Special" in unwarranted cases is harmful, and its use will be confined to certificates covering materials or equipment which are procured under a classified contract or purchase order or which warrant special precautions in accordance with current regulations on safeguarding military information. The required delivery date must be a definite date based on reasonable expectations. Where no definite quantity can be shown, as on construction contracts, the word "Job" will be inserted. In all cases where the title to the machine tool or capital equipment being purchased will vest in the government, the following notation should be typed or stamped in this section of the PD-3A:

"Under the terms of Directive 23, this instrument is valid without WPB approval indorsement".

The above notation should be shown on all certificates issued to cost-plus-a-fixed fee contractors for purchase of machine tools or capital equipment where the title will vest in the government as well as those for direct government purchases. The following notation should be shown in this section of all PD-3A certificates:

"CMP Allotment Symbol (W-2)".

3. A certificate is not valid unless the authentication in the Authentication Section is signed by an official of the company to whom it is issued and countersigned by a Government official. Certificates need not be authenticated by a contractor prior to countersignature by the Government official when they are issued against direct Government contracts or purchase orders. They must be authenticated prior to countersignature when issued to contractors for machine tools, capital equipment, repair and replacement parts to be owned by them and required in connection with their contracts. Only the original copies of PD-3As need be manually signed but names, dates, etc., should be typed on all copies.

4. The appropriate rating will be inserted in the block provided on the certificate. Ratings may be assigned in accordance with Priorities and Expediting Procedure No. 1. In all cases where the AA-2X project rating or lower ratings are assigned in accordance with paragraphs 2, 3, and 4 of Priorities and Expediting Procedure No. 1 (except paragraph 2.d, Machine Tools), the entry in the space for the "ANMB Code Number" must

be "ANMB Ltr., 3-20-43; WPB App. 3-22-43". The ANMB Code Number for the AA-2X rating for machine tools (see paragraph 2.d of Priorities and Expediting Procedure No. 1) is "ANMB Approval 9-26-42 TRS". The ANMB Code Number for the AA-1 rating assigned pursuant to paragraph 4 of Priorities and Expediting Procedure No. 1 is "ANMB Priorities Directive dated 30 April 1943". The Urgency Standing Number of "1 (Miscellaneous)" assigned to this District for purchase of machine tools should be shown in its proper block on the PD-3A.

5. Priorities Regulation No. 10 has been revoked but regardless of this, the allocation classification symbol "USA 6.90" must still be shown on all certificates for purchase of copper or alloy steel or any product which contains any of these metals. It must also be shown on certificates for purchase of any other metal where the end use is specifically required under ~~WPA~~ orders similar to M-9-c (Copper) and M-21 (Alloy Steel). This symbol should be inserted on the certificate in the lower portion of the section headed "Items Covered by this Certificate".

6. a WPB approval must be obtained only for PD-3As covering capital equipment or machine tools to be privately owned and valued at over \$500 (total value of equipment covered by one certificate). Purchase must not be divided for the purpose of coming within this exemption. The WPB approval will be stamped and signed by the approving WPB official in the block reserved for this purpose in the lower left hand corner of the PD-3A. PD-3As issued for capital equipment and machine tools purchased by or for the account of the Manhattan District do not require WPB approval under an exemption obtained in accordance with the provisions of paragraph (b) (6) of WPB Directive 23. Construction to be owned by the Manhattan District may be construed as "Command Construction" and may be rated on PD-3A certificates without WPB approval. See paragraph 2 for statement which should be shown on all certificates not requiring WPB approval.

b The approval of WPB on certificates covering privately owned machine tools or capital equipment must be obtained at the WPB regional office in the region in which the tools or capital equipment will be used. The regional offices of the WPB are not authorized to approve PD-3A certificates for capital equipment or machine tools valued at over \$100,000 for any one production project even though the equipment may be covered by several certificates.

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4-4
c Whenever it becomes necessary to issue PD-3A certificates for which WPB approval cannot be obtained by the issuing official because of the restrictions shown in paragraph 6.b, or if difficulty is experienced in obtaining WPB approval, the certificate should be prepared in the usual manner except that the space for the signature of the Government official should be left blank and the certificate (in quintuplicate) forwarded to the Washington Liaison Office for signature and approval.

7. The distribution of copies of certificates will be made on the date of issue as follows:

Original..... Sent to the contractor named
in the section of the PD-3A
entitled "Issued to".

PRIORITIES AND EXPEDITING PROCEDURE NO.3

EXTENSION OF RATINGS

1. The project rating assigned by a "prime" PD-3A certificate may be extended in accordance with Priorities Regulation No. 3, as amended, only for materials physically incorporated in the project or for materials necessary to bring his inventory to a practicable working minimum. The PD-3A assigning the rating to the contract or purchase order is known as the "prime certificate". In order to extend the rating, the contractor must include with, or attach to, his purchase order or subcontract, the certification set forth in Priorities Regulation No. 3, as amended, together with the rating, the allocation classification symbol, if needed and the CMP allotment symbol. Contractors desiring to extend preference ratings and CMP allotments in order to obtain Class A products or Controlled Materials (as defined in CMP Regulation No. 1) may do so by indorsing the purchase order or subcontract with the certification prescribed in applicable CMP regulations.

2. Since the prime contractor may not extend the project rating assigned by the prime certificate for other than materials physically incorporated or materials necessary to maintain a practicable working minimum inventory, it will be necessary to issue separate PD-3A certificates for machine tools and capital equipment not covered by the prime certificate and items shown on List A (unless prohibited by a War Production Board L, M, E or P Orders) of CMP Regulation No. 5. The rating assigned by these separate certificates may be extended by the contractor for materials physically incorporated in the items specifically covered by the certificates in the same manner that he extends the prime certificate. The ratings extended by a prime contractor or supplier may, in turn, be re-extended by subcontractors and vendors.

3. No preference ratings may be applied or extended for any items shown on List A of Priorities Regulation No. 3, as amended, nor shall any person selling these items require a preference rating as a condition of sale. Generally speaking, these items are restricted by various War Production Board orders and may be sold only to specified persons by specific authorization of the War Production Board or pursuant to a WPB approved production and delivery schedule.

PRIORITIES AND EXPEDITING PROCEDURE NO. 4

EXPEDITING

1. General. The mere assignment of a rating by means of a PD-3A to a contract or purchase order is often not sufficient to obtain completion or delivery at an early date. The allocation and restriction of materials and equipment by the WPB necessitates the obtaining of releases, and the large amount of orders placed with certain industries requires the obtaining of out-of-line ratings. All out-of-line ratings requests, order control forms and other requests for scheduling action should be forwarded direct to the Washington Liaison Office for appropriate action. Various application forms required by WPB for allocation authorizations and releases should be forwarded direct to the appropriate WPB branch or division with a notation (either on the form or in an inclosing letter) giving Major Johnson's name and telephone number for reference purposes. Copies of forms of this type should be immediately forwarded to the Washington Liaison Office with information showing the branch or division of the WPB to which the application was made. Requests for assistance from the Washington Liaison Office will be held to a minimum, will be limited to justified cases and will be forwarded only after the contractors and Area Engineers have exhausted every reasonable means within their respective powers to obtain delivery.

2. Placement of Orders. Much delay and even the necessity of obtaining releases, out-of-line ratings, last minute allocations, scheduling and other emergency actions can be avoided by the following methods:

a Early placement of orders, priority ratings and CMP allotments.

b The placing of several small orders in lieu of one large order in an effort to obtain materials from stock from several sources instead of waiting for the manufacture of the single large order.

c Checking with the appropriate branch or division of WPB in Washington as soon as requirements are known and prior to placing of orders which:

(1) are difficult to place due to large amount of back orders on producers books and will require a long delivery period.

(2) are large enough to cause a critical or near critical situation in industry production or to cause noticeable interference with other important phases of the war effort.

The importance of taking advantage of WPB's knowledge of industry conditions, authority and control over industry, and its facilities for helping obtain delivery of critical items cannot be overemphasized. Requests for assistance in placing orders should be made direct to WPB (if protective security policies permit) or should be made to the District Office, Priorities and Materials Section, or the Washington Liaison Office.

d The substitution of less critical materials wherever possible and procurement of used material and equipment.

e The procurement of surplus materials and equipment from the Engineer Department, Treasury Department or other services and agencies.

f Keeping informed up to the minute on current priorities, CMP, allocations, and scheduling regulations which may impose new or further restrictions on the procurement of materials and equipment.

After orders are placed, it is essential to establish an efficient follow-up system to insure deliveries on the dates promised and to take care of any developments arising after placement of orders which will tend to delay deliveries. Manufacturers and vendors should also be checked to insure their submission to WPB of applicable forms and reports which may be required in specific instances for allocation and other purposes.

3. Requests for Out-Of-Line Ratings. When it has been determined that the assigned rating is not high enough to effect the required delivery, the Area Engineer will proceed in accordance with the provisions of paragraph 5, Priorities and Expediting Procedure No. 1.

4. Other Requests. Requests for items centrally procured or allocated by OCE should be submitted by letter to the District Office, Priorities and Materials Section. Other requests should be submitted in accordance with the procedures outlined in paragraph 1. In an emergency, requests may be made by telephone but full information must be furnished at that time. Unless full information is available for both written and telephonic requests, it will not be possible to process these requests without considerable delay and wasted effort.

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PRIORITIES AND EXPEDITING PROCEDURE NO. 5

CONSERVATION OF CRITICAL MATERIALS

The use of certain critical materials on construction projects is prohibited. This District will conform with the applicable ANMB List of Prohibited Items for Construction Work, dated 19 May 1943, and with such specific directives as may be issued by the Chief of Engineers. (See OCE Circular Letters Nos. 1944 and 2495). These prohibitions are binding equally on contractors and the Government.

PRIORITIES AND EXPEDITING PROCEDURE NO. 6

PROCUREMENT OF MAINTENANCE AND OPERATING SUPPLIES.

1. General. All offices of the Manhattan District operating Government installations must obtain maintenance, repair and operating supplies (MRO) as a claimant agency under the provisions of CMP Regulation No. 5. Contractors operating private or government owned installations must also operate under CMP Regulation No. 5 for MRO, except chemical manufacturers operating under WPB Order P-89 or other industries operating under similar WPB orders peculiar to the industry. Educational institutions, as such, operate under CMP Regulation No. 5A. Any laboratory, as defined in WPB Order P-43, should obtain all equipment and supplies, including MRO, in accordance with the provisions of Order P-43.

2. Quantity Restrictions. CMP Regulations 5 and 5A contain definite quantity restrictions on the amount of MRO that may be obtained by the methods outlined in these regulations. Any application for relief from the quantity restrictions imposed by CMP Regulations 5 or 5A should be filed by a letter, in quadruplicate, in the following manner:

Applications of Government officers operating Government installations are to be addressed and forwarded to the District Office, Priorities and Materials Section.

Applications of private contractors or institutions operating either Government or privately owned installations should be addressed to the War Production Board and forwarded to the Manhattan District Office, Priorities and Materials Section.

In all cases, the application should contain the following information:

The Government Contract Number.

Location of the Plant or Installation.

End Product ("Restricted Information" should be shown if classified work is involved).

Date Plant started or will start operations.

If plant is already in operation but the lifting of the quantity restriction is necessary due to increased production, the approximate amount of increase should be furnished.

Money value of MRO needed for the quarter.

4. Minor Capital Additions. Minor capital additions may be secured in the same manner as MRO up to the dollar value limitations specified in CMP Regulations 5 and 5A. Subdivision of a capital addition for the purpose of coming within this provision is prohibited. Inasmuch as the dollar value

of all capital additions so obtained are chargeable against the total quantity of materials obtainable under CMP Regulations Nos. 5 and 5A, such additions must be included under the quantity limitations or else be obtained under the standard priority and CMP procedures. (see paragraph 5).

5. AA-1 Rating Issued on PD-3As. Generally speaking, the issuance of preference ratings by means of PD-3A certificates for maintenance, repair and operating supplies is no longer permitted. However, the Manhattan District is authorized under the provisions of the ANMB Priorities Directive of 30 April 1943, as amended, to assign, for use as Government or privately owned maintenance, repair and operating supplies, an AA-1 rating by means of PD-3A certificates to any item on either List A of CMP Regulation No. 5 or List B of Priorities Regulation No. 3, as amended. This rating may be assigned in accordance with paragraph 4, Priorities and Expediting Procedure No. 1. The AA-1 rating assigned by means of PD-3A certificates and the AA-1 rating assigned under the provisions of CMP Regulation No. 5 are subject to all the restrictions imposed by any WPBM, L, E, or P Orders. The dollar value of items obtained by use of the AA-1 rating must be included in the quantity of maintenance, repair and operating supplies allowable under CMP Regulation No. 5 and 5A and is not to be construed as an extra allowable quantity.

COPY

WAR DEPARTMENT
United States Engineer Office
Manhattan District
P. O. Box 42
Station F
New York, N. Y.

A-51

October 16, 1942

Subject: Requests for Out-of-Line Ratings.

To: All Area Engineers.

1. Reference is made to Priorities and Expediting Procedures No. 4, inclosed with District Circular Letter (Priorities 43-1) dated September 16, 1942, subject: Priorities and Expediting Procedures.
2. Paragraph 1 of the above reference states in part that requests for out-of-line ratings "will be held to a minimum, will be limited to justified cases, and will be forwarded only after the contractors and Area Engineers have exhausted every means within their respective powers to obtain delivery." These instructions are to be followed literally.
3. Requests for out-of-line ratings will be submitted on Form PC-21 (Revised), copies of which have been furnished all Area Engineers. The information required by the Form PC-21 may be transmitted by letter if forms are unavailable or may be phoned to the Washington Liaison Office where urgency requires such action. Requests initiated by contractors must clear through Area Engineers unless otherwise specifically authorized. Area Engineers will ascertain that full information has been obtained and the request justified prior to forwarding to Washington.
4. Attention is directed to the inclosed Form PC-21. All information called for on this form must be full and specific. The following questions inclosed on the form are discussed because they are especially important and have been given unsatisfactory treatment on requests submitted heretofore:

Question 3, "Requested Rating" - Requests must be for the lowest rating which will effect the required delivery. Army and Navy Munitions Board regulations prohibit assigning AA-1 and AA-2 ratings to this project; therefore, requests for higher than the project rating of AA-3 must be for either AA-2X or AAA.

Question 4 - The required delivery must be a specific date, not "as soon as possible," "at once," etc. It must also be an honest date, not earlier than actually required.

Question 5 - The second part of this question need not be answered when referring to the AEM contract.

APPENDIX A-12

A-25

Question 6 - The required delivery date must be justified. Explain fully what efforts were made to obtain substitute materials and used equipment or reason why substitutes are impractical.

Question 7 - Give complete information on all sources investigated, using an additional sheet if necessary, and give names of persons contacted. If such is the case, explain why material is available from only one source.

Questions 8 and 9 - Substitute "Area Engineer" or the name of the contractor requesting the higher rating for "Service or Bureau" and answer the questions accordingly.

Question 10 - Obtain complete factual information from the manufacturer of the item for which the higher rating is requested. Do not request a higher rating for a whole engine when the rating is needed for only a bolt. Failure to properly investigate this question will result in many unnecessary requests.

Question 11 - Obtain all information possible from manufacturer, using an additional sheet if necessary.

5. Requests for higher ratings must be made only as a last resort, after every effort has been made to place orders in time to obtain the required delivery with the available rating, utilize substitutes, check available sources, and expedite by all available means. These requirements are necessary to prevent more than a minimum of interference with other phases of the war effort. The mere fact that we are authorized to issue out-of-line ratings does not constitute an excuse for application for such ratings, the requests which are unjustified or which lack essential information will be returned without action.

6. Area Engineers shall conform strictly with the contents of this letter and shall see that all contractors under their jurisdiction are informed of them.

J. C. MARSHALL,
Colonel, Corps of Engineers,
District Engineer.

Inclosure:
Form PC-21

Distribution:

Boston Area Office
California Area Office
Chicago Area Office
St. Louis Area Office
Trail Area Office
Washington Liaison Office

APPLICATION FOR HIGHER THAN ROUTINE PREFERENCE RATING

This form must accompany all requests for AAA ratings. All questions must be answered in detail by the Service or Bureau.

1. Name and address of Applicant (Purchaser): Pur. Order No. Date of Order
To whom certificate should be issued:

2. Name and address of manufacturer: (and supplier or dealer involved) for each item required.

3. Items to be covered by increased rating:

Quantity	Description	Value	Present Rating	Requested Rating
----------	-------------	-------	----------------	------------------

4. Delivery Promises:

Required	Present Promise	Promise with increased rating
----------	-----------------	-------------------------------

5. Prime Contract Data:

Name and address of Prime Contractor:			
End item of Prime Contract	Contract No.	Required Delivery	Approximate Value

6. Basic cause of need for higher rating - Explain urgency, with specific facts.

A-217

7. Other potential sources of supply investigated: Results:
(Names & Addresses)
8. What steps have been taken by the Service or Bureau to divert these items from other orders under its cognizance? Explain:
9. Does the Service or Bureau have cognizance of other orders in plant of the manufacturer? If so, why cannot it reschedule its own deliveries to obtain items urgently required?:
10. Why is it impossible to obtain delivery with present rating? If delay is outside of the producer's plant this case has been improperly presented. Request for higher rating should be confined to "bottleneck" items:
11. Interfering orders in plant of manufacturer. Indicate orders that will be set back, thus delaying other programs, if requested rating is assigned:
- | <u>Purchaser</u> | <u>Item and Quantity</u> | <u>Delay that will occur</u> |
|------------------|--------------------------|------------------------------|
|------------------|--------------------------|------------------------------|
12. Other pertinent information.

Official Signature and Rank

Service or Bureau

Date: _____

A-78

WAR PRODUCTION BOARD

WASHINGTON, D. C.

April 20, 1945

D. M. Schmid
Carbon Bar & Semi-Finished Branch

Carnegie Illinois Steel Corp.
Pittsburgh, Pa.

Attention: Mr. G. A. Higgins

Gentlemen:

You are hereby directed through the issuance of this Steel Directive Series 5 to fill the orders listed below, when properly identified in accordance with paragraph (s) of CMP Regulation No. 1, by the date specified without regard to any other regulations, orders, directives, or directions of the War Production Board, covering this product, with the exception of other Steel Directives Series 5 on these same products.

Series 5 Directive
Hot Rolled Carbon Bars

ALLIS CHALMERS, Milwaukee, Wisconsin

Order EM-135660-3299

98 tons 1-1/2 x 6 flats SAE-1020

Ship May

A-39
If you are requested by the customer, named herein to make any change in the allotment symbol, destination or material specifications on the order for which this directive is issued, this directive becomes inoperative until you have cleared all particulars with the appropriate Product Branch of the Steel Division and have obtained their approval to reinstate the directive.

If there will be delay in shipping other orders for this product which you consider appreciable, please give full particulars when you acknowledge receipt of this directive to the (see above) Branch, Steel Division, War Production Board, Washington, D. C.

Yours very truly,

WAR PRODUCTION BOARD

By: J. Joseph Whelan
Recording Secretary

SERIES 5 STEEL DIRECTIVE

APPENDIX A-13
EXHIBIT No. 3

WAR PRODUCTION BOARD
SPECIAL RATINGS BRANCH

WASHINGTON, D. C.
OCTOBER 5, 1944

WESTON ELECTRICAL INSTRUMENT CORPORATION
614 PRELINGHUYSEN AVENUE
NEWARK, NEW JERSEY
ATTENTION: MR. W. J. CHADWICK

WITHOUT REGARD TO PREFERENCE RATINGS OR ANY OTHER REGULATIONS, ORDERS,
DIRECTIVES OR DIRECTIONS OF THE WAR PRODUCTION BOARD, YOU ARE DIRECTED
TO PRODUCE AND DELIVER THE UNSHIPED ITEMS REPRESENTED BY MANHATTAN
DISTRICT ORDERS PLACED BY TENNESSEE EASTMAN CORPORATION, STONE &
WEBSTER ENGINEERING CORPORATION, AND KELLEX CORPORATION NOT LATER THAN
THE SPECIFIC DATES INDICATED BY YOU ON OCTOBER 3 AND 4, 1944, AT
MEETINGS WITH WAR PRODUCTION BOARD, HEADQUARTERS, ARMY SERVICE FORCES,
AND MANHATTAN DISTRICT REPRESENTATIVES. A SCHEDULE OF THESE ORDERS
WITH THE DATES AGREED UPON IS BEING FURNISHED BY MAIL. ALL ITEMS
INVOLVED ARE TO BE PRODUCED WITHOUT REGARD TO ANY OTHER ORDERS OR
CONTRACTS THAT YOU HOLD. THIS DIRECTION MAY NOT BE EXTENDED BY YOU
TO YOUR SUPPLIERS. ANY QUESTIONS REGARDING THIS DIRECTION SHOULD BE
REFERRED TO THE SPECIAL RATINGS BRANCH, WAR PRODUCTION BOARD, WASHINGTON,
D. C.

WAR PRODUCTION BOARD
BY: J. JOSEPH WHELAN

FRANK V. CONNOLLY, CHIEF
SPECIAL RATINGS BRANCH
EXT. 73571
M. J. Beaudine
Ext. 2339

APPENDIX A-14
~~EXHIBIT NO. 4~~

OVERRIDING DIRECTIVE

WAR PRODUCTION BOARD
SPECIAL RATINGS BRANCH

WASHINGTON, D. C.
OCTOBER 20, 1944

IMPERIAL BRASS COMPANY
1200 WEST HARRISON STREET,
CHICAGO, ILLINOIS.

WITHOUT REGARD TO PREFERENCE RATINGS OR ANY OTHER REGULATIONS, ORDERS,
DIRECTIVES OR DIRECTIONS OF THE WAR PRODUCTION BOARD, YOU ARE DIRECTED
TO PRODUCE AND DELIVER 11,900 BRASS COCKS AS COVERED BY KELLEX CORPORATION,
NEW YORK, NEW YORK, PURCHASE ORDER 8369 ON OR BEFORE THE FOLLOWING DATES:
TYPE "A" TWO-WAY BRASS COCKS - 18 BY NOVEMBER 15, 18 BY NOVEMBER 30, 16
BY DECEMBER 15, 30 BY DECEMBER 31, 56 BY JANUARY 15 AND 36 BY JANUARY 31;
TYPE "B" TWO-WAY BRASS COCKS - 272 BY OCTOBER 25, 3,602 BY NOVEMBER 15,
2,225 BY DECEMBER 15, 3,719 BY JANUARY 15, AND 882 BY FEBRUARY 15; TYPE
"C" THREE-WAY BRASS COCKS - 307 BY DECEMBER 15 AND 893 BY JANUARY 15, 1945.
THESE ITEMS ARE TO BE PRODUCED WITHOUT REGARD TO ANY OTHER ORDERS OR CON-
TRACTS THAT YOU HOLD EXCEPT THAT THEY ARE TO BE PRODUCED CONCURRENTLY WITH
ITEMS COVERED BY OTHER MANHATTAN DISTRICT ORDERS WHICH ARE SATISFACTORILY
SCHEDULED AT THE PRESENT TIME AND ARE NOT TO BE SET BACK BY THIS DIRECTIVE.
THIS DIRECTION MAY NOT BE EXTENDED BY YOU TO YOUR SUPPLIERS. ANY QUESTIONS
REGARDING THIS DIRECTION SHOULD BE REFERRED TO THE SPECIAL RATINGS BRANCH
WAR PRODUCTION BOARD, WASHINGTON, D. C.

WAR PRODUCTION BOARD
BY: J. JOSEPH WHELAN

FRANK V. CONNOLLY, CHIEF
SPECIAL RATINGS BRANCH
EXT. 73571
M. J. Beaudine
Ext. 2339

APPENDIX A-15
~~MEMORANDUM NO. 5~~

OVERRIDING DIRECTIVE

WAR PRODUCTION BOARD

Washington, D. C.

January 4, 1945

ANMB 15999

Bridgeport Machine Company
Bridgeport, Connecticut

Subject: Tennessee-Eastman Corporation
Order No. C-28971

Gentlemen:

The War Production Board is advised that the subject order covers three (3) Turret Milling Machines.

These machines are urgently required for the Manhattan District Engineers Program, and pursuant to Paragraph L of General Preference Order E-1-b, you are directed to schedule production and delivery of these machines on or about January 15, 1945, notwithstanding other orders with higher urgency standings or preference ratings.

Please confirm receipt of this instruction to C. A. Rookwood, Tools Division, War Production Board, Room 5515, Railroad Retirement Bldg., Washington, D. C.

Very truly yours,

WAR PRODUCTION BOARD

J. Joseph Whelan
Recording Secretary

cc: Tennessee-Eastman Corporation
Knoxville, Tennessee

APPENDIX A-16
~~EXHIBIT NO. 6~~

OVERRIDING MACHINE TOOL DIRECTIVE

A-42

#830

January 4, 1945

L-112

February 1945 Schedule

WPB-1262 (PD-385)

Industrial Trucks

General Industrial Equipment

AUTOMATIC TRANSPORTATION CO.
101 W. 87th STREET
CHICAGO, 20, ILLINOIS

DIVERT ONE (1) MODEL TW-6772 TRUCK, ITEM 21, FROM WEST VIRGINIA PULP & PAPER COMPANY, NOW IN YOUR FEBRUARY 1945 SCHEDULE AND DELIVER TO CLINTON ENGINEER WORKS, KNOXVILLE, TENNESSEE, CASE NO. 16497.

RESCHEDULE ONE MODEL TW-6772 FOR WEST VIRGINIA PULP & PAPER COMPANY IN YOUR MARCH 1945 SCHEDULE WHERE CLINTON ENGINEERING WORKS NOW PLACED.

DIVERSION DIRECTIVE

APPENDIX A-17
~~EXHIBIT 207~~

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~~SECRET~~

MANHATTAN DISTRICT HISTORY

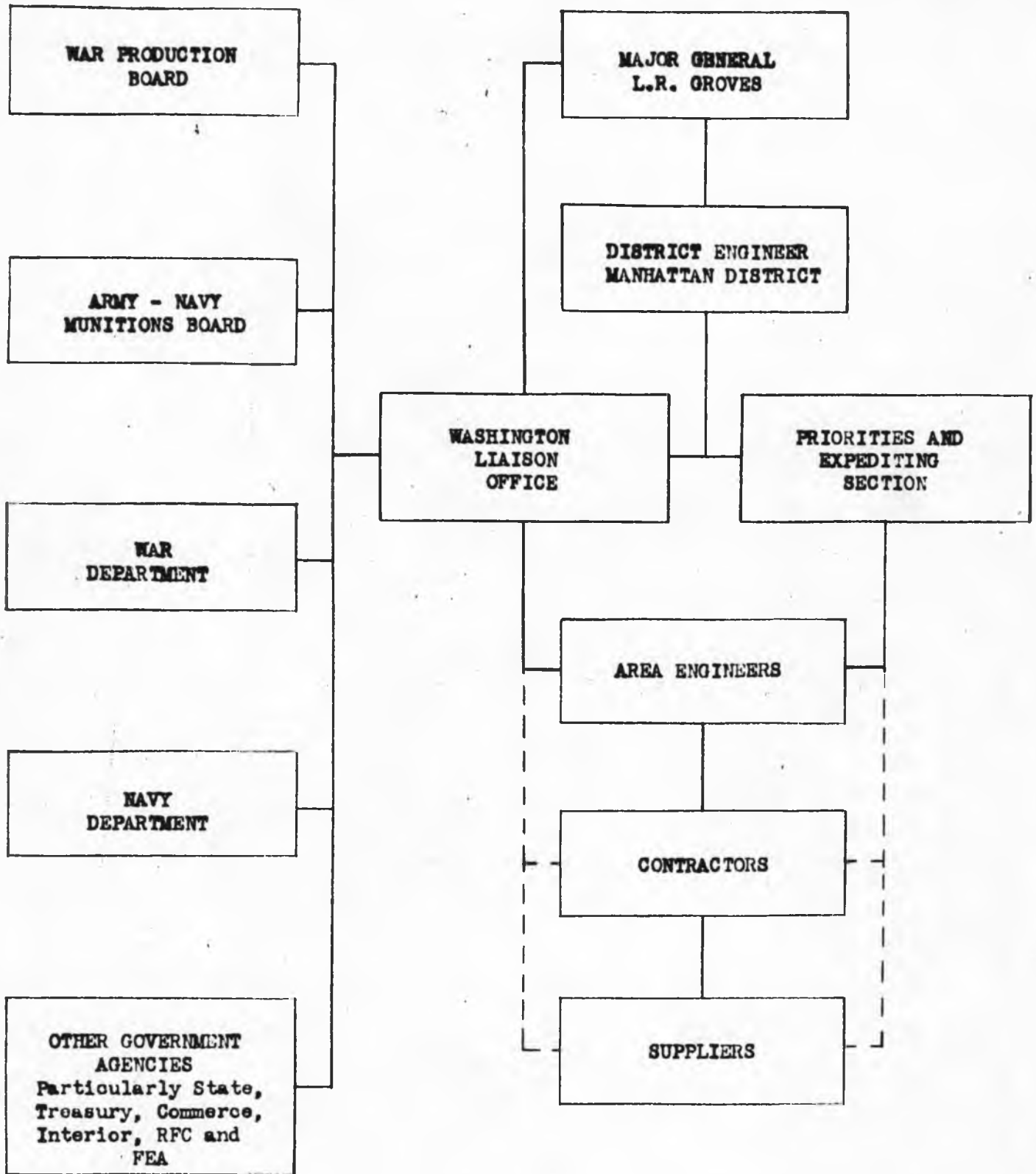
BOOK I - GENERAL

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APPENDIX B - CHARTS

- 1 **Priorities and Expediting Organization Chart**
- 2 **Chart of AAA Ratings Issued by Manhattan District**

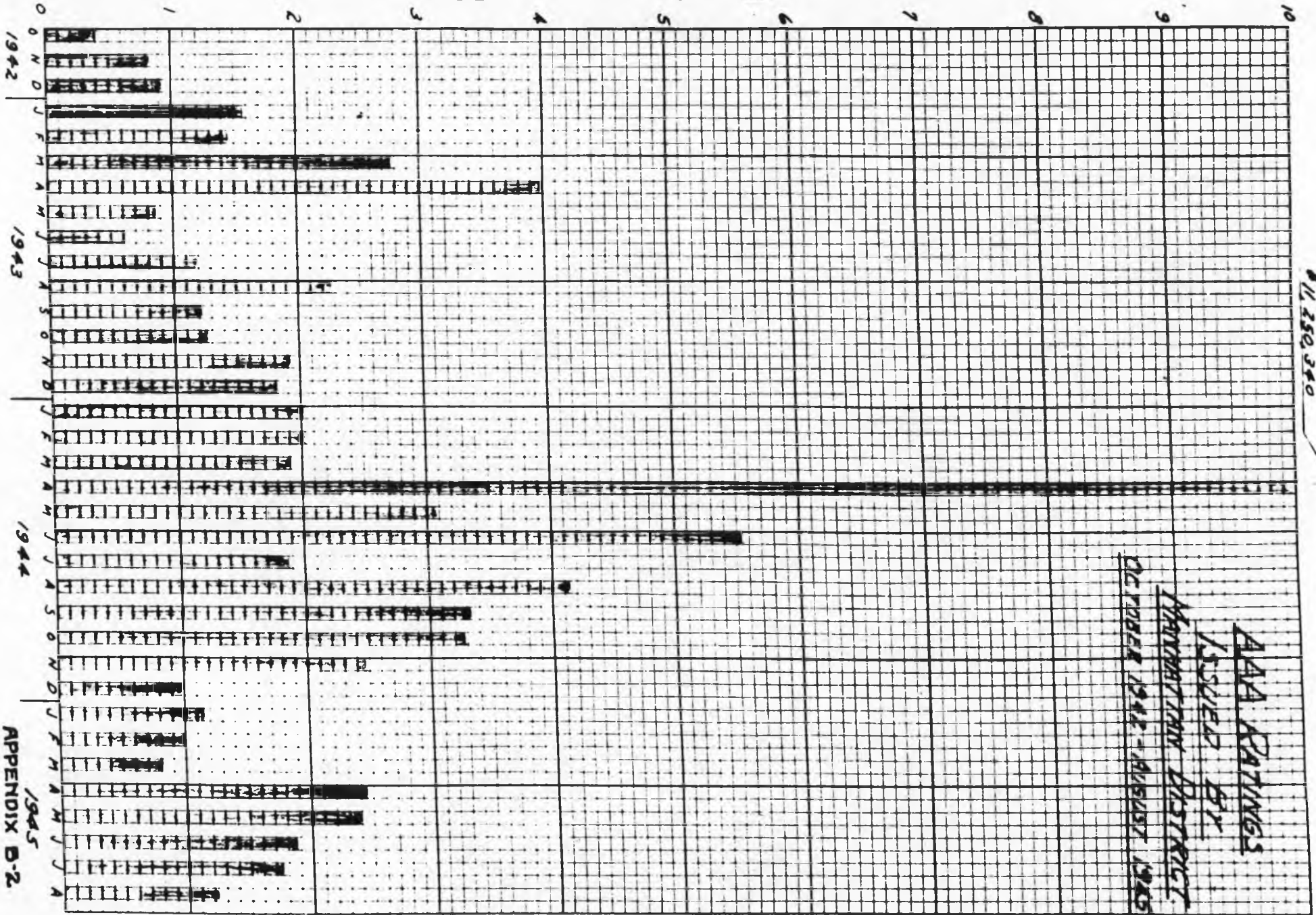
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PRIORITIES & EXPEDITING ORGANIZATION

MANHATTAN DISTRICT

VALUE IN MILLIONS OF DOLLARS



11,250,340

AAA RATINGS
ISSUED BY
MANHATTAN DISTRICT
OCTOBER 1942 - AUGUST 1945

APPENDIX B-2

~~SECRET~~
MANHATTAN DISTRICT HISTORY

BOOK I - GENERAL

VOLUME 9 - PRIORITIES PROGRAM

APPENDIX C - REFERENCES

<u>Number</u>	<u>Title</u>	<u>Location</u>
1	Public Law 671, 76th Congress, 3rd Session, Approved 28 June 1940.	
2	Public Law 89, 77th Congress, 1st Session, Approved 31 May 1941.	
3	Public Law 354, 77th Congress, 1st Session, Approved 18 December 1941, "First War Powers Act, 1941".	
4	Public Law 507, 77th Congress, 2nd Session, Approved 27 March 1942, "Second War Powers Act, 1942".	
5	Executive Order 8629, 7 January 1941.	
6	Executive Order 9024, 16 January 1942.	
7	Executive Order 9040, 24 January 1942.	
8	Executive Order 9125, 7 April 1942.	
9	Joint Order of 17 June 1940, issued by the Under Secretary of War and the Under Secretary of the Navy.	
10	Division Administrative Order No. 1 of the Division of Industry Operations, WPB.	Copy in District Office Priorities Files
11	Priorities Regulation No. 1 as ratified by the Division of Industry Operations, WPB, 26 January 1942.	Copy in District Office Priorities Files
12	Priorities Regulation No. 3 as ratified by the Division of Industry Operations, WPB, 26 January 1942	Copy in District Office Priorities Files

~~SECRET~~

~~SECRET~~

<u>Number</u>	<u>Title</u>	<u>Location</u>
13	WPB Directive 31, as amended 25 March 1944.	Copy in District Office Priorities Files.
14	Approved Report to the President of the United States, 17 June 1942 by Dr. V. Bush, Director of the Office of Scientific Research and Development and Dr. J. B. Conant, Chairman, National Defense Research Committee.	Copy in Files of Major Gen. L. R. Groves, Washington, D. C.
15	Letter, 2 May 1944, to M.D. representative from Robert P. Patterson, Under Secretary of War, also signed by Lawrence A. Appley, Deputy Chairman and Executive Director, War Manpower Commission.	Copy in District Office Classified Files
16	WPB General Preference Order E-1-b, Revision 5 to Exhibit B.	Copy in District Office Priorities Files
17	WPB Directive No. 41.	District Office Priorities Files
18	District Circular Letter (Priorities 46-2), dated 3 October 1945.	District Office Priorities Files
19	War Department Circular No. 138, dated 14 May 1946.	District Office Priorities Files

~~SECRET~~

MANHATTAN DISTRICT HISTORY

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