

LIBERTY LOAN  
COMMITTEE  
BUFFALO, NEW YORK

REPORT  
OF DIRECTOR OF  
PUBLICITY  
THIRD LIBERTY LOAN  
APRIL 1918







# LIBERTY LOAN COMMITTEE

BUFFALO, NEW YORK



WITHDRAWN  
FROM  
Reference Department

REPORT OF DIRECTOR OF PUBLICITY

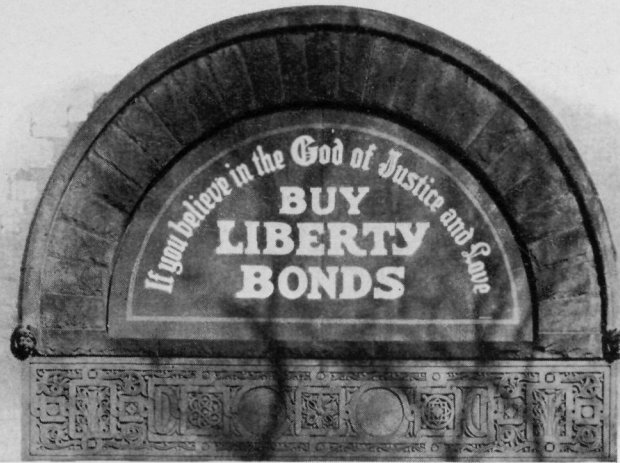
THIRD LIBERTY LOAN

APRIL, 1918

DENVER PUBLIC LIBRARY  
Reference Department







**T**HE THIRD LIBERTY LOAN campaign of Buffalo, from April 6, 1918 to May 4, 1918, resulted in the sale of \$39,920,650 of Third Liberty Loan Bonds. To market this amount of Government securities one of the largest and most active organizations in our civic history was created by Walter P. Cooke, Chairman and his Vice-Chairmen, James H. McNulty and George D. Crofts. Under their leadership a group of several thousand workers exceeded the city's sales quota by twenty-nine per cent. To record the personnel of this organization and the activities undertaken by it, is the purpose of this report.

Governor Benjamin Strong of the Federal Reserve Bank of the Second Federal Reserve District appointed the following General Committee in charge of the work in Buffalo: Walter P. Cooke, Chairman; Frank B. Baird, Edward J. Barcalo, A. G. Bartholomew, Howard Bissell, George S. Buck, Edward H. Butler, Charles Clifton, John L. Clawson, Charles L. Couch, George D. Crofts, Jesse C. Dann, Howard A. Forman, Louis P. Fuhrmann, Nesbit Grammer, Charles L. Gurney, Myron S. Hall, Stuart A. Hayward, Charles R. Huntley, Ralph C. Hudson, Jacob G. Joseph, John A. Kloepfer, Edward L. Koons, Thomas B. Lockwood, John D. Larkin, John H. Lascelles, Charles H. McCullough, Jr., Elliott C. McDougal, James H. McNulty, Edward McM. Mills, Maxwell M. Nowak, Robert W. Pomeroy, Mrs. Theodore M. Pomeroy, Harry T. Ramsdell, George F. Rand, J. F. Schoellkopf, Jr., Sydnor J. Tucker, Daniel Upton, Henry P. Werner, George M. Zimmerman, Henry C. Zeller.

The announcement was made by Governor Strong on March 20th and the General Committee held its first meeting, as guests of the Chairman, Walter P. Cooke, at the Buffalo Club on March 25th. At that meeting the Executive Committee was appointed, consisting of: Walter P. Cooke, Chairman; Edward J. Barcalo, A. G. Bartholomew, George S. Buck, Edward H. Butler, Charles L. Couch, George D. Crofts, Jesse C. Dann, Myron S. Hall, Ralph C. Hudson, Charles H. McCullough, Jr., Elliott C. McDougal, James H. McNulty, Harry T. Ramsdell, Henry P. Werner.

At the same meeting chairmen of all the important committees and department and bureau heads were selected and the general plan of the organization, following closely the lines of the Second Liberty Loan Organization, was presented by Mr. Cooke and unanimsously adopted. In substance this was the division of the organization into two main departments: the Distribution Department having entire charge of the sale of the Liberty Bonds, organizing and canvassing the city by trades and professions, supplemented by a general city



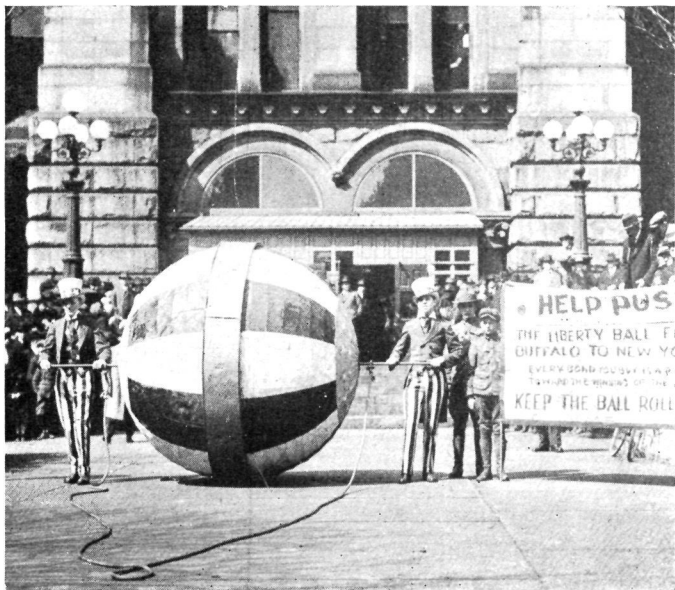
EXECUTIVE COMMITTEE

canvass; and the Publicity Department, having charge of the advertising and featuring of the campaign.

As the opening of the publicity campaign necessarily preceded the actual sale of bonds by about two weeks the machinery of this department had been set up early in March. Certain of the Bureaus were in active operation from March 21st, the day the headquarters were opened. The entire Publicity organization was in complete operation the week before the loan opened.

On March 21st, the headquarters were established in the Liberty Building, 11-21 West Swan Street. For the first time the Buffalo Liberty Loan organization was housed in a single building. The large store at 11-15 West Swan Street was selected as headquarters for the Distribution Department. The Supply Bureau of the Publicity Department occupied No. 17 West Swan Street and from its store rooms were distributed over four million pieces of Liberty Loan advertising matter during the campaign. The heads of the Publicity Department occupied the adjoining store, No. 19, where also was the private office of the Chairman and Vice-Chairmen. In the adjoining store, No. 21, the Subscription Department received the millions of dollars of subscriptions to the Third Loan and prepared and tabulated the subscription records. Several suites of offices were obtained on the second floor; one for the use of the Speakers' Bureau, another as the Executive Committee room, another for the installation of telephone switchboards, another for the Clipping Bureau and Copy Bureau of the Publicity Department. On the third floor of the building were the offices of the Women's Committee and the Western New York Liberty Loan Headquarters. These convenient and commodious quarters were available at an extremely low rental, secured through the liberality of the owners of the building and their representative, Mr. Charles H. Rice.

The campaign opened auspiciously on April 6th—a perfect spring day—by a salute of bombs at sunrise, fired from various points throughout the city. At 11.30 five hundred Liberty Loan workers assembled in front of the Headquarters and marched over Main to Genesee Street to the City Hall where great crowds had assembled. Mayor Buck, in behalf of the city, reviewed the parade and welcomed the workers, at the same time presenting to the Chairman, Mr. Cooke, a large banner bearing the seal of the city and the words: "Third Liberty Loan. Buffalo Never Fails." The flag was accepted by Mr. Cooke with the pledge that at the conclusion of the campaign the Committee would return it with the task accomplished and with the word "Victory" written across its folds.



LIBERTY BALL

The red, white and blue Liberty Ball, eight feet high, rolled by two attendants in Uncle Sam uniforms and escorted by a troop of Boy Scouts, started from the City Hall steps on its long journey to New York. The Liberty Coach, drawn by the famous Vanderbilt grays, drew up before the City Hall, where Mayor Buck gave to Frank B. Lyon, a message to Mayor Hylan of New York. The coach then drove smartly away on its five hundred mile drive across the State. This ended the morning exercises.

Long before two o'clock the city streets were thronged with thousands who were to take part in the Liberty Loan parade and with the

tens of thousands who packed Main Street a dense mass from Terrace to Tupper. The parade started at three. At its head following the Liberty Day Committee, marched the aged men of the Grand Army of the Republic. Following the Motor Corps Girls were the mothers of the boys of Buffalo in the military and naval service of the United States marshalled in sixteen divisions from the sixteen city draft boards. Each mother carried a service flag—one, bearing four stars. The Red Cross workers in uniform and numbering thousands followed, and in the last division were the Boy Scouts. As the parade was passing, aeroplanes circled overhead and dropped copies of Mayor Buck's civic proclamation. The parade was impressive and visualized the heart appeal that underlies the Liberty Loan.

The organization had made a good get-away and settled down with enthusiasm and determination to its task. It is, perhaps, best here to turn from a narrative of the progress of the campaign to a detailed description of the organization.



LIBERTY COACH





HEADS OF PUBLICITY DEPARTMENT

### PUBLICITY DEPARTMENT

The functions of the Publicity Department were generically, to "sell the war" to the Citizens of Buffalo and more specifically to stimulate the interest of our citizens in Liberty Bonds to the point where the Distribution Department found sympathetic prospects awaiting them. This interest had to be aroused by constantly repeated visual and auditory appeals employing all advertising and publicity media economically available.

The Publicity Department was organized into eight bureaus:

- (1) The Advertising Bureau, having charge of newspaper display and outdoor advertising;
- (2) The Art Department, producing illustrations for newspapers and newspaper display advertising and pictures and lantern slides for the Educational Bureau.
- (3) The Educational Bureau, to educate the women of Buffalo in the congested and foreign centers of the city and in such sections where the Liberty Loan and the causes of the War were not generally understood;
- (4) The Features Bureau, having charge of features, parades, mass meetings, churches, theaters and special Liberty Loan exhibits;
- (5) The News Bureau, having in charge the gathering of Liberty Loan news and furnishing to the six Buffalo daily papers all Liberty Loan copy used by them;
- (6) The Supply Bureau, charged with the distribution of posters and Liberty Loan literature throughout the city.
- (7) The Miscellaneous Publications Bureau, whose function was to ascertain and list all house organs, trade papers, church and fraternal bulletins and other miscellaneous publications, supplying them with Liberty Loan copy and illustrations for their publications; and to edit, publish and distribute the daily house organ of the Committee "Over the Top";
- (8) The Clipping Bureau, to read, clip, post, file and index all Liberty Loan news and advertising matter appearing in the Buffalo papers during the campaign; to measure and tabulate the same and make daily reports thereon.

The Committee was extremely fortunate in obtaining the services of Albert  
 ADVERTISING L. Kinsey as manager of the Advertising Bureau, whose services in that  
 BUREAU capacity, in the Second Liberty Loan, were exceptionally noteworthy—the  
 man who has worked the hardest and accomplished the most in the Publicity Department since its organization.

On March 13th the Manager of the Advertising Bureau submitted an advertising program and cost sheet based thereon. This detailed the size, cost and placing of every newspaper display advertisement to be run during the four weeks of the campaign. The program was approved and the advertising bureau organized.

The Advertising Bureau was organized into the seven divisions of Space, Copy, Outdoor Advertising, Theaters, Street Car Bulletins, Street Car Signs and Electric Signs.

Immediately after the organization of the divisions, conference was had with newspaper publishers and with a single exception extremely favorable rates were given to

the Committee for Liberty Loan advertising. The advertising program included daily use of the six Buffalo English dailies, two Polish and two German dailies and frequent use of seven weekly papers.

The Advertising Bureau used 6,430 inches of newspaper display advertising in the English daily papers; 3,081 inches of display advertising in the foreign dailies; and 1,416 inches of advertising in the Buffalo weeklies. The total 10,927 inches as against 13,080 inches used in the second campaign was due to the satisfactory progress of the campaign at the close of the third week and the smaller quota of bonds to be sold in the Third loan. The total expenses of newspaper display advertising were \$9,720.19 as against \$12,561.31 in the second campaign. Apparently from ten to fifteen thousand dollars is needed for newspaper advertising of a Liberty Loan campaign in Buffalo, the amount varying with the size of the quota and the progress of the campaign—using the advertising columns with smashing force toward the latter part of the campaign if the progress has not been satisfactory. The increased quota of the Third issue increased slightly the cost per bond of newspaper advertising. In the second campaign it was two and one-tenth cents for each one hundred dollars of bonds sold; in the present campaign it was two and four-tenths cents for each one hundred dollars' worth of bonds sold. The figure is strikingly low. The only comparative expense table which we have seen submitted by other cities shows three and five-tenths cents for each one hundred dollars' worth of bonds sold.

The work of the Space Division is illustrative of the high character of the work of the entire advertising bureau. Because of the unwillingness of the Government to assume the expense of certain portions of the campaign, including newspaper display advertising, it becomes necessary to raise a local campaign fund for each Liberty Loan. A letter stating this fact was sent out to eight hundred seventy of our leading citizens on April 6th and a second follow up letter on April 13th. There was no personal solicitation for the fund and distinct effort was made to impress the persons solicited with the idea that the subscription should not be burdensome and should not affect in any way the purchase of bonds by the subscriber. As a result of this correspondence \$25,360 was raised.

The Space Division on April 11th solicited advertising in Buffalo daily papers by letter asking advertisers to mention Liberty Loan in all of their advertising for the remainder of the campaign. A force of seventeen volunteers, all men of affairs, made personal calls upon the advertising merchants and repeated the request. As a result Liberty Bonds were mentioned in seventy per cent of the advertising appearing in Buffalo papers during the last three weeks of the campaign. A representative report on April 20th is as follows:



ADVERTISING BUREAU

*Buffalo Express*, thirty-six individual advertisers, exclusive of small ads. Of the thirty-six, twenty-five mentioned Liberty Bonds. Total space occupied was sixty-one inches;

*Buffalo Courier*, fifty-one advertisers; thirty-five mentioned Liberty Bonds, occupying a total space of two hundred eighty-eight inches, nearly two full pages;

*Buffalo Times*, twenty-seven advertisers; twenty mentioned Liberty Bonds; total space occupied seventy-five and one-half inches.

Too much credit cannot be given to Mr. Wyckoff and his assistants, Howard Laverack and William Warren Smith for their painstaking work and the large success which met their efforts. It is apparent that for the work of this division, men should be chosen with a view to financial acquaintance rather than advertising experience.

The Copy Division was ably conducted by Edward B. Houseal of the Wm. Hengerer Company. He occupied a desk at the headquarters and gave practically all of his time to the work. He was assisted by a group of twelve of the leading advertising copy writers of the city. This division first met the last week in March. Their work included not only the preparation of all copy for regular advertising, but preparing special copy requisitioned by individual advertisers through the Space Division and reserve copy for emergency use. This copy was excellently illustrated by the Art Bureau. The co-operation between the two bureaus was complete and few realize the large amount of time and effort which the leading artists and leading copy writers of Buffalo gave to this patriotic cause. Among the noteworthy productions of the Copy Division was the advertisement "He Has Never Seen His Daddy," featuring a small baby with a Service Flag fastened to his high chair with the appeal "Buy Liberty Bonds and Help Him See His Daddy."

On March 26th, William J. Ferris of Whitmier & Ferris Company was placed in charge of the outdoor advertising division. He associated with himself a group of expert sign men. The main retail and financial centers of the city were fully covered with large signs on the opening day of the campaign, all displaying an unusual quality of art work. In nearly every case, where a bank occupied the corner, signs were erected on both sides of the building. There was extremely cordial support from the merchants and bankers of the city at whose cost these signs were erected. The sign men of Buffalo themselves donated a large Liberty Loan banner, which was displayed on Main Street near Court. In seventeen different sections of the city large bulletins or sign boards featured Liberty Loan; the Iroquois Brewery giving five of their sign bulletins for the month's showing. The National Association of Bill Posters contributed one hundred sixty bill board locations for twenty-four sheet posters, which effectively supplemented the other advertising program. Over two hundred of the smaller retail merchants in the outlying sections of the city displayed Liberty Loan signs on their buildings through the efforts of the division.

As an example of the efficiency of Mr. Ferris' department, a rush order came from the New York Liberty Loan Committee at 3.45 in the afternoon for one hundred thirty-four banners to be designed, painted and placed on war trucks which were leaving Buffalo the following morning at six o'clock. These banners were delivered to the Quartermaster's Department and a train of seventy-two war trucks left Buffalo for New York at daybreak featuring Liberty Loan in this effective manner.

The Theater Division of which Mr. D. J. Savage was chief, met and organized on March 23d. The booking and distribution of Liberty Loan moving picture films was handled by the Committee in an admirable manner. Through the assistance of Walter M. Whitney of the Miscellaneous Publications Bureau, a motion picture trailer was made of Chairman Cooke with Liberty Loan features. Ten copies of this film moved through the various theaters during the four weeks. A five hundred foot film of the Buffalo's opening day parade was



made and billed throughout the city show-houses. From New York headquarters the Theater Division received two copies of Liberty Loan film entitled "Swat the Kaiser" featuring Douglas Fairbanks. The demand for this film was so great that it was often booked for two theaters the same night being transferred by messenger from one house to the other. Mr. Savage effectively booked these films for a full city-wide showing as well as the film "Colby's Night Attack on New York" generously loaned by Rothecker and a Liberty Loan trailer issued from Washington featuring Secretary of the Treasury, Mr. McAdoo.

The Theater Division had an excellent display of posters in all of the theaters, a special display of banners on the outside of the theaters, in the lobbies and on screens and curtains. Twelve electric signs reading "Buy Liberty Bonds" were placed on the exterior of twelve well located theaters. The cost of erecting these signs and supplying the current being borne by the individual theaters. A stereoptican slide featuring the Liberty Loan message of Mayor Buck was prepared and displayed in all movie houses. Special Liberty Loan displays arranged by many of the show-houses deserve much praise. Of particular mention are the four Liberty Loan stage settings presented by Mr. Franklin at Shea's Hippodrome. Mr. Mosier of the Palace Theater and Mr. Crab of the Strand Theater also arranged attractive Liberty Loan stage settings. The co-operation on the part of every theater, show house and moving picture house in the city of Buffalo was whole-hearted and inspiring. They refused nothing asked of them and their business places were constant centers of Liberty Loan activities each day and night.

Mr. Roy Crandall was exceedingly helpful in securing displays of posters and special announcements in the street cars of Buffalo; and Barron G. Collier, Inc., through Francis J. Rohr, generously donated a full street car run of nine hundred twenty-five Liberty Loan cards, which were displayed in the advertising spaces of the street cars of Buffalo.

The Features Bureau was originally created to obtain the publicity value inherent in the stunt or circus idea. This Bureau under the skillful management of Alex F. Osborn, who had handled the same work so successfully during the second loan, grew in large proportions and appropriated a far more serious and influential field of action. Under its organization and direction the churches of Buffalo united in a splendid publicity campaign; it originated the Sunday Patriotic Concerts, which were handled by the Music Committee and the Features Bureau. The Bureau planned and managed the parades and in a multitude of ways was an inspiring force throughout the campaign. The Bureau was characterized with the unpermissible street words punch and pep.

The opening day exercises planned and conducted by the Bureau have already been described. Mr. Osborn sensed the public mind in an unusual way in devising and planning the Mother's Parade. One of the difficulties confronting the Bureau in the organization of this parade was that of obtaining the names and addresses of mothers whose sons were in the service. A group of high school teachers, headed by Miss Mary E. Crofts, took charge of this work and in two days obtained the



FEATURES BUREAU

thousands of names from draft boards and the National Guard headquarters, and addressed the personal letters which were sent to all of the mothers, requesting them to parade.

The second large event handled by the Features Bureau, was the visit to Buffalo of Hon. Josephus Daniels, Secretary of the Navy. Mr. Daniels arrived at Headquarters on the morning of April 9th, where photographs were taken and interviews granted the press. He then proceeded to inspect the Curtiss Aeroplane Company and the turbine plant of the Bethlehem Shipbuilding Corporation.



THE SECRETARY OF THE NAVY

At noon, Secretary Daniels, escorted by a provisional battalion from the Seventy-fourth Regiment under command of Captain Ansley Sawyer proceeded with a band and a group of two hundred Liberty Loan workers to parade through the downtown section of the city to the Statler Hotel, where luncheon was served and Mr. Daniels spoke to the workers. After an afternoon spent at Niagara Falls, an informal reception was given Mr. Daniels at the Iroquois Hotel, at the close of which the Secretary of the Navy, escorted by Troop I, under command of Captain Mathiesen, and five hundred Liberty Loan workers paraded to the Broadway Auditorium where the mass meeting of ten thousand persons was addressed by Roscoe R. Mitchell and Secretary Daniels. At the close of the speeches there was a review of Troop I. As the band played the "Star Spangled Banner" huge American and Liberty Loan flags dropped from the ceiling with dramatic effect.

On Saturday evening, April 13th, thousands of our Polish citizens assembled at the corner of Broadway and Fillmore Avenue, to dedicate the replica of the United States Treasury Building for the sale of Liberty Bonds. The Polish regimental band of fifty pieces came from Niagara Falls for the exercises. Liberty Loan speeches were given in English and Polish; the arrangements being in charge of a committee of Polish citizens, headed by Maxwell N. Nowak, as chairman in co-operation with Malcolm E. Gregg of the Features Bureau.

The second week of the campaign, the Features Bureau erected a moving indicator sign on front of the Iroquois Hotel. It was a figure of Uncle Sam thirty feet tall in the act of throwing a huge projectile bearing the words "Third Liberty Loan" in the breach of a cannon. Cannon, bearing increasing figures in million dollars were placed between each story of the building. The figure of Uncle Sam was moved from day to day until, at the close of the campaign, the sign stopped with the projectile being thrown into the big gun marking Buffalo's final goal. The feature carried an illuminated sign reading "Every Bond is a Boost." Joseph F. Melia and Harold B. Franklin, in co-operation with Walter M. Whitney, had charge of this feature and a substantial portion of its cost was defrayed by Shea's Hippodrome.

On April 10th, the Features Bureau swung into a whirlwind tour with Douglas Fairbanks. The Bureau managers and a committee met the motion picture star at the station at 6.30 P. M. Between that hour and 10.15 P. M., when he left, Mr. Fairbanks addressed over eighteen thousand people, making speeches at the Liberty Loan dinner at the Hotel

Iroquois, The Hippodrome, Victoria Theatre, Elmwood Theatre, Regent Theatre, Colonial Theatre, Maxine Theatre and the Teck Theatre. His appearances were arranged to reach widely separated communities in order to give fullest effect to his message, and the feat was made possible by the wholesale breaking of all speed ordinances which had the official sanction of Fire Department Chief Murphy, who led the automobile vanguard.

The Features Bureau, through Robert F. Paviour, co-operated with Mrs. Allen B. Husted in her successful feature of the singing newsboys in front of Palmer's flower store, and with the News Bureau in obtaining feature photographs, which were used generously by the newspapers. Several boxing and wrestling matches were used for Liberty Loan publicity through the planning of C. T. Mann of the *Buffalo Courier*. One pugilistic program, on April 10th, scheduled a fight between two amateurs, one labelled Kaiserism and the other Americanism. Kultur received its knockout blow.

The International Railway Company furnished a flat car and a crew for use by the Features Bureau. On the car the Bureau erected a life-sized model of a buffalo climbing a hill. The ascent was marked by a series of signs indicating goals from ten million dollars to Buffalo's quota. The progress of the campaign was indicated by the progress of the buffalo up the hill. The float was illuminated and toured the city each afternoon and evening.

By arrangement with the Young Men's Christian Association, that organization erected at Lafayette Square a Y. M. C. A. hut, designed in conformity with those erected on the fighting front. Opening ceremonies were held on April 13th at which Secretary A. H. Whitford was the principal speaker. The hut was used as a sales booth during the campaign.

The Bureau erected on Main Street three large liberty bells and for this use obtained, through Mr. Paul Millspough, three huge locomotive bells from the Lehigh Valley Railroad. They attracted much attention to the sales booths located nearby and the passing small boy furnished the necessary motive power to keep the bells in constant action.

On many letterheads used by business men during the campaign appeared the imprint "Have you Bought your Full Share of Liberty Bonds?" This resulted from a request made to the printers of Buffalo to solicit the use of special Liberty Loan letterheads from their trade during the campaign. In the Ellicott Square appeared a large scenic reproduction of Christie's famous Goddess of Liberty poster, donated by Mr. Franklin of Shea's Hippodrome. The Features Bureau communicated with the establishments operating delivery trucks and wagons and obtained in this manner a wide display of Liberty Loan posters, banners and signs during the drive.

Joseph F. Melia of the Features Bureau planned and got together the Liberty vanguard. This consisted of an illuminated truck donated by the *Buffalo Evening News*, carrying a motion picture machine; another truck, with driver, donated by the Pierce-Arrow Motor Company, carrying the motion picture screen and motion-picture operator, and a corps of speakers from the Speakers' Bureau, and bond salesmen under Avery Wolfe of the Canvassing Committee. These trucks toured the city at night stopping at busy centers giving a motion picture show and Liberty Loan speeches connected with a sales drive to secure as many purchasers as possible from the gathered crowds. The itinerary was changed from night to night.

The week of April 21st was Window Display Week. Restrictions against the use of electric light for illumination were waived by the Fuel Administration for Liberty Loan displays. Retail merchants, in large numbers, donated their best window display spaces for this work. The window dressers throughout the city vied with each other in the creation of large and attractive exhibits featuring the Liberty Loan. The displays were of an unusually high merit and the passerby was confronted by an almost continuous display of artistic and beautiful Liberty Loan advertising in all of the principal streets of the city.



On April 16th, the British tank "America" on a recruiting mission was used for Liberty Loan advertising. The tank carried large banners advertising Liberty Bonds and at noon at Shelton Square, officers of the British Army made Liberty Loan speeches. The distribution Department sold bonds to the crowds; each subscription constituting a passport to enter and examine the interior construction of the tank.

Liberty Day, April 26th, was ushered in by the explosion of bombs, the ringing of bells and blowing of boat and factory whistles throughout the city. At one o'clock the Boy Scouts carrying Liberty banners marched from their various headquarters to the McKinley monument, where the parade assembled. A. B. Wright, Jr., as Marshal, assisted by Malcolm E. Gregg, handled the great parade of that afternoon with the same skill and completeness of arrangements that marked their conduct of the opening day parade. Again, as on opening day, Main Street was packed from the Terrace to Tupper Street, from curb to store front, with onlookers. At the head of the parade marched the General Committee of the Liberty Loan, followed by the 106th Supply Train, U. S. A. In the next division was Brigadier-General Babcock and staff of the 4th Brigade, followed by the 74th Regiment, the 3rd Field Artillery and Troop I. Then came over five thousand of public and parochial school children, whose fathers or brothers were in the service of the Army or Navy. In their midst, mounted on a spirited horse, rode Miss Georgia Forman, as Joan of Arc in shining armor, carrying the standard of France. The Motor Girls, Camp Fire Girls, Girl Scouts and the cadets of the Buffalo high schools closed the procession. A feature of the parade was the contingent of drafted men who were leaving for camp the following Tuesday.



PARADE MARSHALS

On April 27th, Lieutenant Joseph C. Stehlin of the Lafayette Esquadrille, Congressman Frank C. Hicks and private Mike Sullivan, a Canadian Veteran, made stirring Liberty Loan appeals at the theaters and at outdoor meetings. The following day, Sunday, was filled with features planned by the Bureau. Governor Whitman came to Buffalo to review the huge parade of Italians who marched from Court Street to the Elmwood Music Hall to the Italian mass meeting addressed by Governor Whitman, Mayor Buck and leading Italian citizens. A smashing sales drive was held at the conclusion of the meeting. The same afternoon the Polish citizens of Buffalo escorting the Polish Military Mission, which was visiting this country on an official tour, marched in a mammoth parade to the City Hall, where they were reviewed by the Mayor and Councilmen and countermarched to the Broadway Auditorium, where the Polish Liberty Loan mass meeting was addressed by Governor Whitman and Polish speakers of international fame, with singing by a chorus of five hundred Polish voices.

On April 30th, Buffalo was fortunate in having as its guest the Secretary of the Treasury William G. McAdoo and Mrs. McAdoo, national chairman of the Women's Liberty Loan Committee. The Features Bureau planned a strenuous afternoon and evening for the guests. Secretary McAdoo arrived at 4.40 o'clock, P. M., and was greeted by two lines of Boy Scouts; their leader making a bond sale to the Secretary as he left the station. Secretary McAdoo and party proceeded in automobiles to the Curtiss Aeroplane plant where the

Secretary spoke to twenty-five hundred workmen and inspected the plant. He returned to the Iroquois Hotel to dine with six hundred Buffalo Liberty Loan workers. The crowd was tremendously enthusiastic and the Secretary inspiring in his talk to the workers. A parade then formed and escorted the Secretary to the Elmwood Music Hall. At the same time, under the arrangements made by the Park Department and Councilman John F. Malone, four groups of citizens led by municipal bands gathered in distant sections of the



SECRETARY AND MRS. MCADOO

city and marched through the streets to the Elmwood Music Hall, singing patriotic songs, the four bands uniting and giving a musical program at the hall immediately prior to Secretary McAdoo's speech. The hall was overflowing. Secretary McAdoo held this crowded and enthusiastic audience for over an hour with a masterly speech and then rushed to Hutchinson High School, where Sergeant Verne Marshall and Roscoe R. Mitchell had been addressing an overflow meeting. The Secretary had but a few moments before train time to address this gathering and then hurried to the station.

On the last day of the campaign, May 4th, sixty Canadian Veterans recently arrived from the trenches were the guests of the Liberty Loan workers at a luncheon given at the Chamber of Commerce. They paraded through the city streets with a detail of police; and in the evening were the guests of Shea's Hippodrome.

CHURCHES One of the most important lines of activity of the Features Bureau and, perhaps, the most far reaching in influence was the organization of the churches of Buffalo on a general scheme of Liberty Loan propaganda. The Bureau was fortunate in securing at the head of this work a man of large ability and boundless energy, the Rev. George F. Williams of St. Mary's on the Hill. It would have been the wish to have combined the work of all of the churches and sects under a single head had not the Catholic churches their magnificent organization culminating in the Right Reverend Bishop Dougherty. His co-operation and helpfulness and that of Chancellor Walsh was hearty, and the organization of his diocese so complete that requests or suggestions to him grew into immediate action throughout all of the Catholic churches of the city without the necessity of their individual representation on the Liberty Loan Church Committee. It was, therefore, most practical to break the work into two parts: the work in Catholic churches, which was identical with the work of other denominations, coming directly under Bishop Dougherty and his assistant Chancellor Walsh; the Feature Bureau combining the work of all other sects and denominations, both Jew and Gentile, under the committee headed by Reverend Williams. A particularly happy designation of this Committee was that of Ministers' Furtherance Committee. Leaders from all sects and denominations composed this active and efficient working body. At the initial meeting each representative was instructed in the lines of activity to be undertaken and asked to organize his particular denomination or sect for the work planned by the Bureau. This was followed by a letter from the Committee to every minister in the city asking him to co-operate on the following lines; to announce and

emphasize subscriptions to the Loan on every possible occasion, in the Sunday School, in the women's organizations and the men's clubs, as well as upon every occasion of public worship, particularly on Sundays. The suggestion was made that prayer be offered at the conclusion of the announcement that the significance of the present crisis might receive its due spiritual emphasis. A suggested form of prayer considered by the Committee as helpful was enclosed. Each minister was asked to make special preparation for Liberty Loan Sunday, April 21st, whereby the church services or part of them have distinctive patriotic significance by patriotic hymns, by special sermons, by such public and outdoor exercises of patriotic devotion suited to the particular locality, by emphasizing the service flag and national colors, their dedication or rededication. If feasible, the suggestion was made to exchange pulpits with Canadian ministers on Sunday, April 28th, preferably with those who had seen service overseas. A second follow-up letter called attention to an announcement from the Treasury Department entitled "Material Help for Clergyman;" suggested scripture readings and urged the use of Boy Scouts as guard of honor for the national colors and service flag on Liberty Loan Sunday.

The Ministers' Furtherance Committee met in weekly conference during the campaign and not only planned the work and communicated the work by letter to the ministers of the city, but they were particularly active in following up the work. As a result, the Liberty Loan was constantly mentioned from the pulpits, in church bulletins and at church meetings, obtaining to the fullest extent the value of the church organization as a publicity and inspirational factor in the sale of Liberty Bonds. It is impossible to over-estimate the far-reaching character of this work.

EDUCATIONAL BUREAU      An entirely new undertaking of the Publicity Department and, so far as we are able to learn, a pioneer Liberty Loan activity, was that of the Educational Bureau. It was created for the purpose of establishing contact with the foreign and congested sections of the city and the less educated classes and through the women of these homes instilling therein the meaning and purpose of Liberty Loan, creating an informed public opinion in regard to the war and generally spreading American propaganda. The Bureau carefully studied the city by wards to spread the work as widely as possible and carried its message from house to house and from street to street.

The machinery of the Educational Bureau comprised most of the social agencies of the city as well as some civic agencies; excluding schools, churches, fraternal orders and clubs, which were operating in other Liberty Loan departments.

At the outset the executive heads of the permanent social agencies enlisted in the work attended a series of meetings addressed by inspirational speakers. Distribution of selected literature was made among these executives and the purpose and function of the Bureau explained. It was then left to this group of chiefs to organize within their respective social welfare organizations the work of spreading Liberty Loan propaganda.

The first division of the Educational Bureau's work was that of house visitation, the workers drawn from social agencies whose home visitors operated throughout the city. These agencies agreed to carry on patriotic teaching in connection with the family visitation, as well as special visiting of relatives of families under their care and the organization of neighborhood parties to which friends of families were invited. Mere mention of the agencies disclose the broad scope of the work. It included the District Nurses Association engaged in regular visiting nurses work and nursing care in the homes of industrial insurance policy holders. Other workers came from the Department of Health, whose nurses include school nurses visiting the homes of school children, and tuberculosis nurses who visit homes infected with that disease. Another group were the district nurses and volunteers in family welfare





EDUCATIONAL BUREAU DIRECTORS

work from the Charity Organization Society and visitors from the County Board of Child Welfare who visit families receiving pensions under the State Law; from the welfare workers of the Federated Jewish Charities; from the Children's Aid and Society for the Prevention of Cruelty to Children; visitors from the Fitch Creche and College Creche to the homes of children in the day nurseries; officers from the Department of Child Placing and the County Superintendent of Poor; home visitors in relief work from the City Superintendent of Poor office; visitors of the families of soldiers and sailors from the Home Service of the Buffalo Chapter of the American Red Cross; Erie County Probation Officers; Buffalo City Court Probation Officers; Children's Court Probation Officers; Social Service workers from the Buffalo General Hospital; welfare workers from the Kolko Polak, visiting groups of Polish families; and the workers from the Mt. Carmel Guild, of special service among large groups of Catholic families, particularly those of foreign birth.

These home visitors were about two hundred in number and through them patriotic teaching, Liberty Loan and American propaganda was carried into over twelve thousand homes.

The second division, that of neighborhood or group activities, operated through seven social settlements, thirty-two Red Cross work centers, sixteen Polish Women's societies, nine Ward Civic Leagues. The settlement houses engaged in this work were: Welcome Hall, Watson House, Westminster House, Neighborhood House, Memorial Chapel Social Center, Jewish Community House and the Remington Settlement. These organizations utilized all the existent settlement activities of clubs and classes as media for patriotic instruction and through them urged the members themselves to talk with friends and invite them to come to special lectures or entertainments arranged for the Liberty Loan campaign. In some instances settlement houses gave parties to which mothers and friends were invited and at which a talk on the war would be given. Neighborly house to house visits, always a feature of settlement work, was given special attention for propaganda purposes.

All of the settlements but two had special lectures using the set of about one hundred stereoptican slides picturing scenes pertaining to the war which the Buffalo Camera Club prepared for the Bureau. Three used patriotic moving picture film, the use of which was donated by the Victor Film Company. One settlement reported that seven hundred families were reached in a definite way. Another had an audience of four hundred at a patriotic rally and reached two hundred and fifty families by visitation.

The thirty-two auxiliary work rooms of the Buffalo Chapter of the American Red Cross were used as centers for instruction by way of inspirational and instructive talks, followed

by distribution of literature and discussion. The women were urged to make themselves propagandists in their own circle of friends and acquaintances.

Sixteen Polish women's societies enthusiastically and intelligently co-operated in the work of patriotic education among their members. While the Educational Bureau was not intended as a selling agency the result of the work among the Polish women disclosed itself in an unexpected widely spread subscription for bonds by Polish women. Some of the Polish women translated Liberty Loan pamphlets for those who could not read English and the children were instructed to read them to their mothers.

The Ward Civic Leagues under the direction of Mrs. Frank A. Abbott undertook group instruction in localities not otherwise covered. Mothers' meetings and patriotic meetings were held in school auditoriums and assembly halls. The stereoptican slides furnished by the Buffalo Camera Club were used at these meetings to good effect. The Civic Education Association did special work in the Black Rock section where the population is largely Hungarian and also in the east side districts. Its own meetings were also planned to aid the educational work of the Liberty Loan campaign.

Thousands of pieces of literature were given out and explained by the third division of the Bureau—that of distributing centers—through many agencies, including the Information Bureau of the Home Service Section of the Red Cross and the five city Health Centers operated under the Bureau of City Hospitals and dispensaries, by house visitors and by settlements. The Young Women's Christian Association issued a special leaflet, which, together with other Liberty Loan Literature, was given out through their different departments: Extension, Boarding House, Bible Class, Suppers, Educational Classes, Patriotic League and through the offices, headquarters, Cafeteria, South Side Branch and Traveler's Lodge.

Among the special features of the Bureau in charge of the Vice-Chairman of the Bureau, Mrs. Abbott, was that of a motor truck float. The truck was obtained through the kindness of the Atterbury Company. The float presenting a tableau picturing Liberty in danger was trailed by an automobile containing speakers who addressed the groups of people that gathered when the float stopped. Three to six stops were made during a tour and particular emphasis was placed in routing the float through sections of the city that had been neglected so far as special Liberty Loan demonstrations were concerned. Another feature was that of a decorated automobile which carried a group of Liberty Loan women speakers to otherwise neglected sections of the city. A considerable number of bonds were sold through this medium, although selling had not been a part of the plan. Another special feature arranged by the Civic Education Association with the Community Chorus, consisted of three local Community "sings" in three different foreign sections, with a Liberty Loan speaker.

The Bureau organized and planned the work and furnished material and instructions; the agencies mentioned enthusiastically and unremittingly carried out the work of the Bureau.

Back of the entire plan of this work was the idea that a prolonged war means an acid test of our Republic, a test only to be met successfully by a unified citizenship understanding and believing in the principles for which America is fighting, willing to stand loyal and steadfast until a just victory is assured. To strengthen the weaker links in our national chain, the Educational Bureau was devised—an idea conceived by Vice-Chairman Crofts.

Mrs. Fox, the Chairman, approached her problem and solved it with remarkable ability as an executive and a unique understanding of the needs and conditions and the social agencies of our city as a whole gained from her experience as Secretary of the Charity Organization Society. Few accomplishments of the Liberty Loan Committee can be pointed to

with as much pride as to past results and future possibilities as the work so brilliantly performed by Mrs. Fox, her Vice-Chairman, Mrs. Frank A. Abbott, and their group of assistants. Aside from the undisputed success of the work one of the most valuable and gratifying results was the agreement on the part of these permanent agencies to make patriotic interpretation an inseparable part of their regular work.

SUPPLY BUREAU      The Supply Bureau was conducted in admirable manner by Samuel J. Harris as Manager. The task of ordering and receiving over four million pieces of Liberty Loan literature in the space of four weeks and making proper distribution of the same throughout the city of Buffalo without expense to the Liberty Loan organization was a task which could only be accomplished by long hours of painstaking effort and exceedingly capable management. The machinery which they established to receive, check, store and distribute these tons of material operated so efficiently that the rest of the organization knew little of its detailed activities, except during the period when failure of the Government to make delivery of Liberty Loan buttons in sufficient quantities to supply the demand created unusual pressure from all sides.

The Bureau and shipping room was opened at No. 17 West Swan Street on April 3d and first took charge of the distribution of posters in the downtown, Main Street business sections. The distribution was made with the aid of the Motor Corps of the National Women's League for Service and the Freshman Class of the Law Department of the University of Buffalo. Poster display was also made on opening day in all fire houses and police stations in the city of Buffalo by distribution through representatives of these departments.

Early the following week poster decorations were extended through Main Street; and through the members of the Wholesale Merchants and Manufacturing Association, the larger factories and business houses were reached throughout the city. To complete the poster display the Police Department under the supervision of Superintendent Girvin made a survey during the middle of the campaign of all business houses failing to display posters. These lists were forwarded to the Supply Bureau and posters sent by mail to all of such places. The closing week of the campaign saw practically every store window in Buffalo featuring the loan. The Distribution Department, the Speakers' Bureau, The Educational Bureau and through it, the Social and Health centers of Buffalo, received large quantities of advertising matter and Liberty Loan literature, making widespread distribution of the same. Special literature was distributed through the Central Labor Council representing organized union labor and through the Retail Liquor Dealers' Association to liquor establishments throughout the city. Moving picture houses made special use of posters while the reading matter reached a good share of the general public through distribution in booths, Home Defense stations, theaters and department stores. Pay inserts were sent by the thousands to the different establishments through pay roll tellers of the different banks. Thirty thousand book marks of special design were printed and sent to the Public Library and these were placed in each book loaned during several days of the campaign. Posters and reading matter were sent out in large quantities to the manufacturing plants and an almost unlimited amount of the same material was distributed through the agency of the public and parochial schools, both grammar and academic. During the last week of the campaign, through the agency of the schools, one hundred thousand Liberty Bell cut-outs were distributed throughout the homes of Buffalo. The schools also made large use of the liberty anthems, the pupils learning and singing them during school sessions. Large use was made of the department and retail stores for circularizing by means of bundle inserts. One particular circular, No. 209, in quantities approaching one-half million, was distributed by placing one of the

circulars in each bundle sent out by these stores. Large quantities of literature and stickers were also employed in similar distribution.

The Police Department and the Boy Scouts of America proved efficient aids for distributing automobile stickers. On the third Saturday of the campaign, under the direction of Superintendent Girvin, traffic officers stopped every automobile passing on or across Main Street and the Boy Scouts placed these stickers on machines not bearing the same. In this manner, ten thousand pieces of Liberty Loan advertising were added to the publicity campaign.

Mail stickers were distributed to the quantity of nearly three-quarters of a million for three successive days through the co-operation of the post-office mailing division of the city of Buffalo. These stickers were placed on the face of every piece of mail delivered in the city of Buffalo at that time. On the opening day of the campaign, facsimile copies of Mayor Buck's Liberty Loan proclamation were distributed by aeroplanes.

The Bureau handled over four million articles and because of its excellent management and the large distribution force which it built up, was able to make publicity features out of their service by holding back large quantities of interesting and effective advertising and flooding the city with the same on a given day. This was particularly noticeable in the use of the automobile stickers, envelope stickers and the Liberty Bell cut-outs.

The remarkable results of the Bureau were accomplished by a faithful and exceedingly active group of workers, including Michael M. Cohen and Walter P. McCowan, who abandoned their business for the work and J. Rowland Cloudsley and David F. Harris who spent their vacations managing the store room. In other instances valuable help was furnished by Messrs. Adam, Meldrum & Anderson, and Messrs. Oppenheim & Collins, the Buffalo Bargain House, Walbridge & Company and J. N. Adam & Company whose employees were of great aid in wrapping and shipping.

NEWS BUREAU      The News Bureau was managed by Alfred H. Kirchhofer of the *Buffalo Evening News* and practically all of its voluminous copy was from his hands. On occasions C. T. Mann of the *Courier* and A. J. Sharrick of the *Enquirer* assisted him. Mr. Kirchhofer's task not only included the production of reams of copy and constant contact with all branches of the organization to keep abreast of the news, but to him was referred the many pressing requests for publicity that are incident to the campaign and with rare judgment and tact he distributed personal mention of enterprising groups and individuals in a just and generally satisfactory manner.

The Bureau operated with three groups of publications; the six English dailies, two German and two Polish dailies and nine weekly journals, the latter including the only Italian medium in the city. The Bureau furnished three kinds of stories. The first was straight news and was supplied to the papers at the outset of the drive and whenever there was an important event scheduled. Then, after interest had been aroused and stimulated by the features, as told through the news stories, so-called feature stories, containing odd bits of information and human interest items, were included. Lastly, educational matter—in other words, propaganda. As the campaign approached its peak, quantities of all of these stories were furnished, so that the greater interest and enthusiasm might be reflected in the larger amount of Liberty Loan reading matter carried in the papers.

In addition to this reading matter, the papers were liberally supplied with news photographs and cartoons for reproduction. The use of these formed an important link in the chain of argument that was presented to the people of the city.

Toward the end of the campaign other devices than the straight reading matter were employed. For example, the papers were asked to print flare lines, over their captions,



summoning the people to subscribe if they had not done so. This was done generally during the last week of the campaign and the effect of this publicity was invaluable.

"Boxes" also were used to present interesting facts in an attractive way, so that even the casual or careless reader would have to take notice of what was said. The constant repetition of the Liberty Loan appeal in these various forms simply hammered its way into the minds of all newspaper readers.

No city in the country found such hearty co-operation on the part of the newspaper proprietors and editors. The Buffalo papers printed news and propaganda alike and to help the loan abandoned the usual tests of news value. So long as the story was a Liberty Loan story it stood a good chance of appearing in print. It is a nerve-racking strain for a capable editor to over-crowd the live news of the day into a lessening number of over-burdened columns to make room for the spread of inspirational propaganda and the large mention of small affairs which go to make up a campaign. They, however, rightly saw that the cause—essentially the cause of Liberty—was worth all and the proprietors and editors, almost to a man, gave magnificently. Particular mention is made of Mr. Edward H. Butler and Mr. Norman E. Mack.

It was gratifying to have the newspapers refuse access to their columns for Liberty Loan news except through the channel of the Liberty Loan News Bureau. This centralized the news material and permitted the Bureau to distribute the publicity fairly among the various branches of its organization, obtaining in this manner a more complete covering of the field.

While no records are available as a basis of comparison with the Second Liberty Loan, it is a conservative statement to make that the Buffalo newspapers devoted more than twice as much space in the last campaign to Liberty Loan matter.

MISCELLANEOUS PUBLICATIONS In an endeavor to use every possible published medium for Liberty Loan matter, Mr. Walter M. Whitney, Chief of the Miscellaneous Publications Bureau, corresponded with every Buffalo printer, soliciting the names of all publications that were printed in this city. In this manner a very complete list of miscellaneous publications was obtained and letters were sent to the editors asking their co-operation in the publication of Liberty Loan news items and the donation of free Liberty Loan advertising space. The response of the editors was instant and the total aggregate of printed matter thus issued was well over half a million. Included in these miscellaneous publications using Liberty Loan matter furnished by the Bureau were eight theater programs, eleven church bulletins or papers, three house organs, ten trade papers, six school papers, one sectarian paper, eight fraternal publications, five club publications, two hospital publications, five medical publications, one railway guide, one agricultural paper, three weekly publications and twelve miscellaneous publications. The matter prepared by Mr. Whitney's bureau and furnished these publications included editorials, news matter, advertising copy and illustrations.

As the Bureau was organized late in March it was confronted with the situation that many of these publications had closed their forms and were unable to use our matter in the issues which came out during the campaign. In order to avoid this situation in subsequent loans the Bureau will be organized and issue copy two months before the loan opens.

Mr. Whitney also edited the Liberty Loan house organ, "Over the Top." This publication was started during the Second Liberty Loan campaign and Volume Two, covering the Third campaign was issued daily from Saturday, April 6th to the close of the campaign, twenty-five issues in all. It was a four page daily, going to press at 5 o'clock each afternoon of the campaign, coming from the printer at 9 o'clock and being placed in the mail in envelopes addressed to every Liberty Loan worker by 10 o'clock that night so it appeared at the office of each of the three thousand workers in the early mail of the following morning.

The columns of the house organ contained announcements of Liberty Loan workers' meetings, orders and instructions from chairmen and heads to committeemen and workers, official announcements of the progress of the loan, salesmanship talks and general inspirational articles. The paper was illustrated with Liberty Loan cuts and clever cartoons and carried brief human interest stories relating to the campaign. Among articles attracting particular attention was a salesmanship article, "Analyze Your Prospects" appearing in the April 12th issue, written by J. W. Landsheft. Its value in sales instructions was so great that the issue had to go on the press a second time and many calls were received for the same from out of town sources.

The lay-out and dress of the paper for the first nine issues followed closely that used in the second campaign. After a conference it was decided to increase the size somewhat and better the paper and illustrations. This change was made in the tenth issue.

To mail out three thousand issues of the paper nightly a group of employees of the Larkin Company volunteered this service, coming each evening to the headquarters where the papers were folded, placed in envelopes and delivered to the post-office at 11 P. M. This group of faithful assistants whose hours of work kept them from contact with the rest of the Liberty Loan organization, is illustrative of many similar groups whose efforts made for the success of the loan.

Another new bureau of the Publicity Department was the Art Bureau organized with Lucius E. Bartlett as chairman. At the close of the Second

Loan arose the question whether it was advisable or fair to solicit gratuitous art work for illustration of newspaper display advertising from leading Buffalo artists. The idea was suggested to the artists and their reply was a spontaneous expression of desire to help in the patriotic Liberty Loan work. As a result the Art Bureau was created to organize the group as a vital part of the Publicity Department and to ascertain the needs of copy department in way of illustration, supplying this need as it arose by artistic illustrations in quantity.

The Committee composed of the Bureau manager, Mr. Bartlett and Raphael Beck, Urquhart Wilcox, C. J. Monro, Mrs. Charles Cary, Robert R. McGeorge, organized with 19 contributing artists and nine photographers and furnished all the illustrations for the newspaper display advertising campaign and also illustrated newspaper copy during the Loan. Thirty-four drawings were furnished for newspaper work; and seven photographs, which were retouched by Mr. Davison. Members of the Buffalo Camera Club composing a group of our best photographers furnished two sets of nearly one hundred lantern slides each, depicting war scenes, Liberty Loan posters and other views used in connection with the propaganda work and lectures of the Educational Bureau. Their contribution was particularly noteworthy in that the need for these slides developed after the campaign was well under way. The Camera Club worked night and day to produce the slides and had them completed within a few days after the request was made.

Of the newspaper illustrations, many were made to illustrate titles furnished by the Copy Division. Quite a number were furnished by the artists for copy to be written around them—the artists thus furnishing both the advertising theme and the illustration.

Because of the delayed organization of the Art Bureau, which coincided with the opening of the campaign, and for the further reason that copy to be illustrated was furnished from day to day during the progress of the campaign, certain results obtained which were unfortunate and unfair to the artists. Full value was not obtained from some of the illustrations because the size to which the cuts would be made was not determined until after the drawing was completed. The reduction of these drawings largely minimized their effect.

Some of the larger and most effective drawings were in part nullified in this manner. It is the desire in future campaigns to furnish the Art Bureau with the copy sufficiently in advance and with the size of the cut to which the illustration is to be reduced predetermined so that the artistic effect will carry its full value when reproduced in the paper. To the entire Bureau and its energetic and able manager, Mr. Bartlett, are due the thanks of the City.

A new branch of the Publicity Organization was the Clipping Bureau, CLIPPING BUREAU which started on April 5th, under the managership of Katharine Cooke, with a staff of assistants. The Bureau secured copies of all Buffalo daily newspapers, including English, German and Polish papers, from the 18th of March and marked and clipped all items concerning the Liberty Loan appearing in the columns from that date until two days after the close of the loan.

The clippings were taken in triplicate and placed in large scrap books, the complete output consisting of three sets of four volumes each. Display advertisements and weekly papers were clipped and placed in separate books.

From April 9th the Bureau kept a daily record of the amount of space which the newspapers were giving to Liberty Loan items, including local and



CLIPPING BUREAU

telegraphic news, editorial comment, photographs, cartoons and display advertising. The Bureau issued a daily report to the Chairman of the Committee, to the Director of Publicity and to the Liberty Loan Headquarters of the Second Federal Reserve District, showing the entire measurements in inches of this newspaper matter, and the totals carried forward from the beginning of the loan. A number of Buffalo daily papers became interested in these record sheets and their representatives frequently consulted the same. Without suggestion or request from the Liberty Loan Committee a generous rivalry sprung up among the newspaper men so that the daily records became somewhat in the nature of competitive score sheets. The *News* finished first, with 6,761 inches to its credit; next the *Times*, with 5,617 inches; then in the following order the *Courier*, with 5,365 inches; the *Express* with 4,789 inches; the *Enquirer*, with 4,103 inches and the *Commercial* with 2,311 inches. The four foreign language dailies carried a combined total of 5,482 inches. In the cases of *Courier*, *Times* and *Express* the totals included both daily and Sunday issues.

The final report of the Bureau showed that the six English dailies and the four foreign dailies of Buffalo carried a total of 34,428 inches of Liberty Loan matter, divided as follows: Local news, 16,960 inches; telegraphic news, 3,502 inches; editorial matter, 1,393 inches; 171 photos occupying 2,414 inches; cartoons occupying 1,618 inches and 8,540 inches of

advertising matter. On the basis of twenty inches to the column this mass of Liberty Loan material filled 1,721 columns; at the rate of seven columns to the page this would occupy two hundred and forty-six solid newspaper pages.

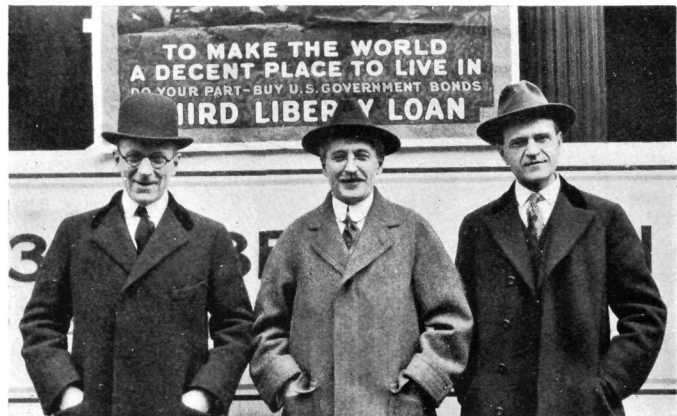
The discrepancy between 8,540 inches of newspaper display advertising clipped by the Bureau and 9,511 inches of this matter actually used by the Advertising Bureau is explained by the fact that the first record of the Clipping Bureau is dated April 9th, the campaign opening on April 6th.

Mrs. Lewis R. Gulick read daily the Liberty Loan news items appearing in the newspapers of the leading cities east of Chicago and clipped all matter containing new and novel suggestions for publicity work. These clippings were delivered daily to the Director of Publicity and items of importance were referred to the proper Bureau chief. There were also readers making daily translations of the Liberty Loan news and editorial matter carried by the Buffalo foreign papers.

Miss Cooke, the chairman, Miss Catherine Lautz, her Vice-Chairman, and their assistants did their task painstakingly and well. They created a Bureau that the Liberty Loan organization finds indispensable and their records and clippings files have proved to be of unexpectedly large value.

#### DISTRIBUTION DEPARTMENT

As has been stated, the plan adopted for the sale of bonds in Buffalo by the Distribution Department, consisted of the organization and canvass in the city by trades, industries and professions in charge of the Trades Advisory Committee, and a supplementary canvass of the city as a whole by the Canvassing Committee. The Distribution Department had as its director, James H. McNulty—head of Pratt & Lambert, Inc.—who had so successfully directed the fifty-eight million of sales in the second campaign. Associated with him as his Vice-Chairmen were Edward J. Barcalo and Henry P. Werner. Philip J. Kuhn was Secretary of this group of Directors of Distribution.



DIRECTOR McNULTY AND AIDES

The directors conducted the sales campaign through Charles L. Couch as Chairman of the Trades Advisory Committee and William T. Buckley as Chairman of the Canvassing Committee.

The basic ground of the entire Buffalo sales campaign of selling the city by trades and professions is a fixed quota for each trade and profession. This gives an intelligent starting point for the work, a mark to which the scores of trades committees are to be driven and the rate of approach of subscriptions toward the quota mark indicates clearly the progress of the campaign. At the outset of the second campaign when the trades and professional sales organization was first put into operation in Buffalo, Edward J. Barcalo, without any data at his command made a survey of the trades and professions of the city and accomplished the remarkable feat of preparing a quota sheet with a quota of \$36,370,000.00,



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which resulted in subscriptions by these industries to the amount of \$36,500,000.00, proportioned very closely among the various trades and professions as indicated in Mr. Barcalo's quota list. Mr. Barcalo was engaged in Government work at Washington at the opening of the campaign, and Mr. McNulty and his aides undertook the work for the third loan. They had in hand the estimated quota and the actual results of the second campaign, and with this data made certain adjustments and readjustments, which appear in the tabulation which follows. In a number of instances a Committee's original quota was reached fairly early in the campaign and was raised a second or third time before the close of the campaign. The committees with their chairmen are listed below; stars indicating the number of times the quota was reached and raised.

INDUSTRIES

Covering	Chairman	Allotment	Result
Advertising and Addressing Co.'s	EUGENE E. FERREE . . . . .	\$ 30,000	\$ 36,300
Architects and Consulting Engineers	WILLIAM B. POWELL . . . . .	**75,000	65,200
Auto and Accessory Dealers and Garages	CHARLES B. KANE . . . . .	250,000	276,650
Auto—Auto Parts and Accessory Mfg.	HENRY MAY . . . . .	*1,000,000	1,163,650
Bakers	C. H. STOLZENBACH . . . . .	275,000	161,450
Barbers, Hairdressers and Baths	HOYT R. SHEHAN . . . . .	*15,000	21,000
Beverages and Bottlers	WILLIAM F. COLEMAN . . . . .	35,000	95,550
Boots and Shoes	JOHN K. WALKER . . . . .	**250,000	200,100
Brass and Copper	H. P. PARROCK . . . . .	*1,000,000	1,053,650
Brewers, Maltsters and Brewing Machinery	FRANK M. BECK . . . . .	500,000	501,650
Broadway and William Street Section	FRANK WINCH . . . . .	300,000	320,550
Builders' Supplies	ALLAN I. HOLLOWAY . . . . .	*300,000	354,850
Building Contractors	FRANK C. HIBBARD . . . . .	400,000	451,200
Cafés and Restaurants	FRED A. SEAMES . . . . .	*65,000	76,000
Chemicals and Chemical Products	J. F. SCHOELKOPF, Jr. . . . .	*1,200,000	1,281,600
Cigars and Tobacco	JOSEPH T. SNYDER . . . . .	*125,000	134,050
Coal Dealers, Wholesale and Retail	IRVINE S. UNDERHILL . . . . .	500,000	503,150
Colored Men's Committee	J. WALDRON JOHNSON . . . . .	**20,000	21,700
Confectionery and Ice Cream	WILLIAM W. REED . . . . .	150,000	122,600
Curtiss Employees	H. M. ROOT . . . . .	500,000	700,000
Cut Stone, Marble and Tile Dealers	WILLIAM C. MALTBY . . . . .	25,000	25,700
Drugs, Wholesale and Retail and Patent Medicines	O. E. FOSTER . . . . .	350,000	350,200
Electrical Industry, other than Public Utilities	G. H. CALKINS . . . . .	150,000	240,900
Elevators, Grain Dealers, Flour and Cereals	GEORGE E. PIERCE . . . . .	1,250,000	1,309,300
Engineer's Supplies, Petroleum Products	A. J. ABELS . . . . .	1,000,000	1,067,200
Fire Insurance	FRANK W. FISKE, JR. . . . .	200,000	222,050
Florists	S. A. ANDERSON . . . . .	50,000	56,650
Furniture, Retail	E. F. A. KURTZ . . . . .	150,000	176,100
Furniture and Cabinet Mfrs.	ALBERT D. SIKES . . . . .	*350,000	417,600
Grocers, Retail	JOSEPH F. STARCK . . . . .	50,000	64,300
Hides, Leather and Tanners	EDWARD G. ZELLER . . . . .	250,000	275,700
Hotels	FRANK W. HINKLEY . . . . .	350,000	352,600
Iron and Steel	HENRY D. MILES . . . . .	*4,500,000	4,658,650
Jewelers and Opticians, Mfg. and Ret.	EUGENE TANKE . . . . .	150,000	208,650
Laundries, Dryers, Cleaners and Laundry Machinery	VOLNEY P. KINNE . . . . .	95,000	112,500
Life Insurance	PERCY G. LAPEY . . . . .	*300,000	409,450
Live Stock Dealers	WILLIAM LANSILL . . . . .	100,000	132,300
Lumber and Planing Mills	HUGH MCLEAN . . . . .	900,000	1,007,350
Machinery Dirs.—new and second-hand Gas and Gasoline Engines and Mch. Shops	R. L. CRANE . . . . .	**700,000	970,000

REPORT THIRD LIBERTY LOAN COMMITTEE OF BUFFALO

INDUSTRIES—CONTINUED

Covering	Chairman	Allotment	Result
Main Street Department Stores	E. L. HENGERER . . . . .	500,000	606,450
Men's Ready-to-Wear and Furnishings	L. A. WILSON . . . . .	150,000	176,200
Milk Dealers	J. F. BAUER . . . . .	25,000	27,250
Millinery, Wholesale and Retail	DEAN R. NOTT . . . . .	125,000	127,200
Office Furniture, Stationery and Supplies	GEORGE A. KELLER . . . . .	**125,000	132,350
Packing Houses	JOHN M. DANAHY . . . . .	500,000	501,000
Painters and Decorators	T. H. MCELVEIN, JR. . . . .	25,000	16,150
Paints, Oils and Glass	EDWARD H. STICHEL . . . . .	850,000	958,200
Paper—Print and Wrapping, Wholesale	R. H. THOMPSON . . . . .	200,000	207,350
Pianos, Musical Instruments, etc.	W. H. DANIELS . . . . .	150,000	161,550
Plumbing and Heating Contr. Supplies	FRED W. ZANDER . . . . .	250,000	260,800
Printers, Bookbinders Lithographers	D. L. JOHNSTON . . . . .	175,000	194,250
Produce Merchants, etc., Ice, Wholesale and Retail	FRANK E. WATTLES . . . . .	450,000	318,200
Public Employees	MAYOR GEORGE S. BUCK . . . . .	*450,000	473,000
Public Utilities	WILLIAM R. HUNTLEY . . . . .	850,000	870,900
Publishers	NORMAN E. MACK . . . . .	**500,000	562,750
Real Estate Dealers	FRANK L. DANFORTH . . . . .	500,000	577,550
Saloons	W. C. TENJUST . . . . .	75,000	86,650
Scrap Metal	H. ROBLIN . . . . .	250,000	212,150
Sheet Iron Works	JAMES F. FOSTER . . . . .	*600,000	582,750
Steam Railroads	P. S. MILLSPAUGH . . . . .	*750,000	766,250
Steamship Lines	HARVEY L. BROWN . . . . .	750,000	852,250
Street and Electric Railway Employees	C. F. CONROY . . . . .	50,000	83,150
Tailors	C. F. DRUMM . . . . .	50,000	53,550
Textile and Manufacturers of Clothing	HENRY F. CRAW . . . . .	200,000	250,500
Theaters, Films, etc.	JOHN R. OISHEI . . . . .	250,000	528,350
Undertakers, Casket Mfgs, and Jobbers	HENRY SAUERWEIN . . . . .	150,000	155,650
Warehouses Draying and Teamsters	JOHN J. LENAHAN . . . . .	200,000	48,950
Wholesale Liquor Dealers	F. E. S. HARVEY . . . . .	250,000	250,950
Wholesale Merchants, not otherwise Clas- sified	THOMAS CUMPSON . . . . .	*750,000	767,550

SPECIAL COMMITTEES

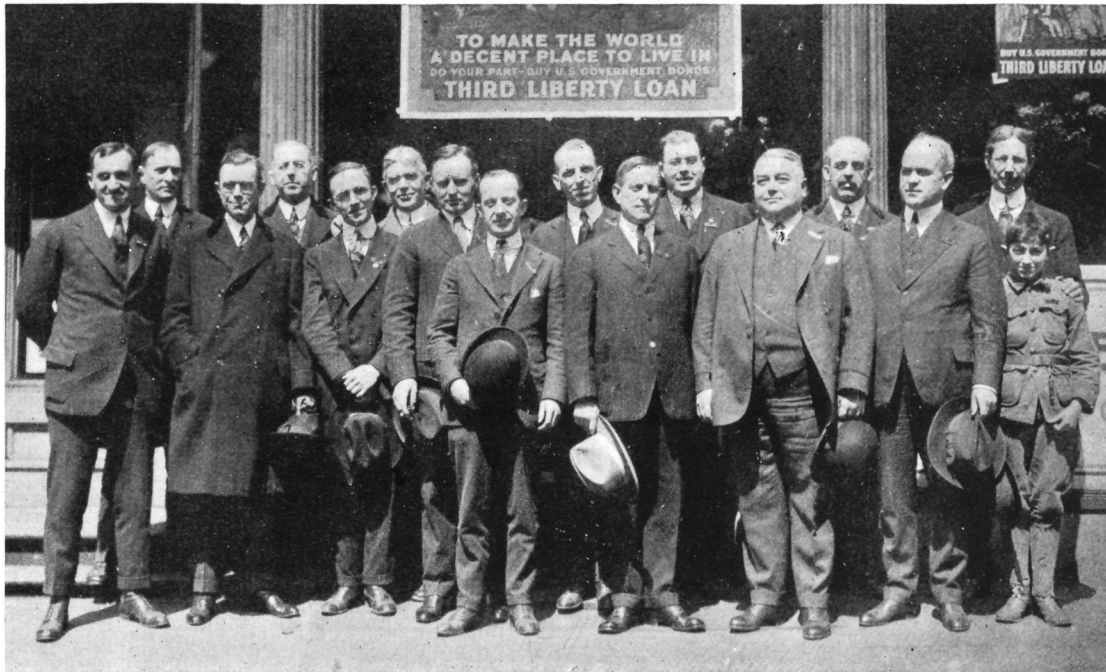
Citizens Patriotic Patrol	NESBIT GRAMMER . . . . .		580,000
Flying Squadron	JESSE C. DANN . . . . .	1,000,000	1,250,150
Schools, Private	W. D. HEAD . . . . .		37,650
Schools, Public	DR. GEORGE E. SMITH . . . . .	*1,500,000	2,028,700
University of Buffalo	J. PARK . . . . .		107,350

ASSOCIATIONS

Fraternal Organizations and Clubs	JOHN A. KLOEPFER . . . . .	1,000,000	1,540,050
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PROFESSIONS

Chiropodists	J. C. ARBOGAST . . . . .	5,000	5,100
Dentists	ALBERT H. JUNG . . . . .	* 75,000	80,400
Lawyers	WILLIAM L. MARCY . . . . .	**800,000	982,850
Physicians and Surgeons	EARL P. LOTHROP . . . . .	**450,000	485,750
Professional Photographers	ROBERT R. MCGEORGE . . . . .	25,000	25,200
Veterinary Surgeons	DR. FRANK E. MCCLELLAND . . . . .	*10,000	17,200



TRADES ADVISORY COMMITTEE

**TRADES ADVISORY COMMITTEE** The Trades Advisory Committee on whose branch of the Distribution Department fell the burden of selling by far the major portion of bonds, and whose organization actually did sell an amount equal to the quota allotted to Buffalo, had at its head Charles L. Couch as Chairman, J. Q. Clarke, Vice-Chairman; Henry F. Russell, Secretary and A. B. Wilson, assistant secretary with John W. Cowper, E. B. Holmes, James N. Mandeville, William E. Robertson and Morris L. Tremaine as committee members. The five men last mentioned held the title of Trades Advisors, and to each of them were allotted about fifteen trades or professional committees, which had charge of the sales campaign in their respective trades and professions. The chairman of each trades committee reported daily to his trade advisor, the trade advisor reported to the Chairman of the Trades Advisory Committee, and he reported to Mr. McNulty, the director of Distribution. In distributing trades and professional committees among the trade advisors two plans were kept in mind; that of dividing the trades and professions into five groups, each of whose total quotas and probable subscriptions would be somewhat equal in amount, thus permitting of keen rivalry and competition among the five groups. It was also necessary to have in mind that certain trades and professions interlocked so closely that they could best be supervised by the same trade advisor. Each trade advisor was in direct contact with each chairman of the fifteen trades and professional committees allotted to his department. The advisor counseled with the chairman, watched the reports from the chairman as they arrived from day to day, speeded the committees in their work and, if any were lagging, a meeting was called of the chairman and his entire committee and the necessity of intensive work impressed upon them. The status of each committee's sales and the hourly progress of the campaign were graphically presented by a huge blackboard, occupying one entire side of the large store occupied by the Distribution Department. This showed the names of each selling unit. Opposite each

committee was the record of subscriptions to date and a total footing showing the totals subscribed by each of the five trade advisory groups. The board changed from hour to hour as Committee after Committee reported and was the focal point of interest of all the workers. It aroused as much enthusiasm as a world series baseball score board in pre-war times. The chairman of the Trades Advisory Committee with his five trades advisors met each afternoon at 4.30 o'clock. Each subscription received the previous day was reported and discussed. When the subscription was considered too low the subscriber's name was placed on a separate list for further solicitation by a special committee. The committee had well in mind the subscribing ability of the larger interests of the city. Increases in subscriptions were far from exceptions to the rule and so constant became the spoken phrase "Not enough" in the Trade's Advisory meetings that it seeped out from the inner circle and became one of the slogans of the selling campaign.

Mr. Couch was a forceful executive, a great organizer, with tact that smoothed away the many small frictions of over-lapping committee work which came to his desk. He kept the zeal and enthusiasm of all of his workers at a high pitch throughout the four weeks of the campaign.

Each of the trades and professions of the city were canvassed by a committee consisting of a chairman and about eight members; all of the members of such committee being active in the trade or profession in their charge. Literature for plants was obtained from the Supply Bureau of the Publicity Department by Mr. Whitley and distributed to each of these trade chairmen, who through his committee distributed the literature to the plants. The committees had as their starting point a triplicate card index of all of the factories and plants in the city. This list had been prepared by the Chamber of Commerce from its Blue Book, and from the telephone and city directory. One set of cards were broken up into five groups and retained by the five trade advisors. The second set of cards was redistributed by each of the trade advisors among the fifteen chairmen of the trades committees in his charge. The trade committee chairman then took his group of cards and distributed them among his committee members. The card showed the name of the industry, its location and the name of its principal executive officer. The third set of cards furnished by the Chamber of Commerce was used for correction purposes, and was returned at the close of the campaign to the Chamber of Commerce. The individual committeeman personally called on the executive head of each plant assigned to him. He would then ascertain whether the plant desired to organize its own sales campaign. If the answer was in the affirmative, the committeeman simply followed up the work, suggesting at times methods of plant sales organizations that had been found successful in former Liberty Loans. The sales results were closely watched and if not promptly forthcoming, or below an estimated quota the plant was revisited. If the plant was particularly large, the trade advisor and in some instances the head of the Trades Advisory Committee made a personal visit.

In other instances, and these in much larger number, the plant preferred to use the Liberty Loan organization to conduct its sales campaign. Arrangement was then made for a time when a Liberty Loan speaker could address the entire working and executive force. Mr. Erion, of the Distribution Department, was notified of this date and he requisitioned a speaker from the Speakers' Bureau. A force of bonds salesmen were notified to be on hand, and if the number of employees was so large that the Trades Committee could not handle this work with dispatch, requisition was made on Mr. Jesse Dann's Flying Squadron for an adequate sales force. This Liberty Loan group then called at the hour appointed and after the workers were assembled and Liberty Loan speeches made, an active canvass of the plant followed. Where the sales work was not completed at this meeting the clean-up work



was left to the executive head of the Company or the superintendent or a second meeting followed. Some committeemen did particularly successful work in large plants by breaking up the employees into small groups, holding a meeting with each group and putting the sales proposition so strongly to the individuals present that they were practically placed in position of declaring themselves as for or against the war, or explaining a financial condition that gave reasonable excuse for non-subscription.

Mr. McNulty's desk was the clearing house for all of the big problems of distribution. They came to him from both sides of the organization—the Canvassing Committee and its many subdivisions—the Trades Advisory Committee and its many groups. He was in constant consultation with Chairmen and Sub-Chairmen oiling the machinery, speeding it up, strengthening its weak spots and driving it at top speed. Mr. McNulty again was in constant conference with Chairman Cooke on the big policies and questions which arose from day to day, and no man worked harder or more effectively and with more results than did the man who so successfully handled the two largest sales organizations in the history of Buffalo—James H. McNulty.



CANVASSING COMMITTEE

**CANVASSING COMMITTEE** The second main division of the Distribution Department was that of the Canvassing Committee. This was organized with W. T. Buckley as chairman, Avery Wolfe as vice-chairman, Miles Goldberg as secretary and the following committee members: H. I. Sackett, Theodore L. Richmond, Guy C. Metcalfe, Elmer B. Donaldson and Herbert A. Meldrum.

The assignment of the work of the committee was as follows: Retail zones in charge of Theodore L. Richmond; blocking out of city into districts, classifying and returning the Police Survey cards and distribution of same in charge of F. A. G. Merrill; Home Defense workers with twelve tent stations under command of Colonel H. I. Sackett; Elmer B. Donaldson as treasurer to receive and transfer subscriptions and payments to the Subscription Department; Herbert A. Meldrum to co-ordinate Police Survey cards with work of

banks and trades committees; Guy C. Metcalfe assisting Jesse C. Dann in the work of the Flying Squadron.

The police survey consisted of issuing, through the Police Department of Buffalo, printed cards to every home in the city. This card called for data of two sorts. In case the resident had already subscribed he was requested to report the amount, agency through which the subscription was taken, amount of his subscription to first and second Liberty Loans, together with his name and address. If non-subscriber, the card contained a request for a Liberty Loan representative to call, to be signed by the resident, stating the amount of the expected subscription and the time at which the call was to be made. Through the agency of the Police Department a city-wide distribution of these cards was made, the police in turn collecting the same and returning them to the office of the Canvassing Committee. The cards were then classified for working purposes into three divisions: definite requests to call, previous subscribers, refusals. About seventy thousand of these cards were distributed in this manner and sixty thousand returned by the police properly filled out. These cards formed the basis of the city-wide canvass of the Canvassing Committee.

Members of the Flying Squadron organization, reporting to their chairman, Jesse C. Dann, obtained subscriptions in the amount of \$343,850. The military branch of the Flying Squadron, known as the Flying Squadron Patrol, under Captain James L. Crane, obtained subscriptions in the amount of \$172,450. Members of the 74th Infantry of the National Guard, to the number of two hundred and fifty, took charge of six thousand seventy-five Police survey assignments and collected a total of \$127,850, a per capita sale of \$228 for each infantryman. Members of the Third Artillery, with two thousand six hundred thirty-three assignment of cards, collected \$15,050, a per capita sale of \$58 for each artilleryman. Troop I, under the leadership of Captain Christian Mathiesen, with an assignment of two thousand seventy cards, made the remarkable record of \$490 per capita sale, selling \$29,550 of bonds. Another branch of the Canvassing Committee, that of Retail Zones under the chairmanship of Theodore Richmond, handled miscellaneous retail stores not assigned to regular trades committee. This was scattered, difficult clean-up work and netted the result of \$30,550 of sales.

One of the largest showings of the Canvassing Committee came through the excellent work of the members of the Home Defense Reserves under Colonel H. I. Sackett. Their first quota was \$250,000; their second quota \$300,000; their third quota \$350,000. The final record of this energetic group of workers who worked day and night throughout the campaign in tents erected by them at busy street corners was \$425,750.

William T. Buckley supervised the work of all of the Canvassing Committee and his splendid generalship made his department one of the most active branches of the Third Liberty Loan organization.

Jesse C. Dann, in charge of the Flying Squadron, had an organization enrolling over two thousand men. This group of emergency salesmen worked in conjunction with both the Canvassing and Trades organizations. His salesmen were ready for instant action in any part of the city whenever requests came for an emergency sales force to handle an intensive situation. His Flying Squadron, as has been noted before, branched out into the effective use of the military organization of the National Guard, and no worker had direct charge of larger numbers of men and activities and kept them in more active operation than did Mr. Dann.

The Canvassing Committee met daily for conference. Reports were presented and efficiency suggestions were discussed and put into action. A report was daily made by the Secretary, Mr. Goldberg, to Mr. Kuhn, the executive secretary of the Distribution

Department, and to Mr. McNulty, Director of Distribution, and to Canvassing Committee directors. Progress reports of the precinct captains were examined daily by the secretary, and he also planned the work of the office force.

Avery C. Wolfe was not only active in his work as vice-chairman of the Canvassing Committee, but had special charge of the operation of the Moving Bank or Liberty Vanguard, which has been previously described. This moving picture outfit, mounted on trucks, with speakers and bond salesmen, toured the city and added a novel feature to the campaign, bringing to outlying districts a direct street sales appeal.

The city was blocked out in sections by Messrs. F. A. G. Merrill and S. V. R. Spaulding for the house to house canvass during the closing week. Mr. Spaulding, James Neilson, Jr., Woodward Sears and George Rogers were constant in their assistance of the work of the Canvassing Committee and handled important details of the work through the campaign.

The final report of the Treasurer shows the Canvassing Committee turned in twelve thousand two hundred thirty-nine pledges amounting to \$1,368,750. The quota given the Committee was \$1,000,000.

SALES Co-operating with the  
BOOTH Women's  
COMMITTEE Committee  
which handled actual sales of bonds at booths, was the men's committee on Sales Booths and Selling Agencies, of which Proctor Carr was chairman. Mr. Carr's committee located the booths, erected and decorated them, supplied the booths with literature and Liberty Loan supplies, making daily collections from the women's sales force of the subscriptions and down payments and reporting and delivering same to the Subscription Department.



SALES BOOTH COMMITTEE

There were forty-eight booths located by the committee and, in addition, thirty-nine selling agencies. The booths were located in hotels, theaters, office buildings, department stores, railway stations and in the public markets and public libraries. The additional selling agencies were in the smaller retail stores. Mr. Carr associated with himself A. E. Smith as vice-chairman and twelve active associates who reported to headquarters twice a day to requisition and deliver supplies needed at the various booths. Another group of fifteen active workers took charge of making the collections, which were performed in relays. The men of this group were all employed during the day in the Buffalo banks. Their sales booth collecting was at the close of a work day at the bank and kept them occupied until nearly midnight whenever assigned to duty. Mr. D. J. Savage attended to all the collections from booths located in moving picture houses. A triplicate receipt form adopted by the Committee showing the name of each purchaser, the amount of bonds purchased and the down payment, added materially to the accuracy of the accounting—one receipt being held by the women in charge of the booth, one retained by the collector and the third copy delivered to the Subscription Department with the listed cash and subscription blanks.

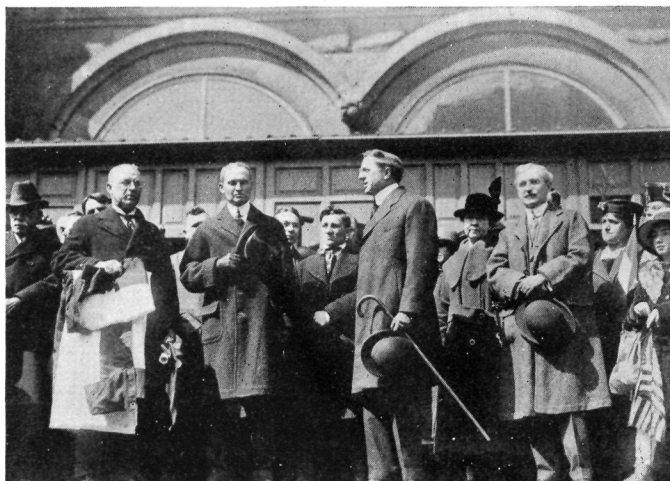
CLUBS AND  
FRATERNAL  
ORGANIZATIONS  
COMMITTEE

This committee compiled lists of all organizations in the city and sought the most active and influential member to create within his own organization a Liberty Loan sales committee. As soon as each club was organized for Liberty Loan work by the Clubs and Fraternal Organizations Committee, the Committee followed up the work, suggested sales plans, gave publicity to the results and assisted in circularizing members and selling the group. The fine record of this committee, which was headed by John A. Kloepper, as Chairman, and Horace B. Pomeroy as Secretary, was \$1,455,950 of bonds sold, among two hundred forty-four different groups, classified as follows: Thirty-nine associations, \$282,050; twenty-one clubs, \$370,500; one hundred eleven fraternal societies, \$415,050; eighteen masonic lodges, \$52,000; twenty-two savings and loan associations, \$201,650; thirty-three miscellaneous societies, \$134,700. The particularly noteworthy subscriptions include the Elks Committee with \$175,000 of bonds purchased, and the Rotary Club with \$148,000.

PUBLIC  
EMPLOYEES'  
COMMITTEE

Mayor George S. Buck was Chairman of the Public Employees' Committee, the work

of which was to solicit subscriptions from all Federal, State, County and City employees located in Buffalo. The final report of the committee showed total sales of \$557,050 as against \$346,000 in the Second Loan. The committee's quota in the Third Loan was placed at \$350,000, which was passed on the day of Secretary McAdoo's visit to Buffalo. The second quota was then fixed by the Director of Distribu-



MAYOR BUCK AND CHAIRMAN COOKE

tion at \$450,000 and the second quota exceeded by \$107,050. The bond sales were divided as follows: City employees, \$381,850; County employees, \$42,250; State employees, \$39,050; Federal employees, \$93,900. Included in the above totals are \$10,000 from the Teachers' pension fund and \$43,950 of bonds sold in the Federal Building lobby.





**SPECIAL COMMITTEES AND BUREAUS**

On the organization chart, certain committees and bureaus theoretically report direct to the Executive Committee of the Liberty Loan organization and, therefore, are not integral parts of either the Distribution Department or the Publicity Department, though they operate closely in connection with either department, or both. They are discussed in this report under the group heading of "Special Committees and Bureaus."

The records  
**SPEAKERS'** of activities  
**BUREAU** of the Speak-  
 ers' Bureau  
 evidences how well it was  
 organized and operated by  
 its Chairman, James W.  
 Persons. The Bureau with  
 a group of speakers num-  
 bering three hundred, of



**SPEAKERS' BUREAU**

whom one hundred fifty were active throughout the campaign, addressed nearly 2,000 meetings, reaching audiences conservatively estimated at one and one-quarter million people. The audiences were assembled at theaters, schools, churches, outdoor meetings, mass meetings, shop meetings, Union Labor meetings, out of town meetings and miscellaneous meetings.

Requests for speakers at shop meetings came through the Distribution Department from Edward P. Erion as a centralizing point. The various trades and professional committees of the Distribution Department requisitioned Mr. Erion in writing. The requisitions were in duplicate. The Speakers' Bureau filled the requisitions and notified the Distribution Department by returning a copy of the requisition showing the name of the speaker, time and place of meeting and whether or not automobile was needed. The Automobile Bureau in charge of Mr. Blackburn furnished automobiles for speakers on written requisition from the Speakers' Bureau. The service was one hundred per cent efficient. Requests for speakers for out of town meetings, miscellaneous meetings, schools and churches came directly to the Speakers' Bureau from the applicant or from the Schools or Fraternal Organizations' Committee.

The Speakers' Bureau maintained a card index of all meetings showing the time and place of the meeting, the nature of the meeting, the probable attendance, the speaker assigned, necessity of transportation and the special point the speaker was to cover. Mr. Persons had with him in his work the constant and able assistance of William C. White, Perry E. Wurst and George B. Tyler. Requisitions for speakers for women's organizations and the furnishing of women speakers, were in charge of Mrs. Helen Z. M. Rodgers and Miss May Sickmon, who deserve special mention for splendid service in this branch of the work, they also assisting in the assignment of men speakers.

In the schools of Buffalo, sixty-four speakers addressed sixty-four audiences. At special church functions twenty-six speakers from the Bureau addressed thirty-one audiences. At meetings of Union Labor organizations twenty-nine speakers addressed thirty audiences. Two hundred eighteen speakers addressed two hundred sixty-three audiences in the shops and factories of Buffalo. The Bureau furnished seventy-seven speakers out of Buffalo for eighty-six out of town addresses. Seventeen mass meetings were addressed by twenty-four speakers furnished by the Bureau. Two hundred outdoor meetings were addressed by

one hundred seventy-two speakers and fifty-nine speakers gave sixty addresses at miscellaneous meetings.

A particularly fine showing was made by the Four Minute Men in charge of Clarence MacGregor. This group of eighty-eight speakers has the remarkable record of addressing, at sixty-eight Buffalo theaters, audiences estimated at over eight hundred thousand, making ten hundred eighty-six Liberty Loan addresses in all.



WOMEN'S EXECUTIVE COMMITTEE

**WOMEN'S COMMITTEE** The huge total of \$4,847,800 in subscriptions obtained by the women of Buffalo is their remarkable record in the third campaign. This represented a total of 12,004 separate subscriptions. Of this number, 7,127 bonds of the denomination of \$50 were sold; 2,021, \$100 bonds; 2,306 subscriptions between \$150 and \$950; 550 subscriptions of \$1,000 or more. The sales by the women show an increase of \$825,750 over their sales in the second campaign. Particularly noteworthy is the result obtained by the women in spreading out their sales of bonds. The total of 12,004 separate subscriptions show how effectively this was accomplished.

Mrs. Theodore A. Pomeroy, who had so ably conducted the work of the women in the second campaign, built her organization for the third campaign, and was just at the point of starting it on its work when illness in her family compelled her to leave the city. Her work was immediately undertaken by the Vice-Chairman, Mrs. Edward H. Butler, who, with the assistance of Mrs. Walter P. Cooke, Mrs. Howard Forman, Mrs. Richard H. Thompson and Mrs. John H. Lascelles, the other members of the women's executive committee, carried on the campaign with the success above recorded.

The sales were confined to sales at authorized stations or booths located in the large department stores, hotels, theaters and active business centers, mainly in the downtown sections of the city. Women's fraternal organizations, clubs and associations furnished the selling force in many of the booths. The co-operation between the Women's Committee and the Men's Committee was complete and each assisted the other in producing



WOMEN LEADERS AT HEADQUARTERS

the maximum results without unnecessary duplication of sales force.

An instance of this cooperation, very characteristic of the Buffalo women, and not so characteristic of Liberty Loan organizations in other cities,—the Men's Booth Committee had charge of the location of sales booths, and the collection and tabulation of sales there made. The other larger and more important branch of this work, the actual sale of bonds in booths, was handled

entirely by the Women's Committee. Again, in the matter of publicity, the Women's Committee operated through the Publicity Department of the men's organization, and all of the news of the women's activities found its way to the News Bureau of the men's organization and from there to the daily papers.

The importance of the work of the women has become so thoroughly recognized by the men's organization of Buffalo that the women now appear on the General Committee appointed in charge of the Loan, and on many of the committees and bureaus operated by the men's organization some of the most useful and effective workers are Buffalo women. This is noticeable in the Speaker's Bureau, as well as some of the trades and professions committees; while all of the work of the Educational Bureau of the Publicity Department is organized and conducted by women.

Upon Mrs. Edward H. Butler fell a large portion of the executive work, because of the absence of the Chairman. Without previous experience as Chairman, she entered suddenly and unexpectedly upon the performance of her duties with poise, tact and tireless energy. The progress of the campaign revealed in her an executive of rare ability, with perseverance and patience to follow up to successful completion the multitudinous details incident to the work of the women in such a campaign.

When the Quota Committee of the Distribution Organization, assigned a quota of one million dollars to the Public Schools of the city, and later increased this PUBLIC SCHOOLS quota to one million five hundred thousand dollars and again increased it to two million dollars, Dr. George E. Smith, in charge of the Schools Committee and his assistants, Mr. Benjamin L. Abel and Mr. M. Smith Thomas, felt that the impossible had been asked. They set manfully to their work determined to do their best and as a result the final summary of the Buffalo public schools showed a total of \$2,050,200 with 21,975 subscribers. This represents approximately \$30 per pupil and over five per cent of the total sales of the city both from the standpoint of sales and subscriptions. In the second campaign the public schools sold \$1,115,800 of bonds to 12,251 subscribers. The third campaign, therefore, showed an increase in sales of \$934,400 and an increase of 9,724 individual subscribers. This success meant the making of enthusiastic Americans and workers out of six thousand children and their parents. It meant in addition the uniting of all races in a common cause,

the counteracting of vicious propaganda, giving practical education in business affairs to school children, and the sales of bonds in many instances where the same could have been effected in no other way save through the school children.

The department was organized at a mass meeting prior to the opening of the campaign at which the chief speaker was Roscoe R. Mitchell, recently returned from France. The audience filled the auditorium of the Hutchinson High School. The plan of the campaign included the assignment of a quota to every school in the public school system; each school reaching its quota to be awarded a quota flag and engrossed certificate. A leader's banner, donated by Howard Baker & Co., was awarded daily to the school which sold the most bonds in proportion to its active registration. Honor badges were given in each class room to the pupil who led each day as bond buyer and to the pupil who led as a bond seller. Indicators in every class room showed the standing of that room. An indicator outside every school showed the public how that school stood in the drive. A daily report published in the papers showed a statement of the previous day's sales of every school. The committee inaugurated special competition for the possession of two beautiful banners—one awarded daily for the greatest number of bonds sold in proportion to the net registration, the other, the amount of bonds sold. The committee inaugurated interschool contests for Liberty Loan poems; Liberty Loan pledges; Liberty Loan yells and Liberty Loan posters. A Liberty chorus was organized in which all schools participated. Each school reported daily in the afternoon its record of sales and by six o'clock each day, under the splendid supervision of Benjamin Abel and his group of assistants, the sales record was ready for the Buffalo papers. The committee issued a daily bulletin in charge of Mr. M. Smith Thomas, mimeographing and distributing over one hundred thousand pages of matter. To Mr. Thomas' department fell the distribution of posters, circulars and badges in the sixty schools. Individual schools organized Liberty Loan parades and entertainments, which were especially effective in arousing interest in parts distant from the main business center of the city where most of the Liberty Loan activities occurred.

The generosity of Messrs. Oppenheim, Collins & Co., in establishing again a prize fund of one thousand dollars made possible the effective use of prizes for Liberty Loan school competition. School No. 56 won the leader's flag offered by Howard Baker & Company. South Park High School won both banners awarded to the High School securing the highest number of subscriptions, and the largest number of bonds sold per capita. Hutchinson High School won the special banner for the highest amount of sales. Most of the schools reached their original quota. Many doubled and trebled them. Schools which exceeded their quotas by twenty-five per cent were presented with stars which were affixed to their quota flags. The striking feature of the record is that this tremendous sale of \$2,050,200 of bonds was distributed among 21,975 applications, making a nationalizing medium out of financial investment. The average individual subscription per application was less than one hundred dollars.





REPORT THIRD LIBERTY LOAN COMMITTEE OF BUFFALO

School	Registration	Quota	Number of Bonds Sold	Amount of Bonds Sold
Hutchinson-Central High School . . . . .	1,379	\$100,000.00	2,921	\$429,350.00
Masten Park High School . . . . .	904	70,000.00	558	54,900.00
Lafayette High School . . . . .	914	150,000.00	1,717	181,350.00
Technical High School . . . . .	703	70,000.00	977	64,400.00
South Park High School . . . . .	660	50,000.00	1,538	137,650.00
Truant School . . . . .	....	300.00	12	650.00
Elm Vocational School . . . . .	127	6,000.00	152	21,800.00
Peckham Vocational School . . . . .	250	3,500.00	70	4,200.00
Seneca Vocational School . . . . .	140	4,000.00	87	4,450.00
Opportunity School . . . . .	31	300.00	16	1,050.00
Grammar School, No. 1 . . . . .	2,367	15,000.00	492	27,800.00
Grammar School, No. 2 . . . . .	1,696	11,000.00	198	10,650.00
Grammar School, No. 3 . . . . .	373	3,000.00	57	3,150.00
Grammar School, No. 4 . . . . .	480	8,000.00	146	8,850.00
Grammar School, No. 5 . . . . .	See Seneca Vocational School			
Grammar School, No. 6 . . . . .	937	5,500.00	137	8,450.00
Grammar School, No. 7 . . . . .	1,132	6,000.00	165	8,750.00
Grammar School, No. 8 . . . . .	484	6,000.00	176	13,900.00
Grammar School, No. 9 . . . . .	1,846	11,000.00	184	10,650.00
Grammar School, No. 10 . . . . .	352	9,000.00	201	11,700.00
Grammar School, No. 11 . . . . .	See Elm Vocational School			
Grammar School, No. 12 . . . . .	786	9,000.00	123	10,300.00
Grammar School, No. 13 . . . . .	523	6,000.00	123	6,450.00
Grammar School, No. 14 . . . . .	See Grammar School, No. 46			
Grammar School, No. 15 . . . . .	573	6,000.00	127	8,050.00
Grammar School, No. 16 . . . . .	705	70,000.00	912	85,300.00
Grammar School, No. 17 . . . . .	1,175	50,000.00	971	68,750.00
Grammar School, No. 18 . . . . .	664	9,000.00	86	7,500.00
Grammar School, No. 19 . . . . .	985	20,000.00	291	25,100.00
Grammar School, No. 20 . . . . .	See Grammar School, No. 51			
Grammar School, No. 21 . . . . .	550	10,000.00	182	12,200.00
Grammar School, No. 22 . . . . .	806	30,000.00	691	53,550.00
Grammar School, No. 23 . . . . .	1,174	8,000.00	193	10,550.00
Grammar School, No. 24 . . . . .	1,125	10,000.00	221	12,300.00
Grammar School, No. 25 . . . . .	375	2,500.00	65	3,550.00
Grammar School, No. 26 . . . . .	945	8,000.00	186	11,700.00
Grammar School, No. 27 . . . . .	857	12,000.00	273	27,350.00
Grammar School, No. 28 . . . . .	1,004	8,000.00	187	12,450.00
Grammar School, No. 29 . . . . .	767	6,000.00	238	12,950.00
Grammar School, No. 30 . . . . .	See Grammar School, No. 34			
Grammar School, No. 31 . . . . .	1,930	12,000.00	370	22,850.00
Grammar School, No. 32 . . . . .	1,300	12,000.00	212	12,800.00
Grammar School, No. 33 . . . . .	425	3,000.00	59	3,050.00
Grammar School, Nos. 34 and 30 . . . . .	373	2,800.00	48	4,050.00
Grammar School, No. 35 . . . . .	763	5,000.00	154	8,400.00
Grammar School, No. 36 . . . . .	488	8,000.00	137	9,200.00
Grammar School, No. 37 . . . . .	807	8,000.00	166	10,700.00
Grammar School, No. 38 . . . . .	704	8,000.00	161	9,600.00
Grammar School, No. 39 . . . . .	1,120	10,000.00	255	14,200.00
Grammar School, No. 40 . . . . .	630	5,000.00	140	7,850.00
Grammar School, No. 41 . . . . .	748	8,000.00	198	10,350.00
Grammar School, No. 42 . . . . .	973	4,000.00	128	7,650.00
Grammar School, No. 43 . . . . .	1,313	8,000.00	159	10,150.00
Grammar School, No. 44 . . . . .	1,590	8,000.00	155	9,050.00
Grammar School, No. 45 . . . . .	849	25,000.00	385	31,400.00
Grammar School, Nos. 46 and 14 . . . . .	520	7,500.00	142	10,200.00

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School	Registration	Quota	Number of Bonds Sold	Amount of Bonds Sold
Grammar School, No. 47	770	6,000.00	162	8,950.00
Grammar School, No. 48	541	3,000.00	92	5,050.00
Grammar School, No. 49	539	10,000.00	196	13,400.00
Grammar School, No. 50	550	3,500.00	134	7,050.00
Grammar School, Nos. 51 and 20	997	7,000.00	207	12,700.00
Grammar School, No. 52	1,119	15,000.00	457	30,000.00
Grammar School, No. 53	1,197	20,000.00	599	42,900.00
Grammar School, No. 54	980	32,000.00	702	46,450.00
Grammar School, No. 55	800	6,000.00	142	7,650.00
Grammar School, No. 56	1,096	100,000.00	1,557	222,400.00
Grammar School, No. 57	852	5,500.00	73	3,950.00
Grammar School, No. 58	1,111	6,000.00	64	3,550.00
Grammar School, No. 59	992	6,500.00	97	9,900.00
Grammar School, No. 60	1,111	8,000.00	275	16,400.00
Grammar School, No. 61	676	5,000.00	76	3,900.00
Grammar School, No. 62	1,115	6,000.00	127	6,800.00
School of Practice	310	20,000.00	428	54,900.00

The number of subscriptions, per capita, obtained by the pupils of the leading schools was as follows: South Park High School, 2.32; Hutchinson High School, 1.85; Lafayette High School, 1.588; Grammar School, No. 56, 1.368; Grammar School, No. 16, 1.289; Elm Vocational, 1.196; School of Practice, 1.084.

The Parochial Schools of Buffalo, nearly doubled their previous sales record. PAROCHIAL A portion of the Oppenheim, Collins & Company prize fund was allotted to SCHOOLS the Parochial Schools as an incentive in bond sales. The total sales made during this contest was \$281,500. Additional sales of \$4,500 were made after the close of the contest, making a grand total of sales amounting to \$286,000 divided among thirty-seven hundred individual subscribers. The prize fund was awarded in the following order:

\$100—St. Teresa's School, Rev. E. F. Gibbons, 1974 Seneca Street	\$32,750.00
\$ 75—St. Bridget's School, Rev. D. O'Brien, 397 Louisiana Street	32,400.00
\$ 50—Holy Family School, Rev. J. J. Nash, 556 South Park Avenue	25,400.00
\$ 40—Annunciation School, Rev. Msgr. J. S. Biden, 248 Lafayette Avenue	17,700.00
\$ 25—Mount Carmel School, Rev. Angelo Saino, 41 Fly Street	12,650.00
\$ 20—St. Joseph's New Cathedral School, Rev. J. McGloin, 330 Linwood Avenue	11,300.00
\$ 15—St. Ann's School, Rev. J. Kirschmeyer, S. J., 371 Watson Street	9,650.00
\$ 10—St. Nicholas School, Rev. C. O'Bryne, 18 Welker Street	9,400.00
\$ 10—St. Mary Magdalene, Rev. J. Pfluger, 24 Urban Street	9,250.00
\$ 10—Transfiguration School, Rev. F. Kasprzak, 144 Mills Street	8,050.00
\$ 10—St. Vincent's School, Rev. J. Hummel, 15 Eastwood Place	7,800.00
\$ 10—St. Joseph's Old Cathedral School, Rev. T. J. Walsh, D.D., 50 Franklin Street	7,400.00
\$ 10—St. Stanislaus School, Rev. A. Pitass, D. D., Townsend Street	6,600.00
\$ 10—St. Joseph's School, Rev. J. Schemel, 3269 Main Street	6,150.00
\$ 10—St. Margaret's School, Rev. T. J. Timmons, 1406 Hertel Avenue	6,000.00
\$ 10—St. Stephen's School, Rev. T. Barrett, 793 Elk Street	5,750.00
\$ 10—Nativity School, Rev. D. Walsh, 21 Herkimer Street	5,650.00

St. Bridget's School received the special award of \$75.00 given to the school securing the largest number of individual subscribers. Their records show four hundred forty-seven bond subscribers.

The Liberty Loan campaign placed a heavy burden upon the time and effort of each of the parish pastors. Each had to set up within his school the necessary machinery to

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distribute Liberty Loan literature, to record school sales, collect subscription blanks and down payments, report the same to the Subscription Department daily and call at the Supply Department daily for literature, buttons and other supplies. The work was cheerfully undertaken and met with the successful results shown below. Chancellor Walsh and Rev. Francis T. Kanaley were particularly zealous in directing the work.

A total record of the sales in the Parochial Schools Contest is as follows.

School	Bond Sales	School	Bond Sales
Annunciation . . . . .	\$17,700	Brought forward . . . . .	\$174,050
Blessed Trinity . . . . .	4,100	St. Bernard's . . . . .	2,300
Holy Family . . . . .	25,400	St. Bridget's . . . . .	32,400
Holy Name . . . . .	3,550	St. Columba's . . . . .	1,650
Holy Spirit . . . . .	1,350	St. Elizabeth's . . . . .	800
Immaculate Conception . . . . .	1,800	St. Francis of Assisi . . . . .	550
Church of the Nativity . . . . .	5,650	St. Francis de Sales . . . . .	2,700
Most Holy Redeemer . . . . .	1,950	St. Francis Xavier . . . . .	500
Our Lady of Lourdes . . . . .	5,450	St. Gerard's . . . . .	2,800
Our Lady of Mt. Carmel . . . . .	12,650	St. Joachim's . . . . .	1,000
Our Lady of Perpetual Help . . . . .	4,400	St. Joseph's, Main Street . . . . .	6,150
Precious Blood . . . . .	1,050	St. Joseph's Cathedral, Old . . . . .	7,400
Queen of Most Holy Rosary . . . . .	2,600	St. Joseph's Cathedral, New . . . . .	11,300
Sacred Heart . . . . .	1,950	St. Louis' . . . . .	1,900
St. Agnes . . . . .	1,250	St. Lucy's . . . . .	750
St. Ann's . . . . .	9,650	St. Luke's . . . . .	1,150
St. John Maron . . . . .	2,900	St. Margaret's . . . . .	6,000
St. Mary Magdalene . . . . .	9,250	St. Mary's . . . . .	2,000
St. Michael's . . . . .	2,200	St. Mary of Sorrows . . . . .	3,200
St. Nicholas . . . . .	9,400	St. Monicas . . . . .	2,050
St. Stanislaus' . . . . .	6,600	St. Patrick's . . . . .	4,900
St. Teresa's . . . . .	32,750	St. Stephen's . . . . .	5,750
St. Vincent de Paul's . . . . .	7,800	Transfiguration . . . . .	8,050
St. Anthony's . . . . .	2,650	Visitation . . . . .	2,150
Carried forward . . . . .	\$174,050	Total . . . . .	\$281,500

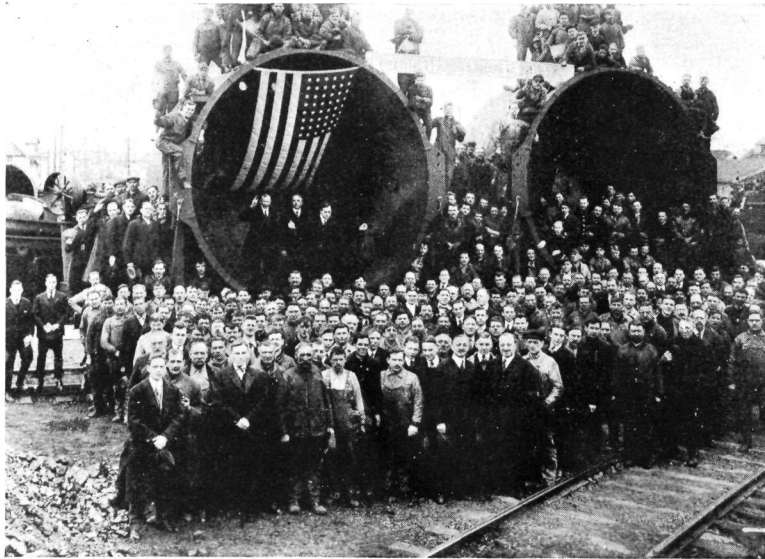
**HONOR BANNERS** The honor banner or window display card designating the home of Liberty Bond purchasers, so successfully adopted in Buffalo for the Second Liberty Loan campaign, became a national idea and was developed further into the system of honor flags given to cities reaching their quota on bond sales.

The purchaser's window card issued to Buffalo subscribers was a lithograph, twelve inches by eighteen inches and carried a reproduction of the honor flag awarded to cities exceeding their quota—a white field with blue border intersected by three vertical blue stripes. Beneath this was a representation of the Third Liberty Loan button, the Independence Bell in white on a blue field.

Myron S. Hall organized the distribution of the window banners and obtained the co-operation of the sixteen Buffalo banks and their branches as distributing centers. The purchaser of the Third Liberty Bond was requested to call at any bank in the City with his official subscription receipt. The bank handed to the purchaser the window banner and placed a cancellation stamp on the receipt so that it could not be used the second time. The receipt was then delivered back to the purchaser. No banners were issued against receipts which had been so stamped. Cancellation stamps were furnished by the Liberty Loan Committee. The first installment of the banners was delivered to the banks on Monday morning, April 15th, and their distribution proceeded promptly and smoothly throughout the campaign. In a few of the larger industrial plants such as the Curtiss Aeroplane Company,

Lackawanna Steel Plant, and the Pierce-Arrow Motor Company, where thousands of employees were bond purchasers, distribution of banners was made directly at the Liberty Loan department of these plants. Street after street toward the latter part of the campaign showed continuous lines of honor banners in the windows of every home and their absence often created such unfavorable neighborhood comment that many sales prospects were created out of persons otherwise indifferent.

Buffalo also adopted a system of plant honor banners. The industrial honor flag was awarded to each plant, ninety per cent of whose employees were purchasers of Third Liberty Bonds. This banner was lithographed in the national colors. The background of red and white stripes being cut by a blue pennant at the upper end of the banner. It bore the words "All American Shop. More than Ninety Percent of the Employees of this Shop Have Purchased 3d Liberty Bonds." The competition for this banner was stimulated by printing daily in the campaign house organ "Over the Top" a list of the shops to whom the banner was awarded and also printing the same list in the daily papers. Toward the close of the campaign employees in most of the shops in



A PLANT MEETING

Buffalo were striving through pride thus aroused in their plant organization to obtain the award, and display from their shop windows the trophy of their patriotic achievement.

The Buffalo Banks as in the second campaign agreed upon a uniform plan of extending accommodations to Liberty Loan borrowers and installment purchasers.

Again, this was an extremely liberal policy and permitted the enormous use of credit so necessary to carry out the Government plan of devoting future income and earnings to the purchase of Federal securities by anticipating the same through credit arrangements with banks. Not alone in this connection have the banks of Buffalo been supremely vital factors in the city's Liberty Loan successes but they are the exclusive agencies through which initial payments, and installment payments falling due for fifty-one weeks after the close of each campaign are collected and remitted. To handle this mass of moneys and this enormous detail, the banks of Buffalo have at their expense created Liberty Loan departments and through them the Government is weekly receiving the moneys, which the citizens of Buffalo have agreed to pay for the purchase of Liberty Bonds, in totals now aggregating over one hundred million dollars.

The following banking arrangements were offered by all of the Buffalo banks during the campaign to purchasers of Third Liberty Bonds:

Small loans to the amount of \$1,000 were made to any one purchaser at  $4\frac{1}{4}\%$  for the term of one year, upon a down payment of  $5\%$  and additional quarterly payments of  $10\%$  thereafter.



Loans to customers were made on bonds in excess of \$1,000 up to \$10,000 for a six months period (three months note with renewal for like term) at  $4\frac{3}{4}\%$ , upon a down payment of 5% and an additional payment of 5% at the expiration of three months.

Loans to customers were made on larger blocks up to \$50,000 for three months at  $4\frac{3}{4}\%$  and for an additional three months period at a rate not to exceed 1% in addition to the Federal Discount rate, upon a down payment of 5% and an additional payment of 5% at the expiration of three months.

Bonds could be purchased from any bank upon payments of 4% down and 2% a week, or 10% down and 10% a month; the bonds to be delivered upon final payment, the first two coupons detached.

Loans were made to employers for the purpose of financing their employees upon the same basis, that is 4% down and 2% a week, the bonds to be delivered upon final payment less the first two coupons.

Loans upon Liberty Bonds were arranged so as not to interfere with the firm lines at their banks.

Banks accepted for safe keeping, without charge, bonds left by purchaser to the amount of \$1,000 for any one individual for the term of one year.

SPECIAL SUBSCRIPTION COMMITTEE For the second time Mr. Harry T. Ramsdell undertook the Chairmanship of this committee, whose function was to reach individuals and corporations able to make subscriptions of fifty thousand dollars or more, but who, if unapproached, might tender smaller subscriptions. The work of this committee in the second campaign had resulted in subscriptions of \$13,700,000.00, obtained from two hundred sixty-eight individuals and corporations. With a city quota in the third loan of a third less, this active group, headed by Mr. Ramsdell, made the remarkable record of \$15,769,000.00 of subscriptions secured from two hundred twenty-five individuals and corporations. Each of these subscriptions was \$50,000.00 or more, and a very considerable portion of the total amount represented new moneys brought in by the committee. When subscriptions came from individuals or corporations directly connected with a trade, profession or industry, a credit for the subscription was also given to the appropriate trades or professional committee against its quota. This necessary duplication of sales records obtained in some small degree in the records of a few other branches of the sales organization.

CITIZENS PATRIOTIC PATROL This Committee, headed by Nesbit Grammar as Chairman, canvassed two classes of prospects assigned to them by the Directors of Distribution. They were subscribers who in the judgment of the directors had not subscribed sufficient in proportion to their ability and a comparatively small group of persons of means whose subscriptions were not forthcoming. The disaffected citizen refusing to subscribe was advised that his presence in the community was unwelcome, the too conservative subscriber was informed of the necessity of doing his full share. Similar work was undertaken by the Flying Squadron. The Citizens Patriotic Patrol obtained subscriptions of \$580,000 through their energetic efforts.

MUSIC COMMITTEE The Music Committee, with Honorable Louis B. Hart as Chairman, divided its work in four subdivisions. The first subdivision had charge of patriotic concerts that were given at the Elmwood Music Hall on Sunday afternoons of April 7th, 14th, 21st and 28th. These concerts were arranged in conjunction with the Features Bureau of the Publicity Department, and the Park Department of the city co-operated. Mr. John Lund managed the first Liberty Loan concert and directed the Municipal Orchestra in the presentation of a delightful program. Reverend Henry A.

Mooney delivered a stirring Liberty Loan address. The second concert, managed by William C. White, was an organ recital by William J. Gomph with orchestral selections by the Municipal Orchestra. Honorable J. Sloat Fassett of Elmira gave a powerful Liberty Loan address. Mr. Lund and the Municipal Orchestra presented an interesting musical program at the third concert, including in its numbers "A Whisper of Praise," composed by Mr. Lund and dedicated to Chairman Walter P. Cooke, in appreciation of his work in connection with the Liberty Loan. The fourth Liberty Loan concert was managed by Mrs. George B. Barrell, the concert being under the auspices of the Community Chorus and the Chromatic Club. A fine program was excellently rendered by the Community Chorus, Mr. Harry Barnhardt directing, and Sergeant Verne Marshall gave the Liberty Loan address. At its close, subscription blanks were distributed and subscriptions taken for Liberty Bonds.

The Committee felt the idea very well worth while continuing—that of gathering together three to five thousand people amid pleasant surroundings, in a hall well decorated with the national colors, listening to a well-chosen musical program. After creating this thoughtful and appreciative atmosphere, prominent speakers drove home the Liberty Loan message to a sympathetic audience.

The second division of the Music Committee had in charge fife and drum corps. Cyrus L. Barber communicated with these organizations throughout the city, obtaining a list of those desiring to furnish their gratuitous services for Liberty Loan parades throughout the campaign. The third division, in charge of bands for parades, was handled by Harry Davis.

The fourth division, that of Liberty Loan singers, was organized by Judge Hart. He personally met with the singers and rehearsed them before the opening of the campaign. No small part of the general enthusiasm and good fellowship which marked the opening and closing dinners of the Third Liberty Loan and the McAdoo dinner, was due to the inspiring singing of this group who led the singing of the patriotic and war songs from the start of each banquet to its close.

The Liberty Loan banquets and dinners managed by Henry P. Werner were potent factors in the campaign. He handled the innumerable details easily and splendidly. The opening banquet, on April 10th, was inspiring. Judge Hart's singers keyed everybody to a high pitch of enthusiasm at the very outset of the dinner. Those present will long remember Chairman Cooke's stirring address to the workers and the graceful conclusion of the evening—a toast to each of our allies, England, France and Italy and a beautiful song for each.

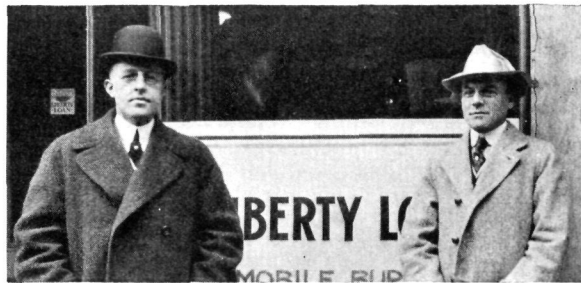
The closing dinner of the campaign recorded a high-water mark of civic and patriotic enthusiasm, and at that dinner Chairman Cooke redeemed his pledge made at the opening day of the campaign by returning to Mayor Buck the City Liberty Loan banner with the word "Victory" written across its folds. Mayor Buck in turn, presented to Chairman Cooke and to the Liberty Loan workers a mammoth key of the city which was carried into the banquet room on the shoulders of a police detail.

During the entire campaign the workers met at noonday luncheons. At each of these gatherings official announcement was made of the total sales up to noon of that day, and the honor roll was read giving the names of the trades and professional committees whose successful work for the preceding day deserved special mention. The Chairman issued general instructions and orders and all enjoyed the interesting ceremony of decorating chairmen of those committees which had gone "Over the Top" of their sales quota. The decoration consisted of the Liberty Loan worker's badge, a bronze bar surmounted by an edge of ribbon showing the allied colors. Beneath the bar hung a small pendant ribbon of royal purple, bearing the words "Distinguished Service Badge. Over the Top." This

honor badge always carried with it the trying additional honor of an increased quota for the successful Committee. The result, instead of being disheartening, was that chairman after chairman came for his second and third decoration and for his second and third quota increase.

Speeches at these dinners were necessarily brief, but of exceedingly high order. No worker could hear these powerful addresses from day to day without going to his work with renewed vigor. The list of speakers includes: Hon. J. Sloat Fassett of Elmira, Senator James W. Wadsworth, Representative S. Wallace Dempsey, Governor Charles S. Whitman, Mrs. Helen Z. M. Rodgers, Dr. Frank G. Ferry, President of Hamilton College; Rabbi Max Drob, Ex-Mayor Louis P. Fuhrmann, Rev. S. V. V. Holmes, Sergeant Verne Marshall, Bishop E. J. Johnson of Cape Town, James M. Curly former Mayor of Boston, Daniel A. Reed of Cornell athletic fame, John McCormack, whose song resulted in a hundred thousand dollar subscription from an enthusiastic Buffalonian, and last but not least, Blanche Bates, who marked with signal favor one high in the Buffalo Liberty Loan affairs.

The Automobile Bureau, AUTOMOBILE organized and operated by BUREAU Mr. William J. Blackburn of the Blackburn Sales Company, assisted by J. Roland Cloudsley, was one of the most useful and well managed branches of the organization. At their office, No. 17 West Swan Street, they solicited the gratuitous use of passenger automobiles and trucks from patriotic individuals and firms who were willing to assist



AUTOMOBILE BUREAU

with the transportation work of the Committee. The Buffalo papers carried an appeal for this assistance. The notice requested that automobile owners willing to donate cars cut out the notice from the papers, fill in the blank spaces showing the days and hours of the four weeks of the campaign that the car would be available, a description of the car, the name and telephone number of the owner, this notice being mailed to the Automobile Bureau. Having listed the available vehicles and with the generous co-operation of the Motor Corps Girls, the Bureau was in a position to summon instant aid, and had at all times of the day, available near the headquarters, automobiles for any need that arose. It is interesting in reading the reports of the various Bureaus and Departments to note the special mention which they make, particularly the Supply Bureau, the Educational Bureau, and the Speakers' Bureau, acknowledging their appreciation of the valuable work of the Automobile Bureau, the many demands which they made thereon and the completeness with which these demands were fulfilled. An obligation fully as great is owed the generous citizens and firms of the city who so freely furnished and operated their automobiles for the good of the cause and built up a large transportation system that operated efficiently and gratuitously for four continuous weeks.

THE TREASURER John L. Tiernon for the second time acted as Treasurer of the Liberty Loan organization, with Mrs. M. E. Applegate, office manager of the Kinsey Realty Company, as assistant, in charge of purchasing and accounting. Their work was carefully and accurately done. The work of this department was largely increased by daily card index records, which they prepared of all subscriptions of \$500 or more received and cleared through the Buffalo banks, and the definitely promised large subscriptions. These records were used not only in following through the Clearing

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House the promised subscriptions, but the Treasurer's department prepared and published in the newspapers each day a list of names of subscribers of \$500 or more whose subscriptions had cleared through the banks with the amount of such subscription. This publicity had the double purpose of recognizing the liberal subscriber and encouraging the too conservative subscriber to increase into his proper class. The Treasurer and his assistant accounted for and banked the campaign funds, purchased supplies and equipment, issued all checks, hired the clerical help and posted the necessary ledger and journal entries for a complete record of the campaign funds and expenses. Their purchase records are particularly valuable for the preparation of a table of unit prices and quantities for reference in the ordering of supplies for the next campaign.

**THE RESULT**

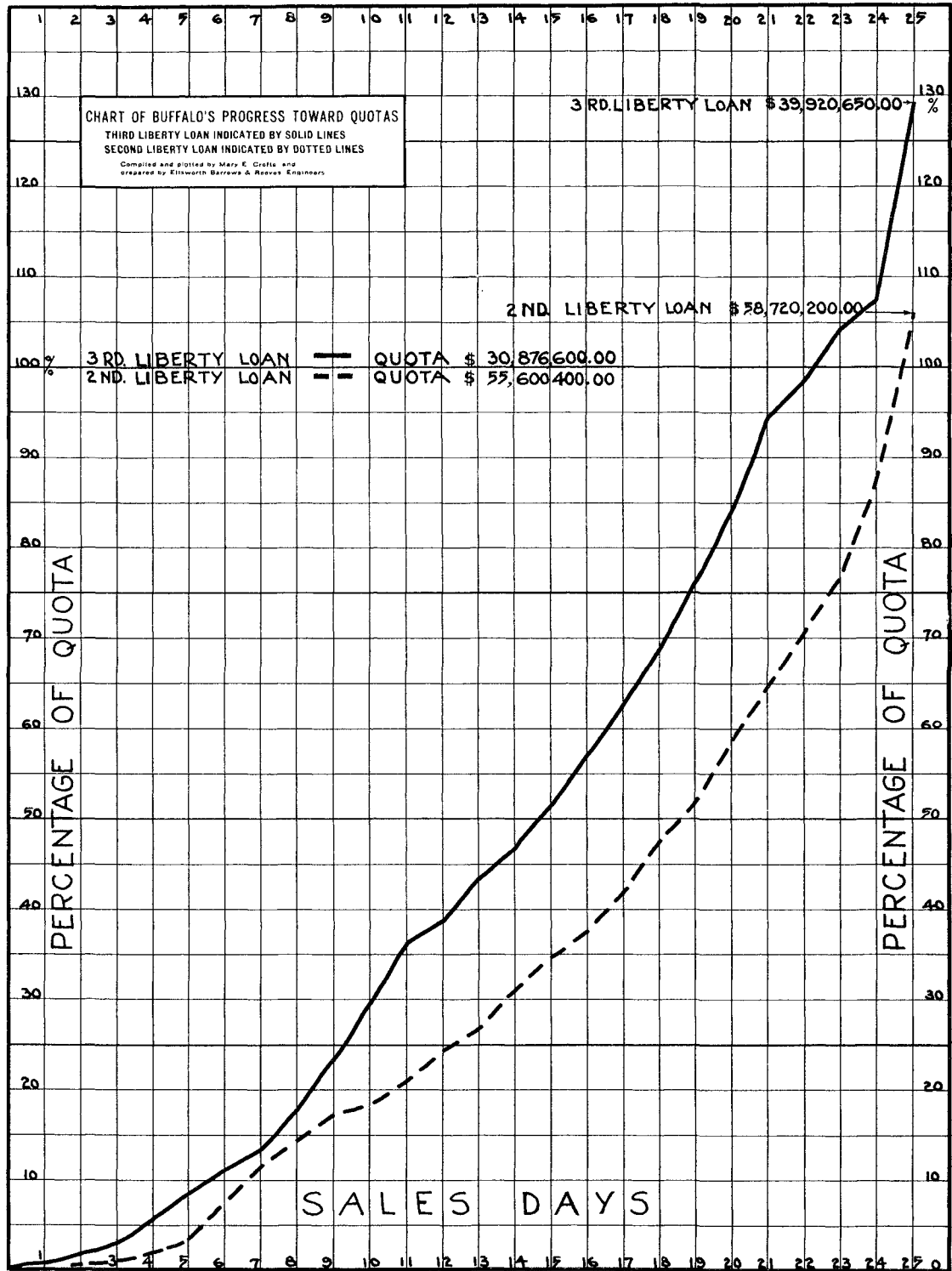
**SUBSCRIPTIONS AND SALES** Buffalo's quota allotted by the Federal Reserve Bank for the Third Liberty Loan was \$30,876,600. The actual sales as shown by the final official announcement of the Liberty Loan Committee on May 9th were \$39,920,650. Its record was one of 129% efficiency, and a gain of \$9,044,050 over the quota. The individual subscribers numbered 174,533 on the day of the final announcement which based on a estimated population of 454,630 meant one bond for every two and six-tenths person. The per capita subscription based on this population figure was \$87.81. The per capita subscription based on the number of subscribers was \$228.70. Records at the time of the final announcement showed 135,856 fifty dollar bond sales; 25,576 one hundred dollar bond sales; 170,523 subscriptions under one thousand dollars and 4,010 subscriptions over one thousand dollars. The total subscriptions under one thousand dollars aggregated \$11,762,050. The subscriptions over one thousand dollars aggregated \$28,158,600. The Marine National Bank handled the largest amount of bond sales—\$10,450,000, and the Manufacturers & Traders National Bank next with \$9,053,750. The largest number of subscriptions were handled by the Manufacturers & Traders National Bank—37,661; the Marine Bank next with 36,687. A comparative tabulation of the second and third Loan appears below:

	Second Liberty Loan	Third Liberty Loan
Quota . . . . .	\$55,600,500.00	\$30,876,600.00
Sales . . . . .	\$58,720,200.00	\$39,920,650.00
Excess of Sales over quota . . . . .	\$3,119,700.00	\$9,044,050.00
Percentage of above excess . . . . .	105%	129%
Number of Subscribers . . . . .	137,382	174,533
Per Capita Subscription based on total number of subscribers . . . . .	\$427.42	\$228.70
Per Capita Subscription based on population . . . . .	\$129.16	\$87.81
Ratio of subscriptions to population . . . . .	1 bond to every 3.3 persons	1 bond to every 2.6 persons
Number of \$50 bonds sold . . . . .	92,390	135,856
Number of \$100 bonds sold . . . . .	33,797	25,576
Number of sales under \$1,000 . . . . .	132,737	170,523
Aggregate of sales under \$1,000 . . . . .	+\$10,500,000.00	\$11,762,050.00
Number of sales over \$1,000 . . . . .	— 5,000	4,010.00
Aggregate of sales over \$1,000 . . . . .	+\$48,000,000.00	\$28,158,600.00

In above figures Buffalo's population was taken at 454,630 and the sales figures based as of the date of the committee's final announcement.



REPORT THIRD LIBERTY LOAN COMMITTEE OF BUFFALO



REPORT THIRD LIBERTY LOAN COMMITTEE OF BUFFALO

**COST OF THE CAMPAIGN** The total expenses of the Third Liberty Loan Committee of Buffalo, exclusive of donated prize funds, were \$33,388.42. The Government assumed and repaid to the Liberty Loan Committee \$21,821.44 of this expense. The balance of \$11,566.98 was paid by the Buffalo Committee.

A detailed statement of the receipts and disbursements is as follows:

RECEIPTS

Balance forward from Second Liberty Loan . . . . .	\$ 2,307.56	
Subscriptions to Publicity Fund . . . . .	25,370.00	
Oppenheim & Collins, prize fund . . . . .	1,000.00	
Western New York Bureau, account telephones, service, etc. . . . .	104.35	
Miscellaneous . . . . .	22.24	
Interest on Bank balance . . . . .	46.77	
Refund from Second Federal Reserve Bank . . . . .	21,821.44	
Total . . . . .		\$50,672.36

DISBURSEMENTS

Rent . . . . .	\$ 525.00	
Light . . . . .	73.44	
Equipment . . . . .	2,231.84	
Telephones . . . . .	724.11	
Insurance . . . . .	38.11	
Office Supplies . . . . .	1,339.87	
Stenographic and clerical hire to July 31st . . . . .	4,090.44	
Postage . . . . .	68.37	
Publicity—Features, decorating, films, "Over the Top," etc. . . . .	2,773.64	
Music for parades . . . . .	1,475.50	
Advertising, newspaper . . . . .	9,923.35	
Advertising, general . . . . .	730.26	
Printing . . . . .	6,497.02	
Stationery . . . . .	1,079.62	
School Prizes . . . . .	1,000.00	
Traveling Expenses . . . . .	180.54	
Entertainment . . . . .	1,231.78	
Miscellaneous . . . . .	405.53	
Balance on hand . . . . .	16,283.94	
Total . . . . .		\$50,672.36

The \$33,388.42 total expenses of the Third Liberty Loan were, therefore, in the relation of one-twelfth of one per cent to the total sales. The cost of the second Liberty Loan was \$30,293.05 or one-nineteenth of one per cent of the total sales. The cost to the Government on the Third Liberty Loan was less than one-nineteenth of one per cent or less than three two cent stamps for each one hundred dollars of bonds sold. The cost to the Government in the Second Liberty Loan was less than one-fortieth of one per cent or less than two and one-half cents for each one hundred dollars of bonds sold.

The slightly increased cost is due to the smaller quota given to Buffalo on the third loan and the greater spread of the issue, an increase by 37,151 in the number of subscribers. It was necessary to build an organization as large as the second loan organization, though the quota was one-third less and the spread of bonds thirty-seven thousand more. The increased cost of material and labor also account in part for the \$3,095.37 increase in the third campaign. In addition, however, a Liberty Loan office has been kept continuously open since the closing of the last campaign. Permanent headquarters, rent and stenographic services have been

paid from the cash on hand during the past six months and the Committee has purchased a certain amount of permanent equipment of files, desks and chairs necessary for the continued handling of the loans and for the housing of its files.

Each worker paid for his own tickets to the Liberty Loan banquets and luncheons given during the campaign, as well as for any wines served, no charge therefor being made to the committee. The only entertainment expenses were in the cases of the Canadian veterans and other out of town guests, who appeared in Buffalo as speakers and entertainers, sent by the Liberty Loan organizations of New York and Washington, and the music at the luncheons and banquets.

While a substantial balance is carried forward from the third campaign, it will be necessary to call upon subscribers to the publicity fund for the same degree of co-operation in the next Loan. As the Loans continue the number of contributors to this fund will decrease until the time comes when the balance from the preceding loan must be drawn upon to finance the current loan. As each campaign arrives the Government is more stringently limiting the amount of campaign expenditures which it will assume. At any time a new set of Government regulations may place the expense of over \$25,000 on the local committee. A campaign cannot be conducted for less than thirty or forty thousand dollars and it is problematic what portion of the same the Government will assume. The necessity of accumulating this fund is so apparent that the balance on hand should be no excuse to contributors to fail in supporting the committee by the small contribution asked for. The expenditure of the money is carefully and economically undertaken. In fact, the large economies practised have created the present balance. Careful records are compiled and kept of all subscriptions and at the close of the war any unexpended balance will be prorated back or otherwise justly disposed of.

Our description of the organization has already become prolix, but we  
 IN CONCLUSION have not come to the heart of it. In the small room partitioned off the rear of No. 19 West Swan Street worked two men for many weeks throughout the day and long into the night—Chairman Cooke, and Vice-Chairman Crofts.

Few people will ever know the genius and unsparing labor of Walter P. Cooke, Chairman of the Buffalo Liberty Loan Committee, which resulted in building this huge organization and successfully putting Buffalo "Over the Top," twice in seven months to the extent of \$98,640,850 of Liberty Bond sales. His experience as a leader of great industrial enterprises, his delightful personal-



CHAIRMAN COOKE AND VICE CHAIRMEN

ity, his intimate knowledge of men and affairs, and his ability to guide them wisely have been unselfishly and successfully devoted to this patriotic service and have made him a rallying point for our newly born, unified civic spirit. A grateful city appreciates the largeness of his and their accomplishment and is happy in their joint success.

To his assistant, Vice-Chairman Crofts—the indefatigable doer of many things well—the Publicity Department owes a debt of gratitude too large to pass unrecorded. Leaving the Publicity Director’s desk at the close of the Second Liberty Loan Campaign to become Vice-Chairman of the Third Campaign, he carried the problems of that department into his new position and in spite of his many added burdens gave the Publicity Department his constant thought and wise counsel, broadening many of its activities and creating many of its policies.

The writer wishes to make special acknowledgement to the various heads who furnished excellent reports of the work of their respective Bureaus and Committees, which have been drawn upon freely in the preparation of this report. Among them are Albert L. Kinsey, Alex F. Osborn, Samuel J. Harris, Miles H. Goldberg, Katharine Cooke, Lucius E. Bartlett, Mrs. Edward H. Butler, Mrs. Anna B. Fox, Alfred H. Kirchhofer, Dr. George E. Smith and others. The use of these reports, while savoring of plagiarism, has made possible a somewhat complete description of an organization of which we are all proud—that of the Third Liberty Loan Organization of Buffalo, New York.

A. G. BARTHOLOMEW,  
*Director of Publicity.*



# BUFFALO LIBERTY LOAN ORGANIZATION

## THIRD LIBERTY LOAN

APRIL, 1918



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George Bleistein  
Henry J. Girvin

Charles M. Heald  
Arthur W. Kreinheder  
John F. Malone  
Bernard J. McConnell  
Shirrell N. McWilliams

John H. Meahl  
George J. Meyer  
Gustave C. Miller  
Vincent H. Riordan

CITY MARKETS

JOHN J. ROESCH, *Chairman*

Harry L. Lockwood  
Arthur C. Bennett

Oscar M. White

Max Schultz

CITIZENS PATRIOTIC PATROL

NESBIT GRAMMER, *Chairman*

Severn A. Anderson  
W. H. Andrews  
Richard L. Ball  
John C. Bradley  
Proctor Carr  
Henry F. Craw  
William H. Daniels  
George J. Hager

Clark L. Ingham  
Bert L. Jones  
William H. Kennedy  
Archer A. Landon  
Herbert A. Meldrum  
Edward McM. Mills  
Robert W. Pomeroy  
C. Breckenridge Porter

Eugene C. Roberts  
George W. Spitzmiller  
Richard H. Thompson  
James Wall  
Harry D. Williams  
Frank Winch  
Albert B. Wright  
Clinton R. Wyckoff

EMERGENCY

Sydnor J. Tucker

Richard C. O'Keefe

SPECIAL SERVICE

JESSE C. DANN, *Chairman*

S. V. R. Spaulding

James L. Crane

William M. Armstrong

CANVASSING COMMITTEE

WILLIAM T. BUCKLEY, *Chairman*

AVERY C. WOLFE, *Vice-Chairman*

ELMER E. DONALDSON, *Treasurer*

MILES H. GOLDBERG, *Secretary*

Proctor Carr  
Jesse C. Dann

Herbert A. Meldrum  
F. A. G. Merrill  
Guy C. Metcalfe

Theodore I. Richmond  
Herbert I. Sackett

FLYING SQUADRON

JESSE C. DANN, *Chairman*

Elmer E. Adler  
Langdon Albright  
William M. Armstrong  
John H. Black  
Augustus S. Blagden  
E. Chester Cochrane  
James L. Crane  
James G. Davis

Charles W. Goodyear  
Malcolm E. Gregg  
Ernest M. Hill  
Allan I. Holloway  
Carl A. Houck  
Edward Jung  
Almen W. Lytle  
Guy C. Metcalfe

Samuel K. Pierce  
Arthur V. Sendell  
E. Harrison Sigison  
Lee Smith  
Elbridge G. Spaulding  
John H. Vought  
Seymour P. White  
Ralph G. Wright

POLICE SURVEY AND HOUSE TO HOUSE CANVASS

F. A. G. MERRILL, *Chairman*

S. V. R. Spaulding  
James A. Neilson, Jr.

George B. Graham  
George R. Rodgers

Woodward W. Sears

SALES BOOTHS

PROCTOR CARR, *Chairman*

ARTHUR E. SMITH, *Vice-Chairman*

William H. Adams  
Oscar B. Benedick  
E. B. Herr  
George Marcus

Ernest E. Mark  
James Nicol  
Louis A. Sasse  
Bert R. Spaulding

Edward C. Truxes  
Raymond J. Winegar  
Joseph Zaehring

SALES BOOTH COLLECTORS

Charles J. Barry  
Sydney H. Blackmore  
P. H. Bellmer  
Otto P. Bremer  
Harry G. Campbell  
Arthur E. Clausing

Donald Ellinwood  
George Hewitt  
Howard H. F. Hewitt  
A. J. Krauss  
DeLes Meyer  
Joseph J. Rieblinger

Elmer W. Roth  
Daniel J. Savage  
Earle N. Scherm  
Frank T. Schreck  
L. G. Simmons

HOME DEFENSE WORKERS

COLONEL HERBERT I. SACKETT

MAJOR E. C. SHOEMAKER

MAJOR WILLIAM H. SLAYTON

MAJOR KNIGHT NEFTEL

Captain Charles E. Clark  
Captain George H. Cutting  
Captain Peter Czesek  
Captain Edwin H. Dietzer

Captain Edward Everitt  
Captain George E. Gatley  
Captain A. L. Graham  
Captain Leo A. Lutz

Captain Julius Maas  
Captain Frederick Seames  
Captain D. W. Thompson

RETAIL ZONES

THEODORE I. RICHMOND, *Chairman*

THE 569 PATRIOTIC INDIVIDUALS, PARTNERSHIPS AND CORPORATIONS

FINANCING THE PUBLICITY CAMPAIGN OF THE  
THIRD LIBERTY LOAN COMMITTEE OF BUFFALO

Acme Steel and Malleable Iron Works	John J. Boland	A. L. Chambers & Co.
Adam, Meldrum & Anderson Co.	Charles C. Bosche	Chemical Charcoal Co.
Adams & White	Edward R. Bosley	George H. Chisholm
J. J. Albright	Botsford, Lytle, Mitchell & Albro	H. L. Chisholm
Langdon Albright	Frank H. Brewster	The Churchill Grain & Seed Co.
R. K. Albright	Harvey L. Brown	Charles M. Clarke & Co.
Oliver Allen, Jr.	Walter L. Brown	John Q. Clarke
The Alling & Cory Co.	M. F. Brzezicki	Clawson & Wilson Co.
The Aluminum Casting Co.	George S. Buck	Charles Clifton
American Agricultural Chemical Co.	Buffalo Bag Co.	Coatsworth & Diebold
American Brass Co.	Buffalo Box Factory	Cole Motor Co.
American Car & Foundry Co.	The Buffalo Brewers Association	C. A. Collins
American Radiator Co.	Buffalo Burlap Co.	Contact Process Co.
W. D. & C. N. Andrews	Buffalo Cement Co., Ltd.	Walter P. Cooke
B. W. Appleton	Buffalo Cold Storage Co.	D. H. Coplon & Co.
Archer Daniels Linseed Co.	Buffalo Commercial Co.	Fred D. Corey
Armour Grain Co.	Buffalo Co-operative Stove Co.	The John W. Cowper Co.
Art Work Shop	Buffalo Dental Manufacturing Co.	James L. Crane
Atlas Steel Casting Co.	Buffalo Distilling Co.	Henry F. Crow
Atwater & Ramsdell	Buffalo Envelope Co.	B. I. Crooker
Henry J. Auer	Buffalo Forge Co.	The Crosby Co.
The Ault & Wiborg Co.	Buffalo Foundry & Machine Co.	William H. Crosby
J. S. Bache & Co.	Buffalo General Electric Co.	H. E. Crouch
Charles H. Bailey	Buffalo Glass Co.	W. H. Cuddeback
Howard H. Baker & Co.	Buffalo Hardwood Lumber Co.	Henry S. Cunningham
Baker, Mandeville & Co.	Buffalo House Wrecking & Salvage Co.	Curtiss Aeroplane & Motor Corporation
Richard L. Ball	Buffalo Insurance Co.	Harlow C. Curtiss
Raymond S. Baldwin	Buffalo Jewelry Case Co., Inc.	M. A. Cwiklinski
Charles W. Banta	Buffalo Pressed Steel Co., Inc.	F. F. Dalley & Co. of New York
Barcalo Manufacturing Co.	Buffalo Refining Co.	John W. Danforth Co.
Barmon Brothers Co., Inc.	Buffalo Scale Co.	J. C. Dann
S. O. Barnum & Son Co.	Buffalo Sheet Metal Works	Samuel J. Dark
C. H. Barton	Buffalo Steel Co.	Louis R. Davidson
Alfred E. Baxter	Buffalo Structural Steel Co.	Davidson Ore Mining Co.
Howard D. Beach	Buffalo Tire Service Co., Inc.	The Davis Schultz Co., Inc.
Beals, McCarthy & Rogers	The Buffalo Union Furnace Co.	de Bock Realty Corporation
The Beaver Company	Buffalo Weaving & Belting Co.	A. J. De La Plante
John Bellas	Henry P. Burgard Co.	Stanley De Long
Charles Berrick Sons Co.	Burns Grain Co.	The Delaney Forge & Iron Co.
Bickford & Francis Belting Co.	F. N. Burt Co., Ltd.	Denton Cottier & Daniels
Bigham Dambach Co.	Dr. Henry C. Buswell	Detroit Electric Car Co.
Bingham Trunk Co.	E. H. Butler	Deuel, Lapey & Co., Inc.
Humphrey Birge	James N. Byers	J. P. Devine Co.
John H. Black Co.	Oliver Cabana, Jr.	H. W. Deyo
H. D. Blakeslee, Jr.	Carroll Bros.	Diamond Saw & Stamping Works
Blakeslee, Perrin & Darling	Dr. Charles Cary	Jacob Dold Packing Co.
Blakeslee Snyder Co.	Thomas Cary	D. H. Donaldson
Joseph Block	W. A. Case & Son Manufacturing Co.	Dorries & Co., Inc.
Emanuel Boasberg	Cataract Refining & Manufacturing Co.	H. W. Dresser
Isaac Boasberg	Horace P. Chamberlain	Dudley Stowe & Sawyer
M. Bock & Son		Bernard Duffy
		Charles G. Duffy

REPORT THIRD LIBERTY LOAN COMMITTEE OF BUFFALO

THE 569 PATRIOTIC INDIVIDUALS, PARTNERSHIPS AND CORPORATIONS—CONTINUED

F. L. Dunbar	Gerber Nott & Company	Dr. Lucien Howe
Harris T. Dunbar	Gerhard Lang Brewery	B. G. Hubbell
Dusing & Hunt, Inc.	Reuben J. Getz	Clifford Hubbell
Edward A. Eames	Geyer & Popp	R. C. Hudson
Eastern Grain Mill & Elevator Corp.	Clinton B. Gibbs	Hudson Oliver Motor Co.
Eastern Oil Company	Thomas M. Gibson	Arthur B. Humphrey
William Eastwood & Son Co.	Gies & Co.	Arthur H. Hunter
John Ebberts Shoe Co.	Isaac S. Given	William R. Huntley
E. B. Eggert	William H. Glenny	Huntley & Derdenger
The Electric Grain Elevator Co.	Globe Plaster Co.	Hurd Bros.
G. Elias & Bros., Inc.	W. J. Golden	H. C. Hutchins
Calvin S. Elliott	Walter S. Goodale	E. H. Hutchinson
Samuel Ellis	Charles W. Goodyear	Huyler's
Elmwood Lumber & Shingle Co. Inc.	Goodyear Lumber Co.	Hyde Brothers Co.
W. Caryl Ely	Graham & Springborn	International Agricultural Corp.
Edward S. D. Emerson	F. C. Gratwick	International Railway Co.
Empire Engineering Co., Inc.	Graves, Manbert & George, Inc.	Irish American Savings & Loan Association
Empire State Ring Co.	Fred Greiner	Iroquois Bag Co.
Erickson Perkins & Co.	Elwood Grissinger	Iroquois Door Co.
Ericsson Manufacturing Co.	William J. Gunnell	Iroquois Natural Gas Co.
Erie County Savings Bank	Gurney & Overturf, Inc.	Dudley M. Irwin
Erie Finance Corp.	E. B. Guthrie	Ismailia Temple, A. A. O. N. M. S.
C. F. Ernst's Sons	G. A. T. Hagen	Jackson & Tindle
Ever Ready Mfg. Co.	Haines Lumber Co.	Jahraus Braun Co.
The Evans Penfold Co.	John Hancock Mutual Life Insurance Co.	W. A. James
Excelsior Steel Ball Co.	Hard Manufacturing Co.	Jameson Roofing Co.
The Fairbanks Co.	Edwin G. Harris	George W. Jenings, Inc.
Ed. Fairbairn	Mark Harris	Jewell Steel & Malleable Co.
Eugene L. Falk	Edmund Hayes	The Jewett Refrigerator Co.
Faxon Williams & Faxon	A. M. Hazard	Albert E. Jones
Fedders Manufacturing Co., Inc.	Charles M. Heald	Dr. Allen A. Jones
Ferguson Steel & Iron Co.	William R. Heath	C. Sumner Jones
George S. Field	Hecker Jones Jewell Milling Co.	The Jones Iron Works
George H. Field	Hendricks Caskey Co.	W. J. Judge
E. F. Fitch	William Hendrick's Sons Co.	Henry A. Kamman
Fleischmann & Pooley	H. H. Hewitt	John H. Kamman
S. M. Flickinger Co., Inc.	Hewitt Rubber Co.	John H. Kamman Co.
Flint & Kent	Heywood Brothers & Wakefield	August Keiser
Ford & Enos	G. H. Hildebrandt	Keller Office Furniture
George A. Forman	William H. Hill	Howard Kellogg
George V. Forman	The H-O Company	Spencer Kellogg & Sons, Inc.
Howard A. Forman	Ralph Hochstetter	Kellogg Structural Steel Co.
R. Forsyth & Son	Hoeffler Ice Cream Co.	D. J. Kenefick
W. J. Foss	Eugene D. Hofeller	Charles Kennedy & Co.
Foster McClellan Co.	R. Hoffeld & Co.	Hugh Kennedy
Foster Milburn Co.	Allan I. Holloway	John H. Kennedy
Carl K. Friedman	E. & B. Holmes Machinery Co.	Z. Z. Kielawa
Louis P. Fuhrmann	William H. Hotchkiss	Henry W. Killeen
Gardner Penn & Co.	Hotel Broezel Co.	William H. Kinch
General Chemical Co.	Hotel Lenox	King & Eisele Co.
The General Drop Forge Co.	Hotel Statler	Kinne Laundry Co.
	George R. Howard	Kinsey Realty Company
	Howard Iron Works	Harry D. Kirkover



REPORT THIRD LIBERTY LOAN COMMITTEE OF BUFFALO

THE 569 PATRIOTIC INDIVIDUALS, PARTNERSHIPS AND CORPORATIONS—CONTINUED

B. Kittinger	W. Micholski	Plimpton Cowan Co., Inc.
Kittinger Furniture Co., Inc.	H. D. Miles	Horace B. Pomeroy
John A. Kloepfer	C. W. Miller Transfer Co.	Robert W. Pomeroy
Edward L. Koons	G. A. Mitchell	C. B. Porter
Lackawanna Steel Co.	G. W. Miller	Roderick Potter
La Clede Mfg. Co.	J. McC. Mitchell	Frederick L. Pratt
Lafayette Garage	Henry C. Moffatt	Pratt & Lambert, Inc.
The R. Laidlaw Lumber Co.	Monroe Motor Car Company	Pratt & Letchworth Co.
A. A. Landon	Montgomery Brothers & Co.	Henry Prentiss & Co., Inc.
Gerritt B. Lansing	H. B. Moore	Prentice & Smith
William Lansill	Adelbert Moot	Queen City Dairy Co.
Charles H. Larkin	George E. More	The Ralston Purina
John D. Larkin	Morey, Bosley & Morey	T. T. Ramsdell
J. H. Lascelles	W. A. Morgan	George F. Rand
George E. Lattimer	The Moss Chase Co.	D. Ransom, Son & Co.
George Laub's Sons	The Mu-Col Co., Inc.	Real Estate Association of Buffalo
Lautz Bros. & Co.	National Candy Co.	Rebadow, Ladd & Brown
Laverack, Haines & Walbridge	Henry M. Naylor	Nelson M. Redfield
George E. Laverack	Neal, Clarke & Neal Co.	M. A. Reeb Corporation
W. H. Laverack	The Neal Co.	R. J. Reidpath & Son
Arthur H. Lee	W. H. H. Newman & Co.	The Republic Metalware Co.
O. M. Legate	New York Car Wheel Co.	H. J. Reute
Henry Leigh	Niagara Envelope Manufactory	John B. Richards
D. B. Levi & Bros.	Co.	G. H. Richmond
Sol L. Levy	Niagara Falls Milling Co.	E. C. Roberts
C. A. Lockhart	Niagara Lithograph Co.	Robertson Cataract Electric Co.
Thomas B. Lockwood	Niagara Lockport & Ontario Power	C. R. Robinson
Dr. Earl P. Lothrop	Co.	J. B. Rodgers
Dr. Frank W. Love	Niagara Machine & Tool Co.	Rogers Brown Iron Co.
F. M. Lowry	L. C. Nicholson	William A. Rogers
Lumen Bearing Co.	Charles P. Norton	John L. Romer
William H. Lyons	Norwich Lumber Co.	Root, Neal & Co.
McCarthy Bros. & Ford	Nowak Milling Corporation	Robert K. Root
Elliott C. McDougal	Oakland Distributing Co., Inc.	Mr. and Mrs. E. H. Rounds
Hugh McLean Lumber Co.	O'Brian & Sons	J. H. Ruckel & Son
James H. McNulty	O'Brian Potter & Co.	Henry Rumrill, Jr.
S. B. E. McVay	The Office Toilet Supply Co.	Bronson Rumsey
Norman A. MacDonald	John Olmsted	D. E. Russell
Machwirth Brothers Co.	Allen S. Olmsted	Dr. Hugh S. Russell
Norman E. Mack	Ontario Biscuit Co.	Russell & Watson
Mann Brothers Co.	Oppenheim, Collins & Co.	H. I. Sackett Electric Co.
Manzel Brothers Co.	George Ostendorf	The Sale Lithograph Co.
M. M. Marcus	Our Own Delivery & Storage Co.	Scheuerman Co., Inc.
William L. Marcy	Packard Motor Car Co.	Anthony S. Schmidt & Sons
C. B. Marsh, Inc.	Alex. Paterson	Hans Schmidt
D. D. Martin	Charles M. Peabody	Schoellkopf & Co.
The J. N. Matthews Co.	Peerless Husker Co.	Estate of Alfred Schoellkopf
Henry May	Pennsylvania Wood & Iron Co.	J. F. Schoellkopf
William H. Means	Peoples Bank	A. Schreiber Brewing Co.
Adam J. Menges	Peoples Milk Co.	R. W. Searle
The Mentholatum Co.	Peterson Brothers	Charles B. Sears
L. F. Messer	Pickands Mather & Co.	R. J. Seidenberg Co.
Edward J. Meyer	S. Piek	Seneca Iron & Steel Co.
Edward Michael	George E. Pierce	
Isadore Michael		

REPORT THIRD LIBERTY LOAN COMMITTEE OF BUFFALO

THE 569 PATRIOTIC INDIVIDUALS, PARTNERSHIPS AND CORPORATIONS—CONTINUED

Shea Hippodrome Co., Inc.	Teller & Evers, Inc.	Welsbach Gas Lamp Co.
Shea Theater Co., Inc.	E. M. Tewkesbury	Western New York Water Co.
Dr. DeWitt H. Sherman	Howard V. Thomas	Charles Weston
The Milton Shroder Co.	Andrew Thompson	Conrad E. Wettlaufer
Siegrist & Fraley	Thornton & Chester Milling Co.	Wheat's Ice Cream Co.
A. B. Smith Chemical Co.	Title & Mortgage Guarantee Co.	The Wheeler Elevator Co.
Archibald C. Smith	Tracy Coal & Wood	Wheeler, Monarch & Evans Ele- vators
Carlton M. Smith	M. S. Tremaine	Charles A. White
Smith Davis & Co.	W. F. Tresselt	The L. & I. J. White Co.
C. M. Snow	J. W. Trounce	Whitehead Brothers Co.
Irving M. Snow	S. Curtiss Trubee	Whitney & Gibson
Joseph T. Snyder	Sydnor J. Tucker	Whitmer, Jackson Sash & Door Co., Inc.
Sowers Manufacturing Co.	H. J. Turner	Whitney Eckstein Seed Co.
Harry B. Spaulding	C. M. Underhill	H. K. Wick & Co., Inc.
S. S. Spaulding	United States Hame Co.	John G. Wickser
Nelson C. Spencer		Philip J. Wickser
Henry W. Sprague	Vietor & Hubbell	Herman Wile & Co.
Joseph F. Stabell Co.	J. H. Vought	J. M. Wilkinson & Co.
Standard Foundry Co.	Vulcan Steam Forging Co.	J. H. Williams & Co.
Statler's Restaurant		Williams Gold Refining Co.
John T. Steele	E. W. Wagner & Co.	The William Scott Co.
Sterling Engine Co.	William H. Walker & Co.	F. M. Wills
Steul & Thuman Co.	E. F. Walsh	Frank Winch
Stewart Motor Corporation	Ward & Ward, Inc.	Wood Products Co.
Dr. Charles G. Stockton	Hamilton Ward,	Richard L. Wood & Co.
Stone & Webster	William Y. Warren	World's Dispensary Medical Asso- ciation
Strebel, Corey, Tubbs & Beals	Washburn Crosby Co.	Worthington Pump & Machinery Corporation
Daniel W. Streeter	Arnold B. Watson	A. J. Wright & Co.
E. C. Strong	Frank W. Wattles & Bros.	Perry E. Wurst
Strong Steel Foundry Co.	Weaver Coal Co., Inc.	Clinton R. Wyckoff
	John B. Weber	
B. C. Taber	Webster Citizens Ice Co.	
Taber Pump Co.	H. Edson Webster	
Taylor & Crate	Weed & Company	
Harry L. Taylor	C. A. Weed & Co.	
W. P. Taylor Co.	Wegner Machine Co.	

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