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UNITED STATES DEPARTMENT OF AGRICULTURE
AGRICULTURAL MARKETING ADMINISTRATION
Washington, D. C.

11/54 *AM*

April 22, 1942

To: Motor Transport Division, Office of Defense Transportation
From: Department of Agriculture, Committee on Conservation of Trucks and Tires for Agricultural Transportation
Subject: Suggested program for conservation of tires, delivery equipment, and labor in moving farm supplies to farms.

As a basis for developing a program for conserving the use of tires, delivery equipment, and labor in moving farm supplies from retail establishments to farmers it is necessary to discuss briefly several factors that must be taken into consideration in the development of a practical approach to this problem.

I. FACTORS RELATING TO THE PROBLEM OF CONSERVING TIRES, MOTOR EQUIPMENT, AND LABOR IN MOVING FARM SUPPLIES FROM LOCAL HANDLING AGENCIES TO FARMERS.

A. Extent and character of supply purchases by farmers

The total value of major farm production supplies purchased by American farmers (not including the expenditures for trucks, tractors, and automobiles) during the five-year period 1935-39 averaged over two billion dollars per year. The annual average farmer purchases for the principal supply groupings for this period were as follows:

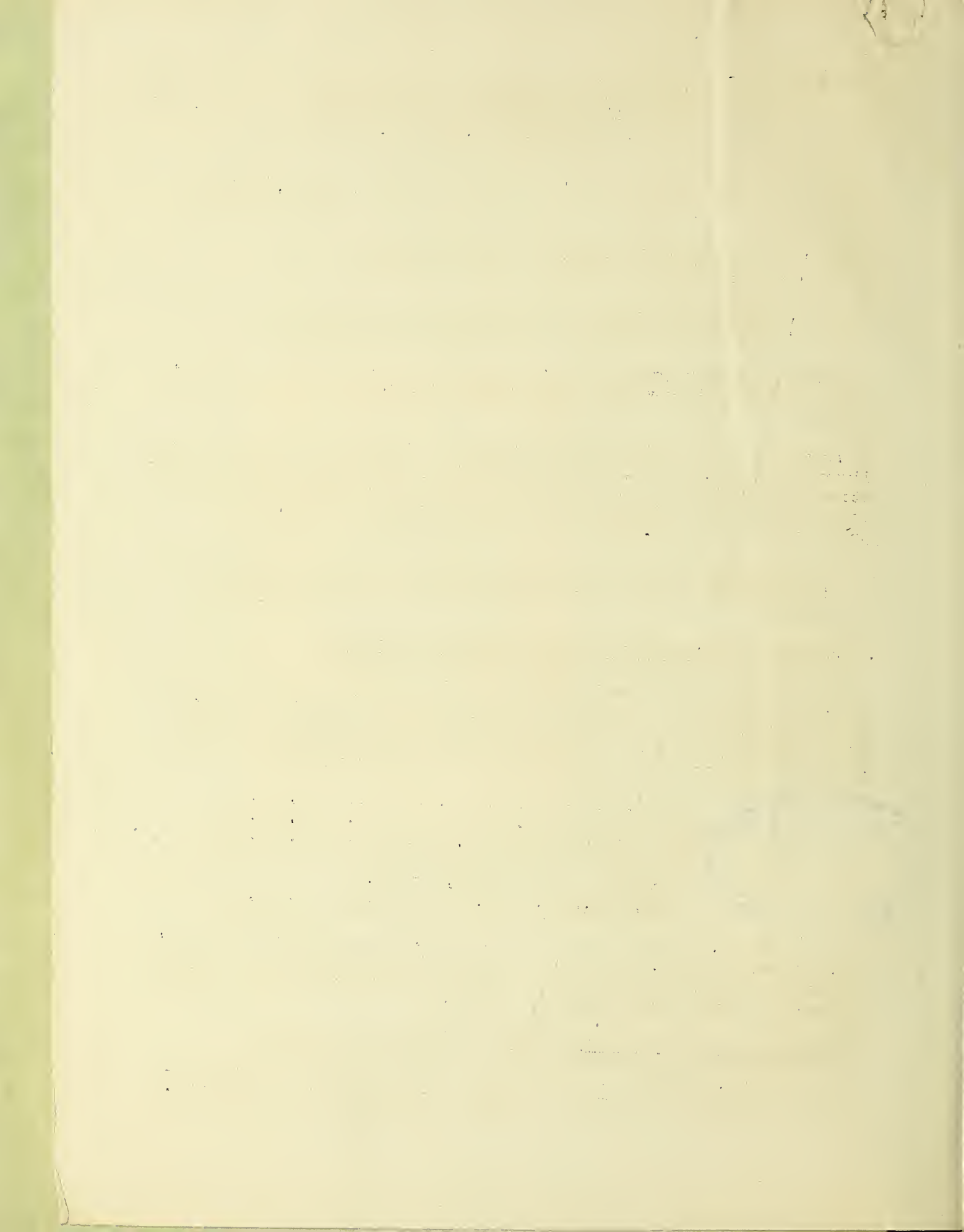
Feed.....	\$667,000,000
Fertilizer and lime.....	239,000,000
Farm machinery, equipment, etc.....	303,000,000
Petroleum and other expenditures for operating motor tractors, trucks, autos, etc.....	782,000,000



In addition, expenditures for seed, twine, insecticides, containers, coal, lumber, hardware, and other essential supplies purchased by farmers, not listed above, (not including groceries and household goods) amounted to several hundred million dollars per year.

B. Seasonal variation in purchasing of various farm supplies

In general, the heaviest movement of farm supplies to farmers takes place in the spring season when farmers are preparing for the next crop.

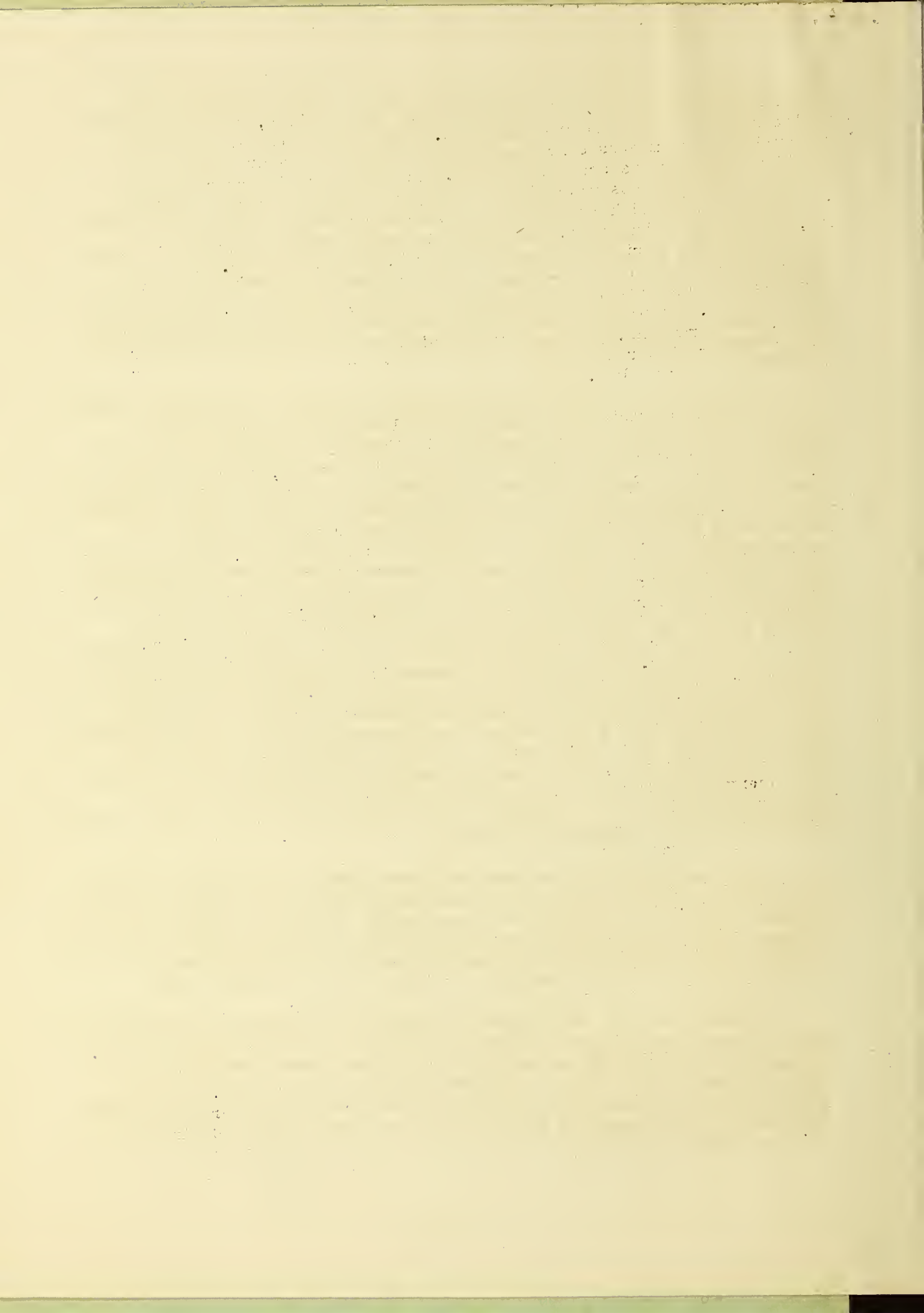


Petroleum is then needed for tractor ploughing operations, seed and fertilizer for getting the crops started. Feed sales are also generally large during these months since hay and other farm feeds are nearing exhaustion and there is scant pasturage. At this period farmers also like to assemble various miscellaneous supplies which they will need during the growing and harvesting season. In view of these various facts, it can be estimated that at least 40 percent of all farm supplies are generally sold during the months of March, April, and May. A secondary peak in the movement of farm supplies takes place in the fall months when supplies are needed for fall planting, harvesting, and marketing crops. During this period petroleum products are required for fall tractor operations, particularly in ploughing; seed and fertilizer are required for winter crops; and packaging materials are required for preparing crops for market.

The seasonal character of farm supply sales with a major peak demand in the spring months and a secondary peak in the fall months has a definite relationship to the problem of conserving rubber, trucks, and labor. It is easy to see that if every retail establishment handling farm supplies has enough equipment to render an adequate delivery service during the spring months that this would mean that during slack periods there would be an excess of such equipment not fully utilized. This suggests that if the demand of the farmers for supplies could be leveled out throughout the year that a smaller amount of equipment could handle all of the delivery service that is now rendered. It also suggests that equipment which is needed in the peak periods should be carefully conserved during the slack periods so that it can be available for use when it is most needed. In this connection it is of interest that more attention to repair and adjustment service is being advocated for maintenance and protection of the present supply of equipment. The fact that many retail farm supply establishments have had a surplus of delivery equipment during the slack periods has encouraged them to use such equipment in non-essential ways, such as making emergency and small-order deliveries, canvassing for sales, and collecting accounts. In many cases retail distributors have used equipment when not needed for farm delivery to go direct to wholesale centers for various farm supplies which could otherwise be transported by rail.

Under conditions in the past few months many farm supply firms have taken steps to reduce the peak movement of supplies by encouraging farmers to obtain supplies in advance of their needs. Firms have also encouraged farmers to place orders for certain supplies such as fertilizer in advance of their requirements which has made it possible for the distributing agencies to plan delivery service in a more even and orderly way.

The fact that the heavy spring movement of supplies is now taking place suggests that everything possible should be done to use delivery equipment as effectively as possible during the present emergency, and steps should be taken during the summer months to work out delivery plans which will adequately provide for the movement of supplies during the fall. If steps can be taken to even out farm supply purchases by advance buying and ordering this will also tend to greatly reduce the



problem next spring when the necessity for getting farm supplies to the farms will be a matter of serious concern.

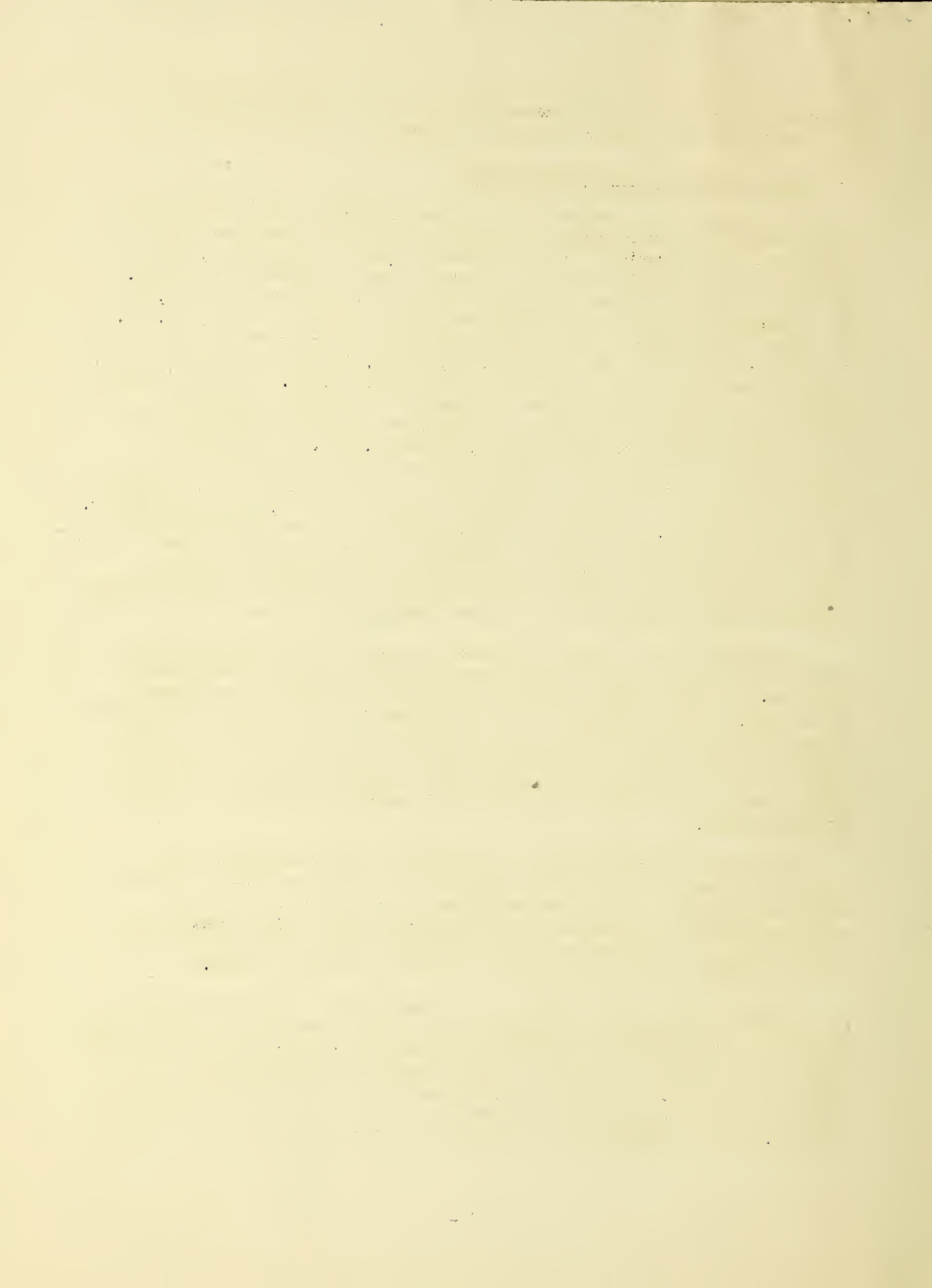
C. Types of retail farm supply outlets

Farm supplies are distributed to farmers through many thousands of retail dealers who vary greatly in their methods of organization and operation. Some provide a rather complete farm supply service, but the majority restrict their business to certain broad commodity groupings. It is of interest that the 1939 Census of Retail Trade reported 16,772 "hay, grain, and feed stores," with total retail sales of \$623,977,000. The Census also reported 10,499 "farm implement-tractor hardware dealers" with total retail sales of \$344,433,000, and 4,915 "farm and garden supply stores" with total retail sales of \$155,312,000. In these classifications the stores were grouped according to principal supplies distributed. Many in each group handled such general farm supplies as feed, seed, fertilizer, lumber, coal, hardware, etc. In addition to these rather specialized farm supply stores many farm supplies are handled by other retail establishments of a general store type. General stores in rural areas handle such farm supplies as seed, feed, fertilizer, nails, fence, wire, and similar items. For this reason it is difficult to estimate the number of retail outlets which are engaged in farm supply distribution. It can be said, however, that practically every farm community in the United States has from one to several establishments providing retail service on one or more farm supply items.

In addition to the above stores which provide general farm supply service there are several thousand specialized petroleum distributors who provide farmers with petroleum fuels and oils required in farming operations. While farmers to some extent obtain their petroleum supplies through retail filling stations they are more commonly served by distributors who deliver this product by means of tank trucks direct from bulk stations to farms. It should also be mentioned that many farmers pick up their own supplies of petroleum at such bulk stations in their own containers.

The great majority of the establishments which distribute farm supplies to farmers are privately operated. While most of these establishments are operated as independent stores, a considerable number are agencies of large organizations which operate over a wide area. For illustration, the two largest mail order firms handle large quantities of farm supplies through their system of retail store outlets.

During recent years there has been considerable expansion in the quantity of farm supplies distributed by farmers' cooperative associations. Such associations are now distributing about four hundred million dollars worth of farm supplies annually through outlets in approximately 10,000 rural communities. In many cases, cooperative purchasing is performed by specialized associations which have been set up to render a purchasing service, while many associations distribute farm supplies in connection



with their cooperative marketing operations. In general, the retail distribution methods of these associations do not differ materially from those of other distributors. It is of interest to this problem, however, that in certain areas these associations distribute a large quantity of supplies on a car-door basis. Under this plan farmers in small communities pool their orders for a car of feed or fertilizer and then arrange for its local distribution at the nearest unloading station. This method provides for the maximum use of railroad facilities in moving supplies to a farm consuming area, thus conserving the use of truck transportation and labor.

D. Dependence on autos and trucks for delivery service

The bulk of farm supplies sold by retail agencies are moved to farms by autos or trucks, whether operated by farmers, commercial truckmen, or retail agencies. This is generally true throughout the United States, although horse-drawn vehicles are still commonly employed in certain rural areas, particularly in the South. It is believed that a much greater use of such facilities will be made as the shortage of tires becomes more acute. 1/

While no exact information is available on the amount of supplies which farmers pick up at retail establishments and take home themselves, it can be assumed from general observation that probably half of all farm supplies for the Nation as a whole are delivered in this way. Many farmers like to inspect supplies before they purchase them, and they then take such supplies home as a matter of course. This is generally true for such farm supply items as farm tools, equipment, twine, etc., and it is partially true for such supply items as feed, seed, and fertilizer. In some areas farmers have been encouraged to make their own deliveries because farm supply establishments have made a charge for delivery service.

Although farmers perform much of the hauling in getting supplies from retail establishments to their farms, there remains a considerable proportion of heavy farm supplies which are delivered by retail establishments or by commercial truckmen. In some cases farmers do not have equipment to obtain the bulk supplies which they require in their farming operations, or find that such delivery service by others saves time and labor. At any rate, the practice of commercial delivery of farm supplies is now deeply rooted in many farm communities.

1/ In 1940 there were approximately two autos for every three farmers in the United States; and one truck to every seven farmers. While the number of horses has greatly declined in recent years there are now two "horses and mules" for every farmer in the United States. However, it should be noted that the distribution of horses and mules varies greatly throughout the Nation, and that there is a shortage of horse-drawn equipment in many areas.

Another factor which has encouraged farmers to have their supplies hauled is the fact that they do not have trucking and container equipment to obtain their own supplies. A product like petroleum which is usually delivered in quantity calls for special delivery and container equipment which can often be provided more economically by retail establishments.

In effect, farmers are also dependent on autos and trucks for supplies obtained through mail order firms since parcel post delivery is now made largely by automobile or truck. This factor should be taken into account, for if farmers are restricted in getting supplies in other ways they will turn to a greater use of mail order purchasing for miscellaneous farm supply items and for clothing and household supplies. This will not change the problem of providing delivery equipment so much as it will shift the burden of delivery to the government mail man. Such a shift would no doubt work to the advantage of building up the business of mail order firms to the extent that they could furnish supplies, but this might place a burden on the regular mail service. It would, however, have the advantage that mail routes are established which would mean that such deliveries of supplies would follow established routes.

E. Local differences in delivery methods

Methods of moving farm supplies from retail establishments to farmers vary considerably throughout the United States. In sparsely populated regions where farms are far apart, little delivery is customarily offered because the expense involved is too great. In such areas farmers customarily make periodic visits to town to transact such general farm business as marketing their products, going to the bank, dentist, doctor, etc., and in obtaining their farm and household supplies. On the other hand, more delivery service is usually rendered in intensive farming regions where farms are located closely together and where the roads are generally "all-weather" roads.

Another factor affecting the amount and type of delivery service is local custom. In some communities farmers take home their own requirements of supplies as a matter of course since this practice has long been followed in their community. In these areas farmers sometimes hire commercial truckmen to make delivery in the case of extra large shipments -- for example, fertilizer and feed. In other areas frequent delivery service by supplying firms has become almost a standard practice. In such communities farm supplies are largely ordered through solicitation on the part of delivery-truck drivers, fieldmen, and regularly-calling salesmen and, to some extent, by telephone and postcard.

The distribution of petroleum products to farmers affords a good illustration of the differences in local delivery methods. In some communities farmers have been accustomed to largely transport their own

requirements from bulk stations to their farms by trailer truck or other means. In other areas farmers obtain most of their petroleum supplies from tank trucks which make deliveries direct to the farm.

Because of such local variations in delivery methods and customs any detailed program for systematizing the farm delivery service in any region in order to conserve rubber, trucks, and labor, would need to take into consideration the delivery practices already followed in such areas for the major types of farm supplies handled.

F. Interrelationship of movement of farm products to town assembly points and movement of farm and household supplies to farms.

The problem of moving farm and home supplies from retail establishments to farms is closely related to the problem of moving farm products from farms to assembly points in towns. For many years it has been customary for many farmers to take their eggs, cream, poultry, or other farm products to town and bring back their supplies of groceries or other household goods and feed or other farm supplies. It is believed that such dovetailing can be greatly expanded during the present emergency by farmers' planning more carefully ways in which they can use trips to town for the joint purpose of marketing their products, conducting other necessary business, and carrying back the maximum load of farm and home supplies. If we are to "insure maximum utilization of the domestic transportation facilities of the Nation for the successful prosecution of the war" every method which can conserve in the use of tires, autos, trucks, and labor, must be used to the utmost. Therefore, any steps that farmers can take to reduce their trips to town and ease in their demands for commercial delivery service from other agencies will not only conserve their tires, autos, and trucks, but it will enable them to spend more time on their farms which is of great importance in many areas because of the shortage of farm labor.

G. Competitive relationships involved in rendering delivery service on farm supplies.

The problem of working out a plan for conservation of tires, delivery equipment, and labor in moving supplies from retail establishments to farmers must take into account the competitive relationships involved. Supply firms in competing vigorously for patronage from farmers have often used their delivery service as a competitive device to build and retain sales. In such cases truck drivers have become, in effect, salesmen for the firms they represent, with the result that they have encouraged an expansion of delivery service as a basis for keeping their jobs. As delivery service has become more prevalent in communities, farmers have been inclined to accept it on the theory that they were paying for it in the price of supplies so why not take advantage of the

service. In many cases retail establishments handling farm supplies thus have been literally forced to offer or extend delivery service in order to meet the competition of other dealers in their area. This keen competition has often reached the point where truck drivers will drive many miles in order to serve one farmer in the hope that this will give them a competitive foothold in that area. This, in turn, causes a great deal of cross-tracking, and duplication of routes.

Any program that would call for the drastic curtailment of the customary type of delivery service would therefore meet, no doubt, with the opposition of firms which have built up their businesses largely on this basis, unless it would be worked out on a basis which would not unduly upset competitive relationships. Confronted by the realities of the present situation, it can be anticipated that supply firms of all types will gladly cooperate on any conservation program which will upset trade relationships to a minimum.

Any suggestions for conserving tires, trucks, automobiles, and labor in the movement of farm supplies to farmers must also take into account the fact that methods of retail credit extension and delivery methods are closely related. As in the case of delivery service, credit is often used as a competitive device to increase sales. Some firms, especially petroleum distributors, make the truckmen delivering farm supplies responsible for collecting payment for the supplies. Many of them have set up definite credit programs under which drivers are instructed not to deliver supplies unless the goods are paid for. In many instances the drivers are forced to make return trips in order to collect for accounts, due either to the fact that the farmer was not able to make payment at the time or was absent from the farm at the time of delivery. This method, although uneconomical from the standpoint of tires, equipment, and collectors' time, forms the basis for many merchants' business survival.

There is oftentimes considerable variation in the credit policies followed by supply merchants in any area. Some extend credit freely in order to make sales while others operate on a restricted credit or cash basis. It can be anticipated that concerns which have built up their operations on a credit basis would not look with favor on any change in delivery methods which might make it difficult to handle credit in their normal manner.

H. Possibilities of conservation in use of tires, trucks, automobiles, and labor in moving supplies to farmers.

The foregoing discussion suggests that there has been a large amount of waste in the movement of farm supplies from retail establishments to farmers, both by farmers and by commercial firms. Among these wastes the following have been most conspicuous:

(1) Unnecessary use of delivery service. In many cases farmers have called for delivery service which they could easily have provided themselves in connection with other trips to town. There has been an unnecessary amount of service on small orders rendered as a matter of convenience and unnecessary duplication of trips to the same farm. Many retail agencies have encouraged such practices in rendering "service" to their customers.

(2) Improper, careless use of delivery equipment. Both farmers and firms rendering delivery service have been careless in getting the maximum use of delivery equipment. Rough use and improper care of equipment, and inattention to repair needs, both by farmers and merchants, have often greatly reduced the life of the equipment. Drivers have been given little instruction in the proper care and use of such equipment. In many cases the effectiveness of delivery equipment could be practically doubled if trucks were loaded and driven more carefully, tires kept inflated, wheels checked on alignment, etc.

(3) Planless, haphazard delivery methods. Many concerns have made no attempt to route or schedule their deliveries with the result that deliveries have been made at almost any time to almost any place. In many cases the fact that delivery service is included in the price of supplies has made the customer indifferent to the cost of delivery on small orders and special deliveries. Because of the lack of planned delivery service there has been a large movement of trucks with empty loads or partial loads.

(4) Use of delivery equipment for non-delivery purposes. In many cases cars and trucks have been used for non-delivery purposes such as field service work, solicitation of business and collection of accounts. It is believed that the use of automobiles or trucks for such purposes could be largely eliminated during the emergency. In some cases trucks have been used to obtain supplies from wholesale sources that could be obtained economically by rail.

It is difficult to estimate the percentage of saving that might be effected in the use of tires, automobiles, trucks, and labor by a well-planned and enforced conservation program, but it is believed that it could easily amount to 50 percent.

II. SUGGESTED METHODS FOR CONSERVATION OF TIRES, TRUCKS, AUTOMOBILES, AND LABOR IN MOVING FARM SUPPLIES TO FARMERS.

There are a number of methods and practices which can be used to conserve tires, motor equipment, and labor used in the farm distribution of supplies during this emergency. For the most part, it is believed that voluntary action on the part of farmers and farm supply dealers, supported by an educational program, and subject to the general supervision of the field offices of the Office of Defense Transportation, would achieve the desired results.

A. Voluntary conservation methods for individual farmers.

Individual farmers by voluntary action can effect many economies in the use of tires, trucks, automobiles, and labor in the movement of supplies to their farms. By voluntary action farmers can:

(1) Take good care of their present tires and motor equipment because in all probability it is all that they will be able to get until after the emergency. Farmers should see that cars and trucks are driven carefully at moderate speeds; that tires are kept properly inflated; wheels in alignment; and motor and other parts in proper repair.

(2) Reduce their demands on commercial delivery facilities with the realization that very few, if any, additional tires, trucks, or equipment will be available for any farm or civilian purpose during the remainder of the war. This reduces itself to making the present supply of equipment last as long as it will. As far as possible, farmers should plan to pick up farm supplies in connection with necessary trips to town which they have to make in delivering farm products or for other business purposes. Farmers cannot expect non-essential special delivery or convenience services which they have been accustomed to receive from farm supply concerns.

(3) Plan purchasing operations in order to place large orders when delivery is necessary. In some cases additional storage may have to be provided, but it is believed that each farmer can so plan his purchases of feed, oil, coal, fertilizer, etc. so that not more than one delivery every one or two weeks would be necessary except during seasonal peak periods. Farmers living on isolated roads could plan needs to order a minimum of one month's supplies to be delivered at one time. Most farm supplies are not perishable and can be stored easily for such periods of time.

(4) Submit all orders for supplies to be delivered well in advance of need. This will assist agencies in preventing overlapping and duplication of their delivery runs by better planning of their delivery routes.

(5) Use milk, livestock, and egg trucks and such periodically operated vehicles wherever possible for obtaining articles which would otherwise require a trip to town. Orders for such supplies could be given directly to the vehicle operators or phoned or mailed to the supply dealer who could then relay them to the truck operator before he makes a return trip.

(6) Reduce amount of fertilizer hauling by increasing the use of higher analysis goods.

B. Voluntary farm group conservation methods.

Local neighborhood and community groups of farmers can greatly assist in the conservation of tires, motor equipment, and labor, in the movement of supplies to farms by following one or more of the following methods:

(1) In areas where such supplies as feed, fertilizer, and coal are consumed in large quantities groups of farmers can pool their orders and have such supplies shipped to them in carload quantities at specified designations or sidings. This procedure shifts a large part of the transportation burden to the railroads and reduces the use of farm trucks and wagons in getting supplies to farms. This car-door delivery method is now widely employed in many areas, particularly in the eastern states and in the South. It was used effectively in distributing fertilizer during World War I and it is believed that it can be advantageously used to a greater extent during this emergency.

(2) Groups of farmers can designate special delivery centers on main roads (for example, conveniently located farms) where supplies could be delivered by large dealer-trucks. Farmers could then arrange to pick up supplies with a minimum use of their own trucks or automobiles or by wagons. Under this plan, dealers could use large trucks primarily for providing main line service while farm vehicles would make the shorter hauls off the main line.

(3) Groups of farmers for given neighborhoods can set up community "clearing houses" to insure the maximum efficiency in use of all trucks and automobiles used by farmers in delivering farm products and in obtaining farm supplies. Under a clearing house plan all participating farmers would designate one farm as the clearing house center for a period of time. Any farmer-member of the clearing house wishing to have products delivered to town or supplies delivered from town would telephone, or otherwise notify, the clearing house. In the same way any farmer making a trip to town to deliver products or obtain supplies would telephone the clearing house. The clearing house "operator," probably the farmer's wife, could then instruct the driver going to town of other hauls that he could make either in delivering products or in bringing back farm supplies. It is believed that this plan would greatly increase the effectiveness of cooperation by neighbors in hauling, a practice which is already used to a considerable extent. It is simply an adaptation of the well-established custom of interchanging labor during the harvest season. A similar plan was used in many farm areas prior to the inauguration of rural free delivery when farmers would take turns in bringing back the mail for themselves and their neighbors.

It is believed that this clearing house method would not meet with legal objections since the Motor Carrier Act, 1935, as amended, Section 203 (b) (9) exempts "the casual, occasional, or reciprocal transportation of passengers or property in interstate or foreign commerce for

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compensation by any person not engaged in transportation by motor vehicle as a regular occupation or business." While it is recognized that this Act pertains to interstate commerce it is believed that the Office of Defense Transportation could use its legal power to make this program effective under existing state laws.

C. Voluntary conservation methods for farm supply distributors.

Individual distributing concerns on their own initiative can also effect many economies in the use of tires, equipment, and labor in delivering farm supplies. Such concerns can:

(1) Reduce the frequency of deliveries to patrons. They can encourage farmers to plan their needs in advance so that they can order large quantities to further this program. They can require that all trucks be fully loaded before going into a given territory.

(2) Set up minimum limits on the amount that will be delivered either in terms of dollar value or weight. If a dealer has a plan for systematic deliveries he can refuse off-day deliveries or set high minimum limits on such orders.

(3) Set up definite delivery routes on regular days to eliminate all overlapping and duplication of deliveries. Many concerns are now doing this.

(4) Quote all prices f.o.b. with delivery charges extra. This would encourage back hauling of farm supplies by trucks used in hauling various farm products to market and also facilitate any group delivery plans designed to conserve equipment.

(5) Encourage customers to order in advance by telephone and mail. This will enable firms to assemble supplies during slack periods and plan delivery routes.

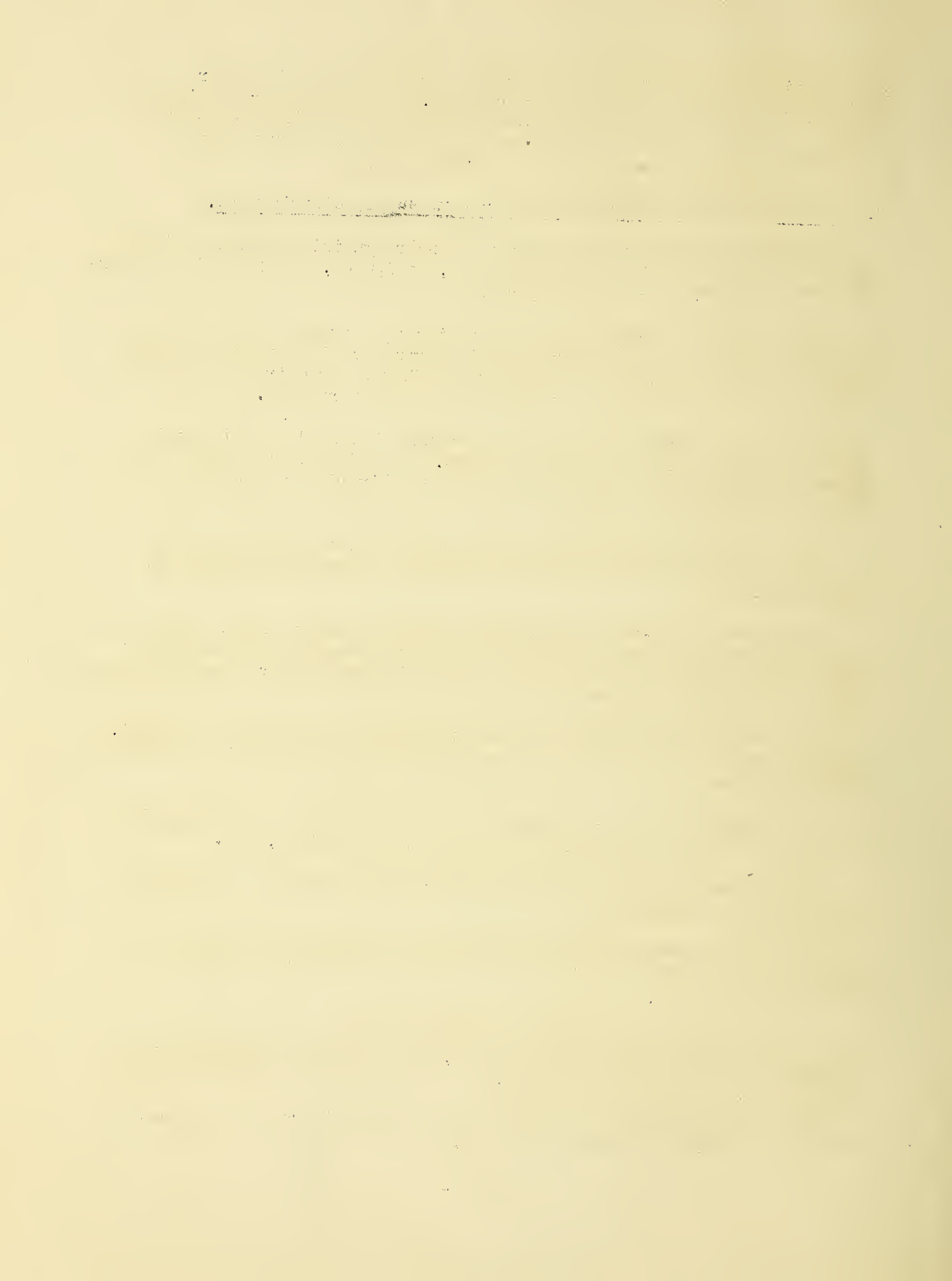
(6) Eliminate as far as possible the use of trucks and automobiles for solicitation of business, field service, collections, etc.

(7) Set up definite plans and requirements for care and operation of all delivery equipment.

(8) Plan movement of feed and other bulk supplies to designated points on main "all-weather" roads where they can be picked up by farmers located on sideroads.

(9) Eliminate use of trucks for hauling supplies from wholesale centers which could be obtained by rail, thus conserving trucks for use in providing farm delivery service.

(10) Encourage use of higher analysis fertilizers which reduces unnecessary hauling of inert materials.



D. Group action plans for distributing concerns.

Distributing concerns can further conserve tires, delivery equipment, etc. by one or more of the following group action methods:

(1) Development of uniform conservation standards in rendering farm supply delivery service.

In view of the fact that many farm supply firms would hesitate to make desirable changes in their delivery methods unless they were assured that other competitive firms would do likewise it is suggested that merchants in a given community delivering farm supplies might work together in formulating standards in such matters as delivery charges, minimum size of delivery, frequency of deliveries, load limits, etc. The development of such uniform standards in delivery practices would encourage greater dealer cooperation in applying conservation measures since no one concern would then be in position to take competitive advantage of his temporary ability to render delivery service. It is believed that the seriousness of the present emergency and the moral pressure of the community would adequately enforce any standard rules which might be adopted and made known to the public. It is not believed that such mutual agreements with reference to uniform conservation measures would be interpreted as illegal under the anti-trust laws.

(2) Establishment of central farm supply assembling points in delivery centers.

Another way in which farm supply merchants might assist in conservation of tires and delivery equipment and labor would be through the establishment of central assembling points in distributing centers where farm supplies could be delivered for collection by farmers. Orders could be phoned or mailed in to the merchants in advance so that they could be delivered at the proper time to the assembling center. This arrangement which is now being used in a few communities would do much to encourage maximum economy in use of farm vehicles, and in farmers' time.

(3) Establishment of farm supply delivery centers in rural areas.

The pool delivery plan by distributors might be made more effective if central delivery points in rural areas were selected as delivery terminals. This plan would permit pool delivery of supplies to the central point in the country from which delivery to the farm could be accomplished by the farmer himself or by the clearing house plan described in Section B (3).

(4) Formation of delivery equipment pools.

It is believed that the various methods above recommended for both farmers and supply firms could bring about a material reduction in the amount of delivery service rendered by farm supply dealers. In order to

1. The first part of the paper

is devoted to a general

discussion of the

principles of the

method proposed

in this paper.

The second part

is devoted to a

detailed description

of the apparatus

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The third part

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results of the

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The fourth part

is devoted to a

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The fifth part

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bring about a further reduction it would be necessary to institute some form of pool delivery plan. Perhaps the simplest method for doing this would be to establish consolidated delivery equipment pools at points where a considerable amount of delivery service is rendered. It is believed that mutually agreeable arrangements could be made under which each retail farm supply firm would voluntarily turn over its delivery equipment to such pools on a mutually agreed upon retail basis which would take into account value and age of equipment and depreciation. Under this plan a central dispatching office would be kept informed by dealers of all deliveries to be made. The dispatching office would then route the movement of trucks to insure delivery of supplies with a minimum of waste in the use of tires, trucks, and labor. Under this plan all delivery service would be rendered under agreed-upon rules at standard charges which would be used to defray the cost of the delivery service. Any surplus earnings over expenses could be prorated to the firms having delivery equipment in the pool or on other agreed-upon basis. This plan would have the advantage of providing maximum efficiency in the conservation of delivery equipment while it would not upset regular customer relationships. It is believed that the local representatives of the Office of Defense Transportation could render a worthwhile service by encouraging the formation of such pools and assisting in their establishment and proper operation.

III. ADMINISTRATIVE ORGANIZATION REQUIRED FOR EFFECTUATING CONSERVATION METHODS SUGGESTED IN PART II.

It is believed that the methods suggested for farmers and dealers in Part II can achieve a maximum degree of conservation in tires, motor equipment, and labor, in moving farm supplies to farms with a maximum use of administrative organization. In general, farmers and dealers alike will be glad to assist in any practical conservation program which promises to benefit themselves and the Nation during this emergency. The methods suggested above, while offering a workable solution to the problem, would not drastically upset the present distribution methods employed by farmers and distributors. It is suggested, however, in the event that farmers and farm supply distributors in any area might not develop a satisfactory conservation program in a reasonable period of time that the general administrative officer of the Office of Defense Transportation should then take whatever steps might be necessary to see that a suitable program, adapted to the requirements of such area, is undertaken and carried out.

To further the conservation program here suggested, it is recommended that county committees be set up along the lines suggested in the previous memorandum on the general program for agricultural trucking. These committees would assist the Office of Defense Transportation in the development of county conservation plans relating to the movement of farm supplies, and application of regulations relating to farmers and farm supply firms, and in helping solve special problems relative to the movement of supplies to farms.

William C. Crow, Chairman

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

In the second section, the author outlines the various methods used to collect and analyze the data. This includes both primary and secondary sources, as well as the specific techniques employed for data processing and statistical analysis.

The third section provides a detailed overview of the results obtained from the study. It highlights the key findings and discusses their implications for the field. The author also addresses any limitations of the study and suggests areas for future research.

Finally, the document concludes with a summary of the main points and a final statement on the significance of the work. The author expresses their appreciation for the support and assistance provided throughout the project.

The following table presents a summary of the data collected during the study. It shows the distribution of responses across different categories and provides a clear visual representation of the findings.

Category	Frequency	Percentage
Category A	15	15%
Category B	25	25%
Category C	30	30%
Category D	10	10%
Category E	20	20%

The data indicates that Category C is the most prevalent, followed by Category B. Categories D and E represent smaller proportions of the total sample. These results are consistent with the theoretical expectations and provide valuable insights into the behavior of the study population.

Further analysis of the data reveals significant correlations between certain variables, suggesting a strong relationship between the factors being studied. This finding has important implications for understanding the underlying mechanisms and can be used to inform future research and practical applications.

In conclusion, the study has successfully identified the key factors influencing the outcome and has provided a comprehensive analysis of the data. The findings are both novel and significant, contributing to the existing knowledge in the field. The author hopes that this work will serve as a valuable resource for other researchers and practitioners alike.

