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P-S. 110

July 14, 1943

Amache, Colorado

SILK SCREEN INDUSTRY

The initial preparations for the silk screen project was made by Miss Maida Campbell, supervisor, on May 10, 1943. The three weeks preparatory for the opening included the establishment of a place of operation (6E Recreation Hall), the advance orders for supplies, crew line-up, etc.

The industry began its operations on May 31, 1943.

As a part of defense work, the silk screen process will be used to make posters for training aid, for volunteer calls, to spread army or navy enlistment enthusiasm, and for various other government propaganda material at below cost of regular printing.

This process which affords lower costs of operation is based somewhat on the stencil principle. A hinged frame with a cotton or silk organdy material stretched across it serves as a foundation. The nu-film stencil is adhered to the silk. The open areas of the stencil print the subject. The special paints are prepared by manufacturers and has the consistency of cold cream. It is brushed across the screen surface with a squeegie. The squeegie acts on the same principle as a window wiper, and the pores of the organdy serves as the outlet for the paint. The consistency of the paint

does not allow it to run. There are two kinds of paints used, opaque and transparent. With the opaque paint, a separate printing is necessary for each coloring, while in the transparent paint, free colors are obtained as in any usual printing process. (For example: red over yellow equals orange.) Up to the present time, the industry's efforts have been centered on the opaque process. Only one experiment has been made on the transparent paints.

The virtues of this process are in the results of multicolor prints reproduced at low costs. Other characteristics extremely beneficial and favorable to production are that it can print not only on flat pieces of wood, glass and paper, but on circular pieces also.

The industry has in its employ twenty-six persons, of whom about eighteen are apprentice artists. The others have at one time or another had some art training. Although these apprentices have had no artistic training, they are dexterous and have deep interest in that type of work. The first experimental piece of work was done on Christmas cards of which the paper was furnished by the employees themselves.

Upon the completion of a three months training course through actual production, the Amache industry is in hopes of fulfilling a future navy contract. The possibilities of the continuation of this skilled work for the evacuees upon relocation outside of camp is promising.

During the training period, the work accomplished on posters, charts, book pages, menus, etc., not including the training material discarded, has had the retail commercial value of approximately $2000. per month. The expenses per month for material and training has been around $600.

Enclosed herewith are some sample prints of the silk screen process put out by the project shop.

Documentation Section
Reports Office
July 14, 1943

WAR RELOCATION AUTHORITY

GRANADA PROJECT

OFFICE MEMORANDUM

To: W. Ray Johnson, Chief of Community Service

Date: May 28, 1943

From: H. T. Weiler HW

Subject: Cost Accounting Symbols -- Silk Screen Project

Attached are two copies of Cost Accounting information which the Cost Unit proposes to use in accumulating the costs of the manufacture of Silk Screen products.

We have set up the accounts in accordance with the attached in order that, should any other Industrial Project be initiated, we will be in a position to assign a Cost Account number without causing any undue confusion.

Attachments - 2

CHARTS OF ACCOUNTS INDUSTRIAL DIVISION

At the present time the two Industrial establishments at the Granada Project will be operated independently of each other, the Agricultural Division operating the canning project.

The Cost Accounting system for the Industrial Division will be composed of two classes of accounts; Current Cost and Production. These classes of accounts are explained in detail in the following paragraphs.

The Current Cost accounts are all preceded by the number 40. These accounts will be used to charge all items of expense that can not be directly allocated to a particular job order. Examples are supervisory salaries and miscellaneous items such as paint brushes, etc. The Current Cost accounts are detailed below:

40 - 420 Manufacturing Control

No charges will be made to this account which represent the total costs accumulated in the two accounts listed below.

40 - 420.1 Silk Screen Project

Charges to this account will include materials and supplies which can not be charged to any one job order. This account will also be used in payrolling all of the evacuee and appointed personnel. The actual cost of evacuee personnel will be prorated to job orders on the basis of Daily Time and Production Report, Form WRA - 182. This time will be summarized on Monthly Summary of Production Time, Form WRA - 183. This form will be the basis of separating the payroll between productive and unapplied time.

40 - 420.2 Canning Project

This account will operate in the same manner as 40 - 420.1.

The second series of accounts, Production Accounts, are subsidiary to general ledger account No. 100, In Process -- Manufacturing -- Industrial. A separate account will be set up for

each manufacturing project. These accounts are numbered as follows: 100.1 Silk Screen Project, 100.2 Canning Project.

All orders for production should be written on Form WRA - 164. These job orders should be numbered consecutively and the order prepared in duplicate. The original going to the Division Cost Accountant and the copy being retained by the Supervisor.

All materials used for a production order must be recorded when issued on Form WRA 96, a copy of which, after it has been priced and extended, will be routed to the Division Cost Accountant. Form WRA - 96 should show the production order number in all cases where possible. Where the material can not be definitely charged to the specific job order, the issuance will be charged to the appropriate Current Cost account. The Division Cost Accountant will post issues daily and will prepare the Monthly Distribution Summaries for posting to the Cost and Fiscal ledgers.

Labor costs will be posted to the job orders from Form WRA - 182 or such other forms as may be worked out by the Cost Unit and the producing sections.

Original to Miss Campbell

August 27, 1943

AIRMAIL

J. G. Lindley, Project Director
Granada Relocation Center
Amache, Colorado

Dear Mr. Lindley:

I just finished a discussion with Lieutenant Atchley of the Navy Training Aids Section relative to the production of silk screen posters for their use.

He informs me that they are nearly ready to place orders for approximately fifty different posters, a good many of which have to do with seamanship training. These posters will be for the most part 20 x 30 inches, with a few 40 x 60 inches in size. They expect to need approximately a thousand each of the fifty different designs. The bulk of them run three and four colors, and will be printed on sixty to eighty-pound paper.

Lieutenant Atchley was concerned as to how much of this order we would be able to handle at the Granada and Heart Mountain centers. We discussed several different possibilities: (1) Having the center make up the silk screens and do the actual printing; (2) Having the Navy Laboratory in New York City make up the screens, send them to the centers, and having the printing only done at the centers. I told Lieutenant Atchley that I thought the projects would rather work under the first plan to the limit of their capacity in making up screens, and that probably the balance might be done on the basis of screens already prepared by the Navy Laboratory.

The purpose of this letter is to let you know that there is a very sizable order in the offing, and that Lieutenant Atchley will write directly to Miss Campbell at your project, outlining the plans, and at the same time sending at least one design as a sample, requesting preparation of screens and a sample run for submission to the Navy for their approval. This sample run will enable Miss Campbell to make much more accurate estimates as to the amount of time required for the preparation of screens and for making the runs.

With such a sizable order in the offing, I am wondering if it is not quite important to provide new space for the silk screen project. You will recall that we discussed availability of space for the poster shop, and indicated that in case a new garage was built, the silk screen poster shop might move into the present garage building. However, since your new garage probably will not be completed for sixty to ninety days, it would be too late to use that space as a shop, since the poster order will be submitted very shortly, and should be completed in three or four months time.

507-4

I am wondering whether you have decided to go ahead and use the building that was constructed for an administrative store as a mess hall for evacuee office personnel, as you outlined at the time of my visit. I would like to urge that immediate consideration be given to locating additional space, and attempting to expand the facilities of the poster shop, so that you will be in a position to accept these Navy orders. Probably part of the orders will have to be placed with private concerns, but Lieutenant Atchley is interested in having us do as much of the work as we possibly can; and, of course, we are also interested in having the silk screen poster shops operate as effectively as possible in the war effort.

I would appreciate it very much if you would discuss this matter with Miss Campbell, and write me your reactions; and in general, your plans for increasing your facilities, so that you may fill this order. It is my understanding that Lieutenant Atchley will be mailing out the sample designs to your project within the next few days.

Sincerely,

E. J. Utz, Chief
Operations Division

Mr. Fuller.

Silk Screen EXHIBITION

of prints from the Amache Silk Screen Shop

1 . . . . SPRING THAW
2 . . WELCOME TULEANS
3 . . . . . PARROT
4 . . . . . .CARDS
5 . . KITCHEN STILL LIFE
6 . . . . TROPICAL FISH
7 . . . . . SIESTA
8 . . . . . .THE HAT
9 . .HOME ON THE RANGE
10 . . . AMACHE COVER
11 . . . . . FLIGHT
12 . . . . . AUGUST
13 . . . . . SKY LINE
14 . . . . HARBOR SCENE
15 . . SILK SCREEN SHOP
16 . . . . . BIRD PRINT
17 . . . . . FUN MAP
18 . . . . . SPRING
19 . . PHOTO-PRODUCTION
20 . . . . PHOTO-ARTIST
21 . . . . . THE MORAL
22 . . . NOCTURNAL OWL
23 . . . . . .PETUNIA
24 . . . . LETTER-HEADS
25 . . . . . .THE PUP
26 . . WINTER IN AMACHE
27 . GOURD AND BLOSSOMS
28 . . . . . DECEMBER
29 . . . MORNING GLORIES
30 . . . . . FANTASY
31 . .PAWNEE LAKE, COLO.
32 . . . . SIGNAL FLAGS
33 . . DESERT SENTINELS
34 . . . . . TIGER LILY
35 . . . . HIGH COUNTRY
36 . . . . . .CHAPEL
37 . . . . THE DANCER
38 . . . . . ROSES
39 . . . . . THE STAG
40 . . . . .CHAIR STUDY
41 . . . . . WORK STUDY
42 . . . . . JULY
43 . . . . NAVY POSTER
44 . . . . NAVY POSTER
45 . . . . SIGNAL FLAG
46 . . . . SIGNAL FLAG
47 . . . . NAVY POSTER

ALL PRINTS, OTHER THAN NAVY, ARE THE FIRST TRYS OF TRAINEES.

TOTAL PRODUCTION ON NAVY POSTERS SHOWN IS OVER 250,000.

OTHER THAN TRAINING PRINTS, ALL SHOP PRODUCTION GOES TO NAVY TRAINING-AIDS OF WASHINGTON.

All prints shown in this exhibition are the products of the Granada Relocation Center Silk Screen Print Shop. The crew is made up entirely of Japanese evacuee workers.

First the workers were trained, and all prints shown in the exhibition, other than the Navy posters, are the product of this training, and not the finished print after training.

The Navy posters shown are selections from a number of designs which the shop has produced in volume for the Naval Training Aids Section, Washington, D. C.

Over 250,000 Navy posters, running from three to six colors, have been produced in the past 22 months of shop operation.

War Relocation Authority points with pride to the fact that the shop has not only rendered a service to the National war effort, but has trained numerous evacuees in this field. Approximately 85 evacuees have relocated from the shop and are now working in Silk Screen printing industry.

SILK SCREEN'S *first year* *in* AMACHE

F O R W A R D

The following pages have been prepared with the hope that they will give a better picture of the story of Silk Screen printing.

The Amache shop is only one of many over the country. Silk Screen is the newest child of the printing industry, but is growing rapidly and proving its worth.

Those most interested in the process will find this in the first pages. The other pages carry more detailed information as to our production, training costs, etc. for the past year.

Maida G. Campbell
Director, Silk Screen Shop

SILK SCREEN PRINTING - WHAT IS IT?

Silk Screen printing is a highly refined stencil principle, adapted in recent years, to commercial production.

The silk, a form of fine organdy, is stretched over a heavy frame. This is used as a carrier for the stencil, which is cut from a specially prepared lacquer sheet. After the stencil has been adhered to the silk and the frame is hinged to a level base, the paint is placed at one end of the frame. The paint is pulled across the surface of the silk with a rubber blade known as a "squeegee". Its action is similar to that of the window wiper. As the paint is pulled, it goes through the open mesh to a surface of paper. All silk screen prints are made in this manner, regardless of the various techniques.

See page 3 for sketches of printing process.

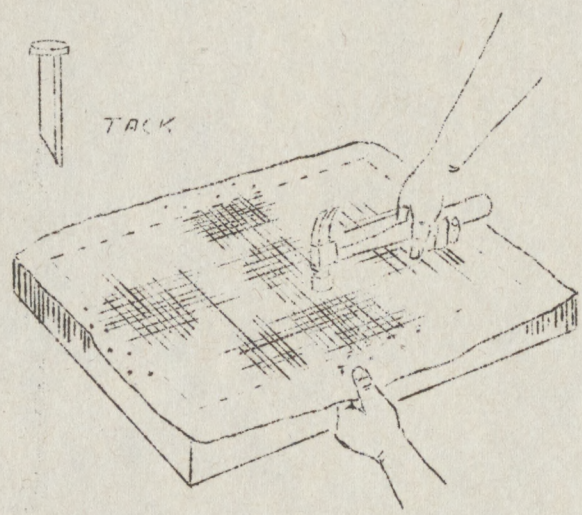
It might be of interest to mention that the principle of Silk Screen printing was perfected by the Japanese, although its present form (approximately 40 years old) was perfected by European and American artists in commerical shops.

Although the average layman does not usually realize it, Silk Screen may be seen everywhere. Such items as milk bottles, cosmetic cases and jars, pennants, window displays, drinking glasses, mirrors, signs, banners, magazine pages, posters, charts, graphs, auto license plates, display cut-outs, display cases, pop bottle labels (on the glass), and other items too numerous to mention.

Briefly, its values are great for those who wish multi-colored printing in small quantities. This is due to the ease an inexpensiveness in preparing colored plates. Each design is custom made, even to the lettering style. Silk Screen printing is the only method known by which printing may be placed on round surfaces and hard surfaces as metal, glass, plastics, etc.

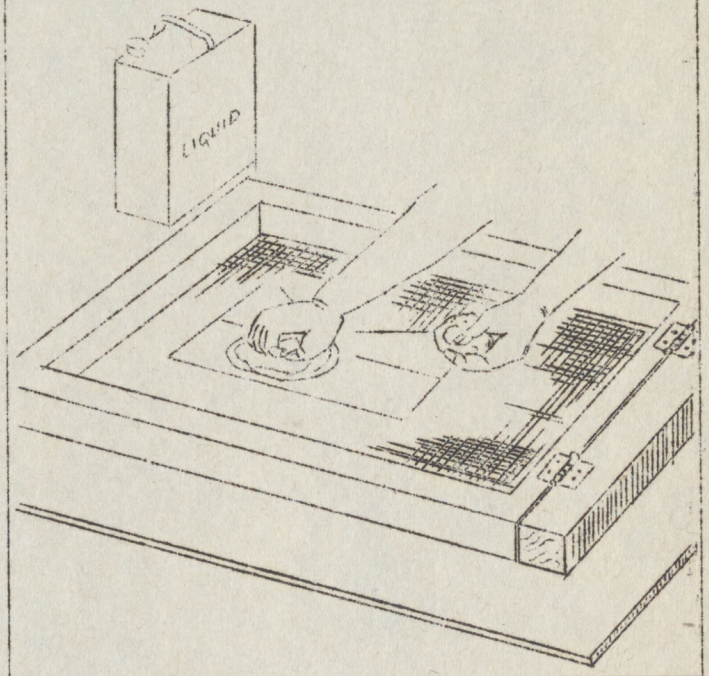
I

TACKING SILK TO FRAME



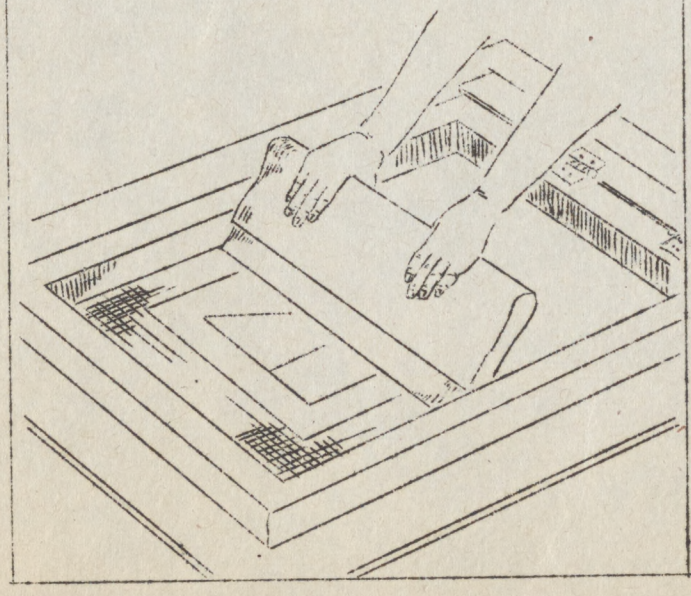
II

ADHERING LACQUER STENCIL



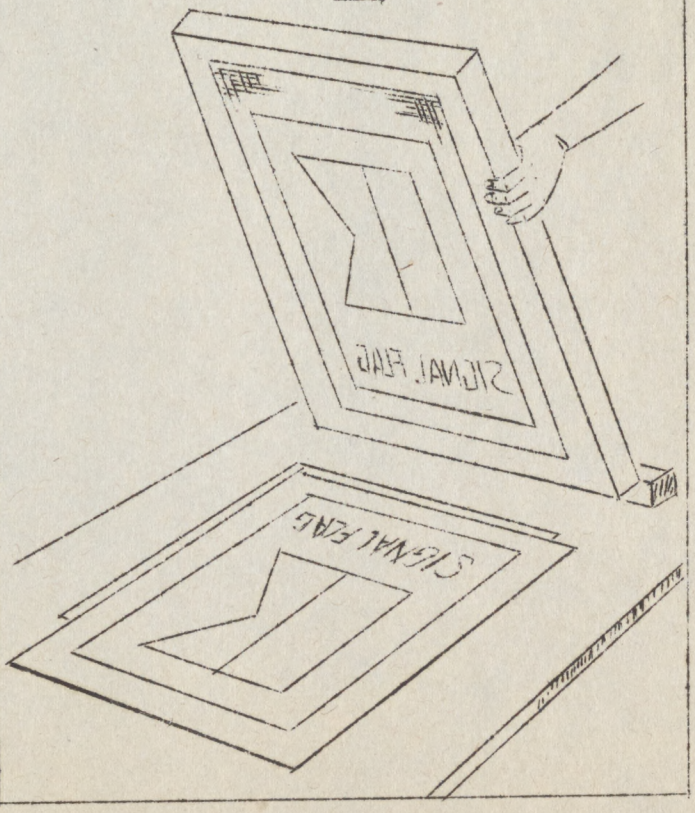
III

PULLING SQUEEGEE
(Printing)



FINISHED PRINT ON BASE BOARD

IV



SILK SCREEN AT AMACHE

The questions asked concerning Silk Screen, and particularly Silk Screen in Amache, are too numerous to answer in few pages. However, perhaps a few of the most pertinent points should be mentioned.

The Silk Screen Shop in Amache was set up at the request of the Training Aids Division of the Navy Department, Washington, D. C. They were in need of many posters, charts and pamphlet covers and it was difficult to obtain these on schedule from outside firms due to labor shortages and an increased volume of work.

War Relocation Authority considered the shop worth while from the standpoint of its vocational training values, and value of production for the war effort.

The shop opened June 1st, 1943. War Relocation Authority purchased the nucleus of the Work Projects Administration Silk Screen Project equipments and materials of New York City. The first four and one half months were spent in fixing working quarters and in preliminary training of a crew. After this time, work was started and has continued ever since on the production of Navy posters.

In looking back over the year of production, training and relocation in connection with Silk Screen shows an encouraging pictures. The Navy, in furnishing all materials for their work, has put into our hands one of the best stock that one could wish for to train with.

War Relocation Authority, in furnishing labor, has given the shop a group of talented and interested artist and artisans who do a good job.

PRODUCTION AND TRAINING

Since Silk Screen has started, there has always been a voluntary waiting list from which to choose new crew members.

A new worker is started at "B" ($16.00 per month) rating. Due to the scarcity of "C" ($19.00 per month) ratings, he usually remains as "B" for the length of his stay in the shop. He (or she) is classified as Junior Artist. (The "wage" feature makes it possible for shop director to insist that full 8 hours work be put in.)

The beginner is first given the problem of designing, cutting, and printing his own letter head, book plate, or Christmas card in three colors. In this manner he is inclined to be extremely careful and interested in his first training problem.

After the initial problem he is assigned to design, cut, and print various work done for the center. This work includes booklet covers for school and administration, party bids, posters, high school annual covers and pages, tickets for games and plays, program covers, education certificates, Y.W.C.A. envelopes and letter heads, hospital menu covers, and other items too numerous to mention.

All of this work is counted as training and has proven satisfactory. Each organization or group which receives shop work is asked to foot labor and material costs. Constant requests for such items creates more closely the atmosphere of a regular commercial shop. Designs must be done well and rapidly. Without these requests, the shop would be forced to create training problems and once a job was finished its only outlet would be the waste basket.

After a worker is "at ease" with the work, they are given simple duties to perform in connection with the printing of Navy posters. Later, as they progress in their abilities they handle full responsibility.

The Navy production is an excellent training aid as the quality of work, and coloring must be up to peak professional quantity.

The shop also boasts a completely equipped dark room. Those who are interested in photography may study the photographic process of Silk Screen, which is used on the more difficult posters. The dark room section also develops and prints all films taken by the Research and Records section of Amache, War Relocation Authority. This is done by students of the photographic silk screen process.

Although we do not "make" artist, we can "make" good Silk Screen technicians, capable of earning a good wage outside in the Silk Screen industry.

POINTS TO NOTE

In the past pages there has been a sincere effort to follow the newspaper rule and keep the writers personality out of the picture. However, if in the following paragraphs, you think you detect the personality of a bedeviled shop director you are probably quite right.

Hair cuts, sore fingers, sniffles, shoe repairs, and dust storms, rain, sun, snow, yes they all do have something to do with Silk Screen. Because the shop is in a War Relocation Authority center, we have more problems than the average shop.

All hair cuts, shoe repair jobs, clinical care and such items as postal money order, C.O.D., packages, check cashing, and shopping must be taken care of during working hours. Saturday afternoon is entirely inadequate to care for the numbers of these things which must be done.

Work must be stopped when we have one of the Amache special dust storms. The dust filters in, cuts silk and sticks to the surface of the wet prints.

Some of the good things are young, talented, and interested workers who seem to take their training and Navy posters very seriously. The administration staff, for the most part, has cooperated whole heartedly in helping the shop in every way possible.

Production as a whole is not as rapid as a regular outside shop. However, this report proposes to show, on the basis of figures from the Accountants office, that an outside shop with the same labor and production could have shown a fair profit.

RELOCATION FIGURES

A total of 56 workers have worked in the shop and gone on their way. The following is a break down of their present status.

Still in camp (illness or other work)	13
With husband (relocated)	3
Army	3
School, other work (relocated)	12
Silk Screen (relocated)	25
Total	56

Relocated	43
In camp	13
Total	56

As you will note, almost 50% of those who have been through the shop have relocated to Silk Screen jobs. From letters and other reliable reports the wages seem to average $30.00 to $35.00 as a starter, $50.00 to $55.00 after a worker has proved his (and her) ability and some reports have been as $65.00 to $75.00 per week.

In almost every case the worker has obtained his job on his own initiative.

Those who are in camp or outside, and who are no longer with the shop still have their training which they may well use. The Silk Screen industry has many jobs and few trained workers. Outside shops are now hiring girls as well as boys, and our shop usually carries about an equal number.

The Silk Screen industry shows promise of building even more after the war, and it looks now as though the need for trained workers will be great for some time to come.

SUMMARY OF COSTS

June 1, 1943 - June 1, 1944

Total expenditure for the Silk Screen for the 12 months have been $13,721.34, which will give a monthly average of $1,143.45. During this time there has been an average of 40 employees comprised of Sr. and Jr. Artists in the Silk Screen operation. This results in an approximate cost of $30.25 per month per person. This figure represents all expenditure; as supplies, maintenance, salaries, overhead, etc.

Comprised of the following:

Appointed Personnel	$ 3,~~600.43~~ 828.00
Evacuee Labor	5,120.79
Travel Administrative	66.30
Transportation	47.60
Elec. and Water	920.30
Contractual Services	52.05
General Supplies	2,384.99
Maintenance	376.64
Duplicating Serv. Transfer	24.93
Non Productive Labor	531.08
Overhead Transferred	495.97
Credit Account	100.26
Total	$ 13,721.34

It is estimated that a worker is well trained in from two and one half to five months. On this basis at the cost of $30.25 per month, it costs from $75.63 to $151.25 to train a person well.

Perhaps it is misleading to state that it has costs $30.25 per month per person for training, One could just as easily say that this was the cost per month for production and that the training was incidental and free.

Without production, there would be no shop, without training there would be no production. They are hand in glove and there can be no hard and fast line drawn.

The total retail value of work produced in the past year is $46,907.16.

There was an average of 40 workers per month, receiving an average wage of $16.37 per month ("B" and "C" rates) or approximately $196.44 per year.

For the sake of a comparison let us pay these same 40 workers $75.00 per month or $900.00 per year each, which is the average on outside shop would pay for these same untrained workers. These figures would give us an approximate payroll of $36,000. Add $2,000 for overhead to reach the total cost of operations and $2,000 for materials. The total would be $40,000.

The following totals, perhaps are more graphic:

Amache Shop

Total estimated retail value of production ..	$ 46,907.16
Total cost of Amache Silk Screen Shop	13,722.50
Total Profit (in theory)	$ 33,184.66

Imaginary outside shop run on same conditions:

Total estimated retail value of production ..	$ 46,907.16
Total of labor, overhead, and materials	40,000.00
Total Profit (in theory).....	$ 6,507.16

Although these figures are estimates, they are comparatively accurate. Of course, an outside shop would dock for all sick and shopping absences, so their final estimated profit of $6,507.16 is an absolute minimum.

SUMMARY

It is hoped that the past pages have given a better conception of our work.

Without question the first year is the most costly. In the future our main expenditure will be for materials alone. Such expenses as the equipments for our dark room, printing tables, drafting stools, building, shelves, cupboards, etc. will not be repeated on the 1944 - 45 budget. There will be no starting period of four months for training alone. In the following year our main expenses will be for materials and labor.

There is a small group within the crew which promises to remain with us for some time. These are mostly girls, whose parents will not permit them to relocate.

Although they are well trained for outside work, and it would be better for them to relocate, Silk Screen has no control over this. As long as this situation does exist, it gives us a nucleus of workers who have the "know-how" to help with the training, and to devote their whole time to production.

Needless to say, the front cover was designed by one of our girls. Although not a true picutre, it at least is a pointed comment on the situation whenever it occurs.

One more point of interest worth mentioning is the Silk Screen Club. Each shop member is a member of the club. The club has purchased its own materials, and evenings and Saturday afternoons many members run work for their own use.

GRANADA RELOCATION CENTER

Documentation Section
Reports Office

Amache, Colorado
July 27, 1944

AMACHE SILK SCREEN SHOP

General Organization

The Amache Silk Screen Shop was officially organized on June 1, 1943 at the request of the Training Aids Division of the Navy Department, Washington, D.C. They were in need of many posters, charts and pamphlet covers and it was difficult to obtain these on schedule from outside firm due to labor shortages and an increased volume of work.

War Relocation Authority considered the shop worthwhile from the standpoint of its vocational training values, and value of production for the war effort.

The program conducted in cooperation with the Navy, fulfills monthly, contracts for thousands of training-aid posters. Though the War Relocation Authority purchased the nucleus of the Work Projects Administration Silk Screen Project equipments and materials of New York City, and supplies all needed labor, the Navy provides all necessary materials for the posters. The first four and one half months were spent in fixing working quarters and reconstruction on the building, and in preliminary training of the crew.

One Year's Progress

The Amache Silk Screen Shop, only one of the kind in any relocation center, marked the shop's second year of operation on June 1, 1944. The

shop was born and grew in the GE recreation building. Later the TE recreation hall was transformed into the shop's production room, with the GE hall to be used for the office, artists' room, storage, and the photographic dark room. A fire-proof store house for inflammables will be built between the two recreation halls. Now the shop proudly boasts working space four times its original size, more and better equipment, and a complete up-to-date photographic darkroom.

Silk Screen Training

Since Silk Screen has started, there has always been a voluntary waiting list from which to choose new crew members.

The beginner is first given the problem of designing, cutting, and printing his own letter head, book plate, or Christmas card in three colors. In this manner he is inclined to be extremely careful and interested in his first training problem.

After the initial problem, he or she is assigned to design, cut, and print various work done for the center. This work includes booklet covers for school and administration, party bids, posters, high-school annual covers and pages, tickets for games and plays, program covers, education certificates, Y.W.C.A. envelopes and letter heads, hospital menu covers, and other items too numerous to mention.

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well and rapidly. Without these requests, the shop would be forced to create training problems and once a job was finished its only outlet would be the waste basket.

After a worker is "at ease" with the work, he is given simple duties to perform in connection with the printing of Navy posters. Later, as they progress in their abilities, they handle the full responsibility.

The Navy production is an excellent training aid, as the quality of work and coloring must be up to peak professional quantity.

A new worker is started at "B" ($16.00 per month) rating. Due to the scarcity of "C" ($19.00 per month) ratings, he usually remains as "B" for the length of his stay in the shop. He (or she) is classified as Junior Artist. (The "wage" feature makes it possible for shop director to insist that full 8 hours work be put in.)

Silk Screen Figures

A total of 56 workers have worked in the shop and gone on their way. The following is a break down of their present status.

Still in camp (illness or other work)	13
With husband (relocated)	3
Army	3
School, other work (relocated)	12
Silk Screen (relocated)	25
Total	56

Relocated 43

In camp 13

Total 56

Many evacuees, after completion of their training at the local shop, have relocated and obtained employment in silk-screen shops outside. Almost 60 percent of those who have been through the shop have relocated to Silk Screen jobs. From letters and other reliable reports the wages seem to average $30.00 to $35.00 per week as a starter, $50.00 to $55.00 after a worker has proved ability. Some reports have been $65.00 to $75.00 per week.

Ten Thousand Production Mark of U.S. Navy Posters Reached

Completion of the first 5000 copies in the "Do You Know The Difference" series of 38 training-aid posters by the local Silk Screen shop brings the total of finished prints for the U.S. Navy over the 10,000 mark. Production on the second and third of the series will begin immediately upon the shipment arrival of 40,000 sheets of paper.

The first Navy poster, "Don't Ever Call It A Boat," number 2,500 prints in four colors. The special flags and pennants in seven colors totaling 2,500 copies. The printing of over 72,000 sheets of the alphabet signal charts is now underway in 36 different sets of each.

Summary of Costs of Silk Screen

June 1, 1943 - June 1, 1944

Total expenditure for the Silk Screen for the 12 months have been $12,721.34, which will give a monthly average of $1,143.45. During this

time there has been an average of 40 employees comprised of Sr. and Jr. Artists in the Silk Screen operation. This results in an approximate cost of $30.25 per person. This figure represents all expenditures, supplies, maintenance, salaries, overhead, etc.

Comprised of the following:

Appointed Personnel	$5,600.45
Evaluee Labor	5,120.79
Travel Administrative	66.30
Transportation	47.60
Elec. and Water	920.30
Contractual Services	52.05
General Supplies	2,884.99
Maintenance	375.64
Duplicating Serv. Transfer	24.98
Non Productive Labor	531.03
Overhead Transferred	495.97
Credit Account	100.26
Total	$18,721.54

It is estimated that a worker is well trained in from two and one half to five months. On this basis at the cost of $30.25 per month, it costs from $75.63 to $151.25 to train a person well.

The total retail value of work produced in the past year was $46,907.15.