

Princeton University Library

DEPARTMENT OF RARE BOOKS AND SPECIAL COLLECTIONS

* Seeley G. Mudd Manuscript Library * 65 Olden Street * Princeton, New Jersey 08540 USA * Phone: 609-258-6345 * Fax:
609-258-3385 * mudd@princeton.edu * <http://www.princeton.edu/~mudd> *

Rubber Development Corporation, Amazon Division Records, 1942-1945: Finding Aid

Summary Information

Call number:	MC117
Location:	Princeton University Library. Department of Rare Books and Special Collections. Seeley G. Mudd Manuscript Library. Public Policy Papers. 65 Olden Street Princeton, New Jersey 08540 USA
Size:	9.9 linear feet (22 boxes and 1 oversize folder)
Language(s) of material:	Almost a third of the collection is in Portuguese without translation. The rest of the materials are in English.
Abstract:	The Rubber Development Corporation, Amazon Division Records (1942-1945) reflect Philip H. Williams' interests and concerns as manager of the Manaus Office in Brazil. As manager, Williams was called upon to play various roles including diplomat, manager and administrator. His fellow staff members were C. Homer McDuff—Acting General Manager, Mr. Swain—Accounting Department, H. A. Beck—Acting Manager, Manaus Office, George A. Seaman—Assistant to Mr. Williams, John Herman Neumann—Manager of Amazon Division and Douglas H.

Allen—President of the Rubber Development Corporation.
The bulk of this collection consists of copies from
William's personal files. The majority of the collection is
composed of correspondence, memoranda, reports, charts,
photographs and newspaper clippings.

Table of Contents

<u>Summary Information</u>	1
<u>History of Rubber Development Corporation</u>	4
<u>Description</u>	5
<u>Arrangement</u>	7
<u>Access and Use</u>	8
<u>Acquisition and Appraisal</u>	8
<u>Processing and Other Information</u>	8
<u>Subject Headings</u>	9
<u>Contents List</u>	
<u>Series 1: Business Files of the Amazon Division, 1943-1945</u>	10
<u>Series 2: Financial Files of the Amazon Division, 1943-1945</u>	15
<u>Series 3: Management Report, 1942-1945</u>	16
<u>Series 4: Memoranda, 1942-1945</u>	17
<u>Series 5: Sales and Accounting Records, 1942-1945</u>	17
<u>Series 6: Technicians Reports, 1942-1945</u>	18
<u>Series 7: Philip H. Williams, Correspondence [Numerical File], 1943-1945</u>	20
<u>Series 8: Printed Material, 1943-1945</u>	21
<u>Series 9: Photographs, 1942-1945</u>	21
<u>Series 10: Oversize Material, 1942-1945</u>	22

History of Rubber Development Corporation

World War II had many rippling effects throughout the world during and after the war. The dual occurrence of an increased need for synthetic rubber during the war and the threat of being cut off from present suppliers sent the United States in search of new and more stable sources of rubber. No longer could the United States completely depend on foreign countries to provide rubber. For instance, the Asian supply was suffering from a leaf blight which drove up prices and the Japanese supply was limited due to political tensions. Consequently, the formation of the Rubber Development Corporation (RDC) attempted to meet this need, but without much success.

The RDC evolved out of the Reconstruction Finance Corporation (RFC) which had three functions. First, low interest loans were given to banks, businesses and industries in an attempt to stabilize a faltering economy. Second, the RFC financed the newly formed Rubber Reserve Company (RRC) which bought rubber from Southeast Asia and tried to develop synthetic rubber in the United States. Third, the RFC supported the Rubber Development Corporation (RDC) which wanted to maximize rubber production from Brazil.

Eventually, the RDC was divided into three sections under the supervision of its president, Douglas H. Allen. The Banco de Credito da Borracha financed production costs and purchased the products of the RDC. The SEMTA division dealt with labor acquisition and transportation to the Amazon. Once in the Brazil area, the SAVA (*Servicos de Abasteciment do Vale Amazonico*) division distributed the labor in order to maintain balanced and well-equipped posts.

The United States held two common interests in Brazil. An experimental nursery was set up in Brazil on the grounds of the Agronomic Institute of the North (IAN) under the supervision of Dr. Felisberto Cardoso de Camargo. This was an attempt to gain extensive knowledge about synthetic rubber production. Also, the Hevea trees in the Amazon Valley attracted the interest of the United States which eventually led to a rubber agreement on March 3, 1942 between Brazil and the United States. The initial rubber agreement guaranteed that the United States would buy all excess rubber at forty-five cents a pound until December 31, 1946. This allowed Brazil to produce rubber at an unlimited rate without the threat of monetary loss. Ten months later in December, the agreement was modified to increase Brazil's exportation to 50,000 tons of rubber in 1943.

The presence of the RDC is still felt in Brazil. Many families mourn for the seventeen to twenty thousand tappers who never returned from the forest because primitive and dangerous conditions such as the ever present threat of illness and Indian attacks were not favorable to the workers. However, many braved these conditions because the RDC was paying top dollar to ensure high production and favorable results. Before the RDC arrived in Brazil, tappers or *seringueiros* were managed by *seringalistas* in small groves. Today, the majority of tappers who did survive the forest are not receiving pensions due to lost paper work.

As shown above, time, effort, and money were seriously invested into this project, but a lack of efficiency eventually lead to the failure of RDC, Amazon Division. At one point, RDC purchased a crop of Brazilian nuts in the hopes that it would incite Brazilian workers to produce more rubber as well as satisfy eager American buyers. While the connection between nuts and rubber production is blurry, the purchase would definitely meet the American demand for nuts. For one million dollars, the nuts were purchased. However, transportation of the nuts to America was not provided for. The nuts spoiled and the RDC suffered a net loss of \$800,000. The only sign of a slight improvement was in 1946 when production increased, but the quality of the rubber remained pathetically poor. While the intentions behind this venture were sincere, the execution of the project failed to meet with its high expectations. Eventually, the company dissolved and the United States continued its search for rubber elsewhere.

Description

Consists of records of the Rubber Development Corporation's Amazon Division, managed by Philip H. Williams in Manaus, Brazil, during World War II. Included are business and financial files (1942-1945)—correspondence, memoranda, technicians' reports, charts, photographs, newspaper clippings—relating to personnel, supplies, accounts, sales, stock, native tappers, and sources and treatment of rubber.

Series 1: Business Files of the Amazon Division, 1943-1945

Series 1: Business Files of the Amazon Division (1943-1945), contains a mixture of correspondence, memoranda and reports. The photographs were removed and placed in a separate box for preservation purposes. This section of the collection is arranged alphabetically by subject. While it reflects an array of topics, the series lacks depth and completeness. For instance, there are many inferences to previous events and letters which are never fully annotated or followed up. However, this does not detract from the over-all interest and concerns of the main office in Manaus.

The branch agencies are located in individual folders except for Guajara Mirim. All the branches are mentioned in the general folder. A common thread found throughout all agencies was a lack of harmony between its members. Evidence of this strife is found in the correspondence in the form of questions dealing with the hierarchy of authority. A simple example is the explicit directions given about authorization for signatures on checks. Another case of internal disruption was the need for a policy to handle rumor control.

While problems arose between employees of the Amazon Division, difficulty was also encountered in dealing with the environment of the Amazon River basin. Due to the terrain, the Division had difficulties with the transportation of people, luggage and rubber products. Concerns included such areas as soil, disease, and weather conditions. In and of itself, production yielded numerous problems such as speed, damaged trees and a limited rubber yield. Managerial problems stemmed from a conflict between American and Brazilian working attitudes. The concept of work was approached by two different cultures and rarely did they mesh. There was even a hint of sabotage from the Indians of the Amazon River although there was a lack of concrete evidence to prove such acts.

Two major events which affected the day-to-day operations of the Rubber Development Corporation were the Bylandt incident and the Brazil Nut purchase. The Bylandt incident was sparked by the rumor mill. Bylandt reported a “grating on the side” job from a rumor he heard third hand and repeated it without going through the proper channels in order to properly report what he heard. The rumor made its way to Washington where Philip Williams heard about it. Williams' correspondence reflects his displeasure over the handling of the problem and the aftermath of Bylandt's actions.

A major amount of detailed correspondence is concentrated on the Brazil Nut Purchase. It was thought that the purchasing of the nuts from Brazil and the selling of them to eager American buyers would increase rubber production. The link between these two events is never fully explained. With a profit in mind, the nuts were bought for one million dollars. However, due to lack of transportation, the nuts never made it to the American buyers, rather they rotted in storage. Instead of a profit, the Division lost eight hundred thousand dollars. Ultimately, the failure of this project did nothing to increase rubber production.

Series 2: Financial Files of the Amazon Division, 1943-1945

Series 2: Financial Files of the Amazon Division (1943-1945) is arranged alphabetically by subject and includes reports, recapitulations, inventory lists and correspondence. In general, there is a heavy emphasis on graphs rather than words. There are charts referring to stocks, accounts, operating expenses and salaries. Most of the statistical information was addressed to C. Homer McDuff whereas the correspondence was addressed to Philip H. Williams. Information relating to agency branches is found in the Inventories and Sales & Collection Recapitulations folders.

Series 3: Management Report, 1942-1945

Series 3: Management Reports (1942-1945) contains weekly and monthly correspondence arranged in chronological order. Personnel records hold staff evaluations and lists of incoming and outgoing correspondence concerning managerial activities. There are a few charts that present information about transferred material, payroll and personnel action. Some of the departments represented are construction, marine & small boats, rubber procurement and photography. The inclusion of these reports helps broaden the understanding of the Division's physical structure. Additionally, procedure and policy manuals are included in the files of various departments.

Series 4: Memoranda, 1942-1945

Series 4: Memoranda (1942-1945) encompasses a large amount of instructive guides for two divisions: Head Accountants and Special Representatives. Both groups are arranged numerically. The real value of this series is that it reflects the behind-the-scenes activities concerning these two divisions of RDC. The accountants' folders contain instructions for local audits, updates from policy makers, schedules, use of accounts and the transportation of American workers and their families. The Representative folders contain instructions for various duties and descriptions of policy.

Series 5: Sales and Accounting Records, 1942-1945

Series 5: Sales and Accounting Records (1942-1945) is arranged in three main sections. First, the personal daily notes of Philip H. Williams from July 1944 to January 1945 were dictated to and transcribed by his secretary. Basically, these notes present a listing of his daily concerns. Important contacts of the day are arranged by month. Secondly, warehouse inventory lists representing various departments and projects are arranged by department. Thirdly, there are two folders pertaining to a bank account of RDC in William's name.

Series 6: Technicians Reports, 1942-1945

Series 6: Technicians Reports (1942-1945) consists of reports submitted by the technicians of the RDC. They are arranged in two sections: by technician's name and, by region. Both sections are arranged alphabetically. Each report contains information concerning an already existing or respective rubber site. Every report includes information on location, statement of purpose, itinerary, conclusion and recommendations. Also, transportation, speed of action and supplies are frequently commented on. The physical attributes of the location are described such as soil, altitude, rainfall, tree density, and quality of rubber. Generally, maps are included and show the routes taken to the site. Finally, there is a fascinating and detailed Rio Negro diary accounting the daily travel events of two technicians.

Series 7: Philip H. Williams, Correspondence [Numerical File], 1943-1945

Series 7: Philip H. Williams, Correspondence [Numerical File] (1943-1945) is arranged numerically by

correspondence number. Many of Williams' correspondence relates to routine management. There are many references to transportation, mail routes, supplies, and incidents among employees. There are often references to confidential matters which required delicate clarification and handling. Many of the topics and events overlap with Series I: Business Files of the Amazon Division (1942-1945). For example, the Bylandt report and the Brazilian Nut Purchase were important topics addressed in this series under a confidential heading.

Series 8: Printed Material, 1943-1945

Series 8: Printed Material (1943-1945) is a collection of newspaper clippings which document the Division's public relations and the great public interest surrounding the Rubber Development Corporation. The overwhelming majority are from United States publications. Oversized articles are in Series X: Oversize Material.

Series 9: Photographs, 1942-1945

Series 9: Photographs (1942-1945) contain eight subseries which were all originally found in Series 1: Business Files of the Amazon division (1943-1945). The following is a list of photograph titles: bank account in the name of P. H. Williams—Revolving Fund CR \$500,000,000, bank account—RDC in name of P.H. Williams, Branch Agency—Rio Branco, Brazil Forest Products, Brazil Nut Purchase, Loss—Merchandise in Transit, Passport photographs of Mr. William (April 12, 1954), and Rubber Tapping.

Series 10: Oversize Material, 1942-1945

Series 10: Oversize Material (1942-1945) contains miscellaneous newspaper articles in a separate oversized folder.

Arrangement

Organized into the following series:

The branch agencies include Benjamin Constant, Boca Do Acre, Guajara Mirim, Joao Pessoa, Porto Belho, Rio Branco, Sena Madueira, and Vila Feijo. Specific folders for the eight branch agencies are in Series I, except for Guajara Mirim (which is only found in the general folder). General references to all the agencies are found in Series 2, 3, 5, and 6. The Rio Branco branch is mentioned specifically in Series 9.

- Series 1: Business Files of the Amazon Division, 1943-1945
- Series 2: Financial Files of the Amazon Division, 1943-1945
- Series 3: Management Report, 1942-1945
- Series 4: Memoranda, 1942-1945
- Series 5: Sales and Accounting Records, 1942-1945
- Series 6: Technicians Reports, 1942-1945
- Series 7: Philip H. Williams, Correspondence [Numerical File], 1943-1945
- Series 8: Printed Material, 1943-1945
- Series 9: Photographs, 1942-1945
- Series 10: Oversize Material, 1942-1945

Access and Use

Access

Collection is open for research use.

Restrictions on Use and Copyright Information

Single photocopies may be made for research purposes. Permission to publish materials from the collection must be requested from the Curator of the Public Policy Papers. Researchers are responsible for determining any copyright questions.

Acquisition and Appraisal

Provenance and Acquisition

The Rubber Development Corporation, Amazon Division Records were acquired in two accessions in 1968 from Philip H. Williams.

Processing and Other Information

Preferred Citation

Identification of specific item; Date (if known); Rubber Development Corporation, Amazon Division Records, Box and Folder Number; Public Policy Papers, Department of Rare Books and Special Collections, Princeton University Library.

Processing Information

This collection was processed by Michelle Axelrod in May 1992 and Laurie Alexander in August 1992. Finding aid written by Michelle Axelrod in May 1992 and Laurie Alexander in August 1992.

Encoding

Machine-readable finding aid encoded in EAD 2002 by Techbooks and Cristela García-Spitz on November 3, 2006.

Descriptive Rules Used

Finding aid content adheres to that prescribed by *Describing Archives: A Content Standard*.

Subject Headings

These materials have been indexed in the [Princeton University Library online catalog](#) using the following terms. Those seeking related materials should search under these terms.

- Reconstruction Finance Corporation. Office of Rubber Reserve.
- Rubber industry and trade -- Brazil -- 20th century.
- Rubber industry and trade -- Developing countries -- 20th century.
- Rubber plantation workers -- Brazil -- 20th century.
- World war, 1939-1945 -- Equipment and supplies.
- Amazon River Region.
- Brazil -- Economic conditions -- 1918-
- Business records -- Brazil.
- American history/20th century
- Economic history
- World War II

Contents List

Series 1: Business Files of the Amazon Division, 1943-1945

Series Description

Series 1: Business Files of the Amazon Division (1943-1945), contains a mixture of correspondence, memoranda and reports. The photographs were removed and placed in a separate box for preservation purposes. This section of the collection is arranged alphabetically by subject. While it reflects an array of topics, the series lacks depth and completeness. For instance, there are many inferences to previous events and letters which are never fully annotated or followed up. However, this does not detract from the over-all interest and concerns of the main office in Manaus.

The branch agencies are located in individual folders except for Guajara Mirim. All the branches are mentioned in the general folder. A common thread found throughout all agencies was a lack of harmony between its members. Evidence of this strife is found in the correspondence in the form of questions dealing with the hierarchy of authority. A simple example is the explicit directions given about authorization for signatures on checks. Another case of internal disruption was the need for a policy to handle rumor control.

While problems arose between employees of the Amazon Division, difficulty was also encountered in dealing with the environment of the Amazon River basin. Due to the terrain, the Division had difficulties with the transportation of people, luggage and rubber products. Concerns included such areas as soil, disease, and weather conditions. In and of itself, production yielded numerous problems such as speed, damaged trees and a limited rubber yield. Managerial problems stemmed from a conflict between American and Brazilian working attitudes. The concept of work was approached by two different cultures and rarely did they mesh. There was even a hint of sabotage from the Indians of the Amazon River although there was a lack of concrete evidence to prove such acts.

Two major events which affected the day-to-day operations of the Rubber Development Corporation were the Bylandt incident and the Brazil Nut purchase. The Bylandt incident was sparked by the rumor mill. Bylandt reported a "grating on the side" job from a rumor he heard third hand and repeated it without going through the proper channels in order to properly report what he heard. The rumor made its way to Washington where Philip Williams heard about it. Williams' correspondence reflects his displeasure over the handling of the problem and the aftermath of Bylandt's actions.

A major amount of detailed correspondence is concentrated on the Brazil Nut Purchase. It was thought that the purchasing of the nuts from Brazil and the selling of them to eager American buyers would increase rubber production. The link between these two events is never fully explained. With a profit in mind, the nuts were bought for one million dollars. However, due to lack of transportation, the nuts never made it to the American buyers, rather they rotted in storage. Instead of a profit, the Division lost eight hundred thousand dollars. Ultimately, the failure of this project did nothing to increase rubber production.

TITLE

BOX

Series 1: Business Files of the Amazon Division, ... (Continued)

Andrade, George, May 1944	1
Authorizations Issued by Amazon Valley Division, Manaus, Sept 1944-1945 Jan (2 folders)	1
Aviation Division Organization, Jan 1944-1944 Apr	1
Aviation Requirements, Jun 1944-1945 Jan	1
Banco de Credito da Borracha, May 1944-1944 Oct	1
Barreiros, Thomas, Jul 1944-1944 Aug	1
Beans-R.D.C. Purchases, Aug 1943-1944 May	1
Branch Agencies-General	1
General, Sep 1944-1945 Jan	1
Benjamin Constant, Jun 1944-1945 Jan	1
Boca do Acre, Mar 1944-Jan 1945	1
Joao Pessoa, Jun 1944-Dec 1944	1
Porto Velho, Sep 1943-1944 Dec	1
Rio Branco, Mar 1944-1944 Nov	1
Sena Madureira, Jun 1944-1944 Nov	1
Villa Feijo, Mar 1944-1944 Nov	1
Brazil	1
Forest Products, Etc., Feb 1943	1
General, Mar 1944-Aug 1944	1
Brazil Nut Purchase– Correspondence Received and Sent, Manaus, Feb 1943-1945 Jan (2 folders)	1
Budget-Rubber Development Corporation, Jun 1930-1946 Dec	1
Bylandt Report, Apr 1944-1944 Jun	1
Commissary-Procedures and Policies, Jan 1944-1945 Feb	1
Cooperativo versus M. L. Fernandez-Rio Branco, May 1944-1944 Jun	1

Series 1: Business Files of the Amazon Division, ... (Continued)

Correspondence-Confidential, May 1943-Oct 1944	1
Correspondence-Confidential RE: Manaus Personnel, Jan 1943-1945 Feb (2 folders)	1
Excess Materials, Sep 1943-Jan 1945	1
Exploitation of RDC Merchandise, Jan 1944-1944 Jun	1
Fuel Department-RDC, Manaus Reports and Correspondence, Mar 1943-1943 Sep	1
Ganso Azul-Contracts and Correspondence, Nov 1943-1944 Dec	2
Guapore Territory Sales, Apr 1944-1945 Feb	2
Insurance-Accident, Jun 1944-Jan 1945	2
Compensation For Personnel–Policy, Procedures, and Reports	2
Claims for Losses, Aug 1944-1944 Sep	2
RDC Merchandise and Funds In Transit and in Warehouses, Apr 1944-1944 Sep	2
Liquor Purchase, Sep 1943-1944 Jun	2
Losses-Merchandise in Transit Reports and Suggestions, Jul 1943-1945 Jan	2
Manaos-Data and Reports, May 1943-1944 Dec	2
Maness Report, Jun 1943-1944 Feb	2
Manicoba and Mangabeira Rubbers, Nov 1943	2
McDuff, C. Homer Correspondence, Jun 1944-1944 Dec	2
Medical Department-Dr. Colin I. Beaton, Jul 1944-Jan 1945	2
Military Observers at Manaus-Confidential Correspondence, Jan 1942-July 1944	2
Mules-RDC Purchases, Dec 1944	2
Neumann, John H. Correspondence, Sep 1943-1944 Apr	2
Personnel-General, Jan 1944-1945 Feb (2 folders)	2
Organization, Apr 1943-1945 Jan	2
RDC Lists, Mar 1944-1944 Dec	2
Wages and Salaries, Apr 1943-1945 Jan	2

Series 1: Business Files of the Amazon Division, ... (Continued)

Photographic Department Francis A. Joannini, Aug 1944	2
Physical Inventory, Sep 1944-1945 Jan	2
Procedures-Air Transportation, Oct 1943-1945 Feb	2
Procedures-Damage	2
Merchandise-How to Clear from Inventory, Jul 1943-1944 Nov	2
Files, Mail, Telegrams and Correspondence, Aug 1943-1945 Jan	2
For Accounting Department Documents, Sep 1944-1944 Oct	2
Operating Accounting, Apr 1943-19443 Sep	2
Requisitions and Purchases, Oct 1943-1944 Dec	2
Sales, Apr 1943-1945 Jan	2
Use of RDC Equipment, Oct 1943-1944 Mar	2
Reed, Carl L.-Check for CR \$5,000.00, May 1944-1944 Jun	2
Reports Required-All, Jan 1944-1944 Apr	2
Periodical Reports to be Furnished by Manaus	2
Rosewood Oil, Aug 1944-1945 Jan	2
Rubber Data from Firestone Files, Apr 1942	3
Rubber Development Corporation	3
Commercial Policies, Sep 1944	3
History and Organization, May 1943-1945 Jan (3 folders)	3
Information Bulletins, May 1943-1944 Dec	3
Publicity, Dec 1944	3
Rubber-Miscellaneous Data, Apr 1942-1945 Jan	3
Rubber Need for and Situation in WW II, Oct 1943-1945 Jan	2
Purchased-Correspondence and Data, May 1943-1945 Jan	2
Rubber Technical Department Versus Management, Oct 1943-1945 Jan	2

Series 1: Business Files of the Amazon Division, ... (Continued)

Rubber Tapping and Production Methods, Sep 1942-1944 Mar	2
Rubber Washing Plants-Brazil, Jun 1943-1945 Feb	2
Russell, Raymond-Peruvian Silver Transaction, Mar 1944-1944 Jun	2
Sales Documents-RDC, Commercial, Manaus, Accounting Department, Oct 1943-1944 Apr	3
SAVA Agreement-Operation, Prices, Correspondence, Apr 1943-1945 Jan	3
Small Boats-Port and Sales Regulations, Jul 1943-1944 Aug	3
SORVA and Miscellaneous Gums, Aug 1942-1944 Dec	3
Staff Houses-RDC at Manaus, Nov 1943-1945 Jan	3
Supplies-Controversies, May 1944-1945 Jan	3
Correspondence RE: Prices, Terms, Distribution, Sales, Etc., Apr 1943-1944 May	3
For RDC, Bolivia Procedures-Correspondence, Nov 1944-1945 Jan	3
For RDC, Colombia Procedure-Correspondence, Jul 1944-1944 Nov	3
For RDC, Peru Procedures-Correspondence, no date	3
Supplies-For RDC, Venezuela Procedures-Correspondence, Sep 1944	4
Telles, Lyzette de Goes, May 1944-1944 Sep	4
Tinplate-Accounting of Manaus Purchases, Jan 1943-1943 Jun	4
Correspondence Received and Sent, Manaus, May 1942-1944 Dec (2 folders)	4
Latex Cups and Buckets Manufactured, Oct 1942-1944 Oct	4
U. S. Army-RDC Transactions, Manaus, Feb 1944-1944 Dec	4
Veiga Report, Aug 1943-1945 Jan	4
Victoria-Altamira Construction Project, Aug 1944-1945 Jan	4
Williams, P. H.-Personal Accounts	4
Manaos Books, Jul 1942-1945 Feb	4
Rio Books, Sep 1942-1944 Jun	4

Series 1: Business Files of the Amazon Division, ... (Continued)

Washington Books, 1942	4
------------------------	---

Series 2: Financial Files of the Amazon Division, 1943-1945

Series Description

Series 2: Financial Files of the Amazon Division (1943-1945) is arranged alphabetically by subject and includes reports, recapitulations, inventory lists and correspondence. In general, there is a heavy emphasis on graphs rather than words. There are charts referring to stocks, accounts, operating expenses and salaries. Most of the statistical information was addressed to C. Homer McDuff whereas the correspondence was addressed to Philip H. Williams. Information relating to agency branches is found in the Inventories and Sales & Collection Recapitulations folders.

<u>TITLE</u>	<u>BOX</u>
Accounting Department Reports, Mar 1943-1944 Nov	4
Firearms-Sales Recapitulations, Jan 1943-1945 Jan	4
Forecasts-Sales and Requirements-For Manaus and Interior Agencies, Oct 1942-1943 Dec	4
Forecasts-Sales and Requirements-For Manaus and Interior Agencies, Apr 1944-1944 Sep	4
Inventories-Commercial Department, Manaus	4
File No. 1, Sep 1942-1942 Dec	4
File No. 2, Jan 1944-1944 Dec	4
File No. 3, Jan 1945-1945 Dec	4
Commercial Department, All Branches, Sep 1943-1945 Jan (2 folders)	4
Rubber Development Corporation	5
Sales Statistics, Aug 1944	5
Shipping Statistics, Aug 1944-1944 Dec	5
Supplies Statistics, Sep 1944	5
Sales and Collection	5
Recapitulations	5

Series 2: Financial Files of the Amazon Division, ... (Continued)

Commercial Dept.-Manaos, Jan 1943-1944 Aug	5
Porto Velho Branch, Nov 1943-1944 Apr	5
Guajara Mirim Branch, Nov 1943-1944 Mar	5
Boca Do Acre Branch, Sept 1943-1945 Jan	5
Rio Branco Branch, Feb 1944-1945 Jan	5
Sena Madureira Branch, Aug 1944-1945 Jan	5
Villa Feijo Branch, Jun 1944-1945 Jan	5
Joao Pessoa Branch, Sep 1943-1945 Jan	5
Benjamin Constant Branch, Jan 1944-1945 Jan	5
Sales and Collections Recapitulations All Branches, Jan 1944-1945 Jan	4
Stock Reports-Commercial	4
Department, Manaos	4
File No. 1, Apr 1943-1943 June	4
File No. 2, Jul 1943-1943 Dec	4
File No. 3, Jan 1944-1944 Jun	4
File No. 4, Jul 1944-1944 Dec	4

Series 3: Management Report, 1942-1945

Series Description

Series 3: Management Reports (1942-1945) contains weekly and monthly correspondence arranged in chronological order. Personnel records hold staff evaluations and lists of incoming and outgoing correspondence concerning managerial activities. There are a few charts that present information about transferred material, payroll and personnel action. Some of the departments represented are construction, marine & small boats, rubber procurement and photography. The inclusion of these reports helps broaden the understanding of the Division's physical structure. Additionally, procedure and policy manuals are included in the files of various departments.

<u>TITLE</u>	<u>BOX</u>
Management Reports, Weekly & Monthly	5

Series 3: Management Report, 1942-1945 ... (Continued)

Aug 1942-1943 Dec (5 folders)	5
Jan 1944-1945 Jan (13 folders)	6
Maps, undated	6

Series 4: Memoranda, 1942-1945

Series Description

Series 4: Memoranda (1942-1945) encompasses a large amount of instructive guides for two divisions: Head Accountants and Special Representatives. Both groups are arranged numerically. The real value of this series is that it reflects the behind-the-scenes activities concerning these two divisions of RDC. The accountants' folders contain instructions for local audits, updates from policy makers, schedules, use of accounts and the transportation of American workers and their families. The Representative folders contain instructions for various duties and descriptions of policy.

<u>TITLE</u>	<u>BOX</u>
Memoranda to Head Accountants Manual of Accounts and Procedures, undated	7
Memoranda to Head Accountants	7
Number 1-10, July 1944	7
Number 11-20, Aug 1944-1944 Dec	7
Number 21-30, Dec 1944, Jan 1945	7
Memoranda to All Special Representative, Sep 1942-1945 Jan (8 folders)	7

Series 5: Sales and Accounting Records, 1942-1945

Series Description

Series 5: Sales and Accounting Records (1942-1945) is arranged in three main sections. First, the personal daily notes of Philip H. Williams from July 1944 to January 1945 were dictated to and transcribed by his secretary. Basically, these notes present a listing of his daily concerns. Important contacts of the day are arranged by month. Secondly, warehouse inventory lists representing various departments and projects are arranged by department. Thirdly, there are two folders pertaining to a bank account of RDC in William's name.

<u>TITLE</u>	<u>BOX</u>
Personal Diary Notes, Jun 1944-1945 Jan (8 folders)	7

Series 5: Sales and Accounting Records, ... (Continued)

Inventory	7
Commissary Section, Manaus, Feb 1944-1944 Dec	7
Construction Department, Manaus, Jan 1945	7
Victoria-Altamira Project, undated	7
Excess RDC Materials, Manaus, Jan 1944-1945 Jan	7
Marine and Small Boats Department, Manaus, May 1944	8
Usina Alegria, Warehouse Manaus, Jul 1943-1944 May (2 folders)	8
Cash Collections Transfer Receipts, Manaus-Commercial Department Sales, Oct 1942-1942 May	8
Bank Account-RDC in Name of P.H. William	8
Special Collections, Mar 1943-1945 Jan	8
Operating, Oct 1942-1945 Jan	8
Revolving Fund, Aug 1942-1945 Jan	8

Series 6: Technicians Reports, 1942-1945

Series Description

Series 6: Technicians Reports (1942-1945) consists of reports submitted by the technicians of the RDC. They are arranged in two sections: by technician's name and, by region. Both sections are arranged alphabetically. Each report contains information concerning an already existing or respective rubber site. Every report includes information on location, statement of purpose, itinerary, conclusion and recommendations. Also, transportation, speed of action and supplies are frequently commented on. The physical attributes of the location are described such as soil, altitude, rainfall, tree density, and quality of rubber. Generally, maps are included and show the routes taken to the site. Finally, there is a fascinating and detailed Rio Negro diary accounting the daily travel events of two technicians.

<u>TITLE</u>	<u>BOX</u>
Technicians Report-General, 1944-1945 (5 folders)	8
Miscellaneous, Jan 1944	8
Organization, Apr 1942-1942 Nov	8
Technicians Reports	8

Series 6: Technicians Reports, 1942-1945 ... (Continued)

Araripe, Ary G. A., May 1945	8
Becker, T. H., Dec 1943	8
Bond, Harrison, May 1944	8
Carlton, Marshall G. and Orlando Baron, 1944	8
De Mello, Moacyr B., June 1944	9
Ducke, Adolpho, undated	9
Filho, Alexopoulos Herculando Caldeira, May 1944	9
Green, William, Harry Haines, and Rubens Dickie, Sep 1943-1943 Nov	9
Gustin, Harold E., 1944 (2 folders)	9
Gustin, Harold E. and Michael A. Polli, Oct 1944	9
Hafstad, George E. and Paulo De Macedo, Jun 1945 (3 folders)	9
Haines, Harry C., Sept 1945-1945 Nov	9
Knoedt, Leopoldo H., Jul 1944	9
Koski, O.O. and Antonio Aguiar de Souza, Jul 1944	9
Koski, O. O. and Ricardo Mercede, Jr., Apr 1943-1943 Oct	9
Lamb, F. Bruce, Mar 1943-1943 Dec	9
MacKinnon, William, Jul 1944	10
Maki, Charles J. and George E. Hafstad, Nov 1943	10
Pease, Homer G. and Kolski, Oct 1942	10
Pease, Homer G. and Marcos C. Pereira, Sept 1943-1943 Oct	10
Pease, Homer G. and Worth, Jul 1942	10
Pereira, Marcos C., Sep 1945	10
Rebelo, Francis C., Jun 1945-1945 Jul	10
Silva, J. A. Sequeira E., Sep 1945	10
Thomas, Gail M. and Ricardo L. Froes, Sep 1943-1943 Nov	10

Series 6: Technicians Reports, 1942-1945 ... (Continued)

Trimble, G. and Milton De Aguiar, Jul 1944-1945 Sep	10
Turner, Marshall R., Jul 1944	10
Vogel, Frederick, Jan 1944-May 1945	10
Wilde, John E., Feb 1944-1944 Sep	10
Wilde, John E. and Ricardo Mercede Jr., Jul 1944, 1944 Sep (2 folders)	10
Area and Progress Reports-General, 1942-1945 (8 folders)	11
Area and Progress Reports	11
Minas Novas, Jan 1944-1944 Nov	11
Rio Amapu, May 1942-1944 Nov	11
Area and Progress Reports	12
Rio Solimoes, Jun 1944-1944 Dec	12
Rio Tapajoz, Dec 1942-1943 Mar	12
Letters from Seringalistas and Maps, Apr 1942-1942 May	12
Rio Negro Diary by Harold E. Gustin, Jun 1942-1942 Jul	12

Series 7: Philip H. Williams, Correspondence [Numerical File], 1943-1945

Series Description

Series 7: Philip H. Williams, Correspondence [Numerical File] (1943-1945) is arranged numerically by correspondence number. Many of Williams' correspondence relates to routine management. There are many references to transportation, mail routes, supplies, and incidents among employees. There are often references to confidential matters which required delicate clarification and handling. Many of the topics and events overlap with Series I: Business Files of the Amazon Division (1942-1945). For example, the Bylandt report and the Brazilian Nut Purchase were important topics addressed in this series under a confidential heading.

<u>TITLE</u>	<u>BOX</u>
Numerical File, Jan 1943-1945 Jan	13-21

Series 8: Printed Material, 1943-1945

Series 8: Printed Material, 1943-1945 ... (Continued)

Series Description

Series 8: Printed Material (1943-1945) is a collection of newspaper clippings which document the Division's public relations and the great public interest surrounding the Rubber Development Corporation. The overwhelming majority are from United States publications. Oversized articles are in Series X: Oversize Material.

<u>TITLE</u>	<u>BOX</u>
Rubber Development Corporation USA-Articles, 1942-1945 (2 folders)	13-21

Series 9: Photographs, 1942-1945

Series Description

Series 9: Photographs (1942-1945) contain eight subseries which were all originally found in Series 1: Business Files of the Amazon division (1943-1945). The following is a list of photograph titles: bank account in the name of P. H. Williams—Revolving Fund CR \$500,000,000, bank account—RDC in name of P.H. Williams, Branch Agency—Rio Branco, Brazil Forest Products, Brazil Nut Purchase, Loss—Merchandise in Transit, Passport photographs of Mr. William (April 12, 1954), and Rubber Tapping.

<u>TITLE</u>	<u>BOX</u>
Bank Account in the Name of P. H. Williams—Revolving Fund CR \$500,000,000, undated	22
Bank Account—RDC in Name of P.H. Williams, undated	22
Branch Agency—Rio Branco, no date	22
Brazil Forest Products, undated	22
Brazil Nut Purchase, undated	22
Loss—Merchandise in Transit, undated	22
Passport Photographs of Mr. Williams, Apr 1954	22
Rubber Tapping, undated	22

Series 10: Oversize Material, 1942-1945

Series Description

Series 10: Oversize Material (1942-1945) contains miscellaneous newspaper articles in a separate

Series 10:Oversize Material, 1942-1945 ... (Continued)

oversized folder.

TITLE

BOX

Newspaper Articles, 1942-1945 (1 folder)

22