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Motor Transport and
Maintenance

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FINAL PROJECT REPORT

MOTOR TRANSPORT and MAINTENANCE SECTION -

W.R.A. Gila River Project, Rivers, Arizona
Tom B. Vinson - Equipment and Maintenance Supervisor
August 1, 1944 to January 15, 1946.

The history of the Motor Transport and Maintenance Section at Gila River Project has been one of constant changes in staff personnel, which in itself is a handicap to the compiling of a complete chronological history of that section by any one person. The absence of early day files, records and reports of this section further handicaps a factual history, therefore, this report reflects primarily the experience and knowledge of the writer, facts revealed by the records available and by narrative "hearsay" related by "old-timers" on the Project.

General. Activities in the Transportation Section commenced in April 1942, when Harry W. Zearing was appointed Superintendent of Transportation and Supplies. The Project was in the process of construction and no roads or highways had yet been built to accommodate the heavy traffic to and from railhead or on the Project. Roads as existed, were a maze of trails and ruts in the deep dust.

From April to June 1942, Gila River Project had no vehicles of it's own. Consequently, one passenger car and two carry-alls were borrowed from the Soil Conservation Corps. These three vehicles furnished all project transportation, at that time. They were later returned to the Soil Conservation Corps, after Project owned equipment began to arrive.

Late in June 1942, a number of G.I. Cargo trucks were acquired and in July 1942, a number of passenger cars were acquired. Most of this equipment was obtained thru the Army Q.M.C., Pomona, California. The Army had purchased many of the passenger vehicles from evacuees at the time of their forced departure from the West Coast. Few of these vehicles were late models and a high percentage of them were in need of immediate repair before entering service on the Project.

Two of the newer models were obtained at the Project thru the Office of Emergency Management. By August 1, 1942, 25 passenger cars and 50 trucks had been acquired. The acquisition of many more vehicles of various types followed until about December 1943, when a total of 278 road vehicles had been acquired. (A subsequent part of this report gives a detailed tabulation of these vehicles, showing date, purchase price, from whom obtained, ect.)

It appears that from the inception of the Project, little or no thought was given to the necessity of proper and adequate facilities for the repair and maintenance of a fleet of that size. The strategy seemed to be to acquire an abundance of rolling equipment, and as a vehicle became inoperative, it could

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be replaced by another reserve vehicle. The falacy of this policy is clearly revealed in the fact that upon the arrival of this writer, at the Project, Augugst 1, 1944, 65% of the entire fleet of road vehicles was inoperative, due to needed repairs and "so called" unobtainable parts.

It was not until after the arrival of vehicles at the Project that the necessity of facilities for their repair and maintenance was realized.

The first repair shops were established at the Sacaton Indian Agency, approximately 12 miles distance from the Project. They were not only inadequate and poorly equipped but were too remote from the Project to serve the purpose for which they were established. Late in the summer of 1942, the repair shops were moved to a warehouse in the Canal Camp. This small shop handled the repair and maintenance, such as it was, for the entire fleet of vehicles, including the farm and engineering tractors. This shop, too, was remote from the greatest activity of these vehicles, as most of them were stored at and worked out of Butte Camp, 4½ miles distance. It was not until 1943 that repair shops were also established in Butte Camp. This shop was also established in a storage warehouse, which was not designed for the purpose of a repair shop nor was it large enough to accommodate the large volume of business necessary to maintaining so large a fleet. As a consequence, a large portion of the car and truck repairs and all tractor repairs were done out of doors on the bare ground. Dust and dirt became standard equipment.

In the summer of 1944, the Camouflage Area, which had previously been used for the making of camouflage netting by other Government Agencies, employing evacuee labor, was acquired and converted into Repair Shops and Motor Pool. This area consisted of 3 large buildings, approximately 250 feet long and 26 feet wide and 2 smaller office buildings. After much remodeling, one office building was converted into headquarters for the Motor Pool Supv., the other was converted into a service station and tire repair shop and tire storage. The 3 larger buildings were converted into repair shops, incorporations also a well equipped blacksmith shop, machine shop, bicycle shop, vocational school, inspection stalls, grease racks, washing and steam cleaning plant, tractor shop and the parts unit warehouse. A paint shop and oil storage dispensary were incorporated in the original plans, but were never completed by the time further building was restricted by Washington order. Notwithstanding, the shops were a great improvement over the hit-and-miss facilities previously provided.

To equip the new shops, it was necessary to purchase very few new items in the open market. Most of this equipment was acquired by transfer from other projects, principally from Jerome, Ark. Project, after it's early closing. Badly needed items of major equipment were received in that manner, such as hydraulic hoists, steam cleaners, brake machines, drill presses, lathes, motor analyzers, etc.

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A further discussion of "Facilities" will follow in a subsequent part of this report.

Transportation has been unique at Gila River Project because of the utter lack of any public transportation facilities. The burden of transporting persons and property to and from the Project has been borne almost entirely by the Government owned vehicles of the Project. Exceptions to this were at the beginning and end of the Project, when common carrier service was employed directly to the Project in the handling of the mass of evacuees and their property from railhead on arrival and their subsequent mass departure at final closing. Common carriers were never interested in rendering this service over the period of the routine operation of the Project, when it was badly needed. Only at the beginning and ending when it was highly profitable to them, was this service available and then only after pressure, at Washington level, had been brought to bear.

Passenger travel to and from the Project offered many and varied problems to the Transportation Section, due to the absence of any common carrier facility. In the ordinary run of business, this traffic was tremendous due to evacuee relocators, visitors, short termers in and out, daily gate passes and the large group of staff employees who were without private means of transportation. Due to this, demands were made on Transportation for service at any and all hours of the day or night. Abuses of this service prevailed thruout the history of the Project. However, abuses were kept to a minimum by the establishment of bus schedules to and from railhead at specific hours during the day. Commuters were obliged to await the departure or arrival of these busses. All bus service bore the nomenclature "Evacuee Bus" for the simple reason that transportation for evacuees was not restricted. The appointed staff and their families, by Government regulations, were restricted from the use of Government vehicles to and from domicile or for personal reasons. They were permitted to ride evacuee busses, however, incidental to their regular movements. The lack of specific transportation to and from the Project for appointed staff, greatly affected the morale of the staff and accounts in a large degree for the high turn-over of personnel.

Exceptions to the routine of passenger transportation to and from the Project was the movement of 2024 Jerome, Ark. evacuees from railhead at Casa Grande, Ariz. to the Project in June, 1944, and the movement of 1800 segregues to Casa Grande railhead, destined to Tule Lake, California. Both of these passenger movements were handled entirely on G.I. trucks of the Project, fitted with plank seats. These movements were carried out on schedule and without mishap.

In addition to the passenger traffic in these two movements, the Jerome, Ark. movement carried 17 freight cars evacuee property. The Tule Lake movement carried a proportionate amount. These movements were handled by stake and semi-trailer trucks of the Project, on schedule and without mishap.

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The freight and property movement handled by Project equipment was enormous. For many months the volume of freight traffic for any one month to and from Rivers and handled thru the railhead at Casa Grande, Arizona, exceeded the volume of traffic handled at the same railhead in any previous year. The huge volume of traffic was consistent thruout the tenure of the Project. As high as 15 carloads have arrived in a single day and been unloaded and transported to the Project on schedule. Within the knowledge of this writer, no demurrage has ever been paid for delay in the unloading of freight cars. In addition to the large volume of incoming freight, there continued a similar amount of outgoing freight. The extensive farm program accounted for an average of approximately 90 carloads of produce and eatables which were shipped from the Project each quarter. Fifty to sixty head of cattle and a similar number of hogs were transported to slaughter in Phoenix each week. The transportation of the cattle was subsequently handled by contract haulers. However, several carloads of processed and packaged meat were returned from the packer each week.

The volume of L.C.L. freight was enormous, not only from railhead, but the distributing center of Phoenix, Arizona, which was a 90 mile round trip. There was constantly a movement of evacuee property, baggage, express, etc. to and from the Project, not only for the evacuees but the staff as well.

Organization. The Operations Division consisted of four sections, as follows:

1. Motor Transport and Maintenance Section.
2. Agricultural Section.
3. Engineering Section.
4. Fire Protection Section.

Although a position of Chief of the Operations Division, carrying also the title of Assistant Project Director, has always been authorized at Gila River Project, the position, in the experience of this writer, has never been filled. This omission proved to be a serious error for it led to much intrigue between the Section Heads in the Operations Division and the Administrative Division Heads. Due to the absence of an operations chief, the policies and regulations of the Administrative Chiefs were frequently imposed upon the Transportation Section. This led to many clashes of personalities and much bitterness. It was not unusual for the Administrative Chief, when Acting Project Director, to impose pet policies upon the Transportation Section regardless of their consistency with established policies. Protests filed with the Project Director were usually not effective but led to friction between the persons involved.

It is the opinion of this writer, that much of the difficulties always encountered by the Transportation Section could have been eliminated, more constructive policies adapted and properly enforced if an Operations Chief had been appointed.

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It appears that the early day appointed staff positions were some what different than later developed. In April, 1942, a Superintendent of Transportation and Supply was appointed. Under him was a Superintendent of Transportation, a Motor Pool Superintendent, one or two mechanics and a blacksmith. This set up prevailed, with minor changes, until July 1, 1944, when the following staff was authorized by Washington:

<u>Number</u>	<u>Title</u>	<u>Classification</u>
1	Equipment & Maintenance Supervisor	CAF - 11
1	Ass't. Equipment & Maintenance Supervisor	CAF - 9
1	Motor Pool Supervisor	CAF - 9
1	Senior Foreman Mechanic	CPC - 9
1	Foreman Blacksmith	CPC - 9
2	Foreman Mechanic	P.H.\$1.22
1	" "	P.H.\$1.12
1	" "	CPC - 8
2	Truck Drivers	P.H.\$1.00

The foregoing authorizations remained in force until January, 1945, when an additional Foreman Mechanic, P.H. \$1.22 was added. The purpose of this added authorization was to provide a staff foreman of all grease crews, which positions had previously been filled entirely by evacuees. After the departure of key evacuees from the grease crews, much difficulty was experienced in getting responsible men to perform these important duties. The appoint of this foreman remedied these defects.

No further changes in staff authorizations were made until the quarterly period beginning Oct. 1, 1945, when in anticipation of the relocation of all the evacuee staff, an increase in the appointed staff authorizations, were made as follows:

<u>Increase</u>	<u>Title</u>	<u>Classification</u>
13	Truck Drivers	P.H.\$1.00
3	Clerk Typist	CAF - 3
8	Laborers	P.H.\$.875

At the time request was made for the foregoing increase it was expected that the Transportation Section would furnish Truck Drivers for all other sections. It later developed that each Section employed their own drivers under their own authorizations. Thus, no additional drivers were required in the Transportation Section, although two were hired by Transportation Section and immediately detailed to other Sections. None of the Clerk Typists were employed under the Transportation payroll, although two were detailed to Transportation by the typist pool, one of which was returned to the pool as of Dec. 1, 1945 and the other returned Jan. 1, 1945. All of the laborers authorized were employed, however, early terminations reduced this number from 8 to 5 prior to Nov. 15, 1945.

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Recruiting of help in this Section, particularly qualified mechanics has been almost impossible, not only during the War but even since the War ended. The turn over of mechanics has been exceedingly large. Request for replacements thru the U.S. Civil Service and the U.S. Employment Service have never received any response. On no occasion has a mechanic been hired thru either of these facilities. The reason why mechanics could not be interested in a position at Rivers was because the rate of pay was at \$1.22 and \$1.12 per hour whereas the prevailing rate of pay in this area in Defense Plants and private industry was \$1.50 per hour. It is not difficult to understand why a person would not accept a position in an isolated camp, with living conditions none too favorable, at a salary 20 to 30 % less than available in surrounding towns. Despite repeated requests, Washington failed to authorize a scale to meet the prevailing scale in this area, although other centers were granted that consideration.

Consequently, recruiting became a major duty of the Transportation Section Head. Numerous recruiting trips were made to Defense Plants, private industries, the U.S.E.S., the Union Halls, etc. in both Phoenix and Tucson to contact available and qualified mechanics. Because of the high rate of turn over in this department, such trips were quite frequent. Seldom could top rate mechanics be interested in the remuneration offered, but all other possibilities of inducement were used. Some of the inducements included the low cost of housing, the quality and low cost of meals in the Mess Hall, the opportunity for wife or other members of a family to also be employed on the Project, the virtues of Civil Service employment, etc. Despite the fact that at no time in the history of this Section have all authorized positions been filled, sufficient recruits of dubious qualifications were acquired to get the job done.

A noteworthy fact is that all mechanical positions authorized by Washington in the Maintenance Section were titled Foreman Mechanic, and the job descriptions of these positions emphasized the "supervisory" nature of their duties. While the job descriptions did not by any stretch of the imagination imply that Foreman Mechanics were restricted from performing the actual mechanical labor, it was so interpreted by some. Thus, a situation was created, whereby most of the appointed staff mechanics did not do mechanical work and by that attitude were valueless as supervisors. The evacuee mechanics were very resentful of supervision by such staff employees and demonstrated their resentment by retarding their work in every way possible. It was a serious situation. Entirely too little work was being turned out of the repair shops and the feeling between the staff employees and the evacuee employees was in a bad state. Such was the situation upon the arrival of this writer, August 1, 1944.

Immediately, all appointed staff mechanics were called together by this writer and their job descriptions were read to them. They were advised that their attitudes were entirely wrong

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and would no longer be tolerated; that their job descriptions provide that they actually perform the physical work in the repair of vehicles; that their resignations were in order if they were not entirely in agreement with this new policy and that anyone remaining was on trial for a reasonable time. Henceforth, the staff mechanics were segregated from the evacuee mechanics in separate shops. An evacuee foreman was placed over all evacuees and a staff foreman over the staff mechanics. Both groups were under the supervision and direction of the Equipment and Maintenance Supervisor and his assistant only.

This plan worked out beautifully and led to both groups performing at a high rate of efficiency and a feeling of friendly competition between them.

In spite of the Handbook provisions that appointed staff Foreman Mechanics shall supervise the evacuee mechanic, it was frequently impractical. Many of the evacuees had far more experience and ability than some of the appointed staff and it was reasonable that they would resent supervision by less qualified persons. The fact that top rate mechanics, were impossible to hire, for reasons heretofore related, and because many of those employed were without sufficient experience as supervisors, the Handbook rules was impractical in many cases. The separation of the evacuees from the staff proved a very workable plan and it also brought out heretofore unrevealed diligence, efficiency, and responsibility in those who accepted foreman responsibilities. It is a conclusive fact that most evacuees broaden their scope and accept unlimited responsibilities when responsibilities are entrusted to them. This has proven a rule in this Section and has developed much trustworthiness among the evacuees.

The Evacuee Personnel Staff authorized for the Motor Transport and Maintenance Section included, at its peak, approximately 250 persons. As of October 1, 1944, this authorization was reduced to 180 persons and January 1, 1945 it was reduced to 148 persons. During the final quarter before the relocation of all evacuees, the average number was 62 persons.

Following is a list of Evacuee Positions authorized as of January 1, 1945, to-wit:

<u>Code No.</u>	<u>Title</u>	<u>Rate</u>	<u>No. Approved</u>
3-e-900	Clerk Typist	\$16.00	3
3-e-901	Clerk Stenographer	\$16.00	1
3-e-902	Clerk	\$16.00	3
3-e-504	Truck Driver Foreman	\$19.00	3
3-e-509	Station Attendant	\$16.00	6
3-e-510	Garage Foreman	\$19.00	5
3-e-511	Mechanic	\$16.00	15
3-e-512	Utility Man	\$16.00	10
3-e-519	Head Parts Man	\$19.00	1
3-e-520	Parts Man	\$16.00	2

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<u>Code No.</u>	<u>Title</u>	<u>Rate</u>	<u>No. Approved</u>
3-e-800	Senior Mechanic	\$19.00	10
3-e-526	Greaseman	\$16.00	6
3-e-529	Chauffeur	\$16.00	6
3-e-530	Truck Driver	\$16.00	70
3-e-531	Dispatcher	\$16.00	7
Total			148

The foregoing list includes many evacuee employees who were assigned to other Sections, such as Truck Drivers, Chauffeurs, etc. It does not include approximately 11 to 15 Swampers, which were hired by Warehousing Section and detailed to Transportation Section. This practice of one Section hiring evacuee employees and assigning them to another Section proved to have many faults. It was intended that those so assigned would be under the direction and supervision of the Section to which they were assigned. On many occasions, evacuees so assigned have refused to take orders from the Section to which they were assigned. On a particular occasion, it is recalled that a crew was assigned by the Engineering Section to the Motor Transport and Maintenance Section to man the Portable Grayco Service Unit which greased and maintained all heavy duty equipment, daily, which was located on the farm or places too remote to bring to the Motor Pool daily. After several days it was discovered that the farm equipment was not being serviced. When the crew was questioned about this failure, they said that they were hired by Engineering and would not take orders from any other Section and would only service Engineering equipment. Upon their failure to alter their viewpoint, they were forthwith dismissed, with the following notation on their termination papers: "Terminated for insubordination and not eligible for re-hire for 90 days". Notwithstanding, all were re-hired the following day in another Section. Upon protest of this action to the Personnel Section, it was explained that W.R.A. rules provide that all evacuee labor is entirely on a voluntary basis and that punishment in any form for failure to perform such labor is prohibited. Such a rule removed all power of discipline from those in supervisory capacities, and led to evacuees dictating what they would and would not do. Finally, the situation became so bad, by the refusal of evacuees to perform certain types of duties, necessary to the operation of the Project, that the Project Director appointed a "Manpower Commission" composed of Evacuee leaders, with two Caucasians in advisory capacity, only, to devise rules and means of correcting a bad situation. The commission was a failure in every respect because the evacuees were not interested in the overall conduct of the Camp. They were interested only in specific activities which directly benefited them, such as Hospital, Mess Operations, Community Activities, Education, etc. Many other essential activities were put so far down on the list of priorities that not a single person was provided for those essential duties. Although the Transportation Section was always amply supplied with truck driver and mechanics, it was almost always impossible to find evacuees to perform menial tasks, such as grease men car washers and steamers, tire changers and other similar duties.

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The Transportation Section overcame this by appointing a staff foreman over these duties. He recruited evacuees and developed efficiently operating crews. However, many Sections solved the problem by making concessions to the evacuees. These concessions included shorter working hours, frequent picnics and granting evacuees the use of vehicles contrary to regulations. The latter two seriously effected the Transportation Section which was custodian of vehicles. Many Section heads assumed the attitude that they were unable to retain certain of their evacuee employees unless they were permitted to drive project vehicles to and from residence. This became a matter of serious controversy between this section and others. As previously stated the Operations Division had no Chief, therefore the lot of the Transportation Section Head was a continuous battle with other Division and Section Heads each of whom considered regulations to apply to all but them. Violation of regulations were the rule rather than the exception and efforts of the Transportation Section to control vehicles and mileage were too often nullified by special privileges granted by the Director. The lack of support of policies and regulations of the Transportation Section by the Administration was not conducive to the development of an efficient organization and was discouraging to those attempting to perfect an organization. However, and notwithstanding such handicaps, an adequate and well balanced organization was developed. All challenges were met and executed with dispatch. It is with pride that those in the Transportation Section may reflect upon the accomplishments of that Section.

Methods and procedures used in the pooling of vehicles and the Mileage Conservation Program varied widely from the beginning of the Project to it's final closing. In the beginning, as vehicles began to arrive on the Project, a particular vehicle was assigned to a particular person. Vehicles were used by the staff as if they were the personal property of the person to whom they were assigned. Before staff housing was provided on the Project, the staff lived in various surrounding towns, as far distant as Phoenix. A large percentage of the staff used government vehicles to commute to and from domicile. This practice became flagrant until it was curtailed by directive. But the idea that project vehicles were not primarily for the accommodation of the staff and their personal use was not an easy one to overcome. Pressure was continuously brought upon the Project Director for special privileges to individuals and it became so badly abused that upon the arrival of this writer, August 1, 1944, every passenger car, pick-up and panel truck was assigned to individuals on a daily 24 hour basis. This left no passenger carrying vehicles in the Motor Pool with which to perform the routine transportation demands. Individuals to whom vehicles had been assigned were using their vehicles less than an hour per day and frequently less than 5 miles per day, yet those vehicles were not available to others requiring transportation. It was impossible to operate a Motor Pool under these conditions. Upon the arrival of this writer, the need for revision of those rules was apparent. Request was immediately made to the Project Director for authority to eliminate the assignment of vehicles to individuals and the return of all

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vehicles to the Motor Pool where the control would be centralized by the Motor Pool Supervisor. This request met immediate resistance of all Division and Section Heads. Evidence of the needs of each was heard by the Director and at a meeting early in August, 1944, he directed that a compromise be made whereby a maximum of 27 vehicles be assigned on a 24 hour basis, and he named the individual to whom assignment shall be made. While this directive was contrary to the planning of the Transportation Section, it was a step in the right direction and led to controls not existant prior thereto. Vehicles not so assigned were required to be in the Motor Pool when not in the use for which request was made. All vehicles were placed under the control and supervision of the Motor Pool Supervisor and were issued only upon his authority. Up to this time the Trip Ticket Form W.R.A.-159 (Revised) served no purpose, for only a small percent of the users of vehicles submitted trip tickets following usage and few of these reflected correct mileage and other required data. Rigid trip ticket procedure was inaugurated and the Motor Pool Supervisor was instructed to deny the use of vehicles to those not complying. No vehicle was permitted to move without a properly registered trip ticket. All trip tickets were numbered consecutively and registered for the purpose of accountability. The unauthorized use of government vehicles was brought under control in this manner and movements were consolidated by centralizing all control thru the Motor Pool Supervisor. An ironical fact is that the improvement in trip ticket procedures brought about the recording of mileage which was previously not accounted for due to the haphazard use of trip tickets. This reflected itself in an increase in recorded mileage, yet the proof that it was effective in the Conservation Program is revealed in the substantial decrease in gasoline consumption. During the first quarterly period after this trip ticket procedure was adapted, a savings of 33% in gasoline consumption, over the smallest quarterly period, was affected. Each quarterly thereafter declined substantially.

Facilities. Attached hereto, identified as Exhibit 1A, is list of all vehicles of the Project showing make, type, year model, where purchased and cost, as complete as the records reveal.

The distribution of types of vehicles was, as follows:

53 Passenger Cars	1 Wrecker Truck
28 Pickup Trucks	11 Dump Trucks
17 Panel Trucks	3 Fire Trucks
84 Stake Trucks	3 Carry-alls
53 Cargo Trucks	<u>4 Tanker & Utility Trucks</u>
6 Bus and Ambulances	278 Total
14 Semi-Trucks and Trailers	
1 Derrick Truck	

Vehicles were surplusd, surveyed or transferred from our inventories as follows:

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	July 1944	Aug. 1945	Oct. 1945	Nov. 1945	On Hand Dec. 1, 1945
Passenger Cars	10	10	10	9	14
Pickups	4	3	11	7	3
Panels	0	2	6	6	3
Stakes	30	12	17	3	22
Cargos	1	20	16	15	1
Bus & Ambulances	3	1	0	1	1
Semi-Trucks	1	1	1	2	9
Derrick Trucks	0	0	0	0	1
Wrecker Trucks	0	0	0	0	1
Dump Trucks	0	8	2	0	1
Fire Trucks	0	0	0	0	3
Carry Aalls	0	1	0	2	0
Tanker & Utility Trucks	2	0	2	0	0
	51	58	65	45	59

Total operating cost of vehicles for 9 months of 1945, (not including depreciation) as follows:

	<u>Mileage</u>	<u>Total Cost</u>	<u>Per Mile Cost</u>
Passenger Cars	274,418	\$4841.65	.0176
Panels	173,499	3066.09	.0177
Pickups	130,250	2914.85	.0223
1½ Ton Cargo	239,822	5761.60	.0240
1½ Ton Stakes	308,288	7729.10	.0251
Semi-Trailers	48,650	1715.42	.0352
All Others	41,455	1212.83	.0292
	1,216,382	\$27241.54	.0223

The foregoing figures on the cost of operation mean little without the depreciation costs, but such figures are not available. However, by the method used by W.R.A., in computing depreciation on a mileage basis, and the size of a vehicle, ranging from 1 to 5 cents, the average on the foregoing tabulation would not exceed 2 cents per mile, which would fix the overall operating cost at less than 4½ cents per mile, considering all types and sizes of vehicles.

In closing, it is pertinent to mention some of the experiences encountered in procuring needed parts. As previously related, approximately 65% of the Project vehicles were inoperative, upon the arrival of this writer, August 1, 1944. Many of these had been inoperative for several months and some for as long as one year. The reasons given by those responsible was that needed parts were not available, that parts had been ordered months previously, and that it was impossible to get delivery. It is true that parts were hard to find, but it developed that too much reliance was being placed in the Procurement Section after requisition was made. This is not intended, in any way, as criticism of the Procurement Section, but to point out too frequently orders were placed with vendors who backordered 50% or more of an order. Sometimes, it was a year or

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more before delivery was made. This was a serious handicap to progress in the repair shops.

To overcome this, one of the staff mechanics was detailed to contacting parts houses, used car lots, junk yards, etc, in all surrounding towns. Somehow or other, needed parts were found, new or used, and the inoperative vehicles began to return to useful service. By November, the large fleet of inoperative vehicles was cleaned up and kept that currently.

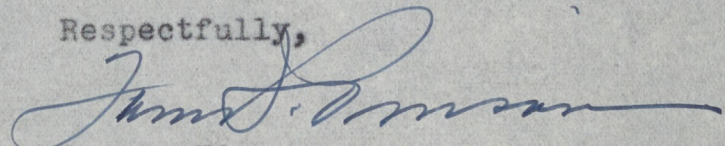
Conclusions. Failure in the beginning of the Project, to plan and provide adequate facilities for the repair and maintenance of a large fleet of equipment, was a handicap to an efficient operation thru out it's history. Because of the absence of proper facilities for this purpose, vehicles needing minor repairs were virtually abandoned and other vehicles purchased to fill the needs. Had adequate facilities been established in the beginning, it is the opinion of this writer that 50% less equipment would have been necessary to perform the same transportation requirements in the operation of the Project. It would have made possible a preventive maintenance program at the beginning rather than to permit vehicles to deteriorate to virtual wrecks before repairs were made or the vehicle surplusd.

The value of the automotive vehicles of this Project was tremendous, therefore to protect this investment it would have been wise to employ top-rate staff mechanics. This was never possible because the authorized wage scale was always substantially less than the prevailing scale in this area. Top-rate mechanics could not be attracted to positions on the Project.

Due to the isolation of the Project and it's remoteness from the shopping areas and because of the absolute lack of any public transportation to and from the Project, the turn-over of staff employees was tremendous. This factor contributed to the low-morale of staff employees more than any other. To prevent this, it appears, to this writer, that the interests of W.R.A. might have better been served if they had performed this service for the staff, even for compensation as a common carrier.

The success of any transportation organization requires the application of rules and regulations indiscriminately. The granting of special privileges to some breaks down all regulations. It would contribute to an orderly and efficient operation in the Transportation Section, if discriminating directives could be eliminated.

Respectfully,



Tom B. Vinson
Equipment & Maintenance
Supervisor.

EXHIBIT 1 A.

Motor Transport and Maintenance Section -

	<u>UNIT</u>	<u>MAKE & TYPE</u>	<u>YEAR</u>	<u>PURCHASED FROM</u>	<u>DATE</u>	<u>AMOUNT</u>
1.	1- 1	Chevrolet Coach	1939	Q.M.C., San Fran.	7-29-'42	\$ 395.00
2.	1- 2	" Sedan	1938	" " "	" " "	355.00
3.	1- 3	" "	1939	" " "	" " "	469.00
4.	1- 4	Dodge "	1937	" " "	" " "	285.00
5.	1- 5	Chevrolet "	1938	" " "	" " "	359.00
6.	1- 6	" "	1937	" " "	" " "	300.00
7.	1- 7	Chrysler Coupe	1937	" " "	" " "	245.00
8.	1- 8	Plymouth Sedan	1938	" " "	" " "	315.00
9.	1- 9	Dodge "	1939	" " "	" " "	450.00
10.	1-10	Chevrolet "	1937	" " "	" " "	320.00
11.	1-11	Dodge "	1938	" " "	" " "	300.00
12.	1-12	" "	1937	" " "	" " "	275.00
13.	1-13	Plymouth "	1938	" " "	" " "	320.00
14.	1-14	Oldsmobile "	1940	" " "	" " "	575.00
15.	1-15	Buick "	1938	" " "	" " "	400.00
16.	1-16	Packard Coupe	1940	" " "	" " "	600.00
17.	1-17	Chrysler Sedan	1939	" " "	" " "	465.00
18.-	1-18	Plymouth Coupe	1940	" Pomona	7- 8-'42	535.00
19.	1-19	Oldsmobile Sedan	1941	" "	" " "	985.00
20.	1-20	Plymouth Coupe	1941	" "	7- 9-'42	730.00
21.	1-21	Oldsmobile Sedan	1940	" "	" " "	575.00
22.	1-22	Chevrolet Coach	1939	" "	" " "	440.00
23.	1-23	Pontiac Sedan	1941	" "	" " "	875.00
24.	1-24	Chevrolet "	1938	" "	" " "	385.00
25.-	1-25	Plymouth Coupe	1938	" "	" " "	315.00
26.	1-26	Chevrolet Coach	1939	" "	" " "	450.00
27.	1-27	" Sedan	1942	W.R.A. San Fran.	5-18-'42	833.00
28.	1-28	Oldsmobile Sedan	1938	Q.M.C., Pomona	7- 9-'42	360.00
29.	1-29	" "	1940	" "	" " "	650.00
30.	1-30	" "	1938	" "	" " "	395.00
31.	1-31	Plymouth Coupe	1938	" "	" " "	292.00
32.	1-32	Chevrolet "	1940	" San Fran.	8-24-'42	600.00
33.	1-33	Buick Sedan	1939	" " "	10- 9-'42	550.00
34.	1-34	Dodge Coupe	1941	" " "	" " "	635.00
35.	1-35	Oldsmobile Sedan	1936	" " "	" " "	200.00
36.	1-36	Chevrolet Coach	1937	" " "	" " "	275.00
37.	1-37	" "	1936	" " "	" " "	290.00
38.	1-38	Plymouth Sedan	1937	" " "	" " "	250.00
39.	1-39	Chevrolet Coach	1936	" " "	" " "	200.00
40.	1-40	" Sedan	1938	" " "	" " "	355.00
41.	1-41	Ford "	1939	Ord. Command L.A.	2-13-'44	300.00
42.	1-42	Chevrolet "	1939	" " Phoenix	2-14-'44	386.00
43.	1-43	" "	1939	" " "	" " "	279.50
44.	1-44	" "	1939	" " "	" " "	286.00
45.	1-45	" "	1937	" " "	" " "	131.00
46.	1-46	" "	1937	" " L.A.	2-13-'44	150.00
47.	1-47	Plymouth "	1939	" " "	" " "	300.00
48.	1-48	Chevrolet "	1937	" " Phoenix	2-14-'44	132.50
49.	1-49	Plymouth "	1938	" " "	" " "	192.50
50.	1-50	Chevrolet "	1939	" " L.A.	2-13-'44	300.00
51.	1-51	Plymouth Coupe	1938	" " "	" " "	200.00
52.	1-52	" Sedan	1939	Camp Haan, Cal.	3-29-'44	300.00
53.	1-53	Ford "	1942	O.E.M. Chicago	4-15-'44	1000.00

EXHIBIT 1 A.

Motor Transport and Maintenance Section -

	<u>UNIT</u>	<u>MAKE & TYPE</u>	<u>YEAR</u>	<u>PURCHASED FROM</u>	<u>DATE</u>	<u>AMOUNT</u>
54.	2- 1	Plymouth Pickup	1941	Q.M.C., Pomona	7- 8-'42	\$ 475.00
55.	2- 2	Dodge "	1938	" San Fran.	7-29-'42	255.00
56.	2- 3	Chevrolet Panel	1939	" Pomona	7- 8-'42	310.00
57.	2- 4	Dodge Pickup	1937	" San Fran	7-29-'42	185.00
58.	2- 5	Chevrolet Panel	1939	" "	" " "	330.00
59.	2- 6	Plymouth Stake	1939	" Pomona	7- 8-'42	300.00
60.	2- 7	Chevrolet "	1941	" San Fran	8-24-'42	650.00
61.	2- 8	Int. Screen	1939	" "	" " "	340.00
62.	2- 9	Plymouth Pickup	1939	" Pomona	7- 9-'42	235.00
63.	2-10	" "	1941	" "	" " "	475.00
64.	2-11	Ford "	1935	" San Fran	8-24-'42	100.00
65.	2-12	Int. "	1935	" "	" " "	85.00
66.	2-13	Plymouth Panel	1937	" "	10- 9-'42	200.00
67.	2-14	Chevrolet "	1942	W.C.C.A. Tanforan	10-28-'42	950.00
68.	2-15	" "	1941	" " " "	" " "	850.00
69.	2-16	" "	1942	" " " "	" " "	950.00
70.	2-17	Dodge "	1942	" " " "	" " "	1000.00
71.	2-18	Ford Pickup	1940	Madison Motors Phoenix	11- 4-'42	825.00
72.	2-19	" "	1940	" " "	" " "	825.00
73.	2-20	" "	1940	" " "	" " "	825.00
74.	2-21	" "	1940	" " "	" " "	825.00
75.	2-22	Dodge Panel	1942	W.C.C.A. Fresno	11-11-'42	1000.00
76.	2-23	" "	1942	" " " "	" " "	1000.00
77.	2-24	" "	1942	" " " "	" " "	1000.00
78.	2-25	" "	1942	" " " "	" " "	1000.00
79.	2-26	" "	1942	" " " "	" " "	1000.00
80.	2-27	" "	1942	" " " "	" " "	1000.00
81.	2-28	Chevrolet Pickup	1938	Ord. Comm. Phoenix	2-14-'44	200.00
82.	2-29	Ford "	1937	" " "	" " "	148.50
83.	2-30	Chevrolet "	1939	" " "	" " "	300.00
84.	2-31	" "	1939	" " "	" " "	300.00
85.	2-32	G.M.C. Tel.	1939	" " "	" " "	300.00
86.	2-33	Dodge Pickup	1939	" " L. A.	2-13-'44	300.00
87.	2-34	" "	1939	" " Phoenix	2-14-'44	300.00
88.	2-35	Chevrolet "	1935	" " "	" " "	75.00
89.	2-36	" "	1937	" " "	" " "	150.00
90.	2-37	Ford "	1937	" " "	" " "	100.00
91.	2-38	Chevrolet "	1935	" " "	" " "	75.00
92.	2-39	" "	1939	Camp Haan California	3-29-'44	300.00
93.	2-40	Ford "	1939	" " "	" " "	300.00
94.	2-41	Chevrolet "	1938	" " "	" " "	200.00
95.	2-42	" "	1938	" " "	" " "	200.00
96.	2-43	" Panel	1938	" " "	" " "	250.00
97.	2-44	Dodge Pickup	1937	" " "	" " "	100.00
98.	2-45	Chevrolet Panel	1939	" " "	" " "	300.00

EXHIBIT 1 A.

Motor Transport and Maintenance Section -

	<u>UNIT</u>	<u>MAKE & TYPE</u>	<u>YEAR</u>	<u>PURCHASED FROM</u>	<u>DATE</u>	<u>AMOUNT</u>
99.	3- 1	Dodge Stake	1941	W.R.A. San Fran.	11- 9-'42	\$1200.00
100.	3- 2	" Cargo	1939	Fort Douglas	5- 6-'42	723.00
101.	3- 3	" Stake	1942	W.R.A. San Fran.	11- 9-842	1500.00
102.	3- 4	" Cargo	1939	Fort Douglas	5-16-'42	700.00
103.	3- 5	" "	1939	" "	5- 6-'42	723.00
104.	3- 6	" "	1939	" "	" " "	723.00
105.	3- 7	" "	1939	" "	" " "	723.00
106.	3- 8	" "	1939	" "	" " "	700.00
107.	3- 9	" "	1939	" "	" " "	723.00
108.	3-10	" "	1940	Camp Gilbert	6-16-'42	700.00
109.	3-11	" "	1939	Fort Douglas	" " "	723.00
110.	3-12	" "	1939	" "	" " "	700.00
111.	3-13	" Stake	1941	Salem, Oregon	11-27-'42	1500.00
112.	3-14	" Cargo	1940	Fort Douglas	5- 6-'42	790.15
113.	3-15	" "	1940	" "	" " "	723.00
114.	3-16	" "	1939	" "	" " "	790.15
115.	3-17	" "	1940	Q.M.C., Sacramento	6- 1-'42	768.15
116.	3-18	" "	1939	Fort Wright	5-12-'42	700.00
117.	3-19	" "	1939	" Douglas	5- 6-'42	723.00
118.	3-20	" "	1939	" "	" " "	700.00
119.	3-21	" "	1939	" Wright	5-12-'42	700.00
120.	3-22	Chevrolet Stake	1935	Reno, Nevada	1- 7-'43	250.00
121.	3-23	Dodge Cargo	1940	Fort Douglas	5- 6-'42	790.15
122.	3-24	" "	1939	" "	5-16-'42	700.00
123.	3-25	" "	1939	" "	" " "	700.00
124.	3-26	" "	1939	Camp Gilbert	5- 6-'42	700.00
125.	3-27	" "	1939	Fort Douglas	5-16-'42	700.00
126.	3-28	" "	1939	" "	" " "	723.00
127.	3-29	" "	1939	" Wright	5-12-'42	700.00
128.	3-30	Chevrolet Stake	1938	" "	" " "	380.00
129.	3-31	" "	1939	Q.M.C., Pomona	7- 9-'42	470.00
130.	3-32	" "	1938	" "	" " "	375.00
131.	3-33	Dodge Cargo	1939	Fort Douglas	5-16-'42	700.00
132.	3-34	" "	1939	" "	" " "	700.00
133.	3-35	" "	1939	" "	" " "	723.00
134.	3-36	" "	1939	" Wright	5-12-'42	700.00
135.	3-37	" "	1939	" Douglas	5-16-'42	700.00
136.	3-38	" "	1939	" Wright	5-12-'42	700.00
137.	3-39	" "	1939	" "	" " "	700.00
138.	3-40	" "	1939	" Douglas	5- 6-'42	723.00
139.	3-41	" "	1939	Camp Gilbert	5-11-'42	700.00
140.	3-42	" "	1939	Fort Douglas	5- 6-'42	723.00
141.	3-43	" "	1939	" "	" " "	723.00
142.	3-44	" "	1939	" Wright	5-12-'42	700.00
143.	3-45	" "	1939	" Douglas	5- 6-'42	723.00
144.	3-46	" "	1939	" "	" " "	723.00
145.	3-47	" "	1939	" "	" " "	700.00
146.	3-48	" "	1939	" "	" " "	700.00
147.	3-49	" "	1939	" "	" " "	723.00
148.	3-50	" "	1939	" "	" " "	723.00
149.	3-51	" "	1939	Camp Gilbert	5-11-'42	700.00
150.	3-52	" "	1939	Fort Wright	5-12-'42	700.00
151.	3-53	Chevrolet Stake	1940	J. W. Tapp	6-29-'42	500.00
152.	3-54	" "	1938	Q.M.C., San Fran.	8-24-'42	335.90

EXHIBIT 1 A.

Motor Transport and Maintenance Section -

	<u>UNIT</u>	<u>MAKE & TYPE</u>	<u>YEAR</u>	<u>PURCHASED FROM</u>	<u>DATE</u>	<u>AMOUNT</u>
153.	3- 55	Dodge Cargo	1940	Camp Gilbert	5- 6-'42	\$ 700.00
154.	3- 56	" "	1940	Fort Douglas	" " "	700.00
155.	3- 57	" "	1939	" "	" " "	723.00
156.	3- 58	" "	1939	Q.M.C., Sacramento	" " "	700.50
157.	3- 59	" Stake	1939	Medford, Oregon	8-31-'42	1100.00
158.	3- 60	" "	1939	" "	" " "	750.00
159.	3- 61	" "	1939	" "	" " "	1100.00
160.	3- 62	Ford "	1937	" "	9- 3-'42	650.00
161.	3- 63	Dodge "	1939	" "	" " "	1110.00
162.	3- 64	Chev. Panel (Amb)	1935	W.C.C.A. Stocton	8- 5-'42	300.00
163.	3- 65	" Stake	1935	Forest Service	10-30-'42	418.00
164.	3- 66	" "	1935	" "	" " "	414.00
165.	3- 67	" Panel (Amb)	1935	W.R.A. San Fran.	11- 1-'42	300.00
166.	3- 68	Dodge Stake	1936	Salem, Oregon	" 27-'42	250.00
167.	3- 69	Reo "	1935	Fort Douglas	"- 1-'42	125.00
168.	3- 70	Reo "	1935	" "	" " "	125.00
169.	3- 71	Chevrolet "	1935	" "	" " "	250.00
170.	3- 72	" "	1935	" "	" " "	250.00
171.	3- 73	" "	1935	H. E. Schofield L. A.	" " "	250.00
172.	3- 74	" "	1935	Fort Douglas	" " "	250.00
173.	3- 75	" "	1935	" "	" " "	250.00
174.	3- 76	" "	1935	" "	" " "	250.00
175.	3- 77	Chev. Panel (Amb)	1935	Assembly Center L. A.	" " "	250.00
176.	3- 78	" Stake	1935	Fort Douglas	" " "	250.00
177.	3- 79	" "	1935	" "	" " "	250.00
178.	3- 80	" "	1935	Forest Service	12-11-'42	250.00
179.	3- 81	" "	1935	" "	12-21-'42	250.00
180.	3- 82	" "	1935	Fort Douglas	12-24-'42	250.00
181.	3- 83	" "	1935	" "	" " "	250.00
182.	3- 84	" "	1935	Forest Service	12-21-'42	250.00
183.	3- 85	" "	1935	Fort Douglas	12-24-'42	250.00
184.	3- 86	" "	1935	" "	" " "	250.00
185.	3- 87	" "	1935	" "	" " "	250.00
186.	3- 88	" "	1935	" "	" " "	250.00
187.	3- 89	" "	1935	" "	" " "	250.00
188.	3- 90	" "	1935	" "	" " "	250.00
189.	3- 91	" "	1935	" "	" " "	250.00
190.	3- 92	" "	1935	" "	" " "	250.00
191.	3- 93	" "	1935	" "	" " "	250.00
192.	3- 94	" "	1941	W.R.A. San Fran.	12-28-'42	1200.00
193.	3- 95	Dodge "	1939	Ord. Comm. Phoenix	" " "	300.00
194.	3- 96	Ford "	1939	Reno, Nevada	12-30-'42	1017.00
195.	3- 97	Ford "	1938	" "	" " "	1017.00
196.	3- 98	Ford "	1939	" "	" " "	1016.00
197.	3- 99	Ford "	1938	" "	" " "	1017.00
198.	3-100	Ford "	1939	" "	" " "	1019.50
199.	3-101	Ford "	1939	" "	" " "	1021.90
200.	3-102	Ford "	1939	" "	" " "	1021.90
201.	3-103	Ford "	1939	" "	" " "	1017.10
202.	3-104	Ford "	1939	" "	" " "	1017.90
203.	3-105	Ford "	1938	" "	" " "	729.50
204.	3-106	Ford "	1939	" "	" " "	1021.60
205.	3-107	Ford "	1939	" "	" " "	1021.90
206.	3-108	Chevrolet "	1935	" "	" " "	728.60
207.	3-109	Ford "	1939	" "	" " "	1017.90

EXHIBIT 1 A.

Motor Transport and Maintenance Section -

	<u>UNIT</u>	<u>MAKE & TYPE</u>	<u>YEAR</u>	<u>PURCHASED FROM</u>	<u>DATE</u>	<u>AMOUNT</u>
208.	3-110	Ford Stake	1939	Reno, Nevada	12-30-'42	\$1018.90
209.	3-111	Chevrolet "	1941	" "	" " "	725.00
210.	3-112	Ford "	1939	" "	" " "	1017.90
211.	3-113	" "	1939	" "	" " "	1018.90
212.	3-114	" "	1939	" "	" " "	1016.10
213.	3-115	" "	1938	" "	" " "	1018.90
214.	3-116	" "	1939	" "	" " "	1018.90
215.	3-117	" "	1939	" "	1- 9-'43	1016.00
216.	3-118	Chevrolet "	1935	Redding Equip. Co.	" " "	250.00
217.	3-119	" "	1935	" " "	" " "	250.00
218.	3-120	" "	1935	" " "	" " "	250.00
219.	3-121	" "	1935	" " "	" " "	250.00
220.	3-122	Dodge "	1939	Ord. Comm. L.A.	2-13-'44	300.00
221.	3-123	" "	1939	" " Phoenix	" " "	300.00
222.	3-124	" "	1939	" " "	" " "	300.00
223.	3-125	" "	1939	" " "	" " "	300.00
224.	3-126	Chevrolet Chassis	1939	" " "	" " "	250.00
225.	3-127	Int. Stake	1937	" " "	" " "	150.00
226.	3-128	Dodge "	1939	" " "	" " "	300.00
227.	3-129	" "	1939	" " "	" " "	300.00
228.	3-130	Chevrolet Chassis	1935	" " "	" " "	75.00
229.	3-131	G. M. Stake	1938	" " "	" " "	400.00
230.	3-132	Chevrolet (Amb.)	1935	" " "	" " "	100.00
231.	3-133	Ford Stake	1939	Camp Haan	3-29-'44	300.00
232.	3-134	Dodge "	1939	Ord. Comm. L.A.	4- 3-'44	300.00
233.	3-135	Chevrolet Stake	1939	" " "	" " "	300.00
234.	3-136	Ford "	1937	Camp Haan	" " "	150.00
235.	3-137	" "	1939	" " "	" " "	300.00
236.	3-138	Dodge "	1939	Jerome Center	8-10-'44	None
237.	4- 1	Dodge Semi-Truck	1940	Fort Douglas	5- 6-'42	2102.87
238.	4- 2	" " "	1940	Camp Gilbert	" " "	2210.15
239.	4- 3	" " "	1940	Fort Douglas	" " "	2210.15
240.	4- 4	" " "	1940	" "	" " "	2210.15
241.	4- 5	" " "	1941	J. W. Tapp	6-29-'42	2420.00
242.	4- 6	G.M.C. "	1937	" " "	" " "	400.00
243.	4- 7	" " "	1939	Fruehauf L.A.	9- 2-'42	5500.00
244.	4- 8	Dodge "	1941	" " "	" " "	6000.00
245.	4- 9	Ford "	1941	Fort Douglas	5- 6-'42	2162.72
246.	4- 10	" " "	1941	" "	" " "	2162.72
247.	4- 11	" " "	1941	Salem, Oregon	11-18-'42	2162.72
248.	4- 12	" " "	1941	" "	" " "	2162.72
249.	4- 13	Dodge "	1940	Fort Douglas	" " "	2102.87
250.	4- 14	Ford Tank	1940	G. W. McIntyre	1- 7-'43	3500.00
251.	5- 15	Int. Dump	1941	M. D. Andrews	1-28-'44	2365.00
252.	5- 16	Chevrolet Dump	1941	" " "	" " "	1915.00
253.	5- 17	" "	1940	" " "	" " "	1915.00
254.	5- 18	" "	1940	" " "	" " "	1900.00
255.	5- 19	Int. "	1941	Sutton Mtr. Sac'm'to	4- 8-'43	3100.00
256.	5- 20	" "	1942	" " "	" " "	3350.00
257.	5- 21	" "	1941	" " "	" " "	3100.00
258.	5- 22	G.M.C. "	1942	" " "	" " "	2800.00
259.	5- 23	" " "	1942	" " "	" " "	3350.00

EXHIBIT 1 A.

Motor Transport and Maintenance Section -

	<u>UNIT</u>	<u>MAKE & TYPE</u>	<u>YEAR</u>	<u>PURCHASED FROM</u>	<u>DATE</u>	<u>AMOUNT</u>
260.	5- 24	Int. Dump	1941	Sutton Mtr. Sac'm'to	4- 8-'43	\$3100.00
261.	5- 25	" "	1941	" " "	" " "	3100.00
262.	6- 1	Ford Fire Truck	1942	Los Angeles Calif.	8 '42	5400.00
263.	6- 2	" " "	1942	" " "	" " "	5400.00
264.	6- 3	" " "	1942	" " "	" " "	3686.90
265.	7- 1	Int. Bus	1943	(Rented from 9th. Service Command)		
266.	7- 2	Ford Pnael	1939	Ord. Command L.A.	2-13-'44	300.00
267.	7- 3	Chevrolet Carryall	1939	" " "	3-29-'44	300.00
268.	7- 4	" "	1939	Camp Haan	" " "	300.00
269.	7- 5	" "	1939	Q.M.C., Oakland	4- 3-'44	400.00
270.	7- 6	" Panel	1939	" "	" " "	400.00
271.	8- 1	Ford Truck		Ord. Command Phoenix	4-12-'43	1750.00
272.	8- 2	G.M.C. Truck		" " "	4-16-'43	1625.00
273.	8- 3	Int. Cargo		Bob Fulton Phoenix		1500.00
274.	8- 4	Ford Truck		H. C. Watkins Casa Grande		950.00
275.	9- 1	G.M.C. Cargo	1939	Ord. Command Phoenix	2-14-'44	386.00
276.	9- 2	" " "	1939	" " "	" " "	400.00
277.	9- 3	" " "	1939	" " "	" " "	400.00
278.	9- 4	" " "	1939	" " "	" " "	400.00
				TOTAL		\$215462.77