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Motor Transportation
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# FINAL REPORT
of
# MOTOR TRANSPORT AND MAINTENANCE SECTION
# MINIDOKA PROJECT

COMPILED BY

George B. McIntyre, Ass't. Proj. Dir. C/Opr.
Sylvia F. Loving, Sec. to Ass't. Proj. Dir. C/Opr.

SECTION HEADS

Ray Best, Summer 1942-January 1943
Wayne Crow, July 1943-December 1943
Alvin H. Connor, October 1943-August 1944
George B. McIntyre, August 1944-February 1946

Previous to the inception of W.R.A. at Hunt, Idaho, W.R.A.'s Regional Office in San Francisco arranged for the purchase of used motorized equipment. Various types were required in the transportation of personnel and supplies, clearing land for farming, the actual process of farming, the construction of buildings, the construction and maintenance of roads, and in the construction and maintenance of laterals, irrigation and drainage ditches.

The equipment purchased included passenger cars, the majority of which were Plymouths and Chevrolets, trucks, tractors, caterpillars, motor patrols, power shovels, and attachments. Only the wheel type tractors and the patrols were new equipment.

The used equipment was obtained from other Federal agencies and from the open market.

The first shipment, consisting of 48 cargo trucks, was received in Eden, Idaho, by Mr. Harry L. Stafford and Mr. Gordon Newbry, a civilian guard. For two weeks, a guard of civilian employees was placed on duty guarding the trucks.at Eden. Shortly thereafter, passenger cars arrived in lots of 3 or 4 carloads.

In the summer of 1942, Mr. Ray Best assumed the duties of Transportation and Supply Officer and set up an office in Eden. He employed temporary drivers and mechanics, who performed light service work on equipment on a daily wage basis.

A garage was leased in Eden for the purpose of servicing the trucks and passenger cars. The passenger cars were also stored in the garage while the trucks remained under guard. The automobiles were checked in and out of the garage on trip tickets.

Soon after the arrival of the motorized equipment, supplies and maintenance material for the Center began arriving. This material was hauled from Eden, a distance of approximately 8 miles, and stored at the Center.

As work on the project progressed, the trucks were moved from the garage at Eden and placed under civilian guard near the lower bridge on the project.

Somewhat later, trucks were moved from the lower bridge and placed in the Military Police area where they were guarded by Military Police. However, they were still serviced in the garage at Eden.

Realizing the importance of the establishment of a motor pool, Mr. Stafford and Mr. Newbry supervised the clearing of the required area from sage brush. The trucks were moved from the Military Police area and parked in the cleared space. The use of the garage in Eden was discontinued.

In September of 1942, Mr. Roy Olsen took charge as the first Motor Pool Supervisor.

The temporary Caucasian mechanics and drivers were replaced by evacuees.

In January of 1943, Mr. Best left, and there was no Supply Officer until Mr. Wayne Crow came in July of 1943. During the 6 month's period which expired from the time of Mr. Best's departure to the time of Mr. Crow's arrival, Mr. Olsen was in sole charge of the motor transportation.

In an attempt to control the vehicles, a fence was built around the motor pool area, gravel was hauled into the area, and additional barbed wire fences were erected. The vehicles were checked in and out morning and night as accurately as possible on trip tickets.

Warehouse #1 became the service and repair shop. There was no parts room, nor any spare parts. 3 or 4 vehicles were stripped for parts.

Warehouse #18 was operated as a Vocational Training Center for the evacuee mechanics. Mr. Alvin H. Connor was instructor of the training course, which was under the direction of the State. All supervisory personnel were employed at the State. It was equipped by the State. Parts were furnished by W.R.A. W.R.A. paid all evacuee mechanics. Maintenance and repair work was performed on W.R.A. equipment only.

In 1943, W.R.A. and the Procurement Division of the Treasury Department arranged with the Army for the acquisition of a number of the Army's obsolete vehicles.

The additional vehicles necessitated the enlargement

of facilities, and the service and repair shop was moved from Warehouse #1 to #5. Warehouse #14 was made available for garage work and a parts room was made by connecting Warehouse #14 and #18, the connecting structure becoming the parts room.

In October of 1943, Mr. Crow left the project to be succeeded by Mr. Connor. Mr. Connor's endeavors in the vocational training program had been satisfactory, but he did not measure up to the task as Motor Transport and Maintenance Superintendent.

Under his supervision repair and servicing facilities were not installed. No attempt was made to stock supplies and parts in anticipation of needs. There was no field service for equipment. Inspection of equipment was neglected.

Drivers were not licensed nor properly trained.

Survey reports were seldom submitted.

The motorized units were not kept in the motor pool parking area. Appointed personnel were unable to obtain cars for official purposes. In order for them to secure transportation it was necessary to have a car assigned 24 hours a day.

The older evacuee children drove the tractors about the project for recreational purposes.

Units were taken by evacuees on picnics and fishing trips to Wilson Lake, approximately 9 miles from the

project and sometimes as far as Wood River--66 miles away.

In August of 1944, Mr. Connor left the employ of W.R.A., and was succeeded shortly by Mr. George B. McIntyre.

Due to the fact that so many of the personnel who were on the project during the earlier months of the operation of the Center have left and that records are inaccurate, or have been destroyed, this report, up to this point, has necessarily been very brief. However, from this point on, an effort has been made to give more specific, detailed information.

Because of the extreme state of chaos within the Motor Transport and Maintenance Section, for the first three weeks after his arrival, no active supervision was assumed by Mr. McIntyre. During this period, a detailed inventory of personnel, facilities, equipment, supplies, policies, and services rendered was taken. The exact status of conditions was determined.

It was revealed that no personnel chart was available to indicate lines of authority, duties, and responsibilities. The number of personnel was considerably below that required for effident operation. The office space occupied by the Motor Pool Supervisor was inadequate, the lighting and ventilation poor, and visibility in the direction of the shops and dispatch office nil.

The dispatch office and gate, which were in charge of evacuees and operated twenty-four hours per day, were

situated approximately 300 yards from the Supervisor's office so that no effective check nor control of vehicles could be established.

The area comprising the motor pool parking area was thoroughly insufficient and was enclosed with barbed wire. A wire was stretched across the gates opening into the pool.

The shops were cluttered with supplies and equipment to such an extent that only two stalls were available for use. New tubes were scattered about, with no attempt at classification nor proper storage having been made. Tractor parts littered one whole compartment. In the middle of the shop, on the floor, parts were washed in a tub. Another stall was filled with oil drums. A two-pole hoist, which had been on the project for more than a year, was lying uninstalled on the floor in another stall. Three hundred and eighty gallons of Prestone occupied another area. New lubsters, still in the packing crates, were discovered in a small building some distance from the shop. Garbage cans from the messhalls were washed in a building within the motor pool parking area.

The drainage around Warehouse #14 was so inadequate that during winter months water rose in the major repair shop to a depth of two to three inches.

No waiting room was provided for the drivers; consequently, their whereabouts was a constant uncertainty.

The labor pool occupied the same area, and this condition interfered with control of the drivers.

The motorized equipment totaled 212 units, including 171 motorized vehicles, 15 Furguson and 10 Farm-all wheel-type tractors, 1 Cletrack, 7 Allis Chalmers crawler-type tractors, 1 International crawler-type tractor, 3 caterpillars, 2 patrols, 1 Bycrus shovel, 1 Speeder shovel with clam shell, drag-line bucket, and shovel-bucket attachments. Of this number, 39 were grounded; 4 were wrecked; 5 cargoes, 8 stakes, 4 carryalls, 1 panel, 3 pickups, 4 tractors, 1 caterpillar, and 1 patrol were assigned to Engineering; 2 cargoes, 9 stakes, 1 carryall, 2 pickups, and 18 tractors were assigned to the Agricultural Section; 1 cargo, 2 ambulances and 2 passenger cars were assigned to the hospital; 3 passenger cars were assigned to Internal Security; 1 pick-up and 2 pumpers were assigned to the Fire Department; 24 passenger cars and 12 pickups were assigned to appointed personnel 24 hours per day. No control could be maintained over these units. Only 64 out of 212 units were in the active motor pool. (Re. exhibit #1)

The 40.43 miles of roads--28 miles of farm roads and 12.43 miles of road on the Center--were in a deplorable condition. Dust obscured visibility, making driving dangerous, and the rough surface was detrimental to all equipment passing over it.

The evacuees were actually in complete control of

the Section. They were in possession of keys to all locks.

Equipment was used on personal errands. The drivers of the dump trucks, 4 of which were 5 ton G.M.C.'s, were allowed to drive their trucks home for lunch and to the shower room at the close of the shift.

Drivers licenses were signed by various evacuees who worked in Internal Security. No age restriction was imposed, some of the drivers being only 14 or 15 years of age. No capacity limitations of equipment nor rules and regulations in the operation of equipment were observed. No regulations limited the number of riders on the dump trucks hauling coal. Trucks were observed carrying 5 and 6 riders in the cab. Trucks were driven in a reckless manner at terrific speeds. Stop signs and speed limits were not enforced. No record of each coal truck nor the number of loads hauled was kept. Drivers hid out in the areas instead of hauling the desperately needed coal from the railway spur.

Trip tickets, shop tickets, and gasoline records at the gasoline pumps were not consistently maintained; therefore, no accurate records could be kept.

The difficulties and obstacles appeared somewhat formidable.

Immediately upon determination of the condition of the Motor Transport and Maintenance Section, a complete

reorganization was instituted to rectify the situation.

A complete chart, indicating lines of authority and responsibility to be established, was immediately drawn up. (See exhibit #2.)

The Motor Transport and Maintenance Section was under the supervision of the Assistant Project Director in Charge of Operations. In the next echelon was the Motor Transport and Maintenance Superintendent who had direct supervision of the Section. He issued orders to the Assistant Motor Transport and Maintenance Superintendent and to the Motor Pool Supervisor. His office force consisted of five evacuee clerk-stenographers. He also supervised the parts room and the janitorial staff.

The Assistant Motor Transport and Maintenance Superintendent was in charge of light service, major repair of cars and trucks, and heavy duty equipment.

Personnel under his direct supervision included heavy duty mechanics, welders, machinists, heavy duty operators, blacksmiths, auto mechanics, service and lubrication men, and body, fender and paint men.

Duties and responsibilities delegated to the Motor Pool Supervisor were supervision of guards, gas station attendants, dispatchers, wash men, truck drivers, utility men, and office help.

In order to maintain a constant check on developments, mimeographed forms were provided and reports of progress

submitted.

Reports to Washington were from 60 to 120 days overdue before leaving the project. Due to non-enforcement of shop and trip tickets, these reports were inaccurate; therefore, no definite check could be made of mileage and gasoline and oil consumption, cost of operation, maintenance, etc. However, it is definite they exceeded the report figures, since a great portion of the usage of equipment was never recorded.

By March 1, 1945, accurate reports were leaving the project on time.

Additional personnel to meet the needs of the reorganization were obtained through the Personnel Office. (See exhibit #3.)

A general cleanup program was put into effect.

Warehouse #5 was completely overhauled. A room, which had been vacant, became the tire repair shop. A vulcanizing machine and tire spreader were installed, and all tire work was performed here.

The tractor parts were removed, classified, and stored in Warehouse #2. The two-pole hoist was installed in their place. The Prestone was removed to Warehouse #2.

To eliminate the unsatisfactory washing of parts, trays were constructed and placed on a bench in an easily accessible position.

The oil drums were removed. The lubsters were un-

crated and installed. This constituted a great saving of valuable space.

A large grease gun board was built and installed on which there was designated space for each gun. Each evening each gun was cleaned and put in its place on the board.

A body, fender, and paint department was also established. (Re exhibit #4.)

A tire room was provided for the new tires and tubes which had previously been disposed of in the most convenient manner at the moment.

A bulletin board showing the type and model of all the units in the motor pool and fitted with numbered pegs corresponding to each unit indicating its position in active service, grounded, in for inspection, lubrication, or repair was erected so that knowledge of its whereabouts was available at all times.

In Warehouse #14, the same reconditioning took place. A large tool room was built for heavy duty tools. All tools were checked out and in each day. A battery charger was installed and kept in 24-hour service. All reboring and reconditioning of motors, overhauling of transmissions and differentials, battery charging, changing of springs, and major repairs on cars and trucks were done here. (See exhibit #5.)

Warehouse #18 became the heavy equipment repair shop. Here work on shovels, caterpillars, patrols, blacksmithing,

electric welding, and machinist's work were accomplished. (See exhibit #6.)

The building which was being used to wash messhall garbage cans was converted into a wash room for motorized equipment. The small building in which the lubsters had been stored became a grease storage room, and a platform was built for the storage of oil drums.

Several fills were built to enlarge the parking area. The area was graveled, and a 6' woven wire fence with barbed wire extensions was erected.

Prompt and complete drainage was assured by proper grading and the construction of drain ditches and culverts.

Markers were provided so that units could be parked according to type in Army fashion. (See exhibit #7.)

In order to achieve effective control over the movement of equipment, the dispatch office and entrance gate were moved adjacent to the office of the Motor Transport and Maintenance Superintendent. The two gates which had previously been used were closed. The office of the Motor Pool Supervisor was moved from the upstairs of Warehouse #5 to the dispatch office. Here adequate space, ventilation, and lighting were available. Visibility was afforded in three directions. The proximity of the gate gave the Motor Pool Supervisor an excellent opportunity to check arrivals and departures personally.

Three Caucasian dispatchers, working 8-hour shifts,

were stationed on duty 24 hours per day. After 5:30 P.M., the night dispatcher made an actual check of all units parked in the motor pool.

Flood lights were installed in strategic positions so that pilfering of motorized equipment and the theft of gasoline could be curtailed.

A cabinet which contained the keys to all the units was installed in the dispatch office. At night, all were locked inside except the small number authorized for night use.

All locks were changed and the keys left in the possession of only a few authorized personnel.

Gravel was hauled approximately 5 miles from the rock crusher for use in cement work and in maintaining roads.

A sprinkler system was improvised by mounting a large tank on a truck. Roads were sprinkled and graded regularly. Unlimited visibility decreased driving hazards. It was found maintenance and repair on equipment was greatly decreased.

The system of 34.1 miles of laterals, irrigation, and drainage ditches on the farm and 18.67 miles on the Center were maintained in serviceable condition.

In an effort to regain control over the equipment, the units assigned to the various sections were returned to the motor pool in the Autumn of 1944. The passenger cars assigned to appointed personnel were also returned at a later date.

Endeavoring to provide prompt, efficient service, to maintain control of equipment, and to obtain accurate data regarding mileage, gasoline and oil consumption, etc., a definite system was devised for the release of units from the motor pool. The cooperation of division and section heads was solicited. It was agreed that each division or section head requiring the use of motorized equipment 24 hours per day should submit a signed statement giving the justification for its use. A meeting of those concerned was held and the fact satisfactorily established that the use of the particular unit was necessary. (See exhibit # 8.)

Trip tickets signed by the division or section head were required for all usage of equipment. These trip tickets gave the justification for such usage, the estimated time out, time in, and miles to be driven. (See exhibit #9.)

In the event that a division or section head was averse to signing the trip tickets, he delegated in writing the authority to sign to someone else.

Any driver who attempted to leave the pool with a unit without a trip ticket was immediately instructed to return the equipment to the parking area. When possible, trip tickets were made in advance so that any eventuality could be provided for competently.

Previously drivers habitually assumed the duties of

mechanics when they wished and repaired their own trucks, sometimes robbing other units of parts. A new system was established whereby the driver drove his vehicle to Warehouse #5. It was received by the Shop Foreman and inspected. A shop ticket was made routing it to the proper department for repairs. The Shop Foreman then removed the numbered peg from its place in the active group on the bulletin board to the section corresponding to its new location. As it progressed through the line, the peg moved steadfastly along until it was back in active service. (See exhibit #10.)

A program of inspection to assure proper operation and maintenance was begun in Warehouse #5. A specified number of units passed inspection each day. At least once every thirty days, each unit was inspected. Reports regarding inactive units indicating the type and model, time of becoming inactive, and reason for inactivity were submitted weekly. (See exhibit #11.) In this manner, all of the 43 grounded units were soon in serviceable condition.

In order to maintain field units in proper operating condition, a mechanic was assigned the duties of inspecting and repairing the tractors, rock crusher, speeder shovel, coal loader, and stationary motors.

On October 1, 1944, all driver's licenses were cancelled. The new regulations of 18 years of age, 1 year's driving experience, and the satisfactory completion of a

driving test, given by the Motor Pool Supervisor, were strictly adhered to. All drivers were informed of the new rules and regulations. The only person authorized to sign driver's licenses was the Project Director. (Exhibit #12.) Licenses were issued only upon receipt of a signed request from the Motor Transport and Maintenance Superintendent. (See exhibit #13.)

Stop signs were erected at critical spots. Speed limits of 35 m.p.h. on the highways and 20 m.p.h. between the project and the railway spur were established. 10 and 20 m.p.h. zones were designated on the Center. A personal patrol by the Motor Transport and Maintenance Superintendent made the observance of these regulations mandatory. (See exhibit #14.)

A record of each driver's performance was kept. Each driver violating a regulation signed a written complaint. Upon receipt of the third complaint, he was automatically terminated. After such action his record was transferred from the active to the inactive file. In the event of his future application, his record could be checked. (See exhibit #15.)

Because of the great demand for coal, approximately 100 tons per day during the winter months, it was necessary to keep an accurate check on the amount of coal hauled each day by each truck. The driver checked in at Warehouse #1 giving his truck number and time of arrival and signed the record after hauling each load.

The policy of the drivers' taking the trucks home for lunch and to the shower room in the evenings was discontinued and they rode the convoy.

Coal and supplies were hauled from the nearest shipping point, the railway spur, which was 7 miles from the project. The nearest town, Eden, Idaho, was approximately 8 miles distant, and the main shopping center, Twin Falls, was 22 miles away. The closest railway station was approximately 30 miles from the project and upon the arrival of additional evacuees, special trips were made for them.

The only common carrier serving the project was the Sun Valley Stage Line which provided transportation to and from Twin Falls, Jerome, and Shoshone, four times daily.

Since the distance from area A to area B was 3 miles, convoy service was inaugurated to transport evacuee workers to and from work. It ran through a definite route on a definite schedule. The convoy to area A started from the motor pool where the warehouse workers loaded, proceeded to the rear of the Engineering office where the administrative workers loaded, and ran from block 1 to 19 and back to the motor pool, covering a distance of approximately 4 miles. The convoy to area B left the motor pool after the warehouse workers were loaded and came to Warehouse #1 for the workers in the administrative area. After leaving Warehouse #1, the convoy ran to block 21, through block 44

and returned by the back road through the warehouse district to the motor pool.

These convoys left their designated loading stations promptly at 7:45 a.m., 11:45 a.m., 12:45 p.m., and 4:45 p.m. Definite territories for each convoy were specified and none was allowed out of the designated area.

Grade school children were convoyed from Stafford school to Huntville school for special classes and returned.

Due to the enormous number of evacuee employees in comparison with the limited convoy facilities, the high school children were not scheduled to ride the convoys; however, transportation was provided whenever possible.

A school bus purchased from the Sun Valley Stage Line was provided to take the school teachers to and from schools.

A special convoy service was provided for the hospital workers.

Messhall workers were conveyed to the messhalls at the farm and on the Center.

The regular convoy drivers were taken to the motor pool by the special convoy at 7:00 a.m. and were taken home at 5:30 p.m.

Farm workers were transported to and from the farm, morning and evening.

A gasoline truck and an oil truck serviced the rock

crusher, speeder shovel, and coal loader at the spur, the tractors on the farm, and the stationary motors.

A mail truck was furnished which carried mail to and from Twin Falls twice daily.

The 2 ambulances and the emergency car were subject to call 24 hours a day.

A taxi service was instituted for conveying appointed personnel from one area to another from 8:00 a.m. to 5:00 p.m.

During relocation, common carrier facilities were insufficient to meet the unprecedented demands. Evacuees who were leaving were taken to the station 4 times daily. Those returning from short term leave were brought back to the project from the station. Trucks carrying personal baggage were dispatched to meet each train.

During the closing months of the project while surplusing motorized equipment, an enclosed area was built at the rear of the motor pool, and surplused items were put under lock and key in this space.

Since the disposal of records by the Washington representative of the Records Disposal Section, most records kept during the latter portion of 1944 and 1945 have been destroyed. However, records indicating a steady decrease in mileage and gasoline and oil consumption have been located. The first quarter after Mr. McIntyre's arrival, the gasoline consumption decreased 10,700 gallons,

the next quarter, 8,975 gallons, the next, just before the sharp decrease due to relocation, 9,922 gallons. The total decrease after Mr. McIntyre's arrival amounted to 29,600 gallons over a period of 9 months. (See exhibit #16.)

The mileage decrease for the first quarter after Mr. McIntyre's arrival amounted to 42,444, the next quarter 25,012 miles and in the final quarter before the sharp decline 52,393 miles. The total decrease for the 9 month period amounted to 119,849 miles. (Re exhibit #17.)

In all probability it is possible to secure complete records from the Operations Division files in the Barr Building, Washington, D. C.

Many difficulties were encountered during the reorganizing of the Motor Transport and Maintenance Section, chiefly because of evacuee reaction. Delegations arrived and argued their cases when new regulations contrary to their wishes were invoked. Petitions were signed. Mr. McIntyre's personal automobile was damaged extensively and threats of "more and worse" were made. Nevertheless, the new policies were relentlessly pursued, and, with the sincere cooperation and assistance of the Project Director, the Assistant Projector in Charge of Operations, and various section heads (without which all efforts would have been in vain), the reorganization became a reality.

Exhibit #2

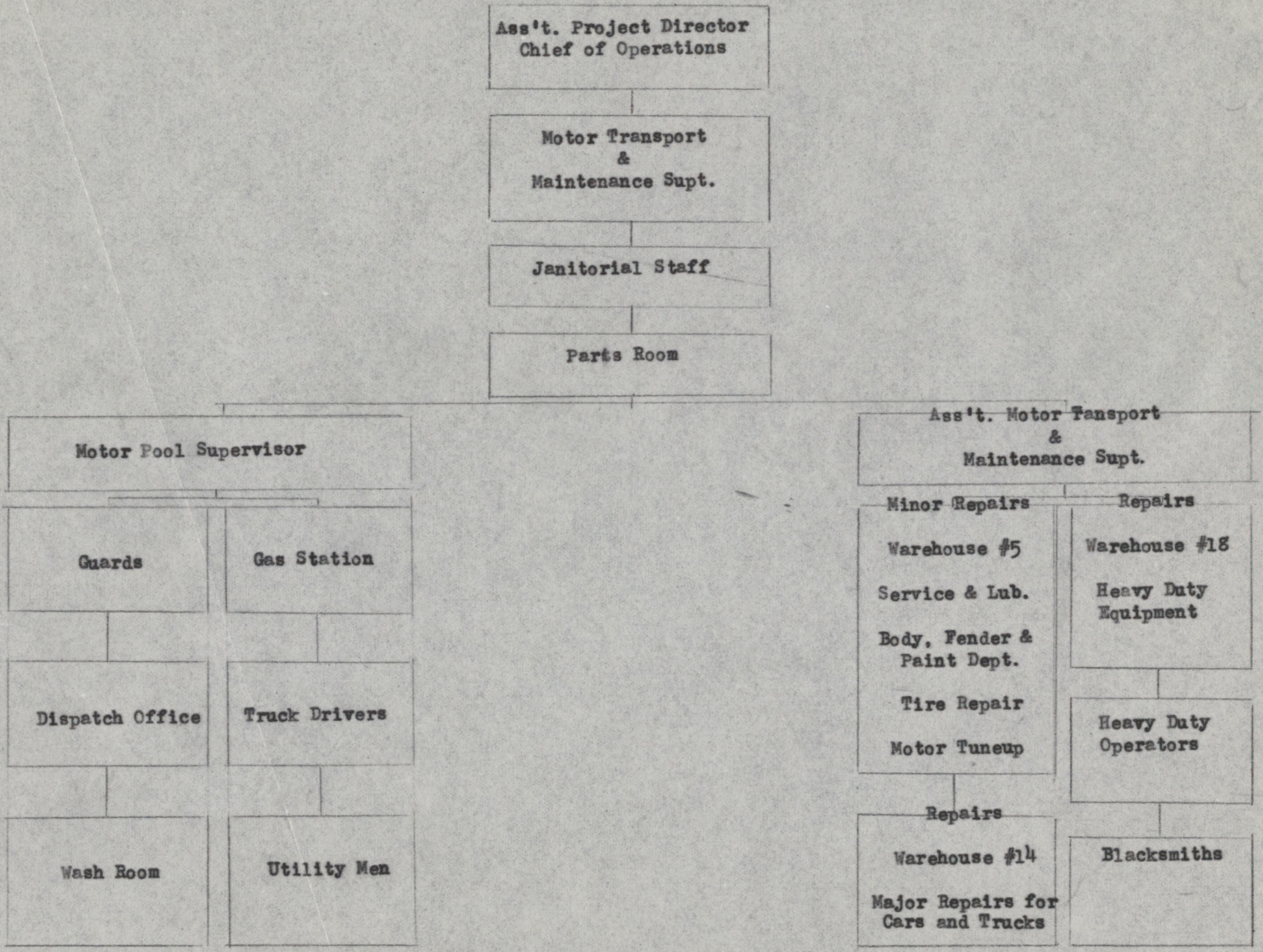
Ass't. Project Director
Chief of Operations
Motor Transport
&
Maintenance Supt.
Janitorial Staff
Parts Room
Motor Pool Supervisor
Guards
Gas Station
Dispatch Office
Truck Drivers
Wash Room
Utility Men
Ass't. Motor Tansport
&
Maintenance Supt.
Minor Repairs
Warehouse #5
Service & Lub.
Body, Fender &
Paint Dept.
Tire Repair
Motor Tuneup
Repairs
Warehouse #14
Major Repairs for
Cars and Trucks
Repairs
Warehouse #18
Heavy Duty
Equipment
Heavy Duty
Operators
Blacksmiths

Exhibit #16

# QUARTERLY ANALYSIS OF GASOLINE CONSUMPTION

## JUNE 1944 TO JUNE 1945

| | | |
|---|---|---|
| Jan. 1 to March 31, 1944 | unavailable | |
| Apr. 1 to June 30, 1944 | 56,966 | |
| Apr. 1 to June 30, 1944 | 56,966 | |
| June 30 to Sept. 30, 1944 | 62,818 | |
| | 5,852 | increase |
| Arrival of Mr. McIntyre | | |
| June 30 to Sept. 30, 1944 | 62,818 | |
| Oct. 1 to Dec. 31, 1944 | 52,118 | |
| | 10,700 | decrease first quarter after arrival of Mr. McIntyre |
| Oct. 1 to Dec. 31, 1944 | 52,118 | |
| Jan. 1 to Mar. 31, 1945 | 43,140 | |
| | 8,978 | decrease |
| Jan. 1 to March 31, 1945 | 43,140 | |
| Apr. 1 to June 30, 1945 | 33,218 | |
| | 9,922 | decrease |
| Apr. 1 to June 30, 1944 | 56,966 | |
| Apr. 1 to June 30, 1945 | 33,218 | |
| | 23,748 | decrease for identical period one year later. |
| | 10,700 | |
| | 8,978 | |
| | 9,922 | |
| | 29,600 | Total decrease after arrival of Mr. McIntyre |

Exhibit #17

# QUARTERLY ANALYSIS OF MILEAGE

## JUNE 1944 TO JUNE 1945

| | | |
|---|---|---|
| Jan. 1 to March 31, 1944 | 338,369 | |
| Apr. 1 to June 30, 1944 | 312,465 | |
| | 25,904 | decrease |
| | | |
| Apr. 1 to June 30, 1944 | 312,465 | |
| June 30 to Sept. 30, 1944 | 365,439 | |
| | 52,974 | increase |
| | | |
| Arrival of Mr. McIntyre | | |
| | | |
| June 30 to Sept. 30, 1944 | 365,439 | |
| Oct. 1 to Dec. 31, 1944 | 322,995 | |
| | 42,444 | decrease first quarter after Mr. McIntyre's arrival |
| | | |
| Oct. 1 to Dec. 31, 1944 | 322,995 | |
| Jan. 1 to Mar. 31, 1945 | 297,983 | |
| | 25,012 | decrease |
| | | |
| Jan. 1 to Mar. 31, 1945 | 297,983 | |
| Apr. 1 to June 30, 1945 | 245,590 | |
| | 52,393 | decrease |
| | | |
| Apr. 1 to June 30, 1944 | 312,465 | |
| Apr. 1 to June 30, 1945 | 245,590 | |
| | 66,875 | decrease for identical period one year later. |
| | | |
| | 42,444 | |
| | 25,012 | |
| | 52,393 | |
| | 119,849 | Total decrease after arrival of Mr. McIntyre |

# PERSONAL NARRATIVE REPORT

of the

# SENIOR FOREMAN MECHANIC

Minidoka Relocation Center

Hunt, Idaho

Compiled by:

Martin H. Hickox, Senior Foreman Mechanic

Positions held at Minidoka:
Foreman Blacksmith, September 2, 1944 to February 1, 1945
Foreman Mechanic, February 1, 1945, to January 31, 1946

PERSONAL NARRATIVE REPORT
of the
SENIOR FOREMAN MECHANIC
by

MARTIN H. HICKOX

September 1, 1944 - January 31, 1946

As Senior Foreman Mechanic I worked directly under the supervision of the Motor Maintenance Supervisor. Responsible to me were a crew of seventeen evacuee mechanic helpers, including one foreman. With the decline in evacuee workers available as a result of relocation, in the autumn of 1945 these men were replaced by three Caucasian trained mechanics.

The first task I had after arriving on the project was to put in order the garage in warehouse #5, which I found in a state of chaos. Equipment and supplies littered the floor, and half the garage was blocked by tires piled indiscriminately. Using a crew of evacuee laborers, I moved the tires into a special tire room constructed at the back of the garage and transferred the other equipment and supplies to one of the other warehouses. With this established we were able to proceed thereafter with our regular work, although at times I had to discourage the Japanese passion for collecting all sorts of useless junk and storing it in the garage.

During my employment at the Minidoka Project, I had charge of the repair of motorized vehicles - including trucks and passenger cars. This involved monthly check-ups, lubrication, light servicing, and the determination of the extent of repairs necessary. This work was performed in the garage in warehouse #5, but if major repairs were indicated, I wrote the work-orders for these jobs in warehouse #14.

My relations with Japanese workers were always very good. I found that the system of giving orders to the Japanese foreman, then having him transmit them to the workers, was a good one. They were willing to perform the jobs, although for the most part they lacked experience. This meant that a good deal of personal supervision on my part was necessary. Once they learned the value of a clean shop, I had no trouble keeping order in the garage.

The Japanese under my supervision made checks on automative equipment, did light tune-up work, changed spark plugs, and the like. I consider that of the seventeen who worked for me, eight left the Center competent mechanics as a result of their training in the garage.

When I came to Minidoka, automative equipment was in very bad shape, but in consequence of

the periodic check-ups and constant repair, it was in the best shape possible when the project closed.

As a result of my experience at Minidoka, I would make the following recommendations for future supervisors in positions similar to mine:

1. Maintain the organization of the motor maintenance section as it was set up at Minidoka. It was most efficient.

2. Give evacuee mechanics the same sort of on-the-job training that we attempted here.

3. Give all orders to evacuee mechanics and helpers through an evacuee foreman and then check yourself to see that the work is completed as ordered.

4. Set up an orderly shop before evacuee workers work in it and insist that it be kept that way.

5. Have the parts room controlled by the motor maintenance section rather than by the property section. This would save unnecessary complications and would alleviate the delay in delivering supplies.

6. Assess carefully the amount of automative equipment needed on the project. I feel that it might have been possible to service Minidoka with fifty less vehicles than we had at our disposal.

Harold M. Hickox
Senior Foreman Mechanic

# PERSONAL NARRATIVE REPORT

of the

# MOTOR TRANSPORT AND MAINTENANCE SUPERINTENDENT

By

George B. McIntyre
Act. Ass't. Proj. Dir. C/Opr.

Positions Held

Motor Transport and Maintenance Superintendent, August 1944-September 1945
Act. Ass't. Proj. Dir. C/Opr., September 1945-February 1946

Personal Narrative of

George B. McIntyre

Motor Transport and Maintenance Superintendent

I was employed by WRA at Hunt, Idaho, from August 1944, until September 1945, as Motor Transport and Maintenance Superintendent. From September of 1945, until February 1946, I have been acting in the capacity of Ass't. Project Director in Charge of Operations.

During the first three weeks of my employment, I did not assume active authority, preferring to make a detailed analysis of what appeared to be a chaotic situation. The lack of organization and planning was evident. Facilities were in poor condition; equipment and supplies were neglected. There was no indication of a working policy.

After determining the true state of affairs, I instituted a general cleanup program. Supplies were classified and stored. Equipment was installed for use. Departments were segragated so that work could be done with maximum efficiency and minimum effort. Fills were built in the parking area to provide sufficient space for parking all vehicles in an orderly manner at one time. Culverts and drain ditches were constructed to assure proper

drainage. The dispatch office and gate opening into the motor pool were moved to afford an opportunity for better supervision of the usage of equipment. The Motor Pool Supervisor's office was moved into the dispatch office so that he might make a personal check. A drivers' waiting room was provided. Flood lights were installed to discourage pilfering. Equipment which had been grounded was rushed back into active service. Reports were submitted in order to determine the rate of progress being made.

Additional personnel was obtained to take care of the increase in work, and those who had been employed previous to my arrival worked with greater efficiency.

By the time the reorganization was completed, there were 224 employees in the Motor Transport and Maintenance Section--12 Caucasian foremen; 110 drivers; 19 working in Warehouse #5, in light service and lubrication; 20 in Warehouse #18 on overhaul of heavy duty equipment; 18 in Warehouse #14 where major repair on cars and trucks was performed. There were 1 parts man, a janitorial staff of 4, 12 utility men, 4 gas station attendants, 3 men on the wash rack, 9 heavy duty operators, 3 blacksmiths and an office force of 9.

In order to provide better service for the various sections, a meeting of all concerned was held. An under-

standing of the needs of the sections was desirable so that the greatest assistance could be rendered. The cooperation of section heads in enforcing newly established policies was solicited.

To establish a closely-knit, well organized section, definite policies were decided upon and adherred to. Rules and regulations pertaining to the licensing of drivers, the operation and use of equipment, shop procedures, etc., were determined.

Considerable opposition from the evacuees, who were actually in control of the section, was encountered during the time new policies and methods were being outlined. They objected to changes frequently and even went so far as to damage my personal automobile. However, when they realized the new rules and regulations were to be enforced regardless, they conceded their loss of control and cooperated.

The importance of the prevention of repairs and maintenance was realized. Roads were maintained in good condition. A sprinkler system was provided. Periodic inspection of equipment was inaugurated. Load and speed limits were enforced so that equipment was not abused.

Various services were performed for all sections--taxi service for appointed personnel, convoy service for

evacuees to and from work and to and from social functions on the project, transportation of evacuees and baggage to and from trains, hauling of coal and other supplies, and transportation of equipment. In all construction and maintenance work in which mobile units were needed, such as in clearing the farm land, constructing and maintaining laterals and ditches, the Motor Transport and Maintenance Section gave its assistance.

During the final cleanup program, the Section cooperated whole-heartedly.

During the closing weeks of the Center, the equipment was listed as surplus as soon as its use could be dispensed with. Such equipment was locked in a specially constructed enclosure until it was transferred to other agencies.

In conclusion, I wish to state that no progress whatsoever could have been made without the complete assistance and loyal support of Mr. Harry L. Stafford, Project Director, and Mr. William E. Rawlings, Ass't. Project Director in Charge of Operations--now Project Director. Not once was a decision with regard to the Motor Transport and Maintenance Section altered or overruled. After the reorganization was complete, the consistent, loyal support of the evacuee foremen could be relied upon.

It occurs to me that in a situation of the type I

encountered upon my arrival at WRA, understanding of the state of affairs, determination of the goal, and planning and organizing in such a manner as to achieve that goal are of primary importance.

George B. McIntyre

George B. McIntyre
Act. Ass't. Proj. Dir. C/Operations

# Personal Narrative

# of the

# Motor Pool Supervisor

By

R. W. Hampton

## Positions Held

Carpenter Foreman, May 1944-August 1944
Project Analyst, August 1944-November 1944
Ass't. Supt. of Maint. & Const., November 1944-February 1945
Motor Pool Supervisor, February 1945-February 1946

Personal Narrative

of the

Motor Pool Supervisor

I was employed by W.R.A. May 18, 1944 as Carpenter Foreman and worked as such for three months at which time I was reclassified as Project Analyst. I worked in this capacity for three months and was then reclassified as Assistant Superintendent of Maintenance & Construction. I worked in this capacity for three months and on February 16, 1945, was transferred to the motor pool as Motor Pool Supervisor.

Before assuming responsibility as Supervisor, some time was spent in observing and studying the conditions and practices that then existed at the motor pool. It was observed that there were 158 vehicles being operated such as passenger cars, pickups, stakes, cargo and dump trucks and 46 pieces of motorized equipment such as crawler and wheel type tractors, road graders, etc.

There was employed 72 heavy truck drivers, three dispatchers and one stenographer. All were Japanese.

It was noticed that the Japanese dispatchers were issuing trip tickets which permitted drivers to operate vehicles at their own convenience. This practice was

causing far too many vehicles to be operated unnecessarily. In order to overcome this condition, a Caucasian dispatcher was installed and no vehicle was permitted outside the pool without the authorization of this dispatcher.

A great number of cars were being dispatched on a 24-hour basis which seemed unnecessary due to the fact that the majority of the persons using these cars worked only from 8 AM. to 5 PM. It was decided to request all Section Heads to designate one person in their department to assume the responsibility of preparing and signing the trip tickets, giving proper justification and time of trip. This procedure reduced the assignment of vehicles by about one-half.

It was also noted that cars would be assigned to a person who would use the car for only a few minutes and the remainder of the day the vehicle would sit unused. In order to get these cars back into the pool where they could be used to better advantage, two cars and drivers were assigned to serve as taxies and persons needing to make short trips within the project were instructed to make use of this service.

Our experience here has taught us the importance of having no obstruction at the entrance of the pool. Clear vision is very important. It is suggested that firm,

adequate back stops be placed in all parking areas and all runways should be at least 30 feet wide in order to facilitate parking without risk of damage to cars already parked.

R W Hampton

R. W. Hampton
Motor Pool Supervisor

PA

# FINAL NARRATIVE REPORT

K. G. Merrill
Procurement Officer
Minidoka Project
February 9, 1946

My service with the War Relocation Authority at the Minidoka Project began on August 24, 1942 at which time the evacuee population was but a few hundred. Construction of the buildings was still in progress and work began in a small building to be used temporarily until completion of the Administration Building.

Recruitment of an office staff from among the evacuees was an immediate necessity and the personnel thus obtained were, almost without exception, careful, loyal and conscientious workers. Their experience in the type of work to be accomplished was extremely limited due to their age likely averaging twenty years, but this was largely offset by their desire to learn coupled with a conscious effort by the Unit and Section heads to teach and train.

Work began with exceedingly inadequate facilities, as we had no Manual or even a General Schedule of Supplies or other basic procurement directives and instructions. It is to the definite credit of the office at San Francisco, and later at Washington, D. C., that this situation was remedied as soon as possible by the issuance of carefully prepared Manuals and Handbooks, and that when originating these, that men were sent directly to the Project

offices to determine the problems involved and the proper solution to include in the issued instructions. In this way the instructions were as concise and complete as possible and were not written from a theoretical standpoint.

It is equally to the credit of the Washington office that they accomplished the excellent arrangements with the U. S. Army Service Force's Depots as a source of supply of subsistence staples and the U. S. Army Market Centers for perishable subsistence items. This situation gave the Project a definite and reliable source of supply and obviated the necessity of local purchasing with its obvious difficulties of availability as well as the need for additional staff to handle a problem of such importance.

Originally, at least at this Project, the procurement of Hospital supplies was handled at the Project and was one of our early most important and complex problems. The later arrangement by the Washington, D. C., office for our procurement of medical supplies from the U. S. Army Medical Depots gave us an unexcelled source of supply as well as an established method of inventory control and standardization of quality and items. Much ordering of items of individual preference by the medical staff members was eliminated, although no arbitrary attempt was made to make impossible the procurement of items for which we had peculiar need and for which sufficient justification was presented.

Likewise valuable was the arrangement effected for our securing a tire recap and exchange service with the U. S. Army Ordnance Command Shops. It is extremely doubtful if any other situ-

ation could have been so extremely satisfactory during wartime conditions of supply.

The privilege accorded us by the Washington, D. C., office in making personal liaison contacts with the various U. S. Army supply points and other Federal Agencies resulted in our making the best use of such facilities and effecting mutually satisfactory working arrangements.

The problems of Center procurement were many and complex and covered a range of items and need to an unusual degree. For this reason a large proportion of purchasing had to be done on an "open market" basis. This was probably particularly true, for instance, in placing our schools in operation to cover the needs of some two thousand pupils and in obtaining delivery of textbooks, library books and miscellaneous supplies from practically ground level to an almost immediate operating basis.

A great deal of our equipment had to be secured secondhand both from Government surplus and from the open market, as our priority ratings were not high and prohibited our obtaining many items on a new basis within the time of required delivery. Our only solution was to apply to best advantage our knowledge of War Production Board regulations and at the same time diligently cover known available sources and uncover new additional ones.

Extreme caution was used in making local purchases that the Authority should not be placed in a position of criticism for exhausting naturally meager stocks of items on a short supply basis. For instance, procurement of local swine sometimes

had to be practically on a "farm to farm" basis and in small lots, as the Procurement Unit refused to allow purchasing by voice bid at the nearby community auction sales.

One of the most difficult problems that faced the Procurement Unit was that of education of certain other Center officials as to the requirements of the War Production Board priority system and the necessity of extended time element of wartime delivery of supplies and equipment. The other likely most difficult situation was the difficulty experienced by some Section Heads in failing to properly and adequately formulate their budget requests and our resultant inability to effect procurement of items and expected fast delivery when funds were not available.

Probably the logical reason for both situations was that some employees, by war necessity, were drawn from occupations other than those who had had natural previous experience with budgets and priorities and their background did not cover this phase. Our only approach was that of education as possible and our sincere assistance.

Our Procurement Unit from Project inception to closing date processed over six thousand project supply requisitions, and issued approximately two thousand requisitions and nearly six thousand purchase orders. This in addition to processing the resultant action shipping tickets and purchase orders from other Government and Army sources of supply to whom our procurement requisitions were sent.

Kenneth L. Worrell

WAR RELOCATION AUTHORITY

MINIDOKA RELOCATION CENTER

HUNT, IDAHO

# PERSONAL NARRATIVE REPORT OF SUPPLY SECTION

BY: W. H. MANN, SUPPLY OFFICER

## POSITIONS HELD AT MINIDOKA

PROCUREMENT OFFICER: JULY 18, 1942 to JULY 31, 1943

SUPPLY OFFICER: JULY 31, 1943 to PRESENT

NARRATIVE REPORT
W. Howard Mann
Supply Officer
Hunt, Idaho

On April 30, 1942 I was recruited from A A A by Mr. Barry Stafford as Procurement Officer for the Minidoka Project of the War Relocation Authority. At that time it was known as the "Gooding Project" later as the "Eden Project" and finally as the Minidoka Project.

The first six weeks of service, Roy Best and I spent with others in the W R A offices in San Fransico supposedly in training, but actually accomplishing nothing. Minidoka Project was not ready and things were generally in a state of confusion.

When War Relocation Authority took over Manzanar Project in California, Mr. Best and I were sent there to assist temporarily. We hoped to observe which errors and mistakes to avoid when Minidoka opened, but in the rush and haste of events our good intentions were soon forgotten.

July 18, 1942 I arrived at Twin Falls, Idaho to report to Mr. Stafford for duty. Since the project was not completed we did not have adequate warehouse facilities or labor to supervise the receiving and properly care for the vast amount of equipment which was arriving by the carloads daily.

A group of about two hundred selected evacuees arrived August 10, 1942 to assist in receiving the others, who a week later started coming at the rate of five hundred per day. The story has been told many times of those first days, of the evacuees and ourselves ploughing through dust that was knee-deep and breathing dust all day long. Our only respite was

that at night we drove home to town, twenty-five miles away, but this was denied the evacuees who had to endure it twenty-four hours of the day.

My first duty as Procurement Officer was to provide food for the incoming evacuees. Regular requisitions had been placed with the United States Army Quartermaster for initial supplies prior to my leaving San Francisco; however, the first group of evacuees necessitated our obtaining many items not previously provided for including many hospital drug items, and special foods. The most unusual request was for goat's milk and bananas for a baby on a special diet. Mrs. Mann and I spent two days trying to buy a goat, but finally discovered condensed goat's milk was available at the drug store and thus solved our problem.

Obtaining sufficient coal to properly maintain and operate the camp was our next big problem. Orders had been placed by the Quartermaster with two coal companies in Utah. Only one company made regular deliveries. Upon investigation we found the other company did not have its mines in production and had accepted the contract to obtain funds to reopen their mines. We immediately set about to get coal wherever it was available. We did avoid buying too large a supply in the local area for fear of arousing criticism when coal became scarce. Finally the middle of December we received fourteen cars of coal in one day. From then on we had an adequate supply and finally cancelled our coal orders for the following year.

Considering the shortages created by the war, our procurement problems were not too difficult. It was hard to convince some staff members and evacuees that there was a war on and certain items were unobtainable.

Mr. Merrill, the assistant procurement officer, and I made ourselves rather unpopular with certain individuals because we tried to hold the purchases to a minimum consistent with proper functioning of the Camp. In

spite of our efforts some orders were placed for items never needed or used.

July 31, 1943 I was promoted to the position of Supply Officer in charge of Procurement, Mess and Postal Units. Mr. Merrill was made Procurement Officer and Mr. Wilder, chief steward. Both men were very capable and cooperative and stayed until the close of the Project. The postal unit was handled by evacuees. My supervision extended only to the employees working in the unit as the postmaster in Twin Falls supervised the actual functions of the Post Office. Hunt, a branch of the Twin Falls Post Office, was the only post office within the War Relocation Authority that operated without regular postal employees. Only evacuees were employed and were employed by the War Relocation Authority. Mr. Stafford, Project Director, was the contracting officer. The postmaster at Twin Falls has on several occassions highly commended the manner in which the Hunt Branch was operated.

In August of 1944 the Mess Unit was removed from the Supply Section and set up as a Section and the Property Control and Warehousing Unit was transferred from the Finance Section to the Supply Section. At that time my troubles began and have never ceased. I inherited trouble and was never able to get rid of it in time. It has been the history of Minidoka Project that there has always been trouble in the Property and Warehousing Unit. In looking back on things I can see that it was a big job but there were only little people, acting big, trying to do the job. It was a case of personalities, clashes between people trying to assume power and the failure of the Project Director to put his foot down and establish a clear cut line of authority and responsibility.

The result was three changes of personnel in charge of the unit and as each change was made the new man discarded the records of his predeces-

sor, took an inventory and never reconciled his inventory to the previous records.

At the time the unit was placed in my Section a new man was transferred from another project. I was new in this work and was unable to take immediate control. I soon found I was being side tracked, I was either not consulted or if I gave instructions they were ignored. I found the new person was reporting direct to the assistant Director rather than through me.

Finally he attempted to have the Property Officer and the Head Storekeeper discharged because of inefficiency. He had already "stepped on the toes" of so many people that he received little support from anyone and the Project Director refused to continue the hearing. The result was the resignation of the Property and Warehousing Officer.

The Project Director then requested me to take direct charge of that unit and in a few days assigned Mr. Gorden O'Bryan to assist me. Both of us were new at the work but we were willing to learn. We had adequate and well qualified evacuees help which was of great value in getting ourselves established.

At a staff meeting a short time later we were rewarded by a statement from the Project Director to the effect that "we didn't know where we had been but we did know where we were going". Our first step was to chart out every operation, prepare flow charts and designate definate responsibilities to each employee. I set up a tally in register for the control of all incoming property to insure the proper preparation of receiving reports.

It was also noticed that we were immediately able to secure the cooperation of other project employees.

Our principal weakness for the remainder of the operation of the project was in our Property Officer. He was definately not qualified for the job. He was unable to keep his records current or to even understand his duties. The result was the records were never adequate. His work never exceeded that of a property clerk, all supervisory work had to be handled by the Property and Warehousing Officer. I requested his discharge for insubordination as I had attempted to instruct him on certain procedures on several occassions, he had not complied and when I reminded him again in this particular instance he cursed me before the entire office force. I filed my request with the Assistant Director and after a month's delay was informed that no steps would be taken as the charge was not sufficient as it was feared he would go to the Civil Service Commission and they didn't want to go through any such mess here.

The inventory of June 30, 1945 was the only inventory taken that any attempt was made to reconcile to previous records. In the past when a new inventory was taken the Property Officer just discarded the previous records and established new property cards from the inventory.

We never installed the reserve system provided for in the Supply Handbook as there was no means of controlling such a system. The property records were never current to a point they could be used to determine quantities on hand in the warehouses. We had to rely on unit and section heads to watch the warehouse stocks on items. They were the principal users. The principal user of a particular item ordered the requirements for the entire project.

For a project no larger than this I believe such a method is sufficient and that an elaborate reserve system is not necessary. We experienced

only a few instances where excessive stocks were accumulated that could have been eliminated through a reserve system. In fact, a reserve system tends to hoard or to build up stocks on hand.

Most of the excess items that we accumulated were due to changes in plans. We, for instance, had difficulties in obtaining straw for the poultry and hog farm the first year of their operation. The next year during the harvest season we purchased a supply for the coming year. Shortly thereafter we received orders to close out the poultry and hog farms. We had a considerable surplus of straw. Our surplus items in building materials was due mainly by canceling out the construction of several buildings originally planned for.

With the closing of Community Activities Mr. Wes Johnson was detailed to us to assist on property records. In a short time he was actually doing the Property Officer's work in a very creditable manner. Without his services I hate to think of the position we would be in today. I extend my thanks to Wes Johnson.

In January, 1944 we started surplusing equipment, we started with the farm machinery as the farm program had been closed. We surplused other items as rapidly as we could but it was slow and difficult to make any appreciable progress because of a shortage of warehouse space. It was necessary to warehouse such surplused property separate from other property.

During the period the evacuees were being relocated at a rapid rate, nearly all of our assistant storekeepers were loaned to the Evacuee Property Section. This, of course, slowed down our surplusing.

In November after the evacuees had left we started surplusing with additional personnel on the project being assigned to us.

The first persons assigned to us were mostly those "weeded out" by other activities. Later as the other units completed their work we received some very fine people who proved to be of real value to us and in a very short time were better than one or two of our regular employees who had been here for some time.

It was necessary to make many movements of property from one warehouse to another in order to provide space for property being returned from the various activities and to get like items together. It was quite a task to gather up all of the property that was scattered over the entire project. However, at this date, the job is nearly finished, the property is nearly all properly warehoused, much of it has been declared to a surplus agency, a considerable quantity has been sold or transferred to other agencies by them, and the remainder will soon be listed on Surplus Declaration Forms which is our final step.

Personally I have enjoyed my four years with the War Relocation Authority. There were times I felt like walking out and yet I stayed. I enjoyed the experience of working with the Japanese people, many of whom will remain my good friends.

In looking back over the time I have been here at Minidoka I feel that a fairly good job was done by most of the personnel. Most of them were honest and sincere in their efforts to do a good job. A few others were just taking advantage of a good war time job at more pay than they ever received in their life before and cussed the evacuees while they were at it. My only regret was that too many of our best left early.

On a whole I feel the administration from the Washington Office was excellent. The procedures and regulations issued were adequate. Most of

the failures to carry out procedures was not due to their being unworkable but rather the personnel here were unwilling or unable to carry them out.

Living on the project was not too unpleasant. The apartments, though small, were complete and quite comfortable. It was not until the second year that the apartments were finished and we were able to move out to the project. It was a relief not to drive the twenty-two miles morning and night. It gave us more time with our families, we planted vegetable gardens which gave many of us additional recreation.

Some of us tried to organize the group living on the project with the view of improving our leisure time. It was an up hill grade. We did not receive any encouragement from the Project Director. The Staff Recreational Hall was used for a warehouse and for office space. All of the davenports and chairs purchased from the Empire Hotel in San Francisco were placed in the Recreational Halls in the area and none were reserved for the Staff Recreational Hall. It took considerable effort on the part of a few to gain any headway that finally resulted in the organization of a Staff Council, fixing up the Hall, and providing some recreational activities.

The statements given above are to indicate the lack of effort on the part of the administration to provide adequate recreational facilities which I feel are essential to a group that have a wide variety of interests such as the group here had and who were living on a project miles from town. The shortage of gasoline further restricted off-project activities. The lack of adequate recreational programs for the staff was, in my estimation, one of the principal factors in much of the friction that developed between employees and was the cause of some to leave at an early date.

It is not my purpose to write a lengthy report. I have tried only to touch on a few of the highlights and to give a few of my impressions gained during my stay here.