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WAR RELOCATION AUTHORITY

HUNT, IDAHO

November 8, 1943

TO: All Maintenance Workers

FROM: G. R. Green, Supt. of Const. & Maint.

In the past there seems to have been some misunderstanding about who is responsible for fires in the laundry room and lavatory. This memo is to clarify this to all people concerned. In the morning the boilerman will build all fires in the laundry room, in the laboratories, and boiler to heat hot water. It shall then become the duty of the janitors to keep these fires going when necessary, one janitor will remain on duty from noon until the evening meal, after the evening meal the other, who was off during the afternoon, shall come back on duty until 10 P.M. and it will be this janitors duty to keep the fire until this time. Upon leaving, he shall see that the fires are properly banked so that as much heat as possible will be retained in the building to keep the plumbing from freezing. This will be the operation of all janitors and shall be enforced by the foreman. Failure to comply will mean dismissal. This information shall be posted in each laundry room and Block Managers will be informed.

/s/ G. R. Green

The cold weather coming on and plumbing fixtures decidedly hard to get if not impossible, frozen pipes or broken pipes may mean the shutting down of water, making it very inconvenient to the people in the respective blocks. We feel that it is the duty of each and every janitor and boilerman to accept this responsibility for the people they are serving.

MEETING WITH MAINTENANCE GROUP
November 20, 1943

THOSE PRESENT

APPOINTED PERSONNEL:

Mr. H. L. Stafford, Project Director
Mr. R. S. Davidson, Ass't Project Director in Charge of
Operations
Mr. Dean Miller, Ass't Project Director in Charge of
Administrative Management
Mr. Joseph Beeson, Relocation Program Officer
Mr. Glenn Green, Supt. of Maintenance and Construction
Mr. Leon Folsom, Personnel Officer

MAINTENANCE GROUP:

Mr. Harry R. Hatate, 1-4-B
Mr. J. K. Kida, 39-3-D
Mr. K. Hara, 22-6-F
Mr. G. Tanabe, 6-8-E
Mr. Frank Ozawa, 13-7-B
Mr. R. Sawaji, 1-2-E
Mr. I. Jitodai, 26-2-C
Mr. G. Hara, 35-1-F
Mr. R. Shiiki, 31-10-C
Mr. H. Tamiyasu, 37-9-E
Mr. S. Hori, 13-8-D
Mr. Y. Kaneko, 34-11-F
Mr. G. Yamamoto, 17-12-H
Mr. T. Yaguchi, 44-3-E

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Stafford: I gathered from the meeting yesterday that we have the whole matter of janitors and so called boilermen or firemen for discussion this morning. We only got into this memorandum yesterday to the point of knowing what you talked about, and since this comes under Operations Division and perhaps Engineering, I have asked Mr. Davidson and Mr. Green to attend. Mr. Folsom will probably head up project employment, so I asked him to come down for his own information. Of course, Mr. Beeson has been very direct and related to the employment matter, and I don't know if you folks are acquainted with Mr. Dean Miller, Assistant Project Director. I have asked Mr. Miller to come down, as he is a new man, to get insight into some of our problems for his own information. Now, first of all for the record I would like to get the names and addresses of those here. While filling names

and addresses out, Mr. Hatate, would you like to talk to the group?

Hatate: It is too early so I didn't get a chance to talk to the group.

*(Memorandum of janitor service demands and suggestions read by Mr. Stafford.)

Stafford: Now, I don't know. Is there anybody here from Tule Lake?

Answer: Yes.

Stafford: Do you want to make all the comparisons of Tule Lake from Minidoka?

Hatate: You mean all departments or some special department.

Stafford: I think we are just short on this machine guns, tanks and stuffs. If you want to go in a comparison of Tule Lake, we don't want to pick out one thing.

Hatate: We just compared the same type of work.

Stafford: Now, for the benefit of all present, we might read Mr. Green's memorandum since it is attached.

*(Mr. Green's memorandum is read by Mr. Stafford.)

Now, let me say this to start with the beginning. Last July 15th, we made rather drastic cuts in the employment rolls. The quota system as applied by Washington, I think, is flexible to the point of allowing for reason and let me say now that while I don't have any serious reaction at all to a memorandum of this kind, I think there are some very good points well taken. I want to say in behalf of Mr. Green that he has been forced to operate under a curtailment provision put in effect July 15. He had no alternative. Now, let me say again that in making our cuts last summer we were getting them swinging

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*Memo of janitor service demands and suggestions and Mr. Green's memo enclosed with Reports Officer's transmittal for week of November 15th. See John Baker.

over from an over employment status to a summer time situation, and we were making every effort to bolster up our agricultural production at that time. We needed people. People were going out for relocation on seasonal leave and Mr. Davidson and the Agricultural Division had an acute problem of getting our lands in production. We had to consider in this matter the problem of adjusting from summer to winter, and as I see it, there are some points brought up in the memorandum that are very good and very well taken. With regard to the mud and the dirt, I believe we all concede that we won't be quite as bad off this year. I grant you there will be lot of dirt in the winter time and certainly the point brought up is well. I would think that the amount of dirt and mud due to the sidewalks will be much less this year. I realize that it won't eliminate all of it, for even the sidewalks will get muddy when it gets wet. We won't carry in pure mud.

On the matter of fire, I feel that fire prevention is a proper course for us. I don't think we will get into a position where we will risk getting a big fire started. Now, we have had our agricultural program, our relocation program and segregation program. We are not quite through with segregation yet, and we have these things running consecutively since July 10. I think this is a very appropriate time for a group to sit down here and we will get acquainted with you folks and you folks want to get acquainted with us and jointly meet this problem. Perhaps, we should have been prepared before now to have decided on what we are going to do on the way of getting on a winter basis, but we have been pretty busy and I think it is very well that the whole matter come up now. I think some way here this morning we should reconcile some difficulties that we have here, and I am not too clear but I think between Mr. Beeson and some of these other folks that we can first of all set down here for comparison the total number of people we have employed now and their capacity. Let us start off that way. The reason I am getting at it this way is because you have hit this by one block and I think our Washington office evacuee employment quota thing is set up by divisions or categories, and somehow in this discussion we will have to come out with what questions are involved. How many people are then, let's see, let me ask you Mr. Beeson, does the new schedule provide for boilermen other than for the hospital?

Beeson: They list no boilermen on the project other than the hospital boilermen.

Stafford: The thing we have to do is to clarify the whole thing and get in terms of title so that it will fit this evacuee employment matter that has been given to us by the Washington office. Now, we are getting at the number involved, but I want to clarify this one thing. On the books which Washington sent us, it seems we have boilermen, boilermen listed only as on the hospital deal. Now, let me ask you again, Joe, does the word janitor include the fellows that are care-takers of the stoves?

Beeson: As near as I can figure out the new schedule implies that the janitors are also care-takers of the stoves. I am not entirely clear on that particular point.

Stafford: Anyway, it seems clear that on this title business, while we're talking about the boilermen, we're talking about the people at the hospital under this scheme. The folks here on this memorandum have used janitors, janitresses, stove care-takers and boilermen. In this thing we have two boilermen, one janitor and one janitress listed; that is four people. Now, are you people concerned with the hospital, the school divisions, or are you just thinking primarily of the residential blocks?

Hatate: Just the residential blocks.

Stafford: That clarifies it so far. Now, I take it that, when I read this, the janitor builds the fire, is that right or does the boilerman build the fire?

Hatate: The boilerman does.

Stafford: Then it is objectionable for the boilerman to

Hatate: I think Mr. Green can explain it better than we can, but so far our interpretation according to the memorandum given us by Mr. Green, it said that the boilerman would start fire in the morning and all stoves in the block. After that the janitor keeps the fire going.

Stafford: The sense of the complaint is that we're employing men to look after the stoves in the women's latrines.

Hatate: Yes. In other words the women have to go into the

men's side too because we have one janitor and one janitress so they have to shift in the afternoon and evening so either one will go there. Naturally, we have had quite a few complaints last year. Last year we had night stove tenders that go into the women's room after eleven. Even after eleven women will take showers and we heard it in our block meeting and they sure complained about that.

Stafford: Well, on the basis for this we're talking about the residential blocks. It is represented here that we have four people in each block and we have thirty-five blocks. That would be how many people?

Hatate: About 140.

Stafford: Now, let us take a look on the basis of the residential blocks. What do we have on this? Has anybody got a copy of this thing here?

Davidson: Fifty-three people. They will take care of the ad area and the Block 22 offices.

Hatate: If we include ad area and Block 22 office area, I will call it much higher because ad area is separate under our jurisdiction.

Davidson: You are talking about the residential blocks and Block 22.

Hatate: Besides that we have one office janitor and janitress, so maybe you can call it thirty-five if you want to.

Stafford: That will eliminate Block 23, showing this schedule, we will explain to you that what we have here is a schedule of project employment set up by divisions. Washington schedules the maximum for each activity during the second quarter of the year. That is what we are in now, in November and December. The year means the fiscal year, so we're in the middle of the second quarter at the present time.

Beeson: This schedule allows us for that quarter in the engineering section, the schedule allows us from Washington as follows: Job Description Code Number is 3-c-538, Janitor Foreman, Compensation Rate, \$19.00, Maximum Number of Incumbents, 1. Under Job Description Code Number 3-c-539, Janitor, Compensation Rate, \$16.00, Maximum Number of Incumbents, 52. In this schedule they list no boiler-men except hospital boiler workers, Compensation Rate, \$16.00, Maximum Number of Incumbents, 11. I don't know

whether you men are familiar with the fact that we get all our operating instructions, our authorization funds and the policy of this organization from the office in Washington. When we get them we try to fit them to our project operation set up. At numerous times in my experience I met with groups of men just like you here. I don't know as to whether some of you have been with me before. We have talked about things that occurred in different local set up in this project that makes it difficult to operate and stay right in line within the instructions from Washington. We tried to work out those adjustments. We got our quota last July. Representatives of your division sat in with our committee to set up the minimum number of people with which we could sufficiently operate this division and since that time we have had four in each block, is that right?

Hatate: I can't say because I wasn't in that division last July.

Beeson: Prior to that time you had six?

Kido: No. We had eleven.

Beeson: You had some ground men and utility men?

Kido: No. We had eleven besides that.

Hatate: The fifty-two janitors include the whole project?

Beeson: That fifty-two does not include the hospital nor the education.

Hatate: How about the offices?

Beeson: It doesn't include the offices.

Hatate: That means the administration and office workers in Block 22?

Beeson: Yes.

Stafford: Now, for the purpose of discussion and for consideration here, I assume that it is not inflexible, but I am just trying to run up the comparison with what they set up and what we need so that we can see both sides of this picture before we get into some of these discussions. Now, it is obvious to me by reading those titles in there, that the man who takes care of the boiler in the block is classified as a janitor and not as a boilerman in the terms there. That doesn't mean very much but it seems to me that we're getting up against this situation. I

am not familiar with the set up last year. It seems to me last year we had a boilerman on the boiler who didn't do anything else but tend the boiler. Is that right?

Hatate: Yes.

Stafford: Now, there seems to be no provisions for that kind of set up. Now, the man who maintains the fire in the boiler and does nothing else seems to be out of the provision of the set up this time. This seems to me to assume that the boilerman will fire the boiler, stoves, and fire as a janitor and not as a boilerman, and would therefore would have to take care of some janitorial service. It seems to me the thing we have to recognize is that this title thing has been changed from what we had last year, so as the boilerman as such on the block basis, this won't work for the reason that we have only two men on two eight hour shifts, and if you think of the terms of the boilerman firing the stoves and nothing else to reconcile this matter with the basis which the Washington office has provided for us, we will have to think in terms of not boilermen but block janitors. I am thinking under the term of janitor to fire the stoves and fire the hot water boiler. That seems to take care of the first thing we got to figure out. Now, what have we thought about it in the past. We thought about janitors and janitresses and someone on the boiler twenty-four hours a day. That was what we thought about and had last year. Now, where does this thing, is that fifty-two janitors?

Davidson: Yes.

Stafford: If you took fifty-two janitors for thirty-five blocks, assuming without any boilermen that the janitor is going to fire those boilers, I think we will have to have a twenty-four hour shift for surveillance and vigilance of the fires. I don't think there is any question about that. How then would you have fifty-two people under the set up.

Davidson: One and a half persons per block.

Hatate: I don't think that is including people in the ad area and office workers in Block 22. My interpretation is one person for each block. We have thirty-five blocks, Block 22 offices and administration. We have fifteen in administration area so far. I don't know how many they increased. I heard it was quite increased too. So, as far as I can see, Mr. Stafford, they just designate one janitor to each block.

Stafford: On the fifty-two people basis?

Hatate: Yes.

Green: In addition to the ad area consisting of eighteen; three are on temporary basis under the new construction.

Davidson: Do we have any addition in Block 22?

Green: Four regular allowed and there are four persons now. Eight additional in Block 22.

Davidson: That makes the total at the present time for the blocks, ad area and offices fifty-two people.

Stafford: 162 right now are employed.

Green: How many do you have under your supervision.

Hatate: 166 including offices, myself, inspector and senior foreman of boiler, assistant supervisor, one office girl and supervisor, one supply clerk and besides that we have one garbage can washer.

Davidson: How many there?

Hatate: Five garbage washers and five office workers.

Green: In other words there are thirty-five blocks and you have 156 people, is that right?

Hatate: I can't say right away.

Green: I am deducting garbage workers making 156 people.

Davidson: That will be four times thirty-five which equals 140 plus the foremen and office group.

Hatate: That's right.

Stafford: I think we are running into a principle that we were in last year when they cut this thing down. Last year it seems to me we had all over the place great many job titles. The boilermen put coal in the morning and take out the cinders for eight hours.

Green: Right now it is.

Stafford: Right there is part of the difficulty in this thing.

The Washington office has cut out last year the idea for everything that there was to be done by one man lined up to do it. Now, somehow, we're going to have to think in terms of one man involved in more than one job than on the previous basis. Now, we have in order to get the job done, work out of Central Service as an example, we had various things to be done. If everyone employed on the project has a specific duty and nothing else and then when anything bobs out you can't recruit anybody because everyone is employed. We had a case where one of the boys on the truck came in with a truck load of stuff and needed some help to unload it. The chauffeur sat in the seat and he wouldn't touch any cargo because he was a truck driver. From the standpoint of the individual I can see his point of view. He doesn't want to do any more than he has to--just special and specific things--and pretty quick it gets below anyone's dignity to do anything.

If you follow the principle of grading different jobs as descriptive of things to be done, well, then, you would have everybody on the project tied up and theoretically you have everybody working. And this idea of outside relocation, seasonal leave, going out for the war effort, will be in direct conflict with that sort of principle. The other thing we have to look at while we are getting ready to discuss this matter is that the Washington office budgets the project quota so that the whole interpretation contemplates employment about eight hours a day. I suppose in this case where you have a man sitting at the boiler and while he is there all the time, we will assume he is on duty, but actually the only time he is busy is when he is getting the coal in the stove and getting the cinders out. The principle involved there, it won't hold good under the type of thing we have now. In other words they don't leave us a situation where a boilerman just burns coal in the boiler and takes cinders out and does nothing else. We have no such a job in this schedule. Mr. Hatate, does all of your group understand that?

Beeson: Does all of your group understand well?

Hatate: I think so. If necessary I'll tell them.

Stafford: I think it is necessary that we all understand. We get out of joint if we don't understand. We have been busy with segregation and if you get down in there some of the divisions aren't complete yet. This type of thing should have been explained before but it just showed up on my desk this morning and we looked like we're in

arrears but actually we're obliged to follow the Washington office and that thing hadn't arrived, and it is still incomplete for some sections and divisions. But certainly we have to understand that the administration can't necessarily go along satisfactory unless everyone on the place has an understanding of what we have to contend with. I don't know that this is absolutely inflexible. I don't think this fire should go untended, and everybody go home. I think that's one fire risk. I think we want someone on twenty-four hours a day. If we had someone on Block 23 the other day we would be several thousand dollars ahead. Whether it provides for it or not, we have to have vigilance and surveillance twenty-four hours a day. The other thing is this. We're just going to face the fact that this, we're going to call them janitors according to this. The only boilerman that we have according to title is in the hospital so we're going to classify these people as janitors. The night janitor will have to divide the work, the greater part of his work will be keeping that water boiler hot and so on, but boilerman as such, we don't have any in our schedule for this time. So now, if you put on another man thinking in terms of your other shift, where would you get to if you start in figuring this three eight hour shift and I am assuming that we will have to have surveillance and vigilance at all times. We are going to have fire twenty-four hours a day. What we're going to set up here . . . What is it that you folks think you need now, say, eight in the morning until four in the afternoon, keeping in mind that we will have somebody from four to twelve and somebody from twelve to eight.

Green: The way we have been running it, Mr. Stafford, the intentions were through the summer months, the boilerman worked through the middle of the day while the janitor was off, averaging six and a half hours a day, two shifts by starting in the morning around six o'clock working until twelve.

Hatate: Six-thirty to one o'clock.

Hara: Second shift from four to ten-thirty.

Green: Leaving the janitor in charge from one to four-thirty.

Hara: Between one to four-thirty nobody take care.

Green: But a janitor on duty in the building.

Hara: Yes.

Green: That took care of the work pretty well for that length of time.

Stafford: That was the summer schedule?

Green: Yes. Of course, this change comes up officially that we would have to have eight hours work in view of what we have. We have been really taking it off other maintenance crews, building maintenance crews, to give them what we have been giving them for the summer. This winter there is no question that twenty-four hour service be maintained. This memorandum was to cover only the fall weather. It was not meant for winter activities at all. We knew this was coming and couldn't do anything else.

Stafford: There isn't very much difference now. It might turn out very cold any day so it might be well to go on a winter basis now. I think it is time to go into that.

Davidson: We have eight hour shifts so it will mean three people to work around the clock.

Stafford: I think our problem first of all is to figure that your janitorial services are to fire the stoves and boilers. We have no more boilermen as such in the blocks according to these titles. So, first of all, it seems to me the janitor will take care of the fire in the block. Beginning at eight o'clock in the morning, that would mean to me first of all, that this night janitor in the block would undoubtedly start all fires because he would be there between midnite and eight in the morning. It will fall on the night janitor to get the fire started. Then at eight o'clock--I don't want to overlook this one objection that comes up.

Davidson: Mr. Stafford, let me interrupt. If we're going to keep the pipes from freezing, the night janitor would have to keep the stove going from midnite to eight o'clock in the morning.

Stafford: Who keeps the stoves in the mess hall?

Green: That's under the steward Division.

Stafford: How many stoves have you?

Green: Four stoves besides water heater.

Hatate: Some blocks have five.

Stafford: Well, now, what do you think in terms of starting off a janitorial service, nothing else but just janitor service including maintenance of fires. I imagine you all agree

on a man there at all times. We have to have that on account of that fire hazard. During the summertime, I looked at it different. We didn't have to have so many people.

Green: I get it that the boilermen and one janitor makes the three people you are speaking of that will make the janitors, leaving the janitress to take care of the women's part of the building in the daytime.

Davidson: His responsibilities include four stoves and the water heater?

Green: He will have to clean the men's toilet and shower room and every day mop out the laundry room itself. This is generally helped by the woman janitress.

Stafford: Do they flush it out with water every day?

Green: We use a hose and disinfect it to see that it is clean.

Stafford: The boys say that they don't have enough help to maintain sanitation. I don't get it. However, to comply with Mr. Green's recent order to keep it sanitary and clean, if there are any readjustments or disagreement as to how the present force is working I think it is clear that we have no boilerman as such. Janitorial service will take care of the boiler and the stoves. Now, is there any way that this is going to interfere with the maintenance of proper sanitation? What is your reaction, Mr. Hatate?

Hatate: As we explained it in this request I think our explanation is very clear. Even our present force of four people to each block can not perform their duty because, in this case, during the summer time maybe all right, but as soon as winter season comes, as we stated in this request, the project condition and weather and type of the coal that are not available make it necessary for each man to put his time on his designated work.

Stafford: Let us talk about that coal business now. What we have is lignite scattered there thru everything. Some of it is powder. We have enough anthracite or bituminous to get through the mean part of the winter. Where are we in this hospital deal where we are going to use dust coal?

Green: They're now using pretty much slack. There's a kink in the stove we got, that is the drill was bent. I don't know whether it was done in changing or whether it was

on surplus list when we got it, but that was under maintenance. The boilermen are using pretty near all slack coal.

Stafford: It seems to me this coal thing enters in here and that is quite an aggravation. I have burnt enough so I think I know what it means.

Hatate: Mr. Stafford, can I add one more statement to Mr. Green. At present if you go around the block all the residents take the lump coal away and we have nothing but slack left, so we boys try to request through the block managers to get cooperation from the block residents. Otherwise, no matter what kind of coal is supplied, we won't get any. If you go around the block pretty near every resident's door, you will find lump coal piled up, and still the residents ask us to supply the hot water which we have to out of the dust coal, gravel, etc.

Stafford: What can we do about that?

Davidson: In the past two weeks we have had calls from each block that they were out of coal. We went to check each block, and they had coal, but it is the powdered stuff, so the truck line has been going and having hundred truck loads a day hauled, but by Monday someone will call up and tell us that they don't have any coal. We are pretty well caught up now. We are facing the problem of what to do with coal they don't want to use.

Stafford: Are you hauling this dust coal to the blocks?

Davidson: It is all mixed.

Hatate: Mr. Stafford, I don't know whether you noticed this matter or not. Even last year we had the same trouble. Every time the truck dumps coal, the dust coal is left for the mess hall and boilermen, so we block managers requested our executive to supply coal buckets and coal shovels so that we could ask the residents to shovel the coal. This year we were supplied with water buckets, plus shovel, so we have shovel for each apartment. Then the Fire Department asked that buckets must be used for water so they have to use that bucket beside the stove for emergency.

Stafford: When we got the complaint last year, I recall those complaints, I felt this way. I couldn't see how in the world we could get the residents to pack the dust coal. Do you think they will if they had buckets?

Hatate: We did last year no matter what kind of coal, but this

year we have no cooperation thru that nature so we just have dust coal for our use.

Stafford: I think it is a good plan but I think it is practically . . . Here you have some of this powder which is going to be very troublesome to burn. You can see what people will do. It is like this canal out here. Our area boundary line will keep everybody away from that area as they are out of bounds past the signs. Somebody got drowned and then the question come up what we're going to do about it. Are you going to string a lot of soldiers along the canal and keep people away from the canal? I just had to conclude that we have to overlook that. That was all there was to it. Somebody might get drowned once in a while. Rather than turn down 8,000 people back away from the canal we had to overlook that. You have the same 8,000 involved in this coal business and unless they can work out some cooperation among themselves, administratively, I can't see what we can do anything about it. The theory is that if we got all this powdered dust coal to the hospital, if we had normal times and all boilers were with stokers, but we can't get it and probably what we have isn't in operating condition. When we wanted the coal buckets last year they turned us down flat. They couldn't get them. We have to do the best we can. Now, I take it from what you say that you are hauling . . . there is no way of hauling bituminous coal to the block is there.

Davidson: By hand you can sort out whole load of lump coal but not by machine. We get stuck there on labor. We're trying to do best with dump trucks. We can haul 100 loads that way; twenty the other way.

Green: When you get thru it means you have all slack coal and by the end of the season everybody will have to use all slack coal. It is a matter of give and take and do the best you can. I think if block committees were fully aware of the problem, they would be able to talk to colonists, pointing out that we have a severe condition on our coal and asking them to cooperate with the boilerman or the janitor in this coal deal. Of course, the slack is, a great lot of it is, accumulation of last year's. When they had lump coal they wouldn't use the slack coal so we have a pile which has been there since last year.

Davidson: Then those blocks will call up and say they have no coal.

Green: They will not burn slack coal.

Stafford: Not very long ago the War Production Board got after me for a thousand tons of this coal. I said we will work out

a rate and quote them on this dust coal. We might spare some dust coal but apparently it wasn't dust coal they wanted. They wanted our lump coal. That is, of course, what we're really talking about is the trouble in the blocks in maintaining the boilers with this dust coal and we have decided that there is no way of getting around it.

Green: I was around with Mr. Thunberg who was here from Washington. We went to two or three of the boiler rooms and the boilermen in my estimation were doing a very fair thing in handling this slack thing. They had one wheelbarrow of lump coal and three of the slack coal and they were using it together and had an exceptionally fine fire. Now, I can understand, of course, Mr. Hatate and these other gentlemen this morning. If the block people don't leave some lump coal they are put in a very mean position.

Stafford: There is a complaint here that they have to not only take the coal but screen it out. They have condiments of gravel and that sort of thing. If we don't screen it, it will spoil the grate and grates are hard to get.

Davidson: At first we got too much dirt and spoiled it. Now we're screening it over and trying to get coal without any dirt and we have to clean it by hand to avoid picking up the dirt.

Hatate: I saw two trucks pass by--one was all right and one with dirt and sand. I don't see how we can use that kind of coal.

Stafford: You are correcting it now?

Davidson: Yes, we are.

Beeson: In respect to this coal situation, I know many of the fellows stay at home and don't go out but I happened to be in Twin Falls ten days ago and there wasn't any coal. A friend of ours had been out of coal for three days and had ordered a ton of coal and finally got 500 pounds of slack. They were burning slack in their home and that's all they could get. You have to look at that.

Hatate: The residents sure appreciate it.

Stafford: Next spring about the time that the coal consumption begins to fall off, we want to get our coal when there is no competition. There is a complaint all over the country that the Japanese are the only ones who have any

coal. They have a ruling that if you have thirty days coal supply in your basement you can't order any coal. You know we got into a situation, I'm probably going to be criticized for it, I think of \$1,185 demurrage on that coal deal last year but we got the coal anyway. So we have just enough coal and we don't have to get into competitive market to get out neck out and we wouldn't get it anyway, but we won't have to get into that until spring. Just as soon as the coal consumption falls off throughout the country it will be time for us to get our next year's supply. We can keep on our side now and keep warm without a lot of people having their eyes on that coal at the siding. I am sure we have enough coal. I appreciate the fact that we shouldn't have bought so much of this lignite, but it was either buy it when we could get it or run the risk of going without. A year ago coal was given out not to families with youngsters but with sick youngsters. I think if I was in the same boat this year it would be my fault. Now, here's the thing, they have already got after me for 1,000 tons when the miners were on strike and it looked kind of bad. We didn't make any deal and didn't sell any coal.

Now, take thirty-five blocks against this fifty-two people set up here. If we maintain this lady to look after the ladies latrine, and if you had three eight-hour shifts to maintain these fires twenty-four hours a day, we would have three besides this lady janitor. Four people for each block which will be for thirty-five blocks, a total of 140. I don't see how we can have any more than that on any list.

Hatate: Even then we have to consider Saturday afternoon and Sunday. You have to consider forty-four hour week.

Stafford: Yes.

Green: Then working on the plan, how could we still meet Washington requirements? It doesn't look like to me there can be an increase without a decrease someplace else.

Stafford: I am looking at it from the standpoint of fire hazards.

Hatate: May I ask one question Mr. Stafford. This Washington order, do you have to comply with it?

Stafford: I told you I thought it wasn't inflexible. If I said to Washington that we have to have a night man. What they want to do is to cut that thing down and of course we are paid as administrators to conform to orders, but now I personally feel that we can't have a fire that is

going to keep things hot enough with nobody around. I don't want to go any further than I can help. Here's what happens. They write the budget and authorize the employment and if we employ somebody that isn't authorized, there isn't any money to pay him. I would soon have a hole in my pocket and we can't get around it because it hinges around the budget, money part. It seems to me as far as I can see into this this morning, that we want a recognition of a perfectly just complaint about women working around men's latrines. I don't know why from midnite on for the most part we will just have to compromise on that and this night man will have to take care of that fire. Maybe, we might have to go still further but I question whether we can work out some scheme. However, if we had this lady on from eight in the morning until four in the afternoon, then you would have a man taking care of the heat in the women's latrines from four till eight the next morning.

Green: We could split the time so the lady will be on in the morning and most of the afternoon. She could come back in the evening when the women are using it more. There would be rare occasions that women would be using it if a man goes in there late hours between eleven o'clock and six the next morning. You could split their time too.

Stafford: I have an idea but I don't know if it would be practical. You might put in a radiator and the men could work it from the outside. It would eliminate most of this complaint. You could put screen around the stove and put a door on.

Green: I believe that could be arranged. And I believe it could be arranged for relief. It would take about seventeen or eighteen relief people to give a person a day off.

Davidson: Last year you had one relief man to four blocks, didn't you?

Hatate: Yes.

Green: For every six days. That way it works pretty well. It may mean reorganization. Mr. Stafford has spoken very well of what I spoke of the other day. I think we could increase four people in the block rather than the relief man. I have to take construction and maintenance crews to continue the four which we can arrange without too much difficulty.

Stafford: We all know there isn't anybody in the Washington office who is going to tell us that we have to have a man taking care of the women's latrine but on the other hand . . . How many stoves are in the women's latrine?

Green: One.

Stafford: To get those doors and provide a means of heating without violating the other factors of it.

Green: I am sure that could be arranged.

Stafford: You know what that would mean. It would mean a door with a screen around the stove.

Davidson: You figure three people, three eight hour shifts.

Hatate: 105, and it will take about nine relief people.

Stafford: You have this janitress which makes 140 besides your relief organization.

Davidson: You will have a relief for the women and the men?

Hatate: Would mean about eighteen.

Stafford: That would make 158.

Miller: That doesn't include the administration?

Stafford: We are just thinking of the thirty-five residential blocks. You have about how many people now for those thirty-five blocks?

Green: 166 including the supervisors. That can be arranged by breaking it up and it will mean putting other sections in charge of parts of it. It will mean cutting out of junior foreman, etc.

Beeson: I want to read a quotation from Administrative Instruction No. 27, the subject of which is Employment and Compensation on the project. It says under Section II, Determination of Necessary Jobs: A maximum number of jobs necessary for the maintenance and operation of each relocation center, including subsistence production, shall be determined by the Director. The maximum may be varied from time to time as conditions warrant. The total number of evacuees employed by the War Relocation Authority in each center shall not exceed the established maximum without specific approval of the Director, except in the following circumstances:

Stafford: Does Director mean the Washington Director?

Beeson: Director means the Washington Director.

Project Directors are authorized to exceed the maximum by not more than ten per cent when necessary to meet emergency requirements, including seasonal and temporary needs for farm and construction labor. Part-time workers shall also be included in this category.

Hatate: You can apply that ten per cent under the emergency.

Beeson: What we will have to do here is work out a program consistent with the thinking of the colonists and we will have to submit that to Washington for final approval and they will approve but they are not as liberal and big-hearted as last year. Because last year, they operated on the theory that every able-bodied person should get employment. That has been changed. Only those needed for actual maintenance of the project are now to be employed.

Hatate: We heard that at the time of the cut.

Stafford: Aren't we about in a position that we have, first of all, an over-all quota? There are certain evacuee residents that can be employed within the limitation of our budget. If we were to boost up the maintenance division, we have to cut down somewhere else. We held strictly to the quota, which I think is 2,900. In arriving at the 2900 quota they put fifty-two people in janitorial service. That puts us in this position. If that doesn't fit and if to their satisfaction we can justify any change in that, we have to furnish the justification.

Hatate: That's what I thought.

Stafford: Now, I say therefore it is not inflexible. It is subject to change provided that we can provide our contention with full justification. However, the thing that disturbs me a little bit is that every division needs plenty of labor and nobody likes to be cut down. Now, we can center our attention at the moment on janitorial services. Thinking in terms of something really tangible which we can base our justification, the coal thing which we talk about is a factor and we can go to work and make a representation all the way through taking all the factors into account. We are talking now about janitorial service in terms of twenty-four hour vigilance and if I turn in a bill to be approved for alteration and repair, I have to go into every broken detail to explain why. We have to put all of that on paper and the justification for it goes to Washington. You might talk about the powers of the Project Director and all that but he is just the same as an evacuee because he is subject to the Washington office. What I am going to try to do is a bit out of place of this discussion. I am going to try to on behalf of this

discussion justify this set up here and I don't want to stop all activities we have been trying to get. I am like the old woman in the shoe; here's the maintenance division this morning, tomorrow it may be some other division. Every division thinks in terms of their own problems and again I get the brunt of the whole thing. I am not thinking from any one group's point of view but what is good for the institution as a whole. I don't see any way of building up this division without tearing down something else. You have 158; practically the same organization you have now is what you would have. We got to go into a twenty-four hour period of vigilance and we have this extra janitress. That means you would have to split up the hours and you just get all out of proportion. We already have three times as much people as they put up and I don't think there is any question whether I could justify this. I don't see how we can get any more than what we have now or whether we could get along with less. Right now what do you have between midnite and eight o'clock?

Green: We were just making the change when we heard about this meeting coming up yesterday. We stopped when we heard the procedure going into effect Monday morning.

Stafford: I wonder if these people have any clear conception of what we are up against administratively.

Hatate: You talk about the boilerman just sitting and giving little coal, but as far as I am concerned they are busy every day, especially as we explained, the coal, etc.

Stafford: The coal and so on?

Hatate: The weather too. I don't know how each janitor or boiler-man can take care of janitorial work and attend five or six stoves on each block. That is my question?

Stafford: You base that on the kind of coal?

Hatate: That's one reason, and weather reasons too. You see naturally we can't get the heat like summertime. We have to burn more coal and watch the fire more closely.

Davidson: You will have five fires to take care of?

Hatate: We have to watch out during the night. We ask this request for stove tenders.

Davidson: Each man will have five fires to keep going?

Hatate: Maybe we can justify our crew to keep fire going twenty-

four hours.

Green: I think Mr. Stafford has outlined that very clearly. I don't see how we could go beyond that idea.

Hatate: There is some human impossibility. You and I can do one thing and can't do another. I don't know how they figure on that number they give us if janitor has to take care of fire twenty-four hours a day, 365 days a year. If they take care of the stoves, they can't take care of the janitorial work.

Stafford: The janitor takes care of boiler according to this schedule.

Hatate: I don't see how they can do the janitorial work and at the same time take care of the stove.

Stafford: Last year I never raised any disturbance about it, but I heard many stories about the poker games going around in the boiler rooms. I never raised a disturbance. Maybe there will not be so much poker game under the new set up. Again you face the fundamental principle of being pretty busy on the job, eight hours, and I don't like to run this thing into the same logical conclusion every argument you raise gets into that eight hours conformance in here or the next best thing is gainful employment outside. I think you are all familiar with that. All emphasis is on relocation. There is no situation in here that hasn't been curtailed or cut down. I cut down a lot of things last summer so that we could create some shifts and get other jobs done. Agriculture is fading out of the picture. We can absorb some of those people in some other divisions. Come along next spring again, they may want to make adjustments to get people where they can get the job done. I am not trying to find any fault but I do think we can't take last year as a criterion as the whole condition is not the same.

Hatate: The condition is quite changed this year.

Stafford: As I see it one of the things at the bottom of the complaint is the condition of the coal. Now, Mr. Davidson said they are going to try to take care of that by getting down not so close to the ground, leaving the screening process to some other crew, probably next summer. I don't know to what extent we can eliminate this thing. If we got ourselves into a position where screening is necessary making extra labor, it is no use, of course, to ignore it; but I think what we are asking is to do more work and to play less poker.

Hatate: That is why I sent a special notice to each block and had it posted on the walls.

Stafford: Comparing with last year people on those jobs are going to be more busy. I am going to have to, apparently, write a justification to hold the title in the light of how they set up our quota. I am going to have to justify what we already have. In Mr. Green's position I think it is very unfortunate that we get into this kind of situation, but Mr. Green had no alternative. I think our purpose here is to analyze. I didn't know how we would stand until we came out with this analysis. I know I want someone on the job down there where there is a fire and between midnite and morning. I think this thing in 23 was a direct result of no one being there. A lot of our arguments are very well taken because you refer to the same thing. What we will have to do is to try to reorganize this and see how we come out and if you people are doing a little managing . . . what have you got, an over-all manager in this thing?

Green: I had this in mind with Mr. Hatate here but in view of this cut not only in the maintenance section, it would mean reorganizing of the whole maintenance section, stove crew, building maintenance crew, everything has to be consolidated.

Davidson: We will have to do that in view of our labor pressure.

Stafford: I hope you people get the idea now that rather than getting into personality, we have to work it by the quota backed by the budget.

Green: We have curtailed other operations to carry on the program as it is. On maintenance crew, which they allow here for building maintenance, is some 43 people. Actually we have six people now.

Davidson: This is related to other jobs as well. I think other people will immediately howl. Last night a man said he had twelve calls for fuses, etc. I asked him, "You worked all day, didn't you?" and he replied, "And I am working nights too." We really should have a man for emergency on nights. They need men. He said what if my light went out, what would I do? I said I would go to bed. There just isn't enough people to go around to fix light globes, fuses, etc.

Hatate: One thing I can't get clear. Still we face drastic cuts. Where are the rest of the people going to?

Stafford: If there is anything wrong, we didn't adjust this ser-

vice of yours on July 15th.

Green: The same argument came up on July 15th when we made the cut. Not more than three people for the block, first not more than two. We cut other organizations. We were wrong in not cutting in July and bringing it up now, but it is to a point where we can't cut any more.

Hatate: Our engineering section cut down to 270 or 280 where we had over 800. I want to know where the allotment goes.

Green: It is a temporary basis that caused the cut.

Hatate: According to Mr. Beeson's statement, I recall there are still 2,900 for the project. Whether C rating or B rating our quota is same as July 15th. I am still wondering where the rest of the quota goes to. It must go to other divisions.

Davidson: Prior to July 15, we had 4,200 people on the payroll and they cut about 1,200 people. Every section and division was reduced.

Hatate: I am not asking about July 15, but right now. If they still have to cut off men, maybe they could cut some other division.

Green: This isn't this 2,900. The 2,900 runs out as of December.

Miller: No, this is approved quota for the second quarter.

Beeson: We received this thing at the project yesterday afternoon. We received only one copy so immediately the clerical help in my office made copies. We have had no opportunity to evaluate it yet. You remember last year at the time of the harvest work outside when those people returned we started to hire them and we had 4,600 some people employed on the project.

Hatate: How about now?

Beeson: At the present time we have 3,100. That is a rough guess. Up until July we were attempting to run a farm program to raise food for the people on the project. The biggest number of people on the farm was seventy because it was hard, tough. We made the cut and immediately we boosted the people on the farm to 300. That was the only division on the project that got an increase.

Hatate: Is farm employment included in the 2,900?

Beeson: Yes.

Hatate: How are you going to adjust the slack season on the farm? Are you still going to continue the number throughout the winter season?

Beeson: A certain number will. We can have emergency labor which is not on the quota.

Hatate: Seasonal workers are emergency cases. I do believe in seasonal employment for three or four months. We can count on emergency basis.

Davidson: You have some grounds for that three or four months of cold weather, etc., but I still think your question has not been answered and maybe none of us know the answer here. I have more grounds for that argument. In the winter there is danger of fire but not in summer. The 159 was based on the 2,900 quota.

Hatate: The 2,900 was up to now.

Davidson: Yes. We don't know what it is for the next quarter.

Stafford: I came down here just to have a frank discussion with you and to air out the whole thing as near as we know. Our situation this morning is to get some insight into that. I think it is bad that we haven't been able to get together earlier. You don't know what we have to contend with, why we have to take certain actions. We went along last spring and had a limited number in agriculture. When the adjustment was put in effect we were then building up the agricultural thing and we built it up at the expense of other divisions. I don't know, we had some people in agriculture that worked long hours last summer that ought to be understood by all. This agriculture production by the way is something we have to meet another year and after all even though it is an institution, we somehow have to twist the blanket around so that we could get the job done. It was a mistake not to have made an applicable adjustment last summer. Now, we interpret this into what we are coming into this winter and we are wrong somewhere here.

Beeson: I think the only thing to do in connection with that is to take the program and make a complete analysis of this situation and make the necessary recommendation as fast as I can. This group understands what project administration is facing. We are willing to cooperate with colonists as far as we can. If you understand our problem there is no reason why we can't make an equitable adjustment.

Hatate: According to Mr. Stafford's statement we have to include

at least a relief for Saturday and Sunday. I don't see how you can operate our department with the cut.

Beeson: Have all the men and women employed in your division been putting in full eight hours per day? Have they been able to keep it up?

Hatate: We can stand any investigation in view of the fact that some people start work before others and some continue their work after five o'clock. When you go to actually check, they work eight hours. Children walk in mud and bring in mud.

Davidson: Is there something residents can do, parents, block managers, to have the children use the side walks?

Hatate: It's pretty hard to take care of it, to ask persons to stay away from certain places.

Beeson: We want our children to live as nearly like normal people as possible. You expect children to walk in the mud. I've seen grown men go in the lavatory and reel off toilet paper and scatter it because he knew somebody is going to clean it up. If they knew there was nobody to clean it after him, don't you think they wouldn't scatter things so much?

Hatate: We will have to ask their cooperation thru the block managers.

Beeson: They would be responsible for keeping them clean.

Hatate: Some of the people cooperate but some don't. The youngsters play around the shower room one or two hours during the summer months. They waste water so we asked the parents to cooperate with us. Some do and most of them don't.

Beeson: I imagine you will find some of the men who will stand under a shower for forty-five or fifty minutes. Maybe if they found out that the water was getting cold, they would go home.

Hatate: Even in the summer, there is no hot water at six o'clock in the morning for men who go to work at that time. The block residents always complain. Suppose we are working, if they realize our part, fine. Instead of cooperation, they always press us.

Beeson: I saw a couple of women do their laundry and then clean the tub and the floor, just spotlessly clean. I know that all of the women don't do it. They leave the per-

sonal responsibility for their own facilities in their block. We will get some people who will stand back and laugh at them. That's the way it sizes up.

Stafford: That's human nature. Well, multiplying thirty-five blocks by the four people, which puts three eight-hour shifts for the males and one woman will be 140 people, and I don't know how this figures out but this relief situation will call for eighteen people.

Davidson: I figured it the same as last year. We had one relief for every four blocks. This year we have nine men and nine women.

Green: This time we would have to figure on the basis of man and woman. You have three men and one woman for each block. Every two blocks will have an extra man. Then you have to figure every sixth block, an extra woman.

Hatate: About eighteen men and six women.

Stafford: That would be twenty-four instead of sixteen. That would be sixteen men and eight women.

Hatate: Eighteen men and six women.

Stafford: That makes 164. Now, while these folks may not be concerned, how many janitors did we have last year including the schools and ad area?

Green: The schools come under the school system. We were allowed fifteen people for the schools. We found there was considerable trouble, so again we cut down our construction and maintenance crew and gave them up to twenty-five people. The ad area called for fifteen persons, but there are about eighteen now due to the construction of the new buildings.

Stafford: We have 164 in this category for fifty-two. Schools call for twelve and you have twenty-five and the administration area is fifteen. In this category here, we are allowed fifty-two and we need 164. How many have we actually got?

Hatate: 166. That includes the other people too, office personnel, etc. In that case ours would mean more.

Stafford: What I am trying to get at now is this. In the schools they have twelve allowed and they have twenty-five. They have none allowed in the quota for the ad area and you have eighteen. The Washington office allows us sixty-four

altogether and we have now 207. So the schools are in the same fix you are in, and in the administration, we will have to do our own.

Green: Now, look at the disposal crew. They are cut from eighteen and five is allowed. You are not alone in this. Every branch is having their throat cut. The water pump crew is cut from nine to six, I think. The stove crew, working night and day according to this, are allowed two men. So, it isn't only one department. It's everything.

Stafford: Now, this is the way this works. We will sit down and analyze this and we can agree that they need a minimum of so much. We are going to try to write a letter of justification and get the Washington office to approve of this. Perhaps tomorrow morning some other group will come in. I don't see how we can reconcile our need and their allowance. I have to write quite a justification to hold what we have now. The only thing I hope we are clear on is that we can't use last year as a criterion as everything has changed. I would suggest that very likely we might have to go back and assume that we carried too many people last summer in this division. We feel we kept the people and now they're going to have to be unusually busy. But I am going to have to figure out what we are going to do with this thing.

Beeson: We just got it yesterday afternoon.

Davidson: I just added up the figures for the Operations Division and it totals to just about half of last summer's figure.

Stafford: I think there is some basic thing. In other words we aren't going to set down on paper and deliberately write down fire hazard. We are not going to set down a situation that will create some embarrassment like this ladies' latrine thing. I am sure those things can be taken care of, but some of the other things we will have to figure on some way of management to get behind this whole thing. Picking up the coal by the machine and not getting too close to the ground will eliminate a lot. I still don't see how when a mother sends her boy out or even sends the old gentleman to the coal pile, I don't see how he is going to the lump pile and then to the coal dust pile and get some.

Davidson: We don't have two piles. It's a mixture of both.

Stafford: Is there any way we can screen this coal and work out a way of doing any good?

Davidson: I don't know. The problem is this lignite.

- Beeson: Along with the coal situation, if we don't do something to screen that coal and use the coal while it is good it will turn bad. You take the big pile that's down here somewhere, that was practically all lump coal when it was piled there last winter--now, all the big lumps have turned to slack.
- Green: If they can't use it as it comes up, they won't have slack which will have to be used sometime. They won't use it whatsoever.
- Davidson: We are attempting to give out a little of both.
- Hatate: As far as I can see, they have to have some lump coal to start the fire.
- Stafford: We recognize the problem there. You get the cooperation of these people through the block managers and tell them to get three parts dust or slack coal and one part lump.
- Hatate: I think by just an announcement, we can't get any results. Last year we shoveled ourselves and asked each resident to bring a box and we shoveled everything in so they got lump and dust too. This year they come down and get it themselves. Naturally, it is human that they should pick the big ones first.
- Stafford: What this develops into is this. The service people are getting the blunt end of the deal. The residents get all the lumps and leave the slack for the janitors.
- Davidson: It is true in some blocks but not all. It depends on the attitude of the block people.
- Hatate: Two or three weeks ago we asked the coal crew to deliver it to different parts of the block and then told the residents to clean up the coal before they bring some more.
- Stafford: Do you think if we had any way of screening it, it might make it worse?
- Davidson: I think so. A lot of this lump coal will just turn to slack by touching it.
- Stafford: When backing the trucks up, they mash up what is on the ground.
- Davidson: Yes. The hand crew has to take care of what the trucks have been over.

Stafford: Any more salient points we can discuss? I think I see the picture pretty clearly now.

Davidson: We will have to analyze what came from Washington to what we have at the present time and then try to justify this one. Probably we will have far in excess to what we have been approved.

Stafford: Is there anything else you want to put in the record here?

Hatate: Do you still have the intention that the boilerman would take care of the boiler and janitor job during that time?

Stafford: It looks to me as if that is all we can do.

Hatate: As far as our standpoint is concerned, we see it is impossible.

Stafford: I take it as an universal point of view. The tendency is for each man to get a special thing to do and nothing else. It is all over the project. It is real difficult with us.

Hatate: You can reclassify the title, but what I meant is that just one man can't take care of janitorial work and also the boiler.

Stafford: You feel they don't have time?

Hatate: That's right.

Stafford: I am in no position to argue with you on that. I am in no position to say.

Hatate: If this condition is the same as last year's, it will be different, but the program is entirely different. You have to have some consideration on that, too.

Stafford: But the outline contemplates that the janitor maintains the boiler and the stoves and they have those buildings to keep clean, stoves to keep up. I did understand the difference.

Beeson: In the event that the total figure is justified and the maximum number we can employ, and the maximum can't carry on the job to the satisfaction, there will be no alternative except to develop some volunteers that will give some lift to this thing.

Hatate: There have been many rumors around that those janitors are not putting in eight hours a day. That isn't right in view of the fact that they have to clean shower room and latrines, too.

- Stafford: Don't misunderstand me. I am talking about last year when we had a large number of people. I didn't complain then and I am not complaining now. I was merely pointing out that on quota basis readjustment is going to be allowed.
- Hatate: I understand that.
- Stafford: I have no complaints of any kind and I am not making any, but I heard a lot of complaints from time to time. For the benefit of your information I have something worse than this. It seems a few barrels of mash was found and what I am going to do, I don't know. There's the revenue people outside. I don't know, it's a real problem.
- Hatate: The main point is that we are just asking you to put right people in to take care of the night fire. We are not asking any more than the present work.
- Stafford: It would be asking in terms of what? Putting thirty-five or forty more for midnite shift?
- Hatate: Yes, a midnite shift.
- Stafford: To sum up this entire discussion, you are asking for an increase from 166 to 201. That would be thirty-five more.
- Hatate: We are asking that two more people in each block take care of night shift.
- Stafford: That would be seventy more. You have 166 now and seventy more would be 236.
- Hatate: You have the emergency quota. We are not asking an additional employment as permanent job.
- Stafford: Is there anything else? That clarifies part of it.
- Hatate: I would like to know why we have to have that many people in our crew.
- Stafford: I am in no position to discuss it this morning. I will have to find out. The thing is we have to readjust your present crew and take care of night work because we are running too much risk on a fire.
- Hatate: Same time, if you ask for such a program from us, we would like to ask you if we may not perform our work the same as before. One man has to do the same thing as before.
- Stafford: Well, the full record of the meeting, including the memorandum, will have to go in and I will have to see what I can do. I can't hire people when there is no money to pay them.

That's all there is to it.

Hatate: Can't you explain this whole situation and send it in to Washington with the new justification?

Stafford: Yes, I can explain. That's the reason I got the girls to take the notes, to know your side of the picture. Personally, I don't think, in the light of the principles you laid down, you don't need more people, but the difference is whether or not to readjust it or whether you want a new perspective of the approach, and it might be that on further analysis of the thing, I might find out that I didn't cut you enough last summer.

Hatate: Even at that time we couldn't do as good a job as before. We are doing out utmost duty.

Green: Will you explain to Mr. Stafford what we started out with last year?

Hatate: I don't know how you cut on July 15th because I wasn't in this department. Mr. Sawaji might explain that.

Stafford: What is that, Mr. Green?

Green: All janitors, including school blocks and all, was 160 and there was considerable discussion back and forth. That was what we were allowed within our 2,900. We had one janitor and two boilermen and we had no fires at night. The boilerman kept the fire going through six in the morning and ten at night and took time off when the janitor took over. There was considerable difficulty on the women's part, so we added a woman to take care of the women's side of it. It was necessary to cut our quota in the engineering section and in other activities to allow the added amount to these people. At that time it was explained to these boys what would come up in the center. You could say that 160 couldn't take care of it. We were not worried too much about the schools as school was out then. We found it necessary to increase for the ad area and for the Block 22 offices. We have up until recently not been having anything about 22. We were allowed fifty in maintenance. All but six went over to janitorial services, and maintenance was cut to six people. Those folks sometimes work ten to twelve hours. They are willing to accept it. The water and sewage men were also cut. To bring out this point, it is a condition that the engineers themselves tried to cope with, to take care of it. In regard to this we still have to cut again some way or the other, so I was working out a reorganization when the meeting this morning came up, so I dropped it.

Hatate: Due to your construction work?

Green: Our construction work also went by the board.

Hatate: I don't know the difference between project and project under construction. Naturally, we have to have more men to do the job. At the same time it would affect our department too. For instance, this staff housing, we have to send crew down and clean inside the house. We would like to have some consideration on that part.

Green: Construction crews were cut. We could have kept the carpenters.

Davidson: Mr. Hatate has a point that is well taken. I think what he is trying to say is that this project has a great deal of construction ahead. We have just started on construction when other projects are all through with theirs.

Green: I think it is a good argument, but they cut us to fifty-two.

Stafford: I have this problem. We have clarified the picture here as far as what these people think. What we will have to do is to look at all the divisions on this employment thing, first of all, for we may find that the 2,900 plus the percentage of emergency is inadequate. We might find that there's a good argument on the theory that Minidoka is faced with a lot of construction that a lot of other projects have completed. Now, I have to size up this whole situation and analyze the specific divisional problems and sum it up and see where we come up and try to justify the situation to Mr. Myer as to just what our position is. As I have already said, I think a lot of your points are very well taken. They are facts and I agree with you. I think the means of accomplishing some of this is redistribution of labor and redistribution of the duties of people in a way to cooperate with us. That is part of the problem. We may readjust the duties of the people. I think that there is two or three types of problems at the bottom of this.

Hatate: At the same time I don't want you to misunderstand why we are asking for this additional crew, because it is only a matter of taking care of fire hazards and freezing pipes, etc., so we are not asking for more personnel. We are just asking for additional workers for what we have to do during the winter time.

Stafford: I think we have the records pretty straight. I feel you folks have to bear with me until I make a comparative analysis. There are several divisions and it seems to me we will have to determine whether or not any adjustment in the total employment quota is necessary. Assuming

for a moment that your contentions are absolutely sound, that it is the absolute minimum, it will mean a cut off from construction in order to put on the maintenance crew. But again, we have people press us vigorously for the erection of the gymnasium for the benefit of the school. Well, we have people pressing us vigorously for staff houses, the motor maintenance, and we have others pressing us for other forms of construction. We are getting as much pressure from one side as the other. I guess we'll just have to analyze it and find out where we stand. I think we are doing pretty well. I feel pretty well pleased with the amount of work people are doing on their jobs. I think we have a better situation than before. Keep in mind that many young folks eventually will relocate. Many of whom have relocated write us letters telling us of the slovenly work habits they acquired on the project. So some of our own people criticize us.

I think that the proper procedure is to sit down and analyze the procedure. I am sure Mr. Myer don't want short circuiting so as to create a fire hazard. One fire can cause more money than these readjustments. You will have to bear with us and see what we can do. I am in no position now to say what we can have. Readjust your group so that we can get vigilance between midnite and morning where these fires are. I am afraid we jeopardize the whole place. Go into it right now and compare this with other jobs and see if we can't sit down and work out an intelligent solution.

Hatate: How soon can we hear from you?

Stafford: You can hear from us at any time. We are going to work on other divisions. You can feel free to check on us any time because we are going to have to get into the affairs of all divisions.

Hatate: The reason why I asked is that the elected body of the maintenance crew have to report back to the people.

Stafford: You can have information on what we are doing and where we are, as soon as we can arrive on this.