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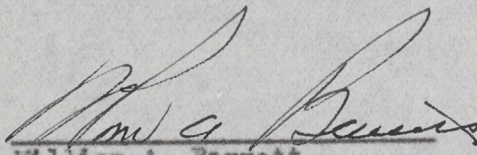
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TRANSPORTATION
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WAR RELOCATION AUTHORITY
Colorado River Relocation Center
Poston, Arizona

NARRATIVE HISTORY - TRANSPORTATION
FOR PERIOD JUNE, 1942 - DECEMBER 31, 1943


William A. Barrett
Dispatcher

For the purpose and proper comprehension of this story on transportation, I think it well that a brief history of all the component parts of the Motor Pool be made specific, ending with the special problems and incidents.

This story covers my own experience from June, 1942 until December 31, 1943. The Motor Pool operation entailed the following responsibilities:

The motor pool, the Parker-Poston and inter-camp bus lines, trash and garbage disposal, service stations, garage, examinations and issuing of Driver's permits, enforcement of safety and traffic regulations and clerical reports.

THE MOTOR POOL

The Motor Pool, in the earlier part of June, 1942, consisted of 49 cargo trucks, approximately 6 dump trucks and 6 flattracks. The cargo trucks furnished by the army and the others were sent here by WPA.

Through the loan of equipment by the Indian Service, and other departments of the government, and the transfer of additional equipment from the army and the necessary lease of 15 units from evacuees, the fleet was built up to approximately 375 units by December, 1942. After that month, we dispensed with the leased trucks and returned some of the borrowed equipment to Indian Agencies so that by December, 1943, we had approximately 332 units.

Due to shortage of repair parts we had approximately 70 inactive units, which made an average, as of December, 1943, of 262 units operating at all times.

Refrigeration units, truck-tractors, and semi-trailers were purchased to handle shipments from the rail-head at Parker to the project, which was approximately a 19 mile haul. The Motor Pool, during this period operated on the following basis:

The division heads submitted their requirements for what equipment they would need to operate the various units, and after proper justification was made, the equipment was assigned to that unit. The Motor Pool itself retained sufficient equipment to operate general hauling and taxi service where equipment was not needed on a full-time basis. Drivers who operated equipment assigned to departments were examined by the Motor Pool but worked directly under the supervision of the various unit heads.

At the beginning of the project, it was only necessary to establish one Motor Pool, which was operated at Unit I. However, as additional evacuees came into the Center, and the program progressed, pools were set up in Units II and III and were in complete operation by December, 1942. All units were under the direct supervision of the appointed dispatcher in Unit I.

The Pool at Unit I was first supervised by appointed staff and up until the middle of January, 1943, was operated in that manner. However, I felt that these pools could be operated to better advantage by using an evacuee staff entirely. By approximately the middle of January, 1943, this plan was carried out. Therefore, from that date until December, 1943, at which time I was transferred to Property Control, the Pool operated under my supervision with an evacuee assistant and evacuee dispatchers in all three units. I believe this proved very successful.

Unit I operated with an evacuee supervisor and four dispatchers, with a dispatcher on duty every day in the year from 4 A.M. to 11 P.M., with the exception of Sunday, at which time there was a man on duty between the hours of 8 A.M. to 11 P.M. At Units II and III, the Motor Pool was in charge of an evacuee dispatcher, the Pool there only being operated from 8 A.M. to 5 P.M., Monday through Friday; 8 A.M. to 12 noon Saturday, and closed on Sunday. Ordinarily equipment was not in operation after 5 P.M.; however, it must be realized that there were a number of operations in connection with the project that were necessary operations 24 hours a day, for instance, fire, ambulance, police and irrigation. This equipment was authorized on this basis only on proper justification supplied by various division heads.

PARKER-POSTON AND INTER-CAMP BUS LINES

At the commencement of the project, although we had no adequate passenger equipment, it was necessary that we meet both the morning and evening trains at the Parker rail-head, both for the arrival of evacuees, visitors and personnel coming to and leaving the project. We used, at that time, army cargo trucks for this purpose, but in September, 1942, we purchased a small 10-passenger bus which helped materially in the comfort and transportation between Poston and Parker.

Later, with the inception of the relocation program, we purchased a large used 40-passenger bus, which improved transportation greatly between the two points. Until June, 1943, this bus line was operated

by the appointed personnel; however, in July, 1943, we placed evacuees in these positions and the bus line operated smoothly. The schedule covering the bus line between Poston and Parker left Poston at 4 A.M., arriving at Parker at 4:40 A.M. This bus returned to Poston after the arrival of the train, on no set schedule, as train arrival was very unpredictable at that time. The evening bus left Poston at 8 P.M. and arrived at Parker at 8:40 P.M.; however, this schedule was changed to 7 P.M. in order that persons have sufficient time to purchase their tickets and check their baggage.

After all three units were in operation, we found that we had insufficient automobiles to accommodate the amount of passengers who had to transact business between the various units and even if we had had sufficient automobiles, it would have amounted to untold mileage, including excessive use of gasoline and tires; therefore, in September, 1942, after making a complete study, we put into operation an inter-camp bus, operating between Unit I and Unit III, on an hourly schedule during business hours. Our records indicate that from June, 1942 to December 31, 1943, we carried on the entire bus line, which included the inter-camp and the Poston-Parker schedules, approximately 150,000 passengers without a single reported accident. This, we feel, is an excellent record, far below the national average and credit may be given to the very close cooperation of the evacuees who observed traffic regulations prescribed at that time.

TRASH AND GARBAGE DISPOSAL

The disposal of trash and garbage was very unsuccessful at the start of the project, due to the very nature of the work. It was hard to get evacuees to handle garbage. The Sanitation Department made a very good attempt to operate the garbage disposal; however, this proved unsuccessful and a little later in 1942, a unit was set up by itself with an appointed staff member in charge. Once again this proved unsuccessful.

The administrative head then decided that the Motor Pool should take a swing at it, and while we do not wish to brag, it did finally operate successfully, once again due to the close cooperation of the evacuees with whom the problem was discussed and brought out in such a manner that it made them conscious of the danger to health which was involved. Very few complaints of being left were received and both items were cleaned up on a daily basis. The evacuees, however, did ask that they be permitted to go to work early in the morning rather than work through the heat of the day; this was

approved and we placed the responsibility upon an evacuee foreman and the job was done successfully.

In September, 1943, the Agricultural Department initiated the hog project and they were desirous of using the good garbage that could be obtained from the mess halls in Unit I. This developed into a problem, but after frequent conferences with evacuees and chefs in the dining halls, we finally arranged to separate the edible garbage and the Agricultural Department took over the entire garbage situation at that time in Unit I. The responsibility of the disposal of the trash still remained with the Motor Pool.

In October and November, 1943, the hog project reached the point where more edible garbage was necessary and by the end of December, 1943, the Agricultural Department had taken over all the garbage from the three units. However, once again, the trash disposal was still the problem of the Motor Pool.

In the disposal of trash, two other problems presented themselves, one was the sorting of tin cans that could be used in the war effort and good crates that could be utilized for the harvesting of vegetables. The tin cans were placed in a separate pile and the useful crates were turned over to the Agricultural Department for use in distributing harvested vegetables to the mess halls. In all, it can honestly be stated that this operation was finally successful after the changes were made through the Motor Pool and Agricultural Units.

SERVICE STATIONS

Once again we come back to the beginning of the project, regarding the dispensing of gasoline to equipment. This was a very difficult problem and a terrific fire hazard. There were no dispensing pumps, not even ordinary barrel pumps. For a short time gas was placed in equipment by running it out of a barrel into five gallon cans and then placing it in the equipment. It was necessary to do it in this manner so that we could keep track of the amount of fuel used. In July, 1942, I managed to borrow an old type hand operated service station pump from the Standard Oil Agent in Parker, Arizona, and used it until September, 1942, when to our relief five new electric pumps came to the project. Three of them were set up in Unit I and one each in Units II and III. Much to our relief and pleasure, shortly after that we installed air pumps and running water at the service station. A ruling was made that no piece of equipment could obtain gas until the driver had checked the air in

the tires, water in the battery and water in the radiator.

The station at Unit I had a supervisor and five attendants and was open from 8 A.M. until 5 P.M. every day with the exception of Sunday, at which time it operated from 8 A.M. until 12 noon for emergency purposes. The stations in Units II and III were operated from 8 A.M. until 5 P.M. Monday through Friday, 8 A.M. to 12 noon on Saturday and closed on Sunday. I might make mention here that during the last six months of 1943, equipment could only obtain five gallons of gasoline on Saturday or Sunday unless approved by the appointed dispatcher at Unit I. This helped cut down a considerable amount of unnecessary driving.

GARAGE

In June, 1942, a temporary garage was set up in warehouse no. 9, to take care of minor repairs, greasing and servicing. There was a very decided shortage of tools and necessary equipment for proper repairs on the project. There was no greasing rack available, and combined with this we had severe dust storms, making it very hard to do the right kind of work; however, once again, we come back to the evacuee mechanics who worked hard, often up until 11 o'clock at night making minor repairs and servicing equipment. They even went so far as to send for their own tools, which were brought into the project at their own expense. We must recognize the fact that their wonderful cooperation enabled us to keep equipment operating. We did have access to the U. S. Irrigation garage at Parker and their mechanics cooperated in making major repairs during this period.

The new garage and machine shop were under construction at Unit I, but it was not until September, 1943, that it was sufficiently far enough ahead to start operations. At that time we closed the temporary shop at Unit I and moved into the large shop, and in addition, opened small shops at Units II and III where minor repairs, greasing and servicing were done.

DRIVERS EXAMINATIONS AND ISSUING OF PERMITS

After the inception of the first Motor Pool in June, 1942, it was apparent that some form of control was necessary in order to have experienced operators on equipment. At that particular time, there was plenty of confusion and not sufficient time to draft a thorough plan. The only means available was to accept a driver provided he had a current driver's license to operate a car or

truck from the state in which he had resided. This was the plan which was used until August, 1942, at which time we developed a driver's application and in addition an examination was made up for a driver's license from this project. Later on the War Relocation Authority furnished us with regular drivers' licenses which were sent from the Washington office. At that time, I revised our driver's examination making it more detailed and rigid. The applicant for a driver's permit was first required to obtain his appointed staff supervisor's signature on the application, stating that the man was needed for driving government equipment, then the application was filled out and signed by the applicant. After this was presented to the dispatcher, the applicant was taken out on a short driving test at the end of which time the application was either approved or disapproved for a driving permit. This application was kept in a separate file and any infraction of regulations was kept in this folder for future reference. The same driver's permit applied to appointed staff members also.

ENFORCEMENT OF SAFETY AND TRAFFIC REGULATIONS

Again we go back to June, 1942, when it was found that due to the terrific road condition, especially outside of the Unit I area, the crowded condition of the roads, and the dust within the Unit, it was necessary that some traffic and safety regulations be practiced.

At that time and up until September, 1943, Internal Security assisted very little in the control of traffic. Therefore, the Transportation Department found it necessary to take care of the situation until such time as a penal code could be approved through regular channels. Consequently, the Motor Pool set up the following regulations: 10 to 15 miles per hour speed limit within the units; a 25 mile speed limit between units I and III, refraining from reckless driving, speeding, riding on fenders, running boards, cabs, etc. In the latter part of September, 1943, a penal code was approved on the project. It is well to bring out again the close cooperation of the dispatchers and the staff of the Motor Pool, as it was very often necessary not only for myself but also my assistants to drive around the project after hours checking on trucks and equipment that were not on official business, especially between the project and the Colorado River. To realize the amount of cooperation we did receive from these evacuees, one must understand the point that they were definitely on the spot when they ordered equipment back to the Motor Pool that was driven by either evacuees or appointed staff members; however, they did it and a

considerable amount of unnecessary mileage was eliminated. I do not want anyone to receive the impression that all of the unnecessary driving was eliminated, as this was practically an impossible task.

I am very happy to report that during the entire period from May, 1942 to December, 1943 there were only sixteen accidents which involved the death of a boy (evacuee) and in another an appointed staff member (man) was hurt. The boy was killed as a result of not watching where he was going and he ran into the side of the truck. The driver was absolved of all blame. The other accident happened to an employee of the Caucasian staff, who was run into by a privately owned truck, approximately eight miles from the project on the road to Parker. This man had to be hospitalized for some time with a cut thigh and other minor injuries. Considering the length of time this report covered, road conditions, dust and the excessive heat and also the fact that this equipment traveled in excess of five million miles, this record makes us very proud. It also is decidedly below the national average of accidents.

CLERICAL REPORTS

In June, 1942, there was, due to the absence of a Manual of Instructions, an absolute lack of reports on mileage; however, the transportation unit realized the necessity of having some means of keeping track of gasoline, oil and mileage in each unit. It therefore instigated a weekly report of the daily mileage and the amount of gasoline and oil consumed. Also requested on the same report was a statement that the battery, tires and water in the radiator had been checked. At first, due to the amount of pressing work, these were hard to obtain, and we finally reached the stage where we refused to let operators have gasoline and oil unless these reports had been turned into the dispatcher's office promptly on Monday morning following the week's operation. At that time an individual file folder on each piece of equipment was set up with a master sheet showing the amount of miles traveled and the service to each piece of equipment was completed on every 500 miles or once a week, whichever came first. This was the system we used up until the time specific reports were required by the Washington office, and then later a cost accounting system was put into effect, showing the repairs to each unit.

We started with a secretary assigned to the appointed dispatcher in Unit I; later it was found necessary to employ a secretary for each dispatcher in Units II and III. From there we found it necessary to add additional staff to take care of the load of clerical

work that was gradually increasing. At the end of December, 1943, the clerical staff was built up to a secretary and four clerks in Unit I and a secretary for each dispatcher in Units II and III. To adequately give a fair picture of the amount of clerical work processed, I am submitting herewith the number of postings necessary for the month of July, 1943:

<u>FORMS PROCESSED</u>	<u>NO. PROCESSED</u>	<u>NO. OF POSTINGS</u>
Repair Orders	830	3320
Weekly & Daily Reports	1496	13464
Daily Unit Work Usage	1496	6762
All Other Minor Reports	464	1392

In addition to this we had separate reports to be made up quarterly for the Office of Price Administration. This required a daily work sheet in order to give them the quarterly figures they desired. Added to the above, was our problem to keep the Certificate of Operations from the OPA for the use of equipment. The clerks, who covered the above work, were under the supervision of Masako Inao, who took great pride in her work and received the maximum amount of work from her evacuee girls. She permitted them to take a fifteen minute relaxation period in the morning from 10 to 10:15 and another in the afternoon from 3 to 3:15. I can truthfully say that these girls were on the job at 8 o'clock in the morning and did not leave until five in the evening. Most of the time the girls were at work between 7:45 and 8 A.M. Also there were local calls from the Administrative Management Division for special reports from time to time. The secretaries in the Unit II and III offices took care of the necessary Unit correspondence, telephone calls and their daily reports, submitting the latter daily to Unit I for processing.

INTAKE

Very few people, with the exception of the appointed staff who were here at intake, and the evacuees themselves, can appreciate the problems and hardships that were experienced during the intake period. Picture, if you can, a temperature ranging from 100 to 120 degrees in the shade, and very little of that, no coolers, dust blowing so that you could hardly see most of the time and then you will have some idea of the problems involved.

Under ordinary conditions evacuees were transported to Parker by rail and brought from Parker to the project, by contract, on bus lines. In a few cases, buses came directly from Assembly Centers.

When evacuees arrived they were hot, tired and had to go through the routine of registering, being assigned quarters, and then assist themselves in locating their baggage as it was dispensed from semi-trailers in the neighborhood of their quarters. I was extremely thankful for the first-aid training I had taken as it became necessary for me to take advantage of that training in a number of instances, especially where older people and women with babies were concerned. Heat exhaustion was a problem.

The Motor Pool played a major part in intake and one instance, which stands out in my mind, demonstrates that evacuee cooperation was at a high level. One morning, I do not recall the date, but believe it was in August, the project director accosted me about 6:30 and said: "Bill, we are in a hell of a spot." I asked him what the trouble was, and he stated that in about two hours approximately 500 evacuees would arrive at the rail-head, and that the bus company had just informed him that it would be impossible for them to have equipment to transport the evacuees to the project. The project director asked me what I thought we could do. I asked him if he would be willing to leave the entire problem in my hands; that I felt confident we could handle the problem without trouble, with the exception that we would be unable to supply enclosed buses; but that we would be able to transport the evacuees on cargo trucks. He agreed. I immediately called in thirty-five of our cargo trucks and all the drivers together, explained the problem and told them to line up their trucks. I said I would take the lead and for them to drive not closer than seventy-five feet apart, and that the speed limit would be twenty-five miles per hour. When we arrived at Parker the trucks were placed in a convoy, evacuees loaded into the cargo trucks and we started back to Unit III, where the new arrivals were to be located. The move worked perfectly; not a single person was hurt, and it later developed that it was the smoothest operation handled as far as intake was concerned. All persons in that particular movement were recorded, housed and had all their baggage by twelve noon.

The project director was very much enthused and wanted to know if it would not be possible to handle all further intakes in this manner; however, that was impossible, due to the shortage of equipment and the pressing need for its service in other work connected with the project. I would like to state that in many instances the evacuees along with the appointed staff, worked many eighteen hours days to do the best they could, under the circumstances, for the incoming evacuees.

TOWNSEND PROBLEM

This subject is one that I hesitate to write about as it was the most distasteful problem I had to face in my whole experience on the project.

Mr. Roy Potter, who was our first Transportation and Supply Officer, was transferred to another project, either in the latter part of August or the beginning of September, 1942, and he was replaced by Mr. H. H. Townsend, who was one of the most disagreeable men with whom I ever came in contact.

Mr. Townsend came to the project in the early part of September. He definitely made the statement that he was not too familiar with government procedures and I immediately told him that I would give him all the assistance I possible could. For the first few weeks, Mr. Townsend seemed like a very reasonable fellow, but a little lost. The first indication that I had that things were not well, were some remarks that he passed which were derogatory to the evacuees, and that he felt money was being wasted on the project for the benefit of the evacuees. A little later I found out that he was countermanding orders, which I had issued to my dispatchers, without first discussing the matter with me. I believe anyone will agree that is certainly a long way from cooperation and good working habits. A number of my evacuee employees reported to me complaints about the treatment they were receiving from Mr. Townsend; but unfortunately, there was not much that could be done since the evacuees were loath to back up their statements so that I could proceed further with the matter to the Administrative Management heads.

My personal observation was that it finally got to the point where he actually despised the evacuees and became very outspoken. This was also brought out much later in the strike incident.

STRIKE

If memory serves me right, the strike occurred on either November 17th or 18th. My dispatchers advised me at about 9 A.M. that there was going to be a strike in the afternoon at one o'clock. I immediately conveyed that information to the project director. At eleven o'clock my dispatchers again told me that at one o'clock everyone was going on strike and that they were told not to go back to work; that sandwiches and coffee were to be served at a meeting which was to be held in front of the Police Department in Unit I. This information was also conveyed to the project director.

At one o'clock the strike was on. The full details are no doubt on file in the Washington office. The instances related here are those only that concern the Motor Pool. At approximately three o'clock Mr. Townsend asked me to get the services of a military policeman and drag in all the equipment which was operating. I declined to do this, on the grounds that I did not feel a military policeman was necessary, and that it would not assist us and might cause additional confusion as far as the evacuees were concerned. By five o'clock I had all of the equipment in the Motor Pool and under military guard, with the exception of one unit, without the assistance of the military police.

At approximately five A.M., Mr. Townsend, along with Mr. Evans, acting project director, came to my room and told me that all the equipment that I had picked up, was to be turned loose and operated. I could not agree with this. However, as they were my superiors, the equipment was turned loose as per their instructions, and the following morning I advised Mr. Empie, who was the administrative assistant, that I did not feel the equipment should have been turned loose under the circumstances, and that I would not be responsible for what happened to it. That with all the other problems I had had with Mr. Townsend, led me to state that I did not feel I wished to carry on any longer. On the evening of the 19th, I left the project. I returned on the 11th day of January, 1943, after Mr. Townsend had left the project.

For a matter of record, the strike only affected Unit I.

Upon my return, I found that there was still a lit of resentment by a number of my former evacuee employees in the Motor Pool that had been built up by the actions of Mr. Townsend; however, this finally disappeared and the pool again operated smoothly.

In this story there is a blank space of an approximate two month period, from the middle of November, 1942, until the middle of January, 1943, which I cannot fill in.

I would like to state here, however, that with the exception of Mr. Townsend, all of my other supervisors were excellent men to work with and they did understand the problems involved on the project.

I believe the statements regarding Mr. Townsend, referred to above, are a matter of record in other reports of the strike incident.

SEGREGATION

There is quite a story connected with the segregation movement of September, 1943. I have attached to this story details of the handling that was accomplished on this movement; however, it does not bring out the night meetings and night work which involved my evacuee dispatchers.

Three nights in succession until 11 P.M., my dispatcher staff worked with me planning the movement right down to the number of the truck and name of the driver who would operate the truck, and the actual evacuees who would ride on it when the time came. This I am sure you will agree took a lot of cooperation on the part of the evacuees who willingly gave their time to make the movement perfect. In addition, my evacuee secretary worked two nights with me until 11 P.M., typing up the final plan so that each dispatcher had a complete story and each driver had a complete list of whom he was to take and when he was to take them. I cannot give them too much praise, for without their cooperation the movement would have not flowed smoothly. To my knowledge, there was no hitch of any kind.

The big kick the evacuees got out of the whole thing was the satisfaction of a job well done. Two days before the movement, a high ranking army official had paid us a visit and was extremely worried that we would not be able to move the people on time to make the army schedules. However, on the first day's movement an error of seven hours had been made by the army or the railroad in their scheduling.

See Exhibit 2 for details of procedure in the segregation program as it applied to transportation.

ABUSE OF EQUIPMENT

Naturally, as was expected, there was some abuse of the privilege of driving government equipment. There was, as in any other problem of handling equipment belonging to either the government or any commercial concern, the human side of the picture. Most of our government equipment was operated by young men and it was only natural to expect unauthorized rides to be taken, such as the boys picking up their girl friends; however, I do not believe there was any more of that on the project than would be expected under normal conditions. It is true perhaps, that there may have been some additional abuse due largely to the fact that the evacuees coming to the relocation center did not have their own

automobiles and trucks.

The Colorado River was a great temptation, especially in the earlier stages of the project before irrigation ditches were operating. It was extremely hot and the river being only approximately three miles distant, there was the urge to go to the river to fish and swim; however, we made every attempt with the limited amount of appointed staff we had, to control the situation. The roads we knew of that led to the river were constantly patrolled, but new roads would spring up over night, and it was a problem that was very hard to keep under control.

We were given a lot of unfavorable publicity by various newspapers, some even printing pictures; one which I recall in particular showed a canvas covered cargo truck. This was used as proof, by the paper, that the evacuees were using government equipment illegally. However, the only thing that they did not know, and perhaps did not care to know, was that at the time this particular picture was taken, the truck pictured was the truck that was assigned to the Police Department to patrol the river to prevent trucks and other government equipment from operating for that purpose. That truck was also used to transport life guards to the river for the Red Cross, as there was quite a number of evacuees who walked to the river daily for either fishing or swimming. There are records in the Motor Pool Unit to prove this statement.

COOPERATION OF EVACUEES

When I was assigned to this project, like other fellow appointed members, I had had no close relations with the Japanese people or persons of Japanese ancestry. I had, however, had the opportunity of working with the Navajo Indians, which are considered a minority group. This assisted me materially in my work here.

Upon my first arrival on the project, there was no time to make an intensive study of relationships and the best method of approach; and too, there was no setup by the Washington office as to whether the evacuees were to be paid or not and if so how much, and all other such matters. By the latter part of 1942, some headway was made in that respect, but still there had not been much time to develop a close relationship.

Upon my return to the project in January, 1943, I found that I had two real problems; first, what I owed to the government in the use and maintenance of equipment; second, through the government, help train evacuees and prepare them for positions when they would

be permitted to return to normal life. After this decision was made, it was a question of gaining their confidence. As this developed, I found out that I could perhaps do a much better job by handling the entire Motor Pool with evacuees instead of an appointed staff, giving the satisfaction and authority to them. The matter was discussed with Mr. Haverland, who was Transportation and Supply Officer at that time, and he gave me authority to proceed, and toward the latter part of January, this was put into effect.

I immediately placed an evacuee as my direct assistant in charge of all three units. The dispatchers reported directly to him and anything he could not handle was reported directly to me. Naturally he had to be trained into the ways of government operations and it did take some time to develop this to a point where it operated satisfactorily. However, it was accomplished and the hiring and firing of drivers was left entirely to him and the dispatchers, except on special occasions; then it was discussed with me before any definite decision was made.

Drivers were hired through personal contact with our evacuee staff and not through the employment office for two reasons; first, it was very seldom that we could get the type of drivers we needed through the employment office, and if we did, it took so long that it was not of much assistance; second, we found that through personal contact with our own staff, the incoming drivers were well acquainted with the working habits, etc., of the Motor Pool, even before application was made. The final result was that we felt we received a better type of evacuee which is borne out by the fact that we had very little turn over.

Our clerical staff was handled in much the same manner. My secretary was thoroughly instructed in her work, and did a wonderful job and a large amount of work with a minimum amount of staff. As a need for better understanding was found necessary, we instituted in the month of March monthly meetings of dispatchers in Unit I, to iron out the difficulties and problems that were encountered from time to time. As the program developed further, it was deemed necessary that we should include Units II and III and also the clerical staff, and so August 7th saw us institute meetings covering all three units, alternating all monthly meetings among the three units. Unfortunately, previous to this, no minutes were kept, but with our first meeting on August 7th, which included all three units, a secretary was made available and actual minutes were taken. I have attached copies of the minutes of some of the meetings, which perhaps will give some indication of the type of

cooperation that was received from the evacuees. I would like to point out at this time that these meetings were held on Saturday afternoons, on the evacuees' own time. This definitely gives indication of the feelings of the evacuees toward their job.

During 1943, a number of picnics were held for the Motor Pool employees. The food served at these picnics consisted of sandwiches, hot dogs and soft drinks.

With the opening of the bus station in Unit I, a picnic was held at which a special picture was shown and refreshments served. Later on, bus stations were built in Units II and III. These were built with timber cut close to the river banks. Bus stations at Units II and III are still in operation today; but in 1944 when the new Motor Pool was built at Unit I the station was removed to the hospital for the use of patients.

Nothing much has been said about our pool drivers in all three units. It was necessary, from time to time as the occasion demanded, to call drivers for extra duty at night to take care of departing evacuees or for an excessive load of incoming evacuees. In a great number of instances, these boys put in as much as four or five hours overtime to take care of the additional load and never once, during any time with the Motor Pool, did any of our drivers refuse to assist, and in very few cases did they have an opportunity to take time off to cover the overtime they put in.

An additional duty was added to the Motor Pool August, 1943, and that was in the handling of repairs to equipment. A driver-mechanic was added to our staff and any unit that was in need of repairs was brought directly to the Motor Pool with a slip stating what repairs were needed. This driver-mechanic inspected the car and added to the list what he found was necessary. The car was then taken over to the garage with a repair order. After the car was repaired, it was returned to the Motor Pool and then turned over to the person to whom the care was assigned. This proved to be an excellent idea. It assisted the garage in two ways; first, it gave the garage a complete repair order and eliminated time in looking for additional repairs; second, it kept the loafers away from the garage which speeded up the work.

One other duty worthy of mention was the handling of off project cars. This was under the supervision of the dispatcher in Unit I and before a car left the project it was serviced, greased and road tested and all necessary hand tools were signed for by the

person using the car. When the car was returned to the project, the driver would be relieved of the tools and the car again road tested and sent to the garage for repairs, if needed. This kept our off project cars in good condition.

There are other numerous instances of the close cooperation of the evacuees but I believe the incidents listed above are sufficient to show the smooth operation of the unit.

Naturally there were a lot of complaints because people could not get equipment when they needed it, and this was wrong and that was wrong, but they were minor problems and ones that appear in every day business and cause no serious trouble.

CLOSING STATEMENT

It will be noted that the first person has been used largely throughout this story. This is due to the fact that it was my problem to organize the unit.

Through all of this period there were many heartaches, laughs, and serious problems to overcome, but I can seriously say that I enjoyed my close relations with the evacuees. They really did a wonderful job.

The rest of this story from December, 1943, will have to be told by Mr. Horn, present Motor Maintenance and Equipment Supervisor, as I was transferred from the Motor Transport Unit to Property Control on the first day of January, 1944.

NOTE: Exhibit II gives a detailed accounting of the Segregation movement as it affected transportation.

EXHIBIT I

August 7, 1943

Meeting Held by Transportation Section in Conference Room at 1:30 P.M.

Members Present:	Mr. Barrett	Ken Amano
	Charlie Nakamura	Johnson Shimizu
	Mas Inao	Bill Honda
	Kay Iizuka	Kaizo Ikemi
	Fusa Ashida	Sayoko Kobara
	Tom Hayashi	Mamie Yoshida

Mr. Barrett opened the meeting by stating that we have been having meetings with the dispatchers in Camp I but that we had overlooked Camps II and III. In the future, if it was so desired, we would hold regular monthly meetings to discuss the problems of transportation. A vote was then taken and it was unanimously agreed that we would hold the meeting on the afternoons of the first Saturday of each month and that these meetings would be alternately held at Camps I, II and III. The next meeting would be held at Camp II on the afternoon of September 4. This meeting was to include all dispatchers and secretaries.

Mr. Barrett went on to outline the transportation tie-in with the administration, showing that Mr. Head is Project Director and Mr. Empe is the Chief Administrative Officer and Mr. Haverland was Supply and Transportation Officer and directly under him comes Mr. Wickersham in charge of warehousing and himself as transportation head. Further breakdown revealed the fact that Mr. Kenneth Amano was Supervisor of the Motor Pool at Camp I, having directly under him, four dispatchers. Mr. Johnson Shimizu was Dispatcher at Camp II, who is not only responsible for the Motor Pool, but also included the supervision of the service station and garage. In Camp III, Charlie Nakamura was Dispatcher with the same supervision as Camp II, that is, also garage and service station.

He also brought out the point that the secretaries involved in the Transportation Department were very important to the organization inasmuch as the dispatchers themselves were busy at all times with the handling of equipment and other duties, and the paper work which has to be very carefully taken care of so that proper records and charges can be made to the various departments was a very important part of the program. He asked all to take very active interest in turning in correct reports to eliminate a lot of unnecessary work and also that secretaries could get reports out on schedule.

Getting together the reports has always seemed a secondary condition. It was brought out that it was just as important as keeping equipment running and, therefore, we appreciate their wholehearted support in getting reports in on time and assisting the secretaries in all ways possible to get their work done. Mr. Barrett then asked the secretaries in Camps II and III to be sure that reports got into his secretary in time at Camp I due to the fact that it was her responsibility to get all reports together so that they could be handed to the cost accounting section, not only in good shape, but on time.

Mr. Barrett then brought out the fact that we had done a very good job and that he was very proud of the transportation organization. He felt that it was one of the outstanding departments in the whole project inasmuch as we were called upon to do most any kind of a job and that it would require sincere and honest cooperation to get the job done. He went on to state that he was sure that no one had tried in any department to get the job done on time. He brought out the point that we were now facing a much tougher problem than we had in the past inasmuch as segregation was soon to be upon us, which would require the moving of a considerable number of people and it would have to be done on a schedule. In addition to this, the summer school definitely increased the problems of the Transportation Department and that if we did not have sufficient help to take care of the situation to please advise him what additional help would be necessary and also to be sure to have it accompanied by a letter so stating and showing why, in order that we could get our quota of employees raised to take care of the job.

Mr. Barrett brought out the point that a bulletin had been issued by Mr. Head stating that all work in connection with segregation was to be given preference and it will take priority over all other activities and requested the Transportation Department to do all in their power to facilitate the work of the segregation program.

The next item in the meeting was the setting up of the new numbering transportation requests. Mr. Barrett brought out that all pool trucks, when sent out on a job (this also includes automobiles in pools) must have first a trip ticket made out as must be filled in upon return, stating the mileage and so forth as outlined on the form. The forms were numbered consecutively and all forms must be accounted for. If one were spoiled due to an error or for some other reason, it was not to be thrown away but was to be marked "canceled" and turned in with the rest of the forms. These forms were to be transmitted to his secretary once a week no later

than Monday mornings on the first bus arriving from Camps II and III.

The question was then discussed as to whether all transportation requests had to have the signature of the member of their personnel who requests the transportation. Mr. Barrett answered the question by stating that he thought the dispatchers were well enough acquainted to recognize an honest request for transportation without putting a "bottleneck" into the program. However, it was definitely stated that should the dispatchers feel there was some question as to the legality of the request the dispatchers should receive the O.K. of the personnel member before proceeding to fill the request.

Mr. Barrett talked a little while about the segregation program and requested dispatchers to ask persons who were employed by them or on their payroll to let the dispatchers know if they were going to Tule Lake so that advance arrangements could be made to replace them. This is especially necessary due to the fact that the transportation problem at the time of segregation is going to call for every available driver that we have on our payroll and we would not want to wake up on the morning of segregation and find out that half of the employees were planning on leaving on that day to go to Tule Lake, which would leave us sitting out on a limb without drivers.

The next item discussed on the program was the new system of the handling of repairs of trucks and cars to the garage. Mr. Barrett reported that the garage had definitely stated that it had helped them considerably in controlling equipment and they had definitely speeded up their work in getting cars out of the garage since this system had been placed into effect.

Mr. Barrett read and discussed the progress report for April, May, and June that he had recently submitted to Mr. Haverland's office bringing out very clearly the number of requests for transportation that have been filled, the number of miles equipment had traveled and also the amount of posting it was necessary for the clerical help to make in order to complete this report. He congratulated the transportation force on the fact that the mileage per gallon had increased considerably during these months over that of January, February and March and that it reflected very definitely on the control of equipment which automatically gave the dispatchers credit.

Mr. Barrett then discussed reports that were coming into the office, the drivers who, for instance, were signed "Tarzan," etc. He stated while he realized a certain amount of human element entered into all business and that it was necessary to have a certain amount of fun, nevertheless, reports must be made out correctly and that such nicknames should not be used but the actual names of the drivers.

He also discussed equipment still operating at night time, stating that there had been considerable improvement but that there were still a number of pieces operating at night time which should be in the pool and asked the dispatchers' assistance in controlling this.

About that time Charlie Nakamura and Kenneth Amano started an argument about whose trucks were not re-numbered. Mr. Barrett cleared up the point by asking that all dispatchers have their trucks brought to the sign shop and have all equipment re-numbered as the original markings were getting very faint.

Mr. Barrett then discussed the proper care of trucks by evacuees and speeding. He stated that he believed that if we stopped the boys and made them realize that there is no equipment and that they have signed a driver's application stating the fact that they do know the speed limits and that abuse of government equipment will not be tolerated that we would obtain better results than by letting someone out. When it comes to the point of not being able to get the job done peaceably and appealing to the boy's own honest opinions, then there would only be one thing to do and that would be to have his driving permit canceled. In other words, correction was considerably more desired than losing your head and dropping someone off the payroll.

Johnson brought up the point should we use passenger cars at night and in the morning for bringing passengers to Camp I for transportation to Parker. The answer to this question was that in most cases there are more than one or two passengers and they always have some baggage. Therefore, that we should have a cargo truck to do this work. This for two reasons, first we were not in a position to supply passenger cars to everyone and we did not want to be accused of showing favoritism; secondly, the other reason which is the one that has already been discussed that in most cases there are more than two or three passengers and that the baggage also had to be handled.

Charlie Nakamura brought up the question of lubrication and the new work cards which are made out. Charlie stated that if he let Johnson make out the work card they want us to furnish the men stating apparently Camp II wanted them not only to make out the card but also bring the men to do it. Mr. Barrett stated that he thought that was a local problem between the boys and that he didn't care which way it was worked as long as the proper records were kept. Johnson then stated that he would rather have Charlie make the card out. Charlie said as long as that is O.K. with everyone, we will have it handled in that manner.

Mr. Barrett brought up the subject of anyone who was seriously hurt while working on the project. He stated that if it was a very serious accident that Forms CA-1 and CA-2 should be made out immediately in order to protect the worker for compensation; that these forms could be obtained through the Supply and Transportation Office in Poston I. Further, that persons who were seriously hurt should be carried on the payroll for 15 days. At the end of that 15 days he would be dropped and if unable to work someone could be hired to take over his work. However, that no one could be hired for the period of the 15 days that the worker who was hurt was carried on the payroll and that all accidents should be reported immediately to him at Camp I.

It was decided that the next meeting would be held at Camp II on September 4 at 1:30 P.M. and that Mr. Johnson Shimizu would act as chairman for the meeting. This being all that was to be discussed, the meeting was adjourned at 2:20 P.M.

Respectfully submitted,

Mamie Yoshida
Executive Secretary

September 4, 1943

Meeting Held by Transportation Section in Conference Room, Unit II
at 1:37 P.M.

Members Present:	Mr. Barrett	Ken Amano
	Charlie Nakamura	Johnson Shimizu
	Mas Inao	Bill Honda
	Kay Iizuka	Kaizo Ikemi
	Fusa Ashida	Sayoko Kobara
	Tom Hayashi	Mamie Yoshida
	Mas Hanada	Yoshiko Kumada
	Kemiko Makamura	Momoyo Higashi
	Toshiko Katsura	

Johnson Shimizu opened the second meeting of the Transportation Department at 1:37 P.M. stating that at the last meeting it was suggested and unanimously passed that we have a combined transportation meeting regularly once each month. The meeting was then turned over to Mr. Barrett for further handling.

Mr. Barrett said he was very anxious about the segregation; that he realized that all other departments had plenty of work in connection with the segregation, but that the part the Transportation Department would play would be the last and the most important due to the fact that it involved the moving of not only baggage and freight but passengers, that they would have to be moved on schedule in order that the train could make departure on schedule; and with that in mind he read a copy of a memorandum that he was putting out to all department heads stating that it would be necessary to call in considerable of our equipment to handle the situation. He went on to state the reason that he wrote it, that they would be prepared to cooperate, as in a number of cases, departments felt that with equipment that was assigned that no one else should have access to it. He further went on to state that he did not want to disturb too much in the field and in the working of the project. However, if the dispatchers felt that it was necessary to call equipment into the Pool and should they meet with any resistance to notify him promptly so that further action could be taken.

He went on to outline tentative plans for the handling of segregation in the first place that the crating of furniture had to be done and that approximately ten trucks and drivers would have to be supplied to crating crews to go ahead and prepare evacuees'

furniture and personal effects. Immediately after that was done and possibly while in the process of its being done, the next move would be to supply trucks to pick up these crates and move to a warehouse for storage until after the segregation when it would be forwarded to Tule Lake.

The method to be used in handling of freight is as follows: The Block Manager would advise him when the crating is completed and the Motor Pool will then supply a truck to the block. The Block Manager will supply evacuees who are going to Tule Lake to load and unload their freight. In this manner it would mean that it would necessitate the Pool supplying trucks and drivers only.

The next move in the plan of segregation is going to be the handling of baggage to Parker. By baggage to Parker, Mr. Barrett explained that this was the baggage that was to be checked on their tickets and placed in the baggage car. He went on to explain that a full fare ticket would cover 150 pounds of baggage and half fare ticket, 75 pounds of baggage and he went on to explain that we would probably have from 24 to 48 hours notice in which time it will be necessary for us to pick up the baggage from the blocks by trucks and bring to the Motor Pool where it will be reloaded on to a semi-trailer and taken to Parker. When picking up this baggage, it will be necessary to have it weighed. This will be done by placing a platform scale on each truck. Any excess baggage over and above what a family will be allowed will have to be either sent on later by express or sent to the warehouse for handling with other freight. It was explained that when this took place a member of the personnel would undoubtedly go along and assist in the baggage checks. Mr. Barrett here explained that each family will be supplied a number of baggage checks previous to preparing their baggage and that any unused checks will be picked up at that date.

It will be necessary for us to have a loading crew at Parker to handle the baggage from the semis into the baggage car and it will also be necessary to have a crew at the Motor Pool to assist in taking the baggage off the truck and placing it on a semi.

Next movement will be of the evacuees from the project to Parker, which, if anything, is the most important phase. Mr. Barrett went on to explain that all cargo trucks will have to be used in this movement and in addition to two buses and possibly some of the flatracks on which we would have to improvise some kind of seats. In this particular case, drivers will be assigned a block or blocks.

Then the driver will proceed to his designated block and take care of the passengers to Parker. Under a temporary plan it was brought out that it will be necessary that all evacuees be checked to be sure that all persons supposed to go were taken in and that this would probably take place out of the Bridge, possibly two miles from Camp I, or the place known as Structure 278. It was suggested that this be done in this manner due to the fact that we would be faced with a number of people saying farewell and it would be practically impossible to check them at the blocks.

Mr. Barrett further stated that medical inspection had been talked about and that members of the administrative staff had suggested that this take place possibly at the irrigation in Parker where there would be a staff of doctors and nurses for this purpose. After leaving Structure 278, or in other words, after having the evacuees checked, the trucks would then proceed to the inspection station at Parker where the evacuees will be checked by medical authorities and then proceed on to the train.

The last two items, the handling of checkable baggage and passengers would be handled directly by dispatchers in the following manner. Dispatchers would be supplied with two sets of sheets showing the segregates by blocks. One set should be used as a master sheet for control by the dispatchers, the second one could be broken up and sheets given to the drivers to cover their assignments. The master sheet should be kept very carefully, placing on the sheets the truck number and the driver assigned to their various duties. In this manner, we could be assured at all times of just how our work was proceeding and there would not be guess work.

Mr. Barrett asked everyone to try to assist in getting to the segregants the fact that persons should only take sufficient in the train cars with them to cover the two days on the train plus one day at Tule Lake, which would be required before their baggage in the baggage car could be delivered to them; that the baggage to be checked or the baggage that will go with them on the train should only consist of sufficient clothing and necessary materials to last at Tule Lake for sixty days.

Mr. Barrett then stated very definitely that all dispatchers should take immediate steps to inform their truck drivers of what the plans are so that there would be no slip-up when segregation starts and that it was expected that every driver would do exactly as he was told and that it would be up to the dispatchers to act imme-

diately when instructions were given to them. Also that segregation took preference over any other work at this time and that any interference by any other department should be immediately reported to him for further handling.

He further went on to state that we would not be able to look at the number of hours to be worked or the number of hours on duty as this would have no place in the program, or in other words, everyone would have to put his shoulder to the wheel to get the job done.

It was stated that in order to prevent last minute breakdown that it was planned to have a wrecker or a tow truck close at hand during the movement and have sufficient crews on duty for emergency purposes as there would be very little time to be changing around trucks.

The movement of sick persons and expectant mothers would be taken care of, possibly by automobiles, which will be taken care of directly from this office. Further instructions on that will be forthcoming.

It was also stated that we expect to have the Police Department assist in patrolling the road to watch for speeding, as the movement of passengers will be large and all precautions necessary must be taken.

Mr. Barrett brought up the point that at the time this work takes place we are not going to have time to argue with drivers as in some cases in the past it has been necessary. The boy is given an assignment. If he starts an argument as to his assignment, he will be immediately taken off the truck and replaced with another driver who will be willing to go ahead. The whole thing will mean close cooperation, not only between departments, but with all units.

Next item under discussion was brought up in connection with the secretaries. Mr. Barrett suggested that the secretaries at Camps II and III come down to Camp I and spend a half day in the office so that they would become thoroughly familiar with the actual proceedings and the disposition of all reports and by so doing they would have a much better idea of how to handle their own problems and reports.

He asked that on the drivers' tests to be sure to see that all questions are answered and that the department head's signature be placed upon them before sending them to Camp I for processing.

It was also stated that there would be an immediate check by the Police Department of all drivers' permits. There was considerable discussion over the ages of drivers. Mr. Barrett stated that in line with his recent memorandum it would be necessary for all dispatchers to check the ages with the Census Bureau before sending them in as we had a number of cases where boys had mistated their ages in order to be permitted to drive and that dispatchers should place on the driving test that the age had been verified by the Census Office.

On the weekly bus passes, Mas asked to request that we have them stamped, dated and initialed so that the bus driver will know that he has checked in at the dispatcher's office. Unless this was done, bus drivers would not honor these papers.

Form 181, which is the form that is used for sending equipment to the garage, was discussed. Mr. Barrett asked that we be sure and place the department's name on this form, also the number of equipment and to be sure and place the mileage the truck was put in the garage and the mileage when it was returned to the Motor Pool. This has to be done to prevent considerable running around of equipment after it gets to the garage.

Mr. Barrett further stated that a number of persons had not yet learned of the new system for handling equipment to be replaced and in connection with that, read a memorandum which was being sent to all departments heads showing the new system.

Mr. Barrett then discussed the figures on the progress report on July. Stated that there probably would be a large turnover because of segregation.

Mr. Barrett stated that the President had ordered a mileage cut of 40 per cent and he stated that this was impossible to do last year as this being a new project we had no idea of how much mileage would be involved. However, it was very definitely our problem to decrease all unnecessary mileage and while we had conserved considerable mileage, nevertheless, he felt that more mileage could still be out.

He then went on to tell of the total number of miles traveled by all departments since January to June 30, which was 1,906,995 miles. He further stated that it was very peculiar to find that the Irrigation Department had traveled 460,000 miles, Road Department 378,000 miles, while the Motor Pool had only covered 228,000

miles. The number of passengers carried on the bus lines for the month of July was 5,374 a slight increase over previous months.

Mr. Shimizu then took back the meeting asking if there were any problems in Camps II or III that required bringing up at the meeting. Kenneth Amano said that Camp III had too many truck drivers, which Charlie Nakamura answered by asking what he was talking about. After discussion, it was decided that Camp III didn't have too many truck drivers.

It was definitely decided here that the secretaries from Camps II and III would come to Camp I to learn how our necessary reports were handled.

It was decided that the next meeting would be held in Camp III and that the next meeting would be held Saturday, October 2, unless segregation movements interfered. If so, the date would be changed to October 9. However, it was thought necessary that possibly an emergency meeting some time before segregation would be necessary.

Mr. Barrett went on to state that he thought we were getting considerably closer to our goal of 100 per cent cooperation by having these meetings and discussing one another's problems and in view of the fact that no serious items were brought up before the meeting, he felt that it was an indication that everyone was more or less satisfied and were working along in perfect harmony.

Mr. Barrett then brought out the point that there was one thing we would have to watch closely during segregation and that was while we had the authority to commandeer any equipment necessary for segregation, nevertheless, we did not want to pull equipment unless it was necessary and that we should not pull equipment that was necessary to keep the project operating during the segregation period, by that he meant possibly watermaster's truck keeping ditches and some irrigation that would have to go on, otherwise crops would be spoiled.

Mr. Barrett went on to state that both Dr. Harris of the Education Department and Miss Butler of the Family Welfare had stated very definitely that the boys at the Motor Pool had been very very cooperative and very polite in the handling of the visiting teachers for the Summer School and also the handling of the repatriates to Gila River.

Mr. Barrett went on to state that Mr. Haverland had not been able to be present at any of our meetings so far, but that he would possibly be available at some early date.

Mr. Barrett said also that Mr. Empie had received a copy of last month's report and that Mr. Empie was very much interested and felt that this was very outstanding effort in order to understand better everyone's problems and to progress further in the work of the project.

The meeting was adjourned at 2:30 P.M. when all persons enjoyed refreshments at the Canteen.

Respectfully submitted

Mamie Yoshida
Executive Secretary

Approved:

William A. Barrett

November 6, 1943

Meeting Held by Transportation Section in Conference Room, Camp I,
at 1:25 P.M.

Members Present:	Mr. Barrett	Ken Amano
	Bill Honda	Taizo Ikemi
	Mas Inao	Yoshiko Kumada
	Namiko Nakamura	Mas Hoshimoto
	Momoyo Higashi	Toshiko Katsumura
	Yoshio Tokushige	Fred Nakashiki
	Charlie Nakamura	Kay Iizuka
	Fusa Ashida	Tom Hayashi
	Memue Yoshida	

The fourth meeting of the Transportation Department was called to order on November 6 at 1:25 P.M. by Kenneth Amano, chairman. At this meeting it was suggested that all individuals take an active part in the meeting and that assignments had been given to all participants. The topic for this meeting came under the heading of general improvements and other topics would be brought up at succeeding meetings. Kenneth Amano then called upon Taizo Ikemi to talk about the problems of night dispatching. It was brought up incidentally that commencing Monday morning the bus line between the three units would be taken over by the boys and that it was formerly operated by one of the female members of the staff. The incoming bus dispatcher was requested to use discretion in issuing and refusing tickets for the bus line. The meeting was then turned over to Taizo Ikemi for discussion on night dispatching.

He stated that night dispatching was a lonesome job because of the distance between the Motor Pool and the camp. He suggested an improvement on the drivers stating that some of the younger fellows have too much social life during the night and leave the Motor Pool by saying they will be back in a little while, but that sometimes they are not there for an emergency, leaving the dispatcher in a hole. He further stated that if we could get some of the older fellows, most of the social life would be eliminated and they could be depended upon for emergencies. He stated that sometimes Mr. Barrett dropped in at odd times in the evenings and wanted to know where the drivers and equipment were and that it was rather embarrassing answering such questions when the dispatcher could not truthfully say. He also stated it would be a problem to get older men as these men were married and did not seem to care for night work.

Mr. Barrett asked if the dispatcher knew what his duties and responsibilities were. He stated that it was the dispatcher's responsibility to control the drivers and that if the dispatcher was not doing this, then he was not fulfilling his duty. Mr. Barrett offered the following: first, the dispatcher truthfully analyze himself and first determine if he were to blame for the drivers not obeying orders.. If that was not the cause, secondly, the drivers would either have to take orders or they would have to be replaced. Third, the type of men who could be depended upon should be hired, and fourth, if we could not get efficient drivers, we would discontinue pool service at night time until the residents in general were willing to get together and help supply the men needed. He stated that the dispatcher should get together with Mr. Amano, who is supervisor, on this subject and some action be taken immediately.

Mr. Amano then called on Bill Honda who relieved at various times on night dispatching. Mr. Honda said that he enjoyed the night dispatching and stated that he had no problems with the drivers taking orders or anything else for that matter. He further stated that when he gave the drivers instructions, they either did the job or else.

Kenneth Amano then called for a report from the committee that was appointed on the investigation of the driving school. However, since this committee was set up, Johnson Shimizu, who was foreman of the committee, had left the project and the other boys had not done anything further on the matter. Mr. Barrett then suggested that some one be appointed in Johnson's place and it was unanimously decided that Yoshio Tokushige take over this duty. He also requested some immediate action be taken as all persons felt that this was something vital and necessary to the project.

Mr. Barrett also stated that he had investigated the possibilities from an administrative angle. He felt that we should look to the future with the idea in mind of training the high school boys through a vocational training course and that in turn the Education Department could recommend them to the Motor Pool as drivers at the completion of a given course. At the same time the problem of training the drivers that we have at the present time is vital. Mr. Barrett has been working with Mr. Paine, who is in charge of the vocational training program, who advised that Arizona State was vitally interested in this type of work and that they would be willing to pay up to \$50 a month to some member of the Caucasian staff to organize and conduct courses. He further stated that he

had talked to Mr. Beller in regard to this and we were attempting at the present time to find someone who would be capable and willing to organize such classes. However, he did feel that there were quite a number of evacuee drivers who were experienced and he thought from the proper approach that they would be willing to assist in putting on classes to help in the emergency of our present drivers. He felt that with the proper cooperation that the final outcome would develop the following:

1. Decrease the amount of work in the garage.
2. Prolong the use of equipment now on the project since it cannot be replaced.
3. Train and equip evacuees for driving positions when they relocate.

He further stated that if this type of program had been commenced some time ago, our deadline would not be as large as it is at the present time and therefore, he called for some immediate action on what could be worked out.

Kenneth Amano asked Fred Nakashiki how he felt about the inspection and general set-up of equipment. He reported that trucks not assigned seemed to have more trouble because the drivers do not check the battery, oil and they very often run out of gasoline. Frequently he stated that he had to go out and get equipment and that since we had been assigning steady drivers to definite equipment we had improved the upkeep of equipment considerably. He also stated that the older the equipment got, no one wanted to drive it. It was stated that it was broken down, but that in most cases he found that the equipment was in operating condition and that when a truck is in need of repair it should go into the garage instead of being driven. Mr. Barrett answered by stating that at any time anyone refused to drive a piece of equipment that was assigned to him and that after it was found to be in good operating condition that he wished the matter reported to him for further action.

Fred also brought up the point about Camp II and III equipment being brought to Camp I for repairs. He stated that some of this equipment could be fixed in Units II and III and that there was no reason why it should be brought down here to overload the garage. Mr. Barrett answered this by stating that he thought it was some misunderstanding between Mr. Beller, Mr. Stewart and himself, that originally Mr. Beller had requested him to see that all equipment on which it was necessary to make major repairs be brought to Unit I

and that only repairs of a minor nature be taken care of in Units II and III. Mr. Barrett promised that he would take the matter up with Mr. Beller and Mr. Stewart in order to speed up the repair work.

Fred stated also that Camp III wanted to come to Camp I to get a grease job and that Charlie Nakamura from Unit III stated that there were only four mechanics there and that they just did not have time to take care of all the servicing. Mr. Barrett advised at this point that there was a plan in process at the present time to supply Unit III with a grease rack.

Mr. Barrett then said that Fred had a particularly hard job inasmuch as he had to take complaints from everyone, including the appointed personnel, and he felt that Fred was doing an exceptionally good job under the circumstances, especially due to the fact that the drivers hated to have their equipment tied up on account of repairs.

Charlie Nakamura wanted to know who the tire inspectors were on the project. Mr. Barrett replied that Mr. Haverland, Mr. Beller and Mr. St. Arneaud were the recognized inspectors. Charlie stated further that he was having trouble in getting tires and Mr. Barrett promised that he would investigate the matter and follow it up for him.

Kenneth Amano then asked the girls from the Motor Pool if they had anything that they desired to bring up at the meeting. Toshiko Katsumura said that since weekly equipment reports should come in with cost account numbers, it would be appreciated if the dispatchers would check and make sure that they are on there before turning the weekly reports over to them and to see that the correct cost account numbers were on the reports.

Charlie Nakamura stated that a lot of the departments did not know their own cost account numbers. Toshi replied that we would have to let them know and give them the correct numbers.

Mr. Barrett said that a memorandum had been sent out to all division heads stating effective immediately cost account numbers would have to be placed on all reports inasmuch as we were going to be operated under the WRA cost account system. Mr. Barrett suggested that we invite Mr. Goetting of the cost accounting department to explain to the Motor Pool the cost accounting system and where the Motor Pool fitted into the picture, or in general, just exactly what cost accounting and forms the Motor Pool would be responsible for in sending to his department. He stated that since we had put out

the aforementioned memorandum that we were rapidly turning into an information bureau regarding cost accounting and that he himself was not too sure of exactly what was required. It was therefore agreed upon that we arrange such a meeting with Mr. Goetting in an effort to get the entire matter of cost accounting settled.

Kenneth Amano then asked Tom Hayashi, dispatcher, for a report or comments. Tom stated that many of the requisitions for trucks sent out with the drivers were being lost and asked for a remedy. Mr. Barrett stated that he did not believe the requisitions should leave the office and that dispatchers are competent enough and have enough experience to take care of the details. He stated that there were possibly a few isolated cases that might not be according to "Hoyle", but in those instances, he suggested that the dispatchers refer them to Ken Amano or himself to investigate.

Tom then brought up the point about avoiding accidents by having children off the roads since they were annoying drivers by throwing stones and sticks and that in a number of cases practically dared the drivers to run over them. Secondly, children and adults alike hog the road and that he felt that the residents in general should have some respect for the drivers.

Tom brought up the point that it was sometimes necessary to send out equipment with poor brakes or none at all in cases of emergency. Mr. Barrett said:

"Tom, this is one time you stuck your neck out, and I am going to chop it off. First, you recall that a memorandum was sent out to all drivers that they were not to operate equipment with inadequate brakes and that this was their entire responsibility that equipment should be reported to the foreman and turned in for repair. Now, if you have insisted that a driver operate a piece of equipment with poor brakes, you alone are responsible. All equipment with inadequate brakes should immediately be tied up for repair and I want every dispatcher to understand that very point. Or, in other words, if equipment doesn't have proper brakes, then you do not have a piece of operating equipment. There is no use in operating a piece of equipment for an emergency to deliverately ask for an accident or another emergency."

Bill Honda asked that since the personnel barracks were being built, would it be possible to have a latrine built at the Motor Pool. Mr. Barrett stated that it would have to be built according to specified plans along the same lines as the one at the warehouse. However, it was practically an impossibility at this time to get

proper equipment and that it would no doubt require an act of Congress to get the plans approved. However, he would try to get one built. He stated, however, that the girls were taken care of with a rest room, but that most of the boys were traveling through the camp during the day and that there was hardly a time when the dispatcher on duty could not be relieved for a few minutes during the course of a day.

It was then suggested that the next meeting be held at Camp II, but no date was definitely decided upon.

The meeting was adjourned at 2:40 P.M. at which time refreshments were served. Approximately 3:15 P.M. Mr. Haverland returned from the staff meeting and also enjoyed refreshments.

He made the comment that whenever he had asked for something to be done, the Transportation Department really accomplished the job and he was mighty proud of the organization. He stated that he had made a number of attempts to attend the meetings, but owing to the pressure of other office work had been unable to do so, but that he would keep attempting in the hope that he would be able to attend an entire meeting in the near future.

Respectfully submitted

Mamie Yoshida
Executive Secretary

Approved:

William A. Barrett
Dispatcher

EXHIBIT II

THE STORY OF THE TRANSPORTATION DEPARTMENT IN CONNECTION WITH THE SEGREGATION MOVEMENT

While the Transportation Department acknowledges the fact that all departments in connection with the project had real problems of other phases concerned with the segregation program, the moving of freight, checkable baggage, hand baggage and the segregates themselves constituted a major problem for the Transportation Department. The writer feels that perhaps the story of how this was finally handled might be of some assistance in case of future movement of evacuees.

Crating of Freight

First it was necessary that all segregants be advised that crating crews would move into their respective blocks beginning on September 15 to crate their household effects. An explanation also had to be given each family head as to what could be taken in their freight, what could be taken in their checkable baggage, and what could be taken in hand baggage on the train with them. Arrangements also had to be made for the signing of Forms 156. This was done with the help of the Evacuee Property Office and the block managers' supervisor and block managers.

A meeting was held with the Construction Department, which included Transportation Department officials and other departments who were vitally interested in the movement of freight. Out of this meeting the following plan was devised and put into operation. The entire crating was under the direct supervision of the Construction Department. Ten trucks each were assigned with ten evacuee drivers and a member of the appointed personnel with some carpenters who were assigned to the Construction Department. Other men in the blocks where segregants resided were recruited for the purpose of crating freight. The appointed personnel was charged with the responsibility of supervising and making an inspection of the evacuees' personal effects in order that no government property belonging to the project was included. This force moved into Camp III on the morning of September 15 and went systematically from block to block until all the freight had been properly crated. From Camp III they moved into Camp II and finally into Camp I in this order. Immediately after a block was completed, the Forms 156 were made out and the block manager notified the Transportation Department which immediately proceeded to the block and picked up the freight, making sure that everything was properly labeled with name, address and family number. When this was picked up, it was immediately taken to the Parker warehouse where it was stored until such time as it was to be moved to Tule Lake. Fortunately, we had sufficient storage space to take care of all the freight from Units II and III. Unit I freight was stored in the U.S.E.D. warehouse until such time as freight cars were available for forwarding it to Tule Lake. This program worked very smoothly due to the close cooperation of personnel and evacuees alike, and by September 28 all segregants' freight had been crated, addressed and in

warehouses ready for shipment.

Checkable Baggage

The largest problem presented here was the fact that it was very hard to explain to the evacuees that they were only allowed 150 pounds of baggage per full fare ticket and 75 pounds for a half fare ticket and that it should only include such articles as they would need to take care of them for sixty days or until such time as their freight could be delivered to them. In spot checking we found that in a number of cases evacuees were planning to take many more personal effects than could possibly be allowed on their ticket and we didn't want to discover at the last minute that we had a considerable amount of excess checkable baggage. After a thorough discussion among dispatchers, we suggested to the block managers' supervisor that we make a platform scale available on a pickup, and with the block manager's assistance, weigh each family's baggage to find out approximately how much checkable baggage they would have. This served two purposes. First, there was a number of single people who had considerably less than 150 pounds of baggage and second, there were large families who had more than could be carried on their tickets. In the final analysis we found that we could take care of all the evacuees' checkable baggage and final weights showed that we were approximately ten percent under the amount of baggage allowed. Consequently, we were not in a quandry at the last moment.

This type of baggage was picked up at approximately eight o'clock on the morning of the third, fourth and sixth, or in other words, one day before the owner's train departure. All baggage was inspected by block managers and the respective trains were all loaded and ready by twelve o'clock noon on the days of departure. This phase of the program worked very smoothly due to the close cooperation of evacuees in the Transportation Department.

Movement of Segregants

The largest problem of all perhaps was the transporting of the evacuees themselves to Parker. There was a total of 1358 segregants. We had invalids and mothers with babies who had to be given special attention. We were also faced with the problem that in order to avoid delays in Parker and that all segregants would be seated properly, all the evacuees for the train would have to leave camp within an hour.

Our equipment was not of the best type for passenger service. Fortunately, however, we were able to obtain the use of three large buses from the Colorado River Indian Agency School, for which we want to thank

Superintendent Gensler. First we had to consider pullman passengers who could not travel on the cargo trucks or buses because of illness or age. To solve this problem, various members of the personnel (along with evacuees) were assigned a list of the segregants for whom they would be responsible on the trip to Parker. Along with the list they were assigned an automobile with instructions to go into the block where their passengers resided, pick them up at twelve o'clock and proceed directly toward Parker.

The next involved movement was the transportation of segregees who were quite able to ride the buses or the cargo trucks. Planning some days ahead, we broke down this number of segregants into blocks, finding out which blocks had the largest number of women and children. Then we figured the number of passengers each piece of equipment could handle, including the little hand baggage that was to be taken along. From there we assigned definite pieces of equipment, using the buses in the blocks where most women and children resided.

The drivers had their instructions to immediately proceed towards Parker when their vehicles were loaded. Directly north of Unit I where the Military Guard is located they were to line up in convoy. The army then took over, escorting them to Parker. Outside of the unit in which the segregants lived, a list of the equipment that was being used was given to the Police Department, with the instruction that after all equipment had cleared the unit, they were to telephone the Dispatching Office at Camp I. Immediately after our office had received an all clear signal that all equipment was on its way, the number of pieces involved was telephoned to Captain Holms at the sentry gate. This movement turned out to be very satisfactory. All segregants and equipment were cleared through the sentry gate by Captain Holms no later than 1:05 p.m. on any of the three days. To my knowledge no one was hurt in this movement, neither was there any baggage lost.

Movement of Evacuee Freight

The actual shipping of segregants' freight that was stored in the Parker warehouse and the U.S.E.D. warehouses at Poston began on October 9. The last car will be shipped not later than October 21.

The total amount of equipment used for the movement of segregees themselves was 42 pieces which traveled approximately 2520 miles, using an estimated 260 gallons of gasoline and 60 quarts of oil.

The movement of checkable baggage involved the use of 8 pieces of equipment which traveled approximately 1160 miles, using an estimated 232 gallons of gasoline and 20 quarts of oil.

The movement of freight involved the use of 10 pieces of equipment which traveled approximately 1950 miles, using an estimated 392 gallons of gasoline and 35 quarts of oil.

In conclusion I wish to pay tribute to the close cooperation of both personnel and evacuees. Without this cooperation this smooth movement could not have been accomplished.

William A. Barrett
Dispatcher

October 21, 1943