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COLORADO RIVER WAR RELOCATION PROJECT  
POSTON, ARIZONA

NARRATIVE REPORT

ADMINISTRATIVE MANAGEMENT DIVISION

SEPTEMBER 30, 1943



## TRANSPORTATION & SUPPLY SECTION

### Warehousing Unit:

About the first of May 1942, the warehouse staff of Poston consisted of two appointed personnel who took charge of the forty buildings then complete at Camp No. I. On May 9, 1942 another member was added to the staff, and from then on they were added one at a time until the present number of six had been established. At this time the evacuees began to come in and they were added to the force. As warehouses in Units II and III and Parker siding were completed, a crew of 300 evacuees was employed. It was necessary to have a crew this large as the evacuees were not accustomed to this kind of work. The materials and supplies were coming in such large amounts that it was impossible to systematize the storage to the best advantage. As the crews became more accustomed to the work and the different blocks were filled up with evacuees, it was possible to reduce the number of workers at the different warehouses until at the present time the crew consists of only 67 men at all of the warehouses.

During the last half of November 1942, when the incident occurred all the warehouses, except the Subsistence warehouses, were closed and no issues were made for one week. The evacuee crews who had been working at Parker siding were discontinued. No more evacuees were sent to Parker until September, 1943.

On April 22, 1943 the Subsistence Department took over the storing and issuing of all the supplies for its department.

The work at Parker siding was handled by a crew of Indians from November 1942 until September 1943. At no time were there more than 20 Indians working there.

By a study of the attached statistical report a very comprehensive picture may be obtained of the amounts of materials and supplies that have been received and issued and the amount of clerical work that is required to maintain the records that proper cost records may be kept.

It is gratifying to realize that 51,000 tons of materials and supplies have been handled by this department, or an average of 3,000 tons a month. To move this vast amount of tonnage it has required 1,548 railroad cars besides a great many trucks.

To achieve this it was necessary for the warehouse personnel to be on the alert at all times. It was necessary to assemble a crew to unload trucks that came in after working hours, and to keep adequate crews on the job during regular work hours.



# RECAPITULATION

Lumber	21,982,639	lbs.
Dry Subsistence	17,277,778	"
Produce	14,129,038	"
Meat & Eggs	2,496,796	"
Evacuee H.H. Goods	1,947,712	"
Cement	10,808,100	"
Machinery & Trucks	2,224,539	"
Misc. inc. Oil	22,742,988	"
Bread	1,152,480	"
Milk	3,221,449	"
Ice	4,081,400	"
	<hr/>	
	102,064,919	"



## SUPPLY and TRANSPORTATION SECTION

### MESS MANAGEMENT UNIT

This report covers the period from November 28, 1942, thru September 30, 1943, the period of encumbering by C. E. Snelson, Steward. A preliminary survey revealed the fact that the Mess Operations needed a more definite program for improvement than that heretofore in operation. It was at once evident that a working organization had to be built from the nucleus at hand, before any real improvement could be made. The Poston incident or strike had just come to a close. Various factions of evacuees were attempting to run the Mess Operations from a political standpoint which created a chaotic condition. Meetings were held with the responsible leaders of the Mess Halls and they were invited to present plans of operations to the Block Managers in several of their meetings. This first phase which might be termed "public relations" had a beneficial and salutary effect on the attitude of the people. Cooperation from the various groups became more in evidence. A further aid to better public relations was obtained through keeping in constant touch with the Project Director, Chief Administrative Officer, the various councils and Block Managers through the medium of memorandums and personal conversations. This second step might be termed as an approach to a complete re-organization of the Mess Operations at Poston.

Procurement of Perishables - The Chief of Mess Operations WRA suggested to the Project Director that the steward attend a meeting of WRA Stewards at San Francisco for the purpose of discussing problems which would confront us in the coming months, such as rationing of certain staples and perishable foods. It was suggested, at this time, to the Project Director and Chief Administrative Officer that the steward have conversations with Quartermaster Market Center at Los Angeles to transfer procurement of perishable foods for Poston to the Quartermaster Market Center at Phoenix. The steward was commissioned to execute this change which was presently put into effect.

Sanitation - After ten days the steward returned to the Project and attacked the problems of sanitation in and about the premises of the Mess Halls. By constant visits to the kitchens and discussions with chefs and kitchen workers and by meetings held in the three units a definite program was started, results were obtained almost at once and progress became general in this field. At this time a very satisfactory relationship was established between Health and Sanitation



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Department and the Steward's Department. An agreement was made whereby kitchens would be inspected regularly by persons employed in the Health and Sanitation Department. In consequence thereof, sickness from food causes became almost nonexistent. Persons not in good health were urged to seek other employment and physical examinations for kitchen workers commenced as a matter of policy.

After a careful survey of the Mess Halls during feeding time and the checking of store rooms and appendages, corrective measures were instituted for the conservation of food and the elimination of waste.

Conservation of Food - Store keepers (pantry clerks) were hired for each kitchen to regulate the receipt and issue of food stuffs to the mess halls. All of the mess halls in the three units were overstocked and were carrying items which could not be readily utilized. A crusade for cleanliness of the storerooms began and a competitive spirit engendered among the store clerks. When it was found that certain items were long in mess halls, issues were withheld until the stock had been brought down to normal. When this failed to get the desired results, trucks were dispatched to the overstocked mess halls and long items returned to the warehouses and subsequently re-issued. After vast improvements had been made in Mess Halls, store rooms and premises, "E" flags were made for each of the three units and in conjunction with the Health and Sanitation Department a flag was presented each week for the block which had the highest numerical rating for cleanliness and efficiency.

Menus: The problem of menu making was studied. Discussions were held with the various stewards and cooks in the three units and it was decided to have these persons concur in the planning of the menus until such time as one of them could be selected to serve as the "Project Menu Maker". Changes were made until the menus became workable and acceptable to those doing the cooking.

Consolidation Warehouses and Transportation Facilities: After conversations with the Transportation and Supply Officer, Chief Administrative Officer and Chief Warehouseman, it was decided to place the direct responsibility of warehouses, subsistence and transportation of same under the direct supervision of the steward to bring about a more orderly condition in the warehouses and to cut down the supplies on hand to a working minimum.



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On July 20, 1943 a Junior Property & Supply Officer was added to the Steward's Staff to be in charge of Subsistence warehouses and crews to definitely place this responsibility on one person. This addition to the staff has already shown results in the way of further improvement. Items of a like nature were moved from one warehouse to another until they were consolidated. Transportation of perishables and staple groceries to the Mess Halls was organized to cut the number of trucks used from eleven to five. Staple items which were surplus to our needs were shipped to other Project or Extract Requisitions through the San Antonio Quartermaster Depot at Ft. San Houston, Texas, items such as:

Macaroni, Spaghetti and Noodles	54,440 lbs.
Pearl Barley	660 lbs.
Buckwheat pancake flour	18,900 lbs.
Baby Foods	9,312 lbs.

Requisitions - Staple and perishable food requisitions are submitted in advance to Quartermaster Depot and Market Center 45 to 30 days respectively with types of items, quantity required and on hand and date of delivery specified. In case changes are made the steward is notified by the Quartermaster Market Center and Depot. When food arrives at Parker Railhead the Chief Warehouseman inspects and notifies the Steward's Department of any shortages, spoilages or breakages having occurred during transit or before. Food arriving at Project by truck is inspected by an Evacuee foreman and a like report is rendered by him to the Steward. The Steward's Department in turn telephones the Quartermaster immediately if the food is not in good condition. Explanation of condition is noted on invoices. The invoice together with inspection record is sent to the Steward's Department where a check record is written, this is sent to the warehouse office where receiving documents are typed and distributed to the offices concerned.

Distribution - The Steward's break-down clerk makes a distribution sheet after checking over the items on hand. Supplies are then routed to kitchens according to condition of food and the necessity of items in kitchens. The amount to be distributed to each kitchen is determined by menu to be served and a Kitchen Classification Chart which is made monthly by the Evacuee Senior Steward based on the population in the blocks. The kitchens are grouped under headings A, B, etc. for the benefit of clarification. Requisitions



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are typed from the distribution sheet for each kitchen. The food is delivered accordingly. Requisitions are checked in to the Steward's Department to be recorded after deliveries have been completed. Special requisitions are made charging kitchens for items which are not sent on regular deliveries according to the individual kitchen's needs. The kitchens are carefully checked by the Field Stewards and Distributor before requisitions are made. Fresh milk is delivered by special trucks as soon as it arrives on the Project, according to child population in the blocks.

Deliveries of meats, fats, oils and processed foods are handled through an Assistant Steward in charge of rationing, to stay within rationed points allotment.

Point-rationing under OPA regulations brought about a change in the issuing of foods and a necessity for a complete set of records and the consequent need for more employees in the Steward's Headquarters Office. All OPA regulations became effective at Boston at the same time as the rest of the civilian population.

Industries and Agriculture: Conferences were held with the heads of Industries and Agriculture to establish a uniform system of delivery of agricultural and processed foods. Items such as tofu, noodles, bean sprouts and fried tofu as well as slaughtered hogs are delivered to the kitchens and charged as part of the meal cost to the Project. Arrangements, also, were made with other Projects to supply items to augment regular Quartermaster Market Center deliveries of perishables.

The foregoing does not necessarily reflect the entire operations of Mess Management but is intended to narrate the salient points of operations.



SUPPLY and TRANSPORTATION SECTION  
POSTAL SERVICE

The first negotiations between the WRA and the Post Office were started about the first of April, 1942. The postal officials decided at that time to establish a branch office of the Phoenix Post Office at Poston. The present Postmaster came to this Project on May 6, 1942, at which time the post office was established at Warehouse No. 14. A year ago the post office was moved to its present location. In October, 1942, a postal inspection was set up at this Project. This inspection consisted of an examination of all incoming parcel post packages for any contraband material. This inspection continued through the middle of March, 1943.

The average number of appointed personnel is five. The average number of evacuees working at the post office, Camps I, II, and III is 25. There are approximately six in Camp I, eight in each of the other two units. At the inception of the Project, the personnel of the Post Office consisted of two boys delivering in Camp I. When Units II and III were started, two more were added to go to these two units.

The Post Offices in Units II and III were started in July, 1942. The present building were not ready at that time and barracks sufficed for the office.

The transportation of the mail from Parker to Poston has been handled by the Project ever since the inception of the Project. The mail delivery between Parker and Poston was taken care of by a member of the appointed personnel until July 1, 1943, at which time it was taken over by the evacuees. The greatest number of money orders issued was 474 in 480 minutes amounting to approximately \$10,000.00. The largest number of packages leaving the Project in one day was 152 sacks, 10 parcels to a sack. The highest figure attained at the Project of COD packages handled in one day was 590. The Post Office handles registered mail, stamps, bonds, money orders and parcel post.



Transportation & Supply Section  
Express Office

The Poston Camp I Express Office is now located at Block 15-14A. It was formerly located at Block #36 from May 1942 to March 1943. Then the Office moved next to the Leave Office, and in May 1943 it moved to its present location. This office is under the Transportation Department.

Formerly, the Unit was allowed eighteen employees, but is now allowed ten expressmen and two secretaries. This Unit handles all outgoing and incoming express, freight and Western Truck Lines. It has in the past also taken care of freight and express for Camps II and III. With a shortage of trucks and manpower, Camps II and III now come after their own goods.

Outgoing goods are picked up at the shipper's home. The goods, shipped either prepaid or collect, are delivered to the carrier at Parker, Arizona. Incoming goods are prepaid, collect, or C.O.D. Western Truck Lines come directly here from Los Angeles, California.

The expressmen take all outgoing goods to Parker and bring in the incoming goods. All incoming goods are delivered the following day except perishable goods which are delivered immediately. The secretaries do the book work and other routine clerical work.

In general, the Express Office handles most of the shipment of goods to and from the outside. The employees work hard and try to serve this community with prompt and efficient service.



## TRANSPORTATION AND SUPPLY SECTION

### MOTOR POOL AND REPAIR UNIT

#### General

In May of 1942 the only equipment that was assigned to the WRA Project were 49 cargo trucks and approximately six dumps and six old flatracks which were sent in here from the WRA. Since that time the Indian Service and other departments of the Government have loaned us considerable equipment. In addition, the Army has transferred equipment. We have purchased some and leased approximately fifteen pieces from evacuees, which brought the total amount of equipment, including cars and trucks, to approximately 370 pieces. This peak was reached around the month of December, 1942, and since that time we have dispensed with the leased trucks and have returned a few pieces to Indian Agencies. Our total equipment at the present writing amounts to approximately 332 pieces. This equipment has been assigned to various departments as the need was justified. Due to shortage of repair parts, we have approximately seventy pieces at all times inactive which gives us the figure of approximately 262 pieces operating at all times.

#### Reports

When the Project first started, there was an absolute lack of reports on mileage and it was not until June that we finally put into operation the weekly report which is now used. This report shows the daily mileage, amount of gasoline and oil consumed, showing that battery tires and water in the radiators have been checked. At first these reports were hard to obtain, but we finally refused to let operators have gas and oil unless these reports were turned in to the Dispatcher's office promptly. At the time this was started, 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 so that at the present time we have a fairly accurate report on each individual piece.

#### Driver's Licenses

After the first motor pool was set up in Unit I, we had to have some means of licensing drivers. At that time, due to the confusion and the immediate necessity of operation of equipment, the only means available was to accept a driver providing he had a current driver's license from some other state. Later on we developed a driver's examination which he was required to take before receiving a driver's license which was made up here locally.



Later on the WRA furnished us with regular driver's licenses and we changed our driver's examination, making it more rigid. The examination is more detailed. The applicant is required to take a driver's test, first obtaining his Caucasian supervisor's signature on the application, and finally it is approved by the Dispatcher. After this, if he is successful, a regular WRA driver's permit is issued and recorded in our files where a complete file on every driver is maintained. In this file we have any infraction of regulations which has been reported by other departments or may have been found by the dispatching office.

#### Traffic Rules & Regulations

No traffic rules and regulations had been set up. The Transportation Department finally drafted necessary safety regulations until such times as a penal code could be approved through regular channels. The latter part of September, 1943, a penal code which covers speeding, reckless driving, riding on fenders, running boards, cabs, improper parking, etc., was approved.

We are very happy to state that during this entire period of time we have only had sixteen accidents which have involved damaged equipment and two persons seriously hurt through traffic accidents. One was where a young boy ran into the side of a truck and was killed. The driver was absolved of all blame. The other accident happened to a member of the Caucasian staff who was run into by a privately owned truck, and this man had to be hospitalized for some time with a cut thigh and other minor injuries. Considering the length of time this report covers and the fact that this equipment has traveled in excess of five million miles, it is decidedly below the national average of accidents, of which we are rather proud.

#### Motor Pools

At the beginning of the Project it was only necessary to establish the one motor pool at Unit I. However since additional evacuees came in during the program and as Units II and III were put in operation, motor pools were established at these two units. The motor pool at Unit I was first handled by appointed personnel staff and up until the middle of January this year operated in this manner. However, it was felt that these motor pools could be operated under the supervision of evacuees and since that time Unit I has been operated with a motor pool supervisor and four dispatchers with a dispatcher on duty every day in the hours from 4 a.m. to 11 p.m. At Units II and III the motor pools are in charge of evacuee dispatchers, the pools there only being operated from 8 a.m. to 5 p.m. Monday through Friday, 8 a.m. to 12 noon Saturdays and closed Sundays. Of course, the entire three pools are under the direct supervision of the appointed personnel Dispatcher at Unit I.

Ordinarily equipment is not operated after 5 p.m. However, there are a number of operations in connection with the Project where



it is necessary that a certain amount of equipment be on duty 24 hours a day. This equipment is authorized to be out on the basis and justification supplied by the various division heads.

Although there is some abuse of Government equipment, we feel that it is considerably less than we would ordinarily expect. However, improvements are gradually being made from time to time and we hope some day to eliminate this abuse. However, in general, it can be said that these motor pools are operating efficiently.

One point that the motor pool is rather proud of is the fact that we have a small turnover in our drivers. Drivers are given thorough instructions before they are finally employed and they must understand that we expect them to work and carry out orders of dispatchers willingly. If a boy does his job well, we praise him. If he does not do his job right, we talk to him and attempt to explain why he should do it, the result being that, to my knowledge, it has not been necessary to drop more than five evacuees from our payroll for unsatisfactory work. The boys that have left us have either gone out on indefinite leave or have left us on account of segregation. Some of the boys have gone out on seasonal leave to help with crops and upon their return have been back in their old jobs.

#### Service Stations

At the inception of the Project, dispensing of gasoline to equipment was a difficult problem and a terrific fire hazard. There were no dispensing pumps and gasoline was placed in cans by running it out of a barrel into five gallon cans and then placing it in the piece of equipment. In July of last year we managed to borrow an old type hand-operated pump from the Standard Oil Company. To our relief, in about September, the new electric pumps came to the Project and three of them were set up in Unit I and one each in Units II and III. Since that time we have installed air pumps and water to complete the stations and no piece of equipment may obtain gasoline until the driver has checked the air in his tires, water in his battery and the water in the radiator. The station at Unit I has one supervisor and five attendants and is open from 8 a.m. to 5 p.m. every day with the exception of Sunday at which time it operates from 8 a.m. to 12 noon. The units in II and III operate from 8 a.m. to 5 p.m. Monday through Friday, 8 a.m. to 12 noon on Saturday and closed on Sundays.

#### Garage

In May, 1942, a temporary garage in one of the warehouses was set up. There was a decided shortage of tools and necessary equipment for proper repairs on the Project. There were no grease racks available, and combined with this we had severe dust storms which made it terribly hard to do the right kind of work. However,



once again we come back to the evacuee mechanics who worked hard to keep equipment operating, even supplying their own tools. We must recognize the fact that the evacuees' cooperation enabled us to keep equipment moving. We did have access to the U. S. Irrigation Service Garage at Parker who cooperated in making major repairs. During this period the new garage was under construction and it was not until February, 1943, that it was sufficiently completed to start operation. However, we now have closed the temporary shop and repair work and greasing are now being handled through the new garage. Shops for minor repairs are maintained at Units II and III.

#### Bus Lines

At the commencement of the Project, although we had inadequate passenger equipment, it was necessary that we meet both the morning and evening trains at Parker, both for the arrival of evacuees, visitors and personnel coming to and leaving the Project. However, in September of last year we purchased a small ten passenger bus which helped materially in the comfort of transportation between Poston and Parker. Later with the inception of the relocation program we purchased a large forty passenger bus which has improved our transportation problem greatly between the two points. Until June of 1943 this bus line was operated by appointed personnel. Commencing July, 1943, we placed evacuees in these positions and the bus line has operated very smoothly. The schedule now on the bus line is as follows: Leaves Poston at 4 a.m. in the morning; arrives Parker 4:40 a.m. Leaves Poston in the evenings at 8 p.m.; arrives at Parker 8:40 p.m.

After all three units were set up, there were not sufficient automobiles to accommodate the amount of passengers who had to transact business between the various units and even if there had been, it would have entailed untold mileage including gasoline and the use of tires. Therefore, since September, 1942, we have been operating an hourly bus schedule between all three units. This had proved very successful. Since May, 1942, and up to and including September 30, 1943, we had carried between Poston and Parker and Units I, II and III a total of 100,460 passengers with no accidents reported. This, we feel again is a very good record.

#### 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. The Sanitation Department attempted to operate it and later it was set up as a separate division, but attempts were not very successful. It was finally placed under the Dispatcher in the motor pool. The success that we had, I believe, is very evident. Very few complaints that garbage being left have been received and trash is cleaned up daily.

About February, 1943, the Agriculture Department commenced the



hog project and they were desirous of using the good garbage that could be obtained from the mess halls in Unit I. Therefore, at that time Unit I garbage was divorced from the motor pool and taken over by the Agriculture Department. However, Unit I motor pool still maintains the responsibility of the trash department.

Units II and III up to September 30 were still being operated by the motor pool. However, it is expected shortly that the garbage will be taken over in those two units by the Agriculture Department due to the increase in the hog ranch.

In connection with the disposal of trash, the tin cans and good crates have been segregated. The tin cans, of course, being kept in a separate pile to be shipped for use in the war industry. The usable crates have been turned over to the Agriculture Department for use in distributing various vegetables raised by the Department to the mess halls. In all this operation has been and is successful.

#### Mileage on Equipment

While exact figures are not available it is estimated that all equipment used since May, 1942, and up to and including September 30, 1943, traveled 5,000,863 miles. This is a considerable amount of mileage. It is estimated that about 25 per cent of this will be dropped in the coming year. This will be due to the fact that a considerable amount of this mileage was consumed in bringing merchandise to the Project when it first started and also to the various programs that were in the course of construction, but have now been completed. The amount of gasoline used is approximately 714,409 gallons.

#### General Summary

The foregoing is an itemized narrative of how departments have developed. Through the whole transaction we have had many heartaches and many problems and many laughs. However, it has been very gratifying to this department to see it grow from infancy through the trials and tribulations and improvements to the point at which it is now operating. There are quite a few improvements to be made, and, of course, there always will be. This could not have been accomplished without the wholehearted support of the evacuees working in the Transportation Department.



## SUPPLY SECTION

### Procurement Unit

By May 1, 1942, purchasing procedures were fairly well determined and an organization (on paper at least) and systems of records, controls and follow-up decided upon. The organization was far from being complete for several months, due to the difficulty of securing competent help, the rapidly changing conditions and demands, the vastness of the undertaking and unexpected complications. Reorganizations in the other departments and changes in their programs had their effect upon the procurement office and that office was forced to frequently revamp some of its preconceived and planned operations in order to meet the demands of the other departments.

The Procurement Officer, H. W. Palmer, and the Associate Procurement Officer, R. W. Gribbens, arrived on the Project April 6, 1942, on temporary assignment pending formal transfer from the Indian Irrigation Service. Both of these men had had long years of service in the Government doing precisely the same kind of work they were expected to do on the Project. In addition they were experienced in disbursing, accounting and personnel activities.

As the Project was to be operated under the Department of the Interior and the Office of Indian Affairs we expected to proceed under the Department's regulations governing purchasing and contracting, taking advantage of the liberal provisions contained in the War Powers Acts of Congress and Executive Orders issued pursuant thereto. Under these Acts we are exempt from the provisions of Section 3709, Revised Statutes, which relate to competitive bidding. However, the policy adopted at the beginning was to secure the required materials, supplies and equipment in an orderly manner common to Government practice and to solicit bids in the usual way whenever possible. This procedure is common with other agencies operating under National Defense appropriations.

Quotations are solicited either informally or formally depending on the nature of the articles required, market conditions, location and the time element. Informal quotations are secured by telephone or by the telegraph, personal interviews, or by letter. Formal quotations are secured through the medium of written advertisements prepared on Standard Government forms in the usual competitive manner. Contracts are awarded and prepared in accordance with the advertised invitation and specifications. Negotiated contracts are entered into or open market purchases made through the informal method. Open market purchases have been limited to \$5,000 in any one instance under Departmental Authority and contracts entered into without advance approval by the Central Office for amounts up to \$25,000. These very liberal authorities gave us fine opportunities to expeditiously secure needed materials provided other factors due to the war, such as the priority system and rationing and changes in manufacturing to meet defense requirements did not interfere.



The greatest difficulty and hinderance has been locating sources of supply, securing helpful priorities and deciding upon substitutes. These difficulties have affected all departments of the Project and have taxed the ingenuity of their employees. It has been necessary to purchase a large amount of used materials and equipment. While this is not a bad policy, it requires a greater amount of work to locate desirable used articles, the calling upon technical and mechanical experts for inspection purposes, and the need for prompt action when materials have been located. Procurement employees and others of the Project have not always been available for these purposes at the right time.

During April and part of May, 1942, the Procurement Office with the other administrative offices were located in the Indian Irrigation Service Office at Parker, Arizona. On May 15, 1942, the administrative offices were moved to Camp 1 which is now known as Poston, the official headquarters of the Project. At first there were only two employees in the procurement office. There was not even a stenographer or a typist, except when one could be borrowed for a short time from another unit. As soon as the offices were established at Poston and the evacuees began to arrive, several stenographers, typists and clerks were recruited from the evacuee ranks and given employment. These people, however, had not had any previous experience in Government work and had to be trained; in fact, training is still going on as there is considerable labor turnover. This is true in all departments of the Project, but it is a particularly bad condition for the fiscal, procurement and accounting departments where exactness and a good knowledge of the many rules, regulations and statutes are essential.

In the summer of 1942 the procurement office received two temporary women clerks. These were later released. In September, 1942, another procurement clerk was secured, Mr. H. P. Andresen. This employee had not had any previous Government experience, but did have a good knowledge of commercial business and buying. In October, 1942, two more procurement clerks were added to the staff, Mr. R. H. Schoenhut and Mr. Paul Attocknie. These two employees were transferred from Indian Agencies and had had experience in purchasing and understood Government procedure. Another employee, Mr. Titus Wilson, has been temporarily detailed to the purchasing section since August 1943; he was previously employed in the fiscal section. Beginning with the summer of 1942 evacuee employees in the procurement office have averaged twelve. There as stated before, are mostly typists and stenographers. Several, however, have been assigned more important duties and have acted to a considerably extent upon their own responsibility in the maintaining of records, filing, checking invoices and receiving reports, assembling advertisements, contracts, accomplishing bills of lading, and other incidental and related work. The labor turnover and the necessity of continually training new evacuee help has prevented to some extent speedy operation at all times. Yet, the extent of the accomplishments of the office will be reflected in the statement herein of its production from April 1, 1942, to March 31, 1943. In April, 1943, the Associate Procurement Officer decided to resign. We expect to lose Mr. Paul Attocknie as he has received his draft notice from his Selective Service Board. He is now absent on leave pending action of the military. The Procurement Office now has four appointed employees, including Mr. Wilson and sixteen evacuee employees.



Under the present setup, the office has two departments - one devoted to the actual purchasing and contracting details under the direct supervision of Mr. Schoenhut; the other is the receiving and follow-up department under the direct supervision of Mr. Andresen. The Procurement Officer has general supervision and direction of the entire unit and gives his personal attention to the larger contracts and preparation of specifications. In addition he is an authorized certifying officer and has handled the majority of the vouchers paid by the Project.

It has been difficult, due to the isolation of the Project, to buy expeditiously, and perhaps, to the best advantage in a fluctuating and short market. We have been assisted in our purchasing by other agencies, such as the Quartermaster offices of the War Department, Medical Depots, District Engineer Offices of the War Department, District and Regional offices of the Office for Emergency Management and War Relocation Authority. Initial supplies and equipment were obtained by these agencies. The Indian Office and the Purchasing Office of the Interior Department have also given assistance. In the main, due to the character of a large part of the Project's requirements, such as the development of the land in the vicinity of the camps for agricultural purposes, construction of irrigation canals, laterals and ditches to serve the area, building of roads to and within the area, the development of industries, the construction of schools and the operation and maintenance of utilities, procurement employees have had to rely largely upon their own efforts and resourcefulness to obtain required materials, supplies, and equipment, dealing directly with individuals and business houses throughout the Southwest, the Pacific Coast and Rocky Mountain regions. Most of the purchases have been made in the States of Arizona and California, transportation costs and more prompt deliveries being important factors.

The Indian Irrigation Office in Los Angeles was utilized to a large extent during the early days of the Project and made the base of operations for the purchase of supplies in that locality. Engineers in that office were called upon to assist in inspections and for advice for the preparation of technical mechanical and construction specifications. Many items have been purchased in Los Angeles and vicinity to advantage through personal canvassing of the section. Frequent visits are also made to Phoenix and other towns in Arizona for the same purpose. Large quantities of surplus materials and equipment have been secured through transfer from other Government agencies.

At first most of our purchases were in the category of emergency purchases; the evacuees were arriving so fast their needs so varied and changing and the procurement office insufficiently staffed that it was difficult to set up long range programs. The purchasing program is now much better established, future needs are being provided for and emergency purchases have been reduced to a minimum.

In many instances individuals and concerns with whom we tried to do business have not considered this Project as a Government Agency with a definite duty to perform in behalf of our fellow citizens, but only as a "Jap detention camp" and we have been thoughtlessly hampered in our buying.



Subsistence and medical supplies have been and are being procured by Quartermaster offices and Medical Depots upon requisitions prepared by the Project Steward and sanitation and health department. These requisitions pass through the Procurement Office which later prepared the receiving reports which are submitted to those purchasing agencies. No inconsiderable amount of work is involved in handling these reports and maintaining proper records. In addition to the actual procurement work, the office maintains its own purchasing files and records, and handles all purchase transactions from the receipt of the requisition to the time the account has been audited and approved with respect to the details of the transaction is ready to be passed to the fiscal section for final audit, vouchering and payment. For a time during the period from January 1, 1943 to April 1, 1943, a unit of the fiscal section checked receiving reports against purchase orders and pre-audited invoices.

Throughout most of 1942 payments of bills were unfortunately delayed and the Project was severely criticised by vendors. The Procurement, fiscal and accounting offices were understaffed, evacuee employment was not entirely satisfactory. The Procurement Office has a responsibility for seeing that articles ordered have been received and are in accordance with the order or contract. This Project, however, is not the only agency which had been slow in paying its bills during our National Emergency. To date the situation has been corrected and the bills are being promptly paid. Our creditors appear very well pleased.

Close cooperation is required with all departments of the Project; frequent consultations are had and assistance given other employees to help them prepare their requisitions and specifications as the various programs of the Project are directly affected by the availability of materials and supplies. The Procurement Office operates as a unit of the Supply and Transportation Section under the Administrative Division. Close cooperation is required with the warehouse section in connection with the receipt of the materials ordered, accomplishment of bills of lading, and to check on warehouse stocks. From the beginning of the Project all employees working in the procurement office have been very loyal, appear to enjoy their work and have given unstinted and excellent service. Their attitude has been that we have a job to do and they are going to do it.

The following is a statement of the amount of work accomplished by the procurement office from the first of May to the thirtieth of September, 1943.

Requisitions received and considered	6016
Purchase orders issued	9253
Bills of lading issued	3385
Formal invitations for bids issued	394
Numbered contracts executed	408*
Unnumbered contracts executed	71*
Purchase orders processed for payment without the aid of the fiscal section	5939
Subsistence receiving reports completed (for Quartermaster offices)	1215
Value of purchases	\$6,366,248.84

\*These include negotiated contracts also



Materials and equipment purchased include lumber, cement, reinforcing steel, structural steel, nails and all kinds of hardware, machine shop tools and machinery, electric motors and gas driven engines, pumps, electrical supplies and appliances, wire cable, telephone and transmission line poles and hardware, fencing materials, roofing, office furniture and equipment living quarters furniture, furnishings and supplies, kitchen and mess hall equipment and supplies, soap and laundry materials, hogs and poultry and their feed, seed and nursery stock, agricultural implements, road equipment, school supplies and books, draglines and other excavating and construction equipment, tractors, trucks, cement mixers, fuel oil for heating and engines, stoves, refrigerators, air conditioning and cooling devices, repair parts for the various kinds of equipment, and many other miscellaneous articles. The contracts include those for supplies and construction jobs and rentals of equipment and other service jobs.



## FINANCE SECTION

### BUDGET AND ACCOUNTS UNIT

At the inception of the Colorado River War Relocation Project, the Fiscal Division was divided into the following Sections: Fiscal Accounting, Disbursing and Cost Accounting. The substance of this report deals with the first two sections mentioned above. During the period from the beginning of the Project to the present time, the activities of the Fiscal Accounting Section were directed by three different appointed employees. During the spring of 1943, part of the functions of the Disbursing Section were transferred to the Route and Audit Section. In accordance with the organization as prescribed by the War Relocation Authority, the Fiscal Accounting, Disbursing and Route and Audit Sections have been combined into one unit known as the Budget and Accounts Unit.

Considerable difficulty was experienced in the Fiscal Accounting Section during the early stages of the Project due largely to inadequate clerical assistance. On numerous occasions, after training Evacuees to handle the work, they would transfer to other departments, thus working a tremendous hardship on the Accounting Section. It was difficult at the beginning of the Project to anticipate in full, the magnitude of the fiscal activities being undertaken. The first few months was a trial and error period which brought about better organization and a floor plan that provided the various sections with adequate working space.

The Disbursing Section was immediately confronted with the task of effecting payment to commercial vendors for materials and supplies and equipment purchased which was difficult because of lack of organization and inadequate receiving records. Disbursing was also charged with the responsibility of paying the cash advance to Evacuees for services performed. After so long a time a very satisfactory method was devised to accomplish this service. The greatest handicap however, was the insufficient amount of cash allowed by the Treasury Department through bonded Agent-Cashiers. The result was that the cash advance was in arrears several months as well as the clothing allowance. Treasury checks replaced the cash disbursement and payments were soon brought up to date.

The number of Evacuees employed in the Disbursing and Fiscal Accounting sections has fluctuated especially since the advent of the Relocation Program. Despite the fact that the Appointed Employees are urged to encourage the Evacuees to relocate, the loss of an experienced and efficient clerk from an organization is keenly felt. Where so much responsibility rests upon the Evacuees, it is discouraging to be in a near continuous process of training. Some Evacuee employees have indicated a keen desire to learn and profit by the experience gained through their Project employment and during their



period of service have been of great value to the organization. Others show little interest and are of no benefit. At the present time, the services rendered by the Evacuees in these sections is very satisfactory.

During the period of May 1942 through September 1943, 10,326 vouchers were processed with a total cash expenditure of \$9,763,806. It was originally anticipated that approximately 1,000 vouchers would be processed each month. Several months passed before this figure was reached and on three or four occasions it was exceeded but, with the departure of Evacuees relocating and as the work was maintained more on a current basis, the maximum at present varies between seven and with hundred. The procurement of supplies and equipment has decreased in quantity which would naturally affect the activities of the Disbursing Section accordingly.

Collections deposited through the Regional Disbursing Office aggregate \$470,693 for the period May 1942 through September 1943. This total represents collections for subsistence furnished at the personnel messes, quarters furnished transients, repayments to appropriations, sale of electrical energy and other miscellaneous collections. Collections for power are in the nature of revenue and become available for expenditure by the Irrigation Project for operation of the Power System. This includes cash collections and adjustments between appropriations effected through the medium of 1080 vouchers but does not include payroll deductions for subsistence, quarters, medical services etc.

As of September 30, 1943, the functions performed by the Disbursing Section cover the scheduling of vouchers to the Regional Disbursing Office for payment, the scheduling of collections to the Regional Disbursing Office for deposit, the distribution of salary checks and War Savings Bonds, maintenance of the paid voucher file and Agent-Cashier activities. The Fiscal Accounting Section maintains Allotment Ledger accounts for the War Relocation Authority funds and Irrigation funds; receipts for all cash collections, issues bills for miscellaneous moneys due the United States, including electrical energy furnished by the Project and 1080 vouchers; maintains paid and unpaid obligation files.

As long as a full staff is available, the services are performed satisfactorily and the work is current with the exception of the outstanding obligation file. Procurement and Accounting are collaborating to restore this record to a current status. Although it is felt that these Sections are meeting the requirements, even greater satisfaction and efficiency should be attained with the consolidation of the Sections into the Budget and Accounts Unit.



## FINANCE SECTION

### COST ACCOUNTING AND PROPERTY CONTROL UNIT

The Cost Accounting Section of the Fiscal Division, Colorado River War Relocation Project, was started in May, 1943, with no appointive personnel other than the Chief Proprietary Accountant. Six evacuees were recruited immediately and were put to work on the accounts of the Colorado River Indian Irrigation Project.

Before accounts could be started for the War Relocation Project it was necessary that an entire cost classification system be established. This was done in collaboration with the heads of the various operating divisions, basing the cost classification on their statements of information which they desired.

The accumulation of costs was based on warehouse issues, all incoming purchases to be charged into stores and then from stores to costs through the medium of stores requisitions. Due to the fact that pricing of stores requisitions did not get done, accumulation of cost figures was an impossibility for several months. Finally the Cost Accounting personnel took over the pricing of requisitions in order to get cost figures with which to work. The pricing of requisitions required so much time that the Stores Accounting Unit was finally established under the Proprietary Accounting Section, for the purpose of maintaining card records and pricing requisitions. By the time this Unit was established the Cost Accounting Section was some six months behind in its work and what cost reports had been compiled were based on fragmentary information and estimates.

On March 1, 1943 the responsibility of the section was transferred from Mr. Shepard, who became Fiscal Officer, to Mr. Calbertson. In May 1943, the Unit was moved to Administration Building No. 4 and consolidated with the Timekeeping Unit. In April of this year there was installed a WRA accounting procedure for Motor Repair and Transport. On July 1 the WRA cost accounts were adopted as well as the general ledger control accounts. During the period July 1 through September 30 WRA accounts have been used under Indian Service procedures. It is planned in the near future to adopt WRA procedures to these accounts.



## COST ACCOUNTING AND PROPERTY CONTROL

### TIMEKEEPING UNIT:

Timekeeping was established early in 1942 with a daily labor report as a basic instrument. The reason for a daily labor report was the intention to make a daily cost breakdown. This objective was never attained. An office staff of about 60 evacuees plus 35 timekeepers in the field was maintained in three units, plus four appointed personnel.

The complete function of the timekeeping section was to distribute and collect daily labor reports and post the time record from them to the monthly time sheet. An attempt was made to complete a daily cost breakdown. This was abandoned in favor of a monthly breakdown for evacuees and a semi-monthly for caucasians.

An understandable confusion resulted in the organization of a timekeeping unit required to meet an emergency resulting from the resettlement of 17,000 people in an unprepared location. Payments for labor were in arrears as much as four months and adjustments were necessary on hundreds of payroll items.

On the first of December 1942, an employee was theoretically required to obtain a notice of assignment before being entered on the payroll. This order proved ineffective due to the fact that employers recruited help without going through established employment procedure. Hundreds of evacuees were working without notices of assignment which handicapped the timekeeping department to a great extent. There was no absolute check on the rate of pay to which each employee was entitled. No appreciable statistics were maintained. The above was the status of timekeeping at the close of 1942.

With the beginning of 1943, a gradual improvement began. Closer cooperation with the employment division and other departments was established. Daily labor reports were eliminated in March. Cash advances were current by April as were cost breakdowns. All compensatory time records were transferred to and kept by the divisions. Divisions were made responsible for the keeping of time records.

With very few exceptions, employees had their notices of assignment and the timekeeping unit was able to make the timesheets properly from these. Statistics such as man hours, number of employees in each rate of pay class, and other records pertaining to timekeeping were kept. (Service cards).



The typing of payrolls for evacuees and irregular appointed personnel became a function of the timekeeping unit in April 1943, being transferred from the Personnel Department. The typing of Clothing Allowance vouchers also became a function of the timekeeping unit. A pre-audit was made of all payrolls and clothing vouchers.

By the end of June 1943, all obligations of the timekeeping department were current. The staff had been reduced to two appointed personnel and fifty evacuees in all, for the three units.

In May 1943 the timekeeping unit and cost accounting unit were combined into one unit known as the Cost Accounting Unit.



## MAILS, FILES AND COMMUNICATIONS

May 15, 1942 found the Colorado River War Relocation Project housed its new administrative buildings in Poston with only a rudimentary Mails, Files and Communications section functioning. Hand rung telephones, controlled through an old magnate switchboard, and a temporary file consisting of a chronological file and simple alphabetical subject file marked the beginnings of the Section. With the appointment of a Chief of Mails, Files, and Communications the Chief Administrative officer suggested that it would be in keeping to establish and maintain a numerical decimal filing system, similar to that employed in the Indian Office, after the Project was in operation long enough to determine proper file divisions. Meantime, the Mails, Files and Communications section, with a staff of one assistant and one messenger, both evacuees, occupied a small corner of Administration Building 2. All official mail for the Project and for the appointed personnel was distributed by this Section. The Project mail, after being opened and stamped with a date stamp, was routed via messenger to each of the various divisions operating at that time.

Telegrams, then few in number, were handled by telephone through the Santa Fe station in Parker. In the beginning the volume of telephone calls, telegrams and mail was relatively small. Gradually however, the volume of each service increased until the need of additional facilities and room in which to house them became very pressing. Accordingly, on September 1, 1943, Mails, Files and Communications moved to the east end of Administration Building 4. There a mimeograph room equipped with built-in cupboards and two fine electrically driven mimeograph machines occupied the extreme end of the space assigned to the section. The remaining space, with the exception of a small room at the west end which was reserved for the proposed new telephone exchange, was given over to the Mails and Files parts of the section. Here the plans for the numerical decimal files took definite shape and after a study of the WRA files in the Regional Office in San Francisco, the various file divisions were set up. Six files of five drawers each were added to the single case previously used. Other filing materials were supplied and the Central Project File began to become an actuality.

Along with its new quarters the section inherited the distribution of office supplies. A small space fitted with numerous storage cupboards across the passage way from the mimeograph room became the office supplies headquarters. Supervision of the supply room boys and requisitions for office supplies therefore became a part of the duties of the Chief of Mails, Files and Communications. In connection with this new detail a separate file of requisitions by departments was set up from which monthly reports could be made as needed.

For some time the possibility of briefing official mail was under consideration. The advantages of such a system were obvious and by January 1943, when all necessary supplies had been received from WRA, the old method of routing and delivering mail by messenger was discontinued and the process of coding, briefing, and routing the incoming mail was instituted. Shortly



after this a Roberts numbering machine was acquired and all incoming mail received a serial number thus affording another means of identifying related pieces of correspondence as well as providing a means of counting incoming mail. These changes in procedure required additional personnel to handle the work and a file cler, a typist and another mail clerk were added to the staff. Mention should be made here regarding the outgoing project mail which is also handled by this Section. Such mail, when sent under the franking privilege is weighed and counted and a record kept of each days mail deliveries. Mail requiring special handling such as air mail, special delivery or registered, is stamped in this Section and individually recorded in a journal. From these entries is compiled the monthly report of stamp expenditures for the Fiscal Officer. All receipts for registered mail are filed in a folder reserved for the purpose, and in case a return receipt card is requested the card is delivered to the office initiating the registry. A supply of stamps is maintained to meet these needs.

Throughout the months the volume of official and evacuee personal telegrams grew steadily until the full time of more than one person was necessary to give proper service. Hours were consumed daily in receiving and sending telegrams, both official and personal, by telephone from Parker. As a result an evacuee telegraph and information clerk was employed whose duties were to assist evacuees in preparing outgoing telegrams and deliver those incoming for the residents. He also made collections for the amounts involved and kept a record of all transactions. The Section arranged for delivery of collections and late telegrams to Western Union agent at the depot in Parker at the close of each business day. The employment of this clerk relieved the Section Chief of part of the telegraph burden and markedly improved the wire service for residents which heretofore had suffered considerably from unavoidable delays. However, the transmission of official wires continued to be a growing problem and agitation for the installation of a teletypewriter machine in the United States Engineers Department headquarters and a few official messages were handled in this manner. But the service was sketchy at best due to the inadequate line facilities and the quartermile walk to the Engineer's office.

Although the possibility of a teletype for WRA was discussed as early as March 1942, no definite action was taken until early in January 1943. A new line was put in and a new room added to accommodate the machine. On February 18, 1943 the teletypewriter went into operation and the first milestone in improved communications was passed. Gradually the use of this machine increased until by July an average of 1100 officials wires were transmitted over the teletype instead of Western Union because of more rapid service and cheaper rates. The reduction in the possibility of error and the tremendous saving in time as a result of the installation of this machine meant a great deal to the whole Project in the quality of wire service. Even this machine, which was for the use of official messages only, failed to materially relieve the telegraph situation. With speeding of up relocation the number of wires increased until approximately



1500 per month were being sent and received via telephone and longhand transcription to be copied later by typists. Western Union was reluctant to put in a teleprinter for various reasons. However, on the basis of repeated appeals from the Santa Fe Railroad station in Parker whose operator had to handle all the WRA traffic as well as the heavy load imposed by the military forces, a separate Western Union office was opened early in the summer. The long desired teleprinter was still talked about but not yet accomplished so the awkward and lengthy telephone sessions continued to the growing disgust of the local telephone subscribers and the weary telegraph dictators and receivers at both ends of the line.

Perhaps the most discussed single feature of Communications was the promised installation of modern switchboards in each of the three units to promote better telephone facilities throughout the Project. Late in December, 1942, the U. S. Army Signal Corps representatives arrived for a survey of the telephone needs of the Project and by January, 1943, a work crew had moved in and gone to work. New and adequate wires were strung and at last three switchboards came. By May the new telephones and Unit I switchboard were ready for use and about the middle of the month the new board was "cut over". The days of calling the operator by hand ringing were past, marking another big milestone in the progress of communications. Within a few weeks following this eventful day the switchboards at Units 2 and 3 were also "cut over" and by June 15, 1943, complete telephone service between all three units were established. The switchboard at Unit I handles all long distance calls and no such calls can be made over Project phones, with the exceptions of the private lines in Mr. Calvin's and Mr. Head's offices, without going through the Unit I board thereby providing an effective check on all long distance calls. It was decided to employ evacuees for telephone operators on the boards in Units 2 and 3 and appointed personnel on the board in Unit 1 to eliminate the difficulties which arose previously when evacuee telephone operators worked on the old board in Unit 1. With the completion of the telephone lines the three units became more closely linked together than was heretofore possible.

In the meantime, the mimeograph service for the Project flourished and grew month by month until an average of 600 stencils and 200,000 copies per month were run during the early summer months of 1943. At various intervals when its own machines were out of order, the Chronicle used the mimeograph machines in this Section in order that the paper might be published on schedule. Each time such an emergency arose it meant an additional 6000 copies each day. During the first month of school in 1942 when school supplies had not yet been received and no text books were yet available, thousands of copies of text material were prepared by the two mimeograph operators. Of course these were temporary measures born of the exigencies of the moment and the average figures mentioned above include only the regular Project work, which consists largely of forms used by the various offices such as warehouse receiving reports, subsistence reports, etc.

The establishment and maintenance of any filing system is a continuously progressive process as was the case in this section. This process, begun in October, 1942, developed little by little each day while the more immediate problems of telephone, teletype and mimeograph services were solved.



After a regular file clerk and an assistant were assigned to the section the actual task of making up the new folders and classifying old and current materials according to the newly completed numerical decimal code began in earnest. There was a tremendous amount of work involved in this process but eventually all the old material was coded and filed and by July 1, 1943, most of the new was also ready for filing. However, early in 1943, relocation assumed greater activity and Mails, Files and Communications lost two full time workers, in close succession one of these was a file clerk. This key position was filled by transferring one of the mimeograph operators who wanted to learn filing, and training her in the details of the filing system was done as rapidly as possible. Since full time workers could not be secured as trainees in keeping with the program of in-service training which was initiated in the Section in September, 1942. These part-time workers assisted as messengers, mimeograph operators, and supply room clerks, with the idea that during the summer months they would work the maximum number of hours permitted for minors.

The establishment of separate chronological files for teletype and telegraph messages, as well as for letters and memorandums, and the use of the daily log sheets for all wires made it possible to locate a given message or piece of outgoing correspondence with minimum time and effort. Such files are kept up to date daily. Coding and filing the subject copies takes both skill and considerably more time than filing chronologically. Consequently this phase of the work lags behind other filing procedures. This lag is partially offset by the fact that the briefing slips are filed currently.

The Western Union Company finally installed a teletypeprinter in our office on September 17, 1943 and since that time all messages are recorded on paper tape automatically, for later posting to official blanks.

This, then, is a review of the progress made in Mails, Files and Communications from May 1, 1942 to September 30, 1943. It is hardly to be expected that the coming year will hold as many revolutionary changes as the one just closed, but it is expected that refinement and perfection of the filing system will continue and we will eventually have a model section.



## PERSONNEL SECTION

During April 1942 Mr. Charles Smith was detailed from the Navajo to render whatever assistance he could in organizing and planning the work of this Section which was to be established under the Colorado River War Relocation Project. A make-shift office was provided for in the irrigation dormitory. He was called upon to initiate the detail of several Indian Service employees. Numerous job classification sheets were prepared and forwarded to the Indian Office together with recommendations for transfer. Numerous conferences were attended at which were discussed mutual problems then confronting us in our new work. We attempted to set up procedures to the best of our ability, based on what little information then available as to what was to be required in our new assignment.

In May 1942 we moved to our new office here at Poston. Working conditions at that time were anything but desirable; we lacked office equipment and qualified clerks were at a premium. We then had Mrs. Eva Mae Smith as an assistant. The next few months were quite hectic - planning, organizing and re-organizing and at the same time endeavoring to keep abreast of changing regulations pertaining to payroll and personnel work. During July 1942 several Japanese clerks were made available in this Section, all of whom were not trained but in most instances they were willing, hard workers.

Soon after the Director of Education was appointed immediate steps were taken to recruit teaching personnel and as a result of our efforts we were able to recruit approximately 75 teachers, all of whom were not trained but in most instances they were the job when school opened in October 1942. We were also confronted with problems in recruiting skilled tradesmen for our construction program. Our wage scale had to be revised quite frequently to meet the demands of labor. During the latter part of 1942 we had a construction crew of 350 men. Regular appointed personnel numbered 230.

During the period of this report, we have processed approximately 1000 new appointments and 526 separations. Payroll expenditures have amounted to approximately \$1,000,000. Numerous changes and new procedures have been put into effect from time to time all of which have been taken in stride.

All in all we have had a big job to do and considering the many problems with which we were confronted the final results accomplished are highly gratifying. To date we have approximately 245 regular appointed personnel and about 50 to 55 irregular employees engaged in construction work. The work of this Section is now well organized but there yet remains to be a lot accomplished, perhaps not with as much dispatch and under such trying conditions as in the past.