

NORTH TEXAS STATE UNIVERSITY
ORAL HISTORY COLLECTION
NUMBER
213

Interview with
J. B. Heinen, Jr.
June 25, 1974

Place of Interview: Dallas, Texas
Interviewer: Dr. Ronald E. Marcello
Terms of Use: Open
Approved: *Julius B. Heinen*
(Signature)
Date: June 25, 1974

COPYRIGHT © 1974 THE BOARD OF REGENTS OF NORTH TEXAS STATE
UNIVERSITY IN THE CITY OF DENTON

All rights reserved. No part of this work may be reproduced or transmitted in any form by any means, electronic or mechanical, including photocopying and recording or by any information storage or retrieval system, without permission in writing from the Oral History Collection, North Texas State University, Denton, Texas, 76203.

Oral History Collection

J. B. Heinen, Jr.

Interviewer: Dr. Ronald E. Marcello

Place of Interview: Dallas, Texas

Date: June 25, 1974

Dr. Marcello: This is Ron Marcello interviewing J. B. Heinen, Jr., for the North Texas State University Oral History Collection. The interview is taking place on June 25, 1974, in Dallas, Texas. I am interviewing Mr. Heinen in order to get his reminiscences and experiences and impressions while he was an Army Reserve officer in the Civilian Conservation Corps during the 1930's.

Now Mr. Heinen, to begin this interview, once again I'm going to ask you to give me a very brief biographical sketch of yourself. In other words, tell me where you were born, when you were born, your education--things of that nature. Just be very brief and general.

Mr. Heinen: Well, of course, I was born here in Dallas, Texas, on April 22, 1913. I have lived in Dallas all my life. I went to school at the local public schools through high school, and then from high school I went to

Texas A & M, where I received my Bachelor of Arts degree in economics. Also, I was commissioned as a reserve officer as a result of the ROTC program that was mandatory at Texas A & M.

Marcello: When did you graduate from A & M?

Heinan: In 1934, and I was barely of age to receive my commission. I was just twenty-one. Then at . . . that June . . . of course, 1934 was right in the midst of the depression. We were still in the throes of all the hardships and handicaps that were facing any young person who was graduating from school. There were no jobs available. I didn't even receive an interview as a job applicant as a result of my education, but the Army announced that it would accept a number of second lieutenants for their Civilian Conservation Corps program. That represented a heck of a big salary. I think the salary for a second lieutenant was \$125 a month, and that looked gorgeous to me.

Marcello: Had you been keeping up with the activities of the CCC and knew more or less what it was all about and what it was doing?

Heinen: Actually, I hadn't. I hardly knew it was in existence because, see, I had been in school right up until that time. I graduated at the end of May, and this was the

first part of June. When you were a student in school, well, of course, you were concerned with the problems of the student at school and didn't spend too much time worrying about what was on the outside in the way of these programs. Of course, we were aware that there was a CCC program.

Marcello: How did the depression affect you as a college student at Texas A & M?

Heinen: Well, it just affected me like it did everybody else (chuckle). You just had to kind of scratch your way through and do the best you could, and money-wise, there just wasn't a whole lot of money, but you managed to work here and have little odd jobs. I ran the laundry concession and sold candy bars out of my room, and I'd pick up ten or fifteen dollars a month, maybe, which was sufficient to let me have what little social activities we needed and which were available on campus. Of course, fortunately, from that standpoint there were plenty of activities on campus so that you didn't have to seek them outside of the campus. They had our dances, and we had shows, and we had bowling alleys. There were golf courses nearby at Bryan or tennis courts on the campus. So you were . . . it was sufficient.

Marcello: I assume that it must have been rather discouraging to know that you were going to graduate and perhaps weren't going to be able to get a job. Like you mentioned just a moment ago, you didn't even have a job interview at all.

Heinen: That's right. It was drastic. You just didn't know what you were going to do. You wanted to do something, but I believe I would have gone out and gladly accepted any kind of manual labor I could have found (chuckle). It wouldn't have made any difference. You needed money. Your family needed money. You were going to become a drain on the family if you didn't produce. Of course, I was living at home at the time. I expected to live at home, but nevertheless, somebody'd have to feed you and furnish you the other essentials of life. That CCC opportunity looked pretty good to me, so I applied and fortunately was accepted.

Marcello: Can you describe the process by which you had to apply?

Heinen: As well as I can remember, there was a news item in the papers announcing that there would be a selection of officers, and I went through the Army personnel who had been my instructor at A & M and found out what I could

find out about the program and about the application. Of course, you were instructed where to apply. I think you just sent a written application saying you'd like to be considered to--I believe it was--4th Army Headquarters in San Antonio, if I remember right.

Marcello: Where did you get the application? Right there at A & M?

Heinen: No, I think that . . . now I'm going way back, but I think I just wrote a letter telling them that I'd like to be considered. I had picked up a letter of recommendation at A & M from my instructor and sent it along with it. Shortly I was notified that I had been accepted into the program and would be further advised as to where to report and how to report at a later date. I think the timing was, if I recall right, about the center of July that we were to report to wherever we were going first.

Marcello: Now this is July of 1934, which means that there was a time-lapse of perhaps approximately a month . . .

Heinen: That's right.

Marcello: . . . from the time that you applied until you actually went into the CCC's.

Heinen: Yes, that's correct. Then one day we got our set of orders saying that we were to report at Fort Sam Houston at a certain barracks or building by a certain hour on

a certain date. I remember I hitchhiked to Fort Sam Houston, and I had worn my uniform. The uniform we used at school was useable as clothing for the Army for an officer. I was highway hitchhiking, and an Army vehicle driven by a Regular Army driver saw me there. I was close to San Antonio at the time. He picked me up and took me on into Fort "Sam." Then I found out to my horror that it was not the thing to do. The Army didn't expect its officers to be hitchhiking down the highway in uniform (chuckle).

Marcello: But was the man who picked you up an officer, or was he just an enlisted man?

Heinen: No, he was just an enlisted driver. It didn't make any difference. Hitchhiking was about the only way I could get to San Antonio. Of course, we'd hitchhiked all over the country from A & M. That was the custom--to hitchhike.

Marcello: What happened when you got to Fort Sam Houston?

Heinen: Well, nothing. They made no issue out of anything. But we were sent to our barracks. There were approximately twenty or twenty-five--I forget the number of us--and we were told at a briefing that we would spend a month

at Fort Sam Houston attending the cook and bakery school, primarily to pick up some knowledge of mess management.

Marcello: Was there any special reason why you and your group were selected to go into this mess management program?

Heinen: No, I don't think so. I think it was a good step. I think it was just a basic primary training for any officer who was going out and be in a commanding position or supervisory position of a CCC camp. In other words, feeding of the men is, of course, always important--knowing how to manage and how to set meals up so that they could be prepared by your cooks and how to instruct your cooks and have a general knowledge of the financial end of buying food and also the practical end of preparing food. It was a good program. It was a good idea, and it came in very handy.

Marcello: What other sort of orientation did you receive here at Fort Sam Houston? In other words, were you told what sort of men you could expect to find in the CCC's and how to deal with them and this sort of thing? In other words, here you were as military personnel, and you were going to be dealing with men who were still civilians.

Heinen: No, at Fort Sam Houston they didn't go into any of that. Of course, we were under the charge of an old-time mess sergeant. Oh, occasionally we met some officer personnel at Fort Sam Houston, but primarily we were under the charge and direct supervision and orders of a master sergeant who was the head of the cook and bakery school. He was our pappy, and we had to do whatever he said, and we didn't see too many or meet too many officers. Those officers had no great knowledge at all of the CCC program because the CCC program was not a function of the Regular Army. Actually, it was ran entirely by the reserve officer component.

Marcello: Was there any particular reason why it was done this way?

Heinen: I'm sure. In the first place, the Army didn't have the personnel--the officer personnel. In the second place, I'm sure it was also a two-fold deal: one, that you would train reserve officers and two, that there were many reserve officers that also needed the employment. You know, it served as an employment for officers as well as boys and also for the personnel

that took the boys into the field and instructed them, you know? In other words, it had an employment factor or relief employment factor for at least three or four categories, and I think that was part of the idea.

Marcello: I've seen it written from time to time that, at least at first, the Army was rather reluctant to get into this whole CCC program because it was felt that it would take away from their primary function, which, of course, was national defense.

Heinen: I'm sure. I'm sure that that's true. Not only that. The average officer in the Regular Army from West Point, which comprised the vast majority of the officer personnel at the time we're talking about, had no desire to be stuck out in the countryside in charge of 220 sixteen-year-old boys. Their training wasn't that way, and I imagine they lived in a real horror of being out in the countryside with their family and their wife and everything else. You'd have to live at the camp. There would be no such thing as living off base, and, boy, I'm sure they wanted no part of it, really, and were mighty happy to see it go into the reserves (chuckle).

Of course, now the reserve . . . it wasn't only the Army. The Marines were there, the Navy was there, the Coast Guard was there. Everybody had personnel into the CCC program.

Marcello: That's interesting. I didn't know that.

Heinen: One of the first officers I had met after I got out of the cook and baker school was a Navy man, a Navy ensign. Fortunately, it was . . . I imagine when you got way up into the hierarchy of the system, when you got past your district commanders, that you found that there would be Regular Army personnel. There was a direct responsibility coming from your, say, 4th Army commander or general or whoever he was. The CCC program was a responsibility in his area. He had to keep track of it, but he was not punishing his own officers as such to perform the duties of it.

Marcello: But again, just for the record, you really did not receive any sort of orientation as to what to expect when you'd get into these camps or how to handle these men who were still basically civilians.

Heinen: Not at Fort Sam Houston. Not at all. We strictly went into the mess program and the mess management program.

Marcello: What sort of pay did you receive?

Heinen: \$125 a month which was the base pay of a second lieutenant.

Marcello: Now in the case of your pay, did you receive the full amount, or was any of this sent home as was true in the case of the regular enrollees in the CCC's?

Heinen: No, officers were paid their full amount. In other words, there was no division of the pay. None was allotted for the family. In other words, the officer got his pay. I'd forgotten that the pay of the enlisted man, in part, went home. In my case I always received my check. Of course, I was single, naturally. I was just out of school, and I think I kept \$25 of my pay each month, and the rest of it went home. It wasn't taken from me. It was a voluntary thing on my part.

Marcello: So you were in this school for a month, and I assume this was pretty intensive training on how to manage a commissary operation. Where did you go from here? Or what did you do at this point?

Heinen: When we got our diploma, which we received on being a qualified mess officer, we were ordered then to an

individual CCC camp. Each one of the people who had attended the school went to a different camp. I was ordered to one out in East Texas. I think most of the boys went out into camps throughout East Texas.

Marcello: Was there any particular reason why you were sent to the camp that you eventually went to, or was it simply a matter of they needed an officer here, and that's where they sent you?

Heinen: No, the reason is different from that. The reason was again training. Now, of course, as we left Fort Sam Houston, the sergeant said we could take a holiday and go home for a day, and we stretched that a day and actually reported in to the district headquarters a little bit late, much to the consternation of the commanding officer, but we did report in as a group. I think there were four or five of us that went to a particular district headquarters in East Texas. I believe the headquarters was in Jasper, if I remember correctly, and then when we reported we were late, and we were roundly told about it. Our explanation that we'd been granted the time by the master sergeant didn't set too well (chuckle).

But then, at that point, I was sent to a CCC camp out of Clarksville, Texas, in the piney forest. Each of the other boys who were with me . . . we all went to Jasper together in one of the boys' car. Each was assigned to a camp. Now at that camp, they had selected a cadre of twelve personnel--the mess sergeant, the first sergeant, the company clerk, and your sergeants that would be the directors of the boys in the field. Your supply sergeant was another one. In other words, all of your key, basic personnel were there waiting for you. Then again, you had about a month, if I remember correctly, of just staying in that camp. You had your personnel that you were responsible for and being sure that each understood the job. In other words, I would go into the supply room and talk with the supply sergeant that was there for the camp, with the one that was assigned to me, and we would learn what the deal was about issuing and getting and recommending requisitioning and how you got supplies and how you got clothing and how you got the other things until you knew it.

Marcello: Let's just go back here a minute. You mentioned that you initially reported to Jasper. How long did you remain there?

Heinen: About two hours, enough to get eaten out for being late and to be told where we were going (chuckle).

Marcello: Did you mention that Jasper was some kind of a district headquarters for all of these neighboring CCC camps?

Heinen: That's right. In other words, the district was usually commanded by a major, and he had in his district his sub-district commanders. The district commander may have had, oh, just guessing, thirty camps under his command. Now he had a sub-district commander who had each five camps. Now the sub-district commander would go physically to each camp on a regular routine. In other words, he was always going from camp to camp to see how things were going and checking up and seeing that the program was being carried out and there was nothing amiss in the camp. Then you had your adjutant, and he had his officer personnel. There was a lot of paperwork connected with all of this. So he had secretaries and a regular set-up to run a pretty big-sized organization.

The only need for us to be there was to be told at which camp we were going to and how we were going to get there. You know, the Army does furnish either money or a mode of transportation. In other words, if you're ordered to a spot, well, you'll receive either the funds to get there, or you'll receive a direct government piece of transportation to get there. I think they had one of their trucks from the camp that had been called in. I think each camp had two vehicles, two Army trucks, for the use of the camp, and one of those had been sent up to pick me up and take me back to camp.

Marcello: How far was this camp from Jasper?

Heinen: I've been trying . . . I forgot to look at a map. It's roughly twenty or thirty miles. It's not a lengthy distance. It could have been farther, fifty miles at the most.

Marcello: Now when you got to this camp at Clarksville, was it already in operation? In other words, were there CCC enrollees there as well as the Army cadre and so on?

Heinen: That's true. See, this camp had been established as one of the first. This whole district had been established for however long the program had been in existence, and

the part of the program that I came into was the expansion of the program. In other words, they were, say, doubling the number of CCC camps throughout the nation, which was the need for hiring new officer personnel anyway. Now each camp at that time had two permanent officers. One was the commander and one was the assistant . . . it had three. They also had a doctor. So you had three commissioned personnel at each camp.

Marcello: Now was the commander of the camp Regular Army, or was he a reserve officer, too?

Heinen: No, all of these officers were reserves.

Marcello: In other words, you . . .

Heinen: . . . starting with the major. The sub-district commanders were captains, usually. They were reserves. Normally, at the camp commander's level, you had a captain or a first lieutenant, and they were reserves. Your assistants were second lieutenants, and they were reserves. So that was normally the breakdown. In other words, you . . . and they soon got rid of captains as camp commanders. In other words, again, we're in the depression, and the conservation of money

and appropriation of money was tight. So every time they could run that organization by saving a nickel, they did.

Marcello: In other words, if they could put a lieutenant in charge of one of these camps, that was preferable to having a captain because of the savings in pay.

Heinen: That's right. That's right. And it finally got down to where second lieutenants commanded the camp. I was the youngest camp commander in the United States. I commanded the camp within six months after I was in the program, and I commanded it until I left.

Marcello: Incidentally, as a reserve officer, how long were you obligated to serve in the CCC?

Heinen: I wasn't. I could resign at any time. I just had to give them notice. I think they wanted thirty days' notice or something, time to get somebody else in there. In fact, I did resign and went from the CCC program into the Thompson Act program, where they trained 1,000 reserve officers in the Regular Army for a year. I resigned my CCC position in order to accept that.

Marcello: What did this camp look like here at Clarksville? You might describe it from a physical standpoint first of all.

Heinen: Well, of course, the camps were pretty standard in their structures. You would have, first a building. All of it would be described as a barrack-type structure. In other words, oblong, maybe twenty feet wide, and have a . . . barracks were more than twenty feet because they'd double the boys one side to the other side. Not too wide. Wide enough to get a bunk in an isle down the center on each side, and maybe a hundred feet long and with the normal pitched roof, you know, slanted roofs, and a back door and a front door and a window . . . they had a lot of windows in those barracks. In other words, they had a window, I imagine nearly spaced to where every man was sleeping under a window, so to speak. In other words, the width of the bunk would determine where the next . . . and there was a space between each bunk sufficient for a man to have a little room from his neighbor. So for every bunk they would put in the barracks, they would have a window over the bunk, so you were looking at a long oblong structure with the normal pitched roof, V-shaped roof, with a front door and a back door and plenty of ventilation.

They had an iron stove . . . or two iron stoves, the old wood-burner stoves, about a quarter ways from the front and a quarter ways from the back.

Marcello: Usually, of what materials were these barracks constructed?

Heinen: They were constructed of plain 1" x 12" lumber. I imagine the foundation wouldn't be too different if you were going to build a good barn right now, except that there was nothing fancy about it.

Marcello: I understand that in some cases they were made out of logs, that is, in some localities, and in other localities they perhaps would be covered with tar paper or something of this nature.

Heinen: Well, that was a program within the camp itself in the Army. In other words, out in East Texas, what they would do would be to gather in from the sawmills the sidings as they stripped it off the trees, and they would decorate the building with the siding, which was permissible, inside or outside depending upon whose idea or what thoughts occurred to different people--who sold their idea the best. And the same way with painting, you

know. You had to arrange for your paint, which we'll get into later, and you could paint it any way you wanted to. The camps that I were in had a wallboard facing inside. In other words, instead of plaster or . . . it was pressed paperboard, is what it was. Of course, it came out beautifully. It burned like mad, too (chuckle).

Marcello: Approximately how many barracks were there in this particular camp here at Clarksville?

Heinen: The normal composition of the camp was somewhere in the neighborhood--if I'm remembering again--220 boys. We were able to accomodate 220 of the . . . plus, now you also had to have your buildings for your offices and your officers. In other words, the front part of the officers' barracks was the office. Then you had the civilian technicians who were assigned to the camp. In other words, there may be six or eight of those who actually went out and laid the contours if you were contouring the land, or cut down the trees or mark the trees if you were in the forest.

Marcello: In other words, these would be the people from the Department of Agriculture or the Department of the Interior or something of this nature.

Heinen: Whoever they came from. Of course, they were supervisors. I had no jurisdiction over those people. They were their own . . . in other words, we ran the camp from the time that they came back from work. Say they got off work at five o'clock or four thirty or whatever they did, by the time they hit the camp again, they were my men until they went to work again. I turned the men over to these people at eight o'clock in the morning every morning during the workday, and they were their personnel, and I had nothing to say. They had their own vehicles, and they had their own equipment, and they were responsible for their own equipment.

Marcello: In other words, as long as the personnel were in that camp, they were under the Army's jurisdiction. Once they moved out of the camp and onto the job, they were under the jurisdiction of these civilian experts in the various government agencies.

Heinen: That's right. That's right. That's right.

Marcello: What other buildings were there in the camp besides the barracks and the offices and the officers' quarters?

Heinen: Of course, you had a latrine, and you had shower room, you know, community shower room, and you'd have your light plant structures. You probably had a workshop. I can't remember where ours was, but you know, it was a place where you could have the work done around the camp, such as working on those vehicles or whatever might be necessary, working on furniture. Quite often those things were not a fixed part when you got there. You in turn began to improvise for those things and put them up when you needed them. Of course, we had our own lighting system. In other words, we would generate our own power for light. We used wood-burning stoves for heat, and normally the technicians . . . one of the first things they did when they got to the camp was to run in a water system for the showers and the mess and the lawn or whatever use for water we had--bathing. But you would have sufficient buildings.

Marcello: I would assume that you would have a mess hall and probably a garage.

Heinen: Yes, we had a mess hall. They had a mess hall as such. One building was the mess hall.

Marcello: Was there a dispensary or anything of this nature?

Heinen: Oh, yes. Yes, that was a separate building. It could accommodate about eight kids in there. It had about eight bunks, and it had its office and medical cabinets and table and whatever the doctor would need.

Marcello: Was there a permanent doctor at this camp, or did he travel from camp to camp, also?

Heinen: No, the camp had a doctor as a permanently assigned member of the officer personnel. We always had the doctor there. Part of my cadre was a corpsman, I mean, a doctor's assistant. But he was a permanent fixture. He was there all the time. He was on duty twenty-four hours a day in the camp.

Marcello: How far was this camp, actually, from Clarksville itself?

Heinen: Not too far. Again, I can't remember. Clarksville itself wasn't a great big community (chuckle). They established the camp wherever outside of the community that they figured was a decent location, as far as drainage and everything else because the work . . . they had transportation. In other words, if there were eight technicians, each one had his truck or

vehicle which would hold whatever number of workers he was responsible for. He would check his out every morning, and he kept the same personnel more or less with him, and he would head off to whatever area that they were working in. He had his designated job for those boys to do under the supervisor of the technicians.

Marcello: At the time that you were assigned to this camp, were you the only new Army personnel that came into the camp at that time?

Heinen: Yes, I was. The program was . . . as I remember, at the camp that I was assigned to, there was a man from Dallas who was the camp commander and whom I had known briefly. His name was Barr. I can't think of his first name anymore. And then there was a Navy ensign, and there was another officer there. There were three officers there other than myself, plus the doctor.

Marcello: How do you explain a Navy ensign at a CCC camp in the middle of East Texas?

Heinen: He applied for the program, and he was assigned to . . . of course, they didn't have any CCC camps out in the ocean (laughter). I'm sure that they put him on land rather than let him do nothing.

Marcello: You'd think that maybe there would have been a CCC camp close to the coast or something of this nature.

Heinan: Well, I guess the Coast Guard people would man those, but he was there.

Marcello: What seemed to be the general morale of the camp at the time that you entered?

Heinen: In my experiences in all of the camps and all of the programs--I think I was there a year and a half or better--I never found the morale not good. In other words, as far as my association with CCC's, morale was good. The whole set-up was good. I never experienced anything that I thought was really glaringly bad--either personnel or equipment or accommodations. In other words, the program was fundamentally good.

Marcello: How do you explain the fact that the morale was so high?

Heinen: Well, I think that we were doing work. They weren't being . . . you know, they didn't have to break their neck. In other words, there was a program. You had to meet a standard, but nobody was trying to get every last ounce of energy out of you, you know.

Marcello: I assume that just the fact that they had a job that had some sort of a steady income had a great deal to do with the high morale.

Heinen: It surely did. And again, as I was saying, the job wasn't fitted to try to make every ounce of energy make a nickel for the next guy. In other words, the job was to learn, and they were learning. In other words, a man was taught how to run a caterpillar. He was taught how to blade off the ground, and he was taught how to be a mechanic. He was taught how to use a plow. He was taught how to lay out a contour on the ground. In other words, it was an instructive program. Men were taught how to drive a truck. You know, these are things that the normal kid of that age wasn't about to be able to do anyplace else.

Marcello: Did you get the impressions that most of the enrollees felt that what they were doing was worthwhile? What I'm saying in effect is that the various projects were going to have some redeeming social value or something of this nature.

Heinen: Oh, yes. Of course, they did do . . . I mean, when you're laying out fire lanes through a forest or when

you're taking out the bad lumber in a forest or when you're fighting the insects in the forest or something, well, it takes a pretty callous man not to understand that that's good. You know, in other words, the work was always positive work. In other words, these boys weren't just gathered up into a camp and fed and told to go do something, like break big rocks into little rocks. You know, they were doing something that was permanent in nature and beneficial to nature all of the time no matter where it was.

Marcello: What were some of the various types of projects that were carried on here at this camp at Clarksville?

Heinen: Well, the Clarksville camp was right in the piney forest, and I'm sure it had to do with fire lanes and problems of the forest. Now I didn't get out into the fields with those work crews.

Marcello: As you mentioned awhile ago, this, of course, was beyond your jurisdiction.

Heinen: Of course, I wasn't there for that purpose. I had to learn how to watch the mess operate and watch the _____ operate and watch the officer operate and get used to the paperwork and get used to my personnel and be sure that they knew what they were supposed to do.

Marcello: In other words, this was in many ways your on-the-job training for a future career in the Regular Army.

Heinen: No, in the CCC's.

Marcello: In the CCC's?

Heinen: Yes. In other words, this was all . . . I was going to go to a brand new camp, and I was being trained into the operation of a camp that was operating successfully so that when I got to a brand new camp that I wouldn't be lost. It was necessary training.

Marcello: How long were you at this camp here at Clarksville altogether?

Heinen: Approximately thirty days.

Marcello: What were some of the major problems that you were told to expect to encounter when you got a camp of your own, that is, based upon your experiences here at Clarksville?

Heinen: Well, that's funny. You know, everybody assumes that when you walk in as an extra personnel, as a _____, nobody's going to tell you the problems. If they had problems, I didn't get to get in on them. Again, in that particular camp they didn't have any problems. The disciplinary problems were normal. Maybe the guy got drunk every now and then, a fight or two, you know, just

standard, normal things that required no great amount of training. Application of good common horse sense would always normally solve the situation.

We had no "anti" personnel, nobody trying to rearrange the program or foment a revolution. That wasn't the nature of the boys in those days. These were boys that came out of a situation that was serious, and they were in the main appreciative, I think. Again, I say the program was a good program, and it reflected it in . . . now there could have been conflict in camps that I'm not aware of. There certainly could have been personality clashes between the officer and the men. That's always possible. It depends on the officer.

Marcello: Well, describe what your on-the-job training was like here at this camp at Clarksville.

Heinen: Well, I've pretty well already described it. In other words, I'd breeze over and watch them fix the food, talk to the mess sergeant, ask him where he got his supplies, and look at his requisition forms. All of his staples would come out of the commissary at the district headquarters. Once a month they'd send a truck up there,

and he would have filled out a list of what he wanted. His meats were ordered a month ahead, and they were shipped in, or you went and got them, say, every week or whatever your storage capacity was for keeping fresh meats without it spoiling. Then, of course, there was a lot of paperwork. You had to sit down and read the regulations and follow it through and look at the forms they were preparing and get down there and prepare one or two, you know, for several days just go do it yourself on his typewriter. If he couldn't type, you could stand over his shoulder and tell him what to type, you know, to where you began to be familiar with what was going to be required. Of course, clothing supplies and shoes and socks and underwear and hammers and nails and other things that you normally need was another item in the set-up and the records of the clothing supply.

Marcello: In other words, what you're saying in effect, it seems to me, is that supply and requisition was perhaps one of the major functions of an officer in one of these camps.

Heinen: That's right. He was always responsible for everything in the camp.

Marcello: Generally speaking, did these camps operate on a shoestring budget, or was there an ample supply of funds to get what was needed and then some?

Heinen: The funds were the form of money that a camp could requisition. In other words, all of the staples were furnished as they were in the Regular Army itself. In other words, clothing was an Army-issued-type deal, and food was an Army-issued-type deal out of the commissary, and the commissary set-ups were used for this. But other than that, a camp could request money, I think for, say, if you had to buy firewood. In East Texas you didn't have to buy firewood. In Arizona you had to buy firewood. Ice was something you had to buy, you know. Every month you filled in a request for money, and it was approved out of the district. That money was then sent to whatever bank you used, and you drew and paid for those types of things by check, and you had to maintain a strict accounting of the money at all times. They had prescribed procedure as to how your checkbook would be handled and what happened to the cancelled checks, what bills and invoices and what you did with them. But you were allowed to request the money.

Now if you had an unusual situation that you wanted to get into or that was forced upon you, you simply had to make a special request for special money for that purpose, and it was either approved or disapproved.

Marcello: I would assume that the district headquarters knew approximately how much money it took to run a particular camp.

Heinen: Oh, yes. You weren't about to suddenly get more money than they knew you needed (chuckle). It was simple really. Two months experience or something like that is sufficient to let anybody know approximately what's going to be spent. Then, of course, your sub-district commander's always in that comp, and he's checking all of those records, and he's taking a look at what's being bought and how it's used and where it went, and he knows whether you're wasting it or not wasting it or whether you're . . . of course, if the officer was guilty of carelessness, well, it was his job to correct the carelessness.

Marcello: In other words, there was a close accounting kept of all of the expenditures of each of those CCC camps.

Heinen: Oh, yes. Right to the penny.

Marcello: Well, now you were at this camp at Clarksville for a month. Did you by this time begin to form some sort of an idea as to what you were getting into and as to what sort of men you would be dealing with and things of this nature?

Heinen: Oh, yes. You came into contact every evening with the men. In other words, you'd be out there lolling around and meeting them and talking to them.

They had little programs that we put on. Each camp had another man who took over, and he was called the recreational director, and it was his responsibility . . . one of the buildings was a rec hall, a place where they had magazines and papers and movies--whatever they could scrounge. They'd put on their little programs themselves, and the boys could sing or whatever he could arrange. He also taught school. He'd teach them to read or write or whatever they wanted to know, if they would learn. He had a pretty good-sized job.

So you would be there in the evening. There was no place for you to go either. You got to know them and got to know the technicians, forest people, or the technical people who were training them on the job. It

was a pretty close deal. In other words, the whole camp would cover two acres, say. Within two acres you've got two hundred and something people. You're bound to get to know them.

Marcello: Okay, so you were at Clarksville for approximately thirty days, and then from that point you went onto your permanent camp, I suppose you could say, where you were actually going to assume command.

Heinen: Well, again at the time that this happened, the set-up was for two officers to a camp. As a brand new second lieutenant, I was not designed to be a camp commander. In other words, at that time it wasn't contemplated that I would actually command the camp--that I would be the assistant officer to a officer of higher rank than myself that would be the camp commander. However, why they didn't send the camp commander there, I don't know. In other words, the camp commander did not receive the training I received. He didn't get a mess hall. He didn't get a month in a camp. He just came direct from his home into a camp. What experiences they gave him on the way, I don't know.

Marcello: I assume that this did create problems from time to time.

Heinen: Oh, yes, but my experiences were such that the program changed rapidly during my tenure, so I didn't get into any of that. I had a problem for a month or so, but then . . . we'll get into that later.

Marcello: How far was this new camp from Clarksville?

Heinen: Well, of course, the new camp from Clarksville was about fifteen or sixteen hundred miles.

Marcello: Oh, really? Where did they send you?

Heinen: To Arizona (laughter).

Marcello: I see.

Heinen: Before we get there . . . I had one experience there. One of my cadre sergeants--and I forgot which one he was--was involved in an automobile accident just before we were due to leave, and he was killed. I was promptly told that he was my personnel, and it was my responsibility to take care of that from the standpoint of the Army and paperwork and the whole shooting match as to taking care of his death and notification of his family, arrangements for the burial, or the movement of the body to wherever they wanted it. This was an unusual experience that I acquired right off the bat. We finally lost one other boy later on in the camp from a bursted appendix that I had to repeat a similar . . . but I did lose one of the twelve and had to replace him with a new man.

Marcello: In other words, when you went to Arizona, you were going to be taking these twelve Army personnel with you?

Heinen: They were CCC personnel.

Marcello: Oh, they were CCC personnel?

Heinen: Yes, they're boys that were selected. In other words, the camp had its own first sergeant, and then they selected a boy to be my first sergeant. The camp had its own mess sergeant. Then I had a boy selected who was now a mess sergeant.

Marcello: These people were given military designations, but they actually weren't in the military. Is that correct?

Heinen: No, they were all CCC personnel. We called them sergeants and we called them first sergeants, and they wore stripes just like the Army wore, but they were never, never actually in the military service as such. But they wore the corporal stripes and sergeant stripes and the first sergeant stripes, and the mess sergeant stripes just like everybody else. So when I say first sergeant, he's a CCC boy who has been promoted to the rank of first sergeant.

Marcello: I see.

Heinen: He's been promoted to the rank of mess sergeant or supply sergeant, but he was an enrollee just like the rest of them into the CCC program. So these twelve went with me. We're the nucleus for the people who are going to come into the camp because the people that are coming into the new camp had never been away from home.

Marcello: I see. You were going to an entirely new camp in Arizona.

Heinen: That's right. So we were sent to San Simon, Arizona. And San Simon, Arizona, consisted of a general store and a gas pump and five or six houses at least. It was right in the middle of the flat of the desert in Arizona.

Marcello: In other words, you were going to be doing work at this camp that was a great deal different from the type of work that was done in the camps in East Texas.

Heinen: In Arizona you see no forests as such until you get up in the mountains (chuckle). We were going to be doing terracing and erosion work in the desert, and the problem in Arizona and West Texas and other places where it's flat and sandy is that when you have big rains which they have, the water rushes and gushes in a head, and

it just comes down with a terrific force, and it just gouges out the land and makes its own channels and badly erodes the land. So actually, we were doing soil erosion work in the desert, as I call it. The camp was twenty miles out in the flats from San Simon.

Marcello: What was the designated number of this camp? I think each one of the camps were identified, were they not?

Heinen: I really can't recall. I tried to think about that the other day, too, and I just haven't had time. I have some pictures . . . a lot of pictures of some of the kids, but they're tucked away someplace. I just didn't have time to go try to find them and recall it.

Marcello: What particular civilian agencies were you working with here at this camp?

Heinen: Well, I don't know where they came from.

Marcello: You mentioned that you were working on soil erosion, so could they have possibly been a part of the Soil Conservation Service or something of this nature?

Heinen: I doubt it. No, I think they were . . . in the main you had a supervisor. Now he probably had been connected with one of the major governmental . . . but I don't think even that was necessary. I think they were hired

just like the boys more or less. In other words, if they wanted to get into the program, then they could come to this supervisor, and he had this type of work to do, and they convinced him that they could help him and train those boys, so he would hire them.

Marcello: At San Simon were you working on a private ranch land or something of this nature?

Heinen: At San Simon you look out fifty or sixty miles in each direction and everything's flat, and you finally see some hills. Who owned all of that land, I don't know. I'm sure it was all privately owned, though. It must have been terrific ranch land. As I say, our camp was sitting on a flat way out in the middle of nowhere twenty miles out of San Simon, which is just any normal little town--two or three hundred people at the most.

Marcello: Now when you arrived there the camp had already been constructed. Is that correct?

Heinen: That's right.

Marcello: Now who would do the actual constructing of these camps?

Heinen: I'm sure that that was under the direction of one of the Washington set-ups, like the Department of Agriculture,

the Department of Labor, the department of something. The selection of the sites was something else I'm not familiar with. But when we got there, all of the barracks and the mess halls and the infirmary and offices and the shower room and . . . that was all there and ready to go. They had just finished it. Our first job was to clean up the debris and lumber and junk out around that they had left. So it was brand new and just barely completed. I'm sure we were delayed in being sent there for an additional length of time out of East Texas due to the fact that they were really physically through building the camp.

Marcello: So far as the physical construction of the camp is concerned, how would you compare it with the camp in East Texas?

Heinen: Same deal. It was the same type of construction, same barracks, same everything.

Marcello: In other words, it was kind of a standard construction that was used in just about every one of these camps.

Heinen: They used the same thing they did for the last war. They built Camp Bowie down there out of Brownwood. At first they had tents, but all of the barracks were the same if

you went from Camp Bowie or to Camp Walters--same barracks, you know, same set-up. So they had a standard type of program. They were going to accommodate 220 people and the guy got on the site, and all he had to do was lay out the pattern, you know, just fit it to the ground and just go ahead and build it.

Marcello: How long after you arrived did the first enrollees begin to come in?

Heinen: Well, we arrived at San Simon one afternoon late, and there was absolutely no one there to meet us. And arriving at San Simon late one afternoon with no one to meet you is . . . I didn't even know where the camp was. An Army truck driven by an Army driver came barreling down the highway, and I saw it and I stopped it. And it was a truck out of the district headquarters, which was in Tucson. So I said, "Well, fine. I'll commandeer you right here and now. I need some transportation. I've got twelve kids to myself, and we don't even know where the camp is. We need to get there and see what the deal is, and there's no one here to instruct us, and there's no information." About that time the telegraph operator knocked on his window at the train station. He yelled at me or something, waving a yellow telegram.

He handed me the telegram and the telegram said that tomorrow at three o'clock there would be 180 kids arriving.

Marcello: What was your reaction when you heard that?

Heinen: I liked to faint (laughter) because I didn't know the first soul in the Tucson district. I didn't know that Tucson was the district headquarters. I didn't know nothing. So I said, "Well, let's go to camp." The boy knew where the camp was, the driver. So he rolled us out to camp, and we took a quick look around and I told my cadre, I said, "Well, all of you know what the deal is. We're going to have to makeshift." There was nothing there but the barracks.

Marcello: In other words, there was no food, no nothing there.

Heinen: No nothing but us and the barracks. I thought, "Obviously, I've got to go find some food, and you've got to find some wood and stuff to cook the food with. There's bound to be enough stuff around here to start a fire with. I don't know what we're going to do for clothing. All of that, I'm sure, we'll be told about in due course of time, but due course of time is three o'clock tomorrow afternoon." So I took the truck driver, and I said, "Now we need to go to the nearest town of any size where I can buy something."

Marcello: Now what were you going to be using for funds?

Heinen: (chuckle) Guts!

Marcello: The credit of the United States Government?

Heinen: That's right. I went into the nearest town. I can't even remember which one that was, but . . . probably Wilcox, Arizona, about forty miles away. And then I went into the different places that sold food and told them what my problem was. I told them that I was sure that the government was good for it, but I didn't have a nickel. But they were aware of the program. All of them were aware of the camps. I had no problem. They furnished me everything I asked for. We loaded it on the truck, plus some ice, and took it back to camp.

There was no end to it. In other words, I didn't get to go to sleep for about three days there. The camp commander wasn't there. I didn't have any . . . he hadn't arrived. I didn't know who he was. So we worked all that night getting things ready to the extent we could. Then the next day we went in and, sure enough, 180 kids got off of that damned train (chuckle).

Marcello: How did you get them from the station out to the camp?
You obviously didn't have too many vehicles yet, did you?

Heinen: Oh, I had the one. We just crowded them in and took them out a group at a time. They were barefooted. Some of them had no shirts. That's pretty hot country to be out there without a shirt. Some of them had no shoes. There were a pretty beat-up looking bunch of kids. They were mixed. I had both Spanish-speaking kids and white kids, Caucasians, but they were all bewildered, you know, completely lost, too.

We got them out to camp and put them in a barrack. I don't think . . . we didn't have any bunks even. We didn't have anything but the floor. So the main thing to do was to feed them. I don't know what I did about plates and things. I believe they carried mess kits. Part of their gear was a mess kit that they used in the field. So they must have had their mess kits with them. But it was hectic, anyway.

Marcello: Now where were most of these people coming from?

Heinen: Different parts of Texas. Quite a few of them were from Texas, West Texas in particular. I think I had some from San Antonio. Again, it's kind of impossible to . . . they were from anyplace, you know. Some of them were from Arizona. Now where they had been

collected together and where they were sent to me from, I don't know. I don't recall. In fact, I don't think I ever found out. I never did ask.

Marcello: You mentioned awhile ago that a great many of these were Spanish-speaking individuals. Did this create any communication problems or anything of this nature?

Heinen: No, they could all speak English. None of them . . . I didn't have anybody that couldn't speak . . . I finally had maybe one of the first composite camps in the country. I had about . . . I ended up with eight or ten colored boys in the camp, too.

Marcello: Now that was kind of unusual, was it not? In most cases the camps were segregated.

Heinen: Well, I had all three. I had colored and I had Spanish-speaking and I had white in the same camp, and I pretty well carried them with me.

Marcello: Did this ever create any sort of problems?

Hdindn: No, I never did have a direct problem. We did do this. We segregated the barracks. In other words, we put the white boys in a barracks, then we'd fill it up with the Spanish, and then the colored boys were put in wherever we could end up with a little section for them, too. Each ethnic group was kept together. In

other words, we didn't do as you would do now. Now you'd just put them side by side. We didn't do that. But it really never created any specific problem. I might have had a fight between . . . but the fights would normally be between two whites or two Negroes or colored or two Spanish-speaking people or Mexicans, and it didn't cross the lines. I don't recall of any serious problem at all where it was a racial deal.

Of course, again, we're talking about back in the days where the things that happen today just didn't happen in those days. Kids were different, and they accepted it different. There was no difference in the treatment. We had the work personnel pick their own leaders, you know, and they'd pick the Negro or the Spanish or whoever they thought was the best. They were pretty well mixed. All the white boys didn't get all of the promotions. Of course, the cadre personnel was fixed. I had that. I didn't need any more sergeants. But the work groups had their own ranks, you know, leaders and sub-leaders. You got a little bit more money if you was the group leader than if you was just a worker or if he was a truck driver, but those were all picked by the

technicians and weren't my assignments. Of course, I promoted them. I did the paperwork for them, but I did not select them.

Marcello: Okay, so all of the sudden you're descended upon by 180 fresh personnel. The camp commander hasn't arrived yet. The bunks weren't there yet. Everything was makeshift. How long was it before this camp got into operating order?

Heinen: We were . . . let's see, the next day I had to go back and get some more food. I think when I came back that time, there was a message for me to call some captain in Tucson out of the district, which I did. He asked me what the deal was. I told him it was chaotic and that we had 180 fresh people with no shirts, no shoes, no food, no transportation, no trucks. The first thing he did was eat me out about commandeering the truck, and I said, "Well, just what did you think I was going to get around in? Just how did you think I was going to travel? If you have 180 boys coming in at three o'clock tomorrow afternoon and it's seven o'clock now, now how are you going to feed them tomorrow? You're the first man of any rank that I've talked to since I've arrived here, and I've been here thirty-six hours." And then he said,

"Well, you're not supposed to spend money. I have no provisions to spend money." I said, "That's your problem. Hell, I'm going to spend some more this afternoon. I've got to spend some more this afternoon or obligate you to spend some more." I said, "I have to have some food." He said, "Well, we'll get you some down there." I said, "Well, that won't do. You can't get it out of Tucson to me in time for us to eat breakfast in the morning. Not only that, I don't have any clothes. I don't have a whole lot of things that I would have assumed would have been here. But I'm not complaining. We'll manage but then I'm not familiar with the routines, and I don't have time to get familiar with them." I said, "I know it's basic to me that we've got to eat. I'd like to have some clothing for them before they burn up and get sick."

So they started arriving then. The next day somebody came down from Tucson, an officer, He was in camp when I got back from whatever I was doing, and I talked to him briefly, and he told me that supplies and things were on their way, and they started arriving that afternoon, you know.

Marcello: How was it that the camp commander hadn't arrived yet?

Heinen: He arrived about three days later, and I didn't know him or where he was coming from, but finally we got the supplies and things from . . . we got them all fed. We got a stock of supplies out of Tucson. We got clothing out of Tucson, shoes, socks, and bedding. Of course, it took . . . everybody was working around the clock storing things and setting up the bunks and issuing out stuff to each buddy. You know, everybody was working their tails off trying to get things to where you could live. So about the time that we got things normal . . . in other words, I had received the supplies from out of Tucson. They had trucked them in by convoy. Then the technician personnel started arriving and they took over and helped.

Marcello: What sort of cooperation was there between the civilian technicians and the military? All of the sudden here's a new camp, the military has arrived, and in come the civilian technicians. What sort of intermeshing was there between the military and civilians?

Heinen: I certainly had no problem. They were all fine people. I met them and told them . . . I told them that . . .

on the first go-round that . . . just take over. You can look at it yourself. You can see what needs to be done. In the meantime, I'm about to drop, and I've got to still do this and this, and when I get through doing this and this, I'm going to bed. I hadn't been in the bunk now for . . . this was past forty-eight hours. I think it was somewhere during the course of the third or fourth day that I finally got to lay down. I hadn't even shut my eyes and I know that . . . they took over. Again, it's just plain old common horse sense. Anybody could see what's needed, you know. We were out there to do a job. The first job was to clean up the campsite, and that's their problem. That's their problem to start with, not mine. So they cleaned it up, did a good job, got rid of the snakes. You know, rattlesnakes were a problem.

Marcello: Is that right?

Heinen: Yes. You'd move out the big boulders and things where snakes would come in. You always had to be aware of rattlesnakes out in that country. Especially in a camp like that, they come in under the shade for the food and water.

All in all the boys pitched in. They shook off their bewilderment because there was so much for them to do. In other words, they had to get their clothing, put up their bunk, and they had to do this, and they had to do that. There was a place for them to bath everyday. Some of them liked that and . . . so it went.

I remember that I finally went and got on the bunk and just went to sleep, and the sergeant came in and woke me up about an hour later and said, "Well, the camp commander has arrived." I said, "That's fine. Tell him I'm asleep." I promptly went back to sleep (laughter), and that was that. I slept till I woke up and then I went and met him. His name was Scott. I can't recall his first name. He was married and had two kids.

Marcello: He was a reserve officer also?

Heinen: Yes, he was a reserve officer. He was a first lieutenant. In the meantime, there were four similar camps coming into operation in this particular area at the same time-- one at Bowie and one at Wilcox and one at another little town up there. Anyway, there were four of them established out of kind of a central point. There was one in each

direction . . . twenty miles out. The one at . . . operated out . . . its closest town was Wilcox . . . was actually up on the side of a hill, kind of in some trees. It was out of the flats, in other words. It was what they called a mountain out there, which wasn't really a mountain. It was a good-sized hill. But the other three camps were right on the sand floor--the desert floor.

So Scott came and by that time the camp was pretty well-supplied and we were . . . the office was operating and paperwork was going forward. We had to send in a morning report every day, and we had made a supplemental request for supplies. That was done out of Tucson. They just did it and sent them. They knew basically what you needed, and all you had to do was sign the request when you got it and checked the truck. They'd already done the paperwork.

Marcello: You mentioned awhile ago that the money for supplies and requisitions was deposited in the nearest local bank, and you paid for everything by check.

Heinen: That's right. So what happened with the money I'd spent without authority . . . they finally issued some authority

for that money and sent me the money and I paid the bill, but it had to be out of the special . . . it was an abnormal expenditure that, I'm sure, caused them some pain throughout the district, but everybody finally recognized that it was a necessity, and I had no particular problem about it other than that.

Marcello: As the assistant camp commander, what exactly was your function within the hierarchy?

Heinen: Well, I was designated as a mess officer, and I was designated as a supply officer, and I was also given the responsibility of seeing that the paperwork and the forms were sent forward, you know. So the camp commander was . . . really, he just was an overseer. In other words, he designated most of the jobs to his junior officer, and there just wasn't that much to do. Once you got the routine down, there just wasn't that much work to do. You'd inspect the camp everyday and form your off-hours work program. In other words, there were improvements you could make and things you'd like to do. Of course, you had your maintainance of the camp. The water system and the light plant and all of that needed to be checked and maintained each day.

Marcello: You mentioned camp inspections awhile ago. What form did these camp inspections usually take?

Heinen: Well, we held an inspection every morning. In other words, the bunks had to be made up every morning. The barracks had to be clean, and the mess hall had to be clean. The cooking utensils . . . we had to be sure that everything in the mess hall was kept clean and orderly. Any damage that may have occurred through accident or otherwise, we had to be sure it got repaired. Primarily, cleanliness was important. You had a whole lot of people, and cleanliness has to be important.

Marcello: Considering the type of enrollee that you were dealing with in this camp, was hygiene and cleanliness a real problem at first?

Heinen: Yes, it's always a problem. But out in that area and . . . we were right there in the middle of July, you know. We got there right when it was the hottest and the sandiest, and the first thing you do out in Arizona if you're in that situation, if you want to pick up a piece of paper to write a letter, you pick the paper up and shake the sand off of it. Then you mop the sand off of the desk so you can put your arm down so that when

you sweat, you don't sweat sandy water. And then you write your letter. A kid working out in that type of situation, a little breeze would come up and blow sand . . . you come in looking sandy. You've sweated and you're sandy-looking. So getting him to take a bath was no problem, but brushing his teeth and things like that, all you could do was let your doctors and . . . we'd have little hygiene sessions on it and tell them. Then you put the monkey on your leaders-- your sergeants and things like that--and be sure that the guy brushes his teeth, you know. Try and watch and see if he is. If he doesn't know how, show him.

Marcello: Were most of these enrollees city boys or country boys, or did you have a mixture?

Heinen: We had a mixture. Quite a few of them were from the . . . my particular groups were generally from the small communities. I didn't have many of them that came out of a city the size of San Antonio and Dallas or Fort Worth, considering the sizes back in 1934.

Marcello: Generally speaking, did you find that the city boys had a harder time to adjust to life in a camp such as this one in Arizona than did the country boy?

- Heinen: I surely didn't. It made no difference at all. Usually, the boy from the larger community had been to school more regularly and probably had a better education going in than the boy from the smaller community. In other words, at least he was going to school. Probably he was going into high school if he hadn't actually graduated from high school, see. The kids that were out on the farmlands where things were more drastic, they possibly had been pulled out of school, you know, and didn't have as much education as the boys, but primarily the boys that were in the camp, as I recall it, came from the smaller communities. We had not too many of them were from large cities. In fact, I don't remember the scattered few that would have been out of a larger city.
- Marcello: What sort of discipline could you maintain over the enrollees?
- Heinen: Well, again . . .
- Marcello: Maybe I should start by asking, first of all, was discipline a problem?
- Heinen: It was never a problem, again, with any of the camps I was in. The Army was the Army, and I was an officer,

and I had an officer superior to me at the start in the camps, and discipline has never been a problem with me. I figured that I was the boss, and I wasn't about not to have discipline. I didn't shove it down their throats, but I expected what I said to be done, and I didn't expect any messing around about it.

Marcello: How did you maintain discipline?

Heinen: By the authority that they would recognize. It was never questioned. In another camp that we're to get to, discipline was a little bit of problem. I was finally moved to the Wilcox camp, and I had a temporary discipline problem there due to alcoholism. I didn't really experience any great trouble then. I'll talk about it when we get to that camp.

Marcello: What form would disciplinary action take? In other words, for infractions what sort of punishment was used?

Heinen: Well, of course, if the man had a rank . . . in other words, say, if he was a corporal where he was receiving another five dollars a month or whatever it is, you could break him down to a worker again, you know. If the infractions were serious enough and the man was just not going to perform or conform, then you could just discharge him.

Marcello: How serious was it to get a dishonorable discharge from the CCC's?

Heinen: Not as serious as washing your face, I guess, because if you got a dishonorable discharge from the CCC's, you could apply for another one and I don't think anybody ever checked it out.

Marcello: Is that right?

Heinen: It really wasn't that much of a . . . it had no permanency. There's no way in the world you could find out who was dishonorably discharged or honorably discharged from the CCC's right now. Nobody was keeping records on it. You just issued a form and sent the boy home, and that was it.

Marcello: What seemed to be the most common types of infractions that occurred in these camps?

Heinen: Oh, as the boys got a few bucks in their pockets . . . they were allowed . . . you would truck them into communities on the weekends and let them have a night out. They'd simply get drunk. That would be about the most serious thing. Every now and then they would cause some irritation to the local gentry or either the kids their own age. There might be a tie-in

between the kids that wasn't in the camp and the kids that wasn't . . . especially if they started dating a girl on their night out, you know. There'd be a fear that somebody was going to lose his girlfriend or something like that, and it caused a normal teenage flare up, but we, again, in my camp experienced nothing of a real serious nature. I'm sure there were fist fights that I never knew about. I'm sure that there were things that happened that never came to my attention, but I had no problems. I really didn't.

Marcello: How great a problem was desertion or being AWOL?

Heinen: Not too great. Occasionally, a guy'd get real homesick, and if he really wanted, you know . . . you couldn't talk him into staying in. Of course, you had several good people working on him, starting with the personnel officer, and then you had your educational director who could work on him, then you had the doctor who could work on him, and then you had these technicians from your work crews, you know, which were pretty savvy people that were trying to encourage him to stay and help with whatever it was that bugged him.

Marcello: Usually, would AWOL and desertions occur because of homesickness? Was this perhaps a major reason?

Heinen: I would say so, yes. Oh, there would be some kids that just said, "Well, this isn't for me. I wanted a free ride and didn't want to work." But they usually left pretty early. You'd never see them again. They went back home, is what they did.

Marcello: Awhile ago you were mentioning that from time to time on a Saturday night, perhaps, when CCC enrollees were transported into town, there might be some sort of altercation between the enrollees and the townfolk. Generally speaking, what sort of a reception did the townspeople give to the CCC?

Heinen: In both areas . . . in other words, in East Texas we were isolated in the forest, but the townspeople came out at that town pretty regular. In all of the time that I may have gone into Clarksville or Jasper or anything else, I was never treated other than cordially, personally. Now some of the boys, if they got into town and smart-lipped somebody, of course, you would have the normal reaction, and I'm sure that that did happen on both sides. There's bound to have been some people who didn't want the CCC boys in town

because they would consider that they were of a lower class socially than the townspeople. There is a tendency to be pretty clannish in a smaller community. Everybody knows everybody, and they've grown up with everybody, and suddenly you have an influx of strangers who are unknown--their whereabouts, their raising, up-keeping, are unknown--and there would be apprehension. It could cause some problems, but the boys weren't in the town that often. In other words, we didn't turn them loose on the town every night. They stayed in camp every night, and maybe twice a month you took them into town and let them spend some of their money.

Marcello: I would assume that in most instances the town might welcome a CCC camp close by because of the economic benefits.

Heinen: They surely did. We spent a lot of money in an area. You have a lot of . . . the amount of money that the boys themselves would spend wouldn't be the consideration, but the amount of money that the set-up and the amount of money . . . like running the tractors and the cats and the trucks and the food supplies and other supplies that you would use locally and buy

locally that would have a meaning in . . . of course, the biggest meaning would be the advantage to the land itself, to the people who owned the land, and they weren't about to run them off. They were getting good work done for nothing, and they knew it and they wanted it, most of them. You would occasionally find a landowner that didn't believe in terracing, so you just didn't terrace his land. It was that simple.

Marcello: What sort of recreation program was provided here at San Simon?

Heinen: Well, we had our own. We would construct and make a basketball court. We'd make a baseball diamond. We could play touch football, you know. We'd always clean off our recreation area where we had the normal sports--soccer or anything that the kids thought they might want to tackle. In time we would actually . . . in my case, my camps, I finally got constructed a concrete slab big enough for a basketball court. It was also big enough to have a dance once a month and invite the townpeople out. We'd hire a local band and have a dance right there at the camp. Quite a few people would attend it from the town. It got to be a pretty good social occasion. We'd make up lemonade and

iced tea and cold drinks out of the mess and have refreshments for them. Cookies, bake cookies. And the local people would normally provide the . . . a string, you know, a guitar-type . . . whatever was available in the way of music. We'd have a pretty good time.

Marcello: How about educational facilities? I know that in a lot of these CCC camps there were opportunities for the enrollees to broaden their educational horizons. Maybe they could take courses toward a high school diploma, or in some cases they were even taught to read and write.

Heinen: Well, again, that was the reason for and the function of the recreation director. He was also a teacher. As far as I . . . if I recall correctly, I think he had to have a teaching certificate in order to be a recreational director. Now I'm not positive about that, but I believe that was one of the requirements of the job. And he would actually hold classes in the rec hall--one night reading, one night writing--for those who would want to take it. You know, there'd be five or six kids there learning to write, some more learning to read, some more taking a little math if he was capable to help them.

Now if it got past that, we would get for a boy anything he wanted if he wanted to pursue something that was beyond the supplies we had. In other words, we had books we could teach them to read out of. We had a library, both donated and supplied, and we'd have magazines sent to the camp, and we had newspapers sent to the camp--subscribed to them--but if a kid, say, wanted to go into a math course, we'd go buy him a book. The educational department had a fund, you know.

Marcello: Now usually would the recreational director be a local person?

Heinen: I don't know where he came from. No, not necessarily. He might be from anyplace, just like the rest of us. He could have been assigned to a camp from anyplace in the United States, actually. About the only people who, I think, were really local would be your technical, work crew people. They normally went home. However, they had a barracks of their own. They stayed at the camp, but they normally left on the weekend and stayed with their families.

Marcello: Normally, then, in the camp the officers, the enrollees, and the technical personnel were all segregated into their own areas and barracks.

Heinen: Yes, the officers had a barracks of which part of the barracks was the office, you know, the administrative set-up for the camp. The technicians had a barracks that accommodated them, strictly of their own, and then the personnel had their barracks. The doctor had an infirmary, but he had his bunk and stayed at the . . . he didn't sleep at the infirmary. He bunked in a room in the officers barracks.

Marcello: What was the food like at this camp here at San Simon?

Heinen: The food at any camp should have been always good. It should have been always good, and, of course, that just depends on who's cooking it. The supplies that came in were just top merchandise. We were supplied with the best food that you can buy. You can't buy any different. We got Libby's or Del Monte's or Hunt's or whoever was selling to the commissary. Fresh vegetables were fresh vegetables. Fresh fruits were fresh fruits. You'd buy it by the case or the box--oranges or apples or grapes or whatever was in season. Meat came in by the half-side, you know. You could buy a half or a quarter of beef or whole beef. Then your mess sergeants and your cooks would butcher it and prepare it. So if you had good cooks and you didn't let the . . . you know,

you were allowed so many cents per day per man to feed. You had to stay in that. So if you watched the way you spent the money, well . . . if you had a cook that bought all beef, well, then you'd use up your funds, and there was no replacement of the funds.

Marcello: Now was your function to oversee this sort of thing?

Heinen: That's right. In other words, what happened to me is that we had been out at San Simon Camp with Scott . . . I'd been there about six weeks, I guess. Suddenly I was told that I was going to go to the Wilcox camp, and when I got over to the Wilcox camp, that officer had allowed his accounting to become highly confused. His camp was in pretty sorry condition financially. His mess fund was way overdrawn, and his other funds were overdrawn. It wasn't showing up. In other words, even though he had spent more for his mess, his mess wasn't that good. Other things weren't as good as they should have been, so I was sent over there to assist him, and finally they relieved him, and I became camp commander. I was the only officer other than the doctor in the camp, and it remained that way

till finally the camp at Bowie became kind of in bad shape, and they moved somebody into the Wilcox camp, and I went to Bowie and had to straighten that camp out.

Marcello: Okay, so you were at San Simon for approximately six weeks.

Heinen: Six weeks.

Marcello: And then from there you moved over to Wilcox, and how long were you there?

Heinen: Oh, of course, now I've got to try to check to see how long I was in the CCC totally. I think it was . . . thirty-four . . . I guess I was in the program approximately two years because I think it was in 1936 that I went down to Fort "Sam" with the Thompson Act deal. So I must have been in Wilcox for better than a year.

Marcello: And then from there you moved over to this camp at Bowie.

Heinen: Yes, the camp at Bowie, and I was there for four or five months.

Marcello: I gather that it was at Wilcox where, after you became the camp commander, you were, in fact, the youngest camp commander in the United States.

Heinen: That's right. That's right.

Marcello: You must have been, what, maybe twenty-two years old at the time?

Heinen: No, golly, see, I was twenty-one in April, and we're talking about July, August, maybe the first of September. He must have left about the first of October, and that left me in full command.

Marcello: What sort of problems did this create?

Heinen: None (chuckle). I had good personnel over there. The first sergeant was a good guy, and the clerk was an excellent clerk. He was really a sharp little boy. The key personnel in that camp were good boys. They knew their job and they liked their jobs and were doing a damned good job at their jobs.

So other than straightening out the financial business . . . we had to tighten out belts a little, and eat a lot more vegetables. In other words, we had to bring the food funds and the other funds back into the limit, you know. So we were shorted a little bit, but even that wasn't too noticeable because fortunately at that camp they had a wonderful mess sergeant. He was a whiz. He was an older man who was well in his thirties. He had been in the . . . he had been a mess sergeant in

the Army. He knew what he was doing, and he knew how to cook food and how to get the other boys to cook food. We'd make our own soups and things. In other words, we'd make our own stock out of the beef, and we'd make tomato soup and cream of tomato soup and cream of potato soup and cream of celery soup, and he always served a soup ahead of the meal. Well, you can stretch a budget, particularly if the soup is good eating, you know, and this was.

You can stretch your budget and fill the people and have them getting good food, too, and we made the best use we could of all fresh vegetables and things that were cheaper in price. So it didn't take too long. I think we were back in line within less than sixty days. After the third month, we were operating on our own money.

Marcello: I would gather that in all of these camps in this area, you were performing basically the same functions.

Heinen: That's right.

Marcello: And from a physical standpoint all of the camps were the same, and they were probably about the same size.

Heinen: Well, yes, that's true. That's true. They were all set on a program or a pattern, and I don't know if . . . the

Wilcox camp was deemed at 220 men just like the Bowie camp and the Clarksville camp and the other camps, San Simon.

Marcello: To change the subject just a little bit here, I know that from time to time there were occasions when all sorts of political interference might occur in one of these camps. In other words, some congressman or what have you might try and get favors for his friends or things of this nature. Did you ever see anybody using these camps for political purposes at all?

Heinen: I didn't, no. Again, I didn't, but that wouldn't have come through me. In other words, that would have been higher up. We'd have never witnessed or seen any of that. We had been told what to do. See, we had been told to go work on Joe Blow's farm, see, but why we were working on Joe Blow's farm instead of somebody's farm would never be any problem of ours. We were there to do our job, and we was going to work eight hours a day. It didn't make any difference whether we were working on Smith's farm or Blum's farm or out in the pasture or in the mountain or doing road work for the county or whatever was necessary, building a dam, lakes.

It never . . . it really didn't make any difference to us whose land did what.

Marcello: And again, like you point out, you really didn't have too much to do with this sort of thing.

Heinen: We had nothing to do with it. In other words, even our district wouldn't have had anything to do with it. If that happened--and I'm sure it happened--in other words, it was of no matter to the Army or the military personnel running the camp. We were there to accommodate so many people, do so many hours of labor a month, and it really didn't make any difference what the labor was or whose land it was on. Now how we were told to go on different people's land was no problem to us. We didn't care.

Marcello: Generally speaking, how much liaison was there between the Army personnel and the civilian supervisors?

Heinen: Well, all I know is that the civilian supervisor . . . now are we talking to higher up or . . .

Marcello: I'm referring now to the experts--the people who were supervising the projects themselves.

Heinen: Well, let me ask again. Are you talking about the people out of Washington coming in to the people in my district who in turn would come to me?

Marcello: No, I'm referring now basically . . .

Heinen: Are you talking about right in the camp itself?

Marcello: Right. The camp personnel.

Heinen: Alright. Well, we had real good relations in our camp. Those boys were real good men. They apparently did their job real well. I remember that up in Wilcox we were doing road work around the hill, or mountain as they called it, and the boys were taught how to operate cats and road equipment and blades, and, boy, some of those kids learned how to drive those trucks like they were made for them.

I guess the best truck driver I ever saw was my personal truck driver. In other words, I had two trucks. They were Army trucks, and they had their own trucks which were Department of Agriculture trucks or somebody elses. My driver, that son-of-a-gun, he could drive a truck like nobody I ever saw since or before.

I remember two incidents. One, we were stuck in the sand. We had skidded off the road during one of the sudden rains that came up, and that got real slippery, and we slipped off into the sand. And when you bury a

truck in the sand, there ain't nobody that ought to be able to get it out of there unless you get something and pull it out. He jockeyed that . . . we were buried right up to the bed practically, and he flat jockeyed that truck out and back on that road, and there ain't nobody else going to do that.

Another incident that I remember vividly is that the road that we were working was one car wide, and every now and then there would be a place to where you could back up to to where you could get past each other. The road crossed a creek that had cut a pretty good hill through the . . . in other words, you were going up on a ledge, and all of a sudden you're going down about twenty-five or thirty feet, and you cross a little bitty creek at the bottom of that, and then you go back up twenty-five or thirty feet. We were coming back towards our camp, and there was a family of Mexicans in an old Model-T coming out the other way. He had just crested and was going to start down that hill when we came over the other way, and there wasn't . . . he got excited. You could see that he was excited, and he couldn't stop. Boy, that truck driver of mine took off

down that hill and compounded it into the gear and ran right up to him, put on his breaks, started backing down the hill, and caught that car on his bumper and eased him right down to the bottom of the hill. Otherwise, that Mexican would have run off this road. He would have avoided us. See, he would have gone down the hill. He just (sound) caught that car on his bumper and just eased him right back down the hill . . . to the bottom of the hill, and we stopped and got out and made arrangements for him to get by. We pulled off up in the creek and let him go on.

Marcello: You brought up the subject awhile ago, so I'll pursue it just a little bit further. What sort of interference did you receive from officials in Washington in these camps?

Heinen: Again, that never touched me. In other words, I never did . . . however, they did send inspectors to the camp, and we had them come in. I remember one out of Washington, D. C., itself who was pretty high up in the program. In which department he was from, I don't know. But prior to this, in order to decorate the camp

and things, you had to manipulate the money you were allotted. For example, I could request fifty dollars a month for firewood. Yet, I could get the boys to go out in the work crews to bring in the firewood, see. And I could go into the town store and say, "Well, I need to be billed for fifty dollars for firewood, but I want you to send me out five gallons of paint and three paint brushes, some plaster of Paris or whatever we need." And they would do that. That's the same way we built the cement court.

You just had to finagle it. If you ordered something and they sent out cement, well, then you finally got enough cement to pour a slab, but it took a long time because the funds weren't that extensive. Now paint, you could buy some paint each month and begin painting, like the rec hall needed to be painted inside and out. The recreational director was highly imaginative, and I turned him loose, and all I had to do was get him the paint and that was all. We had it slicked up and pretty and nice, painted inside. It looked bright and cheerful, and we could partition off a little room for those that wanted to study and do some extras in there in this manner. We had done that

at the Wilcox camp, and this inspector came to the Wilcox camp, and he spent two days there looking over everything. When he got back he gave me the highest report he'd given to anybody in the nation. He said, "Of 287 camps that I've inspected to this date, this is by far the most superior camp I've been in."

Marcello: What did they inspect these camps for?

Heinen: For the condition of the barracks and the condition of the mess and the cleanliness and the work program itself to see that it was being performed. They would be pretty thorough because, again, their set-up is something that I'm not familiar with. They had their own eggs in their own baskets that they wanted to nurture and mature (chuckle). I mean, again, this is out of my bailiwick. All I know is they came there.

Marcello: Again, would it be your impression that from your relations with the Army leadership and the civilian leadership, everybody was trying to make sure the taxpayers got their money's worth out of these camps?

Heinen: In the camps I was in, I would say definitely yes. There was no playing around in any of them. We all

did a good job, I thought, and I think it was money well-spent, well-spent, especially for the effect it had on the kids themselves. This was a life-saver for many, many a thousand kids to have a place to go to and be well fed, be doctored and nursed, ills taken care of, and learn a trade, apply himself for a program that was doing good.

Marcello: Generally speaking, did the military receive very much criticism over the fact that they were involved in a relief program as such? In other words, did anybody ever say that, you know, well, this was the sort of thing that smacks upon some sort of a military dictatorship or something of this nature?

Heinen: Oh, I'm sure that there was some of that. Primarily, as I recall, it was that we were actually going to have drill sessions and teach these boys to be soldiers, but we never had a drill session. We never taught them to march. The only formation we ever had, I think, was reveille or something when we woke up in the morning and raised the flag. There was never any military training of any type.

Marcello: I understand, for example, that shooting or target practice was never included among the recreational activities for this specific reason, that is, the Army wanted to avoid criticisms from some quarters that they were using this CCC as some sort of a training ground for future soldiers.

Heinen: Well, the only gun in camp was the .45 caliber pistol that was issued to me as the camp commander, and that was the only firearm in the camp. If we'd ever had any range practice or target practice or anything else, it would strictly have been like a skeet range that you'd have had to have made, and somebody would have had to furnish their own guns and their own ammunition, and there was no funds for that at all. In fact, it just never occurred. Even the kids didn't have any firearms in the camp. I don't ever recall even seeing a shotgun in the camp as one of the boys . . . as a . . . something of his own possession.

Marcello: Would there have been any sort of rules or regulations against having firearms in camp?

Heinen: I wouldn't have permitted it in my camp. In other words, if a man had had a firearm, it would have been kept in

the possession of the officer. I would have locked it up, and he could have been . . . if he wanted to go out hunting on Saturday or Sunday or his time off, well, I'm sure he would have been allowed to do that, but as far as having a firearm or any weapon in the barracks at any time, I wouldn't have permitted it. I'm sure there would have been a regulation written about it, if there weren't one already. I can't remember whether there was or not. There probably was. You know, I was probably forbidden by regulations in the camp to start with.

Marcello: What sort of training ground did the CCC provide for the reserve officer so far as command techniques and this sort of thing?

Heinen: None. CCC was strictly an administrative job. I never heard of an Army regulation or an Army anything. I was subject to Army discipline. If I broke the regulations, the Army code of regulations, I would have been tried in a military court. The CCC had no training. We never went to a single reserve officer class or a meeting. The only meetings I ever went to was when the

district commander called us in for a few times to chew us out about the administrating of our camps and talk about the program in general or what the Army or Washington was going to do, like when they were going to shut down the Wilcox camp. It was strictly an administrative function. We had no Army implication or regulations or training or anything. It just didn't exist. It was the same way with the doctors. I had a good doctor in my camp. His name is Louis Palumbo. He's now in Des Moines, Iowa. He's reknown for surgery techniques, and he is invited to most of the big conventions that doctors hold all over the country, all over the world, as a lecturer, and he travels quite extensively giving lectures on surgery techniques.

Marcello: Generally speaking, what sort of physical ailments and what have you would usually occur in these camps?

Heinen: We had normal fevers. We had cases of appendicitis, and we lost a boy who burst an appendix, and we either didn't know or . . . for some reason or another we couldn't get him into the hospital, and when we did get him into the hospital, apparently the poison _____ had shaken him up quite a bit, and

what happened there at the hospital, I don't know. In other words, possibly, the boy could have been saved. That was the only death that I remember other than the one I mentioned about the accident earlier. They would cut themselves or break an arm or a leg every now and then--normal physical things. Of course, everybody was vaccinated against all of the diseases that you get vaccinated against. This was routine.

Marcello: This would usually occur even before they came into camp.

Heinen: That's right, and if they hadn't been, they were immediately shot or vaccinated or whatever it was necessary after they got to the camp, but normally that was . . . wherever they were recruited took care of that. The primary physical examination was given to the kid when he was recruited or when he was trying to join the program. Of course, we had a fine set-up. Now the out-patient set-up, we couldn't have done an operation in camp.

Marcello: Now did Dr. Palumbo remain strictly at your camp, or was he responsible for all four of the camps in this area?

Heinen: No, he was strictly . . . strictly stayed right at . . . he was at my Wilcox camp, and I was with him the longest, and he was strictly with that camp only and had no responsibility outside of that camp.

The only disciplinary flare-up we had was with Dr. Palumbo's regulations. Of course, he was . . . I had no authority over Dr. Palumbo. The medical branch is the medical branch, you know. He was his own boss. Dr. Palumbo had his own regulation about anybody coming into the camp intoxicated. We'd send the boys in . . . we trucked them in on the times they had recreation in town or wanted it, and we'd truck them back. Of course, if they were polluted, they were dumped out at . . . and Palumbo always met the truck, and if you had a guy who had more than he needed to drink, he'd cart them to the infirmary and shoot them with a shot of _____. Occasionally, there'd be somebody who just thought he wasn't going to take that shot.

Once or twice I had to intervene. What I'd do is . . . my first sergeant was a pretty good-sized youngster and pretty well-equipped physically. I took him over

there and I said, "You're going to go get this shot. You can either walk or we're going to carry you in." One of them we kind of had to help inside the infirmary, but he gave us no problems the next day.

In fact, it was a good program because a guy could come feeling his oats, and he would have been very sick the next day. When he got through with the doctor, he felt real good the next day, actually. It took care of his problem.

The only other occasion that . . . one Sunday I was at the camp in the office, and four or five cars drove up into the parking area, and out jumped at least twenty men with shotguns. So I went out there to see what the deal was. I advised them in the first place to put their guns back in their cars, you know. This was government property, and we didn't need a display of guns regardless of what their problem might be. It turned out that one of the boys in the camp had become involved with one of the girls in the city, and they were irate about it. They wanted justice done. They wanted the boy to marry the girl, is what it amounted to, which I think was all taken care of in due time. That was the only time that I ever had a brush with

the citizens of the community. That was Morman country out there. Boy, they showed up in force (chuckle)!

Marcello: While we're on the subject of discipline, suppose some sort of an infraction would have occurred out on the job itself. Would that particular guilty individual be disciplined on the job, or would he be reported to the military when the work party came back to camp, or exactly how would that be carried out?

Heinen: Apparently, they took care of their own discipline out in the field in the main. If it was something of a serious nature, where somebody was refusing to work or refusing to carry out an order, well, then they would report that to me, and I would call the boy in, and we'd have to have an understanding as to who had the authority and what his obligations to those authorities were.

Just like we mentioned earlier, if he just wasn't going to do it, of course, I have no recourse but to dismiss him from the camp, just discharge him. That didn't happen but rarely. I'm sure in the heat of the day and everything else that there must have been times when things didn't go exactly right out in the work

fields, but they were able to take care of that amongst themselves. I think that the technical people might have used their own methods of dealing with these things. I never had anything of a serious nature reported to me that . . . or I never heard of anything that was of a serious nature.

Marcello: As military personnel, what sort of leave provisions did you enjoy?

Heinen: Well, I was supposed to accumulate the normal leave time, and if I didn't take it as such, in those days I lost it. You know, later on, if you didn't take your leave, you could just simply draw the salary for it or draw the money in lieu of leave. But if you didn't take it back in those days, you just lost it. I think I took two weeks off one time. I came home and once or twice came into Dallas on a two or three-day trip with somebody else who lived in Dallas. There was another person who lived in Dallas that would maybe once every three or four months drive in. We'd drive all night and spend two days and drive all night to get back there. In the main nobody took a whole lot of leave. They never used up their leave.

Marcello: Did this time in the CCC count toward your military time?

Heinen: Oh, yes. Yes, it counted as full active duty so far as longevity and base pay allowances. Of course, the main thing to me, the way things turned out, was that the experiences to me were invaluable, especially the fact that I was put in a position or got in a position . . . I did . . . when the war broke out . . . as you know, I was a prisoner-of-war with the Japanese, and the experiences within these CCC camps, to me, was invaluable in dealing with that situation.

Marcello: In what way? Could you elaborate on this point?

Heinen: Well, just the fact that you're still being with people confined in a camp. However, one time you're your own boss and another time you're not. But you still have the mess problems, and you still have the disciplinary problems, and you still have the leadership problems. You have to learn to be a mother and a father and a brother and a sister, you know. The whole general atmosphere was similar, and I was able to use those experiences, not directly, you know.

It's something that you just do normally and naturally, I guess, and things didn't shock me as much as it did some of the other people who do not have those experiences. I guess it was felt, too. I believe you could . . . people knew intuitively that . . . and they would come to me. So I always felt that it was a good training background for what finally became my lot in the war.