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Oral history interview with Ray L. Brazil
[full name of interviewee]

about Transportation, relocation of NASA people,
[main focus of interview]

Supplies & equipment to Houston

Title: 1961 Transportation
[interviewee's current and/or former title and affiliation]

1968 - Chief, Transportation Operations Section, Transport Branch Admin

Interview conducted by Robert B. Merrifield, Staff
[interviewer's name/position]

Historian at MSC
[location of interview]

Transcript and tape(s). [for inventory only: # pages 11; # tapes 1]

Master 1

CONTENTS:

Biographical - [date/place of birth; family background] _____

Education - _____

Career Path - Naval Station, Orange, TX ; 1961 - NSC,
Transportation

Topics - Transportation to Houston from Langley (Hampton, Va) Research Center.
to Houston - household goods, vehicles; began
Nov 1961 - mass move; ^{special} arrangements for with
~~Special~~ freight ^{companies} ~~sales~~ and Military Air Trans-
portation Service (MATS); East Coast Flying Service;
cooperation with Personnel Office; alternate landing
sites and bus service; attempt at equitable
distribution of traffic ~~to~~ between carriers
(lists all carriers used); accounting of savings
under Section 22 of Interstate Commerce ^{Commission} Act
tonnage + cost savings for moving equipment;
Security of Classified information; rental car use;
radio-dispatched taxi service between
more than 13 NSC temporary sites; small
number of special purpose vehicles remained w/ NSC
(Others reverted to Govt Services Admin 7/64)

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Interview with Ray Brazil

4/5/68

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I transferred to MSC on December 18, 1961, from the Naval Station at Orange, Texas. I was interviewed in the Rich Bldg on Telephone Road, and there only were 39 people physically located at MSC, Houston, of whom I was the only one in Transportation. Initially, I was required to act in all phases of transportation, and the primary concern was to relocate NASA people, supplies, and equipment from Langley to Houston, and including meeting every flight of the Martin 404, the aircraft used by East Coast Flying Service, Inc. During December, January, and February flights were plagued by fog in the area.

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Household goods were being transferred at the same time. The initial action for this transfer was taken at Langley. Government bills of lading were prepared there, and all the carriers were being coordinated at that office. Transportation had to work closely with the Supply Branch to coordinate deliveries since all Center elements in Houston operated on a skeleton force basis.

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Transportation was responsible for all the motor vehicle operations so this required that arrangements be made both with individuals and with carriers to transfer them to Houston. Primarily these were trucks, although there were passenger vehicles driven to Houston. Some of the vehicles were driven by security people while convoying MSC files of classified material.

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It soon became apparent that we had vehicle problems. Each individual could not be assigned a vehicle; it just wasn't economical. Therefore a contract was drawn up for a taxi system. I don't recall the exact number, but somewhere around 15 taxis.

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In November 1961, began the mass move of MSC personnel to Houston. The Transportation went to NASA Hqs and got approval to request special rate quotations comparable to military rate tariffs to cover shipment of household goods carriers. At the same time the problem of relocating personnel was considered especially the aspect of the need to come to Houston to survey the situation for housing prior to the moving of families. NASA Hq went to the headquarters of the Military Air Transportation Service located at Scott AFB, Illinois. MATS had a contract already with East Coast Flying Service, so this particular contract was supplemented to include trips for the government using a Martin 404 aircraft. A contract was entered into on December 7, 1961 between MATS and the East Coast Flying Service, Inc., located at Martinsburg, W. Virginia. The initial contract was an agreement for aircraft service originating from Langley AFB to Redstone Army Base in Huntsville, Ala., to the Houston International Airport, and return. The statute airline distance between Langley and Huntsville was established contractually at 598 miles, and on to Houston from Huntsville, Alabama was 617 miles. Therefore a complete round trip totaled 2,430 miles. This contract was for a minimum 145,800 statute miles at \$1.483 per mile. Miles flown in excess of the minimum guaranteed (24,300 miles) would be at a rate of \$1.427 for a total amount of \$250,897.50.

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As best I can determine the first flight into Houston was December 3. This doesn't coincide with the contract but there was already a basic contract with MATS and it may have been used for this service. This particular contract was finalized December 7, 1961.

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3,099 passengers were manifested on the charter aircraft plus 127,606 pounds of cargo and mail during the period of the contract. Breakdown of

154 these figures is as follows: (1) relocation personnel - 1016, TDY personnel - 1928, permanent change of station personnel - 117, space available personnel - 38, = 3099. A manifest was prepared for each flight for the people authorized to be transported aboard this executive type aircraft. These people were required to furnish officially approved orders to the transportation officer. FAA regulations applied to both passenger and cargo. In this regard the transportation office had to work with the East Coast Flying Service to assure that the weight maximum for the aircraft was not exceeded. Many times when we were exceeding the capacity of the aircraft, 40-passenger, individual passengers had to be weighed. This also was in accordance with FAA regulations, which is often stricter for contractor-type aircraft than on commercial aircraft.

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m At each destination the transportation office arranged for transportation for the traveler. Many times these individuals had prearranged with their fellow employees to pick them up. Selected individuals who were coming in on official TDY were furnished rental vehicles. Rrelocation buses were secured under lease, primarily in Houston, from the local bus companies. This vehicle proceeded to Galveston or Beaumont, whenever Houston International Airport was fogged in the aircraft landed at these other airports. This was the only means of bringing the MSC personnel into Houston without a great delay. Realizing that the primary reason for this executive aircraft was to enable MSC employees to come to Houston to make arrangements for relocating their families, Transportation worked closely with the Personnel Office. We all performed duties that exceeded normal assigned functions. Supervisor and office-type personnel

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201 often handled mail and certain types of emergency cargo. Responsibility for this mail and cargo was later taken over by Mail & Records.

154 Normally departure from either Houston or Langley was 2:30 pm with an anticipated arrival at the opposite end of the line about 9:30 pm that same day. When the aircraft first started flying during December, January, February and March we had a lot of inclement weather and strong headwinds - it seemed like the plane was oftener late than on time. It would arrive anywhere from 11:00 to midnight. If it was decreed by the FAA that the aircraft had to go into Beaumont, Galveston, or to any other point, we would go by bus to Beaumont to pick up the passengers, return to Houston, and take them to a motel and by this time it was the wee hours of the morning. Our office was not only required to service the aircraft and do our everyday transportation work such as shipping, receiving, processing, and arranging for everyday vehicle service, etc., but as well it was imperative that we report back to our place of business the following morning. This meant many long hours. *This happened about six times*

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Soon after it was apparent in November 1961, of the impending problem of moving approximately 600 MSC personnel to Houston, contacts were made with NASA Hq for assistance in regard to military rate tariffs, for shipment of household goods in order to save as much money as we could for NASA and at the same time to assure that movement of household goods was in accordance with good business practices, was satisfactory to the Government, to the individuals being moved, and to the carrier. A brochure was prepared by the Transportation Office covering all aspects of shipping household effects and distributed to each employee prior to their actual movement to acquaint them with the plan of movement.

151 586 lots of household goods were handled by the Transportation Office under the mass movement from the Langley area to Houston, Texas. Numerous elements were considered in this mass movement of household goods. The basic weight allowance was 7700 pounds for each MSC employee with a family and 2500 pounds for each MSC employee without a family. We got a special rate of \$7.95 per hundred weight on a line haul charge under the special quotation, with an additional \$2.00 per hundred weight for packing. The normal rate was \$13.60 per hundred weight for reimbursable type movements - that is where the individual would make all arrangements for his own carrier and be reimbursed at the destination. Thus a per hundred weight savings of \$3.65 was realized. Of these shipments approximately 30% of the married employees exceeded the 7700 pounds maximum allowance, and 15% of the single employees exceeded the 2500 pound allowance. It is estimated that 25% of the shipments experienced minor damage or loss and 2% experienced damage exceeding \$100.00.

151 The Transportation Office attempted to distribute this traffic equitably between carriers. Among those household goods carriers utilized in the overall movement of the household goods was Mueller Van Lines, Global Van Lines, Washburn Van Lines, Allied Van Lines, Benner Moving and Storage, Neptune Van Lines, Dean Van Lines, Richardson Van Lines, Southern Storage, North American Van Lines, National Van Lines, Neptune Worldwide Moving Inc., Northern Van Lines, Pan American Van Lines, Paul Arpin Van Lines, Republic Van Lines, Rocky Ford Moving and Storage, Shamrock Van Lines, Southern Storage Warehouse Company, Trailway Van Lines, Inc., Trans-American Van Line Service, Trans World Moving and Storage, United Van Lines, US Van Lines, Washburn Storage Company, Weathers Bros Storage and Transfer Co., Wheaton Van Lines, Aero Mayflower Transit Company, Inc., Airline Vans, American Red Ball, American Van and Storage, Andrews Van and

Storage, Atlas Van Lines, Beakins Van Lines, Burnham Van Service, Cartwright Moving and Storage, Case Van Lines, Delcher's Bros. Storage Company, Fogarty Bros Transfer, Inc., Ford Van Lines, Inc., Greyhound Van Lines, John I. Ivory Storage Company, King Van Lines, Lyon Van Lines, Mullerup Van Lines.

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The initial move from LRC to Houston at the reduced rates commenced in January 1962. Initially this was a trickle and during winter months the government received real good service. The big push was in the summer months. People had children in school and they delayed the physical move of the household goods even though the family, government employee, may have relocated to Houston. This delay displeased the moving industry. It had anticipated that since this was a big move and since the first contact was made in November 1961, it would provide business during the normal lull in their operations in the winter months. But since the big push came in the summer months, the reduced rates under the Interstate Commerce Commission Section 22 quotations, the carriers objected to having to hold to these reduced rates. In keeping with the GAO regulations, the Transportation Office had to select the carrier with the lowest tariff on file with it. The service and responsiveness of the carriers left much to be desired. Some of the big carriers, and in particular North American Van Lines seemed to take a negative attitude during the summer months because they had the equipment moving under higher tariffs thereby realizing more revenue than under the lower Section 22 quotations to the government. Most of the carriers performed satisfactorily. Damage occurred almost in every instance, but after negotiations with the carrier an adequate settlement was realized.

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151 As previously stated a special quotation resulted in a saving to the government of \$3.20 per hundred weight on line haul transportation plus an average of approximately \$25 saving on packing charges for shipment. The total tonnage shipped in this mode was 2,242,659 pounds. Line haul costs without a quotation, would have been \$250,057.59. The line haul cost with the quotation used was \$180,292.18 thereby realizing a savings of \$69,765.41 plus an additional savings in the packing and crating of \$12,500, making a total savings of \$82,265.41.

151 GAO regulations require that anytime a movement exceeds 50,000 pounds, that an attempt be made to secure reduced quotations in accordance with Section 22 of the ICC Act, thereby realizing a savings to the US Government. Since a quotation was to be secured on reduced rates and on a mass move, US Govt Bills of Lading were to be used as an instrument for the carriage. Accordingly, with the exception of a few advance shipments that moved to MSC Houston area on commuter rates, all shipments moving to Houston were on a Govt Bill of Lading. The Transportation Office made all the arrangements. The individuals to be moved were required to furnish approved orders to substantiate the charges that were to be expended out of public funds. Contacts that were made with the carrier were made by the Transportation Officer or his immediate representative rather than the individual whose household goods were to be shipped. In initial meetings held at LRC with the prime carriers, it was agreed that it was reasonable to expect that after final pickup of the shipment (and sometimes as many as 5 lots were on one van) the transit time between the Langley, Va., vicinity and Houston, Texas, was to be 7 days. The individual was required to make a contact with the MSC Transportation Office in Houston, Texas, sufficiently

in advance to make arrangements for the disposition of household goods. At times, it was not practical for the individual to be in Houston or if he was in Houston he had not obtained adequate housing, and for this reason some household goods were placed in storage at government expense for up to 90 days. As soon as the MSC employee could take delivery of his household goods, he was charged with responsibility of contacting the transportation office at MSC, which made arrangements with the carrier to deliver the household goods to the residence of the employee.

151 After the shipment was delivered, the government bill of lading was checked by the Transportation Office and the Resources Management Division to assure that the weight allowance, charges, etc., were in accordance with government and NASA regulations. Any excess charges in regards to storage, handling, line haul costs were billed by RMD to the individual.

151 To my knowledge there was no preferential treatment given to any MSC employee. Even Dr. Gilruth paid excess charges on shipment of his household goods.

152 The Transportation Office through NASA Headquarters negotiated for special Section 22 quotation rates for movement of materials, equipment, etc., via rail, motor truck, and electronic vans. Total van loads of electronic equipment shipped - 8, and 193,540 pounds total tonnage of electronic equipment shipped. There were 33 trailer trucks of freight for a total tonnage of 880,772 pounds. There were 32 piggy back loads, with a total shipping weight of 687,435 pounds. The grand total of the tonnage in pounds moved via motor freight and piggyback was 1,761,747 pounds. The savings realized on the Section 22 quotations

over the normal tariffs that would have applied to any move was \$74,108.28.

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All of this material forwarded via these modes of transportation was received at Bldg 380, EAFB, and turned over to the MSC Supply Branch for either storage in Bldg 380, EAFB, or other storage facilities at EAFB.

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Most of MSC's vehicles at Langley were driven to Houston by MSC employees. Some of the passenger vehicles were driven by security personnel in connection with transfer of classified information. This classified information was shipped by common carrier in classified security safes or file cabinets. The vans were sealed by metal seals. The security people maintained surveillance over the classified material in transit from Langley to MSC Houston. Most of our passenger vehicles were transferred in this manner.

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The few trucks we had were driven down by Technical Service personnel except for a few shipped in what is called a drive-away service. Under this arrangement a government bill of lading is issued to a carrier or to a company in this type of business under certain tariffs which requires them to drive at a certain speed. They are to maintain responsibility for this vehicle while in transit and to deliver it in a safe and like condition at the destination point - MSC Houston. ~~No specific records were kept on this type of transfer by the common carrier in the drive-away service.~~

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In January 1962, with the executive aircraft coming into Houston, it became apparent that arrangements had to be made for some system of local transportation. Initially, certain vehicles were put under lease to MSC (we called them rental vehicles) which were driven to the airport. They were picked up after the executive aircraft arrived, by individuals authorized to use them; they drove them to the motel, and to work the

following day. At that point, they would leave the vehicles with the Transportation Office. As a few months went by and as additional temporary sites were secured--the Rich Building, The Lane Wells Building, the East End State Bank, University of Houston, Canada Dry Building, Minneapolis Honeywell Building, the Farnsworth Chambers Building, Office City, EAFB, The Houston Petroleum Center, the Stahl Meyers Building, the Franklin Apartments and the Peachy Building, it became impossible for our small Transportation Office to furnish transportation for these people. Mr. Hjørnevik became concerned over the lack of an adequate system for moving personnel between buildings, and to assign vehicles for this purpose would have resulted in tremendous costs to MSC, and would not have been a good business arrangement. For this reason around June 30, 1962, a radio-dispatched taxi service was set up under contract with the City Cab Company of Houston. Later on a contract was arranged with the Space Services, Inc., for a similar but larger taxi fleet.

Subsequent to the Space Services contract, we were directed by NASA Headquarters after numerous negotiations and correspondence, that the previous exemption from GSA transportation requirements secured by MSC Houston was to expire. Beginning July 1, 1964, all vehicles would be transferred over to the accountability of General Services Administration. There was an exception which allowed MSC to maintain cognizance over the special purpose vehicles--ambulances, fire trucks, and a few other special purpose vehicles. All the rest of the transportation fleet was transferred to GSA in accordance with Executive Order 10579.

307 After accountability of the vehicles was transferred to GSA,
317 MSC made arrangements with the GSA to provide an adequate number of
vehicles and drivers to be radio dispatched as a taxi fleet - to provide
official transportation of personnel within the MSC area, primarily at
Site 1, EAFB, or between these points, and to and from the Houston
International Airport.

317 To take care of local movement of equipment and supplies we have
347-2 a contract with ITT which is in its third year. In addition, this
contractor is charged with the internal movement of materiel both to
and from the supply stock warehouse and the internal relocation of
hardware, office equipment, and supplies within MSC or in the local
area. The ITT subcontractor doing the work currently is Associated
Transfer and Storage. A monthly evaluation is performed and ITT is
graded in accordance with the performance of the subcontractor.