WESTERN PACIFIC HISTORY
Interview No. 1: Alden Jones, Arthur McCourt, 5-25-77

This is May 25, 1977. We are in conference room 2XW at Corporate Headquarters and we are here to interview Alden Jones on Far Eastern Operations. I am Art McCourt.

Alden, you were just mentioning that it was in December of 1965 that you first became involved in the Far East Operations. Is that correct?

A. Jones

That is what my date book shows, Art. There were activities going on that I wasn't aware of prior to that time, but that's the first indication that I was brought into the picture. It was after Jon Titcomb had made a trip into that area to look at the Kennedy Bay operation. He come back saying it was worth our interest and we started at that point to set up a task force to go over there to do some timber cruising and checking out.

A. McCourt

Now, that Kennedy Bay operation was owned by somebody else at that time?

A. Jones

It was owned by the Elliott Bay Lumber Company of Seattle at that time.

A. McCourt

Now, what were you doing prior, what was your responsibility just prior to this time, Alden?

A. Jones

I was in Timberlands Division, working with Harry Morgan and Bruce Ferguson primarily making investigations of opportunities for timber development that were steadily coming to the company. We had a history of receiving proposals constantly and I was checking these out.

A. McCourt

Now, you mentioned forming this task force. Could you describe the members of this task force? Their skills, their responsibilities?

A. Jones

Yes. As I remember, Art Maki was put in charge of it because of his knowledge of timber. The first inquiry was to check on the actual existence of the timber which had been reported to us. Accompanying him were, I think, five fellows. I recall that Tunny McCollum was included and Jack Moore, Jim Wahl and I just don't recall at the moment who the others were.

A. McCourt

What were the specialties of these different gentlemen that brought their expertise to bear on this team?

A. Jones

These were all members of the Cruising Department and they were knowledgeable primarily in the softwoods in this country with some knowledge of hardwoods. This was going to be a new experience for them but they were good cruising men. We felt that they were the men to go and establish, right at the start, that there was timber over there. This is what we needed to know.

A. McCourt

Now, while they were primarily softwood cruisers, had they or you had any investigation in jungle woods before, say, Costa Rica?

A. Jones

Yes, this is a good point, Art. I think most, if not all, of these fellows had made the Costa Rica trip a year or two before to check that one out. They had gone at that time with Ted Gilbert, who had been in charge. However, a couple of these fellows, Maki and McCollum, also had some experience in hardwoods in eastern Canada where we had looked at some proposals in Ontario and Quebec.

A. McCourt

Now you met and what did you decide to do? How to approach the problem? I imagine the trip was in the offing.

A. Jones

Yes, they had to scurry around and get passports and start getting the shots that would be necessary for overseas travel. Then they had to acquire maps of the area and Elliott Bay Company was able to provide some of them. They also had to make contacts with the forestry departments in some of the government agencies over there.

One of the unique things about the trip was that we didn't want, at this point, word to get out that Weyerhaeuser was investigating in the Far East. So, we set up a code system for the messages which they were to send back. The messages were to be concerned largely with timber volumes, species, size and quality. We set up a code for all of these things and when the messages came in, we had to sit down first and decode them before we could chart them up.

A. McCourt

Did you go on that trip?

A. Jones

No, I did not make the field trip this first time. I was the contact man back here to receive the messages and do the decoding and the charting.

A. McCourt

How soon did they take off for Kennedy Bay?

A. Jones

As I recall, it was about six weeks after that, near the end of January in 1966. It took that much time to get their shots, everything cleared away and ready to go.

A. McCourt

So, in February of 1966 you started getting the messages.

A. Jones

Yes, "We have arrived, Lafayette."

A. McCourt

After they got over there and started sending messages, and I don't know how soon they started sending them, but, could you describe the messages you received from them? I imagine there was a little humor in them occasionally.

A. Jones

Yes, there was a little humor. One of the first things which comes to mind, since we are letting our hair down and unloading here, was a little emergency there at the start. There was some personality conflicts because this was an entirely new environment which the fellows were working in. It was hot and steamy and they were camping out in the jungles; there were the snakes to contend with that they had never had in this country; the bugs, and the bad water which they couldn't drink and difficulties of getting supplies plus the recurring tropical rainstorms that are always with them. The fellows were under quite a bit of pressure because of this strange and unfamiliar environment and some of them were rather inclined to say "to hell with it, I am going home." They had some difficulties getting adjusted and it was just natural. But, they almost fell apart a couple of times until they settled down into the routine and carried it out in first class shape. Then the messages started coming in with a lot of figures and statistics on the timber and the sum result was, to say it in a few words, they confirmed that there was a tremendous stand of timber there. That, if the economics of it would check out, it would be well worth our time to look further into it.

A. McCourt

Now, in describing the timber, was it a variety of species or were there just a few species?

A. Jones

This was another new situation for the fellows. In the soft-wood stands in this country, we have a half-dozen major species which compose 99% of the stand but, over there, there are literally hundreds of different species or subspecies. This was probably the most important thing the fellows had to learn, to familiarize themselves with this great variety of timber species. They enlisted some of the native people, who were familiar with the species, to go along with them and do the species identifying.

A. McCourt

But there was a predominant species?

A. Jones

Yes, there was a predominant species. The trade name is Lauan. In different localities, they found local variations of this name for the same tree and they had to list these so that

A. Jones (Cont'd.)

they would be sure they were getting everything properly classified. The Lauans are the prime and important species. There were several important varieties of these, not all of them in equal value. There were red Lauans, white Lauans, yellow Lauans, for instance, and some of them were more important than others.

A. McCourt

Is this Lauan what they sometimes call Philippine mahogany?

A. Jones

Exactly.

A. McCourt

And I think there is an African mahogany. They are all false mahoganies. Is that right?

A. Jones

This is true. They are false mahoganies. They are similar in appearance with the mahogany which we know in the southeast part of the U.S. But, they have the same appearance of dark wood and variations in the coloration. But, there are also, in addition to the variations in color, variations in the density and hardness of the wood and difference in the grain, difference in the workability in a machine. So they had to be sure of the species because these things are always important in the final result.

A. McCourt

Was lignum vitae in the Far East?

A. Jones

To a very small percentage. In some localities there would be small stands. But there wasn't very much of it. It is an exceedingly dense hardwood, as you know, and there is a species they called ironwood which would be similar to the lignum vitae but not exactly the same species.

A. McCourt

How do they cut that?

A. Jones

Well, they cut it conventionally with saws but it puts a terrific wear and tear on the saws and they have to change them frequently because of the hardness. Some of the woods have silica in them. Apparently, in the process of drawing up moisture and nourishment, they draw up minute particles of silica, which is sand, and this is extremely hard on the saws. In the mills, instead of the saws running all day or even until noon, they frequently would have to change their saws every hour in the mills because of this.

A. McCourt

Now, could you describe the trees themselves, were they substantial trees, tall, limby?

A. Jones

None of the timber stands are equal to the heavy stands in our Douglas fir country because the trees are not tall and they are not as massive as softwood trees on the Pacific Coast. The stands are dense and there are many trees per acre but the size is smaller than in our fir and hemlock stands and the trees are not tall. Some of the trees would run up to, say, 120 feet or maybe an extremely tall tree might be 140 or 150 feet, but this is rare. Most of the trees would be in the range of, say, 80 to 120 feet and most of them would have a good stem up about 60 feet and then they would just blossom out in all kinds of limbs and branches with a big umbrella up there. So primarily, the usable part of the tree was confined to that lower stem of 60 feet or less.

A. McCourt

So they had a fairly straight stem.

A. Jones

Well, there was variation in this. Some of the species would have straight stems, but the other trees didn't have straight stems; they were crooked and twisted and didn't look nice but still had short sections of good wood in them.

A. McCourt

Was there much taper to the trees?

A. Jones

Heavy taper, but this varied also with the species. Some of the species would have great wide buttresses at the ground but generally these would go up only 6 to 10 feet and then they would taper to a round size and continue as a normal kind of stem. Surprisingly, some of them would go up for, say, 40 or 50 feet without much taper and then they would have a heavy taper. You find all kinds of variations over there.

A. McCourt

Now, they did their cruising and how long did that take?

A. Jones

As I remember, they were there about three months. They covered a lot of country both in Borneo and also in the southern Philippines. They spent about two thirds of their time in Borneo and about one-third in Philippines.

A. McCourt

How did the two areas compare? Was one a little better than the other?

A. Jones

Yes, the topography in Borneo was somewhat more favorable, less rugged, less steep than in the Philippines, which was rather hilly. The species were very similar, the density of the stand was very similar.

A. McCourt

Now, you were getting the messages from them about the results of their cruising and how did they read? Good, bad, indifferent?

A. Jones

Yes, that is right. There was a general consistency to them that the density of the stands didn't vary a great lot except in places where they abruptly changed, but over the general area the density fell within a very close range. The variations in species were rather distinctive; for instance, there would be a heavy stand of red Lauan in this area and maybe they move over the ridge into the next valley and maybe that would mostly be Apitong. Except for these extreme variations, there was a lot of consistency in it and the major problem was simply in listing and posting the numerous species which they came upon. They made a long list.

A. McCourt

Did the code work?

A. Jones

The code worked very fine. When they came back we made some spot checks in our documentation of it against their original reports and we found no major errors there. It was a very simple sort of thing.

A. McCourt

As you got these messages you were assembling this information and who were you reporting this to?

A. Jones

Well, I was reporting immediately to Bruce Ferguson, who was the department head, and he was taking it on to Harry Morgan, who was sharing the information with the top management people, who were interested in how this was developing.

A. McCourt

So the figures were enticing, there was sufficient volume there?

A. Jones

Yes, this was apparent right from the start that the timber information which had been given to us orally by the Elliott Bay people was correct; that there was a substantial stand of timber here of the desirable species. And so, right from the start, our information tended to confirm that this was something we should look at seriously.

A. McCourt

I suppose it is a little bit early to get into the economics of it, assigning a value to the species and determining the logging costs?

A. Jones

Yes, I think it might be better if we made a review of that before we get into the subject.

A. McCourt

Okay. So they came back and the grand report was given to Bruce and Harry and probably Jon Titcomb? Was Ivan Wood in the International Group involved at all?

A. Jones

I don't believe that, at the beginning, Ivan was involved. He did become involved a little later on.

A. McCourt

So, the information was pleasing and what transpired next, Alden?

A. Jones

As I remember, they began two things: serious discussions with the Elliott Bay people over a possible acquisition by us of the properties over there, and at the same time we branched out into the economics of it. Don Rush was our international log buyer and he was able to get into the aspects of the potential market. Generally, we looked to the Japanese markets and Hong Kong, Taiwan and the Philippines. So, we began a rather extensive study of what the trend of log prices had been for several years, so that we could make projections of this. And we also got into the matter of wood products because Elliott Bay at that time had a sawmill in Borneo and a plywood mill in the southern Philippines. We needed to know whether or not, in case we acquired the property, whether to continue to operate the manufacturing units or to drop them or to even expand them. So we needed to know these things. We began that study at the same time we began serious discussions with Elliott Bay.

A. McCourt

Now other people came into that facet of the study, I imagine. You took an active part, I am sure, in the logging.

A. Jones

That's right. There were many people who got involved in it. Bob Martin, for instance, and some of the others, I don't remember who they all were. Connie Dodge was in on it, and Howard Hunt was in on it also. Strange how these names all start coming back once you get one started, to open the door. But we also needed to know about logging and Bill Johnson got involved in that rather heavily at that time and not too long afterwards he made a trip over there to look at it.

We began to study all of these different aspects and angles and to develop the economics, the costs, the potentials, etc.

A. McCourt

Now, did you make a trip over there to study the logging operations?

A. Jones

No, I continued to be the clearing house for the information. I must have written a thousand pages of reports before we got through. No, I stayed on this end at that time. It wasn't until later than I made my first trip over there.

A. McCourt

Do you have copies of these reports that you made?

A. Jones

Yes, they are in central files. Art Maki told me this morning that he had taken a quick look in central files and he had spotted some of the old reports that we made.

A. McCourt

Maybe even some of the cruising notes that they had, with some water stains on them, sweat and rain.

So Bill Johnson went over there to look at that aspect of the logging.

A. Jones

Yes, Bill did and, just at the moment, I don't remember exactly when that came but I believe it was some time prior to the end of 1966. He wanted to meet the people over there and see what systems of logging they were using, what kind of equipment they were using, what road standards they were using and what the conditions were. He made one of his typical reports to tell us what we might be able to do in the way of systems, crews, equipment, road work to improve the economics of it.

A. McCourt

Do you recall what he said about what they were doing there as far as logging was concerned? Did they have a railroad? How were they getting the logs out of the woods?

A. Jones

Well, they were trucking them out of the woods and with little possibility of changing this because the distances from the bottoms of the hills to the top of the hills is so sharp and abrupt that a railroad operation would not improve the situation. Truck hauling was the most effective and flexible way to take care of it. Bill confirmed that and recommended that we continue in the same manner.

A. McCourt

What did he think of the roads?

A. Jones

Well, he didn't think much of the roads and said so in his typical language but they were serviceable. The main problem is that, in both the Philippine area on Mindanao and the north Borneo area, they don't have the great deposits of Columbia basalt rock that we have in this area. It is mostly just a hardpan rock that breaks up rather rapidly under heavy use and under the recurring rains they have there. He would like to have seen more serviceable roads but there just wasn't a way to do it really.

A. McCourt

So evidently he thought that the logging could be improved.

A. Jones

He felt they could be more efficient in the way they went at their logging, location of their landing points where they brought the logs in and where they loaded them out. He immediately hit on the thought that we needed to send some of our Northwest loggers over there to act as leadmen, foremen and superintendents. Immediately after he came back he started enlisting some of these people to agree to go over and lend their technical knowledge to the improvement of the logging system.

A. McCourt

Who are some of these people?

A. Jones

Right at the moment, I don't remember who was first. Soon after, Dick Fotheringill went over as the superintendent in Borneo. After Dick was Carl McInnes and in the Philippines we had Elmer Renken, Lloyd Roberts and Erwin Anderson. These are some that immediately come to mind, and we also had other specialists over there. Red Moore went over to run the shop because he was a good machinery man, and we had experts in falling and bucking over there, too. So we attempted to get key men in some critical places there to try to get things beefed up.

A. McCourt

Now this all happened after we acquired it from Elliott Bay.

A. Jones

Yes, that is right, Art. This happened after we acquired it which, as I recall, was about at the end of 1966. It took about a year from our initial inquiry until we negotiated the acquisition and then wrapped it up.

A. McCourt

You made a trip in 1966?

A. Jones

No, it wasn't until 1967 that I went over there, after we had bought it and started operating.

A. McCourt

You must have been pleased with all your report writing to find the culmination of the transaction.

A. Jones

Well, it didn't have an important part in developing the information but it did put it on paper perhaps in a form that made it easy to understand and analyze and base the decision on it. It was an interesting project. Developed a lot of good rapport with the fellows sending in the reports. Writing reports has always been something I have enjoyed doing.

Now, strangely enough, my first trip over there didn't have anything to do with the operations. It was because of something else we had developed here; we had developed a method

A. Jones (Cont'd.)

of evaluating offers of timberland concessions. We were beginning to get a considerable number of these from that country and, because it was so far away and such a different environment and situation, we wanted the people over there to handle these proposals which came to the company. We wanted them to evaluate them with the formula that we were using here and submit a report in the manner that we were submitting internal reports. So I went over to give the fellows some guidelines and some instruction on evaluating new opportunities that were coming to the company so they could pass them along to us with a recommendation to go or no go. That was the purpose of my first trip over there.

A. McCourt

Now, who did you try to train in this methodology?

A. Jones

At each operation they generally had a forester or an engineer or a forest engineer who was familiar with timber and terrain. These were the fellows I contacted with this information because always the first thing we wanted to know was: is the timber there or is someone trying to sell us a swamp or a logged-off area? So we fell back on the engineers and foresters to give us the initial report. We had to know that or we weren't going any farther.

A. McCourt

No, no. Now how long did that trip take, how long did you spend?

A. Jones

I was over there about one month that time. I hit Singapore, Milbuk, the Philippines and Borneo. I went to Jakarta because we were beginning at that time to look into Kalimantan, which is southern Borneo. I talked with the foresters over there and, before I came home, I went to Australia and visited with Dick Darnoc and Warren Travers at Sydney because they were receiving proposals in that area, New Zealand, Australia and New Britain country. So I made kind of a swing through the western Pacific area before I came back.

A. McCourt

Do you recall the shots you had to get?

A. Jones

There is always smallpox, of course, and yellow fever and tetanus, seems like there was five or six of them. Cholera. I don't think we got shots for malaria but we were warned to take that little bitter pill every Monday morning or we were going to be in real trouble. Quinine.

A. McCourt

So was this your first trip to the Far East?

A. Jones

That was my first trip in the Far East. I had been in the tropical areas on a trip to Surinam in South America previous to that time but it was my first trip to S.E. Asia.

A. McCourt

It must have been an eye-opener, and amazing and surprising.

A. Jones

I was all eyes and ears. It was very, very interesting. Fortunately, I had no difficulty healthwise because I heeded the warnings about the quinine pills and the shots, etc. It was a little difficult adjusting to the climate, of course, because they don't have summer and winter that close to the equator. The temperature range varies only a little during the 12 months of the year and the variation is between the dry season and the wet season. Sometimes it rains harder than other times. That is the major difference.

A. McCourt

Is the wet season consistent through the whole area?

A. Jones

No. There are variations in the different islands and the different localities. They occur at different times of the year and there is different intensity.

A. McCourt

So were you there during the wet or dry season?

A. Jones

Well, the first time I think it must have been the dry season because we didn't have too much rain. They have showers, even in the dry seasons. They may have hard rain for a half-hour or an hour and then it will clear off and the sun will come out and it will be steamy for a while until it dries off and then it is a nice, hot day for a while until the next shower comes along.

A. McCourt

Is it humid?

A. Jones

Very humid. Extremely humid. Start out with nice, dry, crisp clothing and within an hour or two you are wringing wet.

A. McCourt

Now, from Singapore - we didn't have an office in Singapore at that time, did we?

A. Jones

We didn't have an office until several years later, but sometimes the fellows would be located there for a couple of weeks at a time and they would just use their hotel room as an office.

A. McCourt

You didn't meet anyone in Singapore?

A. Jones

I don't recall that I did meet anyone at that time. Might have met one of our financial fellows, Charlie Khong, who worked between the operation areas and the hotel-offices in Singapore and our actual financial offices in Hong Kong. But other than meeting him there I don't recall meeting anyone else.

A. McCourt

And from Singapore you proceeded to where?

A. Jones

Well, from Singapore I proceeded to Sabah, which is North Borneo, one of the Malay states, and went into Silam and Bakapit there. I must have stayed the better part of a week there. It seems like I doubled back to Manila and went down into the southern Philippines to our operations there. Then I came back through Singapore and went down through Jakarta to Australia after that.

A. McCourt

How was the transportation? What sort of equipment were you flying in?

A. Jones

Art, I was pleasantly surprised with the excellence of air transportation all through Southeast Asia. It was just amazing. In the first place, they were using mostly American planes, a lot of Boeing 707s, a few 727s, quite a few of the 737s. A few British planes, the Comets. We even saw a couple of four-engine Russian planes. But they were mostly American planes and generally either Yankee people or a nucleus of Yankee people operating them. But their schedules were terrific. I had the impression that their on-time departures and arrivals were substantially better than we have in this country.

A. McCourt

Well, that was pleasant to see and hear.

A. Jones

One thing about it, however, is that they don't fly the daily schedules like most of our airlines do in this country. You can't go out to the airport and wait around for half or three-quarters of an hour and get a plane where you want to go. They don't fly that way. They may fly every other day between principal cities and they book passage in advance and unless you have advance passage, you just don't go. You wait your turn and then when your turn comes you go on time and you get there on time.

A. McCourt

Now getting to the logging area, you didn't have the deluxe planes, did you?

A. Jones

Well, the company had two aircraft at that time. One was a twin-engine Beechcraft which was a good first-class plane and it was kept up in good condition and a couple of real pros operating it. They had a single-engine Cessna which was based in the Philippines at Milbuk. Later on, they got other planes but most of our travel between the important locations, except when we traveled commercial, was in the twin Beech and it was licensed to fly internationally and the pilots were okayed for that, too. That saved a lot of time.

A. McCourt

Then you had airstrips right at the locations?

A. Jones

We had airstrips generally where we wanted to land. In North Borneo we had to land at the nearest little village at Lahad Datu but they had a first-class airstrip there. From there we drove about 15 miles to the camp at Silam, and we took a boat about 20 miles to the other camp, at Bakapit. When we went to Milbuk in the Philippines there was an airstrip right in the backyard. At Basilan, there was an airstrip alongside of the mill, so that was handy.

A. McCourt

Now, the first time you stepped out into a woods and I am sure you did, into the jungle, could you describe that in your own words.

A. Jones

Yes. Again, there were pleasant surprises and two of them come to mind very quickly. One is, I always thought of the tropical area as being a jungle and we see that in the movies, thanks to Hollywood. Where the man is going into the jungle to find the lost explorer or to rescue the girl the gorillas had carried off. He has to have forty or fifty native men with machetes out in front, cutting the brush and vines. It ain't so! In the forest, where the crowns of the trees join each other and shade the ground, you walk through the forest, not exactly like a park but you have no trouble getting through, no trouble at all. It is where the sun hits the ground that the growth is dense and like a jungle. This would be at the edge of the forest where there has been a clearing, or a plantation at the edge of the forest. Along a river or along a road, the brush is so thick you can't see a foot into it. But you get out into the forest, it is open, you can walk through and go from place to place without difficulty.

A. Jones (Cont'd.)

The second thing is, I always thought of the jungle as full of wild beasts and snakes, and all the times I have been in Southeast Asia out in the woods and jungles, I haven't seen enough snakes to count on the fingers of my two hands. They are along the rivers and in the swamps and along waterways and places like that but not out in the woods where the loggers are. That was a very pleasant surprise.

A. McCourt

Is there any wildlife to speak of in the woods?

A. Jones

There is some but you don't very often see them. They are very wild and men traveling through the woods, making noise chopping on trees or talking back and forth, and the animals get way. You see tracks but you rarely see the animals.

We ran into a herd of elephants several times there. They were big and ponderous and they don't move out as quickly as the deer and the monkeys would. So they heard us coming, they probably didn't pay any attention. They kind of held the right-of-way. We went around them instead of them getting lost from us. But the elephants, we found them quick to learn about the logging roads. Instead of fighting the heavy going on the hillsides, quite often they'd use the logging roads for their travels. They would feed on the vines and different kinds of quick growth, which apparently made tender feed for them along the roadway where the sun was shining. They'd pull this down and eat it, and as they'd pass through they'd leave an awful mess of vines and brush along the roadway where they had been.

A. McCourt

Did they interrupt the transportation at all?

A. Jones

Occasionally they would, and they'd take their good time getting out of the way. Usually, when a truck would come along, making noise and snorting and honking, why, they would leave the roadway and go back into the woods. But they'd generally take their time about it. Didn't seem to get too excited.

A. McCourt

And the truck drivers weren't anxious to force the issue, I don't imagine.

A. Jones

No, I'm sure they weren't.

A. McCourt

These were wild elephants?

A. Jones

Yes.

A. McCourt

Were any used in logging operations?

A. Jones

Not that I know of in any of the areas that we worked in in Borneo and the Philippines.

A. McCourt

Are there any other observations about the jungle - I say the jungle, I should say the forest.

A. Jones

No, there's no real strong impression other than those, Art, that come to mind right at the moment about the jungle. It's tremendous country and there is a great, massive forest all through that country. Most of the land is fairly heavily timbered and it is not very much exploited at this time. Now, I use the word exploited in a specific sense. We sometimes tend to use the work in this country as meaning that the timber has been overcut or an advantage is taken of it. They don't put that definition on exploitation over there. Exploitation simply means the use of the resource over there. And that's why I say the timber has not been greatly exploited. There's lots of it left. When you fly, you see as far as the eye can see the tops of these big bushy trees clear across the island.

A. McCourt

When you went into the woods, I suppose you generally went in a truck or a pickup or something like that?

A. Jones

Yes, generally, quite similar to our manner of transportation in this country. There were a lot of pickup trucks, jeeps, over there. Even quite a few of the English-type of transportation, the Land Rovers, for instance. Crew buses are not quite as nice as ours, which are patterned after the highway buses, but buses that get a crew of men, haul 15 or 20 men out to a job. Very similar to our getting-to-work system here, very much the same.

A. McCourt

Now, the equipment that they were using, what sort of trucks were they?

A. Jones

Well, they were using some American-built trucks, but also some Japanese-built trucks. The major problem and also one of the major points that people look for when they were selecting equipment was what kind of maintenance and repair service can they get? And this was one of the problems that the American companies were having, Mack, Peterbilt, and Kenworth and so on, was that it wasn't always easy for them to establish the same kind of maintenance service or emergency service in those areas like we have in this country. Because, simply, there weren't the large volumes of their equipment in use. Seldom did we find operations over there as large as the operations here. And the Japanese are eager little beavers, and they were a little more aggressive in establishing their maintenance service, so this was a good talking point for them when they were trying to introduce their trucks, for instance.

A. McCourt

Well, were they heavy trucks or were they highway trucks or were they sort of a light truck?

A. Jones

They had all kinds, really, but they had some of the biggest trucks I've ever seen anywhere over there operating on private roads. They had trucks over there with bunks up to 12' wide, where of course our highways are limited to 8' here. We, in our operations here, are using some 10' and I guess some 12' bunks. I've heard of 14' bunks here. But they were using a lot of the oversize trucks over there, too, in some operations.

A. McCourt

Now, did they have spar trees or portable spars or what?

A. Jones

I don't remember seeing any portable spars over there at that time. I'm sure there are some by now that must have come in. They were using spar trees and rigging the hardwood trees, which gave the high climbers a little more of a thrill than they do here because of that big, bushy crown up in the top, the tremendously big limbs, limbs up there almost as big as trees. And that made quite a problem for them. Generally, they would find a tree with a long stem up to the crown and cut it off below that. But they even had to be pretty careful in bringing that down, too.

A. McCourt

Seems like they should limb the crown a little bit before they cut it.

A. Jones

You bet. They had to watch that because those crown limbs reach out quite a ways.

A. McCourt

Now, would a hardwood tree have the resiliency that a softwood tree does as a spar?

A. Jones

Well, it wouldn't have the resiliency, but offsetting that was its great strength. So, although it wasn't as flexible, it was tremendously strong. And also, because generally speaking, they didn't use much pull. They would rarely have a spar tree over 100 feet high. Of course, this kind of offsets some of the disadvantage of not being flexible.

A. McCourt

And what sort of equipment did they use to yard and load?

A. Jones

Well, they were using generally diesel yarders, similar to the types we use here. Big diesel engines with the same type of drum configuration and the same type of cables that we use here. Generally, the same system. Quite a bit of tractor logging over there. There is a lot of the country which is not steep and broken up. And in places like that, why, they try to use tractors, although in places the water table gives them a bad time, water is close by underneath and they bog down, and rainy season raises a lot of problems for them. But they use both systems, the cable system if they're on the hillsides and in canyons, and the tractors if it's on less steep ground.

A. McCourt

Now, the rainy season. It used to be that they'd shut down during the rainy season?

A. Jones

Well, I think they just didn't try to fight it because, when it rains, it really pours over there. It can rain in a few hours over there as much as it rains in a whole week here or even a month sometimes. It really soaks things up and it makes the going very difficult. And, of course, one of the major problems is getting the roads built. When it rains, you just can't build roads. They're trying to overcome this with different methods. When they do find a source of rock, they utilize it to good advantage. By doing this, they can keep going during part of the rainy season. If they watch the breaks in the weather, they can rock up fairly close to the grading and get some grading done during the wet weather. This is extremely important, because the timber stand is very light and they are selecting only the marketable trees. Consequently, they have to build a large mileage of roads to keep going. So, they just can't afford to shut their road-building down for very long. They have to keep going, which is a big problem with them.

A. McCourt

So a road cost is a big factor in the economics.

A. Jones

Right, the road cost is a big factor and they try to get by with low-quality roads wherever they can, a dirt road if they're not going to be in one location for a long period of time. They'll jump in there quickly with a dry-weather road and get back out. They have to do it in order to make the ends meet.

A. McCourt

Like the winter-summer, high altitude-low altitude system. You play the roads.

A. Jones

Same thing. Very similar to that problem.

A. McCourt

Now, in the course of this training trip over there for people to look at timber you also did some looking at some timber concessions that were offered, did you?

Because you said you went to Jakarta.

A. Jones

At that time we had not entered into the Indonesian timber industry and we were looking at the area which we called the Balsam area. That was just a name we coined because it was located between two cities on the east coast of Kalimantan, Balikpapan and Samarinda, so we took the Bal and the Sam and called it the Balsam area. It was government timber and we had to do a lot of investigating, making maps, doing cruising and making proposals to the government. The Indonesian government was new. They acquired their independence only in 1945 and in 1967 they were only a little over 20 years old. They didn't have large staffs of government foresters, so instead of them saying, "Here is something we have to offer," they would tell us to go look at the timber and see if we had a proposal to make. That is the way we had to do that. We looked at the Balsam timber and before we were through with that, why, we were looking at the ITCI timber, along with other proposals that were open at that time.

A. McCourt

We will get into ITCI, we should describe it. So then you came back from that trip and that was 1967 and did you have anything further to do with Indonesia?

A. Jones

Well, off and on from then on there were things that came up. In due course we completed the Balsam proposal and achieved an agreement with the government and got a timber contract. We started our operation there. After we started our operation, I made another trip back over there for the purpose of helping them with their planning. Our company had developed a system here of requiring the operations people at the different branches like White River, Longview, Springfield to submit regular short-range and long-range plans all integrated together. We wanted to establish the same system over there.

A. McCourt

Both in Indonesia and the other operations?

A. Jones

Yes, that is right. The Indonesian operation was in South Borneo and the Malaysian operation was in North Borneo. It was all one island but there were no interconnecting commercial airlines, so if we went in from the south and wanted to go to the north we either had to come back out to the south and go around by Singapore and come in from the north, unless the company Beechcraft was available, in which case they could make an international flight and take us there.

A. McCourt

Then you came back and evidently interest was growing in Indonesia at the time. In negotiating with the Indonesians and Malaysians, were you in on the negotiations?

A. Jones

Not in the personal contacts with them, but in providing backup information. I again got into the reporting and I helped to accumulate data on maps, most of which we had to make ourselves through aerial photographs which were sometimes hard to find. But, in making up our proposals to the government, I was able to be helpful in that way by providing information to the people who did the actual negotiations. I did sit in on a couple of sessions with them to meet the people. I think they took me along just to show "here's a fellow who came out from our international headquarters at Tacoma, Washington to help us out," and I think that was part of the reason they took me along a couple of times.

A. McCourt

Who was doing the negotiations at that time?

A. Jones

Well, Jackson Beaman was over there at that time on the local scene and Jed King. A fellow by the name of Ancil Scull was also there who had originally gone over there as a religious missionary. Times weren't too good for missionaries over there and he saw this timber industry beginning to develop and he got into that as a contact man and as an interpreter. From having been over there in his missionary work, he had learned the language. He spoke fluently and was able to be very helpful in the negotiations in that way. He also had an acquaintance with a lot of government people, business people, management people and the top people in the country. So he was able to open a lot of doors for us and to introduce us around.

A. McCourt

Is he still with us or is he sort of an independent agent?

A. Jones

I think he branched out into freelance work. When we actually began getting into operations, he didn't fit into the picture at that time. Wasn't able to be very helpful after this initial period, so we didn't have continuing work for him. He got associated with some other operators at that time.

A. McCourt

What was your impression in meeting with the Indonesian government officials? Did they speak English?

A. Jones

They spoke English, generally. Let me make a quick comment about that, too. When I traveled in S.E. Asia, I generally found people speaking English to some degree, in some form. You might have to ask your question twice or even three times before they would get what you were after and then you might have to ask them to repeat the answer several times. But you could usually make yourself known in some form. In the government, people, practically all of them, understand and speak English. This was another great surprise I found over there.

A. McCourt

Pleasant again.

A. Jones

In the meetings, English was the language that was used except when the Indonesian people wanted to have a little private caucus. Right there in front of you, they would speak Indonesian. It was more convenient for them, I am sure. They felt more comfortable with it. But generally, the conferences were held in English. This made some problems, but it was a way of doing business.

A. McCourt

What was your impression of them?

A. Jones

I was very favorably impressed with the Indonesian people as people. I found them generally with a philosophy of life and business similar to ours; that is, regarding interpeople relationships. There are certain rules you go by. You tell the truth, you speak honestly. You don't doublecross people. There's a lot of that that goes on, but generally speaking, they understand the value and importance and necessity of it.

I also found them desperately needing help. Indonesia is a new country with a tremendous resource of not only timber, but they've got oil and natural gas and minerals of many kinds there. They have a tremendous resource but they're destitute because it hasn't been developed. So, they're wise enough to see that they need help, wise enough to see that these people coming in from Canada, United States and other places are bringing help. These people are going to want to make a business deal, earn some money, but the Indonesians are going to make some money too and they're going to learn a lot of things. I found them very practical and realistic about these things.

A. McCourt

Were you amazed at Jakarta?

A. Jones

I was amazed at Jakarta. You've been there?

A. McCourt

No. Just read about it.

A. Jones

Jakarta is two cities. The new part of the city, where they have built new government buildings, new hotels, lots of new statuary. That's the new part of the city. Merdeka Square. Merdeka means liberty or freedom. This is a square covering about 80 acres right in the center of the city, probably the most valuable land in the city, and in the middle of it a tremendous big statue, and around it just a grass area. And the little people come in there at night and sleep. They build a fire and do a little cooking. The next morning, they're gone someplace trying to make a buck. But anyway, let's get into that a little later. Then, the other half of Jakarta is the old city. Just sheds and shacks and hovels built onto each other; people crowded into them, poor people, trying to exist and earn a living. It just grabs you at how poor the people are. I was told when I was over there that 60 percent of the Indonesian people live outside the monetary economy. They know what it is, but they never see any money. And the question is asked, how do they survive? They barter. They go out and cut some bamboo poles or a few shakes or some boards or raise some corn or a little rice or raise some chickens, and take them in to the merchant and trade them for some salt or dried beans or some sugar or a bolt of material to take home and make a pair of pants and a shirt, that sort of thing. It really grabs you, you know?

A. McCourt

Yeah. Then, in '68 you were in there when they were acquiring the . . . .

A. Jones

Balsam area first.

A. McCourt

Balsam area first and then later the ITCI area. That takes us then, how long were you there that time?

A. Jones

I think that was only about a month.

A. McCourt

So, then, in 1969, then you came back and still there was a lot to be done about Balsam and ITCI was coming on the scene, I suppose.

A. Jones

Yes. At about that time we had just learned about the ITCI deal, and it was actually the area which we had originally wanted, and which we thought at one time was to be given to us. But Mr. DeLong came along later and acquired a contract for the area from the government. We still liked the looks of it and, after Mr. DeLong started building a camp and setting up an operation, we approached him with the idea that if he had any interest in selling it to us, we'd like to talk to him. He said, "Well, I'll talk with you," and that's the way it started. Eventually, of course, we did acquire it. But it was just beginning at that time. We had moved into the Balsam area and were just getting over our disappointment at not getting the ITCI area. That's the way it started.

A. McCourt

So, you were here getting reports on different concessions that were available and from the people out in the field, and I suppose concentrating some time on the ITCI proposition.

A. Jones

Whenever we were over there, we would usually find a day or two to spend on this ITCI area. If the Beechcraft was available, we'd take a reconnaissance of it. We'd go up one river valley one time and another time we'd go up another river valley. We kept our eye on it because we knew it was a big area and we thought we had a chance to get it, so we'd keep in touch with it, although nothing was developing at that particular moment. It wasn't until 1970 that negotiations got serious and then it blossomed out in good shape shortly after that.

A. McCourt

But did you go over there in '69, too?

A. Jones

The only trip I remember in '69 was the trip to New Zealand and Australia. I don't believe that in '69 I made a trip to Indonesia or the Philippines. I did make a trip to New Zealand and met the people from Sydney who had heard of a proposal there that seemed to be interesting enough.

A. McCourt

Who were the people in Sydney?

A. Jones

One was Warren Travers, the forest engineer who was working for Dick Darnoc, the manager at Sydney. We also, at that time, had a consultant by the name of John Groome, who was a New Zealander himself, with his headquarters at Auckland, who did forestry consulting work. We hadn't spread out into a forestry department at that time, so we were farming out some of our work. I went with John Groome and Warren Travers to Nelson on the South Island in New Zealand to look at a proposal. A man had a sawmill supported by some timberlands of his own which he had planted into pine some years before, and he also had a contract in some government timber. At that time, after we had looked at that proposal on the South Island, we went on over to Sydney and then went up north to Maryborough, where there was another proposal that we were about to get involved in. Then I came home from there without going on up into Southeast Asia.

A. McCourt

Now, in New Zealand, was the government timber hardwood again?

A. Jones

No, this was softwood.

A. McCourt

All softwood?

A. Jones

Yes. They have a rather unique situation there in that the original stand of timber on both islands of New Zealand and in the east coastal area of Australia was hardwood but a very low quality of hardwood, and since about the time of World War I, there have been some tremendous softwood plantations established. They were very early in the matter of planting trees and starting plantations over there. And those, by now, are coming into maturity. Small sawlogs or chips for pulpwood. So, the new forest in both New Zealand and eastern Australia is softwood. Also, you will find some Douglas fir.

A. McCourt

Grows very fast?

A. Jones

Grows very fast. Appears to make good wood.

A. McCourt

Neither one of these materialized?

A. Jones

The one in New Zealand did not materialize. I think because it just didn't appear to be a large enough operation for us to be interested in. We wouldn't have minded starting small if there had been a chance to expand, but there didn't appear to be that opportunity. I think we gave it up on that basis. The opportunity north of Sydney in Australia, I think we actually did get involved in that but later backed out. That was to be a particleboard plant and interior decorating material from the small logs.

A. McCourt

So, still you came back from there and there was still activity. The operations were going in the Philippines and Malaysia and Borneo but we had started in the Balsam operation, I suppose, in a small way.

A. Jones

Yes, I was back over there for most of 1970 and it was at that time we were starting the Balsam operation.

A. McCourt

What did you go over there for in 1970?

A. Jones

I went over there for the purpose of heading the planning. The management here in Tacoma wanted to be sure that the plans they made over there were in conformity with our planning practices over here; that they were tied in with the company's long-range program; that the matter of acquisition of equipment and machinery was handled through the channels that we handled here, in order to control the overall expenditures. They felt that my experience in Tacoma would make it possible for me to help them integrate their philosophy of the operation with the philosophy here. So that was my purpose in being over there: to spearhead the long-range planning and integrate it with the requirements of Tacoma.

A. McCourt

So this was starting up that operation?

A. Jones

Starting up the Balsam operation in Indonesia and carrying on the operations in North Borneo and in the Philippines. Both those operations developed timewise emergencies at that time, too. We can get into that whenever it is convenient.

A. McCourt

Well, why don't we go into that.

A. Jones

Well, for one thing in North Borneo, which is one of the Malay states, the original concession, which we had taken over from Elliott Bay Lumber Co., gave us a contract to take timber until 1980 from this tremendously large area, over 1,000 sq. miles, which was more timber than we could log by 1980. Everybody knew it but it gave us elbow room to select the areas we wanted to go into.

Then all of sudden, in 1970, the government said that, come 1980, they were not going to extend our contract. This was quite a blow to us because we had assumed, come 1980, we would simply renegotiate the contract for our operation. So this took a series of conferences with the government to clarify what they had in mind and what our rights did consist of. When we went back and read the original contract, including the fine print on the back page, so to speak, it did not say that automatically we would have an extension in 1980. It left a strong implication there but it didn't actually say it. So we had a problem and, what we did, we negotiated with them, and I sat in on one or two of these sessions, to get the best understanding that we could for ourselves, lasting until 1980. The best understanding consisted of identifying the area that we wanted to continue to work in until 1980. So we picked a good area, an area with good timber not too far inland so we wouldn't have to build roads too far away and they agreed to that.

I believe that, at this time, there is a probability of an extension of the operation through a partnership deal between us and the government there. So maybe that emergency is going to go away, but it looked pretty dark for awhile. There were some real tough conference sessions at that time. The government people are just like the politicians in our country.

They had an election coming up and they brought this deal up at that time so they could report to their constituency that they were going to kick these foreign people out and run the operation themselves. That is the reason they did it. But afterwards they realized that they weren't in a position to run the operation. I think they had second thoughts since then. That's why they offered us a partnership in it, to continue after 1980.

The thing that occurred in the Philippines was two things. The government had established a law that in 1976 the government was to take over the control and management of all foreign concessions in the area. We had that pointed at us in the last several years. Then this Manobo situation developed. The Manobos are the native people, the primitive people who have been discovered in the south area. Along with some of the Moslem rebels, they have been causing some real difficult situations down there. You recall that they have been asking for privileges from the government and concessions from the government. In order to make their point, they have been creating tense situations around the communities on the southern islands in the Philippines. They have gone so far as to hijack some of the buses and transportation down there; they have shot up one or more of our crew buses hauling crews and have killed some of our people. They shot into one of our planes and actually hit our pilot, who managed to fly the plane back to the field, land and then collapse from loss of blood. But this has created the situation which has caused us to withdraw from the Philippines. That was developing at that time so those were things I got involved in.

A. McCourt

Now planning the Balsam operation, could you describe some of the larger aspects of the plans?

A. Jones

Yes. We wanted to establish our operation as a log sale operation at that time, thinking of manufacturing units as several years in the future. In order to do this, we knew that we had to locate and identify the right kind of timber because there are hundreds of species of timber in the forests but only about 20 at the most of these species are actually attractive on the market. By attractive, I mean people are willing to pay good prices for them. And of these 20, naturally some are worth quite a bit more than others, so we had to locate the stands of these desirable species, plot them on a map, lay out a road system to get into these areas. There was just no information of that kind available in advance, so it

meant a lot of legwork on the ground. We did this and once we had the timber stands somewhat classified and the attractive stands located and the roads laid out on maps, then we had to get the roads located on the ground and start the construction in that direction. At the same time, we had to locate a place for a forest camp, which we did, and started building thatched buildings there. We had to locate an area for the log dump and the log storage in the estuary of the Balikpapan River and these things, in due course, were developed as a result of the planning. The planning had to identify areas that we were going to progress into in future years and we had to lay these out for our own use and also the government required reports of the same thing.

A. McCourt

The forest camp, what did that consist of?

A. Jones

That consisted of large mess hall building where the meals would be served to the crew plus some small living quarters for the men who would live in groups like the old bunkhouses in our logging camps here. There would be a small group of men in each of these little thatched buildings around the area. There was a headquarters building with an office in one end and a first-aid station in the other end. Then there were the machinery maintenance and storage buildings down by the log dump where they could run the truck in under a roof in the rainy season and get the engine overhauled, etc.

A. McCourt

This was just for men, and how long did they stay in the camp?

A. Jones

Well, generally, they would live in the camp pretty much indefinitely and it was the practice that some of the men would bring their families with them and would establish their own little camp outside the perimeter of the main camp. They would throw up a little thatched shelter and have their whole family with them. They could stay there, maybe traveling into town once a month or every couple of weeks when they could catch a ride on a boat.

A. McCourt

How long a day did they work?

A. Jones

They worked generally an eight-hour day although we didn't get much production at the end of the day after it really got hot because a man loses a lot working eight hours in that hot, steamy environment. But, generally, we were on an eight-hour schedule.

A. McCourt

Did you start early in the day then?

A. Jones

They would start early in the morning but even so, the temperature variation between the night and the day over there is generally in the range of, say, 15°. Maybe it would be 90° in the daytime and 75° at night. It does cool off a little bit when the sun goes down. It doesn't feel quite as oppressive.

A. McCourt

Well, how early did they start?

A. Jones

I don't recall, Art, that they started any earlier than 7 o'clock. No hootowling, like we have to do in our operations here when we are going to get shut down for humidity, after it gets hot and dry.

A. McCourt

Did they work five, six, seven days a week?

A. Jones

Well, I think they were working six days a week at that time we were starting up in 1970.

A. McCourt

Were you shutting down for rainy season. At the beginning I suppose if you didn't have much built in the line of roads you would have to almost.

A. Jones

Yes, we were having a great deal of trouble because at the time we were able to start, the rainy season had come along and it was very discouraging to us because that particular season didn't chop off when it was supposed to. It continued for more than two months after the rainy season normally was expected to end. We continued to have very wet and rainy weather, so it was kind of discouraging at the start. Whenever they had a chance, they would go out and do some grading. They were trying to get a rock quarry opened up at that time and that wasn't as difficult as actually moving the dirt out on the grade but they were having transportation difficulty getting back and forth and quite a lot of problems.

A. McCourt

Were you planning a dock at that time for loading or not?

A. Jones

Yes, we were planning a dock and the design of it required that they bring a pile driver in on a barge to drive some piling so that they could build a deck out to the deeper water. It was tide water there but they wanted to get out far enough so that they could put the logs in the water even at low tide. So they were planning to bring a pile driver in to get the pilings so they could build the dock.

A. McCourt

They were still loading the logs from the water, they weren't loading from the dock?

A. Jones

No, at that time they were not. Later on when they got over into the ITCI area, they acquired those two big floating dry-docks from DeLong from which they could load logs directly from the dock.

A. McCourt

Drydocks? Would they float the logs out in the drydocks?

A. Jones

No. The drydocks were brought in there from Singapore by water but once they brought them in, they stood them up on their hydraulic stilts to leave them there permanently. So they were no longer utilized as drydocks. They were just used as docks. Crane platforms.

A. McCourt

So you spent nine months over there; I bet it was a long nine months.

A. Jones

I did come home for a short time in the middle of it. I had arranged to do that before I went over there. Our last daughter was graduating from the University and I had an annual meeting of an association that I was associated with. As it turned out at the time I came back, one of our superintendents over there passed away and, it just happened, while I was here I attended the funeral and visited with the family. But I was over there nine months with the exception of that one break.

A. McCourt

Did you pick up some of the language?

A. Jones

Yes, I did pick up some of the language and it has faded away already. It is seven years now. I recall when I started, one of the first words I learned was "thank you" in Malaysian, which is terima kassie. I remember one evening we were having dinner in one of the restaurants in Singapore and there was a Malaysian waiter waiting on us and when he brought my dinner and placed it before me I thought I would show off my command of the Malaysian language and I said to him, "Terima kassie." He came right back at me with the purest English you would ever hear, "You are welcome, sir." That kind of cooled me off.

A. McCourt

How was the food, Alden?

A. Jones

Well, the food was fine. There is quite a variety of food and it doesn't run to carbohydrates and that sort of thing as much as our usual diet here does. Lots of fish, lots of fowl, chicken and duck. Rice is with almost every dish you have over there. This is fine; there is lots of it. Rice is served on the airplanes with the food there. Quite often

A. Jones (Cont'd.)

it is cold rice that has been cooked but they provide it there with a little plastic bag of this cold rice and another plastic bag of some kind of sauce or something to mix the two together when you are ready to eat it. Lots of boiled eggs and this is the staple. There is beef the way we know it in the big hotel restaurants and most of it comes up from Australia and New Zealand. So, in the big restaurants in the large cities, you can obtain food, dishes very similar to what we have here but the usual Oriental food runs to these other things.

A. McCourt

Aren't they inclined to be a little bit spicy too with their food?

A. Jones

This is true, it is inclined to be well-flavored and spiced. But what I found and others have found too over there is that the food with so much rice and with fowl, scrawny chickens, ducks, doesn't pad you out like the food does in this country. It sustains you, gives you strength, but it doesn't pad you out. This is probably one of the background reasons why the Orientals are smaller people. I know while I was over there I got my weight right down to the bottom of the barrel with no trouble and held it there. That's the way it went.

A. McCourt

Did you have a lot of fruit?

A. Jones

Yes, there is a lot of fruit. Pineapple, papayas, squash and lemons, oranges, lots of fruit. This is great.

A. McCourt

You were mentioning statuary before in Jakarta and you wanted to get back to that.

A. Jones

Yes, I think it is worth a passing report on that. Very important. You will recall that the first Indonesian president was Sukarno and he has been criticized by some people, praised by others, but one of the first things President Sukarno did was to try to establish a national image for his people of their own traditional background.

A. Jones (Cont'd.)

Prior to their independence in 1945 they had been a colony or protectorate of the Dutch. They were called the Dutch East Indies, of course, and so far as I was able to observe over there the Dutch had not abused them but the Dutch really hadn't trained them and brought them along either, so when they first gained their independence they really weren't able to govern themselves, to establish businesses, to heat up the economy, etc. But Sukarno knew that they had a great background in their history and in order to enhance this, put it before them, make them proud of their background, he went around the city and country and erected tremendous statues. In Merdeka Square is this big torch, stands up in the air, the flame of liberty, guilded with $200,000 worth of gold, actually. People accuse him of practically breaking the country with these big monuments. There is another one, the West Irian statue. Now West Irian is West New Guinea, which is a part of Indonesia, and there is a statue of a man up there, 40 feet tall, throwing his arms apart and his arms have chains on them. He has broken the chains of the Dutch there and he has obtained his freedom. I think these statues served the purpose of reminding the Indonesian people of their background, their heritage, their history and I think it did a lot to consolidate the people and unite them. Maybe he did break the country, doing that at the time, they didn't have much money to go broke on. He established these and I think it served his purpose and I think it was a good purpose. These things impressed me in Jakarta.

A. McCourt

Any fountains?

A. Jones

No. Good clean city water is in short supply there. Perhaps they didn't as a matter of necessity. There is only one fountain that I recall and it was not run all the time. It is near the Intercontinental Hotel on one of the main freeways that go across the city. The freeway comes down and here is this fountain right in the middle and the freeway goes out around it and makes kind of a detour around it out this way, they just run this certain periods of the day and at night they use colored lights. It is a beautiful fountain but, come to think about it, that's the only one I remember seeing there.

A. McCourt

You lived in Balikpapan during the nine months you were there?

A. Jones

During the nine months I used headquarters at Singapore because I also needed to go to North Borneo and the Philippines and to Australia. I made two trips down there. So I used Singapore as my headquarters but I was there maybe a fourth of the time. Most of the time I was at Balikpapan because that was really the big planning problem there. Getting their plans made and implemented, getting things started and then plans for the long-range established.

A. McCourt

You didn't succumb to any sort of sickness at all?

A. Jones

You know, I have always considered myself extremely fortunate because I did not succumb to any sickness. I faithfully took my bitter pills every Monday morning with some more white pills which we took from time to time. I didn't take any chances with the drinking water. There were very few cities in Southeast Asia where you could drink tap water. Singapore, they say that you can, but for a long time I didn't drink any Singapore tap water. Near the end I think I did come to it and suffered no problem, so maybe they have good water. But I saw too many people who took one chance drinking some tap water or brushing their teeth with some tap water or using some ice cubes from tap water in their cold drinks and they got sick, terribly sick. So I just did draw the line and promised myself I was not going to take any chances and I never got sick. That's the way it was and I am thankful for that.

A. McCourt

I imagine you were happy to return even though you enjoyed the work out there.

A. Jones

I was happy to return. I had some great experiences, experiences I couldn't have had otherwise. I made some enduring friends, I still write back and forth to some of my Filipino and Indonesian friends over there. It was a tremendous experience. I was happy to come home because I had some ongoing interests back here that I had to move away from and I was glad to get back into those. My property at home was neglected and that sort of thing. I was happy to have gone over there, I do feel I rendered the fellows a service, I was glad to come back.

A. McCourt

Is there anything else that we should cover?

A. Jones

Nothing at the moment. After we think about this for a few days after we have interviewed some other people, Art, I might want to ask you to sit in with me again. Other things will come to mind. Let's let it develop just a little.

A. McCourt

We'll call this the end of the interview. Thank you, Alden.