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CONFERENCE ON EVACUEE PROPERTY PROBLEMS

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Date: January 18, 19, and 20, 1944

Place: WRA Offices, Whitcomb Hotel  
Building, San Francisco



## A G E N D A

January 18, 1944

9:30 a.m.

~~D. S. Myer~~, ~~Cozzens~~  
Presiding

General organization and program of the Property Division.

1. Introduction of personnel
2. General objectives of meeting - general objectives of the Evacuee Property program - relation to other WRA activities  
-- D. S. Myer ~~Cozzens~~
3. Background of Evacuee Property program
  - A. History of program
  - B. Structure of organization for program  
-- Russell T. Robinson
4. Fundamental policies of WRA Property program  
-- Victor L. Furth

Noon Recess

General group discussion is contemplated on the problems listed for the following sessions. The person assigned on the program to the particular topic should give a brief outline of the problems involved, as a means of opening discussion. He may, if he prefers, merely raise the questions which need to be discussed and leave it to the group generally to join in the discussion. Other relevant problems not listed on the program may be brought in for discussion, and topics not completed at the session for which they are listed may be completed at the following session.

1:30 p.m.

~~J. L. Torth~~  
~~Robert B. Cozzens~~,  
Presiding

Functions and interrelations of offices engaged in Evacuee Property work

1. San Francisco Office
  - A. General property work  
-- Russell T. Robinson  
and Victor L. Furth



B. Transportation

-- S. A. Dunsay

2. Evacuee Property Supervisors in the field  
-- Sheldon H. Hagen
3. Field Transportation offices  
-- Robert A. Walling
4. Project Evacuee Property office and Project Attorney's office  
-- Earl Barton and  
Donald T. Horn
5. Washington Office  
-- Leland Barrows

Sub-topics:

1. Collaboration between the Evacuee Property Officer and Project Attorney  
-- Donald T. Horn and  
J. Sheldon Lowery
2. Coordination between Project and Field Property Officers  
-- Jack S. Curtis and  
Earl S. DeSmidt
3. Visits to evacuated areas on property problems by
  - A. Evacuee Property Officers
  - B. Project Attorneys  
-- A. F. Chamberlin,  
J. Benson Saks, and  
Harry Oakley
4. How Supervisors and San Francisco staff can assist Property Officers on specific cases  
-- O. B. Wilt and  
G. F. Castleberry



January 19, 1944

9:00 a.m.

Russell T. Robinson,  
Presiding

Specific Evacuee Property problems

1. Public relations in evacuated areas--effect on property work

-- Edward M. Joyce  
and J. Benson Saks

2. Information to evacuees as to what the property program is and how it can help them

A. Evacuees in centers

-- G. V. Morris and  
Kent Silverthorne

B. Relocated evacuees

-- Clyde W. Linville  
and Ted Haas

3. Return of evacuees to evacuated areas in connection with property work

-- Earl DeSmidt and  
Philip J. Webster

4. Requisitioning of farm equipment

-- Representative from *Warden*  
State War Board. *Harlow*  
also Harry Oakley  
and Ulys. A. Lovell

5. Problems in selling or leasing particular types of property

A. Farm property problems

-- Wayne L. Phelps

B. Urban residence and commercial realty

-- L. F. Sloan

C. Cars, trucks, and similar personalty

-- Claude G. Walker

Noon Recess



1:30 p.m.

Philip J. Webster,  
Presiding

Specific Evacuee Property problems--Cont'd.

1. Evaluation of effectiveness of past case work  
in property program  
-- Russell T. Robinson,  
Elmer Cordes, and  
Ulys. A. Lovell
2. Project requests to field offices for transporta-  
tion services  
-- James H. Porter
3. The 500-pound per family limit on free freight  
shipment  
-- Irving B. Conner
4. Picking up property in the field  
-- R. E. Tracy and  
Harry Simons
5. Who should bear cost of packing evacuee property  
for storage and transportation  
-- Gilbert Castleberry
6. Handling of carload freight shipments  
-- H. W. Hendrick
7. Arrangements for removal of automobiles from  
west coast to new homes of relocated evacuees  
-- Harvey Burnett
8. Return to evacuees of seized contraband  
-- Victor L. Furth and  
John D. McGowan

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January 20, 1944

9:00 a.m.

~~Ed Ferguson~~  
~~Philip H. Glick~~,  
Presiding

Specific Evacuee Property problems--Cont'd.

1. Fraud and vandalism committed on evacuee property in evacuated area
  - A. Aid to be given in case of property on which WRA has Power of Attorney
  - B. Other property -- William de Funiak, Paul Myers, and James H. Terry
2. Survey of evacuee property damage probably attributable to evacuation
  - A. Extent to which WRA and other United States or local agencies have remedied such damage
  - B. Preparation of report for possible presentation to Congress concerning post-war claims by evacuees for reimbursement -- Robert A. Leflar, Kent Silverthorne, Adon Poli, and Elinor Bauman
3. Selection of attorneys -- Attorney Referral System and its most effective use -- Edgar Bernhard and James H. Terry
4. Listing of reliable west coast real estate agencies -- Chester W. Hatch and R. W. Schmitt

Noon Recess

1:30 p.m.

~~Leflar~~  
~~Helene Barrows~~,  
Presiding

Summary and Conclusions

A Reports and Summary Committee has been appointed, the members being named below. The function of this committee will be to digest and summarize all the suggestions.



made during the sessions of the conference, for improvements or developments in the Evacuee Property program, and to present these during the closing session of the conference so that formal action may, if desired, be taken. Members of this committee should divide among themselves the task of reporting and digesting the work done at each session of the conference so that one of the committee members will be assigned to each session of the conference and will have definite responsibility for digesting and reporting the proceedings of that session. The committee should secure such stenographic assistance as is needed. Members of the conference should be prepared to analyze critically the committee's reports and recommendations.

Members of the Reports and Summary Committee:

Edwin E. Ferguson, Chairman  
Victor L. Furth  
S. A. Dunsay  
Ralph C. Barnhart  
Dean C. McLean



Jan. 18, 1944.  
Russell T. Robinson

## BACKGROUND OF EVACUEE PROPERTY PROGRAM

- A. History of Program.
- B. Structure of Organization for Program.

You are familiar with the fact that on February 19, 1942, the President issued Executive Order 9066 authorizing the Secretary of War to prescribe military areas. The Wartime Civil Control Administration was brought into being to handle the civilian problems within these military areas. It was recognized there was the possibility of all civilian population, regardless of race, having to be evacuated from the coastal areas in case an attack by Japan upon the West Coast became eminent. It was determined that military security and the protection of the persons involved, required clearing prescribed areas of all persons of Japanese ancestry. With this movement came the need for provision to be made to care for the property of those being evacuated.

March 5, 1942:

The Secretary of the Treasury sent to the Federal Reserve Bank in San Francisco a telegram assigning to this bank the task of an evacuee property program. The bank thereupon assumed responsibility incident to urban and commercial property.

March 15, 1942:

General DeWitt sent a letter to the Regional Director of the Farm Security Administration in San Francisco authorizing him to administer the agricultural phases of the evacuation program. Just previous to this date, regional officials of FSA in San Francisco had been contacted by the Military. As a result, in collaboration with the Federal Reserve Bank a plan of action had been laid out. Your attention is called to a portion of General DeWitt's letter of authorization:

"To institute and administer a program which will insure continuation of the proper use of agricultural lands voluntarily vacated by enemy aliens and other persons designated by me, and which will insure fair and equitable arrangements between the evacuees and the operators of their property..."



March 18, 1942:

Executive Order No. 9102 was issued establishing the War Relocation Authority and outlining its functions. In this executive order will be found the following language:

"...and may assist all other persons removed under either of such Executive Orders in the management and disposal of their property."

Therein is found the authority for the establishment of the Evacuee Property Division.

March 25, 1942:

Milton Eisenhower, then director of WRA sent a letter to the Secretary of the Treasury. This letter related to the program being instituted for the handling of property of evacuees and stated:

"...I am in agreement with and approve the program as contemplated and now in effect, and, as Director of the War Relocation Authority and to the extent of my authority to do so, delegate to the Treasury Department and its agencies, including the Federal Reserve Bank of San Francisco, the authority vested in me...to assist persons removed...in the management and disposal of their property."

The above gives the chronological history of the inception of a property program. The joint program of the Federal Reserve Bank and the Farm Security Administration functioned as follows:

Some sixty-eight offices were established in the quarters of the U.S.E.S. throughout the area to be evacuated in communities contiguous to centers of Japanese population. U.S. employment offices were selected because they were already in existence and equipped and great speed in the prosecution of the program was essential. The offices were staffed by representatives of the Federal Reserve Bank to counsel with evacuees as indicated above on urban and commercial property; representatives of the Farm Security Administration to function with regard to agricultural property; a representative of the Social Security Board to aid evacuees who needed financial assistance in preparing to gather at assembly centers; and the required clerical help.

The evacuees had been informed through the press, proclamations posted throughout the area, and through the Japanese American Citizens League, what was to be required of them. They were urged



to sell, lease, or rent their properties and were offered free storage for all personal and household effects at warehouses established throughout the area by the Federal Reserve Bank. I would like to make it clear at this point that the WCCA through press releases, and every other possible means of reaching the general public, and the Japanese population, emphasized that no advantage was to be taken of evacuees because of this situation being imposed upon them.

Men experienced in property matters and negotiations were placed in the above offices in order to assure fair and equitable dealings. (As a further deterrent upon unscrupulous activities on the part of substitute operators, the freezing power of the Secretary of the Treasury was given to the Farm Security Administration). In addition it was strongly urged upon the evacuees that they avail themselves of the storage facilities provided for personal property. As a final check, all property owners were required to pass through a control center and report on the disposition they had made of their property. In cases where deals had not been completed, Government assistance was immediately available to conclude negotiations.

I have stressed the fact that every possible safeguard to the evacuees was established in order to make clear to you that from the very inception of the evacuation program, the attitude of the Government was one of lessening the hardships imposed as much as possible and of affording protection to the affected people.

Between December 7, 1941, and March 29, 1942, some 8000 people of Japanese ancestry voluntarily migrated from the coastal area. It became apparent that this migration was giving rise to problems affecting the well-being of the migrants in their new location. As a consequence, Public Proclamation No. 4 was issued wherein all voluntary migration was frozen as of March 29. An orderly and systematic evacuation program under proper control was substituted for this voluntary movement. Some of the present problems of the Evacuee Property Division stem from this voluntary migration.

The regulated and orderly movement of people permitted registration of families, a record of their property interests and of the transfers of these interests which occurred. The program which the Federal Reserve Bank and FSA had, on March 15 been directed to put into effect, was functioning on March 17. Between that date and the middle of July the job was completed. It is obvious that to



register well over 100,000 people, to record their property interests, and to effect transfer of these property interests within a period of ninety days was a remarkable job. The remarkable thing about it is that there was not more frustration and consternation than existed; that there were not more faulty arrangements than proved to be the case.

#### COMPARE WITH SEGREGATION.

I think a great deal might be said to the credit of the Japanese people and the governmental agencies involved for accomplishing the task within the time limitations with the degree of perfection that was attained. It is natural that because of the upheaval that evacuation brought about and the stress of the sudden impact of war, many deals regarding property were poorly made, were ill-advised and unsound. On the other hand, there were a great many instances where Japanese people disposed of their interests at great financial advantage to themselves. (Hollister garage transaction). There are those who will say with some element of factual background there was little excuse for any evacuee suffering severe financial loss from their enterprises because of evacuation. On the other hand, when one takes into account the almost panicky state of mind these people were in and the activities of unscrupulous persons prepared to take every advantage of this situation, it is not to be wondered at that many unfortunate situations arose which we in the Property Division inherited and now have to deal with. During the period of evacuation approximately 12,000 transactions were recorded and there were undoubtedly many more which were not reported. Of the total transactions over 6600 were agricultural and 5300 were residential or commercial. The gross value of all interests has been estimated to be some \$200,000,000.

#### B. Structure of Organization

War Relocation Authority recognized that with the movement of the evacuees from assembly centers to relocation projects came the necessity for an Evacuee Property Division. August 1, 1942, marks the initial step toward organizing this Evacuee Property Division. The first move was to study all available data and facts regarding the property of evacuees in order to provide intelligently for the needs of the situation. Nothing comparable to the required program had ever been established in the history of the United States, hence there was no precedence or experience to profit by. It can be stated emphatically that despite careful planning it was certain that only after some months of experience would we know the strength and weaknesses of our plans and the procedures required to correct them.



What was to be our policy? This was reduced to the simplest possible terms. It was and still is:--TO ASSIST IN THE ADMINISTRATION OF EVACUEE PROPERTY TO THE END THAT THE BEST INTERESTS OF THE NATION ARE SERVED AND TO PRESERVE AND PROTECT THE LAWFUL PROPERTY RIGHTS OF THE EVACUEES. Both of the objectives are fundamental.

No data was available on ownerships or leaseholds. A study of the population density indicated that in all likelihood property concentrations would coincide. There were three principal population centers: Los Angeles, San Francisco and Seattle, with minor ones at Fresno, Sacramento and Portland. From the inception of the evacuation program there had been a rather sharp division between agricultural and commercial property interests.

The Property Division was, therefore, established in the then regional office in San Francisco with three field offices at Los Angeles, San Francisco and Seattle. Supervisors were placed in these field offices for agricultural and for commercial property. Personnel for the various positions were selected on the basis of education and practical experience in their respective fields, plus an intimate knowledge of the property in the locality to which they were assigned. Incidentally, this is the same standard set up for Project Property Officers. Since the personnel was chosen from the coastal areas, and because circumstances had produced a strongly antagonistic feeling toward all things Japanese, particular care was exercised to determine if prejudices existed in the minds of the persons under consideration which would prevent their doing a proper job. By either direct questioning or by indirection, the attitude of each candidate was determined.

This may be an appropriate place to cause all of us to recognize the fact that those on projects and those in the field are subjected to two diametrically opposed influences. I believe the pattern for our thinking has been established by our Director. You know how careful he has been to safeguard the interests of the United States of America as well as those of the people who are in his care. In the Evacuee Property Division we should likewise adhere to that very sound principal. Let us be realistic in our approach to property matters. Our job is to make as satisfactory deals as is possible for the evacuee-owners of property. If we are to do this we cannot be quarreling with people over their attitude toward the Japanese population. When one is beset on all sides by prejudices and antagonisms it is often difficult at best to negotiate any kind of a deal. This does not in any degree lessen our responsibility to effect just and equitable deals.



Three field offices were established and functioning by August, 1942. At the inception it was found there was need for direct contact with evacuees at the projects. This was supplied by the project attorney's office to the best of their ability. However, as their own particular field of endeavor enlarged they had less opportunity to take on the additional burdens of strictly property matters. The field supervisors were authorized to make trips to projects when they had cases in sufficient number and importance to justify it. As the case load of the field offices increased and as restrictions on travel were imposed upon us, it became increasingly difficult to adequately correlate the work between field supervisors and evacuees. As a consequence, it was decided to establish Evacuee Property Officers on the projects. The functions and interrelations of offices engaged in Evacuee Property work is a subject of discussion this afternoon and will not be touched upon here. In January, 1942, the Chief of the Division, his Assistant, the Principal Attorney and the Chief of Transportation were summoned to Washington to formalize into administrative instructions the operations of the Evacuee Property Division and Transportation Section. This was subsequent to the elimination of the regional office in San Francisco, had occurred December 15, 1942. A reshuffling of the organization in San Francisco occurred at this time and Transportation was made a section of the Evacuee Property Office. Prior to this time it had functioned under Service of Supplies and the Chief of the Evacuee Property Office had no jurisdiction over it.

On July 1, 1943, we lost the Chief of the Transportation Section to the Army Transportation Corps. We brought in from our Los Angeles warehouse staff, Mr. Dunsay, who had had exceptional transportation experience and made him Chief. His first assignment was to systematize and coordinate the functions of the Section to insure improved and more expeditious handling of the personal property. He was faced with a large backlog. I hope in his presentation to you he will show you the accomplishments since July 1st.

In the earlier portion of this talk I mentioned the lack of factual information on real property ownerships. In January, 1943, Mr. Poli was made Chief of the Statistical Section. We feel an excellent job has been done by this section with the personnel available to them. Later Mr. Poli will describe the accomplishment to you.

The Document Unit under Miss Elinor Bauman, assembles the historical material, prepares the monthly reports of the San Francisco office and records for future reference on phases of



the development of our program. The first annual report of the Evacuee Property Office to the Director has been completed by Mr. Poli and Miss Bauman. The organization as it now stands consists of the Evacuee Property Office at San Francisco with three sections: Property, Transportation and Statistical. There are five field offices under the Property Section. These are under the direct supervision of Mr. Furth. The Transportation Section has an Operations and a Warehousing Unit and four area Supervisors with ten warehouses under their direction.

Administratively responsible to the Project Directors, but under the technical guidance of this office are ten very important men to our program--The Project Evacuee Property Officers. Associated with us is the Legal Division, which is available at all times to all sections of the office for counsel in legal matters.

I trust this gives all of you a clearer understanding of the background and organizational setup of this office than you may have previously had.



## REPORT ON RECENT VISIT TO THE WEST COAST AND CONFERENCES ON EVACUEE PROPERTY

### Problems of Communication

#### 1. Information to Property Supervisors

It was recommended during the Evacuee Property conference in San Francisco in January 1944 that concise statements about WRA policies be prepared for distribution among Evacuee Property Supervisors for their information and use in answering general questions directed to them about the program of the WRA. It was recommended that this material be prepared by the Washington office. I find that very little information has been prepared and submitted to the Evacuee Property Supervisors.

#### 2. Information to Project Property Officers

It was recommended that the San Francisco office issue informational bulletins to all Project Directors, discussing new developments in evacuee property work, the difficulties met in the field and other matters of general informational interest. I found that very little was being done in this connection. In the conference with Messrs. Robinson and Frayne, it was agreed that Mr. Frayne and his staff would prepare informational material for use by the project officers. Such material would be short and concise and suitable for use in the project newspapers, posters, bulletins, notices, etc.

#### 3. Visits to Relocation Centers by Evacuee Property Supervisors and Visits to Evacuated Areas by Project Property Officers

Soon after the conference, arrangements were made and schedules prepared for visits between the projects and the field offices by Project Property Officers and by Property Supervisors. This practice is being followed on a regular schedule. Most of the Evacuee Property Officers have already visited and spent some time in the field office with which they have the most work. Property Supervisors and Traffic Officers have also visited projects.

Considerable improvement in relationship between the projects and the field offices is noted as a result of these visits. It is also apparent that more work has been accomplished. However, it is doubtful if the visits by the Project Property Officers to the field and the visits of the area officers to the projects have been as successful as anticipated. In the first place, the exchange is a "visit". The time allotted to these visits has been too short for the officer to accomplish a great deal. In reality the Project Property Officer has been able to do little more than get acquainted with the area officers, the country and some of the major problems.

It has been pointed out a number of times by the Solicitor's office that additional personnel, Traveling Property Supervisors, should be attached



to the San Francisco office to check the work of the area offices and assist them in their periods of the greatest work. This has never been done, due perhaps to a number of reasons. It is felt that instead of a "visit" by the Evacuee Property Officers, if the Officer were assigned on detail to the area office with which he has most work for a considerable period, 60 or 90 days, much more would be accomplished. If this were done, however, it would be desirable that the Project Property Officer be directly responsible to the area Supervisor and work as directed by him. Specific cases from the projects could be handled by the Evacuee Property Officer under the supervision of the area Supervisor, which would lessen the case load of the area Property Officers and at the same time would be especially helpful to the Evacuee Property Officer in meeting and solving some of the problems on the West Coast. It is felt, furthermore, that it would strengthen the program on the project. The evacuees would probably feel that their interests were being cared for if the Property Officer from the project, with whom they have had all the contacts, was in the field personally working on their cases.

#### 4. Information to Evacuees

##### a. Evacuees residing at relocation centers

It was felt by the Property Officers on the West Coast that some improvement had been made in informing the evacuees at the centers of the WRA Property program policies, but much could yet be done, and it was uniformly agreed that Project Property Officers should be on the alert continually to insure proper information be made available to all the evacuees. Channels of communication were suggested as project newspaper, bulletins, discussions with block managers, community council and meetings with various evacuee organizations and groups.

It is worthy of note that a project owners' association has been organized at the Minidoka Project. Mr. Frank Barrett, the Project Attorney, reports that this organization was perfected early in June and consists of a group of about 350 persons who own real estate or hold leases on real estate on the West Coast. The first meeting was called by the Community Council, and it was announced that proposed organizational meetings were to be held in various mess halls. The chairman of the Council serves as chairman of the meeting and the secretary of the Council serves as an interpreter. The Evacuee Property Officer is the head of the discussion group, and the purpose of the association is given as, "Keep the evacuees informed about developments which affect their interest."

Mr. James H. Terry, Project Attorney at Gila River, reports that a conference was held on evacuee property on July 15. A committee of the Community Council met with Mr. Wolters, Mr. Chamberlain and Mr. Terry



to discuss evacuee property problems and to form a permanent committee to work with the Administration in this field.

Other projects may have similar organizations but if so, we have no report of their activities. Such an organization should be organized on every project. In Manzanar it was discovered that a very close relationship existed between the Evacuee Property office and the family counseling group of the Welfare Section. The family counseling group refers all individuals who have property problems which are discovered during the family interview, to the Evacuee Property Officer. This same practice is followed at Central Utah. However, in the latter project no formal referral is made. The evacuee is simply told to go to see the Evacuee Property Officer.

b. Evacuees who have relocated

The best guarantee that evacuees who have relocated know of the assistance available to them, is to acquaint them fully before they relocate. It is suggested that the Relocation Officers on the projects refer each relocatee to the Evacuee Property Officer for an interview before the evacuee leaves the center. This practice may be followed in some centers, but there come to the Property Office in San Francisco requests from evacuees who have relocated, of such nature to indicate that proper information is not given before the evacuees leave the center.

There was a feeling in San Francisco that Relocation Officers and Supervisors have not had the opportunity to be properly informed on all evacuee property matters. It was felt that since a considerable amount of work is now coming from evacuees who have relocated, a meeting of Relocation Supervisors with the Evacuee Property staff was highly desirable. Mr. Robinson recommends such a meeting and prefers to have it in San Francisco where the Evacuee Property Supervisors would have an opportunity to see and talk to various members of the Property office staff. He requests that this matter be discussed with Mr. Arnold, and if it meets his approval and the approval of the Director, arrangements could be made for such a meeting. It is his further recommendation that one individual in every relocation office be given the specific assignment of handling requests pertaining to evacuee property problems. It is felt that if these requests clear through one individual, that individual will be able to keep informed of Evacuee Property policies and procedures.

Analysis of Work Effectiveness

The conference recommended that a thorough analysis of work effectiveness be undertaken, both quantitatively and qualitatively. The San Francisco office was reorganized some time ago and three area Property Supervisors assigned. The area offices are located at: San Francisco - Harry Oakley, Supervisor;



Seattle - Claude Walker, Supervisor; and Los Angeles - Earl Barton, Supervisor. The district supervisors are responsible for both quantity and quality of work in the offices under their supervision. Periodic visits are made by the Supervisors, and spot checks are taken in cases to determine the quality of the work. Rather close supervision of Property Officers is given, and considerable improvement is noted in the quality of the work. Mr. Robinson, the Chief of the Evacuee Property Section, also makes periodic visits to Property offices and confers regularly with area Supervisors. Studies have been made of the case load in the various field offices to determine the effectiveness of the action taken and to discover need for additional personnel.

As noted before, recommendations had previously been made to assign to the San Francisco office Traveling Property Officers who could work with the various field offices and help them with the work load, and at the same time could make a thorough analysis of work effectiveness. This has not been done, but there is need for such men.

The work load in the Sacramento office indicates the need of an additional Property Officer. At the present time, Mr. Chester Hatch is the Property Officer and Wayne Phelps, Assistant. These two men work together very well and are doing an outstanding job. However, the territory they have to cover and the number of cases handled make it impossible for them to keep current on cases. Messrs. Hatch and Phelps are both agricultural men with an agricultural background, and while they do not neglect urban property cases, they frankly admit that they prefer to handle farm property cases. There seems to be a need and ample justification for the assignment of a commercial Property Supervisor in the Sacramento office.

#### Evacuee Property Handbook and Transportation Handbook

It was recommended at the January conference that the San Francisco office prepare an Evacuee Property Handbook and Transportation Handbook and assemble in them all of the scattered information regarding procedures and make these Handbooks available to projects, relocation offices and field offices. It was found that this had not been done. However, in a conference with Mr. Robinson and Mr. O. B. Wilt, Mr. Robinson gave the Transportation Section the assignment to proceed immediately with the preparation of the two Handbooks.

#### Contraband

The handling of requests for the release of contraband is still a problem for the San Francisco office. There were so many agencies concerned in the picking up of contraband at the time of evacuation and so many orders affecting its return that it is extremely difficult to secure the release of contraband and its return to the owner promptly and efficiently. There is much scattered information regarding procedures on handling contraband, and it is suggested that a thorough study be made of this problem to see if an uniform procedure



cannot be established, covering all contraband.

Problems of Vandalism, Fraud, Robbery, Etc.

The problem of vandalism against evacuee property is still an important one. However, there is apparently not as much vandalism at the present time as occurred soon after evacuation.

While in Portland, Mr. Linville, the Evacuee Property Officer, was investigating a case of vandalism which occurred against a Japanese cemetery in that city. It was reported that some parties had entered the cemetery and had broken grave markers and tombstones from their base and had scattered them promiscuously about the cemetery. Mr. Linville checked immediately with the city police in Portland, and through the cooperation of that organization was conducting a thorough investigation.

While in Sacramento, a house in the Florin community belonging to an evacuee, burned to the ground. This fire occurred on a Sunday night and was apparently of incendiary origin. The Transportation Section at Sacramento had been requested to remove personal property belonging to this evacuee, and place it in storage in the warehouse. A van picked up considerable property from this place on Saturday but did not get through. An appointment was made to return early Monday morning and remove the balance, approximately a van load. However, before the van left Sacramento Monday morning, word was received that the building with the remaining personal property had burned.

This was the second fire which had occurred in the Florin community recently. Some time previously a disastrous fire occurred in the town of Florin and consumed several buildings, almost an entire block which had formerly been occupied by Japanese. Mr. Hatch at Sacramento investigated the fire and was told by a number of people in Florin that there was no property belonging to Japanese in the buildings and that all of it had been removed prior to the fire. He made this report through the projects, and I presume that project newspapers carried the report.

While I was in Central Utah, an evacuee came to see me and showed me two letters addressed to evacuees in that center from residents of Florin. One of the letters was from George Feil, Secretary of the Florin Wine Growers' Association. Both letters indicated that there was considerable personal property still remaining in the buildings and was burned. A teletype was sent to Mr. Hatch, requesting him to check further on this fire and make a full report to the projects.

It was very unfortunate that the first report from Mr. Hatch was incomplete. The evacuees in Central Utah were considerably disturbed about the two conflicting reports.

Mr. Robinson has prepared a suggested procedure to follow in case of



fraud or vandalism. This suggested procedure is now being reviewed by the Solicitor's office, and it is suggested that it be issued for general distribution when reviewed.

The Evacuee Property Supervisors have experienced difficulty in securing pictures of scenes where vandalism or pillage has occurred. Under the present procedure, pictures are made by commercial photographers, and it has been difficult to get photographers when you want them. There are many reasons for this. The photographer already has all the business he can take care of; he cannot get gasoline to take trips to make pictures; and many of the smaller companies hesitate to take pictures for the Government due to his lack of knowledge in submitting vouchers and the delay in receiving payment.

A recommendation has already been made that WRA purchase three cameras with flash light attachments and make them available, one for each area office, and that pictures be made by WRA personnel.

#### Miscellaneous Observations and Recommendations

I could not find that any quantitative or qualitative survey had ever been made of the work of the Evacuee Property Officers at the projects. The monthly report, Form WRA-241, which is submitted by Evacuee Property Officers each month, varies considerably from project to project. An effort has been made to tabulate the information contained in these reports to get a quantitative analysis of the work done at the projects for a ten month period beginning in October 1943, ending in July 1944. The projects reported cases completed on the project by Evacuee Property Officers as follows: Granada 26, Central Utah 74, Manzanar 88, Minidoka 157, Colorado River 304, Gila River 457, Tule Lake 768, Heart Mountain 769, and Rohwer 874. The wide variation in cases reported shows a lack of understanding by the Evacuee Property Officers of what are reportable items.

The number of cases referred to the Project Attorney at the various projects by Evacuee Property Officers shows almost as wide a variation. During the period studied, Colorado River reported or referred no cases; Minidoka and Gila River, one each; Manzanar, 4; Heart Mountain, 6; Central Utah, 19; Granada, 21; Rohwer, 52; and Tule Lake, 62. It is hardly likely that during a ten month period, cases which should be referred to the Project Attorney did not come to the attention of the Evacuee Property Officer. This tabulation indicates that there is a lack of proper cooperation between Evacuee Property Officers and the Project Attorneys.

The projects reported cases referred to the field offices as follows: Manzanar 14, Rohwer 47, Granada 57, Central Utah 73, Heart Mountain 146, Gila River 302, Minidoka 331, and Colorado River 442. This indicates a wide difference between projects in the number of cases handled on the project and those referred to the field. Some project officers are evidently referring cases to



the field which should be solved at the project. On the other hand, it appears that some project officers are attempting to handle cases at the project which might better be handled by the area Property Officers.

It is quite apparent in the study of the reports from various projects that there are as many property reporting procedures as projects. There are two reasons for this: first, the form itself does not lend itself to simplify reporting and has never been explained to the Property Officers; second, Property Officers vary in their interpretation of "cases" and "service". It is recommended that the Evacuee Property Officers' monthly report, Form WRA-241, be revised and after revision, instructions be given the Evacuee Property Officers in its use.

I discussed this matter with Mr. Robinson, and he agreed that the form should be revised and that definite instructions be given the Property Officers as to its use.

#### General Observations

##### 1. San Francisco Warehouse

The San Francisco warehouse appeared in good shape. Property was placed in orderly fashion and properly marked and identified. Records were in good shape, and the warehouse force has been able to keep fairly well up with requests. There are a number of requests, of course, which have not been taken care of, but in most cases there are problems in connection with the request, which are outside the jurisdiction of the Transportation and Warehouse Section. Relocation shipment is receiving priority, and the packing and crating are well done.

##### 2. Sacramento Warehouse

The Sacramento warehouse is in very good shape. The warehouse force works well together. However, more requests were outstanding than at San Francisco, but this was due to the greater area served. The Sacramento warehouse also supervises the warehouse at Fresno and have working arrangements with a private warehouse at Stockton.

##### 3. Los Angeles Warehouse

The Los Angeles warehouse has a greater backlog of requests than any other. Messrs. Robinson, Wilt and Barton are considering a reorganization of the warehousing and transportation functions in Los Angeles. Their recommendations will be made through the proper channels.

##### 4. Seattle Warehouse

The Seattle warehouse is not as well kept as others I inspected. However,



this is probably due to the recent turnover in personnel. A new Warehouse Supervisor has just recently entered on duty, and most of his helpers are also new.

#### 5. Portland Warehouse

The Portland warehouse was in good condition.

Warehouse space in all of the warehouses is limited, and if requests for storage continued to come at the same rate, additional space for warehousing will have to be provided. However, the personnel are fully conscious of this problem and are making the necessary arrangements.

There are a considerable number of automobiles, a few trucks and one or two tractors in storage in WRA warehouses. The policy of accepting storage of trucks and tractors may lead to requisitioning these items. Since the requisitioning power delegated to the State Agricultural War Board by the War Foods Administration has been extended until December 31, 1944, there is some fear that idle trucks and tractors in the WRA warehouses might be requisitioned.

#### Requisitioning

The authority to requisition idle farm machinery under the requisitioning program of the War Foods Administration and the State Agricultural War Board has been extended until December 31, 1944. However, so far as the San Francisco office knew, no new cases had arisen. While in San Francisco, Mr. Robinson's office was informed that the Fresno County War Board had written an evacuee who had relocated and informed him that they had a purchaser for his automobile, and if the evacuee was not willing to sell the automobile at the ceiling price, it would be requisitioned. Mr. Robinson contacted Mr. Dave Davidson, Chairman of the State Agricultural War Board in Berkeley, and informed him of the matter. Mr. Davidson pointed out that there was no authority to requisition automobiles and that he would so inform the Fresno War Board.

While in Fresno, Mr. Wayne Phelps, the Assistant Evacuee Property Supervisor at Sacramento, informed me that the Fresno County AAA Committee had refused to approve applications for payment of conservation benefits to any person of Japanese descent. This matter, however, was to be taken up with the proper authorities, and I am quite sure will be adjusted since the County Committee is clearly out of line in taking this stand.

The Relocation Office in Denver brought up the question of transportation of evacuee property by commercial vans instead of by rail. They pointed out that in the Denver area, often it was better to move household effects by van since the van would deliver the goods directly to whatever address desired, and the entire van load could be moved without crating. It was felt that this speeded up the delivery, and since goods did not have to be crated, it would



cost no more to the Government. It was requested that this matter be given consideration.

The San Francisco office brought up the question of forwarding money from the projects by telegraph. Since it is necessary for the evacuee in many cases to forward money to the Transportation Section in payment of freight charges, it was felt that if the money could be forwarded by telegraph, it would facilitate prompt handling of the request. It was the request of the San Francisco office that this be given consideration.

Mr. Robinson, Mr. Furth and I discussed quite fully the function of the Evacuee Property Section in the Washington office, and how this office could contribute to the efficient and prompt handling of all evacuee property matters. A separate report will be submitted on this subject.



March 8, 1944

MEMORANDUM TO: Mr. Edgar Bernhard  
Mr. Victor L. Furth  
Mr. S. A. Dunsay

SUBJECT: Report on Property Conference

Attached is a copy of a memorandum from Philip Glick to the Director discussing the report of the property conference summary committee. We are assuming that the responsibility assigned to the San Francisco office will be required of us; we therefore desire to prosecute the assignments promptly.

Beside each of the items are the initials of the person who is to prepare the proposals. Please follow through and have these ready by the 18th of this month with the exception of Items 7 and 9. It is desirable that these two items be in by the end of the month however.

Russell T. Robinson, Chief  
Evacuee Property Office

Attachment  
cc/Mr. Bernhard  
Mr. Furth  
Mr. Dunsay  
RTRobinson/gt



COPY

February 4, 1944

To: The Director

Mr. Leland Barrows

Subject: Report of the property conference summary committee

Attached are (1) a letter to the summary committee of the evacuee property conference from the evacuee property officer at Poston; (2) a memorandum to Leland Barrows from Russell Robinson, commenting on the conference; and (3) the report of the summary committee, as edited after submission on the last afternoon of the conference. These documents were transmitted to Ed Ferguson, as chairman of the summary committee, by Edgar Bernhard.

Edgar says in his transmittal note that the evacuee property office is assuming that the recommendations contained in the committee report are to be followed without delay and is proceeding to put them in force; and he suggests that if any of the recommendations are not to be followed word should go forward to the San Francisco office without delay.

If the recommendations are followed the San Francisco office will:

- ✓ 1. Prepare and submit to Washington a plan for annual travel of project property officers and evacuee property supervisors (p. 1).  
RTR
- ✓ VLF 2. Prepare and submit to Washington a proposed directive to insure that relocation counseling includes adequate discussion of the property program (p. 3).
- ✓ VLF 3. Prepare and submit to Washington a statement of property procedures to be followed by relocation officers (p.4).
- ✓ VLF 4. Prepare a policy statement for Washington issuance concerning the recommended channeling of requests for assistance by relocated evacuees (p.4).
- RTR 5. Undertake a thorough quantitative and qualitative analysis of work effectiveness in the property field offices (p.5).  
(Should the methods to be followed first be submitted to Washington for review?)



6. Undertake a study of the extent to which projects can handle work now being referred to field offices (p.5).  
RTR (Same query as above).
7. Prepare an evacuee property handbook (p.7). This would presumably include an elaboration of the specific statements being prepared in San Francisco, and also cover such matters as informational assistance to property officers (pp. 1,2), keeping evacuees informed of progress (p.3), etc.  
VLF
8. Amend the attorney referral system in one slight particular (p.7). This should include preparation of an appropriate manual revision for Washington issuance.  
EB
9. Prepare a transportation handbook for Washington review and issuance (p.7).  
SAD
- ✓ 10. Prepare a proposed manual revision to abolish the 500-pound limitation (p. 8).  
VLF
11. Consider whether revision in Form 155 is desirable (p. 9). In addition, I believe that the San Francisco office should prepare appropriate proposed manual revisions covering (a) cost of packing evacuee property at centers (p. 8), (b) evacuee payment of cost of dismantling, etc, commercial property (p. 8-9), and (c) prior authorization for return of property from project to a government warehouse (p. 9).  
VLF

If the recommendations are followed the Washington office is responsible for:

1. Preparing informational policy statements for distribution among evacuee property supervisors (p. 1).
2. Determining the policy to be followed with respect to the problem of vandalism, fraud, etc., including a determination as to whether a survey should be made of evacuee property losses to determine the extent to which they may be due to evacuation (p. 6). Perhaps the San Francisco office should be asked for its detailed recommendations before the policies are decided.
3. Consult the relocation division about the desirability of amending the restriction on shipping commercial property at Government expense to permit free shipment of trade or professional tools (p.9).

I am sending a copy of this memorandum to Edgar Bernhard.

Philip M. Glick  
Solicitor



## REPORT ON EVACUEE PROPERTY CONFERENCE

This report presents the conclusions and recommendations generally agreed upon at the Evacuee Property Conference held at San Francisco January 18-19-20, 1944.

### PROBLEMS OF COMMUNICATION:

#### 1. Information to Property Supervisors.

It is recommended that concise statements about WRA policies be prepared for distribution among Evacuee Property Supervisors, for their information and use in answering general questions directed to them about the program of the War Relocation Authority. The existing practice of furnishing information to the field offices for use in answering charges made against the WRA should be continued. The preparation of all such statements should be the responsibility of the Washington office.

#### 2. Information to Project Property Officers.

The San Francisco office should continue the practice of issuing informational bulletins to all Project Directors, discussing new developments in the evacuee property work in the field or at San Francisco, the difficulties being met in the field, and other matters of general informational interest. Some of the Project Property Officers have indicated that they do not always receive these bulletins. It is suggested that each of them check with his Project Director's office to make sure that all informational material of interest to the Property Officer be routed to him.

#### 3. Visits to Relocation Centers by Evacuee Property Supervisors and by Traffic Officers; visits to evacuated areas by project employees.

It is believed desirable that each project Property Officer, at least once annually, visit the field office, or offices with which he has most correspondence. It is also believed desirable that at least once each year each Evacuee Property Supervisor visit the relocation center or centers from which most of the referrals are made to his office. Plans should be developed by the San Francisco office for submission to the Washington office to implement this recommendation.



It would also seem to be desirable to permit occasional additional visits, within time and budget limitations, whenever there is an accumulation of difficult cases or as other instances of need arise. No visit should be made without the approval of the San Francisco office. No project employee while on any visit to the evacuated area should undertake to handle any property problem except in collaboration with the Evacuee Property Supervisor concerned; regular channels should be followed at all times.

It may also prove desirable for traffic officers to visit particular relocation centers in connection with transportation and storage problems arising from those centers. All such visits should have the prior approval of the San Francisco office.

#### 4. Information to Evacuees.

##### a. Evacuees residing in relocation centers.

Conference discussion indicated the need for a constant flow of publicity about the property work, through all available project channels, to evacuees in the centers. It should be the responsibility of the Evacuee Property Officer, in collaboration with other appropriate project officials, to direct and maintain this flow of publicity. Channels of communication should include project newspapers, bulletins, discussions with block managers and other representative evacuees, and meetings with the various evacuee organizations and groups within the centers. Special attention should be given to reaching those evacuees who have language difficulties. The information disseminated among the evacuees should include discussion of the organization of the evacuee property office and of the procedures that are followed in different types of property cases arising at the centers, the nature of assistance we can usually offer in those cases, what difficulties are encountered in the handling of property problems in the evacuated areas, and the extent to which those difficulties are due to lack of full cooperation on the part of evacuees.

The San Francisco office, it is believed, can substantially assist the Project Property Officers by sending them from time to time appropriate photographs having informational value, as well as



suggested statements concerning procedures used in handling property problems, new developments in the field of property work that are of significance to the center residents, illustrations of outstanding success in the handling of individual cases, and difficulties facing the field offices in certain types of cases that bear upon the expeditious or successful handling of those cases.

An important consideration in the satisfactory handling of property problems is keeping the evacuees informed of progress made by the field offices in the disposition of referrals. It should be the uniform policy of all Evacuee Property Supervisors to furnish the project Property Officers with copies of all correspondence issuing from their field offices in connection with particular referrals, and to keep the Property Officer advised on progress made in connection with referrals necessitating lengthy negotiation or otherwise requiring an extended period of time for successful handling.

b. Evacuees who have relocated.

It was the general consensus of the conference that the best method for guaranteeing that evacuees know of the assistance available to them is to acquaint them fully with our program before they relocate. The recommendations made above, concerning a constant flow of publicity in the centers, should do much toward reaching this goal. In addition, it should be the responsibility of the Project Director to see that in the relocation counseling process all evacuees are specifically advised of the types of assistance that are available to evacuees who have relocated, how they should proceed when they need assistance, to whom they should write, and all other relevant information. In the discussions with the evacuees the importance of their keeping us advised of address changes, for their own protection in their property matters, should be stressed. It is recommended that a directive be prepared by the San Francisco office and submitted to Washington for consideration and issuance, which will be adequate to insure that relocation counseling include discussion of these items.

Because many evacuees now relocated look to the relocation offices for guidance, all relocation offices should be supplied with a complete statement of the assistance we offer, the procedures to be followed,



the forms they will be called upon to use, and proper methods of channeling requests for assistance. This statement should be prepared in draft by the San Francisco office and submitted to the Washington office for review and issuance.

When an evacuee is preparing to leave a center on relocation, it is desirable that the San Francisco office be notified of his new address so that prompt communication can be had if necessary in connection with property problems.

One of the matters specifically referred to this committee during the course of the conference was the channeling of requests for assistance by relocated evacuees. It is recommended that evacuees on relocation should be encouraged to get in touch with the evacuee property field offices directly on all matters which can appropriately be handled by those offices, with the exception of requests for transportation or storage which should be routed by the evacuee to the San Francisco office. It is believed that this is preferable to the alternative of routing such requests for assistance through the relocation centers, because of the desirability of reducing the number of contacts that evacuees must have with centers of their former residence. The San Francisco office should implement this recommendation by preparing a statement for issuance by the Washington office.

#### 5. Miscellaneous Problems of Communication between Offices.

The conference discussions indicated a need for more adequate communication between relocation centers and the field offices or the San Francisco office. For example, incomplete information is furnished in connection with requests for transportation or storage. It was emphasized that in every case the project Property Officer ought to obtain and include accurate and complete descriptions of the property involved, a statement of the custodial arrangements, and an adequate description of the location of the property. (Detailed instructions along these lines should appear in the Transportation Handbook, which will be discussed later in this report.)

Another seeming failure of communication has arisen in some instances, it was brought out, in the failure to acknowledge promptly the receipt of referrals that cannot be handled immediately. There was indication that the work control procedure



now set up in the transportation office should remedy the lack of communication with the relocation centers on the status of requests for transportation or storage.

It appeared also that the matter of requesting military permits for the return of evacuees on property matters involved a primary communications problem. The project Property Officer must first fully exhaust the possibilities of WRA services in a particular case and clearly present, in his submission to the San Francisco office, all the facts bearing upon the need for the evacuee's return to the evacuated area.

#### ANALYSIS OF WORK EFFECTIVENESS

The committee recommends that a thorough analysis of work effectiveness be undertaken, both quantitatively and qualitatively. This analysis should serve at least two useful functions: It should determine both the efficiency of present personnel and the need for additional personnel in the field offices. It is recommended that a quantitative study of the case load in each field office be made. This study should be by types of cases, and it should also include an analysis of work accomplishment by types of cases.

A qualitative study of the case load in the field offices should also be made, to determine the effectiveness of action taken in the various types of cases and to discover the general deficiencies if any.

The quantitative and qualitative analysis of work effectiveness should be conducted by representatives of the San Francisco office. It is recommended that after the investigation is completed, closer and more continuous supervision of the field offices be maintained thereafter in order to keep a continuing work effectiveness record.

It is also believed that the San Francisco office should undertake a study of the extent to which project officials can handle work that is now being referred to field offices. A wide discrepancy was reported by respective project Property Officers in the amount of work completed at the project, and the amount of work referred to field offices. As a result of this study it is believed that more specific criteria can be developed which will assist the project property officers in determining what types of cases should be referred to the field and what types of cases they can best handle or should attempt to handle before referral to the field.



Some question was raised in the discussions about the possibility of closer supervision of evacuee property generally in the evacuated areas. The committee believes that closer supervision is as a matter of fact very desirable, and that the property supervisors should take every opportunity to inspect evacuee property in localities which they visit on particular problems from time to time. It is believed that this activity should be taken into consideration in determining, after analysis of case load, whether present personnel in the field offices is adequate to handle present and anticipated work volume.

It is recommended that consideration be given to the problem created by fraud, vandalism, and serious management lapses in connection with evacuee property to determine whether the present policy of acting only as an intermediary for the evacuee needs to be altered to permit the Authority to take a more active role. Suggestions included actual management of property by the Authority; a policy of investigation of management of evacuee property, making only routine inquiries of the operator in order to avoid upsetting management arrangements; a policy of investigation restricted to instances where fraud or vandalism or mismanagement appears; and the hiring of additional field men to handle cases of this nature.

It is recommended that a survey be made of the property losses of evacuees to determine whether the loss resulted from the evacuation itself and thus may properly become the subject of a claim--as in cases of vandalism, fraud, forced sales, loss of going concerns, loss of crops and deterioration of physical property--or whether the loss resulted from abnormal conditions incident to the war and apart from evacuation so as not to be properly the subject of a claim.

#### PUBLIC RELATIONS

It was quite apparent from the conference discussion that the work of the evacuee property offices has been directly and seriously affected by public attitudes in the evacuated areas. The committee does not feel that it is in a position to make specific recommendations concerning public relations, since that is a broad problem beyond the scope of this conference. The Evacuee Property Officers can, however, assist in our public relations problem by keeping the San Francisco office advised of all local developments. Social contacts may provide an opportunity to present in perspective the WRA program and its objectives. Unnecessary controversy should be avoided. All employees in the evacuated area should conform to WRA policies with respect to the making of public statements and utterances.



It is the sense of the conference that public relations constitute an overall question for the Washington office since of course there are many considerations involved other than the effect of public relations on the work of the Evacuee Property Office. It is also the sense of the conference that there is a need for a defined agency policy concerning all phases of the question.

#### EVACUEE PROPERTY HANDBOOK

There is so much scattered information regarding procedure on evacuee property problems that it appears desirable to assemble all of the available information on procedures into a handbook of evacuee property that will be available to projects, relocation offices and field offices. This should include sections comprising a transportation handbook further described below. The San Francisco office should compile the information and submit it to Washington for editing and publication.

#### ATTORNEY REFERRAL SYSTEM

It is recommended that in submitting to evacuees the names of available attorneys, instead of offering several attorneys from which the evacuee is to select one, only the name of the next attorney on the appropriate list be submitted; and that the appropriate Manual provisions be amended in accordance with this recommendation, assuming no objection on the part of the California State Bar to such amendment.

#### TRANSPORTATION HANDBOOK

1. As noted above, many of the problems arising in connection with storage and transportation have arisen out of failure to give sufficient information on the forms. The conference discussions also indicated some lack of uniformity in procedures followed; some lapses in knowledge of existing procedure, and in some instances, an absence of instructions governing particular problems. It is recommended that a transportation handbook be prepared as a part of the evacuee property handbook mentioned above, giving detailed directions concerning all procedures involved in the transportation and storage of evacuee property, from the preparation of the original requests to the actual delivery of the property to the evacuee. There should be included such matters as the standards for crating and packing, the insurance of property in transit, the filing of loss and damage claims, etc.

2. Cost of packing evacuee property at relocation centers.

There appeared to be some difference in practice at the



various relocation centers with respect to who should bear the cost of packing the property of evacuees leaving the center. The committee recommends that the cost of packing be borne by the government and that crating and packing be performed as nearly as possible in accordance with the requirements of the transportation handbook governing shipment out of the evacuated areas.

3. The 500-pound limitation.

The committee recommends that the 500-pound limitation be removed and that the provisions with respect to the one free move be amended to permit transportation of the evacuee's household property and personal effects, whether located in the center or in the evacuated area, to the point of relocation. Thus evacuees will be granted transportation at government expense of their household property and personal effects to a relocation point (but not to more than one) even though such property has previously been moved to a project or to storage at government expense. The San Francisco office should prepare an appropriate revision in the manual section for consideration in Washington.

4. Time limitation on filing storage requests.

There has been some inquiry about the feasibility and desirability of setting a date prior to which all requests for government storage must be filed with WRA. The committee has made no recommendation on this point. If a decision is made to proceed on this basis, however, it will be necessary to estimate and arrange for additional storage facilities, and sufficient time should be allowed for this purpose.

5. Number of pickups.

It is recommended that the project Property Officers stress to individual evacuees, and publicize, as a part of the project publicity program, the desirability of limiting the number of pickups and of including all property in one request.

6. Commercial Property.

It is recommended that where there is a request for storage of commercial property which involves considerable expense in dismantling, servicing, repairing, or the like,



before the property can be picked up for transportation to government storage, the evacuee be required to advance the amount of such cost prior to removal of the property.

In the opinion of the committee our present policy that commercial property is to be shipped only at the evacuee's expense should be continued. There is ample provision by means of grants to assist an evacuee in obtaining his commercial property when he is not financially able to stand the cost of transportation. As this policy has a direct bearing on relocation it is suggested that the relocation division be consulted as to the desirability of amending the policy to permit free shipment of such things as the hand tools of a mechanic or of a professional man which are now treated as commercial property.

#### 7. Miscellaneous transportation recommendations.

Several matters which were not fully discussed in the conference, it was felt, should have further attention. One subject mentioned several times was the importance of following administrative channels by sending Forms 155 and 156 to San Francisco, except in the case of contraband. Another was the need for refraining from writing follow-up letters to the traffic supervisors.

It is very important that no property should be returned from a project to a government warehouse without specific authorization from the Chief of the Transportation Section. It is recommended that the manual be amended to require such prior authorization.

The committee has also learned that several centers are experiencing reluctance on the part of evacuees to sign Form 155 because of the provision authorizing WRA to dispose of property on 10 days notice if the owner fails to remove it from the warehouse when instructed to do so. It is recommended that the San Francisco office consider the seriousness of the problem and a possible revision of the form, if desirable, which will serve our purposes and at the same time not unduly alarm the evacuees.



## REPORT ON EVACUEE PROPERTY CONFERENCE

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### PROBLEMS OF COMMUNICATION:

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*S-F* { The San Francisco office should continue the practice of issuing informational bulletins to all Project Directors, discussing new developments in the evacuee property work in the field or at San Francisco, the difficulties being met in the field, and other matters of general informational interest. Some of the Project Property Officers have indicated that they do not always receive these bulletins. It is suggested that each of them check with his Project Director's office to make sure that all informational material of interest to the Property Officer be routed to him.

#### 3. Visits to Relocation Centers by Evacuee Property Supervisors and by Traffic Officers; visits to evacuated areas by project employees.

It is believed desirable that each project Property Officer, at least once annually, visit the field office, or offices with which he has most correspondence. It is also believed desirable that at least once each year each Evacuee Property Supervisor visit the relocation center or centers from which most of the referrals are made to his office. Plans should be developed by the San Francisco office for submission to the Washington office to implement this recommendation.



It would also seem to be desirable to permit occasional additional visits, within time and budget limitations, whenever there is an accumulation of difficult cases or as other instances of need arise. No visit should be made without the approval of the San Francisco office. No project employee while on any visit to the evacuated area should undertake to handle any property problem except in collaboration with the Evacuee Property Supervisor concerned; regular channels should be followed at all times.

It may also prove desirable for traffic officers to visit particular relocation centers in connection with transportation and storage problems arising from those centers. All such visits should have the prior approval of the San Francisco office.

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b. Evacuees who have relocated.

It was the general consensus of the conference that the best method for guaranteeing that evacuees know of the assistance available to them is to acquaint them fully with our program before they relocate. The recommendations made above, concerning a constant flow of publicity in the centers, should do much toward reaching this goal. In addition, it should be the responsibility of the Project Director to see that in the relocation counseling process all evacuees are specifically advised of the types of assistance that are available to evacuees who have relocated, how they should proceed when they need assistance, to whom they should write, and all other relevant information. In the discussions with the evacuees the importance of their keeping us advised of address changes, for their own protection in their property matters, should be stressed. It is recommended that a directive be prepared by the San Francisco office and submitted to Washington for consideration and issuance, which will be adequate to insure that relocation counseling include discussion of these items.

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the forms they will be called upon to use, and proper methods of channeling requests for assistance. This statement should be prepared in draft by the San Francisco office and submitted to the Washington office for review and issuance.

*No. Project  
Wash. Dept* 9. { When an evacuee is preparing to leave a center on relocation, it is desirable that the San Francisco office be notified of his new address so that prompt communication can be had if necessary in connection with property problems.

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#### 5. Miscellaneous Problems of Communication between Offices.

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Another seeming failure of communication has arisen in some instances, it was brought out, in the failure to acknowledge promptly the receipt of referrals that cannot be handled immediately. There was indication that the work control procedure



now set up in the transportation office should remedy the lack of communication with the relocation centers on the status of requests for transportation or storage.

It appeared also that the matter of requesting military permits for the return of evacuees on property matters involved a primary communications problem. The project Property Officer must first fully exhaust the possibilities of WRA services in a particular case and clearly present, in his submission to the San Francisco office, all the facts bearing upon the need for the evacuee's return to the evacuated area.

#### ANALYSIS OF WORK EFFECTIVENESS

The committee recommends that a thorough analysis of work effectiveness be undertaken, both quantitatively and qualitatively. This analysis should serve at least two useful functions: It should determine both the efficiency of present personnel and the need for additional personnel in the field offices. It is recommended that a quantitative study of the case load in each field office be made. This study should be by types of cases, and it should also include an analysis of work accomplishment by types of cases.

A qualitative study of the case load in the field offices should also be made, to determine the effectiveness of action taken in the various types of cases and to discover the general deficiencies if any.

The quantitative and qualitative analysis of work effectiveness should be conducted by representatives of the San Francisco office. It is recommended that after the investigation is completed, closer and more continuous supervision of the field offices be maintained thereafter in order to keep a continuing work effectiveness record.

It is also believed that the San Francisco office should undertake a study of the extent to which project officials can handle work that is now being referred to field offices. A wide discrepancy was reported by respective project Property Officers in the amount of work completed at the project, and the amount of work referred to field offices. As a result of this study it is believed that more specific criteria can be developed which will assist the project property officers in determining what types of cases should be referred to the field and what types of cases they can best handle or should attempt to handle before referral to the field.



Some question was raised in the discussions about the possibility of closer supervision of evacuee property generally in the evacuated areas. The committee believes that closer supervision is as a matter of fact very desirable, and that the property supervisors should take every opportunity to inspect evacuee property in localities which they visit on particular problems from time to time. It is believed that this activity should be taken into consideration in determining, after analysis of case load, whether present personnel in the field offices is adequate to handle present and anticipated work volume.

It is recommended that consideration be given to the problem created by fraud, vandalism, and serious management lapses in connection with evacuee property to determine whether the present policy of acting only as an intermediary for the evacuee needs to be altered to permit the Authority to take a more active role. Suggestions included actual management of property by the Authority; a policy of investigation of management of evacuee property, making only routine inquiries of the operator in order to avoid upsetting management arrangements; a policy of investigation restricted to instances where fraud or vandalism or mismanagement appears; and the hiring of additional field men to handle cases of this nature.

It is recommended that a survey be made of the property losses of evacuees to determine whether the loss resulted from the evacuation itself and thus may properly become the subject of a claim--as in cases of vandalism, fraud, forced sales, loss of going concerns, loss of crops and deterioration of physical property--or whether the loss resulted from abnormal conditions incident to the war and apart from evacuation so as not to be properly the subject of a claim.

#### PUBLIC RELATIONS

It was quite apparent from the conference discussion that the work of the evacuee property offices has been directly and seriously affected by public attitudes in the evacuated areas. The committee does not feel that it is in a position to make specific recommendations concerning public relations, since that is a broad problem beyond the scope of this conference. The Evacuee Property Officers can, however, assist in our public relations problem by keeping the San Francisco office advised of all local developments. Social contacts may provide an opportunity to present in perspective the WRA program and its objectives. Unnecessary controversy should be avoided. All employees in the evacuated area should conform to WRA policies with respect to the making of public statements and utterances.



It is the sense of the conference that public relations constitute an overall question for the Washington office since of course there are many considerations involved other than the effect of public relations on the work of the Evacuee Property Office. It is also the sense of the conference that there is a need for a defined agency policy concerning all phases of the question.

#### EVACUEE PROPERTY HANDBOOK

There is so much scattered information regarding procedure on evacuee property problems that it appears desirable to assemble all of the available information on procedures into a handbook of evacuee property that will be available to projects, relocation offices and field offices. This should include sections comprising a transportation handbook further described below. The San Francisco office should compile the information and submit it to Washington for editing and publication.

#### ATTORNEY REFERRAL SYSTEM

It is recommended that in submitting to evacuees the names of available attorneys, instead of offering several attorneys from which the evacuee is to select one, only the name of the next attorney on the appropriate list be submitted; and that the appropriate Manual provisions be amended in accordance with this recommendation, assuming no objection on the part of the California State Bar to such amendment.

#### TRANSPORTATION HANDBOOK

1. As noted above, many of the problems arising in connection with storage and transportation have arisen out of failure to give sufficient information on the forms. The conference discussions also indicated some lack of uniformity in procedures followed; some lapses in knowledge of existing procedure, and in some instances, an absence of instructions governing particular problems. It is recommended that a transportation handbook be prepared as a part of the evacuee property handbook mentioned above, giving detailed directions concerning all procedures involved in the transportation and storage of evacuee property, from the preparation of the original requests to the actual delivery of the property to the evacuee. There should be included such matters as the standards for crating and packing, the insurance of property in transit, the filing of loss and damage claims, etc.

2. Cost of packing evacuee property at relocation centers.

There appeared to be some difference in practice at the



various relocation centers with respect to who should bear the cost of packing the property of evacuees leaving the center. The committee recommends that the cost of packing be borne by the government and that crating and packing be performed as nearly as possible in accordance with the requirements of the transportation handbook governing shipment out of the evacuated areas.

3. The 500-pound limitation.

The committee recommends that the 500-pound limitation be removed and that the provisions with respect to the one free move be amended to permit transportation of the evacuee's household property and personal effects, whether located in the center or in the evacuated area, to the point of relocation. Thus evacuees will be granted transportation at government expense of their household property and personal effects to a relocation point (but not to more than one) even though such property has previously been moved to a project or to storage at government expense. The San Francisco office should prepare an appropriate revision in the manual section for consideration in Washington.

4. Time limitation on filing storage requests.

There has been some inquiry about the feasibility and desirability of setting a date prior to which all requests for government storage must be filed with WRA. The committee has made no recommendation on this point. If a decision is made to proceed on this basis, however, it will be necessary to estimate and arrange for additional storage facilities, and sufficient time should be allowed for this purpose.

5. Number of pickups.

It is recommended that the project Property Officers stress to individual evacuees; and publicize, as a part of the project publicity program, the desirability of limiting the number of pickups and of including all property in one request.

6. Commercial Property.

It is recommended that where there is a request for storage of commercial property which involves considerable expense in dismantling, servicing, repairing, or the like,



before the property can be picked up for transportation to government storage, the evacuee be required to advance the amount of such cost prior to removal of the property.

In the opinion of the committee our present policy that commercial property is to be shipped only at the evacuee's expense should be continued. There is ample provision by means of grants to assist an evacuee in obtaining his commercial property when he is not financially able to stand the cost of transportation. As this policy has a direct bearing on relocation it is suggested that the relocation division be consulted as to the desirability of amending the policy to permit free shipment of such things as the hand tools of a mechanic or of a professional man which are now treated as commercial property.

#### 7. Miscellaneous transportation recommendations.

Several matters which were not fully discussed in the conference, it was felt, should have further attention. One subject mentioned several times was the importance of following administrative channels by sending Forms 155 and 156 to San Francisco, except in the case of contraband. Another was the need for refraining from writing follow-up letters to the traffic supervisors.

It is very important that no property should be returned from a project to a government warehouse without specific authorization from the Chief of the Transportation Section. It is recommended that the manual be amended to require such prior authorization.

The committee has also learned that several centers are experiencing reluctance on the part of evacuees to sign Form 155 because of the provision authorizing WRA to dispose of property on 10 days notice if the owner fails to remove it from the warehouse when instructed to do so. It is recommended that the San Francisco office consider the seriousness of the problem and a possible revision of the form, if desirable, which will serve our purposes and at the same time not unduly alarm the evacuees.