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United States
Department of Interior
War Relocation Authority
McGehee, Arkansas

HISTORICAL STATISTICAL - FUNCTIONAL
REPORT

of

Mess Operations Section

Dee J. Hudson - Chief Project Steward

MESS MANAGEMENT SECTION
Final Report

The success of the Mess Operations Section at the Rohwer Relocation Center was reflected in the general health record of the Japanese-American evacuees during their thirty-nine months in this center. In helping to maintain this health record, Mess Operations spent an average of .4436 per person per day--this cost was within the .45 allowed by W.R.A.

As this program was without precedent in the history of the United States, the Project Steward had to rely somewhat upon his training and experience with the C.C.C. Mess Operations Organization. D. J. Hudson, who set up the Mess Organization at both Jerome and Rohwer, the two Relocation Centers in Arkansas, relied at first almost entirely upon his experience with the C.C.C. Within a short time Mr. Frank Harding, who became the Chief of the W.R.A. Mess Operation Division in Washington, compiled a Handbook for the Mess Sections in all Relocation centers. This established a definite procedure to be followed by the Chief Stewards. Some constructive information concerning the racial food habits of the evacuees came from the Assembly Centers. Thus from the above mentioned sources this unit was organized.

The first Japanese evacuees arrived at the Rohwer Project in September 1942. Mr. Hudson supervised the making of sandwiches for the first Japanese who arrived, and volunteer cooks prepared the breakfast the next morning. L. A. May, Project Steward at the Rohwer Center, arrived at this center September 19, 1942 and took over the Mess Management Section. He remained in that position until he went into the army October 14, 1944. On November 9, 1944, D. J. Hudson, the former Project Steward at Jerome, was released from the army and became the Project Steward at Rohwer.

When the first train load of evacuees arrived at Rohwer, some of the mess halls were completely equipped with all the major equipment necessary to start the operation of a mess hall. This equipment--standard army stoves, refrigerators, tables, and the like--was installed by the United States Engineers who built the camp. Some minor equipment was shipped to the Project from the Assembly Centers; other minor equipment was secured by the Rohwer Procurement Section.

Among the first group of Japanese evacuees to arrive were a few who had had some experience as stewards, chefs, and other jobs related to Mess Operation. These men rendered invaluable service as they worked as a roving crew, selected emergency cook helpers, and went into each block which would be occupied by the next train load of people and prepared the first meals for the new comers.

New blocks were equipped with the minor equipment as they were opened. From the latter part of September 1942 until the end

of October 1942, a train load of five hundred evacuees came in every two or three days. From each group the Project Steward, after talking with the train monitors and other evacuee leaders, selected the Mess crew for each new block as soon as it was occupied.

After the survey was made of the Japanese evacuees' professional and occupational training, means of securing a livelihood in civilian life, and other related information had been obtained, the Project Steward then was able to obtain from each block a limited number of skilled workers for the operation of block mess halls.

During the first quarter of the operation of this Project there were 24 mess halls in operation. As there was a definite shortage of capable cooks and stewards, a sort of educational program was embarked upon to augment the supply of trained workers. This program was successful; as before many months had passed several trainees were placed in more responsible positions in their respective messes, and in some cases in mess halls in other blocks. Thus from the start merit of accomplishments was rewarded; and the incentive for advancement so necessary to the securing of good work from employees was put into practice in this section.

The first requisitions for food for the Rohwer Project were made September 1, 1942 at the State W.R.A. office in Little Rock, Arkansas by D. J. Hudson, who later became the Project Steward at Jerome. These requisitions were sent to the Quartermaster Depot at Memphis, Tennessee and to the Market Center for perishable foods at Little Rock, Arkansas. Later the Market center moved to Memphis, Tennessee.

Food supplies were requisitioned from the army 45 days in advance and menus were made up this far ahead of time. The Project Steward made requisitions for food in advance and the army acted as purchasing agent for the Project. Often food was bought in car load lots as this proved cheaper and any surplus supplies were sent to Jerome, another Relocation Camp, in Arkansas. In only one or two cases did the Project Steward attempt to buy food for the evacuees on his own initiative. However, food supplies were frequently located by the Project Steward and later bought through the army. In addition to the above mentioned sources of supplies, project produced meats, fruits, and vegetables played an important role in the food for these people.

Originally the mess operations section employed only two cautions--the Chief Project Steward and the Assistant Steward. All other positions in this organization were filled by evacuees.

A Caucasian storekeeper was added to the Staff October 1, 1943; and since that time as the trained evacuees relocated and no others could be found to fill their places, members of the appointed personnel were transferred to this section.

The Washington office outlined the job requirements for the operation of each block mess hall and their procedure was followed at Rohwer. Evacuee help in the mess halls was used exclusively. Below is listed the chart used for the employment of evacuees. As you can easily see, the number of evacuees employed in each mess depended entirely upon the block population.

POSITION	BLOCK POPULATION						
	130	160	180	200	220	240	260
	to 160	to 180	to 200	to 220	to 240	to 260	to 300
Chef	1	1	1	1	1	1	1
Cook(Morning Shift)	1	1	1	1	1	1	1
Cook(Afternoon Shift)	1	1	1	1	1	1	1
Cook(Relief)	1	1	1	1	1	1	1
Cook Helper	2	2	2	2	2	2	2
Cook Helper	2	2	2	2	2	2	2
Kitchen Helper	2	2	2	2	2	2	2
Kitchen Helper	-	-	1	1	1	1	1
Kitchen Helper	-	-	-	-	1	1	1
Kitchen Helper(Relief)	1	1	1	1	1	1	1
Waitress	4	5	5	5	5	6	6
Waitress(Relief)	1	1	1	-	-	1	1
Kitchen Helper	-	-	-	-	-	-	1
Kitchen Helper	2	2	2	3	3	3	3
Kitchen Helper	1	1	1	1	1	1	1
Kitchen Helper(Relief)	1	1	1	1	1	1	1
Nutrition Aide Supr.	1	1	1	1	1	1	1
Nutrition Aide	1	1	1	1	1	1	1
TOTAL	22	23	24	25	26	27	28

A work week for evacuee employees was 44 hours. A work day was 7 hours and 20 minutes, with one day off per week for each worker.

The evacuee office staff for the Mess section consisted of the following:

1. Menu Maker-made menus and determined quantities of food under supervision of the Project Steward.
2. Head Rationer-kept daily charts of all rationed foods.
3. Head Timekeeper-supervised all time keeping activities of evacuee employees.

4. Employment Supervisor-handled employment duties.
5. Inspector-made regular kitchen inspection.
6. Property Supervisor-kept inventories and handled distribution of property.
7. Clerk-Typist-helped with records of department.
8. Cost Accountant-handled all cost accounting and made daily reports to Finance Department.
9. Typist-prepared copies of menus and daily issues for each of the messes.

The regular menus were prepared for all mess halls in this section by a Japanese evacuee menu-maker under the supervision of the Project Steward. Special diets menus were prepared by the Project Dietitian. Each block had an evacuee dietitian's aide to help out on all special diets and children's foods.

Thirty-four mess halls were maintained until the population decreased enough to justify the closing and combining of these mess halls. In addition to this number, the mess section furnished the food supplies for the hospital mess but no other relationship was involved. Meals were also provided for the night workers--such as internal security and fire department evacuee employees. A Personnel Mess, which fed three meals each day to HQ appointed personnel was still maintained by the Mess Section after all the Japanese had relocated in order to provide meals for the personnel who were needed to close the center's operations. Before relocation, the personnel mess employed an average of sixteen evacuees as cooks, cook helpers, waitresses, and dishwashers. The food cost and wages of the helpers were paid for in their subsistence charges by the staff members who ate there.

The peculiar taste habits of the evacuees were met by having a mixed American and Japanese style of food--thus pleasing both the older and younger generation of evacuees. Standard Japanese foods such as rice, fish, shrimp, soy sauce, miso, and tofu were served in abundance at all times. The style of cooking varied in every block. In some blocks which were inhabited largely by people who formerly lived in cities, the preparation varied considerably from blocks in which rural people lived. In this way the ingenuity of the cook played a big part in the satisfying of his particular group. The food was served usually in semi-cafeteria style--the people brought their plates to the counter and received their food from the waitresses. A few messes used the family style service. After the meal, each person brought his used dishes back to the counter. Each block was allowed to choose the type of service desired.

Milk for the center residents was secured from the South-state Processing Company at Warren, Arkansas. This company

delivered the milk in a refrigerated truck and always co-operated with the center 100%. Milk was generally delivered about 3 P.M. daily. Five and ten gallon cans were used. This milk was sent to the mess halls immediately. One half pint per person per day was purchased in accordance with O.F.A. regulations; however, milk for drinking was allotted only to infants and children, pregnant women, and special diet cases.

Food cost were kept within the forty-five cents per day allowed by the War Relocation Authority. Listed below is a chart which shows food cost by months.

MONTH	YEAR	COST FOR FOOD PER DAY
September	1942	.5940
October	1942	.4307
November	1942	.3718
December	1942	.4282
January	1943	.4356
February	1943	.4223
March	1943	.3687
April	1943	.3808
May	1943	.4705
June	1943	.4234
July	1943	.4357
August	1943	.4254
September	1943	.4128
October	1943	.4952
November	1943	.4367
December	1943	.4194
January	1944	.4266
February	1944	.4376
March	1944	.4756
April	1944	.4231
May	1944	.4729
June	1944	.4844
July	1944	.4418
August	1944	.4821
September	1944	.4649
October	1944	.4826
November	1944	.4583
December	1944	.4553
January	1945	.4583
February	1945	.4616
March	1945	.4386
April	1945	.4139
May	1945	.4264
June	1945	.4730

Food Cost (Con't)		COST FOR FOOD
MONTH	YEAR	PER DAY
July	1945	.4212
August	1945	.4403
September	1945	.4335
October	1945	.4112
November	1945	.4650

During the early days of the operation of this Camp storage of staples items was never a problem since the warehouse space allotted to the Mess Section always was adequate. Perishable foods were a problem at first because of the lack of cold storage facilities. At first refrigeration cars were kept on a siding and perishable goods were stored there for a few days, but within a short time a cold storage plant was built.

The Mess Section had ample warehouse space after the building program was completed. There were three staple, two perishable, and one equipment warehouses at the Rohrer Center. Evacuee staple, perishable, and equipment foremen were responsible for their respective buildings. For a few months one evacuee supervisor served as a supervisor over the respective foreman. Then on October 1, 1945, a Caucasian storekeeper was employed by War Relocation Authority--this position remained in the Mess Section set-up until the closing of the center. In general the mess warehouses were kept in good condition. The Project Steward or his assistant inspected them regularly. All warehouses were inspected regularly for fire and health hazards. Doors and windows were repaired and all buildings were subjected to periodic rat proofing and extermination.

Practically all food was issued to the blocks on a daily basis. This applied to the staple as well as perishable foods. The Mess Operations requisitioned its own trucks, and swamper employed by the mess section carried the food to the blocks daily.

Several small industrial projects were instigated by the Mess Section to provide nutritious food for the centers residents at a minimum cost.

J. Yamaguchi, who set up the Tofu factory in Mess Hall 12 operated the Lafayette Tofu Company in Stockton, California for 13 years before evacuation. An average of 12 people was employed in the plant. The minimum necessary equipment was installed--this included a grinder, two stoves with special vats, a large sink, special machinery, and several tables. Tofu cakes were made of soy beans. The first soy beans used were supplied from

the Jerome Relocation Center. a few miles away from the Rohwer Project. Later the agricultural division here raised the soy beans. About four hundred pounds of Tofu per day was produced with a monthly average of 12,000 pounds. The cost of production averaged about four cents per pound, while the actual purchase price was ten cents. One delivery of Tofu was made to each of the thirty-four mess halls each week and two or three deliveries per week were made to the Hospital Mess. The project was a success as it produced a feeling of good will and greatly helped the spirit of the evacuees. No training program was necessary as skilled workers were available at all times and no labor disputes occurred. The manufacture of Tofu was stopped two months before the center closed.

Miso, another Japanese food, was produced in the center early in 1941. this plant also operated in Mess Hall 42 under the supervision of the Mess Section to supply the center residents with a well liked Japanese food at low cost. The total investment in equipment was about fifty dollars. Miso was made from rice and soy beans. The finished product was stored in empty soy sauce barrels. Production cost including labor, material, and supplies averaged about nine cents per pound.

In July 1943 a cannery was set-up north of the hospital. This site was chosen as the live steam for the processing could be piped from the hospital boiler. The building was fifty by twenty-five feet. Facilities for canning tomatoes, beans, and other excess farm products were installed. The building was equipped with steam pressure retorts and steam heated hot water baths. The vegetables were canned in tin cans and much excess farm products were preserved for future use in this way. A crew of 25 evacuees started the operation and were later assisted in the cleaning and preparing of vegetables by the farm workers. An average of five hundred number 3 cans was processed during the first weeks of operation, but at its peak about two thousand cans daily were processed. This project was only partially successful as there was much loss from spoilage.

Ice cream was made in this center after the Jerome Relocation Center closed and their ice cream machine was transferred here. Each mess hall was supplied once each week and ice cream was sent to the Hospital Mess more often. The schedule often was interrupted by machinery trouble as parts were almost impossible to secure and the machine could not be serviced in the center. However, the evacuees really looked forward to "ice cream day" and it served as a definite moral builder among the young people.

The agriculture division supplied many fresh vegetables and fresh pork for the feeding of the evacuees. Some chickens

were raised. This supply of food during the critical food shortage period in our country proved invaluable in maintaining a balanced diet for the center residents.

Lard was manufactured in the center. This program was started when the center produced hogs were slaughtered. This plant served a useful purpose in utilizing fats that otherwise would have been wasted. After January 1, 1945, no commercial lard was purchased. The project produced lard was used in the mess halls, and during the last few months some of it was sold to the State Hospital. There were no trained workers in this operation, but under the instruction and guidance of the Project Steward a very good grade of lard was produced. The production cost, including labor, materials, and supplies was 12 or 14 cents per pound which was not much cheaper than purchasing the outside product. But in a time of critical fat shortages the program was very beneficial.

As the Mess Section employed more evacuee workers than any other Section, naturally many problems arose but these were sooner or later solved by the appointed mess staff with the assistance of the Japanese contact men employed by the section. It was found advantageous to draw up complete job descriptions for each job as the evacuees were highly individualistic and would not help out on other duties unless specifically directed to do so. The office had an evacuee trouble shooter who visited the messes on call or assignment and aided greatly in the solution of all labor troubles. A regular kitchen steward meeting was held ever Monday and individual block problems discussed. In general the block Steward was selected for his ability in leadership as well as in culinary skill. It was highly desirable for him to co-operate with the block manager but the block managers were instructed not to interfere in mess hall matters. Each steward was given to understand that he was responsible only to the Project Steward.

The evacuees did a good job of mess maintenance at Rohwer. Certain health standards were set up and regular inspections made to see that these regulations were carried out. Incentives were furnished in ideas and plans formulated by the Chief Steward. But one of the most effective was found to be praise and an appeal to the evacuee's sense of fairness to family and neighbors.

A sanitary program for all evacuee messes was outlined; and to further the program, a contest between mess was inaugurated. The mess adjudged best in sanitary condition, efficiency, appearance, service, and attitude of the workers was awarded a pennant similar to the Army and Navy efficiency pennant. Judging was done by a committee of evacuee judges selected by the

supervisors of all messes. Grading was done on a point basis with weekly grading by each inspector. This Project was so successful in improving the general condition in the evacuee mess halls that it was used throughout this center's operation.

A close relationship existed between the mess section and others related divisions. The medical staff made periodic examinations of all mess hall workers. The general health report of these employees was remarkably good.

Special diets prescribed by the doctors were prepared under the direction of the mess stewards. The chief dietitian of the appointed personnel checked with the mess halls on the preparation of the foods. In most instances, the special diet was a modification of the Mess menu and in some cases there was simply need for special preparation. Babies diets were prepared by mess employees under the guidance of dietitians aids.

The whole-hearted co-operation of the Public Health Service was of great value to Mess Operations. Regular deliveries of cleaning supplies aided materially in Mess maintenance.

The maintenance section emptied the garbage cans daily but the mess workers were responsible for the disposition and sorting of garbage. No evacuee seemed to like the job and the crew had to be continually recruited.

The motor pool handled the requisition for trucks for this section and serviced these trucks each day. For the mess hall deliveries each day four $1\frac{1}{2}$ ton trucks and two "Pick-ups" were requisitioned. The motor pool furnished the drivers for these delivery trucks. One pick up was used to deliver kitchen supplies such as brooms and mops. The other small truck was used by the Project Steward for his daily inspection and supervision of evacuee labor.

The hospital technician checked the milk supply for bacteria count butter fat content, and temperature of milk when it arrived in the refrigerated truck.

The above mentioned are just a few examples of the co-operation that existed between this section and others on the Project. In like manner the mess section co-operated with other sections. Community Activities had the responsibility of keeping up the moral of the evacuees. The Project Steward realized that the Mess Section had certain responsibilities in making their parties and other socials a success. This division also furnished supplies to the U.S.O. organization here. The supplies were charged to the operation cost of all the mess halls. The mess division assumed no obligation toward evacuees.

sponsored socials.

Rationing was observed in the center, first upon a voluntary basis. Later, when definite regulations were issued by OPA and WRA, the same rules that applied to the civilian population in this country was observed here.

An initial voluntary rationing program for scarce foods was worked out and used by the Project Steward at Rohwer Center January 1, 1943 before the definite point rationing instructions were received in March 1943. Foods were allocated on the following basis:

1. Children under 6 years $3/4$ lbs. of meat weekly.
2. Children 6 to 12 years $1\frac{1}{2}$ pounds of meat weekly.
3. All persons over 12 years $2\frac{1}{2}$ pounds of meat weekly.
4. Sugar-8 ounces per person per week.
5. Coffee-one pound per person for a five week period.

In March 1943 the following ration procedure was used at the Rohwer Center. Ration food points were allocated on the basis of the number of meals served per person during the previous week. A ration point account was maintained at the McGehee Bank. When food was received at the Project a ration point request accompanied each invoice. A check for ration points was written by the Project Steward and forwarded to the vendor along with the receiving report. If the rationed foods were procured by the Arm Depot at Memphis, the proper number of points was sent to the Depot.

Ration points were allotted by the Washington Office for a 60 day period and were based on the number of meals served during the preceding 60 day period. After February 1943, no butter was served at the center but oleomargarine was substituted on a rationed basis. During the same month all rationed foodstuff was frozen to evacuees. This order made it impossible for the canteens to obtain rationed merchandise as the evacuees did not possess private ration books.

All caucasions who ate in the personnel mess on the project were required to turn in their ration books.

When the evacuees left the center on short term leave or for relocation purposes a ration book was issued to each person the day before his departure.

In April 1943, a definite 48 red points and 48 blue points per person was allowed per month. At first this regulation brought innumerable headaches to the Steward, but after July 1943 when instructions were received from Washington that quotas which were allowed for ration foods during specific periods and were not

actually used during the period could be carried over to the next month the situation was eased somewhat. The consumption of rationed foods dropped off considerable during the summer and fall months when center produced vegetables and fresh fruit were available; rationed points accumulated during this time were of substantial assistance in less productive months.

A ration clerk was maintained in the Mess Operation Section during the entire period of operation. This enabled the Project Steward to keep a daily check on his use of ration products and alter his menus to stay within the point allotment. After a check of the charts for the entire period one can safely say that ration rules were observed effectively in the center.

Thirty-three evacuee mess halls remained in operation in this center until July 18, 1945 when the first one closed because of relocation. From that date until November 12, 1945 twenty-one mess halls were closed. In July seven mess halls were closed; in August eight; in September four; and one was closed in October and one in November. Twelve mess halls remained open until November 30, 1945, the day the last of the evacuees left the center. During the last few weeks of Mess Operation some mess halls were feeding people from four different blocks.

The general policy followed during that last few months of Mess Operation was:

- A. To close a block mess hall when the population dropped below 125.
- B. To send remaining block population to adjoining or adjacent blocks--whichever had fewer evacuees to feed.
- C. To transfer remaining kitchen helpers to the new block from the closed one.
- D. To employ emergency volunteer workers in remaining mess halls whenever it became necessary.
- E. To transfer all perishables and broken lots of food to other blocks.
- F. To check in all minor equipment from the closed mess halls to the mess warehouse.

All unused foods were brought to the mess warehouse after the last evacuee left the Project. An inventory was taken of all first and second class items and made available for resale to state and Government Institution by established procedure to the highest bidder.

The minor Mess Operation equipment was disposed of in accordance with W.R.A. and R.F.C. rulings.

SUNDAY APRIL 29, 1945

M E N U

BREAKFAST

Orange

Cereal

Hot Cake

Sliced Bacon

Syrup - Oleo

Coffee - Milk, evap.

Fresh Milk

DINNER

Roast Chicken w/Dressing

Mashed Potato

Cauliflower

Chilled Celery

Bread Pudding

Bread - Oleo

Tea

Fresh Milk

SUPPER

Fish (Chef Style)

Soup

Steamed Rice

Tsukemono

Bread -Oleo

Tea

Fresh Milk

W E D N E S D A Y A P R I L 18, 1945

M E N U

BREAKFAST

Orange

Cereal

French Toast

Oleo - Syrup

Fried Bacon

Coffee - Milk, evap.

Fresh Milk

DINNER

Beef Steak w/Brown Gravy

Mashed Potato

Creamed Corn

Lettuce Salad

Bread - Oleo

Bread Pudding

Tea

Fresh Milk

SUPPER

Fish (Chef Style)

Steamed Rice

Soup

Tsukemono

Radishes

Bread - Oleo

Tea

Fresh Milk

SATURDAY APRIL 21, 1945

M E N U

BREAKFAST

Cornmeal Mush

Fried Potato

Fried Bologna

Bread - Toast - Oleo

Coffee - Milk, evap.

Fresh Milk

DINNER

Baked Ham

Candied Sweet Potato

String Beans

Lettuce Salad

Chilled Celery

Custard Pudding

Bread - Oleo

Tea

Fresh Milk

SUPPER

Pork Chop Suey

Steamed Rice

Soup

Tsukemono

Bread - Oleo

Tea

Fresh Milk

SUNDAY DECEMBER 20, 1942

M E N U

BREAKFAST

Grapefruit
Cereal, Rolled Oats
Boiled Egg
Fried Potato
Toast
Oleo - Milk - Coffee

DINNER

Vegetable Soup
Roast Lamb with Brown Potato
Gravy
Steamed Rice
Sweet Peas
Fresh Orange
Bread - Jam - Hot tea
(Fresh Milk for Children)

SUPPER

Pork Fried Rice
Catsup
Sour Pickle
Corn Fritters
Tsukemono (Daikon)
Dry Fruits
Bread - Oleo - Hot tea
(Fresh Milk for Children)

DECEMBER 22, 1942

M E N U

BREAKFAST

Fresh Orange
Cereal, Rolled Oats
Scrambled Egg
Fried Potato
Toast
Bread - Oleo
Milk - Coffee

DINNER

Beef Stew with Vegetable
Steamed Rice
Shredded Cabbage & Onion
Vanilla Pudding
Bread - Jelly
Hot Tea
(Fresh Milk for Children)

SUPPER

Fish & Vegetable Tempura
Steamed Rice
Catsup
Fresh Spinach
Tsukemono
Fresh Grape
Bread - Oleo
Hot Tea
(Fresh Milk for Children)

THURSDAY JUNE 15, 1944

M E N U

BREAKFAST

Orange

Rice Mush

French Toast

Syrup - Jam

Coffee - Milk, evap.

Fresh Milk

DINNER

Chicken Stew & Dumpling

Steamed Rice

Taukemono

Sliced Cucumber

Chocolate Pudding

Bread - Oleo

Tea

(Milk for Children)

SUPPER

Blue Runner Chef Style

Steamed Rice

Cole Slaw

Bread - Oleo

Iced Tea

(Milk for Children)

TUESDAY JUNE 13, 1944

M E N U

BREAKFAST

Rice Krispies

Scrambled Eggs

Hot Biscuits

Oleo

Coffee - Milk, evap.

Fresh Milk

DINNER

Ham & Cabbage

Boiled Potato

Cucumber & Green Onio

Blueberry Cobbler

Bread - Oleo

Iced Tea

(Milk for Children)

SUPPER

~~Pork~~ Chop Suey

Steamed Rice

Tsukemono

Lettuce w/French Dressing

Bread - Oleo

Iced Tea w/Lemon

(Milk for Children)

WEDNESDAY SEPTEMBER 15, 1943

M E N U

BREAKFAST

Fruit (Use those on hand)

Scrambled Egg

Hot Biscuit

Jelly - Oleo

Coffee

(Milk for Children)

DINNER

Chicken w/Vegetable

Rice

Tsukemono

Sliced Cucumber

Chocolate Pudding

Bread - Oleo

Tea

(Milk for Children)

SUPPER

Pork Sausage (Meat Patty)

Potato

Rice

Tsukemono

String Beans

Bread - Oleo - Jelly

Tea

(Milk for Children)

MONDAY SEPTEMBER 27, 1943

M E N U

BREAKFAST

Rice Mush w/Sweet Potato

Canned Grapefruit

Scrambled Egg

Toast - Oleo - Applebutter

Coffee - Milk

(Cocoa for Children)

DINNER

Blue Runner

Sliced Onion

Rice

Tsukemono

Lettuce Salad

Chocolate Pudding

Tea w/Sliced Lemon

Fresh Milk

Supper

Noodles - Japanese Style

Rice

Tsukemono

Bread - Oleo

Tea w/Sliced Lemon

Milk, Fresh

MONDAY APRIL 30, 1945

M E N U

BREAKFAST

$\frac{1}{2}$ Grapefruit

Cornflakes

Hash Brown Potato

Bread - Toast - Oleo

Fried Egg

Coffee - Milk, evap.

Fresh Milk

DINNER

Fresh Mackerel

Steamed Rice

Tsukemono

Cole Slaw

Gelatin

Bread - Oleo

Tea - Fresh Milk

SUPPER

Shrimp Foo Yong

Steamed Rice

Tsukemono

Soup

Radish

Bread - Oleo

Tea - Fresh Milk

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PN - D.J. Hudson

PERSONAL NARRATIVE

of

Dee J. Hudson - Chief Project Steward
Mess Operation Section

Period Covering
September 1, 1942 - December 31, 1945

MESS MANAGEMENT SECTION

Personal Narrative

of D. J. Hudson

On November 9, 1944 when I became the Chief Project Steward at the Rohwer Relocation Center, I found a well organized and smoothly functioning program in operation here. Although I had my past experience with W. R. A. Mess Operation at Jerome to rely upon, when I took over here during the last year of the operation of this project many modifications in my approach to problems had to be made. The camp as a whole was in the process of closing and many of the community leaders who had proved of much value in presenting and helping to solve mess section problems during the previous two years had now relocated. The population now was about half its maximum size.

Naturally some of the most efficient and cooperative evacuees in this section had relinquished their jobs to less capable people. Now it was necessary to train and restaff the mess halls constantly as relocation from this time on was on a much larger scale.

I was very fortunate in having a good evacuee contact man or trouble-shooter under my supervision most of this year. He brought complaints to me and helped formulate decisions acceptable to both the evacuees and myself. Through him I was able to have my ideas put across in the different blocks with a minimum of trouble. They much more readily accepted suggestions that seemed to come from him although he had received his definite instructions from me.

During my first month as Chief Steward here I was put through a definite test period by these people. There was a tendency on their part to try me out and see just how far I would insist on my orders being carried out. I had made a study of their psychology and felt that I knew most of their reactions. At the first meeting with their leaders I assured them my aim was to give them the best possible food and service and stay within the cost and rationing allowances. I outlined my general policies as clearly as possible and reminded them that the success or failure of the section depended to a large extent upon their cooperation and help. I felt that they, like most people, worked and cooperated best when certain responsibilities for success or failure were placed squarely on their shoulders. They respected firmness and leadership from me. I tried never to make a decision on important matters hurriedly; but once it was made and an explanation given I found that they would follow whether they agreed with me or not.

The block stewards were the backbone of the organization. To them the people in the blocks took their complaints, their suggestions for improving the mess hall service, and other related problems. Of course the stewards were free to weed out the insignificant complaints and present at the stewards' meeting each Monday the worthwhile problems and suggestions. In this way at the meetings I got an overall picture of the evacuees' attitudes and reactions to problems that existed. I think this personal contact with the employees was very valuable to me in understanding their side of the picture.

The block steward was the block diplomat. He was selected by his neighbors because of their confidence and respect for him as a man. He retained his position as long as he could satisfy both his neighbors and myself. The prestige of his position in the community caused him to work very hard to achieve success and justify our confidence in him.

For a short time I tried to use the cooks who had held very responsible positions in hotels, cafes, and cafeterias as the leaders in the mess hall organization, but I soon found that the best cooks were temperamentally unsuited for leadership as a general rule. Even the best of them had an artistic temperament that made them unresponsive to suggestions from their block population. However they worked in the set up very efficiently where their talent for food preparation and service could be demonstrated.

Since the preparation of food was of major importance, the mess hall crews were selected with care. Up to the last six weeks I was fortunate in having good cooks in majority of the mess halls. They in turn trained their assistants. In a short time the intelligent cooks learned the likes and dislikes of the people in their blocks and changed or modified their cooking to please the majority. My job, of course, was to secure adequate food of a certain standard and not to exceed the cost allotment. The cooks job was to prepare the food according to the likes of his group.

I felt that I received the best work when I took the time to notice and praise my employees for extra efforts or a display of initiative.

Food costs were kept for each block separately and posted on the block bulletin boards. Keen competition existed among the blocks to keep the cost down and still maintain a high standard and balanced diet.

The people in the blocks took an active interest in the appearance and service of their dining halls. Prizes were awarded to the winners and these contests were very successful in making the people conscious of their surroundings. They helped the morale of the group and served as an incentive to many people to make use of their artistic talents in decorations.

A certain amount of freedom was given the evacuees in replacing the workers who relocated. I found they worked together much better when they were allowed the privilege and responsibility of choosing the people with whom they worked.

Men and women between 40 and 45 years old proved to be the best workers in the more responsible jobs in the block mess halls. Older women performed the dish-washing and minor cleaning jobs best, and of course older men worked quite successfully where there was a certain amount of lifting and carrying of foods within the mess hall.

Young boys of high school age worked well together under the supervision of one older man. They were good at following directions that were definite but were not very responsive to using their own initiative. In jobs such as food deliveries where a good deal of physical energy was required I found they made the best help. But in mess hall work where the job required kitchen skill they were not as successful as women or older men. Many of the evacuee kitchen helpers disliked the younger people in the kitchens and often refused the responsibility of training them. Girls routinely were used successfully as waitresses as they enjoyed talking with and serving the old and young.

Recent high school graduates made excellent office help. Again I found it proved most successful to allow these young people to select their friends as fellow workers. They were very critical of poor work and the disapproval of friends served to secure efficient and accurate work. They used a definite division of labor in the office and did not tolerate slowness or undue absence as the work of others had to wait until all work was completed. Their method of work reminded me of an assembly line but the finished product was excellent.

When the population of a block dropped below 125, the mess hall in the block was closed and the people were sent to a mess hall in an adjoining or adjacent block. This caused some resentment among these people at first but they soon realized that this was a definite policy to be followed as long as they remained so they accepted the regulation without complaint.

During the last few months of operation food was requisitioned 10 days in advance instead of the original 45 days. A close check was made each week with the Relocation Staff and a fairly accurate counting of the number of people who would remain was kept. Food estimates were subject to cancellation any time. In this way I kept my inventory low and had very little perishable food on hand when the last evacuees left.

Definite instructions for the disposal of the remaining supplies were received from Washington. A close relationship existed at all times between the mess section at Rohwer and the W. R. A. Mess Division in Washington. The routine visits of these

Washington officials to this camp helped the morale of both the evacuees and the appointed staff. We felt that they were really interested in us as we had their help and cooperation in solving problems that arose in this section.

Changes in procedure and related instructions were always clear, concise, and helpful. Such instructions were instrumental in making the program here a success.

Many letters expressing the gratitude of the evacuees have been received by this section during the months since their relocation. They seem to realize and are anxious to express their gratitude to their government for the good food, clothing, and shelter provided for them during their years in this center.

Copy 2

United States
Department of Interior
War Relocation Authority
McGehee, Arkansas

HISTORICAL STATISTICAL - FUNCTIONAL
REPORT

of

Motor Transport and Maintenance Section

Fritz A. Zuendt - Supervisor, Equipment Maintenance

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APPENDIX

Exhibit "A" - Cost of operating Motor Transport and Maintenance
Section.

A. ORGANIZATION OF THE SECTION

The Motor Transport and Maintenance Section was organized in September 1942. Originally it was staffed with a Motor Pool Supervisor and two appointed Truck Drivers, under the general supervision of the Transportation and Supply Officer. Evacuees were employed as truck drivers and truck foremen. An appointed Mechanic was employed in November 1942 and he organized a crew of evacuee mechanics. These were recruited on the basis of varying degrees of mechanical experience. Later, night classes in Auto Mechanics were held and together with the Apprentice Training System adopted, the Section was able to maintain a reasonably adequate complement of evacuee personnel with at least some training in motor repair and maintenance. The Section was always understaffed with appointed personnel. At one time, early in 1944, there was no Garage Foreman or Motor Maintenance Supervisor. During May and June 1944, there were no supervisory appointed personnel in the Section. The Supply Officer had to assume direct supervision. A Garage Foreman was borrowed from Jerome, but the Supply Officer continued supervising the Section directly until Jerome closed, July 1, 1944, and the Jerome Equipment and Maintenance personnel was transferred to Rohwer.

The ultimate organization of the Section for appointed personnel was as follows:

- 1 Equipment and Maintenance Supervisor, CAF-11, who:
 - a) directed repair and maintenance of motor equipment, its housing and assignment.
 - b) directed upkeep of shop.
 - c) supervised inspections.
 - d) supervised training program.
 - e) assisted in procurement by preparing requisitions.
- 1 Assistant Equipment and Maintenance Supervisor, CAF-9, who was detailed as Supervisor of the Shop under supervision of Equipment and Maintenance Supervisor.
- 1 Motor Pool Supervisor, CAF-9, who was in charge of movement and operation of motor equipment, maintained records of mileage: gasoline, received trip requests, supervised dispatchers, supervised the Service Station.
- 1 Foreman Mechanic, CPC-8, who had charge of all evacuee mechanics and was responsible to the Assistant Equipment and Maintenance Supervisor.

- 1 Mechanic, CPC-7, who had charge of vehicle inspections as provided for by Form 305.
- 3 Heavy Duty Truck Drivers, CPC-5, one of which served as a Dispatcher, the other two as Drivers.
- 1 Junior Mechanic, CPC-5, who worked independent of the evacuees as a mechanic, and was responsible to the Assistant Equipment and Maintenance Supervisor.

Normal operations required the employment of 137 evacuees distributed as follows:

- 24 Mechanics, 6 of which were \$19.00 positions.
- 9 Blacksmiths, 4 of which were \$19.00 positions.
- 4 Parts men, all of which were \$19.00 men.
- 6 Tractor Mechanics, which were \$19.00 men.
- 6 Utility men
- 4 Workers
- 82 Truck Drivers
- 2 Dispatchers, both \$19.00 men.

This was a total of 22 evacuees employed at \$19.00 a month and 155 at \$16.00 a month.

B. Facilities

- (1) Inventory of Vehicles at the time of opening of the Project:

	MAKE	YEAR	DESCRIPTION
	Plymouth	1937	Coupe
*	Chevrolet	1942	Sedan
	Chevrolet	1937	Sedan
	Ford	1936	Sedan
	Plymouth	1941	Sedan
	Plymouth	1940	Sedan
	Plymouth	1936	Sedan
	Plymouth	1941	Sedan
	Studebaker	1939	Sedan
	Chevrolet	1935	Ambulance
	Chevrolet	1935	Ambulance
	Mack (Red)	1940	Fire Truck
	Mack (Green)	1942	Fire Truck
	Chevrolet	1934	Cargo 1½ Ton
	Chevrolet	1935	Cargo 1½ Ton

MAKE	YEAR	DESCRIPTION
Dodge	1939	Stake 1½ Ton
Dodge	1939	Stake 1½ Ton
Dodge	1939	Stake 1½ Ton
Dodge	1939	Stake 1½ Ton
Dodge	1939	Stake 1½ Ton
Dodge	1939	Stake 1½ Ton
Dodge	1939	Stake 1½ Ton
Dodge	1939	Stake 1½ Ton
Dodge	1939	Stake 1½ Ton
Dodge	1940	Stake 1½ Ton
Dodge	1940	Stake 1½ Ton
Dodge	1940	Stake 1½ Ton
Dodge	1940	Stake 1½ Ton
Dodge	1940	Stake 1½ Ton
Dodge	1940	Stake 1½ Ton
Ford	1941	Stake 1½ Ton
G.M.C.	1940	Stake 1½ Ton
International	1939	2-3 Ton Stake
International	1939	2-3 Ton Stake
International	1939	2-3 Ton Stake
International	1939	2-3 Ton Stake
AC	HD10-606	Crawler
AC	LO-2850	Crawler
AC	LO-2774	Crawler
AC	HD-14-1004	Crawler
AC	HD-10-1W1317	Crawler
AC	HD-14-555	Crawler
Caterpillar	D-8	Crawler
Caterpillar	D-6	Crawler
Caterpillar	D-8	Crawler
Caterpillar	22	Crawler
John Deere		Wheel-type
John Deere		Wheel-type
John Deere		Wheel-type
Farnall		Wheel-type
Northwest		Dragline
Byers		Dragline
Braun		Dragline

Recapitulation of above inventory:

9 Passenger cars
 2 Ambulances
 2 Fire Trucks
 7 Cargo, 1½ Ton Trucks

	9	Dump, 1½ Ton Trucks
	17	Pick-up, ½ Ton Trucks
	33	Stake, 1½ Ton Trucks
	4	Stake, 2-3 Ton Trucks
	10	Tractors, Crawler type
	4	Tractors, Wheel type
	3	Draglines
Total	100	Units

All the above vehicles were acquired from the Army by transfer without expenditure of funds with two exceptions indicated by asterisk (*): (1) the Chevrolet, 1942, Sedan was acquired by purchase from a local dealer and (2) the G.M.C., 1939, Dump Truck, was acquired by transfer from WPA by way of Treasury Procurement Surplus list. Virtually all of this original equipment had been acquired by the Army from CCC, used equipment.

(2) Inventory of existing facilities for maintaining vehicles at the peak of operations is as follows:

- 1 Garage, 90'X225'
- 1 Parts room (in garage)
- 1 Tire room (in garage)
- 2 Office rooms (in garage)
- 1 Grease rack
- 1 Wash rack
- 1 Bay for Tractor repair and oil storage, located in in a 75'X90' addition to the garage proper
- 2 Gas pumps, electrically operated and computing
- 1 Motor Pool office and Drivers Lounge Room
- 1 Filling Station Office and Tire Repair Room
- 1 Motor Pool area (outside), fenced, approximately 150'X500'.

C. SERVICES, ACCOMPLISHMENTS, AND COSTS OF SECTION

(1) Maintenance facilities and equipment were woefully inadequate when the Project was activated. No buildings were provided for repair shops and there were no office spaces provided on location for the Motor Pool and Service Station. And there was neither any major nor minor equipment and supplies available when operations began. A building designed and built for a warehouse was converted for use as a garage. Its ceiling was too low to permit the pulling of a motor. Only minor repairs could be made in this building. Four field houses secured from WPA were combined to provide an office for the Motor Pool. Major items of equipment such as lathes, drill pressers, cranes, etc., were procured at Atlanta, Georgia under U. S. Treasury Procurement Contract. The Center bought out a Chevrolet

Agency at Magee, Mississippi about December 1942, to get other needed equipment and parts. For other necessary equipment, procurement "shopped around" and obtained it piece by piece. Sources from which additional servicing equipment and supplies were obtained as the Project continued were as follows:

- a. Red River Ordnance Supply Depot at Texarkana, Texas - parts.
- b. Camp Livingston, Louisiana - batteries and tires
- c. Open market - gas, oil, and some parts
- d. Treasury Procurement Surplus Contracts - parts and supplies

The space originally gravelled and designated as a Motor Pool was later found to be outside the Center boundaries. Another space was selected and graveled within the Center. When the Jerome Center was closed, a Motor Pool Office was moved from Jerome to Rohwer, and the office already being used for this purpose was moved and used as a Service Station Office. By late 1943, a suitable garage building, on which construction had begun in February 1943, was completed. In the meantime the necessary garage equipment and supplies had been purchased, and it was then possible for the first time to have a first class garage in operation. Total estimated value of equipment of all kinds such as tools, lathes, cranes, lifts, etc. at the peak of operations is \$15000.00.

(2) Acquisition of additional vehicles after opening of Project:

<u>NO.</u>	<u>MAKE</u>	<u>MODEL</u>	<u>TYPE</u>
1	Hudson	1942	Passenger, sedan
1	Chevrolet	1939	Passenger, sedan
2	Chevrolet	1939	Passenger, carryall
1	Chevrolet	1936	Passenger, carryall
1	Chevrolet	1938	Passenger, sedan
1	Chevrolet	1937	Passenger, sedan
1	Chevrolet	1941	Passenger, coach
1	Ford	1936	Passenger, sedan
1	Ford	1941	Passenger, sedan
2	Ford	1941	Passenger, coach
1	Plymouth	1941	Passenger, sedan
1	Plymouth	1938	Passenger, sedan
1	Dodge	1941	Passenger, sedan
11	Dodge	1940	Passenger, command
1	Studebaker	1939	Passenger, sedan
2	Chevrolet	1941	Pickup, $\frac{1}{2}$ Ton
1	Chevrolet	1940	Pickup, $\frac{1}{2}$ Ton
2	Chevrolet	1939	Pickup, $\frac{1}{2}$ Ton

<u>NO.</u>	<u>MAKE</u>	<u>MODEL</u>	<u>TYPE</u>
1	Chevrolet	1935	Panel
2	Plymouth	1940	Pickup, 1 Ton
1	Plymouth	1939	Pickup, 1 Ton
1	Dodge	1939	Pickup, 3/4 Ton
1	Dodge	1941	Pickup, 1 Ton
1	GMC	1941	Pickup, 1 Ton
3	International	1941	Pickup, 1 Ton
1	Ford	1941	Pickup, 1 Ton
1	Ford	1940	Panel
1	Ford		Stake, 1 Ton
17	Ford	1942	Stake, 1 1/2 Ton
3	Ford	1941	Stake, 1 1/2 Ton
5	Ford	1938	Cargo, 1 1/2 Ton
1	Ford	1941	Cargo, 1 1/2 Ton
1	Dodge	1939	Stake, 1 1/2 Ton
2	Dodge	1939	Cargo, 1 1/2 Ton
2	Chevrolet	1936	Cargo, 1 1/2 Ton
2	Federal	1936	Cargo, 1 1/2 Ton
1	International	1941	Cargo, 1 Ton
1	GMC	1939	Dump, 1 1/2 Ton
3	GMC	1938	Dump, 1 1/2 Ton
1	Dodge	1939	Dump, 1 1/2 Ton
1	Chevrolet	1938	Dump, 1 1/2 Ton
2	Dodge	1942	Ambulance
1	GMC	1940	Tractor & Van
1	Dodge	1936	Tractor & Van
1	Ford	1941	Tractor & Van
1	Ford	1938	Wench
1	A-C	HV-10	Tractor, Crawler
1	Caterpillar	R-4	Tractor, Crawler
1	Caterpillar		Grader, Motor
1	Caterpillar	77	Grader
1	Caterpillar	66	Grader
1	Caterpillar	44	Grader
5	Farmall	M	Tractor, Wheel
2	Farmall	H	Tractor, Wheel
1	Farmall	20	Tractor, Wheel
1	Farmall	A	Tractor, Wheel
1 8	Ford-Ferguson		Tractor, Wheel
1	Paymaster		Dragline

1	Wankesha	6 inches	Water Pump
1	Hercules	8 inches	Water Pump
2	Jaeger	2 inches	Water Pump
2	Continental	Well	Water Pump
1	A-C	Well	Water Pump
1	Hercules	Sewage	Sewage Pump
1		4 inches	Pump & Motor
2	International	PA-100	Power Unit(sawmill)
1	Caterpillar	16	Power Unit

Recapitulation of above acquisition inventory:

27	Passenger cars, commands, and carryalls
17	Pickup, $\frac{1}{2}$ Ton
7	Cargo, $1\frac{1}{2}$ Ton
28	Stake, $1\frac{1}{2}$ Ton
6	Dump, $1\frac{1}{2}$ Ton
2	Ambulances
3	Tractor and Trailer
1	Wench
2	Tractors, Crawler
4	Graders
27	Tractors, wheel
1	Dragline
9	Water pumps
3	Power Units
137	Units

All the equipment listed above was acquired from the army without transfer of funds except for the following:

From Dealers:	New passenger cars	1
	Used Passenger cars	5
	Pickup	9
	Stake	1
	Tractor trailer	2
	Caterpillar Grader	1
	Wheel tractor	26
	Pumps	5
From Individuals:	Tractor trailer	1
	Caterpillar	1
	Pump	3
From other Projects:	Crawler tractor	2
	Wheel tractor	5
	Dragline	1

From U.S. Engineers by transfer
of funds:

Crawler	7
Caterpillar grader	3
Dragline	2
Pumps	4

(3) Motor Pool, methods and procedures.

The delay in obtaining a satisfactory pooling area for vehicles resulted in a late start in establishing a pooling system. Evacuees formed the habit of taking certain vehicles out to their blocks at the close of the work day. This practice of keeping pick-up trucks out of the pool overnight continued until the use of Form 159 (Trip and Mileage ticket) was put into effect. When a full-time Equipment and Maintenance Supervisor was moved to Rohwer from Jerome, facilities for pooling vehicles were increased and full and complete use of Form 159 was put into operation. These forms originated in the Division and Section Heads' offices and were received by the Motor Pool Supervisor, and charged to the appropriate activity. The driver then was given the key, he picked up the vehicle, and left the pool by the out-road, which ran by the Motor Pool Office. To return the vehicle to the pool, he came by the Motor Pool Office by the in-road, turned in Form 159, parked the vehicle, and left the key with the Motor Pool Supervisor. Positively all vehicles were subject to use only by execution of Form 159. Although the Warehousing Unit, for example, was assigned 3 trucks for permanent use, they were pooled each night and could be taken from the pool the next day only by proper execution of Form 159. It was necessary to assign some vehicles such as 4 to Fire Department, 2 to Internal Security, one to Hospital and 2 to Maintenance on a 24-hour basis. However, a properly executed Form 159 on each vehicle was presented to the Motor Pool Supervisor each day, although the equipment was not pooled at night. In this manner complete control was maintained on the movement and use of each piece of motorized equipment at all times.

Once a month each vehicle was called in on Form 305 for inspection. This procedure's chief value was preventative maintenance. A complete check by this form was made and the vehicle put in good operational order. The economy of such a procedure is evident.

(4) Procurement of parts and supplies.

Parts and Supplies for the garage and motor pool were acquired from army supply depots and by purchase under a General Schedule of Supplies from local dealers and direct from factories. All tires with the exception of 4 or 5 were obtained by exchange from the Army at Camp Livingston, Louisiana. Our worn out tires

were taken there and we received a corresponding number of new tires or recaps. At first a substantial number of new tires were available but later practically all we received were recaps. When the project first opened a very few tires were bought locally on ration certificates. In our dealings with the Army no exchange of funds was involved.

Some spare parts for repairing equipment were obtained from Camp Livingston and from an Army Supply Depot at Texarkana, Arkansas. We requisitioned them from these two sources and if they were in stock they were issued to us without exchange of funds. If they did not have them in stock they bought them for us but we were billed direct by the vendor. The trouble with this system was the delay involved. Equipment had to be placed on the "dead line" for long periods while our requisitions were being filled. Consequently most of our spare parts were bought locally and from the factories under a General Schedule of Supplies. The Army was a great deal of help though in getting parts that could not be obtained in any other way.

(5) Evacuee reaction to policies involved.

Considerable animosity was shown by the evacuees toward the reorganization of the Unit and enforcement of regulations regarding the use of motorized equipment. All vehicles were placed in the Motor Pool and they no longer had access to them for their own personal use. It was made clear that no vehicle was to be taken from the Pool without proper execution of Form 159, signed by the Motor Pool Supervisor. This established control of all motorized equipment in the Supervisor's office and virtually eliminated personal use of equipment by either evacuees or appointed personnel. The resentment among the evacuees was strong. They took their complaints to the Community Council, the Labor Board and the Project Director. They threatened to strike and tie up transportation within the Center. The Equipment and Maintenance Supervisors appeared before both the Council and the Labor Board and told them that if the strike materialized, the evacuees would have to haul their groceries to their Mess Halls on wheelbarrows. The regulations concerning the use of motorized equipment were read and explained to them and they were assured that there was no intention of permitting any departure from these regulations. Members of both groups indicated they understood, agreed with the reasonableness of the regulations, and offered their cooperation. Although the strike did not occur, complaints by individual employees continued. The most obnoxious of these were dismissed from the employ of the Unit and the policy was carried out without further interference.

(6) Disposition of surplus vehicles and equipment.

As vehicles and equipment became surplus to the operational needs of the Project, they were declared surplus to the designated disposal agency. Some have been sold and delivered by the disposal agency, others have been declared but have not been sold and still are at the Center in the custody of the WRA and the remainder are now in the processing of being declared. During the life of the Project, 17 vehicles were surveyed, cannibalized, and the parts were used to repair other Project vehicles.

D. FACTUAL RECORDS AND ESTIMATES

(1) Total capacity of all passenger vehicles was 99.

a. Total mileage for all passenger vehicles was 475,076.

b. Operation costs for all passenger vehicles totalled \$5488.40. This figure does not include overhead and appointed personnel supervision. For additional information on costs of the Section see Exhibit "A".

(2) Cargo carrying vehicles.

a. There is no way to make a reasonably accurate estimate on tonnage carried.

b. Total operating costs for all cargo carrying vehicles was \$27,297.53. This figure does not include overhead or cost of appointed personnel supervision. Total number of miles traveled by this type of equipment was 1,645,865.

c. This information is not available and cannot be estimated with reasonable accuracy.

(3) Construction and Special Use Equipment.

a. Listed below is the construction and special use equipment used at this center.

Crawler Tractors	12
Wheel Tractors	31
Motor Patrol Graders	1
Road Graders	3
Pumps	9
Power Units	3

E. PUBLIC TRANSPORTATION AVAILABLE TO CENTER

The Center had access to fairly adequate common carrier passenger and freight service. The Center is located one mile from Rohwer on a graveled highway which connects with a paved highway at McGehee, 14 miles, southwest, our main point of contact. There is also the Missouri Pacific rail line connecting New Orleans, Little Rock, Kansas City and other points North and West, going through McGehee, as well as a Missouri Pacific rail line coming through Rohwer, connecting Memphis, St. Louis, and other points north and east.

A commercial bus line was operated on the graveled highway passing the Center 3 times each way per day making stops at the Center entrance gate. There was a passenger train operated through Rohwer on a one day turn-around basis connecting McGehee and Memphis. There were 2 passenger trains each way per day through McGehee connecting New Orleans and Little Rock, and bus service through McGehee was even more frequent. The passenger service thus afforded was adequate to the needs of the Center, although it was necessary to furnish transportation from the Center to McGehee for evacuees and appointed personnel using the New Orleans to Little Rock trains and buses, since connections with passenger lines through Rohwer were not good.

Freight service by commercial truck lines was not nearly so dependable as by rail. Truck lines through McGehee would come to the Center only if they had a pay-load. They would pick-up only while here with such a load. Therefore the truck line service was not regular. However there was one freight train through Rohwer on a two-day turn-around basis which handled the bulk of the freight for the Center, which was usually routed to Rohwer. There was siding adjacent to the Center warehouses and all freight received in car-load lots was left on the siding. This expedited the handling of Center freight. Any car load of freight intended jointly for Jerome and Rohwer, was received at McGehee and each Center trucked its own share of the freight.

Although Rohwer was a Railway Express Station, most of our Express was shipped to McGehee in spite of all our efforts to have it sent to Rohwer. This was due to the Center post office being a branch of the McGehee post office and the address (Relocation Branch, McGehee, Arkansas) was used extensively by the evacuees in doing mail order business, particularly. Therefore we had to pick up in McGehee practically all of the Express coming to the Center. This condition prevailed throughout the life of the Center.

F. CLOSING OPERATIONS

(1) Personnel

When the closing of the Center was announced in January 1945, the Section was operating with its normal complement of 137 evacuee and 9 appointed personnel. Relocation was the sole means of reduction of evacuee personnel from this date until the Center's closing. It so happened that there was a high correlation between reduced activities in Center operations and the relocation of the evacuee personnel in this Section, therefore no other means was used or needed to reduce personnel. As an evacuee from this Section relocated, he was simply not replaced. By November 1, 1945, there were only 10 evacuees left in the Sections' employ, and only 2 left on the pay roll during the last 2 weeks of operation. Reduction of appointed personnel began in December and at the present time there are only 6 on duty. These will be terminated gradually during the last month of operations.

(2) Vehicles

Immediately after the closing of Farm operations, all motor equipment surplus to the needs of that Section were declared surplus and transferred to the Department of Commerce by June 30, 1945. This equipment included 35 wheel tractors, 3 relift pumps used in irrigation, and 25 stake and cargo trucks. As other Center operations requiring the use of motorized equipment were either curtailed or completely stopped, such equipment as was not needed was immediately declared surplus, until by December, 1945, there was left only 8 tractors (cats), 21 stake trucks, 3 dumps, 20 pick-ups, 12 passenger cars, 1 road patrol grader, and 2 drag lines. These are all in the process of declaration at the writing of this report.

(3) Equipment and Supplies

Automotive parts and supplies have always been in the custody of the Property Control and Warehousing Unit. A start was made on the declaration of these items November 1, 1945, and was completed by January 1, 1946. The parts room was closed November 1, 1945, and no further issues were made to the Repair Shop after this date. Only a small supply of maintenance parts were kept by the garage, sufficient to carry through the last month or so of operation. Mechanics tools are now being declared surplus. All machine tools and major garage equipment items such as lathes, cranes, drill presses, grinders, etc., were declared surplus December 28, 1945. Water pumps used on the wells are considered fixed assets and are not to be declared surplus under present policy.

EXHIBIT A

COST OF OPERATING MOTOR TRANSPORT AND MAINTENANCE SECTION
September 1942 - July 1, 1945

	Grand Total Fiscal Years 1943 '44 '45	Total 1943 Fiscal Year	Fiscal Year 1943			Total 1944 Fiscal Year	Fiscal Year 1944			Total 1945 Fiscal Year	Fiscal Year 1945		
			Overhead	Motor Pool	Motor Repair		Overhead	Motor Pool	Motor Repair		Overhead	Motor Pool	Motor Repair
Appointed Personnel	52254.15	16015.37	3418.71	10425.40	2171.26	15032.27	1901.95	8835.73	4294.59	21206.51	4739.35	7484.19	8982.97
Evacuee Services	53807.64	15379.56	879.86	10804.38	3695.32	20752.45	1220.99	10775.00	8756.46	17675.63	322.72	10372.91	6980.00
Travel	1236.99	207.53	122.14	67.39	18.00	930.73	638.71	292.02		98.73	13.75	84.98	
Freight and Express	927.73	65.09	7.74	16.12	41.23	862.64	576.05	44.99	241.60				
Other Contractual Services	7476.17	684.30	20.35	648.70	15.25	5112.63	162.30	107.85	4842.48	1679.24	20.06	42.20	1616.98
Supplies	84216.77	16778.30	93.74	10583.35	6101.21	34896.71	267.82	12693.08	21935.81	32541.76	84.48	12091.51	20365.77
Depreciation	31383.01	5551.77		5494.71	57.06	14150.76		13657.04	493.72	11680.48		11680.48	
Total	231302.46	54681.92	4542.54	38040.05	12099.33	91738.19	4767.82	46405.71	40564.66	84882.35	5180.36	41756.27	37945.72

United States
Department of Interior
War Relocation Authority
McGehee, Arkansas

PN - F.A. Zuendt

PERSONAL NARRATIVE

of

Fritz A. Zuendt - Supervisor, Equipment & Maintenance
Motor Transport & Maintenance Section

Period Covering
November 24, 1943 - December 31, 1945

PERSONAL NARRATIVE

OF

Fritz Zuendt
Equipment and Maintenance Supervisor

I came on duty with WRA November 24, 1943, transferring from Camp Wallace, Texas and being assigned to the Jerome Relocation Center as Equipment and Maintenance Supervisor. Although the Project had been in operation about a year, a reorganization of the Unit and a stricter enforcement of Motor Pool regulations was necessary. This work continued with a measure of success until April 1944. At that time I was detailed as Equipment and Maintenance Supervisor, to divide my time between the Jerome and Rohwer Centers, since that position had become vacant at Rohwer and the Jerome Center was closing. On July 1, 1944, I was transferred to Rohwer in the same capacity on a permanent basis, bringing with me Mr. Jenkins as Motor Pool Supervisor and Mr. Arch Melton as Assistant Equipment and Maintenance Supervisor. On January 8, 1945, Mr. Jenkins left the employ of WRA and Mr. Tom B. Coleman assumed the duties of Motor Pool Supervisor and remained in that capacity until the Center closed.

The first task attempted upon assumption full-time duty at Rohwer was the reorganization of the entire structure of the Unit. Strict compliance with regulations was enforced. A suitable building for Motor Pool Offices was moved from Jerome and set up in the east center of the Motor Pool lot. The old office building was moved to be used as a filling station office. The Motor Pool lot was graveled and fenced and a lock put on the gate. The garage and blacksmith shop had already been established and were in satisfactory operation. An addition was built on the north end of the garage building, covering the wash and grease racks. A bay for the repair and maintenance of tractors was built. After these physical changes had been made, the operation of the Unit settled into a routine which continued to the closing of the Project.

At the peak of operations, 135 evacuee mechanics, blacksmiths, and truck drivers were employed, in addition to Caucasian supervisors and foremen. Normal operations required 24 mechanics, 9 blacksmiths, 4 parts men, 6 tractor mechanics, 6 utility men, 4 office workers, and 82 truck drivers. There was a turnover of 581 evacuee employees during the life of the Project.

In the early days of the Center, it was not too difficult

to find fairly well qualified evacuees for the operation of this unit. But as Relocation progressed, it soon became evident that civilian shortages of men with any kind of mechanical skill, was depleting our evacuee personnel rapidly and persistently. To insure continued operation of the Unit at an accepted level, it was necessary to institute a training program. This training was of two types: (1) Night Classes in Auto Mechanics and Tractor Repair, sponsored by the Education Section; and (2) Apprenticeship Training. We also were able to get a few Center High School graduates who had completed courses in Auto Mechanics. Using these sources, we managed to keep a fair complement of employees, while contributing heavily to the Relocation program.

Considerable animosity was shown by the evacuees toward the reorganization of the Unit and enforcement of regulations regarding the use of motorized equipment. All vehicles were placed in the Motor Pool and they no longer had access to them for their own personal use. I made it clear that no vehicle was to be taken from the Pool without execution of Form 159 (Trip and Mileage Ticket), signed by the Motor Pool Supervisor. This established complete control of all motorized equipment in the Supervisor's office and removed any possibility of personal use by either evacuees or appointed personnel. The resentment among the evacuees was strong. They took their complaints to the Community Council, the Labor Board and the Project Director. They threatened to strike and tie up transportation within the Center. I appeared before both the Council and the Labor Board and told them that if the strike materialized, the evacuees would have to haul their groceries to their Mess Halls on wheelbarrows. The regulations concerning the use of motorized equipment were read and explained to them and they were assured that there was no intention on my part of permitting any departure from these regulations. Members of both groups indicated they understood, agreed with the reasonableness of the regulations, and offered me their cooperation. Although the strike did not occur, complaints by individual employees continued. The most obnoxious of these were dismissed from the employ of the Unit and the policy was carried out without further interference.

As a result of this change in policy, cessation of farm activities, and establishment of mileage quotas by activity, gasoline consumption was substantially reduced, - from an average of approximately 15000 gallons per month to an average some months of as little as 8000 gallons. This, in turn, reduced other equipment maintenance costs and in general resulted in a smoother and more economical operation of the Unit.

From November 1942 to December 1945, 15000 Form 164 A,

Job Orders, were completed, on an average of about 15 jobs a day. These included all minor and major jobs. Total mileage of all types of vehicles was 2,036,372. There was an average of 120 Form 159 (Trip and Mileage Tickets) used daily by the Motor Pool. Gasoline consumption for 1944 was 145,245 gallons. Spare parts and materials used on all types of equipment for 1944 amounted to \$24,937.33.

If such a job were to be undertaken again, I would strongly recommend that adequate facilities for the care and maintenance of automotive equipment and proper centralized controls for its use be established before permitting it to be used. Such a policy would insure a much more efficient organization from the standpoints of economy and service. For instance, in the beginning of the Project there was no garage and certainly not a building on the Project tall enough to permit the pulling of a motor. Therefore if a piece of equipment became unusable for this reason, it had to set out in the weather and be out of operation until provision was eventually made for its repair. This was poor economy because, in time, such facilities were made available. And again, if the evacuees had never been permitted personal use of this equipment, their resentment would not have been stirred when such use was prohibited. When it is apparent in advance that automotive equipment must and will be used, it is of primary importance that provision for its care and maintenance be anticipated.

United States
Department of Interior
War Relocation Authority
McGehee, Arkansas

PERSONAL NARRATIVE

of

Edward B. Moulton - Assistant Project Director
Community Management Division

Period Covering
September 8, 1942 - December 31, 1945

PERSONAL NARRATIVE

OF

EDWARD B. MOULTON

I was employed by the WRA on September 8, 1942 as Employment Officer for the Rohwer Relocation Center. At the request of the Project Director I remained in the Regional Office in Little Rock for the next two weeks in order to interview applicants for positions on the Rohwer staff. I reported permanently to the Center on September 28, 1942.

Temporary offices had been set up in Blocks 27 and 20. The Housing Unit was headquartered in Block 27. The Registrar was assisting in the housing program which was of primary importance with the steady arrival of evacuees. The Placement Officer was headquartered in Block 20. With the demand for evacuee workers as the population increased and facilities had to be expanded and with no records established, the Placement Officer had instituted a temporary system by providing for the registration by name and address of those interested in employment with indication of the type of employment desired.

In theory the group of eighty-five hundred evacuees would represent an occupational cross section and would, therefore, provide available workers to staff the entire project with the exception of the key supervisors. Also in theory the employment record of each employable person would be established immediately upon arrival and would be used in his initial placement. Also in theory every employable person would want to work at his primary occupation if a position was open in that occupation.

Actually, the group of evacuees at Rohwer did not represent an occupational cross section. There were plenty of laborers and farmers but practically no skilled industrial workers. Due to the rapidity with which the trains arrived and, therefore, the resultant necessity of establishing mess hall crews, maintenance gangs, etc., even if employment record forms had been available, the initial Employment Division staff was insufficient to have registered the workers as they reported. Finally, it was our early experience and the situation never changed that the evacuees wanted to do what appeared to be the easiest job regardless of previous training and experience. It was more pleasant to be a mess hall waitress than a stenographer, to be a vegetable cleaner than a draftsman.

After waiting several weeks for the arrival of printed Forms WRA-12 which had been promised by the Washington Office, the form was mimeographed and I started out with a group of six assistants to register formally all of these able, willing, and wanting to work in the Center. After the Registrar was released from his assignment to assist with housing, this work of registration was taken over by him and I devoted myself to the organization of the Employment Division. Almost immediately I was designated as Leave Officer and supervisory work was sidetracked to handle the detail work of taking applications for indefinite leave and leave clearance.

With the establishment of adequate records, the placement of workers according to ability and experience remained a very difficult task. The tendency had been established in Assembly Center days that the workers should seek out the jobs where the hours were shorter and the expenditure of physical energy was reduced to a minimum. After all, wages were too small to encourage anyone to try to do an honest day's work on a hard job. Throughout the entire history of the Center it was a constant struggle to try to assign competent workers to positions for which they were qualified but which entailed more work than positions such as timekeepers. It must, however, be pointed out that in most instances office workers constituted the exception to this condition.

It is my opinion that the entire working corps at the Center should have been placed under Civil Service. I believe it would have proved economical in the long run. Persons would have been fitted naturally into positions according to their qualifications. Persons would have been willing to take the more difficult tasks on the basis of adequate pay. There would have been no overstaffing with underwork for those employed and the surplus of workers would have been encouraged to relocate much sooner than they actually did.

Beginning in January 1943 I was on special assignment practically all of the time. I directed registration. I supervised the completion of the approximately 6000 registration records and their transmittal to Washington for action by the Japanese-American Joint Board. I followed with supervision of segregation hearings and the scheduling of the first segregation movement, July-October, 1943. In the meantime leave clearance hearings started and I was Chairman of the Leave Clearances Hearing Board. This work intensified after the first segregation movement had been completed in October 1943 and continued throughout the year 1944 with nearly twelve hundred

hearings. Early in 1944 selective service was reopened to the Nisei and I supervised the work connected with the drafting of Nisei boys into the United States Army.

Other than being plagued by the lack of office space, the paucity of office equipment, and the shortage of stenographic help, these months were busy but profitable. The job did get done even if the supervisors had to do typing and routine detail work.

The most regrettable thing during this entire period was the slowness of the Washington Office in handling leave clearance hearings. I and the other members of the appointed staff at this Project were compelled to spend hours every day listening to the complaints of those who had had hearings and who either wanted to relocate or be transferred to the Tule Lake Center. There was no answer to the complaints that we listened to. It was as much a mystery to us as it was to the evacuees why dockets which were so clear-cut in their statements had to be held without action month after month. It is a credit to the Project Director that serious Center disturbances did not arise as the group of complainants rose from dozens to hundreds. The unrest was present but it did not come to a head in outright trouble due to the splendid staff-evacuee relations fostered by the Project Director.

After the reorganization whereby internal employment was assigned to the Personnel Management Section of the Administrative Management Division and relocation became a separate division, I was appointed Relocation Program Officer on December 1, 1943. Until my assistant was called to the Navy in February 1944, he carried the burden of relocation. After that, I struggled to do my special jobs and to try to keep relocation moving. Early in May 1944 the Division moved to Barracks 2 in Block 42, thereby acquiring more adequate space for the handling of relocatees. After the closing of the Jerome Relocation Center in July 1944, the Division was more nearly staffed with an Assistant Relocation Program Officer, a Relocation Adviser, an Assistant Relocation Adviser, and a Leave Officer. On September 16, 1944 I was moved to the position of Assistant Project Director in charge of Community Management. For a month I continued to supervise the Relocation Division as well. On October 16, 1944 the new Relocation Program Officer reported.

In addition to the comments above on the deterring influence of leave clearance suspension, I also believe that relocation was slowed down by the complexity of the leave procedure. It was my opinion from the very beginning of the program that the relocation process should be simple. In so far as we could under the regula-

tions, we followed an "open-door" policy as this project. Leniency was used in the granting of short-term leaves for relocation investigation, indefinite leave (trial period), and readmissions. This policy bore fruit in the later operation of the program, particularly during the last months of the closing out period. Those who went out on short-term leaves for thirty and sixty days, rarely stayed in the Center long after their return. Those who did return after a trial period on indefinite leave, usually packed up and left again with their families. A sample study of this latter group shows that few of the returnees stayed longer than a month and some of them left within forty-eight hours. Those who were readmitted on the basis of failure in relocation didn't stay very long before they tried again. In other words, it is my conviction that the "open-door" policy laid the basis for a gradual acceleration in relocation and also for the terminal departures of the final group without a single hold-out.

I was very fortunate as Chief of Community Management in that I had a staff of outstanding Section Heads. Every one was eminently qualified and interested in "going the extra mile" to do the best possible job. I give full credit to my assistants for making my job as a supervisor such an easy one.

With the announcement of the reopening of the West Coast in December 1944, I was designated as the Coordinator and spent most of my time for the next seven or eight months disseminating information on center-closing, West Coast clearance, release from parole, and return to Hawaii. I had the splendid cooperation of the Division and Section Chiefs in executing this important task.

I supervised the final closing period - the scheduling of the last two thousand residents. With a carefully worked out plan, carefully executed by those supervisors directly concerned, the closing period moved without incident and the last evacuee left on November 30, 1945 without anyone being forcibly evicted or even given a departure order.

I feel I was particularly fortunate in being afforded the pleasure of working with the specialized programs. I feel that here at Rohwer every one of us did everything in his power to make the lot of the evacuees as pleasant as possible. I feel this was directly the result of having a Project Director who was understanding, humane, and willing to make any reasonable sacrifice for the common good.