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United States
Department of Interior
War Relocation Authority
McGehee, Arkansas

HISTORICAL STATISTICAL - FUNCTIONAL
REPORT

of

Reports Division

Austin Smith, Jr. - Reports Officer

Rohwer Relocation Center

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APPENDIX

I.	Exhibit "A" - List of Special Reports
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I. INTRODUCTION:

Although the first evacuees arrived September 17, 1942, the official appointment of the Reports Officer for the Rohwer project was not made until April, 1943. The first report submitted was for the week ending October 31, 1942. The Administrative Officer prepared all reports from then until the last week in December 1942. At that time the assistant to the Chief of Community Management became Acting Reports Officer and assumed responsibility for all narrative reports.

The chief duties of the Reports Officer were to; (1) supervise the project paper, (2) direct public relations, (3) prepare narrative reports on project operations and unusual events, (4) report on evacuee attitudes and reactions, (5) collect and prepare documentation and historical material, and, (6) take, or supervise the taking of official photographs for publicity purposes or for documentation.

II. PUBLIC RELATIONS:

Three daily papers and one weekly were largely responsible for newspaper publicity concerning the project. Two of the dailies were Little Rock papers, the Arkansas Gazette and the Arkansas Democrat, and the other was the Memphis Commercial Appeal. The weekly was the McGehee Times at McGehee, Arkansas, a town of 4,000 which is the railhead for the center and the chief point of outside contact for the evacuees. From the first, the attitude of the two Little Rock papers was friendly but not long after the evacuees arrived, the Commercial Appeal printed a series of stories by its Arkansas correspondent which attack the way the two Arkansas projects were being operated. Practically all of these concerned the Jerome project because this was the one the writer happened to visit. The weekly paper at

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McGehee, was at first rather unfriendly but it did not make any outright attack on the project for more than a year.

In the summer of 1943, it was decided that definite action would be taken to improve newspaper relations and "Press Day" was announced. The plan was to have representatives of as many newspapers and radio stations as possible, come to the project and spend a day or two there and conduct a thorough investigation as to how the project was run, how the evacuees were living and working and what the residents were really like. Since the Rohwer center was the first to be established, it was decided that it would play the part of host. Personal invitations were given to ten Arkansas papers and two radio stations and visits were also made to five papers and one radio station in Louisiana and to three papers in Mississippi. Written invitations were sent to two papers in St. Louis, Missouri, four in Tennessee and one in Alabama. The Reports Officer at Jerome made most of the personal contacts outside the state. The Field Assistant Director in Little Rock invited the papers and Press Associations there and also went to Memphis to talk with the editor of the Commercial Appeal about the attitude of that paper's Arkansas correspondent. He made the request that this man not be sent to the project as the paper's representative and his request was granted. The Reports Officer at Rohwer made the other personal contacts in Arkansas. The Rohwer "Open House" was held June 30, and July 1. Representatives from the following newspapers and radio stations attended:

Commercial Appeal
Memphis, Tenn.

Shreveport Times
Shreveport, La.

Shreveport Journal
Shreveport, La.

Monroe World Star News
Monroe, La.

St. Louis Globe Democrat
St. Louis, Mo.

United Press
Little Rock, Ark.

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Arkansas Democrat
Little Rock, Ark.

Arkansas Gazette
Little Rock, Ark.

Associated Press
Little Rock

Radio Station KFFA
Helena, Arkansas

Radio Station KOTN
Pine Bluff, Ark.

Helena World
Helena, Arkansas

When the guests arrived they were given the freedom of the project and while they were here they were accompanied by the Rohwer and Jerome Reports Officers only if they indicated that they wanted them to do so. The guests were told that if they wished, certain evacuees would be assigned to act as their guides throughout their stay here. Special care was taken in the selection of these evacuees and in two particularly cases they were personally responsible for much of the good will that was reflected in the stories that the reporters wrote. No unfavorable stories resulted from "Press Day", and a great deal of favorable publicity was obtained. The attitude of the Memphis Commercial Appeal changed entirely and since that time it has been the project's friend and supporter. The two Arkansas papers became even more friendly and two daily papers in Monroe, Louisiana carried a series of exceptionally favorable articles. The Press Association stories were also in a friendly vein and after "Press Day" the project, with one exception, had no trouble about unfavorable publicity. The exception was the weekly paper at McGehee.

From the first the attitude of the McGehee Times had not been favorable but it at least had not attack the administration or the evacuees. This situation continued until late in the summer of 1943 and at that time a series of editorials appeared which were critical of the evacuees and their conduct. These were the result of an uncomplimentary sports write-up in the project paper concerning an outside base ball team that came to the center for a game with the evacuees. The attitude of the McGehee editor was extreme but some of the criticism of the evacuees was

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based on facts. In all, three or four of the editorials appeared and when the series ended the project paper carried a statement that was pretty much a confession of error and an apology. For some time after that, the project was ignored by the McGehee paper except for a routine story now and then, until it issued a special Desha County Military Edition which listed all the soldiers from this county and used the pictures of many of them. The project was invited to submit a list of Nisei soldiers together with pictures and a list of casualties and the results was one of the best pieces of publicity that the project received. Since that time relations with the McGehee paper have been satisfactory. The change in attitude was mostly due to the fact that there was a better understanding of what the evacuees were really like and what the purpose of the project was. The editor also told the Reports Officer that her previous unfriendly feeling toward the project had been prompted by the death of her brother who had been killed early in the fighting in the South Pacific. Another reason for the change in her attitude was an interview she had with Mr. Myer on one of his visits here.

For some time after the Rohwer center opened it was the project policy to release very few newspaper stories. This policy was changed somewhat when the Nisei began to go into the Army and especially when they began to take part in combat and when casualty notices began to come in. Care was taken that every story sent out had some real news value and it is felt that this policy was justified by the results. Practically all stories that were released in the last two years of operation were used by the papers. This was especially true of the Memphis Commercial Appeal and the Arkansas Gazette, the two most influential dailies in this section.

Occasionally freelance writers came to the project to obtain material and all possible help was given these visitors. The chief of Community Management had a wide acquaintance in Church and educational circles and was instrumental in bringing many visitors

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to the project. The head of Community Activities also was public relations minded and did much work along this line. Several of the evacuee leaders in the center went out from time to time to attend religious and educational conferences throughout the state and occasionally in adjoining states. There were a few visits by Civic clubs from nearby towns which were invited out to inspect the project. When either individuals or groups came on visits, care was taken that they came in contact with the best evacuees at the center. The Education Section also gave considerable help in establishing better public relations. At the end of the first school year an open house was held and many educators from schools through out the state and officials from the State Education Department attended. The exhibit that caused the most comment and made the best impression was that of the high school art class. Later, members of the art class painted eight 4 x 8 murals depicting evacuation, center life, and relocation, and these were on display in the center auditorium and never failed to produce favorable comment.

The attitude of the evacuees and the appointed personnel had a great deal of bearing on public relations. As a whole, the evacuees had little understanding of what would have a favorable impression on the public and what would not. This was particularly true of the Issé. They all wanted favorable publicity but few of them were willing to go to any great effort or trouble to earn it. Public relations work among the evacuees was always confined to a rather small group. There were occasions when center residents or their representatives did or said things that anyone should have known would make them unpopular on the outside but they persisted in this course of action.

As far as the appointed personnel were concerned, this group was much more of a help than a hindrance in public relations. The general rule was that the appointed personnel might criticize the evacuees severely, while they were on the project, and most of them did at one time or another, but when they left for visits to the outside it was very nearly the invariable

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rule that they presented the evacuee side of the situation. Of course, there were exceptions to this, too, and there were always a few of the administrative workers who thoroughly disliked all the evacuees and who made no effort to conceal this either on or off the project. The Rohwer center was fortunate in having very few of these workers and also in that the appointed personnel turnover was unusually small and there was no instance where an employee was fired and then aired all his grievances on the outside.

III. PROJECT PAPER:

The Outpost, the project paper, was a government publication and was not sponsored by the center cooperative. For most of its life, it was published in six pages with three columns to the page and was composed in newspaper style. It appeared twice each week, on Wednesday and on Saturday. It was never printed but was always mimeographed and its circulation averaged approximately 3,000. The outside circulation was never large, averaging between 125 and 150. Most of this went to a few local papers, to colleges, and to selected individuals. The first issue of the Outpost was published on October 24, 1942, which was several months before a Reports Officer was appointed at the project.

The paper was originally sponsored by the Community Activities Section. Its origin was democratic. The head of Community Activities called a meeting of young Nisei who had worked on similar papers in the Stockton and the Santa Anita Assembly Centers. An editor, and one or two assistant editors were appointed and the selection of the remainders of the staff was left up to these individuals. This policy of self-government was followed through out the life of paper and it proved to be satisfactory. It was also the policy of the project administration to permit as much freedom of press as possible. It was always

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understood that unless something was entirely out of order there were no restrictions as to what was to be printed and it was certainly to the credit of the evacuee staff that it was never necessary to absolutely forbid the publication of any material and only in two or three cases was it necessary to insist that any certain story be published or suppressed. There were many times when news stories were written in a way that did not suit the administration very well. There were editorials and columns written that did not please the administration at all, but it was much better for the staff to feel that they had considerable freedom and that the administration had confidence in them, than it was for them to feel that they were merely following directions. The degree of supervision by the Reports Officer depended on how pressing his other duties were. For example, when he was engaged nearly entirely in leave clearance work for approximately six months, much of the material was not checked. At other times important news stories, and especially those dealing with official announcements, were checked before publication. As a general rule, editorials and columns were checked in advance, but there were exceptions to this.

When the Reports Officer took over the supervision of the paper the English section had a staff of 12 or 15. This included mimeograph workers who not only published the paper but did all other mimeographing for the project administration. As the staff was reduced by relocation, the size of the paper was also reduced. In the last few weeks of its life, it was composed of only two pages. At this time there were two workers besides those responsible for mimeographing. Practically all the news was composed of WRA announcements and regulations together with project stories. No attempt was made to cover events outside the project unless they dealt with relocation.

The paper was always published by amateurs except that for the first two or three months of its existence there was an editor who had attempted to

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publish a weekly paper on the West Coast but he had done this only as a sideline to his regular business. A few weeks after a Reports Officer was appointed, a survey of employee records was made to determine if there were any professional newspaper workers in the center. The only one that was found had all his experience in Tokyo working for the Domei News Agency and he did not wish to leave his work with the Community Activity Section to accept a job with the paper. The rest of the employees had worked only on college and high school publications. Incidentally, one of the best editors was a 16 year old girl who finished high school at Rohwer.

The first Japanese issue was published on December 24, 1942. The Japanese staff averaged 5 or 6 workers. At first the Japanese Section, in theory, published only what was in the English section but there was some exchanging of stories and information. For most of the time, the Japanese section consisted of four pages. Except for a period of six or eight months no translation of the Japanese was made at the project. A translator was obtained not long after procedure was changed to require a translation, but when this man relocated, no other evacuee was ever found who was willing to undertake the task. There were plenty who could do it, but none who would do it. This was due largely to reluctance to being placed in the position of checking on the work of any other evacuee. Copies of the Japanese version were always sent to the Department of Justice and to Navy and Military Intelligence. These agencies never questioned any of the material that was used.

With one exception, the Japanese staff apparently kept faith with the administration. There was no trouble in this respect at all until the original editor relocated and a Kibe/ took his place. This man did not, himself, use undesirable material but he was unduly influenced by an Issei worker who was anti-relocation and occasionally verged on being anti-American. After several warnings the offender was finally told by the Reports Officer and a Washington Representative of the Reports Division, that

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if the trend of his writing did not change it would be necessary to terminate him with cause. The warning was apparently effective because translations were made for several weeks by Washington and the tone of his contributions improved considerably. The type of material used by the Japanese section was somewhat similar to that of the English section but the subject matter was naturally more suited for Issei consumption. Most of the news items were of a local nature and world news was not used. The Japanese section could have been a great help in promoting relocation but it never did support the program as we would like for it to have done although the staff never refused, as far as we know, to use any material that was given to them with the specific request that it be printed.

IV. REPORTS:

A. Weekly Reports:

Until the end of June 1943, the weekly reports were of a statistical nature and were made on forms which originated in the Washington Office. In addition to the statistical information, space was provided for a narrative comment by the Project Director. After June, the use of forms was abandoned and the weekly reports consisted entirely of narrative comment. The responsibility for preparing these reports was delegated to the Reports Officer, but they were always checked, approved and signed by the Project Director. They expressed his opinions and views and were in reality his reports. The Reports Officer acted merely as his agent.

The purpose of the weekly comment was to provide the WRA Director in Washington with general information as to how project operations had been carried on during the week and to give him detailed information concerning any unusual events or new and important developments. They were similar to a continued story in a weekly magazine and through them the Director was kept informed, step by step, of such important programs as registration, selective service, segregation, relocation and etc.

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Information for the weekly narratives was obtained by the Reports Officer and his employees, from the appointed personnel and from the evacuees themselves. No great difficulty was encountered in obtaining the information except that care had to be used in dealing with the evacuees because they were suspicious of any official attempt to gather information. At first the appointed personnel were somewhat reluctant to give official information to evacuee workers of the Reports Division but this reluctance gradually disappeared as the administrative and evacuee workers became better acquainted with each other.

B. Monthly Reports:

Monthly reports were submitted by different sections, divisions, and units on statistical forms. These included:

Project Attorney	Agriculture
Reports Office	Fire Department
Engineering	Police Department
Self-Government	Education
Community Activities	Cooperative
Evacuee Property	Health
Welfare	Housing
Vocational Training	Relocation

The monthly forms also provided for a narrative comment by the head of each unit. After the separate unit reports had been submitted to the Reports Officer he summarized them in a narrative which covered all project operations during the month. Much of the information for the narrative came from the formal reports but many subjects were also covered which did not come under any particular unit. After July 1944, greater emphasis was placed on the monthly narrative and it was prepared more in detail and covered a wider range of subjects.

There was always considerable duplication between the weekly comments of the Project Director and the monthly summaries. The statistics in the monthly summary were, of course, taken from the forms submitted by the different units and these constituted

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original material. The other information in the monthly summary, however, had usually already been covered in the weekly comment. The chief advantage of the monthly summary was to compile in one document information that had only been given piecemeal in the weekly reports. It is obvious that there was some advantage in having in one report all the facts about a certain program or event rather than having them scattered through three or four separate reports. On the other hand, it was true that when project programs began in one month and ended in another or ran through the course of five or six months, many developments discussed in the monthly summary were mentioned in three or four separate reports.

The units submitting the monthly statistical forms were, as a whole, very cooperative and there was never a great deal of difficulty in getting the forms completed. There were naturally one or two exceptions and there was always some difficulty in getting the monthly reports prepared and submitted to the Reports Officer soon enough for him to check them and prepare the summary in time to get the completed report mailed by the 5th of each month as procedure prescribed. Many times this was not due to carelessness or lack of cooperation on the part of the unit heads but arose from the fact that it was very difficult in some cases to compile the necessary figures for the past month as quickly as was desirable.

C. Special Reports:

Special reports were prepared from time to time describing unusual events, new developments or some phase of project life. The purpose of the special reports was two fold. First, to give the Washington office current, detailed information concerning any new development at the project and second, to build up a supply of documentary and historical material that would be valuable in the future to those who were interested in knowing how the evacuees lived and how they were treated.

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Some of these reports were prepared at the request of the Washington office but most of them were submitted when the Reports Officer found time for this work after more pressing duties had been performed. Most of the reports from this project were written by the Reports Officer but some of them, and some of the most valuable, were prepared by evacuees. The evacuee's reports gave their side of a situation and were written from an evacuee viewpoint. The greatest difficulty with evacuee reports, was finding some one who was capable and willing to write them. If a subject involved conflict or friction between the administration and the center residents some times it was difficult to get an evacuee to write on this subject. They were always very much in fear of being considered an informer by other center residents. For example, when several evacuees in the Reports Division were asked to contribute samples of evacuees attitudes toward registration, one of the best informed and most highly Americanized of the workers became very indignant and said that he would not inform on other evacuees. He took this position in spite of the fact that at the time of assignment it was carefully explained to the group what the information was to be used for, that no confidences were to be violated and that no undercover work was expected of them. At first the Reports Officer was expected to make reports on evacuee attitudes and reactions but he was relieved of this obligation when the Community Analyst arrived in August, 1943.

At some centers, there was a substantial number of evacuees who were interested in literary or research work but the Rohwer center was composed largely of rural people and by some freak of population distribution, very few people were ever in the center who could do creditable work in this line. There were a few who were capable in this type of work but most of them had other employment.

Altogether, 50 special reports were submitted by the Reports Division during the life of the project.* This figure does not include two reports to the Spanish Consul which were prepared by the Reports Officer for the Project Director. These were in accordance with the requirements of the Geneva Conference.

*(See exhibit "A" for list of special reports)

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V. EVACUEE INFORMATION:

One of the principal duties of the Reports Officer was to see that information concerning WRA regulations, policies, and programs was made available to the evacuees. For some time the center newspaper was the chief medium for this information. It was usually printed as a news story and written in the form of a statement by the Project Director. It was found that it was very important that the meaning should be made as clear as possible, that there could be no way to interpret a statement in two different ways, so that there could be grounds for misunderstanding.

Early in the life of the project an attempt was made to influence the thinking of the Issei group with reference to the outcome of the war. At one time a considerable amount of material printed in Japanese was received and distributed, the purpose of which was to convince the Japanese Nationals that Japan could not win the war. This program had little success.

The flow of information to the evacuees, or propaganda as they were accustomed to calling it, was greatly increased when the relocation program really got under way. Various methods were used to spread information favorable to the program. Stories on the subject were printed constantly in the center paper and dozens of different kinds of bulletins and pamphlets were prepared in the Washington office and were sent to the center for distribution. Excellent photographs were prepared by the Denver photographic office that showed evacuees who had successfully resettled. Two or three relocation films prepared by the WRA were also shown. In addition to this, a relocation team composed of relocation officers from the WRA Field offices spent a week at the center holding nightly meetings and personal interviews to explain the advantages of relocation.

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Most of the relocation pictures were received by the Reports Officer who saw that they were posted with the proper caption in places that the evacuees would be most likely to see them. These included the Administration buildings, the Relocation Office, the Welfare Office, and the Hospital Clinic waiting room. The Relocation pamphlets and bulletins also came to him and if received in sufficient quantity, this material was divided into separate bundles for each block and turned over to the block managers for distribution. If only a limited quantity of material was received, it was sent to influential evacuees, such as the Chairman of the Council, the Chairman of the Block Managers, the Evacuee Relocation Committee and certain Christian ministers and Buddhist priests. Copies were also left in the Relocation library, the Relocation waiting room, the Welfare waiting room and the waiting room at the hospital.

All this information had some effect but there is no way to tell how influential it was or what type was most helpful. There was always a strong tendency on the part of center residents to discount the accuracy of any information put out by the WRA or any government agency or official. They were apparently influenced more by personal letters and word-of-mouth information from other evacuees than by anything else. Evacuee leaders were also very reluctant to make recommendations that too strongly followed the WRA line, no matter how well they personally were convinced of the wisdom of this policy, because they were always afraid that they would be considered tools of the administration.

From June 16, 1945, through November 2, of the same year, a relocation bulletin was published whose purpose was to encourage relocation and give information that would be helpful to those who wished to relocate. At first this bulletin appeared once every two weeks and later on every week, and six or eight special editions were also published when news particularly important to relocation developed. At first the bulletin appeared only in

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English but for the latter half of its life it was translated into Japanese by the staff of the Japanese section of the center paper. Sufficient copies were reproduced so that each family could receive one and they were distributed along with the center paper. The pamphlets and the bulletins on relocation which had been prepared by the Washington office in Japanese, are believed to have been particularly helpful to the relocation program because in the final analysis it was the Japanese reading segment of the population that really determined the attitude of the evacuees toward relocation. Special information bulletins in Japanese explaining segregation were also received from the Washington office and from time to time local information sheets concerning special job offers such as that of the Sioux Munitions Plant at Sidney, Neb. were published at the project.

There was always one particular disadvantage in distributing information in Japanese and that was the uncertainty as to how this information would actually read after it had been translated. It was very easy for errors to be made or at least for misleading emphasis to be placed on certain points when material was translated. The best example of this was the booklet on segregation which contradicted in some respects corresponding information in English.

VI. DOCUMENTATION:

Documentation at the Rohwer Project consisted mostly of various reports, center publications, photographs and the minutes of the Community Council and the Block Managers. Parts of the files of the various sections and divisions might come in this classification but they were not the concern of the Reports Officer. Copies of the Outpost, the High School paper and the Junior High School paper, were sent to the Washington office regularly. There were various publications both of the Buddhist Church and the Christian Church and these were also sent in but it was very difficult to obtain a complete set because of the short life of most of them and because the staffs were always

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changing. Two special publications, conceived by the evacuees and published by them, were of particular value. One was the "Pen", which gave a detailed description of project operations, unit by unit, and the other was a pictorial history of the center called "Lil Dan'l", which was done in cartoon style. The Pen gave an excellent description of how the project operated and Lil Dan'l was much more than a comic book. The originator was not only a good amateur cartoonist, but he very accurately portrayed what life in a relocation center is like and he certainly caught the spirit of center life.

VII. PROJECT PHOTOGRAPHS:

Most of the photographs that were made at the project for publicity and documentary purposes were taken by Mr. Tom Parker of the Photographic Unit of the War Relocation Authority at Denver, Colorado. A few were also taken by Mr. Charles A. Mace of the same office and a few more by Miss Gretchen van Tassell. Approximately 256 others were taken by an evacuee photographer for the Reports office. Most of the pictures taken by the evacuee were developed on the the project in the Co-op photograph shop. The Reports Officer made suggestions as to what kind of pictures were desired. Such subjects as the farm, farm produce, school and athletic events, various evacuee activities and memorial services in honor of Nisei soldiers killed in action were used. From time to time local pictures were loaned to center residents and the appointed personnel when they made speeches or had other special contacts with the outside. Some were also sent occasionally to local newspapers and were loaned to free-lance writers who came to the project. At first the approval of the Washington office was supposed to have been obtained before any photograph was released for publication but this practice caused so much delay that it was abandoned. For a time identification photographs of relocating evacuees were taken under the supervision of the Reports Officer but responsibility for this was later shifted to the Relocation Officer.

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VIII. SPECIAL WORK OF REPORTS DIVISION:

Practically every administrative employee on the project was called upon from time to time to perform duties outside his regular line of work and the Reports Officer was no exception to this. For approximately six months he was engaged in leave clearance work to the exclusion of practically every thing else. Most of his time was taken for nearly two months handling Selective Service matters for the project. At the Rohwer project mimeographing was never under Office Services as it was at most centers, but was done by the mimeograph section of the project paper. These were the three most important assignments of the Reports Officer in addition to his regular work but there were others of less importance and responsibility.

Exhibit - "A"

SPECIAL REPORTS

1. Evacuee Reaction to Japanese Surrender
2. Nisei Conference at Rohwer
3. Visit Chinese Officials
4. Christmas at Rohwer, 1944
5. Information Concerning Proposal by Sioux
Munition Plant to Employ Evacuee Labor
6. Distribution of Information Concerning Lift-
ing of Mass Excursion Order
7. Memorial Service, December 16, 1944
8. Memorial Service, September 30, 1944
9. Evacuee Trip through Eastern States
10. Rohwer Murals
11. Women's Activities at Rohwer Center
12. Diary of WRA Train Representative on Tule
Lake Trip
13. Activities of Spanish Consul at Rohwer
14. Social Life of Issei
15. Malaria Control Program
16. Center Census, March 31, 1944
17. Evacuee Attitude Toward Selective Service
18. Living Quarters at Rohwer
19. Rohwer USO

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20. Use of WRA Photographs at Rohwer
21. Well Baby Clinic
22. Maternity Health Program
23. Health Rooms
24. Rohwer Center Library
25. Christmas at Rohwer, 1943
26. Nursery Schools
27. Rohwer Red Cross
28. Segregation
29. Impression of Middle West and WRA Field Offices
30. Summer Camping Activities, 1943
31. Segregation August 1, - September 14, 1943
32. Farming Operations
33. Irrigation Farming
34. Community Activities Section
35. Evacuee Reaction to Announcement of Segregation
36. Buddhist Church
37. Press Day, June 30 - July 1, 1943
38. Rohwer Christian Mission
39. Information from Relocated Evacuees
40. Evacuee Community Government at Rohwer

Special Reports - 3 -

41. Anti-Japanese Legislation, 1943
42. Industry Report
43. Labor Disturbances
44. Evacuee Dissension
45. Evacuee Reaction to Registration Program
March 8, 1943
46. General Registration
47. Evacuee Reaction to Registration Program
February 12, 1942
48. Community Activities, February 10, 1943
49. Review of General Registration
March 24, 1943
50. Negative Answers to Question 28 by Male Citizens.

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PN - Austin Smith J

PERSONAL NARRATIVE

of

Austin Smith, Jr. - Reports Officer
Reports Division

Period Covering
October 27, 1942 - December 31, 1945

PERSONAL NARRATIVE REPORT

OF

AUSTIN SMITH, JR. - REPORTS OFFICER
ROHWER RELOCATION CENTER

I started to work at the Rohwer project on October 27, 1942, two or three days before the last train of evacuees arrived. From then until the last week in December of that year, I worked as assistant to the Chief of Community Management. My duties were principally with clothing allowances, short term leaves, and transfers of evacuees between centers.

The thing that would have helped me most during the first two months of my work, was a better understanding of people of Japanese descent and more information concerning evacuation and the aims and policies of the WRA. If I had possessed a better appreciation of the ability and the integrity of the Japanese people with whom I worked, more would have been accomplished and I would have had much more peace of mind. For example, when the time came for me to turn over to strange evacuee workers ten or twelve thousand dollars worth of clothing for distribution that I had signed for, and was responsible for, I did this with no little doubt and uncertainty. I later found out that the honesty and the ability of the workers who handled the clothing distribution was above question but I needed to know this when I turned the clothing over to them. As far as short term leave work and the transfers were concerned, the chief problem there was trying to work out an orderly system for doing this when practically every other project was trying to do the same task in a different way. No one was to blame for this situation. It was inevitable that it should exist in an organization that was so hastily set up and for which there was no precedent whatsoever.

When I became Acting Reports Officer in the last part of December, 1942, my chief problem was lack of equipment and competent personnel. For several months the equipment consisted of a borrowed desk, a borrowed executive chair, a typewriter, and a typist chair that was "accumulated". No one was to blame for this situation, either.

Personal Narrative Report

The equipment simply was not available at that time and I was amply provided for later on. The lack of competent personnel for the kind of work I wanted done was a much greater problem and was never solved. This was due largely to the fact that in this particularly center, there was not one person who had made his living by writing for an English publication and there were very few who had much formal training along literary or research lines. When evacuees were found who had some measure of ability in this kind of work they were also the type of people who relocated at the first opportunity. In working on reports and especially those dealing with evacuee attitudes, it was necessary that particular care be taken that the evacuee helpers did not get the idea that they were expected to be informers. With a detailed explanation of the purpose of the work, misunderstandings developed even with the most Americanized Nisei.

One well educated Issei was kept on the payroll for a year or more as a research worker and writer of special reports but his English was so Japanized that he was valuable chiefly as a source of information. This information was obtained to a large extent in an indirect manner. I believe that he continued to work with me because he thought that he could get more information from me about what the WRA was going to do than he could in any other way. On the other hand, I always thought that I could get more information from him about what the Issei were thinking and what their attitudes were than he could get from me about what the administration was doing or was going to do, so I kept him on the payroll. I still think that I was the winner and from him I am certain that I learned at least something about what the Issei thought and why they thought it. He used to tell me that many of the Japanese nationals thought I was a F.B.I. man or something of that nature and after reading Commander Leighton's book about the Poston center and the attitude of the original Reports Officer there, it is not surprising that my work was viewed with some suspicion and that it took considerable time to gain the confidence not only of the evacuees as a whole but of some of the Reports Division employees as well. There is no doubt that the Poston people passed

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on to all other centers their impression of the Reports Officer there. If I were ever to undertake this kind of work again, I would spend much of the time during the first few months gaining the confidence of center residents.

With one or two exceptions, the local papers were fair in their attitude toward the center and the evacuees. The chief difficulty at first was their lack of understanding of the real situation. This problem was solved to a great degree by the project "Open House" which was held for two days in the summer of 1943. Representatives from 18 or 20 newspapers and radio stations spent a day or two at the project and the results were most gratifying. After its reporters had spent two days and a night at the project, the only daily paper that had been antagonistic, changed its attitude entirely and it was comforting to know that the papers in this section would be fair if they got their facts straight. Two unusually able Nisei accompanied representatives of three different papers most of the time they were here during the "Open House" and they did much to improve the attitude of the reporters. These young men were smart, tactful and very nice looking and the reporters were inclined to judge the rest of the evacuees by them. It is to the credit of the evacuees that it was almost an invariable rule that if they were closely associated with visitors they made a good impression. There were exceptions to this particularly among the Issei, but it nearly always helped public opinion for outsiders to come to the center or for the evacuees to make contacts on the outside.

On the other hand, the attitude of the evacuees as a group made public relations rather difficult. They all wanted favorable publicity and they considered this of prime importance. The trouble was that many of them would not go to the trouble to do things or conduct themselves in a way that would gain public favor and would not hesitate to do a thing that would hurt them in the eyes of the public if they really wanted to do it. It was particularly true among the Issei that if there was a conflict between Japanese customs and good public relations, Japanese customs usually won out. For example,

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a successful campaign was carried on in all the blocks to send gifts to Japanese prisoners of war in this country. This was not the act of a few pro-Japanese individuals. It was a center-wide program and was sponsored by some of the leaders. If this fact had become known to outside papers, unfavorable publicity would have resulted but regardless of this the program was carried out. Still more damaging if it had been known generally, was the attitude of the Issei here when Japan surrendered. They must have known or should have known anyway, that the public eye would certainly be on them at this time. In spite of this they, with few exceptions, refused to participate in a center program that specifically did not celebrate victory but only peace. Not only did the Issei refuse to take part in the program, they did not attend and more than that, they used enough pressure on the Nisei to keep them from attending.

It is interesting to speculate on what would have been the effect on the behavior of the older group if unfavorable events or developments within the center had been scrupulously made public. It would have been a painful way to teach a lesson but it might have shown them that favorable publicity is a thing that should be earned. As it was, they were inclined to believe that good newspaper stories should always be appearing in their behalf but many of the Issei would not hesitate to take a course of action that was bound to discredit them if it became known. They expected someone to cover up for them and someone always did, but sometimes it went against the grain.

This lack of appreciation of what would affect the public unfavorably was not confined exclusively to the Issei. Groups of boys speaking Japanese on the streets of McGehee did nothing to convince the people that the boys weren't "Japs" and were really American citizens. The occasional applauding of the Japanese flag when it appeared on the screen at the center picture show was not done by the Issei as much as it was by the "teen age" boys. It is true that this was probably done in a spirit of bravado and was not a real indication of disloyalty but even 16 years old Nisei should have known that the Caucasians present might report these occurrences on the outside and that the general public might show a lamentable lack of understanding of the matter. If the

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Issei leaders had realized what a dangerous practice this was, it seems that they would have taken measures to prevent it. None of these things made the work of the information officer at the Relocation center any easier.

There were some things on the other side of the ledger, too. There were always individuals among the Issei and the Nisei who could be relied upon to make an excellent impression in personal contacts, as has been previously stated. The Japanese girls and women, and particular those that were nice looking, always made a good impression. Group action that gave us considerable assistance included the Center Honor Roll, Red Cross and Paralysis Fund contributions, a successful "Buy a Jeep Campaign", the purchase of space in the McGehee Times Military Edition by center organizations and the erection of a monument in the center cemetery in honor of the Nisei from this center who lost their lives in the recent war. Things of this kind were very helpful but the life of the Reports Officer would have been much more pleasant if there had not been other things that could not be talked except in the "family" of the administration.

As a whole, the appointed personnel were an asset as far as public relations were concerned. They might criticize the evacuees frequently while they were on the project and most of them did, but when they left the center, practically everyone defended the center residents and took their part. It was also the general custom not to mention unfavorable things that occurred on the project. It was another case of family members who fought among themselves but presented a united front to the public. This attitude was typical of a large percentage of the administration workers but, of course, there were exceptions. There were a very few who could see no good in the evacuees whatsoever, and never failed to express this opinion on or off the project. An example, of this was a man who talked loud, long and inaccurately about the evacuees to the first free lance writer who came to the project and as a result I had to spend the remainder of the day trying to offset this man's remarks.

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and would probably never have succeeded except that the visitor knew from past experience that the WRA employee was extremely prejudiced on any controversial subject.

Then there was a small group of administrative workers who seemed to think that no person of Japanese descent could do wrong. Their views were so obviously prejudice that, with all their good intentions toward center residents, they frequently caused us considerable embarrassment. For example, when I brought a newspaper editor to the project at the time the last train left, a well meaning WRA employee rode from McGehee to the project with us and took what she thought was a golden opportunity to convince the editor that the loyalty of all the evacuees was above reproach. In view of the fact that the editor was thoroughly familiar with the fact that approximately 1200 persons had been segregated from the project, this was not only a futile but also a foolish undertaking. All it did was to give support to the story that some of the project employees were pro-Japanese.

The greatest difficulty in operating the center paper was lack of qualified personnel. All the workers with one or two exceptions had no newspaper experience except on high school, college or assembly center papers. Another difficulty was the cleavage between the Stockton and Santa Anita groups. For some time after the center opened, care had to be taken that the staff was fairly well balanced between these two factions.

The paper had been started under the sponsorship of the Community Activity Section several months before a Reports Officer was appointed. The editor and assistant editor had been selected and they were permitted to pick the remainder of the staff. This proved to be a sound policy and it was followed through out the life of the paper. The old staff practically always picked the new workers. If this had not been done there would have been too much friction among evacuee workers for the paper to operate successfully. This policy also made the staff feel that they were a trusted and independent group.

As far as possible a "hands off" policy was also followed in determining what should be printed and how it

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was to be written. The average person would be surprised at how much "Freedom of the press" was permitted. This resulted in some material being used that the administration did not particularly like but with one exception no real trouble was caused and the advantages far offset the disadvantages. No effort was made to see that everything written was grammatically correct or in the best newspaper style. Closer supervision along this line might have resulted in fewer "baggages and freights" appearing in the paper but this was more than offset by the feeling of independence and responsibility that the staff always had. Within the staff of the English section there was a surprising amount of loyalty to the paper and when the number of workers was reduced from an average of 10 or 12 to 2 employees, the paper always came out on time although it had been reduced in size. I do not believe that this spirit of loyalty would have been present if some one had been looking over their shoulder all of the time to see what was written and to make suggestions as to how it was to be written.

Obviously the only supervision of the Japanese section possible was to explain the general policy, and there was never any trouble with this group as long as there was a responsible editor. During the last 8 or 9 months the Japanese section was published, a Kibei was editor who was too much under the influence of an anti-relocation and somewhat pro-Japanese Issei member of the staff but even then, there was no serious trouble. The Japanese section was somewhat reluctant to translate the Relocation Bulletin but they finally agreed to do this. Their reluctance was due to two things, First, they were opposed to relocation and second, they did not consider it part of their job. The editor of both the English and Japanese sections had to exercise considerable judgement not to offend different factions within the center. They did not go as far as ^{the} administration would have liked in advocating voluntary registration, relocation and etc, but on the other hand there was little or no active opposition to these programs from this source.

The greatest difficulty in making effective any information program among the evacuees was their extreme suspicion of anything that had a WRA or Government origin. No matter how factual the information might be and no

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matter in what form it was presented, they always referred to it as "propaganda". This was especially true of relocation bulletins and information sheets. The first effort of this kind was the distribution of material in Japanese early in 1943, that was intended to convince the Issei that Japan would loose the war. At that time Japan was doing very well in her war effort and in view of the fact that a few of the diehards left the center in November 1945, still unconvinced that Japan had lost the war, this program was certainly ambitious.

The thing that influenced Japanese in their opinion more than anything else about relocation or about any controversial subject was what another evacuee wrote or told them. Moreover, this information had to come from a person of Japanese descent who had absolutely no connection with the WRA or the Government. A center resident could be wholly trusted by other evacuees but if he established what they thought was too close a connection with the administration, he was looked upon with suspicion.

The chief difficulty encountered in collecting the routine reports was the belief on the part of most of the unit heads that they were of little importance. The customary remark concerning them was "no one reads them anyway". This attitude made it difficult to persuade these people to prepare very much narrative comment in addition to the statistical forms. The inclination was to do the minimum required. If I were going to do this work again I would do every thing possible to play up the importance of the reports and would ask the help of the Washington office in this effort.

To a person doing work similar to mine, I would suggest that he follow two general rules. First, he should become the friend and confident of as many evacuees as possible, as soon as possible. Second, he should use them in the work of the Division to the utmost of their ability. The latter is especially important in the field of public relations, the project paper, documentation and evacuee information. By doing these things the administration would derive the greatest benefit and so would they.

R Spurr
copy 2

United States
Department of Interior
War Relocation Authority
McGehee, Arkansas

HISTORICAL STATISTICAL - FUNCTIONAL
REPORT

of

Statistics Section

Lillian Morrow - Statistician

HISTORICAL REPORT - STATISTICS SECTION

When the project was first set up there was no provision for a statistics section or a statistician. Very few reports were called for in the early days. Until February 1, 1943 a daily population report was teletyped to Washington by the Assistant Project Director in charge of Operations.

The records on the evacuees which came from the Assembly Centers were delivered to the Registrar in the Section of Employment and Housing.

In November 1942, after the first rush of receiving and housing the center residents was over, the Employment Section directed a survey of the population. During the survey all adults were interviewed and the WRA Form 26's were filled out for all center residents. An adult member of the family gave the necessary information for WRA Form 26 for each minor in the family. Thus a complete file on Center residents was established. As new residents came into the center each one was interviewed and the necessary information to complete these forms was secured.

On December 28, 1942 a Senior Statistical Clerk was added to the staff of the Employment and Housing Section. At that time the records of departures, admissions, births, deaths, transfers, and marriages by name and date were dug out of the accumulation of information for previous months and placed in usable form.

Following WRA instructions the first name by name accounting and roster of center residents was made as of February 1, 1943. This work was carried on by the Employment unit of the Employment and Housing Section, which by this time had become a part of the Employment and Leave Division. One member of the staff supervised the reports and statistics and one member supervised the records from that time, until the Statistics Section was established in May 1944. The evacuee staff, detailed to the records and reports, ranged from six to sixteen full time employees and during the first six months a group of from fifteen to twenty-five part time employees.

The daily population report was delegated to the Reports Office on February 1, 1943. The information which had been accumulated by the Employment Section, regarding the admissions and departures prior to that date, together with the accurate count of the resident population as confirmed by the roster, was given to that Division as a basis for setting up the reporting system.

On May 19, 1943 the responsibility for the population accounting and reporting was delegated to the statistical clerk in the Division of Employment and Leave. This work and all other statistical work was under the supervision of the same staff member from that time to the

close of the project as a part of the work of the Senior Statistical Clerk, Acting Assistant Placement Officer, Leave Officer, and finally after May 16, 1944, as Acting Statistician and Statistician.

When the Statistics Section was established, the individual files remained in the Employment Section. However, as the two sections were housed in the same building they were placed so as to be accessible to the workers in each section. The active files were in charge of the employment workers, and the closed files were the responsibility of the statistical workers. All data coming into each of these sections concerning an individual were placed in these files. All of the individual records which were in the files of the Leave Section went into these closed files when individuals went outside on indefinite leave.

When all the statistical work was definitely delegated to one person in May 1943, three evacuee workers were assigned to this work. The adding machine in the section was available, and the typewriters were sufficient for all the workers. Until May 1944, when the Statistics Section was organized, these four persons carried on the work. At that time a quota of fourteen evacuee workers was established. However, there were never more than ten workers available at one time. The only equipment available for the section at that time was tables, desks, chairs, and one typewriter. For at least three months the staff borrowed the use of the typewriters in the Employment Section whenever the one machine would not suffice. An adding machine in the Employment Section, which gave the user an electrical shock was the only one available. After three months typewriters were available. After four and one-half months an outmoded, slow motion, Burroughs electric adding machine was added to the equipment. The borrowed "shock giving" Sunstrand and the outmoded Burroughs adding machines served the section until late in the summer of 1945 when a good Sunstrand machine was supplied. By that time the borrowed Sunstrand was completely useless.

July 1, 1944 brought to the section a new subsection, the Gate Clerk Unit, which consisted of two appointed staff members and one evacuee to be officed at the Internal Security quarters at the entrance to the center. While this was officially the beginning of such service, there had been close cooperation between the Internal Security Office and the section in charge of the population records, so that each morning from May 1943 until July 1944 the Internal Security Office supplied a list of all persons admitted to the center and of all departures. The establishing of the gate clerks at the entrance, however, greatly simplified the maintenance of complete information on admissions and departures and really made the Internal Security staff even more cooperative. The only difficulty was that the major portion of the departures and admissions was between the hours of six and seven A. M. and between six and ten P. M. This necessitated the presence of a gate clerk from six in the morning until ten at night, and the hours made it difficult to find staff members to fill the positions. There were no arrivals from ten at night until six in the morning, therefore, no gate clerks were on duty. After June 1, 1945 it was impossible to secure evacuee help at the gate and provision was made for the appointed staff to be increased to three persons.

The first Quarterly Census on March 31, 1944 was under the direction of the Acting Statistician, assisted by the Acting Assistant Placement Officer. The pattern set at that time was followed in the taking of the quarterly census until December 1944. Seventy-five of the appointed staff were detailed to the staff member in charge of the census for one hour on the date set. A head count was completed in the blocks well within the hour and the reports were made back to the Employment office. The Internal Security force assisted by patrolling the center and requiring the residents to stay in their own units for the specified hour. Beginning with the census in December 1944, the block managers took over the task of making the head count and reporting to the Statistician. The tabulations made as a result of the census and the new rosters were made available to all divisions who had a need for them. The count by blocks and the tabulations by age and sex were the figures most needed.

The individual files set up by the Employment Section served as a locator file from its establishment in November 1942 until the completion of a card locator file, which was completed and put into active use in April 1945. The cards in this file carried standard information such as: Name, age, sex, center address, family and alien registration numbers, marital status, residence prior to evacuation, residence after evacuation, both in assembly centers and in other relocation centers and internment camps and the date and destination at the time of terminal leave. This locator file should have been put into operation at the opening of the center with each major activity of the evacuee posted on the individual cards. The work of at least four sections would have been simplified if this procedure had been followed.

The individual files set up by the Employment section were transferred to the Statistics Section in January 1945, with the privilege of free access extended to the Employment Section.

All statistical data compiled in the center dealt with the evacuee population. All divisions and sections felt free to call for any routine and/or for any special information.

Beginning in April 1943 weekly and monthly compilations were made on relocation—number relocating, destination, and type of employment taken. These reports were made available to all in the center who had need for them and they were sent in to the Washington office. Monthly reports were made on Births, deaths, marriages, and divorces, however, the center has never had any divorces to report. Compilations were made from time to time as to the age, sex, citizenship, marital status, education, language, and religious beliefs of the resident population. Also special tabulations and estimates were made at the request of certain sections. Daily information was given to seven sections on individual admissions and departures and to at least two sections on incoming and departing visitors. All sections and divisions made use of the statistics section in locating individuals. Other government agencies—Naval Intelligence, Army

Intelligence, Civil Service, Department of Justice---by letter and by personal contact of their representatives, used the information in these files.

The constantly changing evacuee personnel handicapped the work, because each new assignee had to be trained, first to office routine and ethics, and then for the specific job at hand. Only two of the entire number who worked in the section had ever had any kind of office experience. The closing of the center schools was a very material help to the section as five of the teachers were detailed to the section, one as a gate clerk and four to do clerical work. Later three of these were reclassified as statistical clerks and the others continued on detail until the closing of the center. Even though all evacuee help was lost by September 15, 1945 the work was carried on with greater ease than before because the appointed personnel had a greater sense of responsibility and they all knew how to work with others with greater ease and cooperation. The evacuee assignees were all under thirty and all but three of them were under twenty-two when they left the project. After the evacuee help was gone there was more work to be done due to the center closing; less time to do the work, due to the reduction of work time to a forty-hour week; and fewer people to do the work as five people did the work formerly done by from six to ten people.

The Roster giving the name by name accounting of all persons ever in residence at the center was completed by January 5, 1946.

Copy 2
United States
Department of Interior
War Relocation Authority
McGehee, Arkansas

PERSONAL NARRATIVE

of

Lillian Morrow - Statistician
Statistical Section

Period Covering
December 28, 1942 - December 31, 1945

PN - L. MORROW

PERSONAL NARRATIVE - STATISTICIAN

My work as statistician would have been simplified if the statistics section had been set up as such at the beginning of the center operations instead of in May 1944. As things have transpired though the work had to be carried on, for the most part, under my supervision first as Senior Statistical Clerk and as Acting Assistant Placement Officer in the Employment Section, then as Leave Officer, and at last in May 1944 as Acting Statistician and finally as Statistician. During the first seventeen months of my employment at the center there was a constantly changing of named responsibility for me and for the first five months many changes as to the person responsible for making statistical reports to Washington. While it was not my responsibility to make these reports for the first five months it was my duty to see that the proper papers reached the section making the reports, and to chase down any misinformation. If the statistics section had been set up at the beginning much confusion would have been avoided and the records could have been kept more completely and with greater ease.

Due to the fact that the person to whom I was directly responsible had worked with government records and directives over a period of years and knew that individual files were imperative in order to carry on any work dealing with individuals, records were set up and kept even before I had any connection with the work. Without this forethought on his part the work would have been almost impossible.

When the work of making statistical reports was definitely assigned to me it was somewhat easier, even though at times it was necessary for me to work in the Relocation Division the most of the time and supervise the statistical work at odd moments.

The personal relationship with both appointed and evacuee staff has been easy and pleasant. The fact that it was necessary to train all evacuees to office work made the supervision more difficult, but many were taken into the office because they wanted to have training as clerks and typists. A number of those who came into the office did not know how to use the typewriter and none knew anything of statistical work. They were told when they came in that they would be expected to learn to type, and to do any kind of work required in order to get the job done. They were told that if they did not expect to give eight hours of work a day to the job and report for work regularly, they were not wanted in the office. This did not discourage more than five or six applicants. Every one was expected to spend any spare time he might have in the office studying shorthand or typing, or something which would improve his usefulness. This study was carried on under my supervision. At slack times every employee spent from thirty minutes to one hour a day practicing at the typewriter. Speed tests were given daily as an incentive for improvement. Some were more interested in learning shorthand and spent their spare time studying and taking practice dictation. All who were interested were given lessons in operating a Monroe Calculator which was borrowed from another section for that purpose. They were taught to operate adding machines rapidly

and efficiently. At one time, for a period of four months three of the girls spent three hours each week at the PBX and at the teletype machines learning to operate them. This opportunity to learn something which would materially aid them when they relocated made them more interested in the work than they otherwise would have been.

The Gate Control procedure which was set up July 1, 1944, should have been put into operation at or near the beginning of center operation. As it happened here, the Internal Security staff was very cooperative, but since it was the business of the person responsible for the statistical reports to know the whereabouts of every center resident, the dates of their departures on various types of leave, and readmissions, the work would have been expedited if the gate control had been put into operation when residents first began to leave the center. After the control system was put into operation it was necessary to call upon the Internal Security for assistance many times and without fail their help was quickly and cheerfully given. The principal difficulties encountered at the gate were keeping a staff, and with visitors.

The difficulty with the staff came about through the necessity for irregular hours. Only one of the original gate clerks stayed with the job from the installation of the service until the closing of the center. Others would become accustomed to the work and the procedure then would get a transfer to another position with better hours.

The difficulty with the visitors came about through the many changes in procedure handed down by the Washington office. In one way this policy of changing procedure every few months was justifiable, because the evacuees would find a loophole in every regulation concerning the regulations for visiting the center without the payment of board, and a large percentage of those coming back for visits would have a statement from the proper authority stating that they were entitled to visit without the payment of board. The regulations would be changed and soon the same thing would happen again. However, if some rules had been set up without so many exceptions the operation of this part of the gate control would have worked to much better satisfaction of all concerned. We had no difficulty with the departures of residents. The only difficulty with readmissions from short term leave and seasonal leave was found when relocation officers outside gave extension of leave and failed to notify the project director.

Gratifying reports have come back to the center from those who worked in this section. They report that they have been able to secure and hold positions because of the things they learned while working in the center.

During the winter of 1944-45 it was necessary to enlist the help of staff members of the appointed personnel in order to set up the card locator file. Fourteen of the teachers and two others of the appointed staff asked to be allowed to help with this work. The efficient work of this group expedited the work greatly and made it possible to put it to use. Without their help it would have been impossible. At the closing of the center schools five of these same teachers were detailed to the section. For three and one-half months they worked with the evacuee

staff congenially and efficiently. While in my mind it was impossible to justify the fact that these five persons were receiving salaries and the evacuees received \$16 or \$19, this caused no unpleasantness, but all worked together at the same jobs so well that as the evacuees gradually relocated the work was not interrupted even though each departure meant more work for everyone.

My recommendation is that in any government projects which may be set up in the future, a statistics section be established at the beginning rather than when the project is more than half finished with its work. In order to put this recommendation into effect it would first be necessary to set up a job description showing the definite services which would be rendered to the project itself by the furnishing of definite, necessary and useful information, and touching only lightly on the description of studies which could be made purely for research purposes.

Copy 2

United States
Department of Interior
War Relocation Authority
McGehee, Arkansas

HISTORICAL STATISTICAL - FUNCTIONAL
REPORT

of

Supply Section

Claude V. Updegraff, - Supply Officer

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PART I. SUPPLY SECTION

The Supply Section was created to insure economical procurement, accountability and utilization of supplies, material and equipment on the project and to dispose of surplus and salvable items consistent with the over-all operating plan.

For desired accuracy and efficiency in the service to be rendered by this Unit the Supply Section was organized into four major sub-sections each designed to perform a separate specific function and all under the supervision of the Supply Officer. The four major sub-sections were as follows:

1. Supply Office
2. Property Control and Warehousing Unit
3. Procurement Unit
4. Postal Service Unit

In this report the above will serve as an outline, each sub-section to be treated separately in order to cover the functions and activities of the entire Supply Section from the creation of the Center to the date of the closing of the Center.

A. Historical Development of the Supply Section

1. Organization.

The Supply Section was organized July 1, 1943 and was at that time composed of the following Units:

1. Mess Management Unit
2. Procurement Unit
3. Postal Services Unit

No further changes were made until September 1, 1944 when the Supply Section was reorganized, this time bringing under direct supervision of the Supply Officer the functions and activities of the Property Control and Warehousing Unit, which had until this time been attached to the Finance Section and transferring of the Mess Management Unit from the Supply Section to the Administrative Management Division.

The Supply Section now was composed of three units, i.e., Property Control and Warehousing Unit, Procurement Unit, and Postal Services Unit. This was the final reorganization of the Section.

2. Functions and Policy

In keeping with the first objective of the Supply Program, that of insuring economical procurement, accountability, and utilization of supplies the functions of the Supply Office were of necessity primarily those of a liaison representative with the other divisions and sections of the project, encouraging and assisting in advance planning by those units, checking stocks on hand with the advance requisitions, and recommending substitutions from existing inventories wherever possible, supervising proper warehousing so as to promote efficiency in processing requisitions, and to prevent loss of supplies and materials.

- a. The Supply Office maintained a close liaison relationship with the Mess Management Section with regard to the preparation of advance requisitions for purchase of food supplies in accordance with the procedures prescribed by the various depots and by the authority. The Office also acted in an advisory capacity toward orderly housekeeping of Mess Warehousing and information regarding ration requirements.
- b. The Supply Office supervised the Procurement Unit to assure that operation was in accordance with the provision of Procurement Handbook 20.6, making periodic checks to determine that:
 - (1) All commitments for purchase were made by Procurement.
 - (2) Purchases were made from the prescribed sources of supply.
 - (3) When it was necessary to buy on the open market such purchasing was done through field procurement offices or on a competitive bid basis.
 - (4) When local procurement was accomplished the file reflected the complete method of purchase and determination of the successful bidder.
- c. The Supply Office supervised the Property Control and Warehousing Unit to assure that operation was in accordance with the provisions of Property Control Handbook 20.4, making periodic checks to see that necessary procedures were followed as follows:
 - (1) That proper property records were maintained and kept up to date.
 - (2) That the storage of materials, supplies, and equipment in the warehouses was in accordance with good warehouse practices.

- (3) That all surplus material in the warehouse was declared through the proper channels as soon as was possible.
 - (4) That all salvable and unusable material was disposed of in the proper manner.
- d. The Supply Office supervised the Postal Service Unit to provide the following services.
- (1) The handling of all mail in accordance with the agreement of understanding between WRA and the post office, which operated the branch office at the project.
 - (2) The rendering of services in WRA in accordance with an agreement of understanding between the postmaster of the project branch post office and WRA.
 - (3) Periodic inspection of mail distribution and distribution points within the project to check on methods of providing adequate protection for all mail.
 - (4) Supervision of all evacuee employees assigned to the Postal Services Unit.
 - (5) Liaison between the local postmaster and evacuee on problems of identification or service.

In addition to the administrative and supervision of the three units of Supply Section the Supply Office performed the following services:

- e. Consolidation of all requisitions for purchase.

Advance estimates of supplies were obtained from the divisions and sections. These requirements were checked with the existing stock and those items not in stock were consolidated into one advance requisition for purchase.

- f. Control of issues from the warehouse stores.

Through collaboration with the division and section chiefs reserves were established in the warehouses for the items of supplies necessary to the operation of the sections. These reserves were assigned numbers and the requisitioning section was allowed to

draw from this reserve whenever there was need for the stock.

g. Priorities and rationing control

The Supply Office acted only in an advisory capacity with relation to priority control.

The Procurement Unit controlled and maintained records on priorities. This record will be discussed fully in this report under the section dealing with the Procurement Unit.

Rationing records were maintained by the Mess Management Section and the Motor Maintenance Section and will be covered in their respective reports. The Supply Office advised and assisted these sections in the application of the rationing program.

h. Property Utilization

The Supply Office in collaboration with the various division and section chiefs determined what stores and equipment were surplus to the needs of each particular section. This property was then classified to determine its fitness for further use on the project. In the event it could not be used by another activity and was in useable condition it was declared surplus to one of the designated disposal agencies for sale.

3. Changes in Policy and Organization

As stated in section "A" of this report, the Supply Section was not created until July 1, 1943, however, prior to that time the Transportation and Supply Division was responsible for some of the functions later performed by the Supply Section. For instance, the Transportation and Supply Division had supervision of the Mess Management Unit and from September 16, 1942 until January 1, 1943, supervised the Warehouse Unit. On July 1, 1943 when the Supply Section was created and the Transportation and Supply Division was abolished the supply procedure was not sufficiently clear for the proper operation of a supply program. The procedure was finally clarified with the issue of the Supply Handbook 20.12. This Handbook was issued July 1, 1944 and enabled the Supply Section to adopt the policy outlined in sub-section "B" of this report.

4. Results of changes in Organization and Policy.

The many changes in the organization of the Supply Section and the lack of clear procedure resulted in a delayed start for the supply program.

As previously stated the actual supply program, with the policies and functions listed above did not go into effect until July 1, 1944. If the Supply Section had been organized in its final form and with the present procedures in effect at the time the Center was opened there would have been fewer surpluses on hand and the property records would have been more nearly complete.

After Handbook 20.12 was issued there was an entire revision of the supply procedures. Responsibility was now placed on one rather than many to determine future purchases and enabling the Supply Office to co-ordinate the supply program with the over-all program of the Center.

For example, the present procedure provides that the Supply Officer shall approve all requisitions for purchases after they have been screened for possible substitutes from the stocks carried in the warehouses. This is a sound plan and has in many instances prevented the purchase of materials and equipment that was available in the Center. Although there were no procedures for the plan, from September 16, 1942 until January 1, 1943, the Transportation and Supply Officer had all requisitions submitted to his office for approval before a purchase could be made. These requisitions were screened to determine the items that could be furnished from the project warehouses. During that period the Procurement Office could purchase only from a requisition approved by the Transportation and Supply Officer. After the Warehouse Unit was removed from the Transportation and Supply Division, January 1, 1943, requisitions were routed from the sections and divisions to the Property Control Unit for numbering and to the Procurement Office for purchase. With only the section or division chiefs' signature as authority the Procurement Office could and did purchase any item listed on the requisition. Thus many purchases were made of property when like items were in one of the divisional warehouses and could have been issued.

B. Personnel Problems

No personnel problems of any consequence were encountered in operating the Supply Office. Although one appointive Clerk-Stenographer was allowed this office by the official chart, the position was not filled until late in the program. Two Evacuee typists were employed in the office and they were quite satisfactory. Toward the end of the program, however, it was difficult to keep the Evacuee positions filled with competent typists due to increasing

relocation activity. Trained Evacuee personnel were early relocatees because their service record here aided them in finding good positions elsewhere.

The allowing of additional appointed personnel at this point in the program would have been both a financial and time saving economy.

C. Relationship with the Washington Office and other Divisions and Sections at the Center.

The relationship with the Washington Office was good especially after Handbook 20.12 was published. Prior to this issue of this Procedure there was apparently no Supply Section in the Washington Office.

The Supply Officer at all time was willing and did meet with various division and section chiefs to discuss and solve their supply problems.

D. Closing Operations

The Supply Office worked in close co-operation with the division chiefs during the calendar year of 1945 to study their supply needs during the closing of the Center. Lists of stores in warehouses were submitted to the division and section chiefs to enable them to designate those items of property not needed in the closing operations. Declarations of Surplus were made for the property not needed. During the year of 1945 approximately one-third of the property owned by the Center was declared surplus to the Reconstruction Finance Corporation and The Department of Commerce for sale. All agricultural supplies such as fertilizer, insecticides, seed, feed, etc. were declared surplus, sold and delivered by June 30, 1945.

As the closing date of the Center drew nearer the Supply Office was in constant contact with the officials of the two disposing agencies arranging for the declaration, inspection, and delivery of surplus property.

PART II. PROPERTY CONTROL AND WAREHOUSING UNIT.

The Property Control and Warehousing Unit was created to insure that all Government property be safeguarded preserved and issued for the purpose for which acquired.

A. Historical Development of the Property Control and Warehousing Unit.

1. History.

At the time of the creation of the Center September 16, 1942, the Property Control and Warehousing was composed of two separate units i.e., (1) Property Control Unit (2) Warehousing Unit. The Property Control was a unit in the Administrative Management Division and the Warehousing was a unit in the Transportation and Supply Division. The two units were combined January 1, 1943 and transferred to the Administrative Management Division and placed under the General Supervision of the Administrative Officer. On July 1, 1943 the Property Control and Warehousing Unit was combined with the Cost Accounting Unit in the Finance Section. This Organizational plan remained in effect until January 1, 1944 when the Property Control and Warehousing was separated from Cost Accounting and set up as a separate unit in the Finance Section. Under this plan the Unit was under the General Supervision of the Finance Officer and the direct supervision of the Property Control and Warehousing Office. The Unit operated as a unit of the Finance Section until September 1, 1944 when it was transferred to the Supply Section and remained in the Supply Section until the closing of the Center.

2. Functions and Policy.

The Property Control and Warehousing Unit was organized and operated for the purpose of receiving, storing, safeguarding, preserving and issuing property to the operating section in the Center. In order to accomplish this, it was necessary that accountability and personal responsibility for Government property be definitely fixed. It was necessary to compile and maintain accurate records of all property with complete documentation of all transactions. The Property Control Unit was responsible for determining the responsibility of losses, destruction or damages to Government property. Periodical inventories were taken and checked against Cost Account records to insure that property carried in the records was actually on hand.

Separate warehouses were maintained for the Garage and the Hospital. These were sub warehouses of the Project warehouse set up. Twenty-one warehouses were used to store property. Each of the storage places had 4000 square feet of storage space.

Property received in the Center was delivered to the Project warehouse Receiving Office to be checked against the acquisition documents and for the preparation of Receiving Reports. The property was then either stored or issued and the transaction was recorded by the Property Control Unit. A Traffic Unit was maintained by the Property Control and Warehousing Unit for the processing of bills of lading. Conversion of Commercial bills of lading to Government bills of lading the preparation of car reports,

receipt of freight bills, etc. Bills of lading were prepared by this unit for the shipment of all evacuee property shipments.

3. Results of Changes in Policy and Organization.

As noted above the Property Control and Warehousing Unit was transferred between Sections four times during the life of the Center. Each transfer resulted in some change in the policy and operating procedures. After each transfer the Unit was under the general supervision of a different official. These changes resulted in a certain amount of confusion for a period after each transfer. For instance, in September, 1942, the Transportation and Supply Officer designed transfer forms and property cards before property procedures were written in Washington. With the cards and forms, property records were compiled. Receipt and issue of all property received by the center was recorded. Location records were complete on all non-expendable property issued to the operating sections. On January 1, 1943, when the warehouses were transferred to the Administrative Management Division these records were transferred by the Transportation and Supply Division to the Administrative Management Division. The Administrative Officer decided, however, to discard the property cards and to compile new records from acquisition and receiving documents. This change resulted in the loss of three months time. The Property Control Unit was never able to overcome this loss of time and as a consequence property records were never current. In fact accurate property records were non-existent when the Unit was transferred to the Supply Section September 1, 1944. At the time of this transfer less than one half of the major equipment owned by the Center was recorded. Stores Record Cards recording property stored in the warehouses were not accurate. Many items of property in the warehouses were not recorded on property cards.

After the Unit was transferred to the Supply Section it was necessary to make a physical inventory of all the property in the center, trace acquisitions from the purchase documents and prepare new property cards. With the help of four men furnished by the Washington Office the property cards were prepared and balanced with the physical inventory and the general ledger. It seems evident, however, that this work would not have been necessary if the original property records had not been discarded.

B. Personnel Problems

This Unit has always been understaffed with appointed personnel. In the early days of the Center one storekeeper and one assistant storekeeper was employed. These two employees were responsible for the supervision of from 40 to 50 evacuee employees. It was necessary therefore for the evacuees to have custody of the property stored in the warehouses. As a result of this condition

it was difficult to control the issue of property and control the accurate recording of property. During the first six months of 1944 only one appointed storekeeper was employed in the warehouses and one appointed property clerk employed in the Property Control Unit. Additional positions for storekeepers and property clerks were approved in October 1944, however, people to fill these positions were not found until the schools closed June 1945. The property clerk positions were then filled by school teachers.

C. Relationship with other Sections and Divisions at the Center.

One of the main difficulties encountered by the Property Control and Warehousing Unit in controlling issues and recording property was the apparent indifference of the appointed staff in general to property accountability. Most of the operating sections made no effort to protect and account for property issued to them. In many instances appointed personnel would pick up property from Vendors transport to the Center and use, without notifying the Property Control Unit. When the Jerome Center closed truck loads of property consisting of Equipment and Supplies was brought to the center from Jerome and never reported to the Property Unit. The equipment was later found and picked up on property cards at the time a physical inventory was made. Items of furniture was moved from apartment to apartment by appointed staff members without proper transfer authority.

D. Closing Operations

In co-operation with the supply policies the Property Control and Warehousing Unit on January 1, 1945 began to collect and declare surplus all property not needed in the operation of the project. This work continued throughout the year. All agriculture equipment and supplies was declared surplus, sold, and delivered prior to July 1, 1945. Approximately one-third of all property was declared surplus, sold and delivered by the closing date November 1, 1945. The remaining property is now being declared surplus and it now appears that the work will be completed within the prescribed time.

PART III POSTAL SERVICES UNIT.

A. Development and History of Postal Services.

The Project Post Office was organized as a branch of the McGehee, Arkansas Post Office October 1, 1942. The agreement between WRA and the U.S. Post Office Department required the War Relocation Authority to furnish personnel for the transportation sorting, and delivery of all mail received in the Center. The U. S. Post Office Department agreed to furnish personnel to handle all financial transactions such as, selling stamps, money orders, collecting for C.O.D. packages, etc.

The Postal Service Unit when first organized was a Unit in the Administrative Management Division. The Unit was transferred to the Supply Section July 1, 1943, and remained in that Section until it was closed December 1, 1945.

B. Personnel.

All Post Office employees furnished by the War Relocation Authority were evacuees who worked under the direct supervision of the Supply Officer. A total of eleven evacuees were employed in the Unit they were classified as clerks and mail carriers. These employees sorted and delivered all incoming mail to each of the 35 blocks where the mail was distributed to the addressee by the block manager. The system was successful and the only personnel problems encountered was during the last two months prior to the closing of the Center. During that time it was difficult to keep a full staff due to the rapid rate of relocation.

The Post Office was closed December 1, 1945.

PART IV PROCUREMENT UNIT

A. Development

The Procurement unit was begun under the supervision of James C. Moody, Senior Procurement Officer the latter part of September, 1942. The staff was composed of the Senior Procurement Officer, a stenographer, two evacuee junior clerk typists, one evacuee typist clerk, three evacuee senior clerks and one evacuee office clerk. The Procurement Officer entered on duty in January 1943. On April 1, 1943, an appointed priority clerk entered on duty, transferred from the Education Section of this Center.

The typist clerk had the responsibility of typing all government bills of lading, formal invitations to bid, and contracts. The two junior typists had the responsibility of typing Quartermaster Depot Requisitions, Purchase orders, and informal requests for bids. The office clerk had the responsibility of keeping account of all documents that came into the unit, the registering of the documents, checking purchase orders, filing and general office work. The three senior clerks prepared the requisitions for processing by the junior clerk typists. One clerk handled all requisitions for subsistence both staple and perishable. One clerk handled requisitions for engineering materials, medical supply items, agricultural items and certain school items. The remaining clerk processed documents containing items that were to be purchased from the General Schedule of Supplies, Blind made Products and Federal Prison Industries. Other requisitions specifying miscellaneous items were delegated to the clerk that could give them

matter prompt attention. The priority clerk had the responsibility of keeping such records as were necessary for the filing of quarterly reports incidental to securing preference ratings for use in delivery of certain materials. It was also the responsibility of the priority clerk to keep posted on changes in War Production Board Procedure which would in any way affect the unit. The procurement officer, under the direction of the senior procurement officer had the responsibility of ever-seeing all work in the unit, negotiating purchase contracts, preparing formal contracts and etc.

Effective July 1, 1943 the procurement unit was placed in the Supply section. The titles of the senior procurement officer and the procurement officer were changed to procurement officer and assistant procurement officer, with a class title of principal property and supply officer and property and supply officer. The titles of the evacuee personnel were changed to supervisor, procurement unit; procurement clerk; clerk typist; priority clerk; and stenographer. This change did not affect the functions of the procurement unit in any manner. The position of appointed stenographer and priority clerk was abolished effective June 30, 1943. The War Production Board allowed the War Relocation Authority a blanket preference rating of AA 2 MRO to secure the delivery of maintenance and operating supplies and materials beginning July 1, 1943. Therefore the position of priority clerk as far as appointed personnel was concerned was not missed. The unit did not fill the position of evacuee priority clerk. The duties required by this position were taken over by the supervisor of the procurement unit. The position of evacuee stenographer was filled.

With the establishment of field procurement offices by the War Relocation Authority in the principal cities of mid-west, central and western parts of the United States, procurement of critical materials and supplies became much easier. The personal contacts made by the field procurement officers with the various sources of supply throughout the country produced good results and the delivery of requisitioned items was speeded up.

B. Procurement Personnel

There were four (4) appointed employees in the procurement unit during its entire existence. There were twenty-two (22) evacuee employees in the procurement unit from the organization date until October 31, 1945. This office did not experience any difficulty in personnel problems. All evacuee employees which were assigned to the unit were easily trained to perform the duties required.

C. Relationships with Washington Office, Center Divisions, Sections and Units.

The relations with the Washington Office of the War Relocation Authority were good. The procurement unit was kept posted on all matters that affected procurement such as War Production Board changes in policy, new schedules and directives, Office of Price Administration regulations, Treasury Department Circular Letters, Bulletins and etc. General Schedule of Supply Bulletins and amendments to General Schedule of Supply Bulletins were furnished this office on time except in instances when the Treasury Department Procurement Division was late in making awards and printing the schedules. Good reports were made with reference to the efficiency of the unit by the Washington Procurement Officer upon his visits to this center. Handbooks on Procurement Unit Procedure were furnished by the Washington Office, policies of which were easily put into effect.

With reference to the relations with Center Divisions, Sections and Units it can be said that in most instances full cooperation was had. In the beginning it was hard for the requisitioner to realize the necessity for advance requisitioning of supplies and materials. After unavoidable delays in securing delivery of materials and supplies which were listed as critical, better cooperation was had in advance requests for this Center's needs. Good results were accomplished by this office in its efforts to get division, section, and unit heads to see the advantages of anticipating their needs and making formal requests in advance.

D. Effect of Center Closure on Procurement Unit.

Promptly upon receipt of information with reference to the closing of the Center, curtailment of all programs not necessary to Center existence began. Outstanding purchase orders for delivery of materials were checked and cancellations were effected if possible. Requests for supplies were made to the Washington Office and the items were either shipped from other projects surplus or clearance was given to procure from regular source. This change in procedure affected the divisions, section, and units that were late in presenting requests for supplies as it required several weeks to get delivery on shipments from the western projects. Materials needed in an emergency were held up for the necessary clearance from the Washington Office. While awaiting clearance on requested items, bids were solicited and received in order to speed up the delivery of the items provided they could not be furnished from other projects' surplus stock, and it was necessary to buy on the open market. The positions left vacant by the relocating evacuee personnel remained vacant. All work in the unit was performed by the procurement officer after October 31, 1945.

Copy 2
United States
Department of Interior
War Relocation Authority
McGehee, Arkansas

PN - C.V. Updegraff

PERSONAL NARRATIVE

of

Claude V. Updegraff - Supply Officer
Supply Section

Period Covering
September 16, 1942 - December 15, 1945

PERSONAL NARRATIVE
of

C. V. Updegraff
Supply Officer

I was assigned as Transportation and Supply Officer by the War Relocation Authority and stationed at Rohwer Relocation Center September 16, 1942. At that time as Transportation and Supply Officer I had supervision of the Transportation and Supply Division which was composed of the following units: Warehouses, Motor Transport and Maintenance Section, and Mess Management Section. When I arrived at the Center the Section had not fully been organized and staffed, so for the next 30 to 60 days was a period of organization.

WAREHOUSES: A warehouse head storekeeper was not appointed until October 15, 1942. Property and supplies had been delivered to the Project for a period of 30 days or more at the time I assumed my duties on September 16, 1942. Most of this equipment had been received from the Quartermaster depots in California. The property consisted of Mess equipment such as dishes, plates, cooking utensils, etc., and housing equipment for the evacuees. This property was in the warehouses without proper receiving documents and due to the early arrival of the evacuees from California, it was necessary to issue a lot of this equipment before proper receiving documents could be made. I recruited a number of evacuees from the first consignment and assigned them to the warehouses. At that time no procedures had been written for the proper handling of property and although a Property Control Unit was provided for in the Administrative Management Division, a Property Control Officer had not been appointed and was not appointed until December 1, 1942. In order to operate the Warehouse efficiently, I began setting up property records and although we had no property procedures, I designed property cards and transfer documents to record property transactions. During the period between September 16 and January 1, 1943, the warehouses were organized and property stored safely, and systematically issued on requisitions to the various units and sections. During this time the Property Control records were brought up to date and were turned over to the Administrative Division on January 1, 1943. These records were complete. Major equipment was set up on individual cards, a stores record card was set up to record property stored in the warehouses, and location cards reflected the location of the equipment which had been transferred to other units and sections. The warehouses were transferred by Administrative letter No. 70 from the Transportation and Supply Division to the Administrative Management Division on January 1, 1943. During the time

that the warehouses were in the Transportation and Supply Division, although there were no procedures for this course, I had all requisitions for purchases clear through my office in order to fill those items in stock and purchase only items which were not available on the Project. The Procurement Unit could purchase only from a requisition approved by me as Transportation and Supply Officer. I believe that this system was sound and was later proved so by the change in procedure whereby the Supply Officer must approve all purchase requisitions. After the warehouses were transferred from the Transportation and Supply Division, any section head could requisition for purchase any item and with only his signature to support the need, the Procurement Unit could make the purchase. The Procurement Officer could make purchases of equipment and supplies any time he saw fit to buy and request a requisition from some section head to cover the purchase. I believe that this practice is responsible for some of the surplus we now have in the Center.

MOTOR TRANSPORT AND MAINTENANCE SECTION: On September 16, 1942 there was a fleet of trucks at the Center and the Motor Pool Supervisor was on duty. No buildings were available to be used as repair shops. We did not own repair equipment at that time. I immediately began to plan for a garage as most of the vehicles were obtained from CCC and were in a bad state of repair. The only building available was one built originally for a warehouse and in this building we set up a repair shop. It was not possible of course to pull motors from the vehicles as the roof was too low. We were therefore unable to make anything other than minor repairs. Plans were drawn for a garage building to be constructed. However, it was not available for use until late in 1943. We then began to buy garage repair equipment from various sources wherever it could be obtained. Ultimately, a first class garage was in operation. Procedure was not issued until January 1, 1943 for the proper recording of mileage, repair cost, gasoline consumption, etc. However, in November 1942, we designed forms to be used in the operation of the vehicles and with these forms, substantially the same information was obtained as was eventually secured by the use of the forms provided by the Washington Office after their procedure was issued. Due to a shortage of appointed personnel in this section, I assumed direct supervision of the section. On July 1, 1943, the Transportation and Supply Division was broken up and the Motor Transport and Maintenance Unit was transferred to the Operations Division. I was appointed Acting Supply Officer on July 1, 1943. However, I continued supervision of the Motor Transport and Maintenance Unit until July 1, 1944.

MESS MANAGEMENT SECTION: This section began functioning September 16, 1942 under the supervision of the Chief Project Steward. Although I had general supervision of this section, the planning of meals, requisitioning food and supplies, preparation of food, and delivery of supplies was left entirely in the hands of the stewards. I set up their warehousing system and designed property cards and delivery receipts for recording their inventories. On July 1, 1943 when the Supply Section was created, the Mess Management Unit was a part of the Supply Section and continued in this section until September 1, 1944 when it became a separate section in the Administrative Management Division. During the time of my general supervision of this unit, I confined my activities to inspecting their warehouses, studying cost reports, and advising in matters of administration.

ACTIVITIES AS SUPPLY OFFICER: I was appointed Acting Supply Officer July 1, 1943 and charged with supervision of Mess Management, Procurement Unit, Postoffice, and Motor Transport and Maintenance. The Supply procedure was inadequate for the proper operation of a Supply program for the period July 1, 1943 to July 1, 1944. During this time I had no part in the administration of the Supply program. Requisitions were still prepared by the sections and submitted to the Procurement Unit when any purchases were needed. The Property Control Unit recorded these requisitions but in no way were they screened to determine the need of the proposed purchases. When Handbook No. 20.12 was issued July 1, 1944, I assumed responsibility for the approval of all purchase requisitions. Through consultation with Division and Section heads, I prepared consolidated advance requisitions for a period of three months. This plan was partially successful. However, the Division and Section heads were in the habit of buying whenever the need arose and their advance estimates of requirements were often not accurate. This resulted in numerous emergency purchases. On the whole, I would say that the advance requisitioning system was more successful than the plan followed prior to its adoption. From July 1, 1944 to September 1, 1944 it was difficult to obtain information on the items stored in the warehouses. Prior to July 1, 1944, the Divisions were operating their own warehouses. Instructions were issued from the Washington Office to discontinue the use of Divisional warehouses July 1, 1944 and to transfer and store all property in the Project Warehouse. The Property Control and Warehousing Unit was at that time in the Finance Section and under general supervision of the Finance Officer. The plan for abolishing the Divisional warehouses was postponed until September 1, 1944.

when the Property Control Unit was transferred to the Supply Section. I immediately began this transfer and made a project-wide inventory. Property Control records were made but were practically nonexistent at that time. As stated before in this report, a complete and current set of Property records was turned over to the Administrative Management Division on January 1, 1943. The administrative Officer decided to discard these records and build up new records from acquisition and receiving documents. Records were not current after this plan was put into effect and from that date on records were never current.

In May 1944 a crew of examiners visited the Center from Washington to take inventory and set up new property records. A partial inventory was made and new Property cards were set up. They did not attempt to adjust the new records with the old property records. In taking the inventory and transferring property from the Divisional warehouses, I set up bin numbers for each item of property. The bin numbers were prefixed by the number assigned to the warehouse. For example, bin number 7 - 156 indicated that bolts, stove, $3/8 \times 1\frac{1}{4}$, were stored in bin number 156 in warehouse No. 7. These bin numbers were placed on the property and Bin Cards. After this inventory was made, a Project Catalogue was published, listing the correct nomenclature of all items of property and indicating where they were stored. By using the Catalogue, the requisitioning Sections were able to requisition the correct item and the Property Clerks and Storekeepers were able to locate the correct item of property quickly and expedite its delivery. All acquisition documents were screened and property cards were set up on major and minor equipment. This established overall Project accountability. An inventory was then made to establish Section accountability. During the time I have had supervision of the Property Control and Warehousing Unit, we have been under-staffed and this fact was responsible for the length of time taken in rearranging and setting up new property records.

CLOSING ACTIVITIES: Immediately after the closing of the Centers was announced in January 1945, we began at once to extract surplus stocks and preparing surplus declarations. All Agriculture equipment and most of the Agriculture supplies were declared surplus and sold prior to June 30, 1945. Property surplus to the operating needs of the Sections was extracted and declared surplus during the year. As a result of this work, only equipment and supplies currently used in the operation of the Center was on hand and undeclared at the time of the Center's closing.

I transferred from the War Relocation Authority to the Reconstruction Finance Corporation December 15, 1945.

Copy 2
United States
Department of Interior
War Relocation Authority
McGehee, Arkansas

PN - C.B. McGowan

PERSONAL NARRATIVE

of

C. B. McGowan - Procurement Officer
Supply Section

Period Covering
January 23, 1943 - December 31, 1945

PERSONAL NARRATIVE

OF

C. B. McGowan
Procurement Officer

I entered on duty January 23, 1943 and immediately began my duties as Procurement Officer. The major difficulty at this time was getting delivery on items which required a preference rating. In order to get supplies for emergency breakdown of equipment this office had to get a special preference rating for each order through the Washington Office of War Relocation Authority. This was quite a lengthy procedure and some time elapsed before essential items could be bought and delivered. This condition was relieved when we received our first quarterly allotment of preference ratings the latter part of February, 1943.

The procurement unit had quite a bit of unsolicited assistance in the early days of this center's existence. Invoices would come into our office listing material which we had not ordered. After investigation we would find that the material had been delivered and installed. This situation was brought under control by memorandums to the offenders advising them that they would be expected to pay for the next shipment of material which came in this manner.

It was the duty of the procurement unit to maintain a follow-up on all purchase orders which were not delivered as per schedule. About the most embarrassing situation I can recall was for our office to continue to request delivery of items from vendors and be confronted with the fact that shipment had been made days before and had already been received at the project. Failure of the receiving department to get receiving reports out promptly caused this irregularity. This condition never improved to a great extent and it was continuously called to their attention.

The Mess Operations and Hospital requisitions were prepared nicely. It was seldom that additional specifications were needed before they were submitted to the assigned quartermaster depot. Practically all requisitions from the Engineering section had to be re-worked on account of vague specifications. The Education Section requisitions were always in good order. If additional specifications were needed before certain items could be purchased, full co-operation was given in determining the specific items desired.

Our unit prepared a Stock Catalogue to cover staple items which were to be carried in warehouse stock for filling Division,

Section and Unit requisitions. All items were classified under Federal Stock Catalogue numbers. Monthly requisitions were sent to the quartermaster depot serving this area for most of the supplies carried in stock. Some items were procured from Treasury Department Surplus Stocks. Office supplies, forms, and paper stock were ordered from C.A.S., Kansas City, Missouri and Little Rock, Arkansas. After C.A.S. discontinued their Little Rock, Arkansas branch and reduced their services in Kansas City, Missouri, these items, with the exception of forms, were ordered from the Regional Treasury Department, Procurement Division Warehouse, Fort Worth, Texas. The required forms were ordered from the War Relocation Authority, Washington, D.C. This system greatly reduced the number of requisitions and purchase orders issued.

The Supply procedure was put into effect July 1, 1944 under an acting Supply Officer. Mess Operations, Motor Maintenance and the Hospital continued to make requisitions in the same manner. All other activities were required to turn in a quarterly estimate of items needed for each quarter. These estimates were grouped in the Supply Office and made into single requisitions. This system failed in accomplishing the intended results. In the first quarter of its operation approximately 50 days elapsed before any advance estimate requisitions reached our unit. During this time there were no regular monthly requisitions made for staple supplies. The stocks of a good many staple items were exhausted before shipment could be made of items on the advance estimate requisitions. The delay in getting the large quarterly advance estimate requisitions caused much hardship on the procurement unit. Many items needed clarification in specifications. The items had to be processed for purchase hurriedly. Good procurement cannot be effected when such haste is necessary. Items allotted for purchase in certain quarters could not be carried over into the next quarter. Consequently much duplication of work was necessary, in order to get the desired items which were not purchased in the assigned quarter because there was not enough time. Divisions, Sections and Units were continually forgetting to requisition major items. This caused emergency purchases to be made when the supply of the items became exhausted.

Throughout the life of the project the procurement unit had the best of evacuee personnel. They were easily trained and performed their work well. The turn over was very light. Most of the relocatees from this office have received good jobs.