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Supply Procurement, Property,  
& Mess Final Reports  
John D Seator

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HISTORY  
OF  
ADMINISTRATIVE MANAGEMENT DIVISION  
SUPPLY SECTION  
GILA RIVER PROJECT  
RIVERS, ARIZONA

HISTORY  
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GILA RIVER PROJECT  
RIVERS, ARIZONA

I first contacted the War Relocation Authority in July, 1942 when the offices were located at the Sacaton Indian Agency, however did not begin to work as Procurement Officer until September 2, 1942, when the Administrative Offices were moved to Canal Camp.

For the first thirty days I travelled back and forth from Phoenix - would leave 6:30 A. M. by bus to Mesa, at 7:15 A.M. a government car picked me up and brought me to Camp with others living in Tempe, Mesa and Phoenix, the same procedure was reversed in the evenings going back - arriving in Phoenix between 7:00 P. M. and 8:00 P.M.

October 1st, 1942 the Administrative Offices were moved to Butte Camp and I decided to live on the Project. We had three barracks in Butte and as many as four people in one family lived in those small single rooms. We had no hot water in the barracks at first and had to use Evacuee Wash Rooms for a hot bath since it was considerably dusty and dirty around Camp for the first month or so. Many of

the ditches and pipe lines were still open and there was not a blade of grass nor shrubbery in the Camp. We slept on steel cots for about a month and then we were furnished with Empire Hotel beds and furniture. We had numerous dust storms and the power went off regularly, but the morale was good and we pioneers really managed to have some good times together.

The Administrative Building was entirely too small to accommodate the various units and prior to building the annex the Procurement and Property and Warehousing Units were located in the Warehouses where at first it was unbearably hot (no coolers) and the following month it got so cold that we had to work in our overcoats and the girls would bring their blankets to wrap around themselves since you had to be within one foot of the only stove in the building to get warm (there were no sealed walls or ceilings in these buildings). Some of these later were made into very comfortable office quarters with adequate heating and cooling systems installed.

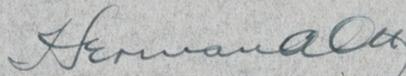
About September 1st, 1943 some apartments were completed and people with children were first taken care of and then married couples without children; also two comfortable dormitories were completed for the single people that wanted rooms large enough to turn around in. These buildings have a nice

lobby and kitchen for light cooking, also lavatories, showers and tub bath. I forgot to mention that in the barracks days the one combination lavatory and shower was used by both men and women and it was necessary to use a reversible warning sign showing occupancy - ladies or men.

In September, 1944 I was appointed Supply Officer and took over Property and Warehousing from the Finance Section and the supervision of the Mess Operations Section as to preparation of documents, rationing, storage and distribution of supplies, also supervision of the Procurement and Evacuee Rationing Units.

A preliminary report by Ben Runyan, Assistant Project Director, Administrative Management and comprehensive reports of the Procurement, Property and Warehousing and Mess Operations Units are attached.

Respectfully submitted,



Herman A. Ott  
Supply Officer

GILA RIVER PROJECT  
RIVERS, ARIZONA

May 11, 1945

I arrived at Gila River during August, 1943 to serve in the capacity of the Assistant Project Director in charge of the Administrative Management Division. The Administrative Management Division consists of the housekeeping, or servicing functions of the project. Nothing is produced or dispensed with in this division except service.

At the time of my entrance the division was made up of the following sections: Finance, Procurement, Mess Operations, Statistics, Personnel and Office Services. Due to the fact that the Assistant Director's position had been vacant for quite some time, the division was more or less in a disorganized state. Early observation also disclosed that it was very much understaffed. In spite of the above, however, by and large the work was being turned out in a fairly satisfactory manner with a few exceptions.

There was no particular problem involved in organizing the work into an orderly functioning process. The major problem during the first few months of my tenure was recruiting an adequate staff. Property and Warehousing at this time was set up under the Finance Officer, and was very inadequately staffed. The Finance Officer was only acting in that position. There was no one at the head of the Cost Accounting Unit,

one new and unproved man at the head of the Budget and Accounts Unit and a very inadequate person in the Auditor's job. The Personnel Section consisted of a Personnel Transactions Officer. The Statistics Section had no appointed personnel, but was operated entirely by evacuees. The other sections were fairly well staffed and operating rather smoothly. As stated before, I realized the first problem was to bring all of the sections up to full strength as well as make the necessary replacements in staff. This was done by immediately contacting Civil Service, which apparently had not been done in the history of the project, and soliciting their aid. This, along with a lot of outside recruiting, with the permission of Civil Service, soon began to show results.

It was then discovered that finding the people for the jobs was not the end of the problem. Morale on the project seemed to be at a very low ebb, particularly in the Administrative Management Division. Obviously it was from lack of entertainment. According to the instructions issued by Washington, we were also responsible for this phase of the program. We immediately, therefore, went to work on the recreation hall and all the facilities that it might furnish. Once this was accomplished, morale immediately went up and the work benefited materially.

It was noted during this period, however, that one of the important phases of the division was still not function-

ing properly, namely Property and Warehousing Unit. It had always been my contention that this unit did not belong under a Finance Officer. If a Finance Officer does a good job in Finance in an organization of this size, he does not have time to devote to a program as important as Property and Warehousing. In view of the above, we immediately started recommending that this unit be reassigned to the Supply Officer. Approximately one year rolled by before this was accomplished. Once, however, we succeeded in getting this unit under the Supply Officer and adequately staffed, it began to function smoothly.

During the early part of 1944, the Administrative Management Division was somewhat reorganized. It was at this time that the Supply Officer was set up. Under him was placed Procurement Unit and Property and Warehousing. Mess Operations was set up as a section, reporting to the Assistant Director. The Evacuee Property Section was added to the division. As stated previously, quite a bit was accomplished by setting Property and Warehousing up under the Supply Officer.

The appointed personnel problem by no means has been the only personnel problem of the project. Actually they only serve in an advisory and supervisory capacity. Theoretically, approximately 90 per cent of the work has been done by evacuee personnel. During the first two years operation of the project, about the only problem involved here was proper assignment

and classification. During 1943, however, when the Relocation Program began to step up, it became quite a problem. Naturally, the best employees among the evacuee personnel were the first ones to leave. At first it was not too difficult to replace them, because we had a wealth of material to draw from, but as time went on, particularly during 1944, each replacement was a notch lower in ability. Naturally, under this procedure, we sooner or later get to the bottom of the barrel, and operating problems become increasingly difficult.

One other problem that has been faced and solved might be pointed out. It was necessary after the project became thoroughly organized to make some reductions in evacuee personnel, due to reasons as outlined below:

The first thought at the project was to put everyone to work in order that they might be actively engaged in doing something for morale purposes. Once, however, the project was thoroughly organized and settled down, it was obvious that reductions had to be made in order to get into efficient operation. Never having experienced this type of reduction before, some mistakes were made. We soon realized that you could not just announce that 100 or more people would not be needed on a certain date. Fortunately, the Administrative Management Division at Gila got over this problem very smoothly. All reductions were handled through Community Government Officials, that is, the Councils of the project, Block Manager's organiza-

tion. Once they were educated as to the necessity of the cut-back, they handled the people without so much as a ripple of disturbance.

There have been many problems come up in the various sections in this division. I'll not attempt to go into detail in this narrative as each unit and section head is writing his own story. I have merely attempted to state some of the highlights of the over-all problems of the division.

I stated in the opening remark of this narrative that this division is a service one, and actually comes in contact with the community very indirectly, possibly with the exception of Mess Operations.

In all fairness to the section heads, however, I think it should be stated that during the last year and a half, all evacuees as well as appointed personnel have gotten their pay checks on payday. All clothing allowance vouchers have been delivered during the current month for the previous month. The Personnel Section has managed to keep right up to our ceiling in recruiting. The Statistics Section has many letters from Washington commending them on their promptness in getting reports in on time. The examiners from Washington have stated that the Property and Warehousing Unit is in good condition, and finally, but by no means least, it has been well over a year since I have heard more than just a minor complaint from the community about Mess Operations. I

attribute the smoothness of the operation of the division entirely to the unit and section heads who have organized and carried out their responsibilities in such good fashion. They have done it under most trying and difficult conditions. Not one has faltered during all their trials.

Respectfully submitted,

Ben F. Runyan  
Ass't. Project Director  
Administrative Management Division

FINAL REPORT

ADMINISTRATIVE MANAGEMENT DIVISION

SUPPLY SECTION

PROCUREMENT UNIT

1. Sources of Supply.

- a. At the beginning of the WRA program practically all supplies, materials and equipment were obtained from or through Army supply agencies. The Army Engineers were procuring construction materials and for us from requisitions submitted by us to San Francisco offices of OEM. Likewise Quartermaster Depots and Market Centers procured our subsistence and Medical Depots our medical equipment and supplies.

We continued using Market Centers and Quartermaster Depots as a source of practically all subsistence supplies throughout the tenure of the Project. There were several changes in Depots supplying us but we found the most satisfactory functions were maintained with Los Angeles Market Center as a source of sea food supplies, Phoenix Market Center for fresh fruit and vegetables, and San Antonio Quartermaster for staples.

After the initial supply of medical equipment and supplies was received, we purchased directly the majority of our drugs and hospital supplies until July 1943, at which time we started using the Denver Medical Depot exclusively except for emergencies.

- b. Our first dealings with Army sources was not too satisfactory due to lack of information on our part as to Army procedures. Later we sent representatives to Army Depots and discussed procedures with them. We were also furnished with instructions from Depots and our Washington Office.

We prepared Army requisitions, Form QMC 400 and submitted them to the pertinent Depots. They in turn issued from stock on Shipping Tickets, extracted to other Depots, or purchased.

We also submitted requisitions to the Vicinity Maintenance Engineers in Phoenix for purchases of items restricted in quantity by the Treasury Procure-

ment Division.

For a short period of time we obtained car parts and tires from the Phoenix Service Command Shops. Later they handled only tire exchanges and recapping. This tire servicing was a life saver as we were experiencing extreme difficulty in obtaining sufficient tires for our automotive equipment.

- c. Our relations with local vendors were extremely difficult for approximately a year and a half, and some vendors would not supply us for the entire life of the Project. At first the main difficulty was the unpopularity of our organization. As time went on we managed to convince them that we were performing a necessary war-time service and only the die-hards, narrow minded, and unreasonably prejudiced refused to cooperate.

Another difficulty encountered was that we were known to be a temporary agency and could not be depended on for business after the war. Merchandise being very scarce, vendors were more anxious to supply old customers, retaining them on their lists as prospects when merchandise was again available, than they were in supplying us. Some of them realized that we as individuals might remain in this locality and therefore bent a very effort to obtain merchandise to meet our demands. They also found that the volume consequently rewarded their efforts.

- d. Until late in 1943 we used the Phoenix CAS Office as a source of all stationery and many of our forms. That office was subsequently closed and we obtained most of these items from the Treasury Procurement warehouses in San Francisco and Los Angeles. All of the above offices very satisfactorily met our requirements, however due to shortage of materials and distance involved Treasury Procurement as a source of supply was not very prompt.

After the closing of the CAS Offices in Phoenix, and with the advent of more of our own WRA forms, we were furnished practically all forms from our Washington Office. This was not satisfactory due to time required to obtain emergency requirements.

- e. Field Procurement Offices were undoubtedly advantageous to remote centers, but we found that we could normally purchase locally or directly from manufacturers and obtain quicker service than by going through a middleman - a Field Procurement Office. In some instances we used the Field Procurement Office in Los Angeles and found it was helpful except that many times his sources of supply were as drained as ours.

## 2. Problems of Procuring for the Center.

- a. The location of our center was not a great problem in procuring supplies. Phoenix, Arizona is a comparatively good source of most supplies, and equipment as it is the largest commercial center in Arizona. Being only forty-five miles distant it permitted frequent personal trips by the Procurement Officer and most items were obtainable from or through local dealers.
- b. Evacuee taste and preferences did not greatly affect procurement only in subsistence. Their prime taste being for rice, that was our main worry. Especially since rice was a critical item. Some of the doctors would have a specific preference for what they considered an old tried and true remedy, but with the receipt of Washington instructions on adhering to the Medical Depot catalog except for emergencies, this difficulty was rectified.
- c. Sources of supply were a great problem, but due primarily to the War, a situation that could not be changed by WRA. In this connection Army Depots were a great aid. Our use of them with their priorities and sources of supply was of inestimable assistance. In this connection they have a system that might be well for the Treasury Procurement Division to establish. They have Market Centers and Purchasing Offices in localities peculiar to certain supplies such as Seattle, Washington for lumber, Los Angeles, Calif. for sea foods, and Schenectady, N. Y. for signal supplies. In this manner the Treasury Procurement Division would be able to better meet the requirements of agencies. They in turn to establish general offices at least one per state.

- d. Required procedures and policies are recognized as a protection to the Government, but many times hamper the conscientious Procurement Officer. Many times it is easier to procure in large quantities than in small. Treasury Procurement regulations in many instances prohibit purchases exceeding certain quantities and monetary values. Mandatory sources of supply are also sometimes a hindrance as in many cases it has been found that local purchase could be made more expeditiously and more economically. It is believed that it would be an improvement for the Government to employ experienced purchasing agents or train employees as purchasing agents rather than emphasize present Government requirements for Procurement Officers. The present emphasis seems to be knowledge of procurement from prescribed sources rather than ability to purchase direct from manufacturers and wholesalers obtaining greatest values.
- e. Evacuee personnel in the Procurement Unit was excellent. We were fortunate in obtaining intelligent and industrious employees and retaining them for a long period of time with a minimum of turnover.
- We were also fortunate in being able to obtain experienced procurement people in appointed positions except in one instance and that one was unusual in his ability to learn and in enthusiasm for his work.
- f. Our most difficult obstacle was on the Project within the Gila River Organization. This was due to several things. The main difficulty was the number of appointed employees unfamiliar with Government procedures. These people were in the habit of obtaining their needs without reference to proper channels and it was extremely difficult to educate them due to their lack of desire to adhere to regulations. It must be acknowledge that following prescribed channels delays the immediate action, but the overall process of receiving, issuing, accounting and paying for items is greatly expedited by properly starting and following in accordance with regulations which are the result of years of experience. It also eventually aids procurement in that prompt handling and payment of accounts reflects in goodwill among vendors who are many times skeptical of Government business due to delay in payment of accounts.

g. It is extremely difficult to think of any item of construction, maintenance and operation of a city of 15,000 people, a dairy, a poultry farm, hog farm, vegetable farm, and cattle ranch that we were not called upon to procure. It is believe that many of these items were not necessary, especially in a temporary organization, but our list of items would have still been enormous. It is further thought that for future guidance, a responsible and conscientious committee of representative people should go over items procured and eliminate non-essentials thereby effecting a great saving on any future project of this nature. Many items procured bordered on luxuries to meet both appointed staff and evacuee desires. Also changes in personnel caused practically duplications as each appointed member had his personal opinion of needs to accomplish his work and in many instances thought his predecessor's opinions worthless and therefore ordered items for his use stating that he could not use like items obtained by his predecessor. The Procurement Unit is hardly qualified to comment on the needs of all of the varied units, but there seemed to be a universal lack of desire to operate economically and do the job with a minimum of supplies and equipment.

h. This project was subjected to the extreme of prejudices, especially in the smaller communities. Vendors were reluctant to sell for the use of "those Japs". Being in smaller communities and not having the desire or ability to visualize the enormity of the Project, they criticized the large quantities shipped to the center, especially critical food items. We appointed staff members were criticized for even working here, and this prejudice was very noticeable when we were compelled to commute from nearby towns prior to availability of quarters on the Project. In many instances we were unable to obtain scarce items in local towns due to this discrimination.

It is believed that most of the prejudice was due to ignorance and false patriotism. A more extensive program of enlightenment and periodical visits by local organizations might have helped this rather than a policy of secrecy and exclusion.

### 3. Peculiar Requirements of Certain Activities on the Center.

- a. The School's requirements were founded a great deal on desires and opinions of particular teachers. A number of desirable but unnecessary items were purchased to meet the particular requirements of a teacher depending on his or her previous training. It also appeared that many individuals had always wanted to establish certain practices and have certain facilities available for their use but had been restrained, and now was their chance to get them. A standardized requirement list would have eliminated this.

The foregoing also applies to practically all other Sections but is more pronounced in those places employing professional people.

We did experience some difficulty in obtaining permission to purchase a few items which were practically essential to the health and sanitation of this Project, due to its location and climatic conditions.

The main one that comes to mind is air conditioners. There was a shortage of water also during the summer months and plenty of water in this locality is essential.

### 4. Relations With Washington Office.

- a. The Procurement Unit was pleasantly free of submission of reports and encountered no difficulty in providing any that were required. We realize that the Washington Office must have periodical reports in order to keep abreast of activities in the Centers and to assist in alleviating difficulties arising there.

- b. The required policy of contacting other agencies in Washington through our own Washington Office was good. It provided a more personalized contact that undoubtedly obtained quicker results. We encountered only one instance to the contrary and that was in obtaining approved wage scales. The Army Engineers in Phoenix maintained a wage scale that was kept current by weekly approvals, but we were not permitted to use it. We were required to make application to our Washington Office. They in turn contacted the Department of Labor in Washington, who reported to our Washington Office. Our Washington Office then

reported back to us, 45 miles from the source of the information.

The foregoing instance is, of course, the extreme, but indicates that any procedure, no matter how well it meets average needs, should allow for sufficient flexibility to permit efficiency.

- c. Visits by Washington personnel in the Procurement Unit were all too few. It was found that with every visit by a representative of Washington we obtained suggestions that always made work easier. We were inclined to place too stringent interpretations on procedures.

Respectfully submitted,

S. A. Foust  
Procurement Officer

Gila River Relocation Project  
Rivers, Arizona

FINAL REPORT  
Property and Warehousing  
from June 1942 to June 1943.  
Procurement from June 1943  
to the Close.

The writer reported for duty on June 15, 1942. Other employees on duty on that date were:

E. R. Smith, Project Director  
Lewis J. Korn, Ass't. Project Director  
Firman H. Brown, Project Engineer  
David A. Rogers, Superintendent of Agriculture.  
Harry W. Zearing, Transportation and Supply Officer  
Frank C. Norris, Transportation Maintenance  
Vaughn C. Choate, Finance Officer  
William B. McAlpine, Warehouseman  
Mae Lark, Secretary to the Director

As the camp was still in the process of construction, offices were maintained in an adobe garage building at the Sacaton Indian Agency, six miles from the campsite. All of our furniture consisted of old tables and few chairs furnished by the Indian Agency. The Director had the only WRA owned automobile, a Chevrolet Sedan. The rest of our automotive equipment consisted of two carryalls on loan from the Soil Conservation Service. We also had two typewriters on loan from that agency.

All of the above named staff lived in Coolidge, Arizona and commuted, a distance of about sixteen miles. We were told that sometime in July we would have living quarters on the Project. It developed that it was slightly later than that. The late fall of 1942 and then not all of the apartments were completed.

Late in June 1942 the Project started receiving shipments of Army vehicles consisting mainly of Cargo Trucks. A few of these were converted for use as semi-trailers. Upon arrival of the G I Cargo Trucks, employees started riding to and from Coolidge in them. Please bear in mind that the month of June in Arizona is hot. We had to travel over some dirt roads and the desert winds blew hot and dusty. We could either keep the tarps tied down and smother

or roll them up and blister from the hot winds and eat dust.

Also late in June 1942 we moved our offices to the Sacaton Indian School building in order to accommodate our rapidly expanding staff.

Another addition late in June and early in July was a number of passenger cars which had been purchased by the Government from evacuated Japanese-Americans. With the arrival of these cars it appeared that there would be sufficient for practically everybody to have one assigned to him. This was the case for a short while, but soon the demand far exceeded the supply. By the end of July we had people commuting from Phoenix, Mesa, Tempe, Coolidge and Casa Grande in Government vehicles which required the/ of several of the individually assigned vehicles thereby starting the equipment shortage which existed for the duration of the Project.

Until this time we had all attempted to visualize the enormity of the Project and the job ahead of us, but we were all falling a little short. As shipments of supplies and small equipment started coming in we began to get actual pictures of the size and scope of the thing we were attempting to handle. Such things as a carload of catsup, a carload of half syrup and half mustard, and a carload of crutches made us realize that this was something far greater than any of us had previously experienced or visualized. Shipments came in so fast that it was impossible to check, record and store in any semblance of order. It was all we could do to get it unloaded and heaped in a building and get at the next car. Then we attempted to check and properly store, but storage space was just not available to keep orderly warehousing.

Up to this time we had no definite procedural instructions to be guided by. We therefore attempted to write our own, but we were not able to properly coordinate our activities with Army procedures as none of us knew how the Army functioned. In view of the fact that nearly all our supplies at this time were coming from Quartermaster Depots or through Army purchases, it was necessary to closely coordinate our clerical work with their's. We therefore obtained instructions from the Army and wrote our own procedures to flow along the same lines as their's.

On July 20, 1942 the first contingent of evacuees arrived. All employees were turned out to assist in checking them in,

processing through the clinic, showing to quarters and feeding. Sewage and water facilities were not yet available to evacuee quarters. The Camp was a maze of open ditches. The majority of us knew very little more of the lay of the Camp and locations of buildings than the evacuees so we stumbled through six inches of dust over ditches and around piles of materials in escorting families to their homes.

Our first instructions were to confiscate all radios, cameras and flashlights. Then we were told that this wasn't necessary so we had to locate the owners of what had already been held and return it to them. In this connection it might be fitting to mention here a shipment received later that was to be held strictly for Internal Security. It was confiscated items shipped from an assembly center that were considered lethal weapons. The shipment consisted of an assortment of cap guns, toy clicker guns, broken flashlights and one pancake turner. Another incident that shows our lack of complete planning and foresight was brought to our attention by the Chief of Internal Security. One night shortly after the arrival of the first evacuees, it seems that some sort of altercation arose between two evacuees. One was hit over the head with a piece of two by four, he in turn knifed the other. The next morning the one that was knifed was taken into custody by the Chief of Internal Security, but he had no place to keep him and he therefore had this little man tagging at his heels all day while conducting the rest of his investigation. Finally near the end of the day arrangements were made to put the man in the County Jail at Florence, Arizona.

With the arrival of the first evacuees we started putting them to work immediately. From this time on the appointed staff functioned strictly as supervisors. Of course all evacuees were untrained and it was necessary to go through rather extensive training courses and closely supervise all of their work until they had gained the ability to carry on. They were very adept at learning from written instructions, and by this time we had managed to get out a few detailed procedures. The policy at this time was to put all the people to work that we could possibly use in order to keep them busy.

The first of September 1942 all offices were moved from the Sacaton Indian School to Canal Camp. There was one office building, but it was not large enough to house everyone and

we therefore set up offices in warehouses. The Administration Building in Butte Camp was finished late in October 1942 and we then moved over there.

From June 1942 until December 1942 the Property Officer was directly under the Administrative Officer with the Warehouseman under the Transportation and Supply Officer who in turn was directly responsible to the Project Director. This tended to a lack of coordination between Property Control and Warehousing. In December 1942 Warehousing was placed under the Property Officer.

The Central Warehouse acted primarily as a clearing house, each Division having its own warehouse. Also each Division employed an evacuee Warehouseman and an Evacuee Property Clerk. Divisional warehousing was under the Property Officer as far as procedures. The main difficulty was that the majority of the appointed staff had no previous Government experience and not the slightest conception of proper Government procedures. Further everyone was rushed and working at a feverish pitch in an effort to get his particular job done with not too much interest in following proper lines of clerical procedure. Control over property under these conditions could not be properly maintained and records were none too accurate.

This unhealthy condition existed until July 1943 at which time a Central Project Warehouse was established which warehoused all property not in use and Divisional Warehousing was discontinued, except for small quantities of supplies needed for the immediate job.

In June 1943 the writer transferred to the Procurement Section. By this time procurement work was flowing smoothly, and although the work load was tremendous we had a well trained staff of evacuees that enjoyed their work and we consequently had very little turnover in employees.

There was still considerable difficulty encountered in preventing unauthorized obligations by members of the staff other than the Procurement Section. This was due to lack of previous experience in working for the Government and an over zealous ambition to get the job done irrespective and irregardless of proper lines of procedure. This situation was slowly corrected and eventually we had surprisnly little difficulty along these lines.

At this time the Procurement Section was directly under the Administrative Officer. The Property Control and Warehousing Unit was under the Finance Section. This tended to a lack of coordination in maintaining proper stocks of materials, clearing pending orders and controlling over stocking. In July 1944 the Supply Section was established (the positions of Transportation and Supply Officer had long since been abolished leaving a position of just Transportation Officer), but we did not have a Supply Officer until October 1944. The Supply Section included the Property Control and Warehousing Unit, and the Procurement Unit thus placing procuring, receiving, warehousing, issuing, and general control of all supplies, materials and equipment under one head which was the ideal system for properly coordinating all of these closely allied functions.

Also by this time we were relocating evacuees and the policy on employment had changed. Instead of hiring all you could and trying to make them look busy, we were cutting down the staff and streamlining procedures all of which greatly increased efficiency.

To summarize, it might be well to point out those things which could have been done in the beginning that would have made for greater efficiency and a considerable saving in costs.

1. There appeared to be a great lack in planning and foresight throughout WRA as a whole. We were given a job to do without sufficient previous instructions as to the best methods in which to proceed.
2. All functions were rushed through in too big of a hurry with little time for planning and insufficient time to do the necessary preliminary work.
3. It was very difficult to obtain maximum efficiency from evacuee workers. They could not be forced to work and consequently didn't care if they were discharged from a job as they were taken care of in any event.

Everything considered I believe it was a job well done. It undoubtedly was the largest undertaking of its kind ever attempted and this Government's first attempt at evacuating a large group of people. The job was accomplished without a great amount of undue hardship on the evacuees, and with as much dispatch as possible.

Respectfully submitted,

H. A. Falbey  
Property Control &  
Warehouse Officer

PROPERTY CONTROL AND WAREHOUSING UNIT

1. Sixty-one storehouses, 100' x 20', cement floor, were set up on this Center for warehousing. They were used as follows:

Co-operative Enterprises	5
Offices for Relocation, Leave Welfare, Ration, Evacuee Property	5
Court Room	1
Cold Storage (Mess Management)	3
Storehouses (Mess Management)	6
Offices and workshops for Plumbing, Electrical, Carpenter, Agriculture, and Transportation	11
Storage of Evacuee Property	8
Ship Model Factory	2
Dehydration Plant	1
Canning Factory	1
Mechanics School (Education)	1
Destroyed by fire in March, 1944	1

The balance, sixteen, is being used by Warehousing for storage of materials and supplies.

This type of storehouse was inadequate for the purpose of central warehousing, due to their scattered locations. It was necessary, at times, to use more than one building to store all of one article. No shelving was furnished for storing articles of hardware, etc. and it was necessary to use only the floor space. Good warehousing requires the use of all space in cubic foot dimensions and not square foot. Therefore, a large amount of space went to waste.

Divisional warehousing was not very successful since the Property Officer was unable to devote all his time to technical supervision and since evacuee personnel was often changed. Divisional storehouses were careless in the processing of receiving and issuing documents. Audits disclosed store cards, showing property still in the warehouse, although articles had actually been issued. This method of warehousing required constant supervision, which the Property Officer could not give, due to the fact that there was not sufficient supervisory personnel in Property Control itself.

In January 1945, warehousing acquired one-half of the main building of the camouflage plant and three sheds. In the main building we acquired approximately 5250 sq. ft. of floor space. Into this, we moved Property Control and warehouse offices and the balance was used for storage of plumbing and electrical supplies, office and education supplies, hardware, etc. Three rows of bins were built along one side and also a balcony on each side. On one balcony we installed two rows of bins.

In July 1944, we acquired a 6 foot man-proof fence to enclose the warehouse area, which lessened the disappearance of property considerably.

2. The first project wide inventory was taken as of December 31, 1942 and continued at ninety day intervals. These inventories were not accurate, due to the fact that all units and sections were hardpressed to keep up with current work and necessary installations and repairs. Also, considerable loaning of property between unit and sections was prevalent and to such an extent that in several instances, two and sometimes three units inventoried the same piece of equipment.

When the Handbook 20.4 was issued, it required that a perpetual inventory crew be organized. No allocation for these positions was made and we were not able to spare any employees from the Property Control Office nor the warehouse to take over such duties, due to the press of current receipts, issues and transfers.

3. No regular scheduled meetings were originally planned by the Survey Board. They met, as needed, by the accumulation of survey reports.

The first members were:

Firman H. Brown, Chairman  
William H. Taylor  
Raymond Hayward

Later the Board consisted of:

James Shelly, Chairman  
William H. Taylor  
W. E. Emrick

with the alternates:

G. P. Young  
Joe H. Janeway  
Carl Quast

When the Handbook 20.4 authorized that the Assistant Project Director, Administrative Management Division, Senior Engineer and Supply Officer be members of the Survey Board, the following took office; B. F. Runyan, Chairman, Joe H. Janeway and H. A. Ott.

Towards the close of the center, the following employees acted as the Survey Board:

H. A. Ott, Supply Officer --- Chairman  
Joe H. Janeway, Senior Engineer  
Stemen A. Foust, Procurement Officer

4. No difficulty encountered in obtaining release of surplus property after declaration to disposal agency, other than the necessary delay originating in the disposal agency's organization. The cause of these delays are not known to us, but perhaps they are due to the volume of declarations received by them, and the attendant inspections and paper work necessary to prepare the property for disposal.

RESPECTFULLY SUBMITTED,

H. A. Falbey  
Property Control & Warehouse  
Officer

CLOSING REPORT  
ADMINISTRATIVE MANAGEMENT DIVISION  
MESS SECTION

RATION CONTROL

Ration Control was exercised from the beginning and followed W.R.A. and O.P.A. regulations. Point allowances for evacuees were the same as regular civilian residents outside the Center i.e. forty-eight processed food and sixty-four meat points per month and two pounds of sugar. Later sugar was cut to five pounds for three months. June 1st, 1945 sugar was out to five pounds for four months. June 1st, 1945 point allowances were changed to fifty points per month on both meat and processed foods.

Rationing was never a real problem at this Center, outside of sugar. Japanese were never accustomed to eating a great deal of meat. Most Japanese dishes are made up with a little meat cooked with a lot of vegetables. Most of the vegetables came from the Center's Farm and our climate was such that the farm produced vegetables the year around.

When points were high on meats, we used nearly all that was allotted us, but very seldom used over one-half the points allotted us for processed foods.

Sugar was rationed to the Mess Halls once a week and they had to make it last.

In order not to exceed our ration allowance, we made a skeleton menu the beginning of each week of the ration foods based on 100 portions that we would use during the week. By doing this we were able to portion out the rationed foods evenly over the week. We had two meatless days each week.

#### ADMINISTRATIVE MESS

The Administrative Mess was our big problem. Most of the staff who ate at the Mess never had the experience of living at home under rationing. They had no conception what foods could be served them with the points we were allotted. W.R.A. regulations were to take the total number of meals served and divide by three to get the number of ration points allowed. This would have been alright if we had served the same number of people each meal each day in the week. What really happened was, we served forty for breakfast, which was a meatless meal, eighty for lunch and one hundred and twenty for dinner, our heaviest meat meals. On meatless days, we served about forty at each meal, so in reality we served one hundred people with a point allowance for seventy-five. In order to keep within our point allowance we had to use mostly low point meats and had to be very sparing with them. We used fowl whenever it was obtainable.

Points for processed foods did not trouble us because we used mostly fresh vegetables. Sugar was a problem and about the only desserts we had were those we could buy already sweetened.

#### EVACUEE MESS

Our problems in our evacuee mess were never very serious. We credit this to our organization. We had an evacuee having the title of Senior Steward, in charge of Mess Operations, a Supervisor in each mess hall, a Head Butcher in charge of meat and cold storage, a Senior Steward in charge of staples, a Head Produce man in charge of fresh vegetables and a Head Ice and Milk man, in charge of milk and ice.

We picked an evacuee for our Senior Steward who was a politician and had considerable administrative ability, the ability to organize and who had the respect and confidence of the supervisors of the mess halls as well as the heads of the warehouses. The Senior Steward was directly accountable to the Chief Project Steward and the Project Stewards.

The Mess Supervisors were men in good standing in their blocks with supervisory ability. Most of them had been in the cafe business or had been cooks on the outside.

The Mess Supervisors held a meeting twice a month, with the Chief Project Steward and his Senior Steward were always in attendance. All problems were taken up at these meetings and settled satisfactorily.

The Center's menus were made by an evacuee and checked by the Chief Project Steward. The usual breakfast was fruit, cereal, eggs and toast. At noon the main dish was a Japanese dish, usually made of meat and vegetables, a salad, rice, Japanese pickles and tea. The evening meal was mostly an American meal, such as meat, potatoes, fresh vegetable, salad, rice and tea. Two meatless days were observed each week. For the noon meal we usually used an egg dish as the main dish and fresh fish at night.

The farm produced a large quantity of Diakon a Japanese vegetable similar to our icicle radish, only it grew to about a foot long and two inches in diameter. Diakon was picked as soon as a crop came in. We generally had enough to last the year around. These pickles were always on the table. We grew about a ton of bean sprouts each week. We manufactured Tofu from Soy Beans, which was rich in protein and was a supplement for meat.

For our people who needed a special diet, we had a mess hall for special diets in each camp. These mess halls were operated by Mess Operations, but the menus for the

special diets were under the supervision of the Hospital Dietitian.

The Japanese food taste differs from ours. Food they serve cold and relish, wouldn't appeal to us at all. They use lots of Shoyu Sauce in their cooking and a meal is not a meal unless there is rice on the table. They are very fond of raw fish, eaten with Shoyu Sauce and a very strong mustard made from dry mustard. The fish must be from salt water, such as Sea Bass, Red Snapper or Tuna fish.

For their festival days, such as New Years and weddings, the food is cooked and served cold. At a Japanese Banquet the traditional dish of raw fish is served and you will have two other plates before you, one with chicken which has been dipped in Shoyu Sauce and broiled in an oven and usually is very tough, french fried fresh shrimp which are good. The rest of the plate will be made up of rice cakes, molded into different shapes, a cake of Tofu fried in deep fat and a cake which is very sweet, made of Lima Beans and sugar. They use a lot of food coloring, such as green, red and yellow, for decorative purposes. The Bean Cakes are colored and colored eggs are used for garnishes on the Rice Cakes. The second plate is about the same, minus the chicken. If you follow the Japanese custom, you will eat

the raw fish and the second plate, the plate with the chicken, you are supposed to take home.

Their two choicest foods, Tofu and a cake made from sweet rice, are tasteless to the average American.

Evacuee help in the kitchens were very satisfactory. The only trouble we ever had with them was when we picked the wrong man for a Supervisor. We made a mistake at the beginning in giving the Mess Hall workers too many classifications i.e. we had cooks, cooks helpers, pot-washers, dish-washers, pantry clerks, porters and waitresses. This had a tendency to specialize the position, a dishwasher would wash dishes and do nothing else, etc. We changed the classifications to cooks, cooks helpers, kitchen helpers and waitresses. This allowed the Supervisor to put them on any job he saw fit and made it easier for him to get the work done.

We were very successful in the use of evacuee Kitchen Stewards. They visited the mess halls daily and reported on the stock in the pantry and the condition of the kitchens and on any problems the Supervisor may have.

Meals were served to the evacuees somewhat on the order of a cafeteria i.e. the rice, salad, etc., was put on the tables and as they came into the mess hall they passed by a counter where they picked up their main dish. The food was

dished up as they came for it so it was always hot. After the evacuee had completed his meal, he picked up his dishes and silver, left the silver at the station where silverware was washed and the dishes on the dish rack.

The evacuee did a very good job in the warehouses. We had many who were experienced in that line. They kept them clean and in first class order at all times. Our losses due to warehousing were kept to the minimum.

We would have had many problems maintaining an adequate inventory if we hadn't had an arrangement with the Army Quartermasters to supply us with food. We anticipated our wants forty-five days in advance. Our months supply of staples were shipped to us on the first of the month. What fresh vegetables we needed besides those produced on our farms were shipped to us each week.

Our farms supplied us with most of our meats and part of our milk. The milk we bought was delivered to us daily. The Quartermasters made all our contracts for milk, bread, ice, etc.

Our warehousing was divided into four divisions, staples, fruits and vegetables, meats, milk and ice. Each division had it's own truck with driver and swamper.

All items were rationed according to the menu and the

number of people in each mess hall and put on the Material Issues. When the food was delivered the mess hall Supervisor signed for it. We had butchers in our meat and cold storage where the meat was cut up and rationed for each meal, and the kitchens received the exact amount needed for each meal.

Respectfully submitted,

John D. Seater  
Chief Project Steward  
Mess Management