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FINAL REPORT

ADMINISTRATIVE MANAGEMENT DIVISION

FINANCE SECTION

On August 17, 1942, Mr. Paul A. Taylor, Project Director, and six employees arrived at Jerome, Arkansas, to start operation of the Jerome Relocation Center and arrange for the induction of evacuees from the West Coast. At this time the Army Engineers were in process of constructing the Camp proper, and temporary offices were set up in a brick building, which was part of the Jerome Public School System. A large barn, the property of Jerome Farms Inc., an F.S.A. project, was leased to care for surplus property that immediately started coming in from other government agencies. Records were kept of all incoming property.

On October 6, 1942 the first contingent of evacuees arrived and were housed in Block 14 in the center. A few days after this date the administrative offices were moved to the Center and accounting records were started. Allotments of funds were received October 10, 1942 and from this time on, this office made disbursement of expenses through the Kansas City Treasury Disbursing Office. Prior to this time expenses were paid by Office for Emergency Management and these expenses were later charged to this office. Evacuees continued to arrive in train loads until November 3, 1942, making the evacuee population 7662 people.

A tentative fiscal accounting procedure had been received, but no cost accounting instructions; therefore, although the fiscal accounts (complete according to instruction) was functioning, only fundamental costs were recorded. These were later broken down more specifically as instructions came in.

The force at this time consisted of an appointed fiscal accountant and assistant, an appointed cost accountant, and two evacuee assistants; an appointed auditor, who immediately assumed the duties of agent cashier. The Audit Section was composed of an appointed junior fiscal accountant and appointed fiscal clerk

acting as voucher auditors and one evacuee clerk. An evacuee stenographer-typist supplemented this force. The Property Control Unit was composed of an appointed property officer, an appointed property clerk and two evacuee clerks.

In March, 1943 a cost manual was received from the Washington office and cost records were broken down more specifically. From this time on additions and revisions in instructions have been received covering both Fiscal and Cost Sections and records have been revised accordingly. Additional personnel have been added and replaced until at the present time the Finance force is composed of the following employees:

An appointed finance Officer

An appointed acting fiscal accountant, an appointed junior fiscal accountant and two evacuee clerks.

An appointed auditor, an appointed assistant auditor, an appointed audit clerk and 3 evacuee audit clerks.

An appointed cost accountant, an appointed assistant cost accountant.

An appointed cost clerk and the following evacuee cost personnel:

In Administrative Office

6 Cost Clerks
2 Timekeepers
2 Ass't Timekeepers

In Mess

2 Accountants
5 Cost Clerks
1 Timekeeper

In Hospital

2 Cost Clerks

In Agriculture

1 Cost Clerk
1 Timekeeper

In Welfare

1 Cost Clerk
1 Timekeeper

In Engineering

5 Cost Clerks

In Transportation

1 Cost Clerk

In Warehouse

1 Cost Clerk

The Property Control Unit at present is composed of an appointed property control and warehouse officer, and an appointed property control officer, and an appointed senior property clerk, an appointed junior cost accountant acting as property clerk - and 5 evacuee clerks and typists. The Warehouse Unit is composed of one appointed head storekeeper, one appointed receiving and shipping supervisor,

and two appointed assistant storekeepers, and 9 evacuees as checkers, timekeepers, laborers and clerks, and 9 evacuee members of a coal crew.

The Finance Section's duties and responsibilities and duties as allocated to the three major units are as follows:

Budget and Accounts Unit:

To prepare and submit to the Washington office all budget estimates.

To maintain general ledger control accounts and allotment ledger.

To be responsible for receiving and transmitting all accounting documents handled in the Finance Section.

To audit all obligations and contracts prior to release.

To prepare all vouchers and other documents handled in the Finance Section.

To audit all vouchers, pay rolls, collection schedules, and other accounting documents prior to processing.

To perform all internal audits of accounts.

To prepare and transmit fiscal reports.

Cost Accounting Unit:

To have charge of all timekeeping for evacuee workers and prepare all evacuee pay roll vouchers and keep payment record cards.

To supervise all section cost accountants and clerks.

To maintain ledgers of expenditure cost analysis.

To maintain ledgers of subsidiary production and construction accounts.

To prepare and transmit operating and cost statements.

To maintain fixed asset equipment record.

Property Control and Warehousing Unit:

To maintain property control records.

To supervise warehousing and shipping operations.

Some timekeepers in various divisions are not carried as employees of the Cost Accounting Section as they perform other duties in their sections.

To date the Finance Section has operated successfully with the force available. When evacuee employees go out of the center on relocation or transfer, it has been the custom to anticipate the vacancies and break in new employees for about a week on the job before the vacancy occurs. At the present time it is becoming more difficult to secure workers as the good clerks and accountants are fast leaving the center. However, it is considered possible to complete the records to the closing of the center without serious trouble along this line.

The Finance Section's relationship with other sections has been agreeable and a general spirit of cooperation prevails. After section cost clerks were installed in various sections for the purpose of recording cost information, department heads cooperated in helping them secure proper breakdowns, with the exception of one section - Agriculture. In this section we were unable to get sufficient information or records to make a proper breakdown as to the number and kind of crops planted, productive labor performed on each crop and issues from storehouse to each crop; therefore, our cost records reflect the Agricultural expenditures in total only for 1943 and the records are not complete in detail for 1944.

Finance Section's Closing Operations

The Finance Section's function in the closing operations of this center is as follows:

Fiscal and Cost Units will prepare the regular monthly reports for the month of June.

Supplemental reports requested by Washington will be prepared and submitted.

Overall and supplemental inventories and property will be prepared by Property Control as required.

The Cost Unit will assist the Property Control in preparing transfer documents of property shipped by figuring the depreciated value, etc.

Accounting forms and documents that are necessary to be saved as permanent records will be assembled and given to the Office Service Unit who will in turn transmit the ones required to the Washington office or to another Center as directed. Payment record cards Form WRA 118, and Compensatory Time Cards, Form WRA 112, will be forwarded to the centers to which the evacuees are assigned in every case.

Assistance will be rendered to any other department or section whenever possible in order to facilitate the movement of evacuees, and the handling of their records.

Jerome Relocation Center
Denson, Arkansas

Comparative Statement of Grants on Obligation Basis since inception by Months, Fiscal Years and Total

MONTH	PUBLIC ASSISTANCE GRANTS		CLOTHING GRANTS		RELOCATION GRANTS		PROJECT TRAVEL AND TRANSFER GRANTS		TOTAL FISCAL YEARS	
	1943	1944	1943	1944	1943	1944	1943	1944	1943	1944
July	-0-	1197.83	-0-	42307.45	-0-	6661.63	-0-	Cr. 80.84		
August	-0-	1223.16	-0-	20592.50	-0-	6898.38	-0-	-0-		
September	-0-	1146.06	-0-	16832.40	-0-	7522.17	-0-	-0-		
October	0-0	1208.91	-0-	17948.00	-0-	4183.50	-0-	50.10		
November	-0-	985.99	-0-	16345.38	-0-	4459.83	-0-	57.08		
December	70.25	2086.89	2099.50	16381.00	-0-	1254.06	-0-	89.90		
January	365.25	312.52	19291.50	20102.42	-0-	2927.68	328.17	89.42		
February	823.25	1171.45	39164.86	18242.00	-0-	3586.30	222.48	531.56		
March	2129.71	2277.25	23689.70	18188.00	-0-	4317.63	708.43	46.01		
April	2120.16	1236.10	24285.84	18000.00	9112.09	3219.20	788.39	7.50		
May	2240.99	898.82	25247.63	18000.00	8140.91	2811.25	389.11	3.50		
June	2165.43	926.30	36689.82	15031.00	8753.47	2716.81	44.61	96.00		
Totals	9915.04	14671.28	170468.85	237970.15	26006.47	50558.44	2481.19	890.23		304090.10
									208871.55	

Total amount of Grants paid from inception to closing, all classes \$512961.65

Jerome Relocation Center
Denson, Arkansas

Statement of Deposits to WRA Special Fund

(June 30, 1944)

	Fiscal Year 1943	Fiscal Year 1944	Total
<u>SALE OF COMMODITIES PRODUCED</u>			
Etc. * (Project Newspaper)	\$ 7.11		\$ 7.11
 <u>SALE OF PROJECT PRODUCED GOODS</u>			
Vegetables, all kinds		\$856.05	856.05
	\$ 7.11	\$856.05	\$863.16

* The charge for the sale of the center newspaper was made to discourage a tentative free mailing list.

Jerome Relocation Center
Denson, Arkansas

Statement Reflecting Number of Documents Handled Monthly by Fiscal Years

Month	Vouchers		Purchase Orders		Miscellaneous Obligations		G.A.O. Exceptions		Treas. D.O.	Regional Rejections	
	1943	1944	1943	1944	1943	1944	1943	1944	1943	1944	1944
July	-	468	-	202	-	241	-	-	-	-	2
August	-	417	-	230	-	317	-	-	-	-	-
September	-	473	-	214	-	320	-	-	-	-	1
October	90	457	105	258	70	394	-	-	-	-	3
November	162	450	196	244	109	474	-	-	2	-	-
December	351	439	264	232	166	320	-	-	3	-	-
January	518	489	412	215	283	334	-	-	6	-	-
February	635	399	375	204	213	293	-	-	5	-	-
March	746	441	571	112	279	395	-	-	6	-	-
April	745	353	498	96	263	251	-	-	4	-	-
May	632	264	360	61	278	160	-	3	1	-	1
June	579	222	325	38	294	179	-	1	-	-	1
	4458	4872	3106	2106	1955	3678	0	4	27	-	8

Jerome Relocation Center
Denson, Arkansas

Statement of Audits and Inspections

Purpose	By Whom Performed	Persons Perform- ing the work	Period Covered	Number of days Required	Results
Audit of unliquidated Obligations	LeMaitre	4	Monthly	1	All objectives by activities in balance
Audit of Agent Cashier's Cash Advance	Colton & LeMaitre	2	Semi-Weekly	1/8	Cash accounted for & balanced
Inspection of Crops	Feitchmann	4	Crop Season 1943	1/2 Semi- monthly	Estimate value of growing crops
Physical Inventory	Rose	all personnel	Inception to February 1944	8	Establish Inventories
Audit of Misc'l Receipts	LeMaitre	3	Fiscal Year 1944	2	Accountability es- tablished and reconciled.

Property Control

During the inception of the Jerome Relocation Center, 21 warehouses were eventually placed at the disposal of the Authority. Each of these warehouses was alike in construction and dimensions. A floor space area of 100' x 40', cement, was afforded in each warehouse. The warehouse space has been sufficient to the needs of this center. The following sections and divisions have had warehouse units definitely assigned for their use: Motor Repair, Mess, Engineering, Industrial, Co-operative Enterprises, Evacuee Property, Housing, and Agriculture. A number of the smaller sections did not warrant the issue of warehouse space but were provided smaller storeroom facilities at other points within the center.

The warehouses should have been built nearer the spur track with a loading dock connecting to eliminate the short haul by truck.

Light fixtures should have been placed above the ceiling or cross joists to avoid their breakage when storage necessitated the full heights of a warehouse.

During the opening of the Jerome Relocation Center, surplus property from other government agencies arrived in carload lots and in such a volume that it was impossible to accurately take inventory until project warehouses were made available by the contractor in October, 1942.

In order to satisfy the Cost Account Section all the property received was appraised and the figure used as the value of donated and surplus property. This was reported to the Cost Account Section the first of November, 1942.

During January, 1943, a complete inventory was made of all the property in the project warehouses. A large percent of this inventory was clothing shipped to the center from the Army Quartermaster Depots. An inventory was made every quarter of project warehouses in order to check the balance carried by the cost account against the actual amount of property not charged to sections or divisions.

In November, 1943 a complete inventory was made of all supplies of the Engineering Section.

During the month of January, 1944 a project inventory was made by Mr. Otho Hulen, assistant storekeeper, of electric fans, sewing machines, desks, adding machines, typewriters and office chairs.

On March 1, 1944 a complete project inventory was made of all equipment and supplies on the project. This was made under the direction of field auditors from the Washington office in preparation for the final liquidation of the Jerome Relocation Center, which is to become effective June 30, 1944.

On January 5, 1943 the Project Director appointed the following personnel, appointed, to serve on the Survey Committee:

James H. Wells, Administrative Officer
W.O. Melton, Assistant Project Director
G.F. Castleberry, Director of Com. Act.
O.L. Hayes, Transportation Officer
Bryan Stearns, Supt. of Maintenance

All of these members have served continuously on this committee with the exception of Mr. Wells, who transferred to Tule Lake on February 1, 1944, and O.L. Hayes, who terminated his services with the War Relocation Authority by being transferred to the Armed Forces on April 24, 1943. Mr. J.D. Williams, Supply officer, was appointed to serve on this committee on March 31, 1944.

This committee has always been scheduled to clear up any matters pertaining to its functions during the last week of each month.

The Property Control and Warehouse Section has not encountered any difficulty in obtaining release of surplus property for declaration to the Treasury Department. The various sections and divisions on this project have been more than willing to release property surplus to their needs and have always insisted on immediate release to relieve them of their accountability.

This project has had no occasion to attempt a recall of property after it has once been declared surplus to the Treasury Department. There has been some delayed disposition on the part of the Treasury Department to dispose the

property declared as surplus. This has been apparently due to the lack of sufficient market, or a demand for such property on the part of other government agencies.

FINAL REPORT

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ADMINISTRATIVE MANAGEMENT DIVISION

SUPPLY SECTION

MESS UNIT

MANUFACTURE OF TOFU

Development of the Industry

The Tofu Industry was established by the Mess Section because an evacuee had available equipment on hand to furnish this Center with a nutritious Japanese food. An average of eight men and two women have been employed in the plant.

Tofu cakes were made of soy beans. An outside purchase of beans was made to start production. Local plantings were made in 1943 and some 18,000 pounds of beans were harvested and used up to June, 1944. The beans are soaked for about ten hours, then ground in a mill. The fluid, which resembles fresh milk, is then cooked in large pots for several hours. Constant stirring prevents burning. The fluid is then strained through cheese cloth into wooden forms to harden. After a couple of hours the mould is cut into pound size cakes and the cakes are placed in a large tank of water. Each afternoon the cakes are transferred to tubs of convenient size for delivery to the mess halls. The finished product is white and has the appearance of sponge rubber.

Thirty-three mess halls and the hospital have been supplied. Each mess hall has received tofu at least once each week and the hospital has received supplies every three days. Tofu is generally served in a meat and vegetable dish with soy sauce.

The Tofu Factory was set up in one part of an unused mess hall in Block 36. The barracks in this block have been used by the appointed personnel, hence the mess hall was available for use by the Mess department. A floor space 40 x 20 feet was partitioned off for this purpose. Running water was piped into the room and mess hall type tubs and floor drains were installed. Equipment purchased from an evacuee included a stone mill, one

one-horse electric motor and two large cast iron pots used for cooking. The pots were built into a dutch oven which was fired with slab wood. Total investment in equipment approximated \$500.00.

Operation of the Industry

There were no contracts or agreements involved other than the purchase of equipment from the evacuee owner.

Production costs, including labor, materials and supplies, averaged about \$450.00 each month.

An initial outside purchase of soy beans was made to start production and carry it through the first year. The 18,000 pounds of beans harvested in 1943 were sufficient to supply the center until its closing date.

The output averaged about 10,000 pounds monthly. The cost of production per pound averaged about four cents, while the value per pound is ten cents. Evacuee residents always praised the local product as equal or superior to tofu used by them before evacuation.

This industry had no particular employment problems. Skilled workers were obtainable at all times and no labor disputes occurred. Two eight-hour shifts of workers were employed in the factory. The physical surroundings were pleasant. Workers took their noon-day meals in another part of the building, where cold and hot lunches were prepared for field crews.

A training program was not essential as many experienced workers were on hand. Inexperienced helpers were used a few at a time and they in turn became experienced and were able to fill positions vacated. From a center public relations standpoint, the venture was a complete success. Residents appreciated the chance to consume a Japanese food and much good will was generated due to the ability of the Mess Section to carry on the industry.

Liquidation

Due to the closing of the Center, manufacture ceased June 10. Stock, equipment, etc. were made available for requisition by other Relocation Centers.

MANUFACTURE OF ICE CREAM

Development of the Industry

Manufacture of ice cream was begun by the Mess Section

- (a) to provide a wholesome food for Center residents without interfering with outside civilian supplies,
- (b) to provide a saving in Center operating costs and
- (c) because an ice cream making machine was already in the Center. The machine which belonged to the Co-op was secured and put into use by the Mess Section.

Different flavored ice creams have been made for Center consumption, and issued only to the mess halls and the hospital.

The industry was housed in a 20 x 20 foot section of Block 36 mess hall.

Equipment installed consisted of one machine, a kitchen range, a refrigerator, a kitchen sink, drains and running water. The machine, a Wagner Electric Model, is valued at \$75.00. Total value of equipment used approximated \$150.00.

Operation of the Industry

There were no contracts or agreements involved other than the purchase of the machine from the local Co-op.

Production costs for supervision and labor averaged \$32.00 per month, as only two workers were employed. Production averaged 1,000 gallons per month. Production costs per gallon varied from 25 cents to 38 cents per gallon, depending on the ingredients used. In April, 1944 costs reached the latter figure, as large quantities of center-produced strawberries were used in the ice cream

Materials used included evaporated milk, dessert powders and flavoring extracts. The only fresh fruits used were Center produced strawberries. All staple supplies were requisitioned from the Quartermaster.

Each mess hall was supplied once each week, as well as the hospital. The average quality of the Center ice cream was somewhat lower than similar products on the outside. The fresh strawberry ice cream produced in April, 1944, however, excelled similar outside products. It is believed the cost of Center produced ice cream was much lower than the cost of outside ice cream.

The ice cream industry conducted by the Mess Section was instituted by D. J. Hudson, Chief Project Steward. He trained two men for the job and production proceeded according to schedule. No labor problems occurred. The workers put in a regular eight-hour day in pleasant surroundings and took their noon-day meals with the tofu workers on the premises.

Value to the Center

Center produced ice cream served a useful purpose in providing Center residents with a wholesome food at low cost.

Center morale was improved by ice cream production. Each block looked forward to the weekly issue and patients in the hospital appreciated the ice cream issued there.

Liquidation

Liquidation of the industry was effected June 15. Raw materials were placed back in stock and the machine made available for transfer to another center.

MANUFACTURE OF LARD

Development of the Industry

This industry was set up by the Mess Section when Center produced hogs began to be slaughtered. The need for the industry was obvious, to render out fats so that the same would not be wasted or lost. An average of two workers were employed regularly.

Leaf lard was the principle product. Meat cracklings were the by-products. They went back in the garbage for hog feeding. All Center produced lard was for WRA consumption.

The lard plant occupied a 20 x 20 foot section of Block 36 mess hall, adjacent to the tofu and ice cream factories. Utilities installed included two large cast iron kettles which were built into stoves and fired by slab wood. A lard press was installed. Running water and floor drains were installed. No particular trouble was encountered in securing equipment, which was valued at \$150.00.

Operation of the Industry

No contracts or agreements were involved in this industry.

Production costs, including supervision, labor, materials and supplies, ran about 12 or 14 cents per pound which was not much cheaper than buying the outside product.

The raw product came solely from Center produced hogs. The monthly output averaged about 3,000 pounds, depending on the number of hogs slaughtered each month. At this figure, considering the usual Center population of 7,000, no outside purchases ^{were} ~~was~~ needed. The quality of lard produced compared very favorably with packing house produced lard.

Two workers handled this industry for the Mess Section. The fat was first cut up by the butchers so that the plant workers had only to cook the fat down and filter it. No labor or turnover problems arose.

Excellent sanitary conditions prevailed within the plant. Due to the peculiar conditions of making lard, the workers put in their 44-hour week in 4 days. This was done to enable a long, slow cooking period for each batch of fats. The workers took their noon-day meals with the other industrial workers in the Block 36 mess hall.

Value to the Center

The lard rendering plant served a useful purpose in utilizing fats that would otherwise have been wasted. Some four workers were trained in the work.

Liquidation

Liquidation of the industry ~~will~~ occurred when the last Center produced hogs were slaughtered, on June 12. Lard produced was consumed before the Center closed and equipment made available for transfer.

MANUFACTURE OF PICKLES

Development of the Industry

The pickle factory was established to take care of Center produced products, some of which might have gone to waste. Other reasons were to provide a central pickling plant and to furnish a plentiful supply of this product. Different products produced were: Chow-Chow, daikon, cabbage and nappa pickles and pickled pig's feet. All pickles were made for WRA issue.

Chow-Chow and pickled pigs feet were made in a 20 x 20 foot section of the Block 36 Mess hall. The other pickles were made in the Block 1 laundry. One-half of the latter building was partitioned off for the industry. The space used here was approximated 600 square feet. Some \$50.00 worth of barrels were purchased on the outside while all empty Center soy sauce barrels were also utilized. Chow-chow and pigs feet were canned in empty gallon sirup jars salvaged in the Center.

Operation of the Industry

No contracts or agreements were involved. Production costs varied as more or less help was used as seasonal work called for. Costs for pickled pigs feet averaged about 30 cents per gallon. Chow-Chow cost about 50 cents per gallon while the daikon cost averaged 20 cents per gallon.

Peppers, tomatoes, onions, daikon, and cabbage used in pickles were Center produced. Pigs feet were from Center produced hogs. Salt, vinegar, etc. were staple items secured from Quartermaster supplies.

Quality of products produced were of high type and all pickles produced proved acceptable to Center residents. Monthly production of pigs feet averaged about 30 gallons.

About 800 gallons of chow-chow were made during one twenty-day period and 7,000 gallons of daikon pickles were made during one forty-day period.

No employment trouble was encountered and extra labor was used to take care of seasonal work. Hours of labor were the same as mess hall employees. Workers in the Block 36 plant ate their noon-day meals with the other workers there while those in the Block 1 plant took the mid-day meal there.

Value to the Center

From a utility standpoint the pickle industry was a success. Nothing went to waste. Excess daikon, tomatoes, etc. were diverted to the plant and saved.

Many inexperienced helpers received training under the supervisors in charge of the work.

None of the pickles, with the exception of pigs feet, could have been secured on the market. The other pickles were typical Japanese foods and could not have been purchased on the outside.

Liquidation

Liquidation of the industry was accomplished in June, 1944. Stock of all pickles were issued regularly and none were left when the Center was closed.

MANUFACTURE OF MISO

Development of the Industry

This industry was established by the Mess Section primarily to provide the Center residents with a well liked Japanese food at a low cost.

Miso was made of soy beans and rice in an approximate ratio of 3 to 1. Since soy beans could be grown in the Center and rice was comparatively cheap it was decided to make miso instead of purchasing a high priced product on the outside. All miso produced was for WRA use and issue.

The plant was set up in a 20 by 25 foot space partitioned off in the Mess hall of Block 36. Additional storage space was provided for the finished product, which was barreled. Equipment provided included two tables and flats for holding the product in process of manufacture. One heating stove was used to provide and even temperature for the process room. Total investment in equipment was about \$50.00. Empty soy sauce barrels were used for storing the finished product.

Operation of the Industry

No outside contracts or agreements were involved. Production costs including labor, materials and supplies averaged about 6 cents per pound.

Initial purchases of soy beans were made on the outside. Rice came from the Quartermaster supply. After the first year plenty of Center produced soy beans were available for use in miso making.

Approximately 20,000 pounds of miso was produced over a five-month period. The finished product here was well liked by center residents and the cost^{was} well below outside market value.

Two men and three women were employed in making miso. This manufacture required a fairly skilled supervisor. No labor or wage problems were encountered. In this, as

well as the other mess section food producing industries, people seemed ready and willing to work at all times. It is believed they appreciated the fact that the foods were for their consumption and that if they were not made here they could not be procured for them on the outside.

While no worker put in more than a 44-hour week, the schedule was made according to the work to be done. The physical surroundings were good and the workers took their noon-day meals with the other workers in Block 36 mess hall.

Value to the Center

Riso manufacture served a direct utilitarian need. Issues were generally made for meatless day menus and provided excellent food as well as menu change.

No special effort was made from a training standpoint but helpers learned the process from supervisors.

Liquidation

Liquidation of the industry was accomplished in June, 1944. Supplies were sufficient to last the Center and as the curing process took several weeks, manufacture ceased early. Only equipment to be disposed of were the heating stove, barrels and flats.

MANUFACTURE OF SOAP

Development of the Industry

This Mess Section industry was started to utilize waste kitchen fats, to save on outside soap purchases, and finally as a contribution to the war effort.

The sole product of this industry was laundry soap. All soap produced was used on the project. Most of it was used by Mess department but some supplies were transferred to the Housing Section.

The soap plant was housed in an abandoned center saw mill building. The old building was floored and partitioned off. Floor space amounted to 800 square feet. Sinks with hot and cold running water were installed, also one kitchen range. A few pots and pans made up the rest of the equipment.

Total value of all equipment did not exceed \$150.00.

Operation of the Industry

No outside contracts or agreements were involved. An average of 2,000 pounds of laundry soap was produced each month. Cost of supervision, labor, materials and supplies averaged $3\frac{1}{2}$ cents per pound.

Soap grease came from waste kitchen fats and greases. Lard and oils were used and filtered over and over in the kitchens but when no longer suited for cooking was put in containers and saved for soap making. Weekly collections from the kitchen were carried to the soap factory. Occasionally a butchered hog that failed to pass inspection was consigned to the factory and used for soap making. Only supplies used were 220 cans of lye per 1,000 pounds of soap. Lye was secured from the Quartermaster.

The home-made product was equal to or better than the Quartermaster "G.I." soap that cost 5 cents per pound. The Center produced soap furnished about 50% of the supply needed each month. In regard to the quality of the soap as compared to "G.I." soap, several mess hall supervisors, always asked for project produced soap when ordering, saying they preferred it.

An average of three male workers were used in the soap industry. Turnover was small and labor relations good.

Workers always put in a 44 hour week. The physical conditions were good as the building was screened and well lighted. Workers were transported to the plant each working day. The plant was located about one-half mile from the Center, near the sewage plant. Noon-day lunches were delivered to the workers from the sandwich shop.

Value to the Center

The soap industry proved very successful in utilizing fats and oils that otherwise would probably have been wasted. The finished product served a useful purpose and decreased outside purchases.

No particular emphasis was placed on the training program but the first supervisor trained two unskilled workers. When the former left one of the trainees took his place.

and turned out better soap than the original supervisor.

Liquidation.

Soap-making continued until the last hogs were slaughtered and used. There were no particular liquidation problems. Several utensils had to be surveyed off and the rest of the equipment was turned into the warehouse for credit.

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FINAL REPORT

ADMINISTRATIVE MANAGEMENT DIVISION

SUPPLY SECTION

The Supply Section was organized in September 1943 with the supply officer exercising supervision over the Mess Management Unit, the Procurement Unit and the Postal Services Unit. From the beginning it has been the policy of the Section to work in close cooperation with the various activities at the Center to insure that their needs for supplies and equipment were promptly filled and that procurement of such supplies and equipment was in accordance with prescribed procedure. The various sections have been encouraged to anticipate their needs and close contact has been maintained with the sections in an effort to assist them in preparing advance estimates. All requisitions have been referred to the supply officer for examination and approval prior to purchase action and wherever possible requirements have been consolidated. The establishment of the supply section has had the effect of greatly reducing emergency purchases and has eliminated the processing of separate requisitions from the various sections for the same items. Also by transferring surplus stocks from one section to another, inventories have been reduced. The supply officer has maintained close contact with the project steward and has assisted him in formulating the general policies of mess management.

The number of employees in the Supply Section is as follows:

<u>UNIT</u>	<u>APPOINTED</u>	<u>EVACUEE</u>
Supply	1	1
Mess	3	988
Procurement	2	2
Postal Services	3 (Post Office Dept.)	24

Responsibilities for formulation of policies and the application of prescribed procedures were delegated to the appointed personnel. Minor administrative responsibilities were delegated to the evacuee personnel. No personnel problems developed

in the Procurement Unit or the Postal Services Unit. The evacuee personnel appeared to like the work in these units and there was very little turnover. The personnel problems of the Mess Unit are discussed in detail under that heading.

Immediately upon receipt of official notice of the closing of the Center the Supply Section contacted all Sections and Divisions with the view of determining what part of all outstanding orders could be cancelled and cancellation of such orders as could be cancelled was effected immediately. A vigorous follow up was maintained on such orders on which delivery was still required. The supply section has been working in close cooperation with the Property Control Unit and in the closing operations.

SOURCES OF SUPPLY

Army facilities were used extensively for securing subsistence items and various types of supplies. The Memphis Army Service Forces Depot was called upon to furnish all janitorial supplies, mess equipment, and staple subsistence items, with the exception of foods peculiar to the Japanese, and numerous hard to get supplies such as, but not limited to, garden hose, sheets, flashlights, flashlight batteries, wood range and heater parts. Except for a few isolated cases the service received from this depot was prompt. Requisitions were placed with the Memphis Quartermaster Depot for all meats, perishable fruits and vegetables and pork products that were produced and consumed on the center. The Quartermaster Depot has given good service, and very few delays were encountered.

All drugs and supplies for the center hospital were ordered from the St. Louis Medical Depot. Requisitions covering a month's supply were made up monthly and forwarded to the Depot. The service received from the medical depot was such that it was necessary to make very few emergency purchases for the hospital from outside sources.

Tires, tubes, batteries, automotive and tractor parts were secured at various times from the Eighth Service Command Ordnance Depot, Camp Livingston, Louisiana. With the exception of one instance, where it was necessary to purchase tires and tubes from a general schedule of supplies contractor, all tires and tubes used on the center have been secured from this source. Some batteries and automotive and tractor parts have been secured from this source, but through experience we find that better service can be secured by buying through General Schedule of Supplies Contractors.

The Supply Officer has made visits to the various Army Supply Depots and has kept in constant touch with them by telephone and letter, maintaining a cordial relationship with the various officers and employees of each depot. Instructions of each depot have been carefully followed, and no difficulty has been encountered.

Many purchases have been made from vendors in towns near the center. These purchases as a rule have been small, but the merchants have received their pay promptly and they have been glad to get the business. The Procurement Unit has tried at all times to be helpful to the local vendors and consequently no serious troubles have been encountered.

All office supplies, stationery, and forms (except WRA forms) have been secured from the Central Administrative Services, Little Rock or Kansas City offices. The CAS has been very cooperative and good service has been given. Treasure Procurement Stock Catalogue has been used to some extent, most of the items that would be ordered from this source were obtained from the Central Administrative Services.

All Field Procurement Offices have been used either for making emergency purchases, or purchases of items peculiar to their location. It has been found that Field Procurement Offices can save a lot of time in making emergency purchases and finding hard to get items.

PROBLEMS OF PROCURING FOR THE CENTER

The Jerome Center was fortunate in that it was located close to several large cities from which overnight express and freight service could be obtained.

Only items of a standard nature were purchased and evacuee taste and preferences were not given consideration, except in a few cases where standard articles would not serve the purpose for which intended.

This center has maintained a bidders list containing names of prospective bidders for all types of services and supplies, this list along with the Thomas Register and telephone books from the large cities in this trade territory enabled us to make purchase and receive delivery on all services, supplies and equipment needed in the center.

It has been found that by following the procedures and policies as set out in the Manual of Procedure, that purchases could be made with a minimum of trouble and that no exceptions were taken by the General Accounting Office due to methods of purchase.

The Procurement Unit has operated during most of the program with a procurement officer (who later was promoted to supply officer), an assistant procurement officer and two evacuee typists. Except for the last few months, turnover of personnel has been slight and no trouble has been experienced from this cause or through lack of experience. The evacuee personnel were eager to learn and carried on the work nicely.

The Procurement Unit has at all times cooperated with the heads of the various operations sections and have been able to make suggestions, whereby substitutes were obtained in place of hard to get items.

The Procurement Unit was able to purchase or otherwise secure all items, regardless of their nature, needed for the operation of the center. And in no case has a vendor refused to supply the center because of the fact that it was a relocation center for Japanese.

PECULIAR REQUIREMENTS

The schools requirements consisted mainly of books, subscriptions, and athletic supplies. Text books for the grammar school were purchased from the Arkansas State Book Depository, subscriptions and books, except those listed in the General Schedule of Supplies were obtained from the publishers. Musical instruments, pianos, sheet music, and a phonograph with records were also purchased.

Requirements of the hospital were generally furnished by the St. Louis Medical Depot, however, such items as oxygen, fuel oil (for mosquito control), subscriptions to medical magazines were purchased by the procurement unit.

Cereals, milk, bread, foods peculiar to the Japanese people, and a few items of supplies and equipment were purchased for the Mess Section. All other items of subsistence and supplies were furnished by the Army Depots.

All types of farm hand tools, some agricultural tractors, wagons, plows, cultivators, seeds, fertilizers, hot caps, etc., were secured for the agriculture section. Included in the services for this section was the rental of a combine for harvesting and threshing soybeans, and rental of a machine for cleaning soy beans.

Materials, supplies and services were obtained for the Engineering Sections to build Personnel Quarters, High School, Bridges and Roads. Included among the purchases made for this section was the rental of a pile driving machine, and purchase of treated timber for the bridges, gravel for maintaining the roads throughout the center and the farm area.

Athletic equipment including mats for Judo, books and subscriptions for the Community Library, were secured for the Community Activities section. Services secured included the rental of three public address systems.

The Motor Maintenance section has required a large quantity of shop equipment, such as metal cutting lathes, steam cleaners, drill presses, power tools, welding machines, Hand tools, etc. The Procurement Unit was able to secure all the equipment needed by direct purchase or by transfer from other Government Agencies.

CLOSING REPORT

ADMINISTRATIVE MANAGEMENT DIVISION

SUPPLY SECTION

MESS UNIT

RATION CONTROL

Ration control was exercised from the beginning and followed O.P.A. and W.R.A. regulations. Point allowances for evacuees and administrative personnel were the same as for regular civilian residents outside the Center i.e. - forty-eight processed food and sixty-four meat points per month and two pounds of sugar. This Center had little trouble staying within all allowances. During the winter months when fresh vegetables could not be grown, processed food points were sometimes used up to about the limit. Use of local hogs and low point foods of all kinds was a help in keeping the Center consumption of points down to a minimum.

A strict system of accounting with quotas for all evacuee messes was set up in the Mess Section office. Issues were checked and quotas and amounts used were checked weekly. Sugar rationing was the hardest problem to meet.

Ration control for the Administrative personnel mess was harder to meet than for all of the evacuee messes. The varying number of meals taken interfered with both quota and issues here. At various times the Administrative Mess had to forego coffee, sugar or pies and the mess supervisor and steward bore the brunt of some good natured ridicule on days when the sugar bowl was empty. In the main, problems were solved here as in the evacuee messes by serving low point foods and using fresh vegetables when available. The two meatless days, observed each week, helped considerably in ration control. The Center also was fortunate in its ability to procure fish and shrimp, point free foods.

MESS FEEDING

This Center was fortunate from the beginning in meeting practically no

criticism of the regular diet menus. The regular menus were prepared in the Mess Section office while special diet menus were prepared by the Center Dietitians. Each block had an evacuee dietitian's aide to help out on all special diets and children's food.

The peculiar tastes of evacuees were met as much as possible by having mixed American and Japanese style foods, thereby pleasing both the older and younger generation of evacuees. Standard Japanese foods such as rice, fish and shrimp, soy sauce, miso, tofu, and o-kn-ko were served in abundance at all times. In the main, all foods were moderately seasoned so that both young and old might eat the food.

Many problems arose in the use of evacuee help in the kitchens. Most of them were solved sooner or later. It was found advantageous to draw up complete job descriptions for each kitchen job. Kitchen jobs were given to the people residing in the same block. It was found that the workers were highly individualistic. In other words, a kitchen porter would scrub floors but would not help out on other duties unless specifically directed to do so. The problem of hiring and firing workers was no small one. In general the kitchen steward selected his own workers and terminated same subject to the approval of the Mess office. This office had an evacuee trouble shooter, who visited the messes on call or assignment and aided materially in settling all labor troubles. A regular kitchen stewards' meeting was held every two weeks. Occasionally all chefs or pantry clerks would be invited to special meetings where their peculiar problems would be discussed. Occasional meetings were scheduled where the Project Steward or his assistant would visit each kitchen at a stated time to meet with the entire kitchen force. It is believed that the plans used here proved entirely successful. We believe the kitchen problems worked out better using all evacuee help than if Caucasians had been placed in each one.

We believe the use of evacuee kitchen stewards proved successful in this Center. In general they were high type and were selected for their ability in leadership as well as culinary skill. Each steward was given to understand that he was responsible only to the Project Steward. While good relationships were encouraged between the stewards and the Block Managers, the latter were instructed to keep their hands off mess hall matters.

This office believes that the evacuee workers did a good job of mess hall maintenance here. Standards were set by this office and regular inspections were made to see that same were maintained. As between male and female porters, it was found that the latter did a better job most of the time. However, most floors and windows were kept clean and sanitary in all of the mess halls. It was found that deserved praise or appeals to the health of their own families proved better incentives for getting the job done than did censure. Regular deliveries of cleaning supplies aided in mess hall maintenance while the whole-hearted cooperation of the Public Health Service was of material value. One of the best incentives for mess hall maintenance adopted by this office was that of mess hall competition. Following is the plan used here: All messes were put in one of two districts, a north side and a south side. The best mess hall each week in each district was awarded a large pennant which hung there as long as the mess hall remained in first place. Second and third places were given honorable mention. Notice of awards were published weekly in the center newspaper. If a mess hall won the pennant for four consecutive weeks it was taken out of competition and a permanent pennant awarded to them. It was understood the latter pennant would be removed for cause and the mess hall thrown back in competition. Actually, only two instances occurred where this was necessary and in due time both mess halls regained their pennants.

Foods were served to evacuees either family or cafeteria style. Each block was allowed to choose the style desired. The latter form was chosen by the majority of the blocks. This office insisted that hot type foods be served that way and cold

type foods vice versa. Waitresses were used in all mess halls and service was demanded and received. Where cafeteria style serving was used extra bowls of rice, soy sauce, etc., were also placed on each table.

MESS WAREHOUSING

It is believed that the success in using evacuee help in the warehouses was no different from that of other departments in the Center. In the warehouse specific assignments were made and workers clung tightly to their prerogatives. Perishables and staple warehousemen were clearly differentiated and only rarely would one group assist the other. Youthful workers were placed in the majority of warehouse jobs. It was found they could get the job done in a hurry but that they were harder to control and were more irresponsible than older groups of workers.

In general the mess warehouses were kept in good condition. The Project Steward or his assistant inspected them regularly. Mess warehouses consisted of three staple, two perishable and one equipment warehouse. Evacuee staple, perishable and equipment foremen were responsible for their respective buildings. Except for a short period when a Caucasian was employed, one evacuee supervisor served as a supervisor over the respective warehouse foremen. All warehouses were inspected regularly for fire and health hazards. Doors and windows were repaired and replaced and all buildings were subjected to periodic rat-proofing and extermination. The outside area was kept policed up, refuse was hauled away daily, and grass and weeds were kept down.

No insurmountable problems were encountered in maintaining adequate inventories. Due to a heavy initial stock of staples the advent of rationing found this Center stocked with a rather more than adequate inventory. Omission of reorders and the passing of time brought these stocks down to acceptable levels. This Center has been well served by the Quartermaster Market Center and the Army Service Forces Depot of

Memphis, Tennessee, with perishables and staples, respectively. Both of the above agencies were easily contacted in case of emergency. Another factor in maintaining adequate inventories was the nearness of the Rohwer Center, some thirty-five miles away. In emergency certain items could be transferred back and forth and shipments from Quartermaster depots were sometimes consigned to one center for use of both. Inclement weather sometimes caused this section trouble in maintaining inventories of local pork. Daily hog slaughtering would be held up due to bad weather. The problem was solved by increasing the inventory during good weather or else having a whole load of hogs slaughtered at the nearest packing plant, as done in one emergency.

Food was distributed from warehouses to mess halls by daily, except Sunday deliveries. A double delivery of Saturday and Sunday supplies was made each Friday and Monday's supplies were delivered on Saturday. Staples and perishables were delivered separately. The Motor Pool assigned two trucks to each division for daily use. Two pick-ups were available for emergency and local use. Bread was received by train each morning except Sunday and was delivered from the Jerome station by the staple crew. Fresh milk was received each night, including Sunday, by the vendor's refrigerated truck. The milk came in between the hours of 4:30 and 8:00 P.M. During the winter months the milk would be immediately transferred to waiting trucks and taken to the mess halls. As soon as warm weather was experienced the milk would be held overnight in the refrigerator warehouse and distributed the next morning. All delivery trucks carried a swamper crew and checker. Mess Hall Stewards receipted all delivery requisitions after checking deliveries.

DEVELOPMENT OF ORGANIZATION

New policies and methods were employed as the need for changes became apparent. Many of these evolved from conditions and situations beyond center control.

During the early days, a roving crew was formed to prepare meals in new mess halls for incoming evacuees. As soon as the people of the Block were able to manage their own mess halls, the roving crew moved out to open mess halls in new blocks. Some blocks were unable to open their mess halls immediately and were forced to double up and receive their meals from the nearest mess halls, due to the inability of the contractors to complete the mess halls on schedule. At one time, the mess hall in Block 14 served not only its own block but people from two other blocks.

On November 7, 1942, with the completion of the Administration Building, the office of this department was moved to the south section of the Administration Building No. 1. With more manpower now, available due to the rapid induction, Mr. Hudson was able to acquire a capable personnel to aid him in operating this department. Up until this time, Mr. Hudson had shouldered the entire burden from menu-making to distribution of food supplies and equipment to the kitchens, hiring personnel, and being responsible for the accounting of this section. Both office personnel and commissary warehouse personnel were expanded at this time.

With the increase of population and a heavier arrival of food, it at one time was necessary to use five refrigerated freight cars to house perishable merchandise. Under these conditions, delivery of food to kitchens was quite a problem.

One of the interesting things noted at this time was the wide geographical separation of the source of supplies. Most of the produce came from neighboring states and as far as California and Washington. Cabbage received was grown in Wisconsin and Texas, onions in Colorado, celery and lettuce in California, apples in West Virginia and Washington, etc. Frozen fish was received from Washington and New England.

The commissary warehouse personnel was divided into two crews. One crew took charge of the staple supplies and another crew for the perishable items.

Due to the fact that many shipments were received by truck in the evening, after the regular warehouse crews had completed their work, a special night unloading crew of part-time workers was formed to take care of any receiving when the regular crews were off duty. This proved to be a very satisfactory arrangement.

Due to the warm and humid climate in the fall at Jerome, considerable difficulty was encountered in preventing moldy bread being delivered to the messhalls, as bread became moldy in 24 hours. To eliminate this problem, a special truck was dispatched to Jerome to pick up bread at the railroad station every morning and deliver it direct to the mess halls. This truck also distributed fresh milk in the evenings, so that the minimum amount of time would elapse between the receiving and the distribution of the milk to the mess halls. The refrigerated warehouse was divided into three sections. The largest room was used to house produce, eggs, and other items that do not require too low a temperature. The second room was used to store all fresh meats. It had a rail system and all meats were hung on hooks and transported by rollers to the room. The third room was a low temperature (25°) room to house all frozen meats, fish, oysters, shrimp and other items that required this low temperature.

To aid Mr. Hudson in the preparation of Japanese meals, George Hieshima, a menu maker, was employed. This man did good work in the preparation of menus and as an office aid to Mr. Hudson in conversing with the evacuees.

MESS EMPLOYMENT

Employees per mess hall varied according to the block population. In general blocks of 180 population or below were given 24 workers. Blocks having a population of 181 to 225 were allowed 25 workers and blocks over 225 were allowed 26 workers. There were 33 evacuee blocks operating during the lifetime of the camp.

This office hired more and more women as the life of the center progressed. We had 666 male and 658 female workers in the mess halls in March, 1943; 394 male and 590 female workers in March, 1944. This office was highly pleased with its

female workers and found they could do equal or better work than male workers. The only exception would be in handling of heavy pots of food which had to be lifted on or off the stoves.

MESS HALL ORGANIZATION.

The following schedule was in effect at the time the Center closed.

Block Steward - 1. Had complete supervision over the mess halls.

Chefs - 2. Each man ran one shift of workers and helped cook.

Cooks - 2. Cooked food.

Cook's Helpers - 4. Assisted cooks.

Storekeeper - 1. Issued supplies and stored same.

Porters - 3. Used as a clean-up detail in mess hall and kitchens.

Potwashers - 3. Washed pots and pans.

Dishwashers - 3. Washed dishes.

Firemen - 1. Fired stoves in morning and assisted outside.

Waitresses - 6. Waited on tables and dried dishes.

WORKING HOURS AND SCHEDULES

Each mess hall had a morning and afternoon shift. Workers had a 44 hour week and one day off.

NUMBER OF MESS HALLS MAINTAINED

Thirty-three evacuee messes were maintained. In addition the mess department ran a Hot Lunch and Sandwich Shop for preparation of food for Agriculture workers.

HOSPITAL MESS

The Mess Department furnished the food supplies. No other relationship was involved.

MEALS FOR NIGHT WORKERS AND FIELD WORKERS

A hot meal and sandwich shop was set up in the Mess hall in Block 36. The housing facilities in this block were used by members of the appointed personnel so the mess hall was not needed and it was turned over to the Mess Department. Hot

noon-day meals were prepared there and sent to the field in marmite cans. Besides agriculture workers, 200 to 300 workers, some 80 to 100 meals per day were sent out to bridge building, road and drainage crews.

For awhile sandwiches were prepared for all night workers and delivered before 5 p.m. Later arrangements were made so they could secure hot meals. A special crew prepared the midnight meals in the mess hall of Block 35. Firemen, Internal Security and Motor Pool employees all ate there about midnight. The Mess Section also furnished food for a midnight meal at the hospital for its night workers.

DISPOSITION OF GARBAGE AND WASTE

The Mess Section was assigned the task of garbage removal. When hogs were in the feedlot at the farm, all garbage was hauled there and fed. When hogs were not in the lot the garbage was dumped and covered. The Mess Section was credited with \$100.00 per month for all garbage fed. Two three-men crews hauled the garbage and washed all cans before returning them to the mess halls. All kitchens made a clear distinction between garbage and rubbish. Only edible waste foods went into the garbage cans.

Kitchen wastes -- bones, fruit rinds, coffee and tea grounds and all inedible foods -- went into separate rubbish cans and a crew from the Maintenance Section emptied these cans daily.

The Mess Section was also detailed to clean out and dispose of waste matter that collected in the grease traps at each kitchen. Due to the shortage of workers allotted, part-time workers were used. No one seemed to like the job and crew members had to be continually recruited. Wastes were dipped from the tanks about every two weeks and hauled out and buried. If we had been allotted the men it would have been just as well to handle the rubbish as there was no little friction between the garbage and rubbish crews.

SALVAGE OPERATIONS

All cans were processed and saved according to directions issued by the government. For a while these cans were sold for \$6.00 per ton. Later on they were hard to get rid of and were given to different bottling concerns in return for supplying the Center with bottled drinks. The #2 size cans were sent off to be detinned while the #10 cans were used to make bottling caps.

Kitchen fats were used over and over. A large grease filtrator was allotted to every four kitchens. By using this in turn a good deal of grease was renovated. Inedible fats were saved and used to manufacture soap by the Mess Section. About 2,000 lb. of G.I. Quality laundry soap was made each month.

All glass jars and bottles were saved. Several truckloads were given to the Home Demonstration Agents in McGehee, Lake Village and Monticello. Gallon syrup jars were saved and used locally for canning chow-chow and pigs feet. All glass vinegar jugs were saved and used for soy sauce and fly spray.

Egg crates were saved and sold to different firms delivering food to the Center.

All sacks, fruit, vegetable and meat crates were salvaged and turned over to the Agriculture Division for use in harvesting local crops.

All bread boxes were salvaged and returned to the shipper. The same procedure was used when outside ice cream was received in cartons.

Soy sauce barrels were also saved and used for pickling and water barrels.

MILK SUPPLY

The Center Milk supply was from the Southstate Processing Company at Warren, Arkansas, some 58 miles distant. This Company cooperated with the Center 100% and seemed to be a high type concern. The milk was delivered in a refrigerated truck. The same truck brought the milk for the Rohwer Center on the same trip. Occasionally the refrigeration unit would break down. At other times the delivery hour would be

delayed due to bad weather, flat tires and mechanical difficulties. Milk was generally delivered about 5 P.M. daily. The milk was delivered in 10 gallon cans. When the milk came in on time it was delivered to the Mess Halls by a part-time crew. When the milk was late it was stored in the refrigerator warehouse until the next morning.

Milk was purchased for drinking purposes only on the basis of one half pint per person per day, in accordance with OPA regulations. Milk was allotted, however, only to infants and children, pregnant women and special diet cases.

AVERAGE FOOD COSTS

Food costs were kept well within the 45¢ per person per day allowance.

Following are the food costs per person per month through May, 1944.

	<u>PERIOD</u>	<u>COST PER PERSON</u>
1942	November	.365
	December	.396
1943	January	.373
	February	.359
	March	.364
	April	.381
	May	.381
	June	.356
	July	.357
	August	.378
	September	.399
	October	.431
	November	.429
	December	.417
1944	January	.338
	February	.341
	March	.381
	April	.334
	May	<u>.368</u>
Average Cost Per Person		.376

OFFICE STAFF

The Mess Section Office Staff consisted of the following:

Menu Maker - 1. Made menus and determined quantities under the supervision of the Project Steward.

Head Rationer - 1. Checked all rationed foods and kept up with allotments.

Head Timekeeper - 1. Supervised all timekeeping activities.

Employment Supervisor - 1. Handled employment duties.

Personnel & Inspection - 2. Handled all personnel problems and made regular kitchen inspections.

Property Supervisor - 1. Kept inventories and handled distribution of property.

Typist-Clerk - 5. Helped above department head on records.

In addition to the above the following worked in the office but were paid by the Fiscal Department:

MESS OPERATIONS - 7

Head Accountant - 1. Handled all cost accounting and made up reports for same.

Clerk-Typists for above - 5. Assisted in work of Head Accountant.

MESS STAFF

The Center Mess Operations were started by Chief Project Steward, D.J. Hudson. R.R. Richmond was hired as Assistant Steward as of November 15, 1942. Ben T. Rolfe was hired as Warehouseman about December 1, 1943. D.J. Hudson was inducted into the Army in January, 1944. Ben T. Rolfe was released to work for O.P.A. about April 1. R.R. Richmond succeeded D.J. Hudson as Chief Project Steward.

Hudson and Richmond took turns in supervising all mess activities. In general, Hudson took over all office work while Richmond looked after the outside work. This procedure was reversed every six months in order that both men would gain general knowledge and that Richmond could be fitted to take over Hudson's duties in case the latter left.

PROCEDURE OF CLOSING

Mess halls were closed when the block population dropped below 75. These people went to adjacent blocks. If the mess staff got low, volunteers were used towards the last. As the mess halls closed, perishables in the ice boxes and broken packages were given to adjacent messes. The rest of the food was tallied in at the warehouses and credit given to the kitchens. All equipment was sent to a warehouse where it was sorted and packed for outgoing requisitions.

NOTE:

The following record of operation of the Center Postoffice was submitted by Mr. Fred R. Paris, head of the Postoffice but not associated with W.R.A.

FINAL REPORT

ADMINISTRATIVE MANAGEMENT DIVISION

SUPPLY SECTION

United States Post Office, Denson, Arkansas

A post office was established at the Jerome Relocation Center as a branch of the Dermott Post Office. This service had no administrative connection with the War Relocation Authority except for the fact that the evacuees employed at the post office were paid by WRA at the same rates as all other evacuee workers on the Center. They were, however, under the exclusive supervision of a member of the Post Office Department and were directly responsible to him.

The Denson Post Office opened for business October 16, 1942, in a building 40' x 100', as a branch of Dermott, Arkansas. Practically all mail had been going to Jerome, Arkansas, forwarded from the Assembly Centers, and as none of it had Center addresses, quite a problem was presented to make proper delivery. All classes of mail were sent in boxes of all sizes from the Jerome Office, after this Branch opened. The WRA truck made daily trips to bring this mail.

Very little equipment had been received on the 16th from the Post Office Department, and for some time it was necessary to add totals of Money Order business for the day on the WRA adding machine in the No. 1 Administration Building across the street. No distributing cases had been built, and none were received from the Post Office Department until later. Lobby counters and service windows had been built, and a roomy vault with no shelving. Cash or stamp drawers were not suitable for use. No tables had been provided.

The first step in organization was to interview some of the many evacuee applicants for work. A few had had previous postal experience, either in the Assembly Centers, or under Civil Service. This knowledge was of great benefit in the days that followed. Two girls were employed to inaugurate an address filing system, which has been kept as nearly up to date as possible. One of the girls employed on opening day, has remained through to the closing of the Center. Men were assigned to sorting the accumulation of mail, and for a while, one represented each block to attempt to make delivery withing his own block. As our directory system took shape, we were able to give directory service to the vast amount of mail coming in daily from the Assembly Centers.

Requisitions were placed with the WRA for distributing cases, both for outgoing mail and incoming mail, as well as cases for distributing by carrier. Until regular work tables which had also been requisitioned were received, mail was cancelled, distributed and dispatched on old CCC tables, boxes and often on the floor.

The agreement between the Post Office Department and the WRA in Washington was that, as nearly as possible, mail would be handled as an Army Unit - that Regular Mail Orderlies should be assigned to receipt for mail, etc. To this end, a carrier system was designed to make deliveries direct to patrons in the various blocks. This practice operated until September, 1943, when deliveres were started to Block Managers, who in turn delivered to family units. Notices were written for all ordinary parcels, also insured and registered matter, and these notices were delivered with the C.O.D. notices, and first and second class mail. Registered matter and C.O.D. was held at the Post Office, to be called for by addressees. For a short time, patrons called at the Post Office for all parcels, but as soon as

proper addresses could be given from the Directory, ordinary and insured parcels were delivered to Block Managers offices where they were called for.

From the opening day until the closing, the cooperation of the entire staff of the WRA has been of the finest. Due to the lack of equipment, many items were supplied by the WRA, that could not be furnished by the Post Office Department. An adding machine, typewriters, rubber stamps, etc., were furnished, as well as mimeographed forms. The cases requisitioned were made, with the cabinet shop cooperating in every respect, and men were assigned to this office, to make stamp and cash drawers, also to make many necessary changes in the arrangement of the counters, etc. Shelving and cabinets were built in the office to fit our needs. No more pleasant relations or spirit of cooperation has been encountered elsewhere in my association with any other government agency.

Incoming mail which was brought from the Missouri Pacific Railroad station and the Dermott Post Office was separated on arrival here, and during the period of time we were giving carrier service, first class mail was distributed at a primary case before going to carriers for individual family separation. After being "cased", all the first, second and much third class mail was tied up in bundles at the carrier cases, in block and apartment sequence - the same scheme as is used by Post Offices having city delivery. Delivery to the Center residents was made twice daily. With the change to delivery to the Block Managers, only one trip was made. This change was brought about mainly because evacuees were going out of the Center on relocation. Mail to go out of Center was deposited in Center-built mail boxes that were located in every mess hall. Pick-up was made twice daily by the carriers, and later once daily. Block Managers were asked to properly mark undeliverable mail, and in this did a good job considering the fact that they were not familiar with postal procedure.

The number of evacuees employed at the Post Office at one time reached a total of twenty-four. Each was assigned to specific work, though there were cases when, due to sickness or other causes, several voluntarily did work not assigned to them. These persons were given preference in considering jobs as foremen, etc. Every one who has been in postal work will understand that it is very exacting in its demands for accuracy, and in this matter it was found the evacuees as a whole were very adaptable, and made every effort to see that all work was handled as outlined to them. They were neat in their work, and many favorable comments were made as to the cleanliness of the whole Post Office building, which was due to the excellent service of the janitors (evacuee) and the entire force cooperating with them.

The greatest problem that confronted us was that of the evacuees going out of the Center on relocation. While our turn-over was large, we would endeavor to have the employee leaving send in someone that he knew that he felt would make a good addition to our force. In this way, it was often possible to have a week or ten days to break the new man in to our methods.

Plans were presented to us for parcel inspection, but were not carried through by the WRA. No inspections were made by them at the Post Office during the operation of the Center.

Closing of the Center has meant that all file cards of each resident of the Center, together with WRA personnel, had to be marked as to new address, and in many cases where the families were split, to make new cards. Lists were furnished us by the WRA showing when and where, and to what address assigned in their new location, as fast as received, the file cards were corrected. Notices had to be sent to newspapers and other periodicals, third class matter returned where possible, to enable senders to correct their mailing lists, re-addressing all classes of mail

to show the correct Center or town and properly and promptly dispatching same.

Information and articles were given to the DENSON TRIBUNE from time to time concerning postal rates, changes in mail schedules, rate changes, etc. In all these, the Tribune staff cooperated fully and stated they would gladly have printed more items.

War Bond and War Saving Stamp sales to the evacuees have been limited. However, some have consistently bought both bonds and stamps. Many bonds were certified as to signature for the purpose of cashing, which was not altogether surprising, considering small amounts of cash received. Postal Savings accounts were opened, usually for large amounts, and in many cases, for the limit allowed by postal law.

The following is a summary of some of the business handled by the Denson Post Office during the period October 16, 1942, to May 31, 1944:

Money Orders issued		59,579
In the amount of	\$542,571.43	
C.O.D. parcels received		15,068
Charges collected on C.O.D. (May '43 to '44)	\$ 59,352.37	
Stamp sales	\$ 38,510.07	
Included in above:		
Number sold - \$.03		545,300
" " - Postal cards		95,500
" " - \$.06 Air Mail Stamps		56,950
" " - \$.20 Air Mail Stamps		8,800
" " - Envelopes - stamped		92,000
Outgoing letters		881,000
Incoming ordinary parcels		128,798
Incoming registered items		6,351
Outgoing registered items		3,779
Incoming insured parcels		10,227
Outgoing insured parcels		5,596
3rd class matter outgoing (last 6 mo. only)		38,217
Number of Postal Savings A/C opened		33
Amount deposited on above	\$ 32,721.00	
Amount on deposit 5/31/44	\$ 28,941.00	
Number of Postal Savings A/C open 5/31/44		28
U. S. Savings Bonds sold	\$ 19,294.25	
War Savings Stamps sold	\$ 712.00	
Incoming sacks of mail (12/43 to 5/31/44)		6,239
Outgoing sacks of mail (12/43 to 5/31/44)		2,179

A peg count of patrons at the front office windows covering three months and spaced out at intervals over the period of 19 months of operation totaled 30,217, making an average of over 10,000 window transactions per month.

Miss Helen L. Blanks, clerk, was transferred here on the opening day, and Mrs. Shellie H. Rice, clerk, was assigned here on December 9, 1942. Both have remained through to the closing, with other clerks assisting temporarily. The friendly feeling between the patrons and the Denson Post Office has been due largely to the courtesy and cooperation of the above clerks. Realizing that the main contact the evacuees had with the outside world was through mail, every attempt was made to assist them in their problems. That this was appreciated was evident from the many favorable comments made.

(Signed) _____

F. R. Paris, Supt.
Denson Br. Post Office

Mr. Castleberry

WRA Library Washington

F I N A L R E P O R T

JEROME RELOCATION CENTER

E V A C U E E P R O P E R T Y S E C T I O N

FINAL REPORT

ADMINISTRATIVE MANAGEMENT DIVISION

EVACUEE PROPERTY SECTION

Before evacuation the people of the Jerome Relocation Center had availed themselves very little of opportunities offered by the Federal Reserve Bank and the Farm Security Administration in matters pertaining to the settling of their property interests.

The services rendered by these two agencies, while extremely important and valuable both to the evacuees and the nation at war, proved inadequate to meet all the needs of the people.

The evacuees came to the Jerome Relocation Center from the Fresno Assembly Center and the Santa Anita Assembly Center, and later approximately 750 arrived from Hawaii.

A survey conducted by the Community Analysis Section of the Jerome Center showed that approximately 55% of the people had formerly been employed or engaged in agriculture and 45% in various other types of occupations. Breaking this down further by blocks showed this range varied from 95% in Block 1 formerly engaged in agriculture to 27% in Block 40. Although Block 1 had 95% former farmers, most of them were bachelor laborers who followed seasonal crops in California and consequently had little property. Many families had small individual farms or worked on farms owned by others. The lowest percentage of farmers in blocks occupied by people from Hawaii revealed the urban nature of the Hawaii evacuees.

Since the majority of the evacuees came from rural and farm communities, the services rendered by the Farm Security Administration during evacuation period is all the more important. The Farm Security Administration rendered valuable service in liquidating leases and providing tenants for the first year. Most leases on the whole later proved unsatisfactory to the lessor. Their terms were usually for the duration or until the return of evacuee, and since the lease was to meet an emergency it was found in most cases that the rental was extremely low.

While at the Assembly Centers, the evacuees had very little opportunity to look after property matters. Due to the emergency nature of the program, there was no time nor personnel to assist evacuees in matters of this kind. As a result, the evacuees were prey to all sort of rumors and believed reports which had very little truth. Some people in communities where evacuees formerly lived were sincere and desired to help, while others in the hope of financial gain wrote direct to evacuees and circulated all sorts of rumors with respect to their property. When the evacuees arrived at the Jerome Center, they came with an unhealthy state of mind as to their property interests.

The Jerome Center was the last Center organized and occupied. The first and most important job of the administration upon the arrival of evacuees was to provide housing, food, medical care, and to look after the physical needs of the people. The administrative staff was incomplete and many of the appointed staff worked in various activities, some not connected at all with their official duties.

An advance contingent of approximately 250 evacuees arrived at the Center before the majority of the occupants came to assist the administrative staff in the organization and to receive the people. At that time construction was still in progress and the advance contingent, as well as the administrative staff, worked at many and various jobs. They lived in the same buildings, ate in the same mess hall, and through their work and close contact from day to day, there grew mutual feelings of trust and confidence which was probably not found in other Centers.

It was a natural thing that through the confidence and trust built, the evacuee's personal request for assistance in evacuee property problems soon began to come to members of the appointed staff.

These requests were many and varied in nature and ranged all the way from letters of inquiry to handling of real and personal property. Request came in such number that it became necessary to set-up an office to centralize and correlate the work. An evacuee lawyer, who was one of the advance group, was employed by the administration and made responsible for coordinating requests of this type. While requests continued to come to various members of the staff, these requests in turn were channeled through the office of the young evacuee attorney.

The man selected for this position was well fitted for the job. Before evacuation he was a practicing attorney. He was well educated and spoke both English and Japanese fluently. He enjoyed the confidence of the people to a marked degree. In addition, many of his former clients were residents of the Center and continued to look to him for advice and assistance in matters pertaining to their interests.

Another office handled some phases of evacuee property work. Soon after the arrival of the evacuees, a group of four people, namely, Amy Murayama, Seichi Mikami, Major Imai, and Masahide Sato set-up an unofficial service organization. They had their office in one of the vacant apartments and began to render services to the evacuees of various types, social, economic, and business. Mr. Mikami was a former real estate and insurance man in California and gave considerable time and effort to assisting evacuees in matters pertaining to insurance, bank accounts, taxes and real estate problems. Later this group of people was taken over intact into the Welfare Section and the services rendered by them in property matters was directed to the evacuee attorney. Through the work of an evacuee attorney, Rene Miyake, and the Social Service worker, Seichi Mikami, a considerable flow of property work was being done at the time the first Project Attorney entered on duty.

When the Project Attorney entered on duty and set-up his office, the evacuee attorney was added to his staff as an assistant and the evacuee property work was all centralized into his office and continued to function in that office until September, 1943, when the Evacuee Property Section was created on the Project.

The general policies of the Evacuee Property Section are given in detail in the Administrative Manual, Chapter 100. The local policy has been to adhere strictly to the policy outlined in the Manual, that is to act as counselor to the evacuees concerning their property problems and to assist on the Project in selling, leasing, operating, transporting, or storing property under the regulations proscribed. An effort is made to

obtain full and accurate information regarding property matters concerning which the evacuee request assistance, and in appropriate cases this information is furnished to the Field Office concerned, or to the legal division and to the San Francisco office. The office makes inquiries, investigations, and assists in problems of management, operation, or disposition of real and personal property, serving only in an advisory capacity, and as intermediary and negotiator between the evacuee and the persons or companies whom the evacuee chooses to act for him. The acceptance or rejection of any course of action is for the evacuee to determine. This office gathers all the facts, makes available as many alternative as possible, furnishes information, and advice upon request but the decision is by the evacuee.

The Evacuee Property Office functions on the Project through the Administrative Management Division. The lines of authority are through the Assistant Project Director in charge of Administrative Management, to the Project Director, to the Chief of the Evacuee Property Section in San Francisco. There has been no change in policy, except extending policy to render additional services. Since there was no criterion on which to base a policy, it has been necessary to proceed carefully and thoughtfully with the idea in mind to render the most services within the limits of the responsibility of the Authority. More service has been extended and policy has been clarified, but the aims have been from the beginning the same.

The effect of the extension of services gained more confidence from evacuee and more assistance and cooperation from them. A clarification of policy and clear outline of duty has resulted in more

coordination of effort on the Project. There has been more cooperation from other sections with better result, quicker delivery of goods and more satisfactory services.

The Evacuee Property Section in this Project consist of the Evacuee Property Officer, appointed, one general secretary stenographer, one file clerk, one property supervisor, and two assistants who perform duties from day to day as assigned.

The secretary stenographer types correspondence, 153's, 154's, and is under the direct supervision of the Evacuee Property Officer. She receives and routes mail, sends out notices, and makes reports.

The file clerk is responsible for all forms and files. Forms are filed by families in a pending and completed file. As cases are closed, material is transferred from the pending to a closed file. Outgoing freight files are separated by Project or relocation.

The property supervisor is responsible for making out forms 155, 156, and keeping an orderly tabulation of both forms and EPR's by warehouses and Field Offices.

The two assistants perform duties from day to day as assigned and serve as understudy for the above position. One serves as receptionist.

The Section receive requests on forms 155 for storage, 156 for transportation, 153 and 153A for various type of services. Transportation is provided for personal property of evacuees upon request from private storage or government storage to the Center, or to their relocation address. Where possible, all property is forwarded in car-load lots,

although on relocation, property is forwarded LCL. In addition to the mechanical services, such as transportation and storage the office furnishes information to evacuees of general nature on conditions in communities from which they came and makes available information on all government programs which effects their property interest.

There has been no special problems in connection with personnel in the Evacuee Property Section. Although this section has suffered loss due to relocation, the same as other sections, a system of inservice training has provided satisfactory trained personnel to take the place of those leaving. Understudy and assistance are provided for every position with the view in mind of giving trainees experience in actually performing the work of the office, so that in the event an evacuee staff member relocates, the office will not suffer. There has been no work stoppage of any kind at any time. The evacuees who work in the office can handle most any other work assignment. Assignments are rotated frequently with the purpose in mind of allowing the worker to become so familiar with the work of others, that if necessary any one could pinch hit for the other. The office has also taken full advantage of an apprentice training program in connection with the school. Students from the senior class have been employed on part-time basis as a part of the apprentice training program. This has not counted against the office quota of workers and has provided a rich field for future office help.

One objective of the office has been to get all evacuees, who had stored personal property in private storage or who had left property without adequate protection, to execute either forms 155 or 156 and have their

property removed to government storage or shipped to the Center. This objective has been accomplished or partly so through information given through Block Managers, Center newspaper, and evacuees on conditions in California.

It was a common practice among the evacuees for several families to store their personal property together, sometimes in the school houses, churches, garages, or farm buildings, lock the door, nail the windows shut and leave the key with some friend with a request for him to look after things for them. In most cases, there was no direct obligation on the part of the friend. He acted in behalf of the evacuee upon their request, and no Power of Attorney was given nor was the so-called guardian given any authority to act for and in behalf of the evacuee. Many of the so-called guardians exercised vigilance and were trustworthy, but some were not. A great many of them left their communities and took employment in war industries or were inducted into the Army or Navy, and left the evacuee's property without anyone to assume any responsibility. This unprotected property was easy prey to those who wanted to take advantage of the situation. Often the evacuee was reluctant to take any action because of their trust and faith in the caretaker and it was difficult to convince them that for their own protection the property could be removed to a government storage. Most success was had when it was pointed out to the evacuees concerned that by removing the property into government storage not only gained the protection afforded by the government, but at the same time relieved the caretaker of a great responsibility.

The evacuees have been permitted and encouraged to ship a sufficient amount of their personal property and household goods to the Center to furnish their quarter comfortably. However, since the quarters are small,

any amount of furniture over and above their absolute need has been placed in storage on the West Coast. One entire warehouse at the Center is available for storage of the evacuee's property and this warehouse has been considerably filled most of the time. However, a considerable amount of this property belongs to evacuees who have relocated, and who placed their property in storage on the Project until they are settled and have a place where they can care for their own personal belongings.

The WRA provides lumber without charge to all evacuees relocating on indefinite leave and who request shipment of personal property. The request for packing and crating materials originate in the Relocation Office and are processed through the Evacuee Property Section to the Public Works Division. The Warehouse Section under the Property Control Section picks up the property and prepares it for shipment, and makes shipment. The Evacuee Property Section processes the forms.

Some of the most difficult cases with reference to storage in government storage has come from cases where many families have stored together in school buildings or churches. Sometimes the evacuee who originally stored their property together live in various centers and this has involved considerable correspondence between the Project to get all evacuees concerned to act together. One case in particular is the Walteria Japanese School in Los Angeles. A number of evacuees had stored their belongings in this building. Very little was properly marked. The place was broken into several times and some items evidently stolen and what remained was thrown around so that it was impossible to properly segregate the individual belongings. The evacuees concerned were contacted and 156's and 155's prepared as accurately as possible from the

information at hand and all items unidentified were stored in one man's name-- the man was selected by the evacuees themselves.

One case worth mentioning in connection with apparent fraud is a case involving a piano belonging to Terry Yemoto.

This case came to the attention of the Evacuee Property office when the Yemoto's family executed forms 155 to place a considerable amount of personal property left in their home in Fresno, California, in government storage. Prior to evacuation, the Yemoto's lived in Fresno and operated a combination rooming house, hotel, and grocery store, and had considerable household furniture. Upon evacuation, they stored most of their household fixtures in one room of their home, leased the house and left their belongings in the care of a negro by the name of Chester Lasavle. When the WRA representative went to the former Yemoto's home to pick up their property, several items were missing, among them a piano, electric iron, sewing machine, and a refrigerator. When the EPR's came showing the shortage, the Yemoto family was informed and further information secured and forwarded to the Field Office in Sacramento with forms 153 requesting an investigation. Further investigation disclosed that Lasavle was using some of the missing items, and these were recovered and placed in storage, but no trace could be found of the piano. When this report reached the Project, another conference was held with the Yemoto family who insisted that they did have a piano when they left, and that this piano was moved into a room of their home and was so difficult to move they had to remove the door to get it inside. This information was referred to the Field Office with request for further investigation

and Mr. Duerkson did a fine job in with the cooperation of the Police Department in Fresno. It was discovered that the place where the Yemoto's lived had been occupied by several negroes and the place had been raided by the Police Department and several arrest made for disorderly conduct. Chester Lasalve was not one of those arrested, however, he was picked up by the Police and held in jail for one night and was questioned and the information was secured that Lasalve, in company with a negro woman, took the piano in question to the Piano Company in Fresno and sold it. The negro woman executed the Bill of Sale in her name. The check was made out to Lasalve in the amount of \$65.00. It is reported that Lasalve cashed the check in the office of the Piano Company and gave the negro woman \$5.00 and put \$60.00 in his pocket. It is further reported that the Piano Company made some repairs on the piano and sold it to a third party.

This information was secured by the Field Office and forwarded to the Project with the statement that the Yemoto family could recover under the law from either one of the parties concerned. This information was conveyed to the Yemoto's, but so far no further action has been taken in the case. Apparently this is a type of a case where the WRA policy might be revised to the extent that the WRA, as an agency, could and would take action to recover where fraud is apparent. Under the present policy, however, the decision must be by the evacuee and so far the evacuee has given no indication that action will be taken to recover the piano.

The Evacuee Property Section is really an offspring of the Legal Division. Evacuee property work up until the time of the creation of

Evacuee Property Section in the Project was done by the Legal Division. When the Evacuee Property Office was set up, it was placed in an office adjacent to the Legal Office and the relation between the two officers has been very close. The Attorney and Evacuee Property Officer held daily conferences and all cases handled by the Evacuee Property Office was known by the Legal Office. If there were problems of legal nature, the case was referred to the Attorney. In many cases, the Evacuee Property office and the Legal Office used the same files and same workers.

The relationship between this office and the Property Control Office is also close. On this Project, the Property Control Section prepares all Government Bill of Ladings and all requests for shipment of property from the Center are processed to Property Control Section for preparation of Bill of Lading. Storage on the Project is under the Warehouse Unit of the Property Control Section, and the relationship with the Warehouse is good. The office has worked with the Relocation Division in property of evacuees relocating. The personnel of the Relocation Office has been kept informed on policy and regulations affecting shipment of property. They are informed so this information may be passed on to evacuees contemplating relocation.

Most of the work of this Project is in areas under the Sacramento and Los Angeles Field Offices. However, a few evacuees came to the Project from Tule Lake who had property interest in Washington and Oregon, and some in San Francisco. Approximately 3/4 of the people are from the areas of Sacramento and Los Angeles. These two field offices have been most helpful. The requests on 153's and 153-A's forwarded have received prompt consideration. It has not always been possible to do

everything requested on 153's, but an earnest effort has been made and in every case a full report transmitted to the evacuee concerned. As an illustration, I cited the Yemoto case from the Sacramento area, the Los Angeles office has been equally efficient.

The San Francisco office through memorandum, correspondence, and follow ups on difficult cases has insured prompt handling of property problems. All this has improved relationships within the Project.

In all correspondence with individuals in communities where evacuees formerly lived, an effort has been made to improve public relations. Letters of appreciation and thanks are written by the Section and the evacuee is encouraged to write also to those individuals who have been of assistance in settling property problems.

As soon as the announcement that the Jerome Center was to be closed on June 30, a letter was directed to the Chief of the Evacuee Property Office in San Francisco requesting the Field Offices be asked to expedite action on all cases from this Center, in order to close as many cases as possible and make full reports to the evacuees before they were transferred elsewhere. A request was also directed to the warehouses to hold all shipment of evacuee property until after the evacuees were transferred. This was done to lighten the task of shipping evacuee property during the closing operations.

The Evacuee Property staff was increased by one evacuee worker and after school closed, several teachers were added to the staff to assist in preparing forms 154, inspecting and checking baggage, and in keeping evacuees informed of the closing operation. Two evacuee workers

were assigned to normal office routine work executing forms 156 for shipment of freight for families relocating.

The Evacuee Property Officer was made Assistant Coordinator of movement for closing the Center and served on the transfer committee which has the responsibility of designating the Center to which the Evacuees would move.

The movement involved two types, one by train and one by trucks. Four Projects were involved, Granada, Heart Mountain, Gila River, and Rowher. Information was conveyed daily to the Block Managers through the Project Director and his staff members designated for this purpose to keep Block Managers fully informed of all developments. Forms 156 and EPR's 195 were prepared in the office insofar as information was available for heads of every family in this center. The family name, family number, and present address were written on the forms and four copies of 156's and five copies of EPR's stapled together to form a family docket. These were distributed to the Block Managers for all families in the block, and instructions given to the Block Managers and Secretaries in their preparation and routing. When train lists were released, the Block Manager delivered the family docket of forms to each family head and assisted him in executing the forms, after which they were picked up by the Evacuee Property Section and routed.

The Public Works Division distributed crating materials and boxes to Blocks sufficient for the families in the block, and provided carpenter crews who assisted those who needed helping. Materials were issued for proper marking and labeling of each item.

Through arrangements with the Transportation Division in San Francisco, a schedule for freight movement was prepared which would insure all evacuee freight moving before the evacuee train left. This was done for two basic reasons. One, to insure an adequate labor supply to handle the freight, (the evacuees loaded their own freight) and two, to enable evacuees to know that his freight had received proper care and had been shipped.

Since there were two distinct movements of freight, one by rail and the other by truck, two freight handling details were organized. One of which to handle all freight and baggage moving by rail and the other to handle all freight moving to Rohwer by truck. The first detail consisted of eight men from the appointed staff with eight trucks and drivers assigned to them. This detail was responsible for picking up, checking, and handling freight and baggage from the blocks to the loading yard. Property was moved by blocks by train lists. As train lists were received an evacuee committee selected from among the leading evacuees leaving on that train was selected to handle the over all routing, planning, and loading operations of freight and baggage of that particular train.

The second detail consisted of the same number of appointed staff members with approximately forty trucks. These men were responsible for transporting evacuee property from Jerome to Rohwer. The same over all policy of using evacuee owners to handle the freight was followed by both details.

All tentative shipping schedule was arranged which provided for the loading and shipping of two freight cars per day beginning June 2

and ending June 21. It was thought that this would be sufficient to handle all freight going by rail. However, it was discovered at the loading of the first train, that the schedule would have to be revised. The revised schedule provided for the loading and shipping of from six to nine freight cars and two to three baggage cars for each trainload of people leaving the center. Through the fine cooperation of the railroad company, the transportation division in San Francisco, and the evacuees on the project, we were able not only to meet the schedule, but advance the shipping dates so that all freight moving by rail was dispatched by June 15. Baggage for the last two trains leaving for Gila River was loaded on June 22. A statistical tabulation of freight and baggage movement in connection with the closing of the center is attached as Exhibit A. Due to the emphasis which was placed in relocation during the last months of the center, a great amount of freight was shipped from the center to evacuees relocated. A statistical tabulation marked Exhibit B is attached.

The movement to Rowher for both people and freight was by truck and bus. No distinction was made between baggage and freight. Everything belonging to the evacuees was loaded on trucks and moved directly to the evacuees apartment in Rowher. This movement took thirteen moving days. An average of forty trucks per day was used, making a total of 520 truck loads of property transferred to Rowher. The Rowher movement and the movement by rail went on simultaneously and would not have been possible without the full cooperation of the personnel and the evacuees.

The evacuee office continued to function as usual in its normal work during the closing period. One group of workers was charged with

closing operations, while the regular office force maintained the normal functions of the office up till the evacuees left. Three regular office workers were lost in the early part of the month due to their train leaving, but those in the office who were moving to Rowher were enrolled in a post-contingent group and remained on duty till the last day.

Exhibit A

FREIGHT MOVEMENT
IN CLOSING THE CENTER

No. of Cars	Shipped to:	No. of Pieces
1. 10	Granada	3838½
2. 25	Gila River	8998
3. 9	Heart Mt.	3658
4. 520 (By Truck Convoy)	Rohwer	

BAGGAGE MOVEMENT
IN CLOSING THE CENTER

No. of Loads	Shipped to:	No. of Pieces
1. 3	Granada	1452
2. 2	Heart Mt.	1238
3. 11	Gila River	4565

Exhibit B

INDIVIDUAL SHIPMENTS	75
NO. OF PIECES	750

WAR RELOCATION AUTHORITY

Budget Bureau No. 13-R041
Approval Expires: 11/30/44**FINAL**
~~Interim~~ Report**Period**~~Month~~ Ending June 30, 1944**EVACUEE PROPERTY**Center JEROME

CASES HANDLED DURING MONTH:

No. of
CasesAmount
Involved

FARM PROPERTY:

Sales (Total Acreage 30)
 Leases (Total Acreage)
 Collections
 Debt Adjustments
 Total Farm Property Transactions

30
45
6
3
84

50,790.28
5,466.99
1,600.00
3,900.00
67,856.55

FARM AND AUTOMOTIVE EQUIPMENT:

Sales: Farm Machinery
 Trucks
 Automobiles
 Other

37
27
43
3
13
87

7,455.62
3,824.67
24,422.51
125.00
6,269.96
24,665.82

Collections

Total Equipment Transactions

URBAN AND COMMERCIAL PROPERTY:

Sales: Hotels and Apartments
 Stores and Industrial Property
 Residential Property
 Industrial Equipment & Fixtures
 Merchandise
 Other

0
0
17
11
1

0
17,906.14
8,264.65
84.65
556.00

**School Prop.
Garden Tools**

Leases and Other Types of Management:

Hotels and Apartments
 Stores and Industrial Property
 Residential Property
 Industrial Equipment & Fixtures
 Other

2
0
2
3
0
0

2,000.00
165.00
63.00
70.00
0
0

Collections

Debt Adjustments

Total of Such Transactions Handled This Month

4
23
34

427.55
324.59
17,126.84

MISCELLANEOUS ACTIVITY:

Inquiries Answered
 Miscellaneous Services Performed

174
467

TOTAL AMOUNT INVOLVED IN TRANSACTIONS LISTED ABOVE:

802
130,902.14

SUMMARY:

Total Cases 540 Cases Pending 35 Cases Completed 505 Cases Pending
 Received This Month At First of Month During the Month At End of Month

(OVER)

NUMBER CASES REFERRED:	Farm Property	Farm & Auto. Equipment	Urban and Com- mercial Property
To Project Attorney	<u>8</u>	<u>2</u>	<u>4</u>
To Field Office	<u>8</u>	<u>5</u>	<u>17</u>

TRANSPORTATION AND STORAGE:

Number of Application

Forms Transmitted: For Storage (WRA-155) 309 For Transportation (WRA-156) 626

Number of Individual

Shipped From Project

Shipments of Property: Received at Project 172 To Relocation Points 647

NARRATIVE REPORT: (Use space below for comment on progress and developments of significance at center in connection with handling evacuee property matters; problems encountered; complaints received; suggestions and recommendations.)

Forms #153 & 153A - - - - - 104

Applications for

Return of Contraband - - - - - 137

WRA #223--Storage on

on the Project - - - - - 163

The statistical report submitted herewith is a cumulative report compiled from monthly reports. The figures given are not completed cases but are the consolidated total for all cases handled.

EVACUEE PROPERTY REPORT SEPTEMBER 1943 ----

MAY 1944

CASES CLOSED AS OF MAY 31, 1944

SALES			LEASES			COLLECTIONS			DEBT ADJUSTMENTS		
	NO.	AMT.		NO.	AMT.		NO.	AMT.		NO.	AMT.
FARM PROPERTY	3	\$4,116.80	FARM PROPERTY	7	\$1,880	FARM PROPERTY	6	\$1,700	FARM PROPERTY	3	\$1,300.2
FARM EQUIPMENT	10	4,022.98	FARM MACHINERY			FARM AUTOMOTIVE EQUIP	13	6,269.96	FARM AUTOMOTIVE EQUIPMENT		
TRUCKS	4	1,007.66	TRUCKS			URBAN AND COMMERCIAL PROP.	3	401.55	URBAN & COMMER- CIAL PROPERTY	13	324.59
AUTOMOBILES	11	6,146.05	AUTOMOBILES								
HOTELS & APTS.			HOTELS & APTS.								
STORES & INDUS- TRIAL PROPERTY			STORES & INDUS- TRIAL PROPERTY	2	685						
RESIDENTIAL PROPERTY	8	4,040.60	RESIDENTIAL PROPERTY	1	240						
INDUSTRIAL EQUIP AND FIXTURES	4	2,749.65	INDUSTRIAL EQUIP AND FIXTURES								
MERCHANDISE			MERCHANDISE								
TOTAL SALES	40	\$22,083.74	TOTAL LEASES	10	\$2,805	TOTAL COLLECTION	22	\$8,171.51	TOTAL DEBT ADJUSTMENTS	16	\$1,624.59

RATIONING

On March 6, 1943, Principal Administrative Officer was advised by the ration board at Lake Village that they would give the residents 100 No. 1 and No. 2 ration books. Also 500 Form R306, which was the old sugar certificate, to be used for special shoe stamps for the evacuees. Those leaving the center on leave would be issued books 1 and 2. On Monday, March 11, a board member came to the center and held the first meeting of the Jerome Relocation Center Rationing Board with James H. Wells and Wm. O. Melton present. At this meeting they went over the instructions of issuing shoe certificates and books 1 and 2. Later that day another representative of the board visited the center and gave instructions as to how to complete all necessary forms, the principal administrative officer to sign the books and certificates. The Lake Village board handled this business because most of the evacuee living quarters were located in Chicot County.

Rationing really got under way March 12, 1943. A Senior Clerk was given the job. A mimeographed form was prepared on which the evacuees were to apply for the special shoe stamp which expired 30 days from date of issue. Later regular application forms were furnished by the Lake Village board.

Confusion and rumors spread like wildfire among the 8000 residents of the center - with a mad rush by all to get a stamp.

The applications poured in by the hundreds - as many as 1500 would be received in one day. These applications were sorted and arranged alphabetically, checked for duplication, approved and then given to the typists. These first forms were issued in triplicate; original to applicant, second copy to ration board at Lake Village at end of day and third copy kept in center files for reference. Later a small special stamp was issued, therefore doing away with a lot of typing.

Most of the shoes ordered were from mail order houses, as the Co-op store on the center carried a very limited supply. Many times the stamps would expire

before a pair of shoes could be obtained, thereby requiring cancellation and issuance of new stamps.

Not only was there confusion among the center residents but the OPA offices had to be educated to the fact that the evacuees were entitled to each shoe stamp as it became valid just as any other American, and that they were not prisoners of war. The Lake Village board was very cooperative and helped in every way possible at all times.

Daily reports had to be submitted to the Lake Village board as to number of stamps and books issued and to whom. Also a monthly report with every stamp and book accounted for.

In June the handling of shoe rationing was turned over to the Education Section and stamps were issued by that office.

As individuals left for relocation they were sent to the center rationing board for books. The file of each individual had to be checked to ascertain whether or not he had received Book One before evacuation. If book one was in the file then only book two was issued. When the books were issued the individual was instructed as to its use, that is, what foods were rationed, which stamps were good and when they expired and the value of each. When a person returned to the center his books were taken up and placed in his file.

From March 12 to November 9, 1943 when issuance of Books One and Two were discontinued at the center, 976 Book Ones and 1241 Book Twos had been issued.

OPERATIONS DIVISION

Industry Unit

The Industry Section was organized July 1, 1943 and given the responsibility for the production of lumber and fuel wood. Prior to that time this activity was the responsibility of the Agriculture Section.

Three appointed persons were assigned, a Manufacturing Superintendent, an Assistant Superintendent in charge of the saw mill, and a Labor Foreman in charge of logging operations. Recruiting of evacuee labor constituted a problem because there were few men at the center experienced in that type of work.

One of the first problems was that of finding men who could or who would endeavor to act as teamsters. After the first few trips out of the woods and to the mill, the original recruits unanimously agreed that both ends of a mule were dangerous. Presence of chiggers and poison ivy in the woods were very real problems and caused considerable delay in supplying the mill.

Manufacture of fuel wood and kindling for the 1943-44 winter was begun September 10, 1943. The original crew was made up of high school boys assigned on a part time arrangement, who encountered the same jungle hazards experienced by the lumberjacks.

The production was measured for a two-week period. Additional volunteers were assigned and another production check made at the end of a week. These figures showed that it would require 13 months to produce fuel necessary for one winter.

The problem at that time was met by men who had experienced the serious fuel problems of the winter before. An Evacuee Wood Committee was organized which on October 5, 1943 declared the second winter's wood cutting emergency and went to work organizing and supervising the problem on a volunteer block by block basis.

The center was divided into three areas. Each area was assigned two days per week, during which time trucks and equipment were made available to it for bringing poles into the blocks from the woods. Labor was recruited through Block Manager conscription. Only men holding key positions in the center were excused

During those two days the wood cutters were excused from regularly assigned duties. Those who were not on any WRA payroll were automatically placed on a special list which made them bona fide employees of the government and eligible for employee's compensation privileges. They were paid at the rate of \$16 per month for the actual time expended.

It was during this period that the center's only serious accident occurred. A van type semi-trailer transporting some 35 of these volunteer wood cutters from the center to the area of activity was driven too far out on the shoulder of a wet gravel road, and turned on its side in a shallow ditch. There were several minor injuries and three of a more serious nature. One man suffered a broken back and died in Little Rock Hospital several days later.

The actual job was accomplished by the Evacuee Wood Committee. Appointed personnel directed the production activity, designating areas to be cleared, supervising use of the motor and other equipment, and keeping the time and production records.

While this activity was in progress, the regularly assigned wood cutter crews had acquired additional labor and had produced several cords of wood. Those individual blocks which were short of manpower and the school blocks were furnished fuel from this source.

The program was entirely successful to the point that no fuel shortage was experienced. At the time of closing of the center, there were approximately 200 cords processed in stove length in the area and some 400 cords partially processed in the forrest. Throughout the winter individual blocks cut the poles into stove lengths with the use of power saws which were rotated equitably. Production of fuel wood ceased in March 1944. Manufacture of lumber ceased on May 15, 1944. All equipment was dismantled. This and supplies on hand were removed to the center proper and released to the Property Control Officer.

Production of the saw mill ranged from 3/8" crating material to 12x12" bridge underpinning. Timbers of this latter size were cut in 26½ foot lengths on mill equip-

ment designed and constructed to manufacture lumber of a maximum length of 16 feet. The mill was fired by gasoline motor and was equipped with one small edger. No sawdust conveyor was installed, the sawdust being removed manually. The mill was housed in an open shed 60 x 112 feet.

The section maintained a 20 x 32-foot new barn. Logging equipment consisted of 4 log wagons, one tractor, and 6 mules.

Production Costs

Cost of lumber produced was \$42 per M. The local market value of this grade of lumber at the time was \$60 per M. Between July 1, 1943 and April 1, 1944, production amounted to \$42,517 FBM. The section was credited with \$34,077.64 as production value of 5,879 cords of fuel wood. The local market for this commodity during the 1943-44 winter ranged between \$10 and \$12 per cord, approximately double the credit allowed for the section's production.

Sources

Timber processed was cut from forest land under lease to WRA. The entire area had been cut over for merchantable timber a few years previously so that the timber suitable for lumber production was scattered over wide areas. This transportation factor increased production costs considerably.

Throughout operation of the section, labor remained a problem. The first segregation movement practically wiped out the crew of men who had been trained to the point where operation was smooth. It required 30 days to train replacements to the point where production was back at the former level.