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Project Director Report  
L. H. Bennett

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"CLOSING REPORT"

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Gila River Project  
Rivers, Arizona

July 23, 1945

Mr. Dillon S. Myer  
Director  
War Relocation Authority  
Washington, D. C.

Re: History of Rivers

Dear Mr. Myer:

Within the following pages I have tried to informally outline the happenings at Rivers from the opening of the center and offer suggestions for changes in procedure if at some future time it becomes necessary to operate similar camps.

The historical material dealing with the first months of operation is extremely scant. Many of the statements connected with the report are the result of conversations with persons who were employed here prior to my arrival as Project Director. I trust you will find them reasonably authentic and helpful.

Sincerely,

*L. H. Bennett*  
L. H. Bennett  
Project Director

LHBennett:rj



### Location of the Gila River Relocation Center

Under Executive Order No. 9012, dated March 18, 1942, the War Relocation Authority was authorized to lease lands for the residence and care of evacuees. The Gila River Relocation Center area consisting of about 17,000 acres of tribal lands on the Pima Reservation, approximately forty-four miles South of Phoenix and seven miles West of Sacaton, was leased from the Gila River Pima-Maricopa Community, a Federal corporation. 6,977 acres of this land was under irrigation and had been cultivated by the Indians as alfalfa hay and pasture land. The balance, exceeding 9,000 acres, was desert land which had never been cultivated.

### WRA Agreement with Indian Agency

The WRA executed a contract to pay \$20.00 per acre each year for all land that was then under irrigation and to pay \$1.00 per acre per year for all other land not under irrigation. In addition they agreed to pay \$3.60 per acre to the San Carlos Irrigation Project for water to irrigate all lands under cultivation.

WRA agreed to return the land, at the expiration of the lease, in as good condition as when it was leased by the Authority from the Indians.

It was decided to build two camps, one to house approximately 6,000 persons--another,  $3\frac{1}{2}$  miles distant, to house approximately 8,000 persons. These two camps were named "Canal" and "Butte" respectively and will be many times referred to in the succeeding pages.

### Camp Plan

Each camp is laid out in blocks with intervening fire breaks and recreation areas. A map of each camp is attached. All of the original buildings constructed under Army supervision are of the theatre of operation type of construction, but unlike most of the camps the wall sheathing is of pressed wallboard. The roofs are double with an air space between to reduce heat. Average summer temperatures exceed 100 degrees F.



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The condition of the Indian land was bad when camp construction began. Roads, lanes, fences and borders in the irrigated area had been neglected. This required a large amount of reconstruction and repair which continued for a period in excess of two years. The area devoted to the camp sites being virgin desert required clearing of brush and cactus, leveling for fire breaks and recreation areas, and the construction and surfacing of roads. The most important road construction was the re-grading and paving of an old road extending from Seaside (a junction point with State Highway #77) to the main East and West road connecting camps. About nine miles of highway was built, partly by evacuee and partly by contract labor. In addition the main East-West road was re-graded and paved from the net factory in Butte through to the Military Police Headquarters in Canal--an additional seven miles. This subject is thoroughly covered in the Engineering Report.

It is well to note at this point that the contractors building the camps, exceeding 2,000 in number, were working for some months after the original evacuees arrived. This created many problems which would not have existed had the camp been completed ahead of scheduled arrivals. Some of these problems were juvenile delinquency, lumber theft, arguments between workmen and evacuees with hindrance to each other.

#### Occupation by Evacuees

July 20, 1942, the first group of 520 evacuees were received from the Turlock Assembly Center. They arrived to find buildings incomplete, no running water, no sewage facilities, and no cooking facilities except open fires. Barrack buildings were surrounded by open ditches and the power distribution system was such that only limited light was available. These first evacuees immediately began preparing Canal Camp for the reception of others. Climatic conditions were so different from those in California that many evacuees believed they had been "sent to the desert to die" which did not stimulate high morale.

Between July 20 and July 28, 1942 about 4,000 persons had been received and housed in Canal. There was still no running water, no sewage, streets were dug up and the hospital was only partly operating. Electric lights and natural gas had been installed in the mess halls. The camp became so crowded that evacuees were assigned quarters in laundry rooms, wash rooms and other service buildings.



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Reports from staff members and evacuees indicate that the quantity and quality of uncooked or processed food available during the early period was satisfactory, but that cooked food was unappetizing because of lack of cooking facilities and general organization. Butte camp was still under construction and not completed to the point where any persons could be housed there.

From August 12 through August 20, Canal camp was required to house between 6,000 and 7,000 persons. At the close of September, with construction still uncompleted at Butte, the population of the two camps had arisen to 11,550 persons. By November 14, 1942, the population was 13,242 (4,942 from Tulare; 3,572 from Turlock; 3,018 from the free zone; 1,285 from Santa Anita; 360 from Stockton, Fresno and Tanforan).

Because of confusion, heat, lack of organization and fear of the future it is not surprising that some dissention arose between various groups of evacuees. It should be understood that the evacuees did not represent a cohesive group. They came from many localities in California and some from the Hawaiian Islands. They also represented factions which had developed during their life in assembly centers. In total they might be broken down into:

- (1) Assembly Center Factions
- (2) Religious Factions
- (3) Individual City or Town groups

It was natural that the various groups and factions should strive for power in the government of each other. Residents in one assembly center had been treated differently from residents in others. Therefore, when the persons from the various assembly centers visited each other they built up rumors of discrimination by assembly center officials. It required weeks of organization under appointed staff guidance to establish an orderly and partially efficient community.

During all of this formulative period the administration buildings not having been completed, and with little appointed staff housing available, most of the staff employees resided away from the center in nearby towns and commuted to and from the project. Office facilities being so limited, staff operation was badly confused which resulted in less efficiency than would have been attained had proper facilities been provided before the evacuees arrived. It is suggested that if in the future similar camps become necessary that better planning be provided in order to prepare for rapid induction and organization.



## Administration

Gila was unfortunate in having four changes in directors in its first eight months of existence. The original director who prepared the camp for receipt of the evacuees and began the original organization was Mr. Eastburn R. Smith who served from April to September 19, 1942. His wife also headed the original Welfare Organization. Upon Mr. Smith's resignation Mr. E. R. Fryer, then Regional Director in the San Francisco office, came to Rivers as Acting Project Director and terminated the middle of October 1942 when he returned to San Francisco and detailed Mr. R. B. Cozzens, Assistant Director in the Regional Office, to Acting Director at Gila. The present Director, and writer, arrived in Rivers December 7, 1942 and became official Project Director on December 12, serving until July 31, 1945.

The development of policy and organization was no doubt retarded by these numerous changes. It should be remembered that in the early days of center operation the directors were given great latitude in the establishment of policy. In the opinion of the writer such powers were most necessary because no persons not close to the staff and the evacuees could sense the changes in attitude and rapidly move to establish proper control and adjustment.

When the writer assumed responsibility for Gila he found an exceptionally good staff -- quite well organized and cooperative. The members of this staff primarily consisted of former employees in the Soil Conservation and Indian Service. It was only natural that there was some factional strain as employees from each service were inclined to support those with whom they had formerly been associated. Within a short period and after a few transfers the factional disturbances disappeared and the staff became cohesive and rallied to the support of the entire WRA program. During the last two years there has been little disagreement between the staff members and many of the original employees remain, occupying the highest positions.

The policy of administration has always been one of firm but human direction of evacuee activities. At no time has evacuee pressure forced administration decisions which were detrimental to the overall objective of WRA. In the opinion of the writer the evacuees, prior to evacuation, had been trained to accept decisions from some person in authority. Their natural inclination was to accept administrative decisions, providing they were firmly made and followed through. Another important attitude of the administration has been to never make a promise which it was later necessary to break. We



have always assumed that a broken promise would result in "loss of face" which, to the Japanese mind, is a sign of weakness and subject to criticism and ridicule.

The operating charts, as developed in the Washington office, underwent numerous changes as final policies were developed and administrative instructions issued. A copy of the chart as of January 1, 1945, is attached.

While all divisions report directly to the Project Director, some particular activities are more specifically allocated to his office. They are: the Legal Division, the Reports Division, and the Relocation Division. In addition, the block managers are direct employees under the office of the Project Director.

#### Legal Division

Gila is fortunate to have had the services of a single Project Attorney throughout the entire center existence and also that this man had previous training and reputation which commanded respect both in the center and in outside communities. The duties of the Legal Division are highly diversified, extending from advice to evacuees on personal problems, such as divorce, assistance with evacuee legal problems involving property transactions, cases of escheat, and advising the Evacuee Property Division upon a wide range of problems. In addition, the Project Attorney advises the Project Director from a legal standpoint on difficulties within and without the center. He also guides the Community Council and the Judicial Commission on subjects pertaining to law and order. He assisted in the development of the constitutions and by-laws for community government and then incorporating the Co-op and successfully defended the Co-op when it was attacked by the State Corporation Commission. His position is of extreme importance to evacuees and administration alike.

#### Reports Division

The function of the Reports Division was originally established to produce a project newspaper and to keep the Washington office informed upon trends within the center through the accumulation of weekly reports from divisions which were briefed and combined into a single report.



As of this writing the Reports Division handles in addition to its other work, the dissemination of all information pertaining to relocation.

Three different Reports Officers have been employed. The first two were most unsatisfactory and were eliminated early in 1943. The present Reports Officer has been both consistent and conservative, resulting in a project newspaper printed in both English and Japanese which has impartially conveyed the thinking of both staff and evacuees and also carried much information on evacuee social activities, sports and finally much relocation information. The editorial policy has been so consistent that the evacuees have accepted printed statements as truthful information. Early issues of the newspaper were largely devoted to administrative notices and information which the staff members desired to be read by the community and understood. For many months the makeup of the paper has been mostly evacuee material, there being increasingly less necessity for it to be used as a staff organ.

#### Block Managers

The job description of a block manager is prefaced with the following statement:

"Cooperates in every way with the Project Director and the divisions of the project. Performs any assigned duties and accepts every effort to further pleasant relations between the administration and block residents."

His detailed duties include providing block residents with administrative regulations and policies, keeps an accurate census of his block (both as to population and occupied and vacant apartments), distributes mail and messages, is responsible for all government property within the block including buildings and equipment (such as cots, blankets, locks and keys). In addition, he is responsible for the distribution of expendable supplies such as oil, toilet tissue, etc. He is required to promptly report to the Internal Security any unauthorized use of government property or other violations of regulations.

The block managers arriving with the original contingent of evacuees from Turlock Assembly Center were chosen at the assembly center. Upon arrival at Gila they immediately assumed their duties.



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All future group arrivals elected their own block managers after residence was established in a block. Blocks were not always completely filled as groups arrived. When later persons were housed in blocks where administration had already been established some friction resulted. This was partly due to the fact that complete families were not always received in the same group and family fill-ins occurred throughout the entire period of occupation. The original barracks were divided into four equal apartments with no other partitions. Under original procedure there were cases where ten or twelve persons would be housed in one apartment 20 x 25 feet and the family next door consisting of two persons would have the same area. It is not surprising that this led to argument.

For the first few weeks of occupation the block managers reported to the appointed person directing housing. Upon completion of organization this was changed and the original organization chart showed the block managers as employees of the Project Director. Block managers are and always have been "paid" employees.

Throughout the succeeding months the functions of the block managers remained the same but it was natural that they should quickly become involved in politics. The fact that they could supply the needs of the block residents gave them great prestige which at times they used to promote their political ambitions. Repeatedly during the first two years it became expedient to remind them that they were employees rather than politicians.

At the present writing most block managers are aliens and very few speak English. Relocation has caused a very rapid turnover and materially reduced their efficiency. Nevertheless, during the entire life of the project they have performed a most necessary function in a fairly satisfactory manner. It is suggested that in any future community organization the block managers might be constituted a governing group which could combine the activities of the council with their present duties thereby eliminating duplication of effort and simplifying the evacuee government structure. They could elect an executive committee to deal directly with the Project Director or his staff representatives. Even the functions of the Judicial Commission could be handled by them. Such action would place governing officials in a position of paid employees. This might react to their disadvantage from a community standpoint. If properly promoted, the writer doubts that the fact that they were paid employees would give them less prestige in the community.



DEPARTMENTAL FUNCTIONS UNDER THE OPERATION CHART

Community Management

The earliest organization chart dated September 1942 establishes a Community Management Division originally termed "Community Service Division". When first established this division was charged with the responsibility for organizing and directing the following functions:

- (1) Education
- (2) Welfare
- (3) Community Activities
- (4) Leave Section

Later the Health Section and Internal Security were placed under Community Management.

Except for the first few weeks the division has always been under the direction of an Assistant Director whose rank was second only to the Project Director. During original occupation the first Director appointed his wife to head the Welfare Section, their being only an "acting" person in the position of Head of Community Management whose time was occupied with the functions of community activities and housing. The over-all Assistant Director, according to the records, lacked authority to establish proper organization. This was soon remedied after the appointment of a permanent Assistant Director in charge of Community Management.

One of the first efforts was to seek out persons who could compose a council. The original Washington instruction required that only Nisei (American citizens) could be appointed to this council and such appointments were made by the Project Director early in September. The first council received little cooperation from the older aliens because it had always been a Japanese custom for men of mature age to govern. The Nisei, being mostly under thirty years of age, were not believed competent to represent a large community. This led to the establishing of an Issei advisory committee to meet with the Project Director and supplement the work of the council. On certain occasions Nisei council members were threatened because decisions of the council did not meet with the approval of the older persons.



In December 1942 an election was conducted for the purpose of deciding which Nisei should represent the community. Finally in the Summer of 1943 a new instruction was received which provided for a constitution for evacuee government and the election of a council consisting of both citizens and aliens. With the assistance of the Project Attorney an adequate constitution was drawn up and submitted to the community for a vote of approval. It then became the document for the government of the center and is still in operation with few amendments. This constitution conveyed many powers upon the evacuees as related to government, the most important of which was the right to establish a strong Judicial Commission for the regulation of law and order. At the time this constitution became effective, Gila was the fourth largest city in the State of Arizona. It was interesting to note that since the advent of the Judicial Commission only one case (destruction of Federal property) has ever been handled outside of the center and not over four cases have been referred back to the Commission by the Project Director because of improper conduction of a trial. The Project Director retains authority to reverse the Judicial Commission if he decides their decision is not in accord with the best interests of the WRA.

In both communities the councils have performed as valuable assets to the administration. In a report written by Lt. Commander George T. Lodge, to his commanding officer, Capt. D. M. de Groen, Marine Corps, USA, is the following undisputed statement:

"The Project Director observed that evacuee self-sufficiency had by now, two and one-half years after the opening of the center, reached the point where the non-evacuee administrators could all move out temporarily tomorrow and except for a few functions the community would carry on satisfactorily."

This report was written after Commander Lodge had studied the operation of the center with a view of passing on to his commanding officer "information for military government matters".

The present community council is extremely active in relocation--assists in government of the hospital--has jurisdiction over all offences, (except those pertaining to government property) and through its Executive Committee advises the Project Director on policies pertaining to the welfare of the evacuee community.



### Community Activities

WRA considered the establishment of Community Activities one of the most important parts of its total program. Evidence that their planning was correct is the speed with which evacuees organized every type of social and sport activity.

Original plans at Gila were extremely optimistic. The first CAS Director had drawings made for elaborate sports fields, swimming pools and children's play grounds. Play grounds and children's wading pools were designed to be covered with palm thatched roofs. Spectator stands were planned for baseball and basketball. These various plans were discussed with evacuees and when it became known that there was not sufficient money to provide elaborate equipment, the CAS Director became unpopular, finally resigning.

Churches, talent shows, moving pictures and sports diverted the attention of the evacuees and materially aided in their adjustment at a time when it was most necessary for them to have diversion. In addition to the Buddhist faith, which enrolled about two-thirds of the residents, at least eight Christian faiths had separate religious activities. These ranged from Catholicism to the Seventh Day Adventists. Buddhism was organized by a number of priests who accompanied the evacuees. Buildings were allocated to them and to Christian faiths for church services and at no time was any restriction placed upon the practice of any religious faith. The administration did everything in its power to prevent proselyting by one faith against another. Ministers or priests who entered the center as visitors were never allowed to remain over night and were carefully instructed that they should not try to convert evacuees from one faith to another. This met with considerable resistance but was steadfastly adhered to by staff employees and finally became an accepted rule.

The Buddhists conducted elaborate funerals and all of their unusual festivities such as the Bon Odori. Christians observed their special days and events and to all outside appearances, at least, got along well together.

Among sports baseball, basketball, softball, tennis, and all American sports were encouraged and Japanese sports such as Sumo and Judo were tolerated. For the first eighteen months evacuee instructors in these sports were on the pay roll of WRA. Because some of the instructors used the Japanese sports to promote disloyal propaganda Sumo instruction was early discontinued and recently Judo has been permitted only as an unorganized sport.



If the writer were to make a suggestion for the future planning of community activities he would recommend that sports fields be carefully and conservatively planned before the arrival of evacuees and construction and equipment for sports be made a part of the original budget and construction program of the camp. The reason for this suggestion is the many difficulties which arose because proper material allocation had not been made for platforms, backstops, etc., resulting in the theft of lumber and other materials and the necessary prosecution of thieves. He would also suggest that more careful planning be made on the conduct of all sports.

Alien Japanese customs are characterized by their desire to retain original types of entertainment. Community Activities has always permitted Japanese entertainment but has fostered American entertainment such as modern moving pictures, American dancing, Boy Scouts, Girl Scouts, YMCA, YWCA, etc. Special outdoor stages were built by the evacuees with government material. Moving picture machines and sound equipment were a part of community activities' property and used under their control in the same manner as baseball, basketball, etc., equipment was supplied and used.

Community Activities has generally been under the direction of only one appointed employee. He employed his own evacuee staff and with them outlined every form of activity.

### Internal Security

The Internal Security Section being so closely related to community government, it seems well to outline the functions of that section.

Prior to the occupation of the center a Chief of Internal Security and two assistants were chosen. The original Chief had been trained in the Berkeley, California, Police School and had also had FBI training. It was assumed that many subversive persons would be received in the centers and much investigation be required.

Immediately upon arrival of the first contingent of evacuees, certain persons were selected to become "wardens". Their duty was to assist the appointed officers in maintaining law and order. The original selections were made without relation to either mental or physical fitness--resulting in lack of respect for the



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evacuee "warden" force. Within a few months this condition was recognized and the appointed staff carefully reviewed the evacuee wardens, weeding out the weak and employing partly trained men. At the same time the title "warden" was dropped and the title "officer" substituted which increased the prestige of the evacuee police in the minds of the community.

Because of its great area, no fence was ever erected around the project as a whole and no guard towers were used. The Military Police, during the first few months, made frequent trips throughout the centers. When this was discontinued the entire responsibility for inside law enforcement became the function of Internal Security. There was still some danger of riot and therefore the appointed Internal Security force was increased to six men and horses were purchased for patrol duty. Certain picked evacuees were given mounted assignments but no arms of any kind were allowed for law enforcement. The instruction required that in case order could not be maintained without arms, the Project Director could call in the Military Police, but with the stipulation that if he called in the Military Police they took over the control of the center and temporarily replaced the Project Director. Such action was never necessary at Gila.

The earliest written data on Internal Security is dated September 8, 1942, and indicates thefts of lumber from various exposed lumber piles, reports of gambling (but no indication of commercial games).

While there were a few minor assaults in the early days of the project, there are no reports of violent assaults, robberies, rape, or other felonies. Some juvenile delinquency problems arose which were charged to the Military Police and to the construction workers but these were never proven and no arrests were made. There were no reports of commercial prostitution. In fact there has never been an indication that commercial prostitution was practiced at any time during the existence of the center.

In December 1942 the army ordered a three-strand barbed-wire fence to be constructed around the close-in area of the camps to facilitate night patrol. Evacuees were permitted to move freely within the entire project area between the hours of sunrise and sunset. During the hours of darkness they were restricted to the fenced-in areas.



Crude roads were constructed just outside the fences to permit the army jeeps to easily patrol the fence. Within six months the fence was abandoned, posts and wire removed and used on the farm. Due to the large area of the camps no guard towers were erected because the army estimated it would require two companies to man the towers and perform all other military police duties.

For several months the principal offences were thefts of lumber--which the evacuees used to build porches, sunshades, and furniture--and also thefts of food from the lightly constructed warehouses and from mess halls.

While there were several near clashes between the appointed staff, Military Police and the evacuees, no serious danger developed until the evening of November 30, 1942. On that night one Chota B. Hirokane, age about 45, assaulted Takeo Tada, age 34. In this assault he was assisted by several other persons whose names were never publically brought before the inquiry and are not entirely known.

The assault was the outcome of a very serious feeling of discrimination and fraud which the evacuees from the Turlock Assembly Center felt had been perpetrated upon them by Tada, who had been an evacuee employee of WCCA, charged with the distribution of clothing allowances at the Assembly Center. Many former residents of Turlock WCCA believed that Tada had prevented them from securing clothing before coming to Gila. After their arrival here they learned that other assembly centers had provided clothing and Turlock had not. The justice of their complaint has no bearing on this report.

Hirokane was quickly arrested and the weapon used for the assault--a heavy ironwood cane--was in his possession at the time of arrest. He was immediately taken before the Internal Security head and readily admitted the assault, signing a statement: "that he did not like Tada because of an incident regarding clothing allotment while at the assembly center". He stated that he fully realized the gravity of his act and that he had carefully considered his position before committing the assault. He further stated that he felt that he was doing the community a service by sacrificing himself in this manner for the purpose of gaining recognition of the people's grievances toward the administration. (At this time no provision had been made by WRA to supply clothing.)

After the interview he was released pending further investigation. The following day further inquiries were made and upon December 2 the temporary Chairman of the Canal Council sent a letter to



the Acting Project Director, R. B. Cozzens, extract of which follows:

"We, the Community Council of Canal Community, do recommend to the Project Director that the matter be taken in the most appropriate manner in the way of prosecution."

On December 3, the Acting Project Director conducted an extended hearing at Canal during which he attempted to point out that there was no excuse for an assault and that under no circumstances would he permit persons to injure each other because of a grievance. Up to that date Hirokane had not been sent to jail. (Gila has never had a jail and offenders have been sent to the County Jail at Florence, Arizona.)

At a later date a trial was conducted and Hirokane sentenced to six months in jail, but the sentence was commuted to one month with five months probation. During the trial the defendant and many evacuees tried to justify the act and were not satisfied with the verdict. The Acting Project Director held mass meetings in both Canal and Butte to justify the verdict and explained the necessity for law and order. There was much agitation in both communities and a large delegation called upon the Acting Director in an attempt to have the verdict set aside. Upon his refusal they threatened a march of 5,000 persons from Canal to Butte. There was an extremely tense feeling on the part of the evacuees and some fear among the staff members. Fortunately no incident developed.

The writer arrived at Gila about forty-eight hours after the threat of the march from Canal. One of his first acts was to conduct mass meetings in Canal and Butte where--after an introduction by Mr. Cozzens, Acting Director--he stated that he would not permit any violence and would sentence offenders to longer terms than had been established in the Hirokane case. Fortunately, no future assaults of any importance were made by evacuees either upon each other or upon staff members.

In the opinion of the writer most rapid action should have been taken in cases of assault. Had Hirokane been immediately sent to prison the incident would not have grown to such magnitude. Japanese expect rapid judgment and sentence and respect the opinion of persons in a judicial position.

Research indicates that there were many influences beside the clothing argument which contributed to the attack upon Tada. He was presumed to be a stooge of the administration both at the assembly center and here and was also considered loyal to the United States.



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Several persons whose names do not appear in the case but who were known to have participated in the assault were later found to be disloyal. Some of them were aliens for whom we later secured presidential warrants and after hearings they were transferred to Internment Camps.

Following the Hirokane case there were no serious offenses and no particular pressure upon Internal Security until the period of military registration. The announcement that citizens of Japanese ancestry would be permitted to enlist in the United States Army created much discussion and for a time caused a serious factional separation. Many young men who believed their future lay in expressing their loyalty by joining the armed forces were reproved by their parents whose loyalties and citizenship was entirely Japanese. Many rumors developed which caused unrest and tension. The Kibei faction, of which there were some 800 in the two camps, became very active and joined with the aliens in secret meetings and propaganda. When the army registration team arrived attitudes were much confused. Meetings were held to explain the registration program and to announce that not only citizens must register and declare their loyalty or disloyalty, but aliens as well were required to fill in a questionnaire which indicated their willingness to abide by the laws of the United States or to remain Japanese and acknowledge complete loyalty to Japan. Finally appointed officers of Internal Security learned of very definite attempts to influence citizens against military registration. The names of these persons were carefully compiled and their activities investigated. The results proved that it was absolutely necessary to quickly remove some aliens and some citizens to preserve order in the center and permit registration to be conducted in a manner fair to all registrants.

Twenty-eight persons were determined to be the ring leaders in obstructing registration. Of these, sixteen were aliens and twelve were citizens. The Chief of Internal Security, Project Attorney and Project Director visited the FBI and the U. S. Attorney in Phoenix and requested presidential warrants by telegraph. These were immediately provided. At the same time Dillon S. Myer was telephoned and granted permission to remove the citizens to Leupp Center. The following day, without any notice to the evacuees, and with the cooperation of FBI and the Military Police, the twenty-eight persons were removed in less than thirty minutes. Internal Security, operating without arms of any kind, arrested all citizens involved. FBI men, in cars provided by Internal Security and accompanied by an MP officer, arrested all aliens. The handling of this operation was, without doubt, the best police work performed by the Internal Security organization. Following that incident there was no further difficulty in conducting registration in an orderly manner.



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Internal Security work during the last two years has been routine and quite similar to police work in any small city. I believe it has been efficiently conducted. The scope of the work has been enlarged to include the handling of evacuee and visitor passes, control of all visitors, and many other functions not of police character. The evacuee officers have performed fairly well such duties as traffic control, patrol of dances and parties, etc. They have not been very effective in the arrest of gamblers, thieves and duties where other evacuees were involved in serious offenses.

#### Education Section

We were very fortunate in originally employing school administrators with experience in Arizona schools. Early in the Educational program WRA enlisted the aid of the Arizona State Department of Education. The State Superintendent then appointed an Advisory Board for WRA schools. This board established a program and curriculum which would satisfy all of the requirements of the State of Arizona permitting State grading. In September 1942 the administrators were at Rivers and plans were completed to open one high school and one elementary school in Canal Camp as quickly as possible. This was accomplished in Canal on October 12. The Butte schools were opened one week later on October 19.

Incoming teachers had many problems. There was almost a complete lack of equipment, chairs, tables, desks, text books, library books, etc., as well as typewriters and school supplies. Many of the teachers came from other states and were appalled at the lack of the tools for education. In spite of these handicaps most of the teachers used their ingenuity, searched the junk piles, appropriated lumber, and began teaching their regular courses. Before the end of the year a great many tables and chairs had been manufactured on the project and everything was complete but heat. The army was very slow in shipping oil stoves. Therefore, during the early winter months it was not unusual for a teacher to take her class into an open area, build a fire from scraps of wood and conduct her class there. This created a serious fire hazard and provided the minimum amount of education.

Early in 1943 the facilities for education were much better organized. Laboratory supplies were received and in that year the Department of Education of the State gave the schools a Class "B" rating.



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During 1944 laboratories and auditoriums were constructed in both camps and the equipment further improved. Visiting educators began to comment upon the high standard of the students. The American Legion accepted the schools for the allocation of medals, colleges began to grant scholarships for exceptional work and Rivers' education took its place with the best schools in Arizona.

The entire education staff deserves great credit for their ability and fortitude in creating such a satisfactory educational system from chaos.

Attendance at the schools was as follows:

High Schools

1942-43	1,705
1943-44	1,340
1944-45	1,245

Elementary Schools

1942-43	1,415
1943-44	1,050
1944-45	1,207

The total number of graduates from the high schools was 872.

Relocation

While the title of our agency is the War Relocation Authority, very few of the appointed staff realized that the objective of the agency was actually "relocation". Most of us assumed that the evacuees would be detained in the centers for the duration of the war. The first indication that relocation was to be carried out came in the Summer of 1942 when several thousand evacuees, mostly citizens, were urged to go out on seasonal leave for farm work.

Very few from Rivers accepted the seasonal work opportunity. In the fall, cotton growers in Arizona requested the use of evacuees for this work but they were required to leave the center early in the morning, under military escort, work through the day under military guard, and be returned to the center in the evening. The feeling that



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they were prisoners of war--plus their inexperience in cotton picking--for which they received a small wage--combined to dampen their interest and attempts to use them ended on November 7.

Also, in the late Summer a Washington representative visited the center attempting to enlist experienced chick-sexers and a little later the Army sent an officer to interview certain citizens for specialized training. Instructions were issued permitting a few leaves for citizens to attend schools or for wives of soldiers to join their husbands. Any person with education in Japan, even though a citizen, was difficult to clear.

In November 1942 Director Myer visited the center and outlined a relocation program to the councilmen and block managers of both camps. This created temporary interest but because of the restrictions surrounding relocation it soon lost momentum and the decision of the evacuees was that they preferred to stay in the center. This attitude continued until the time of military registration in 1943. Only 112 persons were relocated from August 1942 to April 17, 1943. Of these forty-eight went to colleges, nursing, etc., and most of the others enlisted for special army training and were sent to Camp Savage.

The Army registration conducted in January, February, and March of 1943, was performed to establish by declaration the loyalty of evacuees, both citizen and alien, and those judged worthy were urged to relocate in areas outside of the Western and Eastern Defense Command limits. A joint board of Army and civil employees reviewed the registration data and supplied a list of those cleared for relocation. Where there was any doubt, the board required that the project conduct hearings and recommend clearance or denial of clearance. These recommendations were then subject to review in Washington. Persons who during the military registration had indicated disloyalty were also permitted to request a change of answer and be given hearings.

July 1, we received instructions on the manner in which the hearings at the project were to be conducted. Hearing Boards were established consisting of staff employees and our understanding was that we were to determine "loyalty to the United States". After a number of hearings had been conducted on this basis, we were informed that we were to determine the basis for leave solely on the "safety to the security of the United States" rather than loyalty. We interpreted the regulations to indicate that we should conduct a hearing on every person who requested leave, irrespective of clearance from Washington. This program was continued from July 1, 1943 until July 1, 1944, when instructions were received to discontinue such hearings.



At the beginning of the relocation program only persons who had accepted specific job offers or bona fide hospitality offers were allowed to relocate. This greatly restricted relocation and finally was amended to permit persons to go to hostels and receive job assignments through field offices. Early relocators were not supplied with any funds for transportation or subsistence. Early in May 1943 instructions were altered permitting grants up to \$100 for complete families or \$50 for the head of a family to cover relocation expenses. Sons and daughters, stating they were the head of the family, immediately asked for these grants and relocated, leaving the balance of the family to relocate at a later date and with only \$50 as a total grant. These younger people began to earn good incomes--little or none of which they sent to their families and in many instances did not want the family to relocate and become a burden on them.

Under the above plans 1920 persons relocated in 1943. Principal points of relocation were Chicago, Cleveland, Minneapolis and Detroit. Of these a goodly number entered defense work.

Very few female citizens relocated in 1943 due to the opposition of parents to their employment as domestics. Only a limited number of couples relocated for domestic work.

The Relocation Division, as it now exists, was not progressively organized until the late Fall of 1943. From that period it was rapidly increased in staff and responsibility and became the principal objective of center organization. During the year of 1944 the division relocated 2509 persons. In 1945 it has been further expanded with unusual success.

#### Community Analyst

Rivers did not have the services of a Community Analyst until June 1943. The function of this Analyst is to study the ever changing attitudes of evacuee residents and to report to the Washington office and the Project Director.

Any Analyst entering upon duty requires some time to gain the confidence of the evacuees and to surround himself with evacuee reporters who can be depended upon to accurately know the changing feeling of many people. Unless he is most objective and careful his reports may be inaccurate and reflect political activities and pressures. These difficulties confronted the Analyst of the Center for several months but after experience his reports became of value to the Project Director in the direction of evacuee policy. The value of a good Analyst is great. A poor one might lead the appointed staff into many unnecessary difficulties.



### Health Section

The first contingent of evacuees arriving at Canal on July 20, 1942, was accompanied by evacuee physicians. One appointed nurse was already on the project and a second nurse arrived August 6. One appointed doctor arrived August 16, 1942. The temporary hospital at Canal was not completed but in spite of this clinic service was immediately established. This small hospital was soon required to care for approximately 7,000 persons as the permanent hospital in Butte Camp was not finished and ready for occupancy until November 1942. The Butte Hospital is of 250 bed capacity, of standard army type and equipped throughout by the army medical department. It has major and minor operating rooms, dental laboratory, x-ray laboratory, optometry equipment and a pharmacy.

The Health Section is also responsible for condition of the water supply, sewage and for dietetics throughout the center.

The appointed staff, until recently, consisted of a Chief Medical Officer, who was the over-all administrator; a Chief Nurse and from six to ten appointed nurses; a Dietician; an x-ray technician; a laboratory technician; a pharmacist; and at times an administrator and a Sanitarian. The surgeons, physicians and nurses aides are evacuees.

Before April 1945, the entire hospital management was principally under the Medical Officer attached to the Washington staff. The Chief Medical Officer's responsibility was principally to Washington rather than to the Project Director. During April the hospital plan was changed and the Administrator became Hospital Superintendent, reporting to the Project Director. The medical staff, both appointed and evacuee, began operating as a Professional Committee. This latter plan has been most successful.

Almost from its inception the hospital has been a trouble spot in center operation. Evacuees who prior to the war had sought only limited medical service, took every advantage of the free clinical service provided by WRA to such an extent that clinic visits exceeded 5,000 per month. As small a fee as 10¢ per visit would probably have eliminated at least half of the clinic work. Any refusal to accommodate the evacuees led to a protest against the hospital.

Very few Japanese were experienced even in home nursing and many feared and disliked hospital work, except mess where they felt they would get more and better food. The recruiting of nurses aides has



always been difficult, particularly because there were tubercular patients in the hospital and parents were fearful that their daughters might become infected.

The center was very fortunate in receiving some exceptional evacuee physicians--among them an excellent surgeon, a thoroughly trained pediatrician, and several men of experience in general practice. On the contrary, with one exception, the appointed medical officers were older men whose medical knowledge was apparently not equal to that of the evacuees. The result was constant friction between the appointed medical officer and his evacuee staff. Six different appointed medical officers were sent to Rivers in two and one-half years.

There was also great turnover in the appointed nursing staff, including chief nurses. This rapid change in appointed personnel was destructive to hospital morale. Fortunately the evacuee medical staff stayed on the job and we know of no cases where evacuees did not receive proper care.

The evacuee medical officers were paid but \$19 per month. Much effort was given to some plan by which they could be raised to a higher salary. No such plan having ever been approved the efficient men have now relocated or will relocate within the very near future.

Due to the food habits of older Japanese there are an unusual number of alimentary cancers and peptic ulcers as well as kidney disorders. Children's diets were not of proper types. These conditions necessitated the establishment of diet kitchens in the hospital and at several points throughout the project. A great amount of education was required to teach balanced diet habits and to retard, as much as possible, the development of diseases due to too much carbohydrates and too much seasoning.

Because of the fear of tuberculosis many families would not even visit other members who were in the hospital with that disease and, I have been informed, in some cases practically disowned them.

In the early months of 1944 the hospital relations with the community became so involved that a committee was established and met every two weeks to bring the evacuees and the hospital staff closer together. The committee consisted of a Chairman of each of the Community Councils, the Central Block Managers of both camps, two members of the Project Director's staff and the Chief Medical Officer. Others attending were the Chief Surgeon (evacuee) and the



Chief Nurse (appointed). The Project Director acted as Chairman but did not have a vote. This Committee plan proved to be very satisfactory as it brought complaints out into the open and answers from persons most qualified. In recent months there has been little necessity for committee meetings and only one has been held.

#### Welfare Section

The Welfare activity in Rivers began almost immediately after the occupation of Canal Camp. The original Project Director assigned his wife to that position where she struggled with the many personal problems until September of that year. During that period there was no appropriation for public assistance grants and practically no organization. During the succeeding sixty days some of the functions of the Welfare Section were handled by an Administrative Assistant who had many other duties. The latter part of November 1942 a Head Counselor was appointed and entered on duty. He, too, had no funds and no appointed assistants.

Because so many of the evacuees had spent all of their money during the early days of evacuation and for necessities after arrival in the camps, there was a mounting need for public assistance grants. The appropriation for these grants became available about January 1, 1943, and were mostly used to supply urgent clothing with little to be advanced in cash for other necessities such as toothpaste, soap, etc.

On March 1, 1943, the section was given the responsibility for the issuing of clothing allowances, the control of all evacuee housing, and such physical items as cots, blankets and other property directly connected with the housing.

Each month the Welfare load increased as evacuee money was completely spent. While persons able to work could always secure a job there were many aged and infirmed who were never able to earn sufficient to care for their needs and those of the families.

Most of the services supplied are of a short contact nature some being the settlement of family quarrels or other internal family problems--others with illness which prevented the head of the family from working.

More recently because of the large volume of relocation, the Welfare Section has had many added responsibilities and the appointed staff has been increased to eleven people. With the closing



of the center the section has been required to interview and make case histories of all dependent persons and to assist in the transfer of those persons to the care of outside Welfare agencies. It still retains all of its original duties such as housing, property, and clothing allowances.

### Community Enterprises

Obviously one of the first necessities within the camp was the establishment of some means by which residents could purchase necessities not supplied by the government. The requirements ranged from toothpaste to hammers. The weather being extremely warm there was great demand for soft drinks. Certain items of clothing were required for it must be remembered that the evacuees could not shop anywhere outside of the center.

The War Relocation Authority, to a limited degree, anticipated these demands, employing a Superintendent of Business Enterprises who entered on duty July 20, 1942. The Regional Office supplied the Superintendent with a list of items and instructed him to form an organization patterned along consumer-cooperative lines. All private enterprise was banned on the project. WRA, however, could not supply any money for purchasing facilities and the Superintendent was charged with the responsibility of purchasing goods without money or credit--securing space for stores and staffing these stores to handle a population in excess of 13,000 persons. All employees, with the exception of the Superintendent, were to be evacuees.

Within four days after the arrival of the first evacuees Canteen No. 1 was opened with a small stock begged from local Phoenix wholesalers. These wholesalers were given to understand that the government was in no way responsible for debts incurred. The Superintendent also informed the wholesalers that he was not responsible. Nevertheless, enough wholesalers took a chance to supply the original stock. There were no banking facilities and transportation equipment was so limited that community enterprise banking had to be conducted by mail. In spite of these handicaps, at the end of six months, seven stores were operating, seven shops -- employment amounted to 270 persons with average monthly sales of \$65,000 and net monthly profit of \$9,000.

While this was an unprecedented example of merchandising, in the opinion of the writer more concrete plans should be made if necessity again arises.



After several months of operation without plan or formal organization meetings were held in the attempt to establish an incorporated cooperative, financed through a large number of memberships. Early attempts were unsuccessful and WRA finally loaned Enterprises \$20,000 for the purchase of more goods.

The first educational meetings were held on January 11, 1943, and was attended by representatives of each block. Toward the end of January after many meetings, a plan was developed which was acceptable to the evacuees and more than 8,000 membership subscriptions were received. Under this plan a congress of delegates was established with fifty-one members, one from each block. In February 1943 the operation was incorporated under the laws of the District of Columbia. On April 1 the State of Arizona issued a license to do business. About this same time an operating agreement between WRA and the Co-op was executed providing for the rental of buildings, lease of equipment, etc., which previously had been loaned by WRA.

Almost immediately the Arizona Legislature passed a law making it illegal for any business concern to sell goods to Japanese Nationals. This forced the Co-op to purchase outside of Arizona but later the law was declared unconstitutional. The Corporation Commission then attempted to use the Co-op as a political football and was defeated at a hearing in Phoenix by the Project Attorney.

During this period the chain stores also did an exceptional business by mail with center residents. Finally one chain store established the Co-op as an agent.

No rationed goods, except shoes, were a part of Co-op stores. The ration coupons necessary for the purchase of shoes were issued by WRA. OPA prices were generally maintained--unfortunately much of the time at the highest ceiling. These high prices provided the Co-op with a very large net profit in spite of the fact that they employed many more persons than were considered necessary to operate the stores.

Aside from the sale of merchandise, the Co-op operated barber shops, beauty shops, radio repair, laundry, dry cleaning and many other services. Due to their high prices there was much illegal



sale of services. Barber shops were located in homes, hairdressers visited their customers, dressmakers made clothes and staff employees had their laundry and cleaning done by evacuees.

Under the instruction, all of these services were illegitimate and pressure was placed upon the Co-op to handle all services including that of staff. Staff members had paid much higher prices to evacuees for service, therefore, the evacuees were not satisfied to work for the Co-op at WRA wages of \$16 per month and have the Co-op receive 200% profit on their labor. Employment was difficult to secure and services poorly performed.

Average inventories exceeded \$100,000 with peak monthly sales of approximately \$115,000. There have been several distributions of profits not all of which have been upon the same basis. Further information on profit distribution can be best secured from the detailed Enterprise Report.

#### Operations Division

The original organization chart did not provide for an Operations Division. Sections now composing this division were operated by the then Assistant Director who reported to the Project Director.

The chart of May 13, 1943, supplemented by an instruction, established the Operations Division and created a position of Assistant Director. Under operations are the Engineering Section; Irrigation, Drainage and Roads Unit; Construction and Maintenance Unit; Agriculture Section; Motor Transport and Maintenance Section; Fire Protection Section; and Industry Section.

#### Engineering Section

From the inception of the center until the Summer of 1944 the Engineering Office was extremely busy. Army construction included outside of the building of evacuee barracks, some standard warehouses and a few staff living quarters. All of the remaining construction was under supervision of the Engineering Section as was Irrigation, Drainage and Roads. Under this section approximately forty miles of graded roads were completed including the paved highway



from State Highway No. 77 into both camps. Apartments for staff were constructed in both camps and the high school auditoriums and laboratories built. Extra wells were drilled and pumps installed. The land on which Butte Camp is constructed had a slight fall from South to North. Summer storms created flood conditions requiring the Engineering Section to construct storm ditches throughout the camp. Water shortage in the wells also necessitated complete irrigation systems for all lawns, trees and flower beds in both camps. Practically all of this work was done with evacuee labor which required great ingenuity on the part of the Engineering and Construction employees to train the evacuees to work as carpenters, etc., and to keep them on the job. The wage rate of \$16 per month was so low that it was difficult to secure a full day's work. This caused the construction to be extended over a longer period than would have been required had the pay been more attractive.

During the last twelve months the Engineering Section has been engaged primarily in maintenance. This consisted of upkeep of highways, ditches, water and sewer systems, repair to buildings and equipment and the painting of buildings in both camps.

#### Agriculture Section

Immediately upon conclusion of the lease for land from the Indian Service a Chief of Agriculture was employed to study the irrigated acres and prepare the land for agricultural production. He entered upon duty before the arrival of any evacuees and with the assistance of a limited crew of appointed workers and little equipment, began preparation of what later became an extremely satisfactory farm.

The actual soil preparation was begun in July 1942. The approximately 7,000 irrigated acres were divided into ten farms of 700 acres each. A part of each of these farms was cultivated for vegetable production. This necessitated re-leveling and bordering because of the fall of the land and the change from alfalfa, as grown by the Indians, to the culture of vegetables. Each farm was placed under an evacuee foreman who was permitted to choose his own farm crews. By the end of the year more than 400 acres were producing vegetables, the harvest amounting to 1,757,777 pounds. In the year of 1943 vegetable acreage was increased to an excess of 1800 and livestock, such as hogs and cattle, were added--together with several thousand chickens. The production of vegetables from the period of September 1, 1942, to July 31, 1943, was valued at \$284,009.00 of which 6,168,445 pounds



were consumed at Gila and 114 cars shipped to other centers. Not one dollar of vegetables produced was sold.

Estimates for the 1944 fiscal year were for the production of vegetables and meat products with an estimated value of \$1,000,000.00.

The farm produced forty-two different vegetables, some of which--such as celery, daikon, nappa, Japanese melon, and others--had never before been produced in Arizona. In addition, crops such as cotton, flax seed, peanuts, and several types of stock feed were grown. Although the maximum number of cattle exceeded 2,500; hogs 2,500; chickens 15,000; and dairy herd 125 head; the alfalfa lands produced to an extent where it was possible to rent some of the land for custom grazing returning several thousand dollars to the government which paid a large percentage of the water charge.

After the harvest of 1944 instructions were received to reduce the farm--particularly vegetable production--and to eliminate all vegetable and feed production except alfalfa grazing and hay for the dairy by July 31, 1945.

As fields were harvested, equipment was moved in to re-border and level all vegetable land and re-seeded with alfalfa for return to the Indians. This land preparation should be completed and ready for seeding on October 7, 1945.

In addition to the established vegetable crops, a forty-acre seed farm was operated and supplied the center with most of its seed and surplus to be shipped to the other centers. Japanese vegetable seeds were particularly produced and in addition such other seed as onion, cauliflower, carrot, etc., were grown in large quantities. This was a particularly profitable and satisfactory operation.

During the entire period of operation the farm produced 31,521,637 pounds of vegetables; fattened 6,015 head of cattle; produced 2,801 hogs; 181,410 dozen eggs; and 28,445 chickens.

#### Transportation

The Transportation Section has been one of the most difficult and necessary operations during the entire life of the center. The nearest railroad to Gila is approximately twenty miles. Due to



road conditions all freight had to be transported by truck from Casa Grande until our highway connecting with highway #87 was completed and facilities at Serape developed.

Food, fuel oil, gasoline, etc., were moved from railhead to the project and thousands of tons of vegetables and other farm products moved from the center to railheads. In addition, great quantities of evacuee property were moved to the center and recently hauled back to railheads for shipment out.

During the first several months of operation both truck and passenger car equipment was very limited. By December 1942 the number of vehicles available was satisfactory but no adequate provision had been made to service and repair them. When shop equipment was supplied to other centers Gila was omitted and proper equipment and tools did not become available until the Spring of 1944. Prior to that time all major overhauling and repair was sent in to army shops or private repair shops in surrounding cities.

Most of the equipment supplied for heavy transportation was light and not designed for the quantity hauling necessary to provide all the needs of a city of 13,000 persons.

Most of the passenger cars assigned to the project had been previously the property of evacuees and were not in prime operating condition when received through the army. Most of them have been kept in continuous operation.

Because practically all of the freight equipment has been operated by evacuee drivers, maintenance has been extremely heavy. These drivers, usually young men, lack both experience and interest in the maintenance of vehicles. They require constant and drastic supervision. All motor vehicles were equipped with governors and much difficulty has been experienced to prevent the evacuee drivers from removing the governors.

Prior to the introduction of a firm trip ticket system all vehicles were difficult to control from a standpoint of mileage. Since this system has been installed control has been much better, but further improvement could be made with more appointed staff employees to supervise transportation work.

The safety record of the Transportation Section has been generally satisfactory. A number of vehicles have been wrecked but no loss of life or serious injury occurred until the night of July 27, 1945, when a hospital panel truck overturned killing one and injuring eight.



Appointed employees are required to have evidence of a state driver's license before they are permitted to drive government vehicles. Evacuee drivers are checked for driving ability by the Transportation Division and periodically by Internal Security.

One of the most serious difficulties handicapping the Transportation Section has been the shortage of speedometers and speedometer parts. Within recent months more parts have been available and speedometers put in working order. Speedometer readings, when constantly checked with trip tickets have provided much greater control and saving of gasoline and tires.

On the whole it is the writer's opinion that considering all of the handicaps under which the section operates it has done a satisfactory job.

Rivers has always suffered from lack of facilities for the transportation of appointed personnel to railhead and bus points. For a short period of time a light bus, property of the army, was used to transport both staff and evacuees on regular trips to Phoenix and return. This bus was finally taken away and no adequate equipment supplied to take its place. The bus was not large enough and instructions were not clear enough to permit necessary staff travel. This lack of bus facilities caused the resignation of a number of staff employees--and has created much discontent. The Transportation Section has done its best to supply staff with a means of travel and still remain inside of instructions. Any future project of this type could well be supplied with adequate and comfortable staff transportation. This would increase morale, retain valuable employees and probably result in a considerable saving to the government.

### Industry

The first director at Rivers did not seem to be interested in the industry program when it was established by the Regional Office in San Francisco. Later the Industrial Division of the Regional Office in San Francisco became interested in Gila as a point for the manufacture of camouflage nets. These had been satisfactorily produced at the Santa Anita Reception Center and a net factory had been erected at Manzanar. After considerable discussion WRA and the army agreed upon additional net factories to be established at Gila and Poston.

Because of labor difficulties resulting from low wage rates, the Regional Office decided to make a sub-contract with a Los Angeles firm thereby permitting the payment of higher wages to net



factory workers. The army then spent about \$125,000.00 to construct proper buildings for the manufacture of nets. These camouflage nets consisted of a woven cord net similar to a tennis net but produced in various sizes. The nets were manufactured in the East and shipped to the West for camouflaging. The camouflage material consisted of strips of burlap of various colors to produce patterns for tropical, winter and desert camouflage. The burlap strips were cut to the required lengths and then woven into the net. When completed the nets were inspected by the army employees, compressed into small bales and shipped in carloads to the various theatres of war. The total produced at Gila amounted to approximately eighty million square feet.

Only American Citizens were employed in the Net Factory. Because less than 35% of adult residents were American Citizens enrollment for net work was difficult even though the final pay plan provided an excellent income for the worker and an additional contribution to the community. The details of this pay plan which had a great deal of influence upon net production are covered in a separate detailed report.

As a part of the history of Industry at Rivers it is necessary to review the original WRA Industry plan. When the evacuees were first moved into the centers the Industry Division in Washington had extensive plans for wide employment in the production of various articles by evacuees in the centers. This led to the establishing of the net factories and many different shops, making such items as clothing, furniture, food products, etc.

The Navy was interested in the overall plan and sent some officers to the Pacific Coast to investigate manufacturing possibilities to aid the war effort. In October 1942 the industry plan was abandoned and relocation substituted. A rule was established whereby no manufacturing would be done except where it actually contributed to the war effort or produced something useful and very necessary for project operation.

As a result of the writer's previous contacts with the Navy, Lt. Atoheley insisted that Gila engage in the manufacture of scale models of enemy ships. Authority was finally granted and through the efforts of the Navy limited shop equipment was shipped from New York and a Mr. Oscar Julius accompanied the equipment to Gila. Unfortunately, Mr. Julius was not thoroughly experienced in quantity production methods and resigned after a short time. The writer then secured Mr. Hoyt A. Martin who was employed by the moving picture industry for the production of various types of models. He was particularly successful, receiving the highest compliments from Navy officers.



In addition to the two major industries, the Industry Section successfully operated a dehydrator, a tofu plant (Japanese soybean cake). A pilot cannery was established which was not entirely successful because during the short period of operation co-operation between the farm, mess division and cannery was unsatisfactory. A considerable quantity of furniture was manufactured and several hundred pieces of damaged furniture repaired.

The entire industry program was a strong morale builder in most centers and particularly at Gila. The writer is of the opinion that if at some future date similar centers should be necessary that the industrial program be given a higher priority in planning. Aside from morale building it should be so established that industry workers are paid a reasonable wage, a large percentage of which is held back as a fund to provide resettlement money. Such a plan would make evacuees easier to relocate, have more confidence in themselves, provide easier access to jobs through proper training, and remove the hurt to their pride which results from gifts or grants. I make that as a future suggestion.

#### Mess

Original plans for feeding the first contingent of evacuees to arrive at Gila were made in the Regional Office at San Francisco. There a Chief Project Steward and an Assistant Steward were employed, instructed, and sent to the project about one week before Canal Camp opened.

When the first evacuees arrived certain of them were immediately chosen to staff mess halls for these first five hundred. As each succeeding trainload was received new mess halls were opened up and the first meal served by a mess crew previously trained in another kitchen. This plan gave the Mess Division a better opportunity to choose proper workers from incoming groups and also provided good meals immediately upon the arrival of each trainload.

From this small beginning the plan was developed until fifty-six kitchens and mess halls were in operation serving in excess of 13,000 persons.

The Mess and Supply Division has always operated with a minimum amount of friction toward both evacuees and staff. Evacuees--particularly the older aliens--were anxious for mess hall employment



due to the staggered hours, plenty to eat and a certain amount of prestige. Mess supervisors became very strong factors in their blocks as they could do favors for block residents.

During the early days of the camps the control of food in the mess halls was most difficult. This resulted in a limited amount of hoarding over the pantry ceilings and any other places where food could be concealed. Mess supervisors gave extra food to their families and friends, resulting in loss to the government. After all of the mess halls were thoroughly organized these difficulties were greatly diminished. At present writing food control is accurate.

Many evacuees brought limited cooking equipment with them and were most anxious to maintain some family contact and, therefore, used great pressure to take either uncooked food home where they could prepare it or to take their cooked meals to the barracks. A study was made to determine the problems surrounding these requests resulting in an approval for certain families to take cooked food from the mess halls to their own quarters.

As in any community, there were many persons who required special diets. For them diet kitchens were established to provide the proper food and were supervised by the Hospital Dietician as was all feeding within the hospital. In addition, one special mess hall for school children was set up in each of the school areas in Butte and Canal. Children too small to return home at noon were given a balanced lunch as outlined by the Hospital Dietician. The supervision of the children while in this mess hall was the responsibility of the elementary school principals who ate their lunches with the children and kept them in order.

Because of the various food habits of the older Japanese as contrasted to the second and third generation, it has always been necessary to have foods which satisfied both old and young. This created a problem in menu planning but after a little experience became a routine matter. A master menu is made up in advance for all evacuee mess halls and subsistence supplies are delivered periodically in accordance with the menu.

As previously stated the original refrigeration equipment was very poor but the present warehouses are most satisfactory.

Cattle and hogs from the farm are shipped weekly by truck to a packing house in Phoenix. The slaughtered, chilled, carcasses are then returned to the project meat warehouses. Evacuee butchers prepare the meat for each kitchen with daily deliveries.



All vegetables grown on the project, if used for project feeding, are first sent to the Central Mess & Supply Warehouse. Proper quantities are allocated to each mess hall and delivered. All dry foods are centralized in the mess and supply warehouse and when delivered to mess halls are placed under the control of a pantryman who becomes responsible for them. Milk and ice are also handled through a central distribution system.

The detailed operation of the Mess & Supply Division is more adequately described under a section of this report.

### Fire Protection

The protection against fire of buildings located on a dry desert is a major necessity. This was immediately recognized, good equipment supplied and with the assistance of two trained appointed fire chiefs every precaution was taken to insure evacuees of property and safety.

The army originally supplied two combination pumpers and hose trucks with additional chemical equipment and later a third truck for the special protection of the warehouse and motor pool area. Fire stations were built in both camps with facilities for maintaining the trucks and included sleeping quarters, shower baths, etc., for the crews. Each camp Fire Department has an appointed chief, a number of evacuee fire inspectors and sufficient firemen to maintain three platoons of nine men each. The fire inspectors, under direction of the chief, visit all buildings and operate as a fire inspection bureau. They require residents to keep inflammable materials away from the buildings, inspect internal and external wiring, check improvements for fire hazards, and in every way perform about the same service as small city fire inspectors.

The firemen are required to be present at daily drills and are so trained that they can respond to a fire and operate all apparatus carried on the trucks. A volunteer appointed staff firefighting crew was trained.

The fire chiefs inspect all dances and other gatherings to see that seats are not dangerously placed, buildings are not overcrowded, and if they find infringements to the fire code they may call in an Internal Security Officer who can disperse the attendance or require immediate change in seating or crowding.



The camps have been fortunate in having but two fires of any consequence in more than 1300 buildings. One fire destroyed a feed warehouse on the hog farm located several miles from either fire station. The most serious fire was in an automotive parts warehouse at Canal and occurred at a time when the main water supply pump was out of order. Dozens of small fires have been quickly extinguished indicating that the Fire Department has been efficient throughout the entire life of the camps.

#### Administrative Management Division

The organization chart of September 21, 1942, divided the responsibilities of the now Administrative Management Division into two separate parts, namely: a Transportation & Supply Division and an Administrative Division--both of which were directly under the supervision of the Project Director and the single Assistant Project Director. The chart of May 13, 1943, combined the activities of the Supply Section, which consisted of Motor Transport & Maintenance, Mess Management, Procurement, Office Services and Personnel, under a Supply Officer; and a Finance Section consisting of Budget & Accounts Unit, Cost Accounting and Property Control Unit, Statistics Section and Employment Section, under a Finance Officer, into an Administrative Management Division and created the position of Assistant Director in charge of Administrative Management.

The chart of July 1, 1944, adds to the duties of the Administrative Management Division the responsibility for Evacuee Property. Motor Transport was transferred to the Operations Division. Within recent months Evacuee Property has been placed under Relocation which, at this writing, reports directly to the Project Director.

#### Supply Section

In the early days of the Project, the Regional Office in San Francisco, cooperating with army officers who were attached to that office, established types of equipment, food, etc., which were shipped to the centers without careful requisition by the Center's Supply Section. This caused surpluses in certain supplies and commodities and shortages in others, resulting in a great amount of work



for the Supply Section before inventories were in balance. Procurement employees had much difficulty in locating sources of supply for many badly needed items but finally the Supply Section became well organized and recent audits have indicated minimum surpluses throughout the entire range of required items.

Original warehouses were small and poorly constructed with no facilities for loading and unloading of trucks. When the former net buildings became available all warehousing was centralized in that area except that requiring refrigeration. Perpetual inventories were established and warehousing became an efficient operation.

The refrigerated warehouses originally constructed by the army were built with very little insulation and the refrigeration units were not large enough to handle food in the high Arizona temperatures. Some spoilage resulted and much service on the refrigeration units. Permission and priorities were finally granted to construct a well-insulated meat warehouse with accurately controlled temperature rooms for various types of meats. The original warehouses built by the army were refloored and reconstructed to provide ample insulation. After completion there was no more difficulty with perishable storage.

#### Evacuee Property Section

In the opinion of the writer the Evacuee Property Section was improperly established and from its inception was not given sufficient recognition or staff to provide adequate service to evacuees. Every facility for the personal comfort of evacuees was established very early in the WRA program. When relocation was developed that activity was well planned and staffed, but the property of the evacuees was entrusted to a single Property Officer whose contacts with the outside WRA offices was not continuous or very helpful. No Washington departmental head was ever given responsibility for property only. Audits were not conducted early in the program. Unfortunately the original Property Officer, when an audit was finally made, was charged with embezzlement of evacuee funds and discharged for that reason. This is the only case of suspicion of dishonesty which has ever developed on the project and could have been avoided had the Property Section been established on a more efficient basis and been given its proper importance in the administrative plan.



### Statistics Section

The Statistics Section does not appear upon the operating chart until July 1, 1944. Prior to that time statistics had been scattered between various divisions and sections. With the advent of the Statistics Section all data pertaining to evacuees was transferred to this office as were all reports in which statistics were involved.

The section was additionally charged with the responsibility for accounting for evacuees who entered or left the center. For this purpose four appointed gate clerks were employed to check ingress and egress at the Military Police gates. The duties of the gate keepers have been greatly increased and only from a study of the Statistics Section instruction and the numerous forms required under the instruction can an accurate picture of their work be visualized.

### Post Office

The Postal Service Unit is not under the supervision of the project. The Rivers Post Office is directly operated by the United States Post Office Department with a regularly appointed Postmaster and appointed postal employees, supplemented by evacuee employees. Separate post offices are maintained in Butte and Canal and supply every normal postal service. An exceptional volume of money order business has been transacted through the post office due to outside mail-order purchases by evacuees and the sending of small sums to persons outside the center.



OPERATING CHART 4/1/45

OFFICE OF THE PROJECT DIRECTOR

Project Director	CAF-14
Administrative Officer	CAF-11
Secretary	CAF-5

Legal Division

Attorney	P-5
Clerk-Stenographer	CAF-4

Reports Division

Reports Officer	CAF-11
Clerk-Stenographer	CAF-4

Relocation Division

Relocation Program Officer	CAF-12
Asst. Relocation Program Officer	CAF-9
Relocation Adviser (2)	CAF-9
Assistant Relocation Adviser (9)	CAF-7
Leave Officer	CAF-7
Clerk-Stenographer	CAF-4
Clerk-Stenographer	CAF-3

Evacuee Property Section

Evacuee Property Officer	CAF-11
Asst. Evacuee Property Officer	CAF-9
Clerk-Stenographer	CAF-4

COMMUNITY MANAGEMENT DIVISION

Assistant Project Director	CAF-13
Secretary	CAF-4
Community Analyst	P-4
Community Activities Supervisor	P-4



COMMUNITY MANAGEMENT DIVISION (CONTD.)

Health Section

Principal Medical Officer	P-6
Sr. Medical Officer	P-5
Hospital Administrator	CAF-9
Medical Social Worker	P-3
Dietitian	SP-8
Sanitarian	SP-8
Laboratory Technician	SP-6
X-Ray Technician	SP-6
Chief Nurse	SP-8
Assistant Chief Nurse (2)	SP-7
Supervising Nurse (7)	SP-6
Sr. Staff Nurse	SP-5
Pharmacist	P-1



COMMUNITY MANAGEMENT DIVISION (CONTD.)

Internal Security Section

Chief of Internal Security	CAF-11
Assistant Chief (2)	CAF-9
Internal Security Officer (4)	CAF-7
Guard (3)	CFC-5

Welfare Section

Counselor	P-4
Asst. Counselor (2)	P-3
Jr. Counselor (6)	P-2
Counseling Aide	SP-6
Clerk-Stenographer	CAF-4
Clerk-Typist (2)	CAF-3

Education Section

Superintendent of Education	P-5
Asst. Superintendent of Education	P-4
High School Principal (2)	P-4
Elementary School Principal (2)	P-3
Adult & Voc. Ed. Supv.	P-3
Guidance Counselor	P-2
Vocational Teacher (2)	SP-8
Librarian	P-1
Head Teacher (9)	P-2
Sr. Elementary School Teacher (11)	P-1
Secondary School Teacher (28)	P-1
Elementary School Teacher (20)	SP-4

ADMINISTRATIVE MANAGEMENT DIVISION

Assistant Project Director	CAF-13
Secretary	CAF-4



ADMINISTRATIVE MANAGEMENT DIVISION (CONTD.)

Mess Operations Section

Chief Project Steward	CAF-11
Project Steward (3)	CAF-9
Storekeeper	CAF-7
Clerk-Stenographer	CAF-3

Supply Section

Supply Officer	CAF-12
Clerk-Stenographer	CAF-4

Procurement

Procurement Officer	CAF-11
Asst. Procurement Officer	CAF-9

Property Control & Warehousing Unit

Property & Warehousing Officer	CAF-11
Asst. Property & Warehousing Officer	CAF-9
Property Officer	CAF-7
Property Clerk (3)	CAF-5
Storekeeper	CAF-7
Assistant Storekeeper (6)	CAF-5
Receiving & Shipping Supv.	CAF-6

Office Services Section

Office Manager	CAF-5
File Clerk	CAF-4
Supv. Telephone Operator	CAF-3
Telephone Operator (4)	CAF-2
Clerk-Typist	CAF-3

Personnel Management Section

Personnel Officer	CAF-12
Personnel Transactions Officer	CAF-7
Personnel Housing Manager	CAF-5



Finance Section

Finance Officer	CAF-12
Assistant Finance Officer	CAF-11
Clerk-Stenographer	CAF-3

Expenditures Analysis Unit

Cost Accountant	CAF-9
Cost Accountant	CAF-7
Cost Accounting Clerk	CAF-5
Clerk-Typist	CAF-3

Accounts Unit

Fiscal Accountant	CAF-9
Fiscal Accountant	CAF-7
Fiscal Accounting Clerk (2)	CAF-5
Agent Cashier	CAF-6
Clerk-Typist (2)	CAF-3

Examination Unit

Auditor	CAF-9
Assistant Auditor	CAF-7
Audit Clerk	CAF-5
Clerk-Typist	CAF-3

Statistics Section

Statistician	P-3
Assistant Statistician	P-2
Statistical Clerk (3)	CAF-5
Gate Clerk (6)	CAF-3

OPERATIONS DIVISION

Assistant Project Director	CAF-13
Secretary	CAF-4

Engineering Section

Chief Engineer	P-5
Office Engineer	P-3



OPERATIONS DIVISION (CONTD.)

Construction & Maintenance Unit

Construction & Maintenance Superintendent	CAF-11
Asst. Constr. & Maint. Supt.	CAF-9
Utility Operations Superintendent	CPC-10
Chief Foreman Construction	CPC-10
Foreman Refrigeration	CPC-10
Foreman Electrician	CPC-10
Foreman Maintenance	CPC-9
Foreman Carpenter	CPC-8
Foreman Mechanic	CPC-8
Foreman Pump Operator	CPC-8

Motor Transport & Maintenance Section

Equipment Maintenance Supervisor	CAF-11
Asst. Equipment Maintenance Supv.	CAF-9
Motor Pool Supervisor	CAF-9
Foreman Blacksmith	CPC-9
Foreman Mechanic	CPC-8
Sr. Foreman Mechanic	CPC-9
Foreman Mechanic (4)	Unal.
Truck Driver (2)	Unal.

Agriculture Section

Chief of Agriculture	P-5
Livestock Superintendent	CAF-11
Asst. Farm Superintendent	CAF-9
Range Rider (2)	CPC-4
Foreman	CPC-8
Motor Patrol Operator	Unal.

Fire Protection Section

Fire Protection Officer	CAF-11
Asst. Fire Protection Officer (2)	CAF-9