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CLOSING REPORT

Administrative Management Division
Mess Operations Section

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POLICY

Under the program developed by the War Relocation Authority in accordance with the terms of Executive Order No. 9102 dated March 18, 1942, the following policy was adopted to provide for the feeding of evacuees at relocation centers:

"In all centers administered by the War Relocation Authority, the evacuee residents are served their meals in mess halls operated by the Authority. It is the WRA policy to provide at these mess halls food in quantity and quality comparable to that available to the general public. Foodstuffs are procured through the United States Army Quartermaster Corps under the specifications used for Army mess procurement unless they conflict with or exceed WRA policy. The foodstuffs are then issued to mess kitchens under a strict control as to kind and quantity of food served. All rationing regulations applicable to the general civilian population of the United States are strictly applied in the operation of WRA. If regulations affecting the public are modified, corresponding modifications will be made by WRA."

DEVELOPMENT OF ORGANIZATIONAdministrative

At all relocation centers, appointed wartime Civil Service Personnel for Mess Operations Section were assigned for each 5000 evacuee residents on the following basis: one Chief Project Steward, one Project Steward, and one Jr. Property and Supply Officer.

Mess Operations Section was a Section in the Administrative Management Division. The Chief Project Steward reported to the Project Director, through the Assistant Project Director in charge of Administrative Management. The other two appointed personnel reported directly to the Chief Project Steward. Centers with populations above 5000 persons received additional Project Stewards. In seven centers there were two Project Stewards. The Colorado River,

Gila River, and Tule Lake centers had two or three additional Project Stewards and also a position of storekeeper. The latter was granted to increase and allow for better supervision, especially in the distribution of subsistence and checking to keep accurate records due to the national rationing program. In addition to the wartime Civil Service appointees, evacuee residents, carefully selected from the centers, were placed in key positions in administrative work. The following positions were held by evacuees at each center.

- 1 secretary to Chief Project Steward
- 1 senior steward (menu maker)
- 1 senior steward (rationer of staples)
- 1 senior steward (rationer of perishables)
- 2 senior stewards (supervisors of mess halls)
- 1 senior steward (charge of warehousing)
- 1 head accountant (for cost accounting)
- 6 clerk typists (to assist in accounting work)

Menu Preparation

Menus were prepared in the office of the Chief Project Steward by an evacuee menu maker with and by the approval of the Chief Project Steward. This method of operation was adopted to provide a diet for residents more in keeping with their former eating habits prior to evacuation. The value of this practice was indicated by Assembly Center experience, and resulted in better distribution of food to mess halls. Menus approved by the Chief Project Steward then went to the senior stewards for perishables, staples, etc. This will be covered in detail in subsequent paragraphs. All menus were prepared 2 to 3 days in advance.

Distribution of Subsistence

All subsistence, including perishables and staples, was distributed to mess halls on the basis of the number of residents residing in each block. There was a mess hall for each block, and the block was built to accommodate 300 persons. Each day, Mess Operations Section received from the Housing Section a population count by block. In this manner a sure and equitable food distribution was assured. The senior steward, supervisor of perishables, made a breakdown of the menu and in turn made issue tickets for each mess hall, listing the items to be delivered, then sent them to the head butcher and head produce man. All mess halls were billed on issue tickets and each mess hall signed for items delivered. In this way, the Chief Project Steward could maintain a record of all deliveries to mess halls and as evidence of proper food distribution to the residents. The senior Steward in charge of staples use the same procedure. The food was then sent by truck to each mess hall. Scheduled deliveries were maintained for all items by a truck dispatcher especially assigned to Mess Operations Section to insure

prompt delivery and also to use motor transport economically and to conform with all Office of Defense Transportation requirements.

Warehousing of Subsistence

This phase of operations was carried on in Mess Operations for all subsistence, in accordance with the U. S. Army Quartermaster Corps rules and regulations. Thus a thorough system was maintained with the result there was little or no loss, once subsistence was received at the Center. All staple items were properly stacked and arranged. Perishables were properly cared for in refrigerated warehouses--one used for meats, eggs, butter, fish, and poultry, one for produce of perishable types. All subsistence was so arranged that items moved in accordance with the time of receipt upon center, and thus a clean inventory of subsistence was maintained. This entire system was so developed that loss from spoilage was trivial, and what loss was sustained could be traced to mechanical breakdown, which was beyond any human power to prevent--such as storms which would interrupt power transmission, or an unavoidable mechanical setback.

Mess Halls

The centers were constructed in blocks, each block to accommodate 300 persons. In each block, a mess hall and kitchen were established to provide a place for preparation of food and service therein for 300 residents. The kitchens were equipped with 3 ranges of restaurant type. Fuel, depending on location, was coal, fuel oil, and in one center, natural gas. Usual cooking equipment was placed therein; stockpots, roast pans, etc. The basis for assigning equipment was taken from Army procedure. Included in all kitchens were two electrical 40 cu. ft. ice boxes for food preservation, and a hot water heater to supply normal requirements for all purposes, and insure sanitation. In the dining hall, equipment consisted of crockery, knives, forks, spoons, etc., secured through issue from U.S. Army Quartermaster Corps for initial service sufficient for 305 residents. Each mess hall contained a storeroom which was stocked with a normal quantity of staples when opened, and which continued throughout operations upon a permanent basis by means of a daily inventory maintained at the mess hall and checked by senior evacuee steward, mess hall supervisor. Perishables were issued daily to prevent waste, except on Saturday when two days' supply was issued to carry over Sunday. The original idea, when mess halls were first opened, was for a family type of service. With that in mind, the first instructions issued to the advance group arriving at the center to assist in opening the center were later changed to direct counter service of the main course and vegetables. The balance was placed on the tables in the dining halls. This had a two-fold purpose: (1) to assure equal distribution of food, and (2) to prevent waste of leftover food. It also had an effect in decreasing the number of persons required to give adequate service. Hours of employment were governed by the usual requirements of Government practice, and in

order to cover the required ground in the services of food and maintaining the mess halls in a satisfactory manner, the following is the original schedule which was later modified through careful thought and application:

1	chef
2	pantry clerks
2	second and dinner cooks
4	assistant cooks
2	vegetable men
1	pot washer
1	swing cook
1	asst. swing cook
5	dishwashers
1	kitchen ported
18	waitresses
38	Total

This was a crew to serve 300 residents breakfast, lunch, and dinner. Later, however, this figure was reduced after a time of study in work performance, so that in better part Mess Operations was permitted to operate mess halls with the following number of employees.

26	persons for 260 to 300 residents
25	persons for 240 to 260 residents
24	persons for 220 to 240 residents
23	persons for 200 to 220 residents
22	persons for 180 to 200 residents
21	persons for 160 to 180 residents
20	persons for 140 to 160 residents

The reasons for the decrease was the progress of relocation, which was beginning to decrease center population. In addition to cooks, etc., the positions of nutrition aide and assistant nutrition aide were established. The purpose of these was to handle the formulas which had been prescribed by the hospital for babies in blocks at the center. They were supplied with a separate ice box and all material to supply the Mothers for feeding infant children were prescribed by the Chief Medical Officer and his assistants. The persons so employed for this assignment received training and instruction from the regularly assigned Hospital Dietician. This same arrangements provided for preparation and serving of supplementary meals to small children--both morning and afternoon--with milk, hot chocolate or cocoa, fruit, etc. These menus were varied, depending upon available material.

Hospital Mess

The hospital mess was established for hospital patients, and under the direct supervision of the hospital dietician. The Chief Project Steward cooperated here, and supplied all subsistence as requisitioned by the Chief Medical Officer. However, funds for subsistence used

in the hospital mess were secured from the Mess Operations appropriations. Since there were many diet cases and requirements for special foods for residents confined in the hospital costs here were, of course, considerably higher than the regular daily resident cost of all three meals served in regular mess halls. However, the hospital mess served an important function in improving health of the patients, and in all cases was a worthy undertaking. Much credit is due the center dieticians for their splendid work and cooperation with the Mess Operations Section.

Diet Kitchen and Mess

The establishment of a diet mess kitchen was an important factor in maintaining good resident morale. Centers being communities of six thousand or more people. there were, of course, some persons suffering from chronic disorders who required special diet for their normal well-being. However, the number of persons thus served was small, compared to the total population, never exceeding two percent. This diet mess was operated in cooperation with the Chief Project Steward and the hospital dietician with excellent results and credit shared by each. The residents in turn showed their appreciation in many ways, and especially by cooperating in securing splendid resident personnel to fill the positions, and by their numerous acts and words of appreciation.

Worker's Mess

Due to various types of employment at the centers, "worker's mess" was created to care for the needs of those who worked at night-- police, firemen, motor transport, and a group of laborers on standby basis for unloading trucks which arrived at various hours. This truck condition was unavoidable due to wartime conditions and ODT requirements on all interstate trucks. In addition, residents employed in Agriculture were taken care of at this mess. During the growing and harvesting season, food was prepared here and sent out to be served at the fields or farm. This saved time and transportation, and was more satisfactory to the workers. The cost in operating this mess was small, since credit was given here from the various blocks in which resident workers lived and ordinarily had their regular meals. This was not in any sense additional food, nor did it increase the actual cost per person per day. The mess usually was in a central location near the Administration Building and also served lunch for residents employed in daily routine of center operation in the Administrative area.

Finance Unit, Mess Operations

This unit was established in the very beginning to assist the Chief Project Steward in establishing control of all issues and costs, prior to the inauguration of a well-organized finance section, which later developed. This arrangement enabled the Chief Project Steward to accurately sum up within 45 days after initial operations, the

exact financial standing--namely, food costs, labor costs, and inventories. The prime functions in controlling food costs at the centers were: good purchasing, good preservation, and strong control of distribution. This Finance Section provided the necessary control. Residents were quick to notice this unit and appreciate its value. Later, the Finance Section of the center took over this activity, although the resident employees remained in the Chief Project Steward's office and the same results were obtained. This was unquestionably due to fine cooperation between Finance and Mess Operations Sections.

EMPLOYMENT

Resident Evacuees

This problem in Mess Operations was never a serious difficulty. Perhaps this was due to the way the situation was approached--a policy in Mess Operations which had a very definite trend for all employees. This, of course, had to head up with the Chief Project Steward and his very definite understanding of the thinking and work habits of the residents. For the record, it should be stated that the largest percentage of employees in Mess Operations must be classified as "non-skilled workers". Therefore, in such positions as dishwashers, potwashers, and vegetable men, the type which accepted had always been accustomed to Oriental management--working under the "Number One Man" or "Straw Boss". In addition, it was thoroughly understood the appointed personnel were merely supervisors and that residents were responsible for satisfactory work performance in the mess halls. To accomplish this purpose, the position of senior steward was established. He was the "Number One Man". When corrections of bad practice were necessary, they came through this channel to the source of the trouble, and only in the final settlement of any dispute did the Chief Project Steward take part. The Chief Project Steward or his assistants made visits to all mess halls daily, but as observers and not as "inspectors". They either made mental or written notes and passed them to the senior stewards. Approaching the problem this way made a definite impression, and in the end Mess Operations was recognized as an efficient Section at all centers.

At all centers the Chief Project Steward maintained a senior steward who was in charge of labor relations. This man handled all employment duties, settled any and all disputes which might arise in any block between residents and mess hall employees. In most cases, the employees lived in the block whence they were employed. Very rarely did such disputes reach the Chief Project Steward for a hearing, although he was always aware of all discussions, as the senior steward kept him so informed.

In all kitchens, a schedule of hours for work was posted, listing each individual and the actual number of hours he was to work. The work day for all employees was seven hours, 20 minutes per day. They received their meals on their own time.

Under a previous heading, the number of persons employed when center operations began, and the final readjustment of this number when operation kinks and bugs had been worked out, has been given. It can be truthfully stated that at no time did Mess Operations Section experience any problems on employment. For the official record on employment, it must be stated here, without the fine spirit of loyal cooperation from the residents who served in the Mess Operations Section, the appointed personnel could never have accomplished this tremendous task in mass feeding with the many difficulties which confronted them during the entire operations period.

Appointed Personnel

From the original group of Chief Project Stewards who were first appointed when WRA began to function, only two remained until the closing of the centers: Mr. Joseph R. Winchester, Manzanar Relocation Center, and Mr. D. J. Hudson, Rohwer and Jerome Relocation Centers. Both made an excellent record and maintained excellent Mess Operations Sections plus the real loyalty of the resident staff. In other centers, new Chief Project Stewards were appointed to fill vacancies caused by resignations after a month or two of operation, and these remained, with two exceptions, until their centers closed. Most centers retained the Project Stewards throughout, but here the turnover was at a minimum. In most cases of replacing Chief Project Stewards, the cause was dissatisfaction with salary. Private employment far exceeded the salary which WRA offered for this type of employment. For the record it must be said for the most part the Project Stewards returned a good performance.

The alignment or delegation of work in Mess Operations Section for appointed personnel was quite similar at all centers. The following is a brief outline:

Chief Project Steward - Overall supervision; chiefly administrative.

Project Stewards - Supervision of mess halls, warehouses, and outside details

With this system, the Chief Project Steward had ample time to cover the center and keep in touch with all activities. In all cases, the arrangement produced satisfactory results for everyone and made for a smooth-running organization.

In order that all key employees in Mess Operations Section could keep posted on organization procedure, the Chief Project Steward held necessary meetings with his various department heads, warehousing, field, and kitchen supervisors. Some centers had food committees made up of residents in various blocks, which would meet with the Chief Project Steward and his staff. This proved to be a fine relationship, and many constructive suggestions were received which

were of benefit to Mess Operations Section. Competitive spirit was aroused by awarding pennants for the three best kitchens on the center. This finally had to be abolished because competition was too strong and determining factors narrowed down so fine it was decided the value was no longer present. Also, once kitchens were in good order, it was easy to maintain this order.

SUBSISTENCE WAREHOUSING

Warehousing of subsistence had a most important bearing upon efficient mess operations. This operation was staffed entirely by resident employees. In the early stages, and until relocation made inroads upon the staff, youthful workers were used in the majority of warehouse assignments. They were quick and could get the job done in a hurry. However, some job education was necessary to impress upon them responsibility to the community in handling subsistence. In most cases, this was not difficult, and pride in accomplishment and useful purpose of the work were impressed upon their minds. The response was gratifying, indeed. However, it was discovered in making assignments to perishable and staple warehouses, one group would rarely help the other. In order to overcome this group feeling, classification from warehouse work to laborer was made, and notice was given this would mean work, regardless of the location. Slight difficulty was experienced at first, but for a short period only, and at no disadvantage.

In general, mess warehousing was very good at all centers. The Chief Project Steward and his assistants made regular inspections and checks. There were three divisions: perishables, staples, and equipment warehouses. Each had a resident foreman who was responsible for maintenance and property to the Chief Project Steward.

Warehouses were inspected regularly for fire and health hazards; rat-proofing and extermination took place periodically, and doors and windows were repaired and replaced for good protection. The outside appearance was well kept up, refuse was hauled away, and grass and weeds were kept down. On the whole, subsistence warehousing observed strictly a well-ordered procedure, and at all times the unit was in a position to give a correct and proper accounting of the contents.

INVENTORIES

There were no insurmountable problems about maintaining proper inventories to assure adequate mess operations. Due to heavy initial stock of staples and the advent of rationing, all centers were found to be stocked with rather more than adequate staple inventories. Inventories were then established at a 45-day level and conforming to rationing allotments. (Rationing is covered under separate heading.) In the beginning, and due mostly to transportation problems, it was deemed advisable to maintain a 90-day inventory because of the general location of most centers. By January, 1943, it was realized this was not necessary, and steps were taken to reduce inventories. The fact that orders submitted had been deleted as unavailable also contributed in this effort at reduction. Since all of the subsistence was procured from the U. S.

Army Quartermaster Corps, it was necessary to submit requisitions 45 days in advance of the delivery date. Until this system was thoroughly worked out, it caused an excess. Only good cooperation between centers and Quartermaster materially assisted in making this an excellent program for mess operations. In the last six months of operation, center inventories were reduced to 30 days, and when final closing day was announced for each center, all existing outstanding requisitions were cancelled. Final phases will be covered later.

SUBSISTENCE PROCUREMENT

Upon the opening of each center, the Army had sent to each a 10 days' staple supply of subsistence. In addition, another requisition was submitted containing a 30 day issue of staples which arrived in most cases prior to arrival of any evacuees. Upon notification of first arrivals, and probable actual total populations, requisitions were then submitted. There were several delays, but none serious, and soon all was in good working order. Considerable pressure was brought to have WRA procure subsistence on its own, rather than go through the Quartermaster Corps. This thought did not come from the Mess Operations Section. After a great deal of discussion, the Director issued an administrative notice directing purchase from the original source. The decision has long since proved its wisdom and without this source, WRA would certainly have suffered badly. Even so, we experienced quite a bit of difficulty in this regard because sources of supply declined to sell to WRA because of the nature of our work. Procurement also eased when the Quartermaster Market Centers for perishables became thoroughly established. The working relations were excellent, and improved by the contact with Army personnel by the Chief Project Stewards and the Chief of Mess Operations. The same was true of Quartermaster Depots source of staple subsistence. In addition, the production by the Centers under the Agriculture Division of vegetables, hogs, chickens, eggs, and, on several centers, the production of beef eased our requirements from outside sources and helped maintain a good diet standard.

It was a requirement for all centers to submit advance requisitions to the Washington Office for checking and editing. This system proved worthwhile since requisitions were checked again with monthly inventories submitted, and this system did not intend or signify lack of confidence in Chief Project Stewards.

The Washington Office seemed to be the first to receive the criticisms--of which there were many in the early stages of operation, on Mess Operations policy. Most of the adverse criticism resulted from lack of information, and undeveloped public relations. With regard to these, many details had been satisfactorily adjusted on or before the completion of our first year of operation. Since that time, there have been few replies to make, and these were made to questions of interest and not criticisms.

The system of submitting inventories continued until within one month of the ending of operations, with the result that at the close, combined inventories of the eight centers did not exceed \$80,000. The record for procurement and distribution speaks for itself.

MILK SUPPLY

Milk, being an important item in the diet, was secured mainly from commercial dairies, situated near the centers. Many problems arose on milk, and at one time it was proposed to maintain dairies at each center. In fact, at one time there was considerable public sentiment against milk being supplied to centers; this sentiment emanated from persons not familiar with the program, and also from those who merely raised the point because of personal prejudice. It is to be regretted that some commercial dairies refused to acknowledge that our requests did not in any way injure the normal supply. This was due largely because of the ease with which they could serve our requirements and avoid many service and employment difficulties. Early in September, 1942, WRA adopted a policy on serving milk at the centers. Briefly, it provided milk for children, nursing mothers, pregnant cases and others as prescribed by the Chief Medical Officer. Considerable public relations efforts in Arizona and California in September, 1942 corrected the general feeling, and there was never any further difficulty. Only one center, Gila River, operated a dairy, and that was with fair success. Manzanar and Colorado River Centers received their milk from Los Angeles; Gila from developed local sources in addition to their own dairy; and the balance of the centers drew on local supply and experienced no problem. In fact, WRA needs were of considerable aid in an Arkansas area to a dairy which needed an outlet for its supply of milk. Besides fresh milk, there was a normal supply of canned milk, and at some centers powdered milk was used with excellent results. All milk supplied at centers was under direct supervision of the center Sanitation Officer. In this way, a strict check was maintained upon the bacteria count, insuring good milk. Milk was purchased under OPA regulations or suggestions at one-half pint per day. However it was served only to infants, children, pregnant women, and special diet cases.

FOOD COSTS

The food costs were kept well within the 45 cents per day per person limit which had been established by the Authority. It is important to remember this stated amount included all the food served at the center--regular mess halls, hospital mess, diet kitchens, infant feeding and special formulas, and the morning and afternoon snack for small growing children. From the Finance records, it can be shown the average cost per day at all centers was 40 cents. This supplied a satisfactory diet to all concerned, and at the same time was point of good management. Several factors explain the low cost of food--first, the quantity buying through the Quartermaster, and second, the benefit of center produce subsistence, plus good supervision and constant application to details and loyal support from center residents and mess operations staff. The good control of issues of subsistence should not be overlooked at any time.

CENTER PRODUCTION OF SUBSISTENCE

The center production of subsistence varied somewhat on various centers,

but consistently played an important role in the success of Mess Operations. First, the production of vegetables is noteworthy, with varying degree of success depending largely upon the geographical location of each center. Time, effort, thought, and a desire to do, went into this project at each center. Therefore, all are rightfully entitled to credit for the success of this operation. Gila River Center, situated as it was with a growing season of practically 12 months each year, produced perhaps the best results. Variety of produce was raised at Gila, especially in the fall and winter months. Colorado River Center did not do so well, but a different condition prevailed at this center. Spring, summer, and fall, Manzanar went into heavy production, as did Minodoka, Heart Mountain, Granada, Rohwer, and Tule Lake. The latter, after segregation, produced only for center use. Others produced over and above their use and shipped to Colorado River and Gila River since both centers, because of extreme summer heat were not in production except for melons. Central Utah, due to soil condition, could not measure up to other centers on produce, although vigorous efforts were made in this direction.

In addition to the above, there were produced on centers various types of oriental foods important to the diet of people of Japanese ancestry. The following oriental foods were produced at all centers: pickled daikon and various other vegetables, tofu, miso, and bean sprouts. In addition, Manzanar produced shoyu sauce, honey, dehydrated vegetables, and syrup. Syrup was produced in lieu of commercial products which were not available. This syrup could be produced at less cost than the commercial grade. Tule Lake operated a center bakery producing excellent bread at a cost of $4\frac{1}{2}$ centers per pound f.o.b. mess halls, in comparison to 8 centers per pound for commercial bread at the center warehouse. At Jerome, in addition to previously mentioned items, a commercial grade of ice cream was produced at an average cost including labor, materials, etc. of $35\frac{1}{2}$ per gallon. Materials used included evaporated milk, dessert powders, and flavoring extracts all purchased from the Quartermaster Corps. Jerome also utilized waste kitchen fats to save on outside soap purchases, and produced an excellent brand of common soap for cleaning purposes at $32\frac{1}{2}$ per pound. This included all costs--supervision, labor, materials, and supplies. This was a saving and an aid to the war effort.

PRODUCTION OF LIVESTOCK

All centers produced livestock. In this production, beef was included at Gila River, Central Utah, and Granada. Gila not only took care of its own beef requirements, but also supplied Colorado River until shortly before the closing of each center. Central Utah and Granada were able to raise sufficient beef for their own requirements. All centers produced sufficient pork for all center requirements and supplied a good quantity of lard for center consumption. The poultry program became a successful center project; while not producing sufficient eggs to fulfill all requirements, it did materially assist. Poultry was also used as fowl in the mess halls. Some idea of the importance of center pro-

duce subsistence can be imagined when an estimate value of five million dollars was deducted from the appropriation for 1944-45 of \$16,470,000 for subsistence, which can be considered a fair average under existing conditions.

DISPOSITION OF GARBAGE AND WASTE

The refuse from mess halls or garbage was divided into separate containers and all edible garbage was used for hog feed. The responsibility of hauling was arranged to suit the various center requirements. At some centers, this was a responsibility of Mess Section--at others, that of Operations. This was purely a center arrangement. However, it was a profitable means to dispose of edible garbage. Other garbage was either buried or plowed under as the case best suited center requirements. All cans were processed and saved. Some centers were able to dispose of this salvage at \$6 per ton. Later there was no market. Arrangements were made to dispose to bottling concerns, who in turn repaid in bottled soft drinks. Glass jars were saved and used at the center for shoyu sauce, fly spray, and several other purposes. There was no sale for such salvage. Egg crates were saved and sold to firms delivering eggs. All sacks, fruit, vegetable, and meat crates were saved and turned over to Agriculture Division for use in local harvesting. Bread boxes were salvaged and returned to shipper. In all, every conceivable effort was made to conserve in accordance with all official government requests.

RATIONING OF SUBSISTENCE

Perhaps the most important of all functions in connection with Mess Operations Section was the advent of food rationing. As is well known, it was a new thing to everyone. Since the policy of WRA was to conform with civilian quotas, it entailed considerable work and thought for each Project Steward. Request was received from OPA for complete inventory of all staple foods and perishables which were set down into objective Classes such as processed foods, meat, fats, and oils, and sugar. In the beginning, this simply took in almost everything including coffee. Upon submitting our complete inventories, OPA then informed us our total inventories were in excess of allowable points by 96 million and until these were adjusted, we could not be permitted any future processed food points. At first this seemed like a terrific jolt and poor mess operations management. However, it must always be kept in mind we have an obligation to supply subsistence to 110,000 people--three times per day or more--in ten relocation centers, all of which were located in out of the way places and distant from any sizeable cities or sources of supply. The first step was to recheck requisitions and set plans in motion to re-balance our processed food inventories. This procedure was all set in motion by October 1, 1943, or seven months after rationing had become effective. WRA then balanced its books with OPA. This was, however, only with the help and complete cooperation of all Chief Project Stewards who went seriously to work on the national rationing program.

Ration Control for Evacuee Mess Halls

For each center resident, we received and dispersed the following ration points: 48 processed food points, 64 meat points, and 2 pounds of sugar. The use of center-produced hogs and low-point foods had an effect in keeping the center consumption of points at a minimum. A strict system of accounting with quotas for all center residents was set up in the Mess Section offices. Issues were checked and quotas and amounts used were checked weekly. The rationing of sugar was the most difficult problem to meet, although by constant and patient understanding this was finally overcome. In the main, problems were solved in resident mess halls by serving low point foods and using fresh vegetables as much as possible. Two meatless days were observed each week, a practice which helped ration control. Also, centers served fish and other seafood, which were point-free foods. Mess Operations during the full rationing period received from the OPA the following Allotment:

Processed Foods:	Allotment	124,138,987 points
	Used	<u>86,075,854</u> points
	Bank Balance	38,063,133 points
Meats, fats, oils & dairy products:	Allotment	270,900,951 points
	Used	<u>226,944,960</u> points
	Bank Balance	43,955,991 points
Sugar:	Allotment	8,870,396 pounds
	Used	<u>6,420,271</u> pounds
	Bank Balance	2,450,125 pounds

Always recalling the number of persons who were to be cared for, the above statement is not only interesting, but most important from an operational standpoint. It also reflects upon the cooperation received, not only from Chief Project Stewards and their appointed assistants, but also from the resident employees and entire body of residents at each center. It can be truthfully said that with explanations for rationing, it was accepted cheerfully and willingly.

PROCEDURE FOR CLOSING OUT MESS OPERATIONS SECTIONS AT ALL CENTERS

On December 16, 1944, it was announced all relocation centers with the exception of Tule Lake would be officially closed on or before December 31, 1945, and that in due time Dillon S. Myer would give advance 90 days' notice for the closing of each center. With this in mind, Mess Operations Section began some long range planning and thinking. Shortly thereafter, an official tentative schedule of relocation was issued to act as a guide for closing procedures and operations. With this tentative program in mind, a meeting of all Chief Project Stewards was scheduled for Denver, March 5, 6, 7, and 8, to formulate a plan for closing operations at all centers. The meeting began March 5, 1945 with a full attendance of Chief Project Stewards, with the Chief of Mess Operations. This was only

the second and last meeting of this group during the entire life of WRA. The only previous meeting was held in San Francisco in December, 1942. At that time but six Chief Project Stewards were able to attend. This is mentioned at this time to bring forth the close cooperation which had existed through the entire program merely by correspondence and discussions with the Chief of Mess Operations during visits at the various centers. Prior to their arrival at this meeting, the Chief Project Stewards had been instructed to bring with them the following data for discussion: an outline of closing procedure, inventory of all subsistence on hand February 28, 1945, inventory of excess subsistence over and above their requirements from March 1 to the closing date, and a list of what they believed could be used by the entire Section at all centers. At the opening meeting, the group was informed this was their meeting, and its success depended entirely upon the constructive suggestions which they could make at this time. This was it, and the proper time to formulate all ideas, put them in writing, and submit them to the Director in Washington for his approval and issuance as an administrative notice. The first day's procedure was spent in liquidating excesses over and beyond requirements at each center. This was all accomplished and the first step had been taken. The entire meeting was spent making trades. On March 6, each Chief Project Steward read and presented his paper on closing procedures. Except for wording, the general idea submitted by the nine persons present was about the same. At this time, the Chief of Mess Operations presented his thoughts, and, much to everyone's surprise, they coincided with all which had already been presented. Discussions followed, the final draft was made and adopted, subject to the Director's approval. Except for a few minor changes, the Director approved the findings and they were set up in an administrative notice, a copy of which is attached.

FINAL MONTHS OF CLOSING

On April 1, 1945, the Chief of Mess Operations was detailed on a field trip to visit all centers and confer with Chief Project Stewards on closing procedures and to review inventories. Visits were made to all centers. In each instance, discussions were held with each Chief Project Steward and his staff, including resident employees, in order that a thorough understanding existed between everyone at the centers and the Washington office staff to complete this assignment. At each visit, the center was informed that another visit would be made in about ninety days to make a final check. In the meantime, a close check was maintained on inventories and requisitions submitted to the Washington office. This procedure was a means of providing for a successful closing and at the same time maintaining a watchfulness at the centers by the Chief Project Stewards.

Final Inspection and Field Trip to All Centers

Late in June the Director had determined the advance closing dates of all centers. Therefore, a final visit to the centers was made.

Centers were visited in the following order: Heart Mountain, Gila River, *oston, Manzanar, Tule Lake, Minidoka, Central Utah, Granada, and Rohwer. At all centers, the importance of diminishing inventories was stressed. In some instances the relocation program had not kept pace with the original planning, which caused some doubt. However, in such cases the Chief Project Stewards were advised to proceed according to instructions on closing dates and that the schedules would be followed implicitly--which was done. The centers closed as follows: Granada Center, October 15, 1945; Central Utah and Minidoka, November 1, 1945; Heart Mountain, November 1, 1945; Gila River, November 10, 1945; Colorado River and Manzanar, December 1, 1945; and Rohwer, December 15, 1945.

In visiting the various centers, inventories in most cases were in good condition, and two others were worked upon to follow instructions. Immediately after VJ Day, relocation took on a forward stride and proceeded as intended. All centers were covered on this field trip. Unquestionably, both field trips after the Denver meeting of Chief Project Stewards had the desired effect and contributed to satisfactory and good results in closing out Mess Operations Section of WRA.

Upon return from this field trip, the Director detailed the Chief of Mess Operations to the Pacific Coast area office to aid and advise on the temporary housing which was being supplied the relocated residents from the various centers returning to their previous homes, and unable to secure immediate housing. Service was rendered by the Chief of Mess Operations in the San Francisco and Los Angeles area from September 11 to October 31, 1945.

Additional Field Trip

On November 1, 1945 the Chief of Mess Operations joined the Assistant Director, Malcolm E. Pitts, at Tule Lake. From there, they went to Manzanar for inspection of closing proceedings, then on to Colorado River. Here, the Mess Operations Section inventory was much beyond requirements, and contained items much in excess of requirements both in perishables and staples. The Chief of Mess Operations contacted the Phoenix Quartermaster Depot and in conjunction with Lt. Russell made arrangements to dispose of all excess perishables without any loss in funds. The amount of money involved here was \$12,000. In conference with Assistant Director, Mr. Pitts, it was decided to attempt arrangements with Dept. of Agriculture to dispose of any excess subsistence by direct sale by WRA, since principal items had a potential market demand. Colorado River was instructed to delete from the inventory all staple items to fit the requirements of the center until final closing, and the balance of staple inventory was to be set aside pending official instructions from the Washington Office for disposition. Arrangements were completed through U. S. Army Quartermaster for the sale to the P. O. W. Camp at Florence, Arizona, of all staple subsistence over and above requirements at

Gila River, to be purchased at current Quartermaster prices and transferred on form 1080, except for oriental foods. This arrangement cleared Gila of all subsistence. With the conclusion of this work at the centers, the Chief of Mess Operations proceeded to Washington.

Disposition of Subsistence-Center Surplus

An agreement was made with the Department of Agriculture whereby WRA was permitted to negotiate the sale of surplus subsistence remaining at the eight closed centers. This authority was granted on the basis of the total value of this inventory which approximated \$80,000. Of this amount, \$20,000 was of oriental foods. Since the valuation was low, and means were available to dispose of said subsistence, it was deemed advisable to use this procedure in order to prevent spoilage and delay. All centers were duly notified of the procedure for disposing of staples excepting oriental foods, including rice and tea. The entire amount of oriental foods at all centers was grouped into one lot and advertised for sale on a sealed bid basis. Bids were mailed to all firms who were dealers of oriental foods. The successful bidder was the Thompson Trading Co., Inc., Los Angeles, California. The basis of the bid was-as is, f.o.b. the centers--and we made no warrant of condition or otherwise on this oriental food. This procedure saved much time, expense, and labor for the Government. Remaining staples were disposed of from the centers to tax-supported institutions and commercial bidders. The results, like that for oriental foods, were to and for the advantage of the Government. Therefore all centers liquidated their subsistence and have filed the necessary records and reports covering all of this procedure, bringing all activities to a successful conclusion. Equipment for center mess halls has been checked and accounted and turned back to Property Control for proper disposition through official channels.

SENIOR SUBSISTENCE OFFICER
CHIEF, MESS OPERATIONS
WASHINGTON - NATIONAL LEVEL

This position was created as of January 1, 1943. The purpose was to coordinate Mess Operations Section on a national level so operations at all centers would be of the same pattern, with necessary modifications when so required to meet local conditions. The plan adopted originated at Gila River Relocation Center, and with some minor changes was used as a National Level. It is believed the ideas which were incorporated at Gila have proven their worth as an operation procedure. The survey of final results, without doubt, prove this conclusion. The policy adopted by the Washington Office for this National Level was one of assistance with each center, rather than one of setting up hard and fast operating schedules. This was assured, and rightfully, so each center, being staffed with a Chief Project Steward and a n assistant must be properly qualified to not only supervise, but think out the many daily problems which continually confronted each one at his respective center. Due to wartime conditions and rationing control, menu planning

had to be sustained from project levels. The most qualified person, therefore, was the center Chief Project Steward. In all problems relating to Mess Operation policy, consultation with the individual Chief Project Stewards was made before plans were adopted. The effect of this means of adopting and making policy created a strong bond of team work in the Mess Operations Section, and included also consultation with resident employees. In addition to this, the staff at the national level was maintained with this thought in mind and at an extreme minimum. During the majority of operations, the staff consisted only of the Senior Subsistence Officer and an administrative assistant. During a brief period--April to November, 1943--one assistant was assigned at the national level. This was discontinued because it was felt the work did not warrant an additional person. The senior Subsistence Officer was Mr. Frank W. Harding. Prior to this position, he established Mess Operations Section at Gila River. The administrative Assistant was Mrs. Agnes B. Katacinski who was appointed in March, 1943 and remained throughout until liquidation of Mess Operations Section in March, 1946. The duty of the administrative assistant was important, especially with the advent of rationing. During the tenure of office, Mrs. Katacinski fulfilled her position over and above the normal requirements. Through her untiring efforts, the office detail always had adequate reports, and the control of the ration bank account at the National Level cannot be over-emphasized. In addition, monthly reports and inventories were included in the duties of this position, and received the same fine attention.

The office of the Chief of Mess Operations received a number of monthly reports which proved of vital importance to the successful control of center operations, and yet not in any way interfered with the center level. They were merely a means of keeping check on attention to instructions of a national level. The following reports were received:

Monthly inventories - this report showed amount on hand, container sizes, costs, and also amounts used during the previous month's operations.

One set of previous month's center menus - setting forth daily menus, quantities of food used in preparation, and also ration points permitted under OPA ruling for rationed foods.

Financial statement showing operating costs

Requisitions for future requirements

Statement on meals served

Statement on slaughtered beef and hogs

Statement on subsistence received during previous month on requisitions submitted.

Considerable disagreement was experienced when the request for the above

statements was made. However, the reason for the request was two-fold. First, as a national level check on operations, to avoid misunderstanding at various centers as a result of inter-center correspondence among residents of the centers. Secondly, the reports served as a source to answer the many charges which reached the Director from time to time through various sources in regard to the feeding policy of WRA. Through the office of Chief of Mess Operations, all such affairs were cleared by frank and authoritative statements, and the critics withdrew, seemingly satisfied with our replies. All such information was available from the reports submitted by the centers. Therefore, they proved well worth the time and energy put forth in compiling them.

CLOSING

Such a narrative cannot be complete without due and faithful consideration of each and all of the individuals who made the many fine contributions, both in thought and physical effort, in making Mess Operations Section a success at every relocation center. To name them all would be an utter impossibility. However, mention herewith is made to all the appointed staff and residents at centers employed in Mess Operations Section. Whatever success was attained in these operations was the result of human understanding and the direct personal relationships which existed beginning at the national level and down through the center level. These factors alone were responsible in a large measure for any and all accomplishments in operations. It is obviously possible to omit much which occurred in an operation so large, but this is a narrative covering mess operations from a national level, as seen through the eyes of one person who grew up with a center, and went on to the national level, remaining there until the final curtain.

To the Director, for his unfailing support and understanding in extreme difficulties, his influencing courage toward his goal, goes the appreciation of Mess Operations Section. To all the rest of the men and women of WRA, admiration for a most difficult assignment "well done".

Grateful for the opportunity of having served.

Respectfully submitted,

/S/ Frank W. Harding

Sr. Subsistence Officer
Chief, Mess Operations, W. R. A.

AVERAGE MEAL COST FOR EACH CENTER

The following data was prepared by the Fiscal Section after a careful search of cost records that were prepared at the several centers and by estimating costs for period of time for which there were no records. These totals must be considered as estimates, likewise the total cost of food and the meal costs per day as rough estimates based on the average cost for period of time for which accurate data was available. Population totals were furnished by the Statistical Section of the Washington Office and are dependable:

Center	Time center was occupied	Average population	Number of meal days	Cost of food pur. & used	Average cost meal day
C. Utah	3 yrs 2 mos	7,193	8,037,915	\$ 2,887,689	\$.3593
Colo. R.	3 yrs 7 mos	15,833	20,662,065	7,284,812	.3525
Gila R.	3 yrs 5 mos	11,734	14,608,830	5,015,112	.3433
Granada	3 yrs 3 mos	6,657	7,888,545	2,642,575	.3349
Ht. Mt.	3 yrs 4 mos	9,268	11,260,620	3,492,134	.3101
Jerome	1 yr 9 mos	6,645	4,219,575	1,673,281	.3966
Manzanar	3 yrs 6 mos	8,532	10,878,300	3,192,081	.2934
Minidoka	3 yrs 3 mos	7,663	9,080,655	3,034,283	.3341
Rohwer	3 yrs 3 mos	7,441	8,817,585	3,135,467	.3555
Tule L.	3 yrs 10 mos	14,920	20,813,400	9,908,757	.476
Purchased and used			116,267,490	42,266,191	.3635
Produced and utilized				6,862,485	
Total meal days			116,267,490	49,128,676	.4225

May 13, 1946