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Project Director's NARRATIVE
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COLORADO RIVER RELOCATION CENTER
PROJECT DIRECTOR'S NARRATIVE REPORT
PERIOD JANUARY 1944 TO MARCH 1946

It has not been feasible at Poston to delegate to the Reports Officer the preparation of the Project Director's narrative report. The center has had three Reports Officers, the last of whom served only a few months. I have, therefore, attempted the report myself.

My intimate knowledge of Poston covers only the latter half of its life. I first visited the center for a few days in June 1943, at the time of the Costello Sub-committee "investigation." I returned in November of the same year as Personnel Officer of the Authority to spend two weeks interviewing all appointed staff members to ascertain their willingness to continue working at Poston after January 1, 1944, on which date responsibility for the administration of the center was to be transferred from the Office of Indian Affairs to the Authority. I came again late in January 1944 to serve as Acting Project Director, and became Project Director in March of that year.

My tenure can be conveniently divided into two periods:

(1) The eleven months from late January to mid-December 1944. My report on this period will deal principally with administrative problems. For reasons which will be mentioned, Poston had more than its fair share of these.

(2) The period dating from the announcement of the rescission of the mass exclusion orders by the Western Defense Command on December 17, 1944, to the closing of the center on March 9, 1946. During this period, of course, the emphasis was on liquidation.

PRE-LIQUIDATION PERIOD
(January to December 1944)

In his last weekly report, written in mid-February 1944 (about three weeks after my arrival as Acting Project Director) the first Project Attorney presents the following picture of Poston:

"(9) MISCELLANEOUS.

"As always, Poston has been replete with much activity. The printing of mimeographed protests under the heading 'Voice of a Nisei' and their removal from the block bulletin boards; the holding of meetings to discuss the question [of Selective Service]; discussion among a handful of Nisei of possibility of avoiding the draft by applying for expatriation; the conflict in Block 36 involving a possible eviction of a resident; the reaction of residents to various officials and their desire to recall to the project a former official; the grappling of the [appointed personnel] with budgetary, space, and employment problems; the attempts to make adjustments in evacuee employment; the hearings of many leave clearance cases; the revival of the Credit Union; the attack on

on the Housing Commission; the consideration of rules for eviction from the blocks; the increase in indefinite leaves; the first flow of water in the Unit 3 pool; the holding of an autopsy; the opinion of some Issei that [the former Project Director] would become ambassador to Japan after the war; the taking away of several passes because of shopping in Parker; the radio broadcast from Phoenix on race relations which included a short talk by a sergeant from [Camp] Shelby whom [the Reports Officer] brought to Phoenix, and who brought out, together with the announcement, facts about the many Nisei in the army; the breaking of a possible strike on the part of a few employees of a section of the Administrative Management Division; the termination of a strike of the oil carriers' crew because of the dismissal of two of the crew of five because of their illegal shopping in Parker; a threatened strike on the part of the Poston Chronicle workers because of a suggested move from the adobe Poston Chronicle building so that they will be under more supervision, and so that the building could be converted to a USO; the effect of the transfer of WRA to Interior Department -- these are but a few scenes from the passing panorama of Poston during the last few days."

The year 1944 has been described by some writers and speakers as a comparatively quiet period in WRA history. The early months of the year were, however, uneasy ones at Poston. A number of anxieties on the part of evacuee residents combined with administrative difficulties faced by the staff to make the period far from a quiet one:

(1) Early in October 1943 the mass segregation movement to Tule Lake had occurred, but the ultimate disposition of the cases of many Poston residents had not been settled. Leave clearance hearings were continuing, and it was generally expected that another segregation movement would occur in the spring of 1944.

(2) Late in October, 1943, announcement had been made that, effective January 1, 1944, the administration of the center would be transferred to the War Relocation Authority. This caused some apprehension because the residents were satisfied with, or at least had become adjusted to, the Indian Service administration.

(3) November 1943 was marked by further attacks in the Hearst press on the Poston administration.

(4) The projected transfer of the center administration to WRA at once raised the question whether a change in Project Directors and other key officials would follow. By December 1, two valued members of the staff, the Deputy Project Director and the Chief Administrative Officer, had announced their decision not to remain, but the Project Director did not reach a similar decision until early January. Meanwhile, evacuee leaders

pressed him to remain, since, in the words of a former staff member, he had, "during a year and a half of cooperative work with evacuees on difficult problems, won their confidence pretty thoroughly."

(5) Late in 1943 it became known that WRA was considering closing one center as an economy measure, and the change in administration had led to speculation that Poston might be selected as the center to be closed.

(6) Early in 1944 the Project Attorney announced his decision to accept the post of Solicitor of the Office of Indian Affairs. He had been a vigorous and articulate champion of self-government by the residents, and extremely popular with evacuee leaders and the more enlightened segment of the staff.

(7) The announcement of the change in Project Directors almost coincided with the news that Selective Service had been re-opened to the Nisei, under conditions which aroused much controversy in all centers, and which led at Poston to agitation against induction.

(8) The news about Selective Service was followed within a week by inflammatory stories in the press of the Bataan atrocities.

(9) In February came the announcement that the War Relocation Authority was to be transferred from the status of an emergency war agency to the jurisdiction of the Secretary of the Interior.

The administrative problems to be faced included: (1) tapering off and bringing to a close the large construction program which had been a conspicuous feature of Poston's early years; (2) improving the coordination between the various phases of the project program; (3) generally tightening administrative practices and procedures; (4) making an intensive study to determine the barriers, real and fancied, to relocation, and improving relocation services at the center. These problems, of course, were never completely solved. Under the stresses and strains of relocation center life it was usually necessary to decide which of several unsatisfactory conditions cried most loudly for attention and to permit other matters to go comparatively unattended for the moment. Whether the decisions thus made were wise, and how effective the remedial measures were, I shall not attempt to say. They were rarely completely satisfactory to me. As for the hazards involved in relocation, these were, of course, never entirely eliminated. Obviously they could not be, since, to mention one dominant fear, the problem of finding a roof to cover one's head became more difficult with every passing month.

Operations Division

As originally conceived, Poston's operations program was vastly larger than those of the other centers; as executed, it was still much larger.

Basically, the job at Poston involved the clearing and leveling for irrigation of raw mesquite-covered land; of extending the main irrigation canal fourteen miles from a point just below Parker to the center, and constructing the necessary laterals; of putting the subjugated land into agricultural production; and of constructing between the Parker railhead and the easterly boundary of the center a heavy-duty highway to carry the enormous volume of freight required to equip and maintain the center. There were, of course, many smaller construction jobs and a large maintenance program.

Original proposals spoke of 20,000 or 25,000 acres to be subjugated, and a correspondingly large farm operation, designed for the dual purposes of center subsistence and the supplementation of the food supplies of a nation at war. Within a year, however, the original concept had been altered; first, because WRA had abandoned the policy of farm production for the market; and second, because the program at Poston quickly developed some fundamental inconsistencies. At the beginning the Indian Service viewed the establishment of a relocation center in the Parker Valley as an opportunity for completing the development of the Colorado River Irrigation Project as a war measure, using the abundant supply of evacuee labor which it was presumed would be available. Early in the program, however, the engineering staff professed its inability to secure efficient work from evacuees for the stated reason that the wage incentive was inadequate to induce hard work in the extreme summer heat and dust. It therefore became necessary, they felt, to rely on appointed laborers and mechanics to do the hard dirty work, or to have the work done by contract. WRA, however, was unwilling to concur in the policy of competing in the stringent war-time labor market for the prosecution of a long-range development program whose benefits would extend far beyond the needs or the expected life of the relocation center. Arguing that the work should be done by evacuee labor or not at all, WRA insisted, in the summer of 1943, on the early tapering off of the subjugation program. At the time I arrived in Poston in January 1944, this tapering off process was under way, but the idea had not been willingly accepted by the engineering staff. The result was that much time and energy were consumed throughout the year in an effort to reduce the operations program to a maintenance basis, with the reluctant compliance of the engineering staff, whose continued tendency was to view the center primarily as an engineering project.

The January 1944 status of the major work projects, and their approximate completion dates, follow:

1. Main canal. The principal remaining work consisted of a concrete and rock drop structure, which was completed in May 1944. Water was turned through the main canal May 25. (Some water had been provided through feeder ditches for months previously.)

2. Lateral construction. Work on laterals to bring water to newly leveled lands continued throughout 1944 and into April 1945, without completing the lateral system originally planned for farm areas adjacent to the three camps. (The Indian Service has since resumed work on laterals.)

3. Subjugation. Work was in progress on the final leveling contract, which had been awarded in November 1943. This contract was completed in May 1944. (The area leveled had first been cleared by project forces).

4. Roads. The access highway from the Parker railhead to the south line of Camp III was roughly half completed, the southerly portion having been in use for some months. The highway was completed in December 1944. Construction of secondary farm roads was in progress and continued until March 1945.

5. Poultry and Swine Projects. Work had been begun on permanent plants, after repeated delays due to the higher priorities enjoyed by other work projects. Permanent structures were not completed until December 1944. It was decided in the spring of 1944 to abandon plans for a beef herd, since adequate feed could not be grown on the center, and to secure project beef requirements from the Gila River Center. This arrangement proved entirely satisfactory.

6. School Construction. By January 1944, the adobe elementary school plant in Camp I had been completed. At that time it was decided to eliminate several buildings from the Camp I high school plan. Construction under the amended plan continued until completion in March 1945. Teachers' housing, for which materials and plumbing fixtures had been purchased at the inception of the center, was never built.

Work on the Camp II adobe schools progressed so slowly that it was decided in the summer of 1944 not to build the assembly hall. Other buildings in the plan were finished in September 1944.

The greater part of the Camp III adobe school plant was in use early in 1944, and the assembly hall, which completed the plan, was dedicated late in August 1944.

7. Personnel Housing. Eighty apartments in Camp I were nearly complete in January 1944, when it was realized that the electric wiring was too light to permit the use of electric ranges which had been purchased. It was therefore necessary to re-wire the project. There was a further delay in the installation of cooking stoves and the provision of hot water, but many families were so tired of living in cramped dormitory rooms that they moved in before hot water was available. The project was completed in April 1944.

In addition to these major projects there were numerous smaller construction jobs continually being sandwiched in as the availability of evacuee labor and of supervisory personnel would permit.

I had hoped, on my arrival, that before many months the engineering program would cease to be a major problem, but as it turned out, the completion of the construction program, together with the conduct of a necessarily huge maintenance program for buildings and utilities, taxed the constantly diminishing force of supervisory personnel and evacuee labor throughout the year. Soon after my arrival it was felt necessary to institute monthly meetings of key engineering personnel to review the status of the work program and to determine

work priorities. A further problem was that it seemed impossible for the Engineering Section to prepare realistic quarterly budget estimates. Repeatedly we failed to meet our objectives, partly because of equipment breakdowns, the inopportune loss of supervisors, and the drain on evacuee forces occasioned by relocation and selective service. During most of this period the center was under constant pressure from Washington to reduce further the engineering staff. Another serious hindrance was the apparently irreconcilable viewpoints of the Washington and center engineering staffs, which were ^ahold-over from early disagreements as to objectives and methods. Having accepted, albeit reluctantly, Washington's dictum that the development program must be brought to a close, center operations personnel felt that Washington itself was impeding the accomplishment of that end by imposing crippling budgetary restrictions. Some members of the Washington staff, on the other hand, apparently felt that the strictest control was necessary in order to secure compliance with its instructions. I felt that there was merit in both sides of the argument, but on the whole I was more successful in selling the Washington viewpoint to the center staff than I was in convincing some Washington staff members that they were not the unfailing source of wisdom and light which they apparently felt themselves to be. (For this feeling of omniscience I recommend a sabbatical year in the field.)

The difficulties of the operations program were, in my judgment, aggravated by a serious failure of internal coordination. As I understand it, the early operations program functioned in accordance with the overall organization plan then in vogue in the Indian Service in that there were autonomous units doing irrigation work, road work, building construction and maintenance, and utility maintenance, respectively, with little coordination at the project level.

This is written in criticism, not of the men involved, but of the method of operation. The men concerned in the prosecution of the several work programs seemed well enough satisfied with the arrangement, however, arguing that they had been given specific objectives and that they could reach these most quickly and efficiently if they were allowed to proceed much as an independent contractor would, with only the minimum "interference" from other project people. This philosophy quite naturally extended to the procurement of materials and supplies, which was often initiated by operating personnel without consulting the Procurement Officer.

It is probable that the methods used did permit a certain flexibility of operation. Whether it was efficient, all things considered, is another question. More serious still, perhaps, is the question whether it is good administration to send technicians into a given area without seeing to it that their operations are directed and coordinated by a strong central authority on the project, and subordinated to the objectives and needs of the overall program. I have not observed the plan at work under other conditions than those at Poston. As I saw it in operation at Poston, there were five organizational units (irrigation, roads, building construction, utility maintenance, and agriculture) carrying on construction work with little or no

coordination, and competing with each other for men, equipment and materials. Three of these (irrigation, roads, and agriculture) were operating repair shops, in addition to the project auto repair shop. The head of each unit seemed to feel that his primary responsibility ran, not to the Chief Engineer or to the Project Director, but to some technical chief in the Chicago, Salt Lake City or Los Angeles office. Given that method of operation, and the initial concept of the center as a long-range development program, it must have been difficult to make any sense administratively out of the early Poston. It is conceivable, indeed, that the November 1942 disturbance might have been averted had the early program been better balanced and coordinated. Every avenue of procurement was explored early in the first spring to find heavy equipment to carry on the subjugation program, and large quantities were purchased. It would be interesting to know whether an equally intensive effort was made to procure heating stoves. At any rate, the heavy equipment was on hand early in the summer; the heating stoves did not arrive for two months after the onset of cold weather.

Even at the time I came, there was daily friction between the units which could and should have been settled at the lower levels of authority, had there been any recognized authority at those levels. Whatever the organization chart may have indicated, no one below the Chief Engineer was recognized as possessing any coordinating authority, and even his authority was subject to question on occasion. Meanwhile each unit was carrying on its own procurement program and jealously hoarding its materials in separate warehouses, a practice which contributed materially to the accumulation of surpluses.

As soon as WRA had agreed to take over the operation of the center the first steps were taken, in November 1943, to improve the organization of the Operations Division. At that time a representative of the Washington engineering staff and I reviewed the organization and proposed some changes, to become effective January 1, 1944. The Chief Engineer agreed to assume all the duties and responsibilities of the position of Assistant Project Director (Operations). We felt it best to proceed slowly with certain phases of the re-organization, because the frictions among units were so acute and of such long standing that the personnel of some units resisted the idea of working under the heads of other units. This was particularly true of the building construction and maintenance unit and the utility maintenance unit. In the spring of 1944, however, the Assistant Project Director took the initiative in combining these two units, and the Construction Engineer who headed the new Construction and Maintenance Unit did a conscientious and fairly successful job of peacemaking. From that date on an earnest effort was made ~~xxx~~ to adhere to the WRA standard operations chart and to observe organizational lines of authority.

A related problem was that of inducing in the operations staff an interest in the center as a community and not merely as an engineering project. One step in this direction, of course, was to require residence on the center. Since the early days of the project many engineering personnel (and a few administrative management employees) had resided in Parker or at the Indian Agency near Parker, and commuted to their work in project equipment. Up to the spring of 1944 this was unavoidable, due to the inadequacy of housing on the

center. With the completion of 80 apartments, however, the further use of project equipment for such travel could no longer be justified. Effective July 1, 1944, therefore, all center personnel who elected not to live on the center were required to furnish their own transportation. Only a half-dozen continued to live outside the center.

The control of the use of transportation equipment was an extremely difficult problem, involving as it did the correction of bad habits of long standing on the part of both appointed and evacuee drivers. In the fall of 1944 drastic changes were instituted, which were partly responsible for a decrease of 56% in mileage from the October-December quarter of 1943 to the corresponding period of 1944. (The decrease was doubtless due in part to reductions in the work program.)

Community Management Division.

The year 1944 was enlivened by two major crises in the division:

1. In the spring politicians in the "city hall gang" tried by demagogic methods to secure the removal of the Principal Medical Officer. They became especially active during the Medical Officer's absence on detail to another center, but their campaign was vigorously broken up by the head of the Washington Health Section, and the politicians themselves were decisively repudiated in the council elections the following October.
2. In the summer almost a complete turnover in the appointed Internal Security staff occurred. In a quarrel with members of the Camp I evacuee police force, the Chief of Internal Security, without consulting either me or his immediate supervisor, took a stand in which I was unable to sustain him. At his request, he was then transferred to another center. Meanwhile his staff, with one exception, called upon me to demand an explanation of my action. I declined to discuss the matter with them, and their resignations followed.

The most constructive development of the year in Community Management was the start of the family counseling program. Besides the accumulation of data which were useful in appraising barriers to relocation, the program resulted in the acquisition during the year of a number of young, well-trained professional workers who proved invaluable in the final relocation drive.

Administrative Management Division.

At the beginning of the year, the condition of administrative management matters was spotty. Some of the bad spots were obvious enough; others did not become fully apparent until members of the Field Examination Unit visited the center in October. Their report indicated that, while the Procurement Unit was perhaps the best in any center, Statistics, Finance and Property Control work was in poor condition. The work of the division had never been

well coordinated, and for about six months the division had been without a chief. Beginning with the employment of an Assistant Project Director, in November 1944, a number of changes in key personnel of the division were made, and staffs were strengthened numerically as well. Ultimately the Finance and Statistics Sections put their houses in relatively good order, though neither these sections nor the Personnel Management Section ever overcame their early handicaps sufficiently to realize their full potentialities as service units. Property control matters showed gradual improvement but were never in really good condition.

Relocation Division.

The year was without notable developments in relocation. Perhaps the most significant accomplishment, insofar as its effect on future relocation work was concerned, was the family counseling program carried on by the Welfare Section. There was a large turnover in personnel of the division, both appointed and evacuee, including a change in division chiefs in September. The practice of reserving a special coach to Chicago for Tuesday of each week, which had been started late in 1943, was continued throughout 1944, and Tuesday evening departures became a Poston institution.

Staff Communication.

I shall not attempt in this brief report to discuss at length the all-important matter of communication between the administrative staff and the evacuee community. At the risk of stressing the obvious, it should be stated that the language barrier, to name only one of several impediments, made the free exchange of information and ideas enormously difficult. The failure of staff members to appreciate this difficulty often led to the commission of acts which the evacuee community regarded as arbitrary, simply because the necessity of informing the community of the reasons for the acts had been overlooked altogether, or because a reasonable time had not been allowed for the transmission of information and for free discussion, where such discussion might have served a useful purpose.

As for communication among the various segments of the staff itself, Poston posed three distinct types of problems:

(1) The need of informing key staff members in all activities promptly and accurately of the changing objectives of the program, and of making staff functions and relationships clear. This need is common to all organizations.

(2) The need for inter-camp communication. Among the many administrative problems created by Poston's three-camp plan, not the least serious was the danger that staff members in the two smaller units would feel isolated from the main current of project activity.

(3) The need of maintaining clearly defined and open channels of information between appointed staff members and such key evacuee officials as unit

administrators and block managers' ~~ex~~ supervisors, who were responsible for the execution of important duties and for the dissemination of authoritative information affecting the entire community,

The first two of these needs were served in some measure by Saturday Afternoon staff meetings attended as a rule by about forty key personnel representing all activities and including Education, Welfare and Relocation personnel from all three camps. Generally evacuees did not attend these meetings, though several of them were the principal speakers at one such meeting when community government was discussed.

In October 1944, we began a series of Wednesday morning meetings which were usually attended by the following staff members:

Appointed

Assistant Project Director
Relocation Program Officer
Reports Officer
Project Attorney
Head of Welfare Section
Superintendent of Education
Community Analyst
Personnel Officer

Evacuee

Unit Administrators from all camps
Block Managers' Supervisors from
all camps

Other staff members and evacuee leaders attended the meetings when their interest in the subject-matter required it.

In my judgment, these joint meetings were a most valuable device. They provided a regular time and place at which a compact planning group could report on work progress, discuss new policies and programs, and plan their execution. The inclusion of the Reports Officer, the Community Analyst, Unit Administrators and Block Managers' Supervisors insured maximum two-way communication between top staff members and residents. These meetings were held regularly until the late summer of 1945, when the pressure of relocation work and the break-up of the community forced their discontinuance.

Late in 1944, the Saturday afternoon meetings of selected members of the appointed staff were discontinued. Beginning with the announcement of the rescission of the mass exclusion orders in December, meetings of the entire appointed staff were held at intervals of a month or two until July 1945.

In March 1944, a numbered project memorandum series was started, to replace unnumbered memoranda previously issued in various forms by operating personnel. In November 1944, a Procedures Officer was added to the staff of the Assistant Project Director (Administrative Management). He did some valuable work on procedures and administrative surveys, though his effectiveness in the latter field was impaired by his going rather too deeply at times, perhaps at the suggestion of his supervisor, into matters in which his competence was open to question, as in the case of a survey of hospital administration.

One area in which the center was deficient was in a comprehensive and continuing program of staff orientation. WRA needed such a training course because of the controversial nature of the program and because it was difficult, on the basis of a recruiting interview, to determine an applicant's real attitudes. The Welfare Section conducted an admirable training program in April 1944, preparatory to embarking on its family counseling program, and the course was repeated in the fall for the benefit of new personnel. Other conscious efforts at orientation were made at staff meetings, at meetings of the entire personnel, and in individual or group talks at the time of induction, but these were poorly organized and inadequate.

Personnel

I have said more than once that I would not exchange the Poston staff as a whole for that of any other center. Nevertheless, at times it seemed that no day was complete without its personnel problems. The original core of the Poston staff was made up of Indian Service personnel, augmented by the hasty recruiting which was typical of war agencies. Most of the staff assumed responsibilities at Poston which went far beyond their previous experience. In varying degrees those who were capable of growth rose to the demands of their jobs, but it would have been strange indeed if no failures had occurred.

I have touched upon the question of attitudes, which gave us trouble almost to the end. On several occasions, from March 1944 on, I advised the entire staff that in my judgment anyone who harbored race prejudice could not work effectively at Poston. Notwithstanding this, I felt it advisable, as late as June 1945, to request the resignations of two employees because of their attitudes. Both denied that they were guilty of prejudice, but I believe the only mistake which could be charged against me in these cases was that the action should have been taken earlier. (Manifestations of race prejudice were, of course, not limited to the appointed staff; it was quite possible to find them among the evacuees.)

To risk some generalizations, the appointed staff stacked up about as follows at the time I arrived at Poston:

Operations Division: Composed largely of former Indian Service employees of some years' standing. At the higher levels these were fairly well educated men, competent technicians, relatively free from race prejudice. First-line supervisors were not so well equipped, and it is interesting to speculate to what extent the early disappointment of the Operations people in the efficiency of evacuee labor stemmed, not from the evacuees' unwillingness to work, but from their dislike of being driven by bosses who were accustomed to the use of brusque methods in handling men. In the course of time some of these supervisors did arrive at satisfactory working relationships with their men.

Community Management Division: Except for Internal Security personnel this was the best educated segment of the staff and, with Relocation Division personnel, the freest from prejudice. At the time I arrived, the group

included few who had been Indian Service employees before Poston, except for teachers. Teachers ran the whole gamut of age, background and effectiveness, from those who had spent many years in the Orient as missionary teachers to those who came straight from college to teaching jobs at Poston.

Administrative Management Division: This group contained a considerable number of before-Poston Indian Service employees. As a group, employees of this division were relatively poorly educated. Some were technically competent; many were not. Many lacked the vision necessary for intelligent cooperation in furthering the objectives of the program. Their first reaction to a proposal which deviated from the routine was likely to be that the regulations did not permit it, ignoring the fact that regulations are designed to insure the economical, orderly and efficient transaction of business, and that if the justification is sufficiently strong and the need is urgent, ways can be found, not to evade the regulations, but to have them amended or waived by competent authority. The Finance Section in particular was still in bad odor with many residents because of the attitudes of several of its early personnel. Its reputation hampered the maintenance of an adequate evacuee staff until, in the course of time, a virtually complete turnover of its appointed personnel occurred and a conscious effort was made to eliminate any still-existent causes of friction.

The appointed staff included more Negroes than that of any other center. During 1944 the number of Negroes was increased to about fifteen, all professional workers -- teachers, nurses and a sanitarian. During 1945 several Negro welfare and relocation workers were added to the staff. Later in the year the evacuee janitorial staff was replaced by Negroes, and during the closing months Navajo Indians were brought in as laborers. Relationships among the various races were reasonably satisfactory on the center. Recreational opportunities for non-white personnel in Parker were limited. They were able, however, to attend the local movie theatre and to patronize one restaurant and one bar without segregation.

Numerically the appointed staff had been largest during the first year of the center, when construction and maintenance personnel constituted the largest group. The peak figure was, I believe, in the neighborhood of 500. The construction staff was reduced during 1943. During 1944, the number of appointed employees averaged about 250, with 90 to 100 teachers making up the largest occupational group. During the first eight months of 1945, relocation and welfare staffs were increased, partly by recruitment and partly by the re-assignment of teachers after the schools closed at the end of May. In August evacuee populations in Camps II and III had fallen so low, and the volume of evacuee property to be moved was so great, that it became necessary to employ appointed labor. This trend continued until the number of appointed personnel increased to 400 on October 31, 1945. Still more laborers were employed in November, but by the end of the month the relocation staff was falling off. In December, January and February further reductions in force were made, and total employment was down to 358 on December 31, to 270 on January 31, 1946 and to 200 on February 28.

Evacuee Employment:

The first job to be undertaken in the field of evacuee employment in 1944 was a review of the entire evacuee payroll to conform titles and pay rates to the standards established by the Washington personnel office several months previously. This work was carried on in conjunction with the preparation of quarterly budget estimates during February. At that time evacuee employees totaled about 5,700, a drop of about 2,000 from the peak figure of a year before. In preparing the budget estimates, only minor adjustments in labor quotas were attempted, since I felt that the time was not opportune for a drastic revision, and that further study of the employment program was necessary. As approved by Washington, the budget for the period April 1 to June 30 provided funds for about 5,300 evacuee positions. By May 31, evacuee employment was down to about 4,950. The decrease from 5,700 a few months previously had been accomplished largely through the operation of relocation and seasonal leave. Since this reduction was largely unplanned, some serious maladjustments in project employment resulted. These were corrected to some extent by the following developments:

1. As soon as the schools were closed many graduates and students were employed, raising the evacuee employment total to 5,250 on June 30.
2. An effort, only partially successful, was made to break up the practice of drafting workers from their regular jobs for so-called "volunteer" labor in messhalls. (Project Memorandum No. 27, June 2, 1944)
3. A former Poston institution, the Manpower Commission, was revived in a somewhat different form to study manpower problems and recommend solutions. The Commission was made up of three evacuees from Camp I and two each from Camps II and III, chosen by the local councils, together with appointed staff members representing the Operations and Community Management Divisions and the Mess Operations and Personnel Management Sections. (Project Memorandum No. 28, June 2, 1944.) Evacuee representation was later increased, and the Relocation Program officer also became a member.

The re-activation of the Manpower Commission at Poston was followed by the Director's letter of June 29, 1944, directing the establishment of Manpower Commissions at all centers. There followed also the Director's letter of July 27, referring to reports in the Poston Chronicle on the activities of the Manpower Commission, stating that copies of the article had been distributed to other centers, and commending the staff and residents of Poston "for the initiative, resourcefulness, spirit of cooperation and appreciation of the problems shown in this series of articles."

With the re-opening of schools, evacuee employment fell below 4,800, and the manpower situation became more acute than ever before. On August 31,

I asked the Manpower Commission to study the feasibility of combining mess-halls in adjacent blocks where population declines would permit this step. I anticipated that the proposal would call forth an emotional reaction on the part of the residents. It did. After discussion by all interested groups, the Manpower Commission presented a recommendation:

1. Reducing messhall quotas slightly.
2. Limiting the number of men under 65 to be employed in messhalls, in order to make able-bodied men available for other employment.
3. Scheduling releases of workers in excess of the new quotas.

I approved the recommendation September 22.

The Manpower Commission's memorandum of November 3, 1944, to me, records the return of seasonal workers:

"A light frost, rather than a freeze, is now in effect governing replacement of returning seasonal workers. Those with skills in office or mechanical work, etc., are replaced in appropriate positions. The unskilled are encouraged to report to the crews listed above as needed men, and all unskilled girls are required to interview Miss _____ at the hospital, concerning work as nurses aides, before taking other employment. Mr. [an evacuee leader] observed that some dissatisfaction is caused by seasonal workers' loafing around, smoking big cigars, and saying, "What the hell - \$16.00!"

The return of seasonal workers brought evacuee employment up to 4,850 at the end of December. From that point the downward trend was never reversed. The decline was slow at first, but in August 1945 a decrease of nearly 1,000 left the total on August 31 at 2,650. No reliable figures are available for the remaining several months. Project population on August 31 was about 6,500.

Selective Service.

With one possible exception Poston's selective service record was the poorest of any center's. The reasons are not entirely clear to me. Some conclusions, however, can reasonably be drawn:

1. In the October 1943 segregation movement, only 7.2% of the total number who went from Poston to Tule Lake were from Camp III, although about 25% of the total population of Poston was contained in that camp. Nearly 40% of those who refused selective service from Poston, however, were residents of Camp III. There appears to be more than an accidental relationship between these figures. The fact that segregation from Camp III was relatively light appears to have some bearing on that Camp's poor selective service record. In other words, it appears that there must have remained in Camp III after the segregation some who on the basis of loyalty should have gone to Tule Lake.

2. The conclusion drawn above is reinforced by the figures on requests for repatriation and expatriation, which increased sharply in February and March 1944. In February nearly 57% of such applications were from Camp III, in March the proportion from Camp III was 88%.

Many influences were at work on the selective service situation at Poston which I am not equipped to discuss. The community analyst's report contains an exhaustive treatment of the subject.

LIQUIDATION

The announcements of the rescission of the mass exclusion orders and of the plans to close the centers came to a Poston which was preparing quietly for the holiday season. Returns from seasonal farm leave during the fall months had brought the center's population back up to more than 11,000. This figure represented a net population decrease of about 2,100 for the year. Recent news had been concerned largely with the impact of the war upon the community; a posthumous award of the Silver Star; the unveiling of an honor roll of Camp III servicemen at the USO; funeral services for a Camp III veteran recently killed in France; other casualties reported from the battlefields of Europe; the Parker barber-shop incident; a Memorial Day parade for World War II dead; the erection in the administration area of a roster of Poston residents serving in the armed forces; and the regular monthly send-off program for men called to active duty.

About 4,850 evacuees were on the center payroll. At last the termination of the construction program was in sight: the highway was completed; the swine and poultry projects were virtually finished; and only a few months' work remained on the Camp I high school plant and on the lateral system. The physical work of building the community was almost finished.

The announcement came in the form of a telephone call from the Director which reached the center at 11:40 a.m., Sunday, December 17, 1944. At 2:50 p.m., that day the officer in command of the Army team called to inform me of the team's arrival. At 4:00 p.m., a meeting of key staff members was held, and at 7:00 p.m., there was a joint ~~staff~~ meeting of staff and evacuee leaders (chairmen of unit and community councils, unit administrators and block managers' supervisors.)

Early Monday morning, December 18, the members of the Army team called to deliver "Step No. 6," the list of those free to return to the evacuated area, and commenced at once to schedule hearings for persons not on the free list, hearings to begin on the morning of December 19.

At 8:30 a.m., December 18, a short meeting of all division and section heads was held, at which an advisory committee of appointed and evacuee members was named to handle the channeling of requests for information and the distribution of authoritative information on all phases of the liquidation program. The

first meeting of the committee was held December 19.

At 2:00 p.m., December 18, a meeting of the entire staff, including all interested evacuees, was held in the high school auditorium. The Western Defense Command proclamation and the Director's teletyped statement were read.

Upon the recommendation of the Advisory Committee, it was decided not to follow up immediately with meetings in the blocks. After the two-day flurry of excitement, therefore, the residents returned to their preparations for their last holiday season in Poston, though very few of them seemed conscious that it was to be the last. The rescission of the exclusion orders was an accomplished fact, but months were to elapse before the closing of the center was to become real enough to command action on the part of many.

January

On the 6th the first Poston family to return to California left the center. Considerable publicity was given the event. The relocation movement for the month, however, was not much larger than for January 1944. There were 31 terminal departures to California, 149 to other areas, 35 conversions from short-term leave, and 45 transfers to Crystal City Internment Camp; total 260.

Early in the month, steps were taken to provide increased space for the Relocation and Welfare offices, and to augment both staffs. Plans were also made to begin the production of packing boxes on February 1.

Probably the question which aroused the most interest and discussion during January was the projected closing of messhalls in blocks with populations of less than 150, and the reduction of mess hall labor quotas. Instructions in these matters had been received early in December, but they were followed a week later by news of the rescission and liquidation, and thus were disregarded for the moment. On December 22, I had written to the Director that in my judgment it was unwise to attempt to enforce the instructions as of January 1: sufficient time had not been allowed to inform the evacuee community and to work out the many details. The timing of the announcement was, of course, unfortunate, since it nearly coincided with news of impending liquidation and was certain to be regarded by many as a first step in making center life uncomfortable in order to stimulate relocation.

At the January 10 joint staff meeting, it was decided to close Messhall No. 12 by January 31, and to use the experience thus gained to devise detailed procedures for future closings. Evacuee leaders generally were chary of taking any part in the closing of messhalls, having learned several months before that the subject was loaded with political dynamite. Residents of the affected block were extremely vocal over this rude move to shatter the pattern which had existed for nearly three years. My letter of January 19 to the City Manager, however, concluded, "We must face the fact that changing conditions will necessitate adjustments of this sort from time to time."

Meanwhile the Manpower Commission had taken up the matter of reduced messhall labor quotas. On January 19 the Commission recommended that March 31 be established as the date on which revised quotas must be met, arguing that any cuts which might be enforced immediately, coming on top of lay-offs caused by messhall consolidations, would aggravate the problem of finding employment for those who were unable to work outside their blocks. On January 20, I accepted this recommendation, subject to Washington's approval.

In a letter to the Director, on January 19, I first raised the question of "feasibility of closing one or more units at Poston in advance of the date set for the closing of the center."

On January 22, representatives of the Office of Indian Affairs came to Poston to discuss arrangements for bringing Hopi families into the area as soon as temporary housing could be provided for them and farm lands were available.

February

Early in the month, delegates to the all-center evacuee conference on center closure were elected.

By mid-February three messhalls had been closed over the strenuous objection of residents of the affected blocks.

On February 22, the chairman of the Community Council left the center with his family to return to Fresno. Relocation continued to be slow, with 97 terminal departures to California, 132 to other areas, and 28 conversions. The total of 257 was only slightly better than for February 1944. No concern was felt, however, since it was presumed that with the coming of spring and the closing of schools, the rate of relocation would be greatly accelerated.

March

The most significant event of the month was the Director's visit on March 6 and 7.

Three additional messhalls were closed. Late in the month, the Manpower Commission requested another extension of time to complete the reduction of messhall quotas. I insisted, however, that the agreement of January 20, which set March 31 as the deadline, be honored.

The end of March saw the completion of work on remaining work projects, notably the Camp I highschool and the irrigation laterals, and the departure of the Assistant Project Director (Operations) to return to the Indian Irrigation Service.

Relocation in March continued at about the January and February levels. There were 57 terminal departures to California, 172 to other areas, and 43 conversions. The total of 272 was about the same as the March 1944 figure. Center population on March 31 was 10,637.

April

April was a busy month in several fields of activity. Community Activities personnel were engaged in preparations for the Youth Conference which was held late in the month, and which was an unqualified success.

Administratively the most important development in some months was the decision, made late in April, to merge the Relocation Division and the Welfare Section of the Community Management Division. The proposal to merge was first broached by Washington representatives of the two units who visited Poston at the time. The idea seemed to me perfectly sound and received my immediate approval. Some project Welfare personnel were hesitant, but in the course of a week complete detailed plans and procedures were worked out and the merger was announced at a joint meeting of the appointed and evacuee staffs of the two units on May 1. Immediate steps were taken to put the plan into operation, and our experience with it was entirely satisfactory.

At about this point Washington proposed an organizational change which would make the Evacuee Property Section a part of the Relocation Division. This change was not made at Poston, and I believe that events justified our decision to retain evacuee property work in the Administrative Management Division. As the year progressed and the pressures of relocation mounted, it became apparent that Relocation personnel as a group were not sufficiently well grounded in fiscal requirements to appreciate the necessity of strict controls to avoid duplications of grant ~~xxxx~~ payments. Two or three, in fact, were frankly impatient when reminded of the necessity of safeguarding the expenditure of Government funds. The result was that under the extreme pressures of the September relocation movement, safeguards against duplicate payments of grants and duplicate issuances of transportation requests went by the board to a dangerous degree, and much work was necessary later to reconcile the carriers' billings with actual departures and to recover duplicate grant payments. In contrast, the handling of evacuee property during this period was relatively free from fiscal irregularities.

Three more messhalls were closed in April, bringing the total to nine. Plans were initiated to close personnel messhalls in Camps II and III after the close of school early in June.

The first step -- a very small one -- to a higher level in relocation was made, with 147 terminal departures to California, 256 to other areas, and 15 conversions; total 418. For the first time the figures were much higher than those for the corresponding month of 1944. They were still disappointingly low, however.

May

An important step toward liquidation occurred on May 1, when lands in excess of the requirements of the center were returned to the Indian Service. Retained by the center were the three unit townsites, the swine and poultry

plants, repair shop and personnel housing areas, and sewage disposal plants and disposal fields. Certain areas planted to vegetables were reserved until the vegetable harvest was completed in the summer.

Late in the month, hog slaughtering ceased. Meanwhile a contract had been made for the rental of the feed lots to a hog raiser who also agreed to make garbage collections from the kitchens.

Negotiations were entered into with a common carrier to operate buses between Poston and Parker, since it was feared that the increasing volume of relocation travel would overtax center equipment, which was in poor condition. Service was inaugurated late in May and continued until late November.

My report for the week May 7 to 12 noted,

"Poston passed another milestone in its tedious progress toward liquidation this week when center population fell below 10,000 for the first time."

The report continues,

"Poston is now approaching what for most of the centers was a maximum population figure. As its population falls, the administrative problems created by the three-unit set-up become aggravated. Evacuee employment has fallen at the rate of more than 50 persons per week for some weeks past. As it falls, the maladjustment between project needs and available labor becomes increasingly acute. Recent cuts in messhalls, agriculture, construction and maintenance have disemployed many for whom there are no other jobs on the center. On the other hand, there are now some 60 clerical positions for which no one can be found. Thus far it has not been possible to recruit appointed personnel in anything like sufficient numbers to keep clerical staffs filled."

The critical shortage of competent clerical personnel continued to be a most difficult problem up to the very last days of the center's life.

Relocation during May was only slightly higher than for April, with 123 terminal departures to California, 292 to other areas, and 35 conversions; total 450.

Two messhalls were closed, bringing the total closed to eleven.

June

During the week of May 28 to June 2, graduation exercises were held in all three unit high schools, with 302 graduates. It had been announced some months previously that all school activities would cease not later than August 31. Rumors to the contrary circulated freely, however.

The Camp II poultry project was closed early in the month.

On June 10, the personnel messes in Camps II and III were closed. Since it was necessary at that time to augment the Relocation staffs in both these units, both by assigning teachers and by recruitment, it was felt necessary to continue to provide mess facilities for the units in the Block 324 messhall in Camp III, which continued, as before, to be used by evacuees requiring special diets. Bus service was provided from Camp II, and the new arrangement proved quite satisfactory.

The outstanding development of the month was the announcement that Camps II and III would be closed to evacuee occupancy not later than October 1. The news was welcome to most staff members, who had long felt such a move to be necessary. My letter of June 26 to the Director contains the following report on the initial evacuee reaction to the announcement:

"Your teletype regarding the closing of Units 2 and 3 was delayed two days because of a mechanical breakdown here and was received on June 21. On the morning of June 22, I read the teletype to council representatives, Unit Administrators, Relocation Advisory Board members, and selected staff members, and on the afternoon of June 23, it was read to the entire appointed staff. Sufficient time has not yet elapsed for evacuee reactions to take form but meetings have been held in the two units affected and I understand that another all-center conference has been proposed. The immediate reaction at the June 22 meeting in my office was limited largely to complaints about the housing problem and inadequate assistance. The residents of the two units came from various California areas ranging from Sacramento to San Diego. Unit 2 contains a considerable number from the Salinas-Watsonville area. This group will probably present the most difficult problems. Several families from San Diego have already returned to that city and it seems that housing presents the only difficulty there. We do not foresee any serious problems for the Sacramento, Fresno and Reedley groups as a whole, aside from housing.

"At the June 22 meeting I raised the question of suggested closing date for the remaining unit earlier than December 31, but evacuees present were not prepared to suggest an earlier date. As a practical matter I do not see how we can hope to move many people during the latter half of December because of holiday travel and it seems to me that November 30 would be a more realistic closing date at which to aim."

Immediate steps were taken to increase Relocation and Evacuee Property staffs in order to provide the intensive coverage necessary in the two units, which had a combined population on June 30 of about 4,000.

As to relocation during June, the record was contained in the following excerpts from my report for the week ended June 30:

"Relocation in June was disappointing. The best that can be said for it is that it was the highest month to date, but the total of 592 terminal departures and conversions was considerably below the expectations of most project people. In round numbers, relocation by quarters has run as follows:

January - February - March	800
April - May - June	1450
	<hr/> 2250

"The most significant development has been the sharp climb of departures to California during the month, while those to other areas appear to have leveled off. The latter condition is reflected in smaller departures on Tuesday evenings, when our special coach goes through to Chicago."

* * * * *

"We have no concrete evidence that July will be materially better than June. Barring a spectacular change in the housing situation, acceleration of the movement will depend, as we see it, upon the following factors which are stated below in the approximate order of their incidence.

1. The approach of the new school year.
2. The increased pull from outside the center which will come from two sources: First from individual family members who have been leaving in large numbers to find jobs and make homes for families which are still in the center. Second, there will be the attraction to Japanese communities in Los Angeles and other population centers similar to the pull which is now felt from such cities as Chicago and Cleveland.
3. As the center population decreases, life in the center will become less pleasant.
4. The approach of the closing date set for Units 2 and 3 should be a powerful stimulant.

On June 30, the half-way mark, only about 20% of the relocation movement had been accomplished. Nine thousand persons remained to be moved in five months. Every month's delay in reaching full momentum meant an increased load for each of the remaining months. The plan to close Camps II and III was clearly indicated as a necessary step, but other stimuli were needed.

July

Three weeks after announcement of the decision to close Camps II and III by October 1, came the news that final closing dates had been established for all centers, Poston's being November 30. By late July, these moves had resulted in a greatly increased volume of relocation interviewing, without, however, any marked increase in departures, which, together with conversions, totaled 645 for the month. The most significant feature of the July relocation movement was that departures to California equaled those to other areas for the first complete month.

The following excerpts give a partial record of developments.

From my letter of July 5 to the Director:

"To bring you up to date on evacuee reaction to the announcement

of the closings, of Camps II and III the first meeting with evacuee leaders of the two units subsequent to the meeting of June 22, at which the closing announcement was read, was held on the morning of July 2. A committee of 17 evacuees from the two units asked me to convey to you their opinion that the closing of the units by October 1 was not feasible. I believe, however, that this was a perfunctory gesture and have no reason now to anticipate any opposition on the part of responsible leaders. I made it clear that I was unwilling to discuss the question of allowing the units to remain open after the date set and also attempted to make it clear that the burden of proving inability to relocate rested upon the individual resident and that every resident must make a positive showing that he has sought advice and assistance and made every reasonable effort to perfect his plans. I also warned those present that there was nothing whatever to be gained by a simple refusal to discuss individual relocation plans.

"A few days ago we forwarded certain suggestions which we feel will be helpful in expediting the closings. Included among these was a request for additional Assistant Relocation Advisers in order that the case load per worker might be reduced sufficiently to permit the necessary intensive coverage. I believe, however, that nothing would stimulate relocation planning so much at this juncture as some indication of a radically different approach to the housing problem in California. Our recent letter contained several suggestions. The time is right for something of the sort; unless it comes soon, we must expect California relocation, though it will accelerate somewhat from other influences, to remain a slow and laborious process."

From my report for the week ended July 7:

"The week was encouraging in that responsible evacuees in the two units started intensive work on two group relocation plans and made some progress on plans which had been started earlier. Prospects are that the coming week will be better than the one just closed, but not up to our best weeks in June."

From my letter of July 19 to the Director:

"Probably the most important new factor in the situation is the announcement on July 13 of closing dates for all centers. As I have indicated elsewhere, there is no indication thus far of resistance to the closing, and responsible leaders in Units II and III, as well as people generally, are thinking and acting constructively. A notable exception is to be found in Unit III in the repatriate group which, I understand, is still insisting that the Government must and will detain them until such time as they can be repatriated, though they are on no detainee list. They are, of course, a negative influence and it is unfortunate that some of them were not segregated a year or more ago when their deleterious influence in the community became apparent. One of the things which in our estimation needs

most urgent action is the segregation of Army and Justice Department detainees. Only ten weeks remain before the units are to be closed and it is particularly vital to the successful closing of Unit III that detainees be moved as soon as possible. We are greatly discouraged by the extreme slowness of the Western Defense Command in bringing cases to a hearing and in announcing decisions after hearings. At the present rate the center will have been closed long before all hearings have been held. We are now trying * * * * to obtain priorities for hearings for residents of Units II and III."

From my report for the week ended July 21:

"Many persons have commented on the change in the relocation atmosphere this week. It would be foolish, however, to assume that our problems are well on the way to a satisfactory solution because we know that there are many people who still remain to be interviewed and many whose attitude is either defeatist or one of determination to remain in the center as long as possible."

From my report for the week ended July 28:

"Relocation sentiment continues to improve and the improvement is being reflected to some extent in terminal departures which numbered 113 to California, 80 to other areas, with three conversions, for a total of 196. This was our best week to date, and there are indications that the coming week will be still better. The number of short term leaves to the evacuated area jumped to a new high of 123."

During a visit by the Chief of the Washington Relocation Division about the middle of July, preliminary discussions were had regarding the planning of scheduled train movements during September to expedite the closing of Camps II and III. Later in the month tentative train schedules were worked out with the assistance of another member of the Washington Relocation staff. The procedure followed is described in my letter of October 4 to another project director.

"As you know, the announcement was made late in June that Camps II and III of this center would be closed October 1. We had already merged our Relocation and Welfare staffs and after a hasty survey of our load in the two camps, we took immediate steps to increase the staffs in the two camps, both by the addition of former teachers and by the recruitment and detail of additional interviewers. By the first of August, however, some days before we received from Washington the Administrative Notice regarding the scheduling of departures, it had become apparent that considerable pressure must be applied in order to secure definite commitments from many families who were simply hanging on for one reason or another until the last possible moment. Early in August, after having cleared with Washington, we announced special trains for each week in September, beginning September 5 and ending September 26. As it turned out, there was no need for the September 26 special train.

"Using the September 5 train as an example, advisers in Camps II and III reviewed their cases and selected families which in their judgment were

best able to leave on that date. At that time, of course, it was not possible for us to include families of detainees or excludées in our plans. The families selected were notified that they were to depart on the September 5 train unless by August 18 they produced evidence of an acceptable alternative plan and made a definite commitment as to a departure date. All such families were requested to report immediately for interviews. This train had as its destination various points in Central Valley from Visalia north to Sacramento. Three or four days were allowed families to report for their interviews and in a few cases where they did not report, Internal Security officers were requested to bring them in for interview. Late in the month it developed that a few, mostly bachelors, were disinclined to leave and in those cases Internal Security again brought the persons in. In two such cases of rather large families, we agreed at the last moment to allow delays of one week and two weeks respectively since the families had obviously not believed that we meant business, and were entirely unprepared. The bachelors, however, were given no extension and in only two cases was it necessary actually to escort them to the departure. Since that time it has not been necessary to use Internal Security.

"The same procedure was used for later trains with the result that by the middle of September we had definite departure plans for everyone except those families with unsolved dependency problems. We did not use formal evacuee committees, but we did receive in both camps excellent support and assistance, both from community leaders and from influential members of locality groups such as the San Diego and Salinas-Watsonville people, from which areas a great number of our Camp II and III people had come."

During the month, dates were set for the termination of evacuee employment in the various activities in Camps II and III.

August

The decision to permit Hopi Indians to move into Block 208 in Camp II on September 1 having been made late in July, the evacuee residents of the block were notified on August 1 to vacate not later than August 20. Many arranged to leave the center before the end of August, but a few remained into early September. The Hopi moved in on schedule with no resulting friction. In fact, Hopi and evacuees mingled quite harmoniously.

Early August was a period of intense activity in Camps II and III. An enormous amount of interviewing and planning was required in connection with the special trains scheduled for September. There were also evening meetings at which relocation officers from California and other areas spoke. My report for the week ended August 4 includes the following paragraph regarding trains:

"During the week plans were made for a series of special train movements to begin September 5 and to continue throughout the month at weekly intervals. These train movements, in addition to the

usual special cars to California and the East, are designed to complete the evacuation of Units II and III by September 30. The plan was announced to evacuee leaders and key staff members on the afternoon of August 6. Tentative plans call for a special train to Central Valley points on September 5, one to Los Angeles and San Diego on September 12, one to the Salinas-Watsonville area September 19, and a final train to Los Angeles September 26 consisting of coaches to various California points to move the remaining population of the two units. Details of the plan will be submitted to your office in a few days."

From my letter of August 16 to the Director:

"Relocation activities in the two units have increased greatly in the past few days, due largely, I believe, to the stimulus supplied by the announcement of special train movements. Terminal departures from Camp III have been fairly good for several weeks past, but Camp II has lagged badly until the past few days. On August 15 there were 70 terminal departures from Camp II, most of these going by special coach to Central Valley points."

Then, overnight, with the end of the war, came furious activity in all three camps. My report for the week ended August 18 reads in part:

"Greatly increased relocation activity was apparent in all three units immediately following the two-day holiday. Camps II and III relocation offices were already busy on planning for special train movements in September and in handling earlier departures. Almost the entire appointed staff of the center worked both holidays.

"By the end of the week it was quite apparent that the relocation tide had set in strongly in all three units and it appears that the major problem from now until closing time will be one of finding time to handle the greatly increased load. Temporary bottlenecks have developed in the handling of evacuee property, first, because of high turnover in evacuee crews and, second, because of failure of the truck line which serves us to provide sufficient equipment for the increased volume. We hope to solve the latter problem, but we fear that the use of evacuee crews for handling property will become increasingly unsatisfactory with each passing week. I have informed the evacuee leaders of your policy declaration that the handling of evacuee property is to be an evacuee responsibility and we will do our best to get it done with evacuee labor. We are not sanguine, however.

"Over 6000 terminal departures are scheduled for the week beginning August 20. August 20 saw our heaviest departure to date with 175 terminals leaving in special coaches for Los Angeles and San Diego County. There will be special coaches to Chicago, Central Valley of

California and Seabrook Farms during the week. The week is notable for the large number of families with school children who have waited almost until the last minute."

From my report for the following week:

"Relocation staffs in all three camps were tremendously busy all week, even in Camp I where we have as yet applied no great pressure. Saturday was a particularly busy day for interviews in Camp I, which is in sharp contrast to previous weeks. We expect terminal departures for the week August 20-September 1 to exceed those covered by this report. Much of the movement is still accounted for by families who are endeavoring to get their children in school.

"Much difficulty was experienced during the week in handling evacuee property in Camp II where a tremendously increased volume coincided with the dissolution of the local evacuee crew which necessitated the formulation of an emergency crew on a voluntary basis. We also found that the Western Truck Lines, which has been handling our California freight, did not have sufficient equipment, which necessitated our hauling to Parker for shipment by rail. We are glad to have authorization to use appointed laborers to the extent that this becomes necessary in Camps II and III. The crating and shipping operation in Camp III has been proceeding quite smoothly to date and we shall continue to rely on evacuee crews as long as this is feasible."

For the week ended September 1:

"Terminal departures for the week were up again with 462 to California, 375 to other areas and 11 conversions, making a total of 848. The breakdown of terminal departures by units was approximately as follows: Camp I, 237; Camp II, 360; Camp III, 190. The proportion of terminal departures to California was smaller than in recent weeks due to the fact that nearly 200 departures to Seabrook Farms occurred on Thursday, these being principally from Camp II. The Seabrook movement accounts for Camp II departures having exceeded those of Camp III for the third successive week. Camp III has fallen behind quotas for the period August 20 to date, but we expect this condition to be improved by special train departures on September 5 and 12.

"Relocation staffs in all three camps have continued to put in a great deal of overtime work. The interviewing process consumes all daytime hours and we have found it impossible to recruit sufficient clerical personnel to relieve the interviewers of the burden of necessary record and report work. This condition will continue to be critical in all camps until late September by which time it should be possible to begin the transfer of advisers and clerical people from Camps II and III to Camp I.

* * * * *

"Increasingly the center takes on the appearance of a not very well regulated institution for the not entirely sane. I should say here that it has been necessary in recent weeks to neglect or defer many phases of project operations in favor of relocation and evacuee property movement. We regret the necessity for doing this but we have no alternative as long as recruitment remains so difficult."

Relocation figures for the month: 1193 terminal departures to California, 693 to other areas, and 45 conversions. The total of 1931 was almost exactly three times that for July.

September

This month was notable for:

1. Relocation of 4122 persons.
2. The closing of Camp II on September 28 and of Camp III on September 30.
3. The removal to the Santa Fe Internment Camp of some 70 men whose applications to renounce citizenship had been approved by the Attorney General. Many of these men, with the war ended, were already repenting their decisions before their removal from Poston.
4. The abandonment by the Western Defense Command of its entire exclusion program.
5. The announcement by WRA and FPHA of a program to provide temporary communal housing for evacuees returning to the evacuated area.

From my report for the week ended September 8:

"Terminal departures for the week showed another increase with 704 to California, 239 to other areas and 18 conversions, making a total of 961. The proportion of terminal departures to California, 73%, was the highest to date. Terminal departures by units were approximately as follows: Camp I, 346; Camp II, 297; Camp III, 300.

* * * * *

"The handling of evacuee property shipments continues to be our most difficult problem. We have been able to recruit only a handful of laborers and in all three camps we have been forced to improvise from day to day using voluntary evacuee crews in an effort to keep the freight moving. Evacuee unit administrators and the community generally have responded in excellent spirit to all requests, but even so we are simply unable to move freight at the same rate at which the people are leaving."

* * * * *

"Personnel problems are increasing constantly. I have noted before the extreme scarcity of laborers and clerical personnel. It appears also that in our effort to recruit in recent weeks, we have acquired some people who are no great asset to a community of this sort. We are losing very few of the older Poston people, and generally speaking they are responding splendidly to the increased pressure which our relocation program is exerting upon all phases of project operations. The increased pressure, however, and the seemingly interminable summer heat are doing them no good."

For the week ended September 15:

"Terminal departures for the week probably reached their peak with 863 to California, 383 to other areas, and 31 conversions, for a total of 1,277. The breakdown of terminal departures by units is approximately as follows:

Camp I	427
Camp II	325
Camp III	494
	<hr/> 1246

"It is safe to say that the closing of Camps II and III will give us little further difficulty. A special train to Los Angeles and the Central coastal area (Watsonville-Salinas) will leave only a dozen families in Camp II except for dependency cases which will have to be transferred to Camp I. The remaining dozen families have plans for departure no later than September 26. The residue in Camp III is a little larger but presents no serious problem."

"We are also beginning to see the end of evacuee property shipments from Camps II and III. Late in the week we recruited some 25 ~~new~~ laborers from northern Arizona, mostly Navajos, and our property shipments have increased greatly. We have also been able to secure more equipment from the trucking company which is handling as much of our California freight and our Universal Carloading east-bound consignments as possible. Evacuee pick-up crews in Camps II and III have worked almost up to the last minute and pick-ups from the blocks are almost completed."

For the week ended September 22:

"Terminal departures for the week held up surprisingly well, the total of 1,190 coming close to the record of the previous week. This week set a new high for California departures, the number being 966, approximately 80% of the total. There were 218 terminal departures to other areas and 6 conversions. Population on September 22, exclusive of those on short-term leave was 3,151. This is about 6,000 less than the July 1 population and less than half the September 1 population."

"Terminal departures for the period September 1 through 22 total 3,478, an average of 158 departures each calendar day.

"The remaining population in Camp II was below 100 by the middle of the week and the Camp is scheduled to close on September 28. Camp III will close September 30. Families with unsolved dependency problems are now being transferred to Camp I, there being fewer than 200 persons involved in the transfers."

From my report for the week ended September 29:

"The final week in September was marked by a letdown, both in terminal departures and in relocation interviewing. During the week the Camp I relocation staff made a detailed survey of the remaining case load, on the basis of which the scheduling of departures for the next several weeks will be made. During the week it was agreed to release one Adviser and three Assistant Advisers from the Camp II and III staffs to the Los Angeles District office. this arrangement having been confirmed by your teletype of September 28.

"Terminal departures for the week totaled 644, 463 of these being to California. The total was only a little more than half of the figure for the preceding week for the reason that very few departures from Camps II and III remained to be completed during the week. Departures for the week of October 1 are still lower.

"The Camp II relocation office was closed during the week and the closing of Camp III office will be completed within a few days. All other offices in the two units have been closed and only firefighters and telephone operators remain on duty. It will be necessary to continue to house some staff members in Camps II and III for another month or two, since housing is not available for them in Camp I.

"Virtually all evacuee property has been moved out of Camps II and III. Property being held for forwarding addresses was moved from unprotected warehouses in the two camps to the railhead at Parker at the end of the week. Maintenance and property crews have begun clearing out buildings, disconnecting utilities and collecting property. These operations are not proceeding as rapidly as we should like because of limited manpower."

October

With Camps II and III closed, center population on October 1 was about 2721. Attention turned to scheduling departures for Camp I residents and to clean-up work in Camps II and III. Relocation for the month dropped to 1641.

From my report for the week ended October 6:

"Relocation for the week was the quietest since early August. There were 158 terminal departures to California, 54 to other areas, and

15 conversions for a total of 227. The week of October 8 will also be a small one insofar as actual departures are concerned, but the volume of interviewing is again large since plans were formulated early in October for scheduled departures beginning October 17 and notices for the early departures were issued. By October 12 all notices will have been dispatched. The present plan is to schedule departures through November 14, by which date all but a few of the most difficult cases should have been disposed of.

"Most of the remaining residents are from one of the following areas: Los Angeles, Orange County, northern San Diego County, Imperial Valley, and Salinas-Watsonville. About one-third of the number are from the Los Angeles district. For some weeks past the Orange County people have been the most difficult to plan for, but a marked change has been noticed in the past week or two. The northern San Diego County group cannot return to their former residences since they were dispossessed when their lands were taken over for Naval installations. The general atmosphere is cheerful, however.

"Nearly all evacuee property has been cleared from the warehouse, but we are falling behind in pick-ups in Camp I because of our inability to work out any durable scheme for handling these pick-ups with evacuee labor. Camp I residents seem less able to carry on functions of this sort than was the case in Camps II and III, apparently because the proportion of able bodied workers is smaller.

"The limited forces available were busy during the week in closing Camps II and III. One crew first disconnected all boilers and then began cutting off utilities. Another crew started clearing out apartments, moving trash and picking up unused packing boxes. A third crew is assembling property and a fourth is returning staple foods from the closed kitchens to the warehouses. During the week we made further large shipments of hostel equipment to San Francisco, Fresno and Sacramento."

From my weekly report for the week ended October 13:

"Relocation figures for the week were only a little better than those for the previous week. There were 238 terminal departures for California, 33 to other areas and 13 conversions, making a total of 284. The scheduling of departures for the period October 17 to November 14 is moving rapidly, however, and departures for the week beginning October 14 should total over 400. We have experienced some uncertainty in securing special coaches, having been informed on October 13 that the Navy had preempted all available cars for the coming week. Later we were advised, however, that three coaches would be available for this week. We are working out alternative plans with the Phoenix-Las Vegas bus line for buses in the event that rail service is inadequate.

"Evacuee property shipments were pretty well cleaned up during the week except for some 47 pick-ups in the blocks which will be made early this week. The volume of new evacuee property business has been small. During the week an agreement was reached with the Block Managers to supply a volunteer evacuee crew for necessary pick-ups in the blocks.

"Mess hall closings have been keeping pace with population reductions and this week or next the ratio of one mess hall to a quad will prevail generally.

"The closing of Camps II and III is progressing slowly but satisfactorily. Ingress to the closed camps has been restricted to persons on authorized project business and beginning October 17, we shall have continuous guard coverage in each of those units. Heretofore one patrol has covered the two camps, because of insufficient personnel.

"The number of appointed personnel employed on the center at the end of the week was 376, this figure being a little smaller than for the preceeding two weeks. The number of terminations was unusually large, a considerable number of them having been involuntary. Most of the men who were recently employed for the personnel mess hall have been replaced by women, and at the moment the personnel mess is giving more general satisfaction than at any previous time since I have been at the center. Labor turnover is high and we are still unable to recruit as many laborers and clerical personnel as are authorized and needed.

"Plans have been made to close the hospital not later than November 30, though the Hospital Administrator will require several weeks after that date to wind up property matters, records and files.

"Publication of the Chronicle will cease October 23, and the last issue of the Relocation Bulletin will appear on November 17.

From my report for the week ended October 20:

"Terminal departures to California	400
Terminal departures to other areas	55
Conversions	20
Total	<u>475</u>

"Present indications are that departures for the week beginning October 21 will number about the same as for the preceding week. We can maintain this rate for several weeks to come and can complete most departures by November 14 insofar as these movements depend upon factors entirely in our control. At the moment, however, we are still encountering the following problems: (1) The necessity of delaying departures because of the carrier's inability to deliver equipment

on the dates requested; (2) the necessity of delaying and spreading departures to Los Angeles and Orange County because of insufficient temporary housing or delays in providing temporary housing; (3) delays in perfecting arrangements for hospital cases and for dependency cases."

"Overtime work was authorized this week end in an effort to complete the removal of project property from Camps II and III to storage places in Camp I. This work was completed October 22, but much sorting and arranging remains to be done. A maintenance crew is now moving all refrigerators from the closed camps and cleaning and storing them. The only work of consequence remaining in the closed camps is the removal of trash from the remaining buildings and the securing of all doors and windows.

"The recruiting of additional labor has brought the number of appointed personnel employed on the center up to the present ceiling of 400. We believe that we are now at the peak of our requirements.

"Automotive equipment in operation has been reduced to 109 pieces, approximately the figure recently recommended by the Washington office.

From my report for the week ended October 27:

"Terminal departures to California	354
Terminal departures to other areas	53
Conversions	11
Total	<u>418</u>

Population as of October 27, 1945 1318

"Relocation moved along steadily during the week, although we were unable to arrange any special departures to Southern California because of lack of housing. Our one large departure for the week was to the central coast. This was originally scheduled for the 22nd, was postponed to the 23rd because cars could not be secured, and at the last minute was again postponed to the 24th because we were unable to get any definite assurance that passengers could be moved from Los Angeles north on the Southern Pacific.

"Evacuee property is being handled currently and some progress was made during the week in arranging and storing project property recently transferred from Units II and III. Several blocks in Camp I are almost depopulated and we are trying to follow up closely in closing and removing property from those blocks."

November

This month saw the closing of Camp I to evacuee occupancy a few days in advance of the scheduled date.

From my report for the week ended November 3:

"October 28 - November 3

California	276
Other areas	37
Conversions	6
Total	<u>319</u>

* * * * *

"There were no large departures during the week. If the commitment which we now have for temporary housing in Los Angeles holds good, we expect that November 17 will see our population reduced to 200 or less, these consisting principally of dependency cases. We are sending your office a complete listing of dependency cases for which adequate provision has not yet been made. We must have action on these cases within the next two weeks.

"We are continuing to handle evacuee property currently and to make further progress in the collecting and storing of project property. At the same time, we are progressively reducing the amount of over-time work on property and in relocation functions."

* * * * *

"Our labor supply holds up quite well, although the high rate of turnover requires constant recruitment. We continue to be critically short of clerical workers for essential closing operations and it has been our experience thus far that the loss of workers in this category is proceeding faster than the tapering off of our work program. We are releasing a few clerical workers from the Relocation Division to other activities."

From my report for the week ended November 10:

"Terminal departures to California	311
Terminal departures to other areas	61
Conversions	5
Total	<u>377</u>

"On November 12 and 14 the major departures for the Los Angeles district were made and population November 15 was 257."

"Sunday, November 25, has been established as the final date for departures. Persons now remaining in the center consist principally of dependency cases together with a few essential workers. Two feminine renunciants left the center for Crystal City November 13, and the remaining four renunciants, together with several children, are scheduled to leave November 18.

From my report for the week ended November 17:

"Terminal departures to California	369
Terminal departures to other areas	23
Transfers to Crystal City	4
Conversions	5
Total	<u>401</u>

"In the Relocation Division the principal activities consisted of the final large departures for the Los Angeles district and the forwarding of plans for remaining dependency and hospital cases. We believe we have now done everything for these remaining cases that can be done at the center. The Tulare and Imperial County dependency cases will require some intensive work by the field offices. We have secured a Pullman car for November 25 to transport about 14 remaining hospital cases to Los Angeles County. Most of these require only rest home care which we understand will be provided temporarily at least at the Mariposa housing project."

* * * * *

"The appointed staff numbered 373 on November 16. Several Relocation Division employees left during the week and a number of others will be leaving before November 30. A considerable number of laborers quit immediately after they had been paid on the 16th."

* * * * *

"Liquidation of cooperative enterprises was completed during the week."

From my report for the week ended November 24:

"Terminal departures to California	111
Terminal departures to other areas	16
Transfers to Crystal City	10
Total	<u>137</u>

Population as of November 24 86

"Terminal departures for the week were made up largely of dependency cases though many of these were held over until Sunday, November 25, which had been established as the closing date. On the evening of November 25 all remaining evacuee residents, including hospital cases, left the center with the exception of one hospital patient and his wife. This patient suffered a cerebral hemorrhage on November 23 and was in a critical condition on the evening of the 25th, necessitating a last-minute postponement of his departure. The prospect of recovery is not good, but the family, after being fully informed of his condition, have requested that he be transferred by ambulance to Los Angeles, leaving on the morning of November 28."

* * * * *

"All evacuee property had been picked up on Saturday, November 24, subject to a final check of the few blocks which were occupied at that time to be sure that nothing has been overlooked. All evacuee property has been shipped except that which we are holding for shipping instructions."

* * * * *

"The appointed staff numbered 371 on November 23, the few terminations which occurred during the week having been offset by the recruitment of guards and laborers."

From my report for the week ended December 1:

"Summary of terminal leaves for the period January 1 to November 30, 1945.

(Source: Project Director's Blackboard)

Terminal departures to California	7,528
Terminal departures to other areas	3,598
Transfers to Internment	128
Conversions	414
Total	<u>11,668</u>

Liquidation Progress From November 30, 1945

The following log is taken mainly from weekly reports:

November 30 - Hospital closed, except for inventory and record work.

December 4 - Acting Chief of Operations Division assumed responsibility for internal security.

6 - Number of employees 379

14 - Reports office closed

14 - Project Attorney's office closed

15 - Post Office closed

28 - Project Steward's office closed. Personnel mess continued in operation under supervision of Assistant Steward.

28 - Number of employees 358

28 - Clean-up of blocks in Camp I completed

January 11 - Number of employees 324

18 - Closing roster of evacuee residents shipped to Washington office

25 - Number of vehicles in operation reduced to 63

25 - Finance Section accounts closed

25 - Relocation Division office closed

25 - Clean-up work in Camp III completed

25 - Number of employees 275

February 1 - Final date for completion of list of property to be segregated for Colorado River Indian Agency and for sales to other Interior Department agencies.

8 - Number of employees 254

- February 15 - Clean-up work in Camp II completed
- 15 - Current finance records shipped to Washington
- 18 - Evacuee file consolidation completed and Statistics Section closed.
- 21 - Inactive finance records shipped to Washington
- March 6 - Notification received that administration of center would be transferred to the Colorado/^{River} Indian Agency acting as disposal agent for the General Land Office.
- 9 - Transfer effected.