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WAR RELOCATION AUTHORITY
CENTRAL UTAH PROJECT

Hospital
H2.47
by date
March 4, 1943 *und tel*
at end

MEMORANDUM TO: Mr. James F. Hughes Mr. Honderich
Mr. Gilbert Niesse Mr. Lafabregue
Dr. Donnell Boardman

FROM: Lorne W. Bell, Chief
Community Services Division

SUBJECT: Procedure in ordering eye glasses through
Community Enterprises

The following is a revision of the agreement sent to you on February 4; as developed by Dr. Boardman and Mr. Honderich:

- I. When the patient desires to pay for his own glasses.
 - a. The patient is given a RX. order blank with Dr. Boardman's signature or other authorized signature.
 - b. The above is taken by patient to Community Enterprises (Rec. 26) and order placed by them to Western Optical Co., Salt Lake City.
 - c. When glasses arrive at Optometry Clinic, patient is notified by them to pay bill and obtain receipt at Community Enterprises. A nominal charge will be made by them for this service.
 - d. Glasses are dispensed at Optometry Clinic on presentation of receipt from Community Enterprises.
- II. When patient is unable to bear expense of glasses:
 - a. The patient is given
 1. A referral slip to Community Welfare by the Optometry Clinic containing
 - a. Signed statement of patient's inability to pay.
 - b. Statement of medical necessity of glasses by medical director or other authorized person.
 - c. Cost of glasses (in case of new glasses white service frames plus necessary untinted lense will be provided) and accompanied
 2. By Rx. order slip for glasses.

- b. Patient will take referral slip to Community Welfare (Rec. 23) and apply for Public Assistance grant.
- c. On receipt of grant, he will take Rx. slip and order glasses through Community Enterprises. No service charge will be made by Community Enterprises.
- d. When glasses arrive, patient will be notified by Optometry Clinic.
- e. The glasses will be dispensed to patient at the Optometry Clinic on presentation of receipt from Community Enterprises.

Community Enterprises will pay all optical bills to Western Optical Company.

Lorne W. Bell, Chief
Community Services Division

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CENTRAL UTAH PROJECT
TOPAZ, UTAH

February 18, 1943

MEMORANDUM TO: Mr. Lorne W. Bell, Chief
Community Services Division

SUBJECT: OPTICAL PROCEDURE

We are attaching copy of a memorandum just received from Dr. Boardman. This procedure has been checked by the Merchandise Committee and agreed upon.

/s/ Walter Honderich
Chief, Community Enterprises

Attachment

WH:MK 2/18/43

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WAR RELOCATION AUTHORITY
CENTRAL UTAH PROJECT
TOPAZ, UTAH

February 13, 1943

MEMORANDUM TO: Mr. W. Honderich
Community Enterprises

FROM: Dr. D. W. Boardman
Chief Medical Officer

SUBJECT: Procedure in ordering eye glasses through
Community Enterprises

The procedure in ordering glasses is understood by the Optometrists to be as follows:

1. When the patient desires to pay for his own glasses:
 - a. The patient is given a Rx. order blank with Dr. Boardman's signature or other authorized signature.
 - b. The above is taken by patient to Community Enterprises (Rec. 26) and order placed by them to Western Optical Co., Salt Lake City.
 - c. When glasses arrive at Optometry Clinic, patient is notified by them to pay bill and obtain receipt at Community Enterprises. A nominal charge will be made by them, for this service.
 - d. Glasses are dispensed at Optometry Clinic on presentation of receipt from Community Enterprises.
2. When patient is unable to bear expense of glasses:
 - a. The patient is given
 1. A referral slip to Community Welfare by the Optometry Clinic containing
 - a. Signed statement of patient's inability to pay.
 - b. Statement of medical necessity of glasses by medical director or other authorized person.
 - c. Cost of glasses (in case of new glasses white service frames plus necessary untinted lenses will be provided) and accompanied
 2. By Rx. order slip for glasses.
 - b. Patient will take referral slip to Community Welfare (Rec. 23) and apply for Public Assistance Grant.
 - c. On receipt of grant he will take Rx. slip and order glasses through Community Enterprises. No service charge will be made by Community Enterprises.
 - d. When glasses arrive, patient will be notified by Optometry Clinic.
 - e. The glasses will be dispensed to patient at the Optometry Clinic on presentation of receipt from Community Enterprises.

Community Enterprises will pay all optical bills to Western Optical Company.

/s/ Donnell W. Boardman

CENTRAL UTAH PROJECT
TOPAZ, UTAH

C O P Y

June 29, 1943

Office Letter No. 4 (Revision 2)

TO: Division Chiefs and Section Heads

SUBJECT: Monthly and Quarterly Reports

The Project Reports Division will receive from the division chiefs not later than the last day of each month a constructively objective report covering the following items of activity.

On April 1, July 1, October 1, and January 1 of each year, a detailed quarterly narrative report will replace the monthly report.

1. PERSONNEL EMPLOYED AND RELOCATION PROGRESS:

- a. Permanent (Indefinite CS Appointment)
- b. Temporary (Per Diem)
- c. Residents
- d. Indefinite Leaves for this Period
Seasonal Leaves for this Period
- e. Adequacy of present personnel

2. CURRENT WORK: — *accomplishments*

(List in a, b, c, order. Example:

- a. Staff housing 60 per cent completed.
- b. Crop planting 90 per cent completed.)

3. SUPPLIES AND MATERIALS NEEDED:

(List here in a, b, c, order those things which are proving a problem to obtain and where discussion may speed up procurement.)

4. PROBLEM AGENDA:

(List here briefly in a, b, c, order, subjects you would like to have discussed in meetings.)

5. RECOMMENDATIONS OR GENERAL SUGGESTIONS:

(List as above for discussion.)

6. PROJECTED ACTIVITIES: — *Contemplated for the month & we look at the quarter*

(List briefly as in above form, major projects contemplated or dates when projects will be finished.)

Charles F. Ernst
Project Director

WAR RELOCATION AUTHORITY
CENTRAL UTAH PROJECT

C O P Y

July 1
1943

MEMORANDUM TO Section Heads
 Community Management Division

FROM Lorne W. Bell, Asst. Director
 Community Management Division

SUBJECT Monthly and Quarterly Reports

Will you please get in front of you Office Letter No. 4, Revision 2, dated June 29, 1943.

In all of the Sections of the Community Management Division, I want to add to the proposed outline one or two additions which will constitute a permanent outline for making monthly reports.

Item #2. CURRENT WORK:

In replying to this question, there should be a complete list of accomplishments for the month.

Item #5. RECOMMENDATIONS OR GENERAL SUGGESTIONS:

In your report and in replying to this item, please list the specific problems in your Section in which you need the help of the Project Director or the Assistant Directors. This might mean presenting some matters to the WRA office in Washington or it might mean suggestions regarding changes in existing policy.

Item #6. PROJECTED ACTIVITIES:

In addition to the suggestions in the Office Letter #4, Revision 2 list scheduled activities, program, projects, operating development, plans for the month ahead. Indicate in some manner, those activities projected, operating plans which you feel should be brought before the Planning Board and in which you feel there should be an understanding as to policy and procedure.

Item #6. PROJECTED ACTIVITIES:

Also in brief narrative style, sketch some goals toward which you are aiming and a time table showing the rate of progress which you hope to attain in terms of a three-month period.

PLEASE BE REMINDED THAT THIS MONTHLY REPORT WILL BE DUE IN THE OFFICE OF THE COMMUNITY MANAGEMENT DIVISION ON THE 27th OF EACH MONTH.

Lorne W. Bell, Asst. Director
Community Management Division

LWB:jn

WAR RELOCATION AUTHORITY
CENTRAL UTAH PROJECT

July 2
1943

MEMORANDUM TO

Section Heads
Community Management Division

FROM

Lorne W. Bell, Asst. Director
Community Management Division

I noticed in the reports from you for the month of June, the expression, "routine work is progressing as scheduled," or a statement somewhat similar to that, "scheduled activities are progressing as usual."

This is too easy a way for making out a report. In fact, it might be a lazy man's way of making a report.

Undoubtedly, the work is progressing as scheduled and undoubtedly, things may be as usual.

However, we should constantly strive for a quality of work and evidences of competence. This level of work is a result of certain type of leadership, certain devices, certain ways of working.

Report for the month under "accomplishments" should list the highlights or the successful mechanisms which have been instituted to achieve a certain quality of performance.

Please, as a matter of policy, make it a point to study and review the work for the month so that we can specifically point to some accomplishments.

Original Signed by:

LORNE W. BELL

Lorne W. Bell, Asst. Director
Community Management Division

LWB:jn

WAR RELOCATION AUTHORITY
CENTRAL UTAH PROJECT

Mr. Tom Takahashi
Dental

July 26
1943

MEMORANDUM TO Section Chiefs, Department and
 Unit Heads

FROM Lorne W. Bell
 Assistant Project Director

SUBJECT "WORKING TOGETHER", Bulletin #1

From time to time, there will be issued from the office of the Chief of Community Management, numbered bulletins under the general heading of "WORKING TOGETHER". The subject will be a general discussion of the administrative function and its place in accomplishing the desired objectives and goals here in Topaz.

I. The function of the administrator is that process wherein all of the interests and relationships through which we attempt to get our job done come into focus at various critical points and which to insure that the aims of our program are progressively achieved. It--the administrative function--guides the process by which many staff people work together for common purposes.

II. Here at Topaz mutual understanding, sympathetic appreciation, fellowship at its best constitute the "climate" which make for the best in achieving the work to be done.

An understanding of the administrative function and our responsibility in that function operates best in this type of "climate".

III. Section chiefs, department or unit heads, will become competent persons in the use of the administrative function from the following factors if consciously understood.

A. An administrator, that is to say, a section chief, department head or unit head, needs to be alert about the real interests and concerns and demands of those who are members of the immediate staff under him.

B. The more able head of a unit or department or chief of section will make definite choices concerning the matters and responsibilities to which his staff should attend. There is so much work to be done, and there is so much immediacy here that administrators and staffs must be deliberate in timing and in making choices.

7/26/43

C. In any given staff of a unit or a department, every person should take part and both the popular and unpopular points of view should be given chance for expression.

D. The unit or department head or section chief should see that all essential facts are available in planning and directing the work of his staff. This should include the responsibilities of persons, WRA policies and other pertinent details which may be available.

E. The able administrator, whether he be an appointive or resident person should do everything in his power to improve working conditions and unity. It is in this type of atmosphere that the best work is accomplished.

F. A wise administrator will routinize and regularize all the procedures which can be standardized. This actually saves time and permits greater freedom for a higher degree of inventivity and sensitivity in meeting the needs of the community.

G. The section chief, department head, or unit head will be sure that responsibilities and delegated tasks are formally defined.

H. The administrator, irregardless of the people responsible to him, will set up instruments of reporting and accounting for work done as a part of the supervisory technique. The more competent unit or department head, or section chief will maintain a flexible organization in order that adjustments can be made in order to meet the shifting scenes here at Topaz.

In closing this first bulletin, may I call your attention to the fact that the responsibility of the administrator falls on the entire staff or unit thereof. It is recognized, of course, that there must be a chief or head of any operating unit. His is a greater responsibility.

To the extent that we recognize the above factors will determine our successful welfare of the operation of Topaz.

Lorne W. Bell
Assistant Project Director

LWB:hi

PROTESTANT CHURCH COMMISSION FOR JAPANESE SERVICE
Gordon K. Chapman - Executive Secretary
228 McAllister Street, San Francisco 2, California

December 21, 1943

To the Assistant Project Director in Charge of Community Management:

As you have doubtless heard, there is to be a meeting of the Student Planning Conference of the World Mission of the Church in Wooster, Ohio, beginning on December 28th and continuing until January 3rd. This conference is being held under the auspices of the World Student Service Committee.

This Committee has recently made inquiry as to whether the services of a select group of university students, both undergraduate and graduate, could be utilized in the Relocation Centers during the coming summer. It seems that there are quite a number of students who are in special training for rehabilitation service overseas, and the feeling is that three months' service in a Relocation Center would be valuable as an internship. These students could be of service in helping not only with special programs like that of the daily vacation school, but also in the fields of social welfare, recreation, and so forth. In view of the fact that the Relocation Center staffs are now somewhat under-manned, not to mention the loss of Nisei leadership in the church and various community activities, the thought was that one or two students in each Center might be of great service in filling the gap.

While the time is short, I am wondering if you could find time to consider the proposition in the light of your local needs, and then write to the Rev. E. Fay Campbell and the Rev. A. L. Roberts, in care of the Student Planning Conference of the World Mission of the Church, Wooster College, Wooster, Ohio, informing them as to whether your Center would be interested. Any information which you can give concerning the way or ways in which such students could be of service, and as to whether or not lodging and meals could be provided on the Project, and so forth, would be of value.

The following steps have been suggested in order to expedite the proposition: (1) A clear statement should be secured regarding the job to be done and the skills required of the person who would fill that job. (2) Student applications should be sought when a listing of these jobs can be given to various contacts on college campuses. (3) With the field and student applications in hand the financing would then be cleared. (4) The orientation process should then begin, with the student and supervisor entering into correspondence. Further than that, arrangements should be made for a two or three day conference

prior to the opening of the work on the particular project. I site these suggestions in order that you may understand that this is not to be a hit or miss proposition, but one whereby qualified students would be provided for work in the projects during the summer on a sound basis. I trust that Dr. Campbell and Dr. Roberts can be given an immediate reply, and that you will let me have a carbon copy of your letter to them.

I may say that we discussed this matter thoroughly at our Denver conference, and the ministers present from the Projects were all enthusiastic about the proposition. Mr. Joseph B. Hunter, W.R.A. Chief of Community Management from Rohwer, was also present, and felt that this would meet a great need. If I am correctly informed, the services of such workers were utilized in at least one of the Projects, and the arrangement was most successful.

With best wishes for a blessed Christmas and a prosperous new year,

Very sincerely yours,

/s/ Gordon K. Chapman

Gordon K. Chapman

GKC:AL

H2-47
April 4, 1944

COMMUNITY MANAGEMENT DIVISION

NOTES ON TOPAZ QUESTIONNAIRES

A. Sections Participating

	<u>Number of Questionnaires</u>
Education	25
Health	8
Business Enterprises	1
Welfare	4
Community Analysis	1
Community Government	1

B. Employees Participating

Although few questionnaires are signed it appears that the majority of them were completed by evacuees.

C. Significant Items

1. By and large the questionnaire was considered to be of too general nature for project use and therefore a number made little or no attempt to complete it.
2. To a considerable extent questions were modified or answers were qualified to apply to individual's own work or knowledge.
3. Answers indicated generally a lack of knowledge of work and program of the Authority even down to the functions and work of other sections within the Division. For example, see attached letter from Adeline Hunter. Particularly noticeable were elementary school people. Several questionnaires stated there was fairly good knowledge down to level of section heads.
4. Sixteen questionnaires indicated that Manual releases or Handbooks had never been seen. (All in Education)
5. In response to inquiry as to adherence to rules and regulations, 5 - Excellent; 14 Fair; 5 Good; 13 did not answer.

D. Specific Suggestions and Comments Contained in Questionnaires

1. Vocational training should be stressed.
2. No use having vocational training courses to exploit workers here, unless it's for the advancement of evacuees going outside.

3. (Evacuee dentist)
 - a. Why doesn't WRA provide funds for evacuees' professional dues?
 - b. Why doesn't WRA allow delegates or representatives to various important state (professional) meetings?
4. A handbook should be prepared for each department.
5. Need for Medical Social Workers and home for aged.
6. Give residents chance to apply for GS examinations for jobs at projects (presumably put them on exactly same footing as Caucasians in matter of appointed positions).
7. If there were sufficient personnel at the centers so that training and instruction could be given resident employees, some form of service stripe could be given for a given number of hours of service or for excellent work of a certain type.
8. Give vocational training for clerical duties.
9. The real overall objectives of each new program should be explained prior to its institution. Don't leave room for guessing.
10. Periodic round table discussions by appointive personnel on how to teach and direct people would be helpful for developing a greater degree of finesse in handling men in a work situation where many of the usual incentives are absent, etc. (Oscar Hoffman) CA
11. There is lack of sufficient translation of instructions into Japanese. It was pointed out that the Issei think, of course, in Japanese and verbal English instructions are difficult for them to understand.
12. (On 2 or 3 evacuee questionnaires) - Too much high pressure from outside.
13. Superiority complex on part of appointed staff.
14. Elementary school supervisor should be released from other work she is called upon to do in order that she may devote her time to supervising her own work. (Stressed in several questionnaires)
15. Adoption of a more uniform method of contacting the people of the Health Section. Hold meetings at stated intervals

16. One member of the Education Staff was not familiar with vocational training.
17. One person who was new indicated that while everything was all right in her own group she did feel a certain isolation from other groups within the center.

C O P Y

WAR RELOCATION AUTHORITY

WASHINGTON 25

June 28, 1944

Mr. Luther T. Hoffman
Project Director
Central Utah Relocation Center
Topaz, Utah

Attention: Mr. Raymond Sanford

Dear Mr. Hoffman:

The preparation of a Legislative Manual which includes all basic documents relating to Community Government is proposed as a method of acquainting councilmen with the organization and function of Community Government. I suggest that you discuss this matter with the Chairman of the Community Council. The Executive Secretary might be assigned the responsibility of bringing together the necessary documents.

As new regulations are enacted, new committees established, or other changes occur, supplementary pages should be prepared for insertion in the Manual folder of each Councilman.

The following sections are suggested for inclusion in each of the folders:

- (1) Plan of government (charter), amendments and By-laws.
- (2) Regulations and ordinances.
- (3) Order of business of Council meetings.
- (4) Essential parliamentary rules.
- (5) Council committees, commissions and boards with a list of members and function and organization of each. This list would include the Judicial Commission and Relocation Commission.

37948

Mr. Luther T. Hoffman-2-

(6) Manual instruction on Community Government.

(7) Community Government Handbook.

A set of simplified rules for conducting Council business (4) together with a suggested "Order of Business" (3) are attached for your information and inclusion in such a manual.

Will you kindly report progress in the preparation of such a Manual. When completed, we should appreciate receiving sufficient copies for our files and for distribution to other Centers.

Sincerely your,

/s/John H. Provinse, Chief
Community Management Division

Attachments.

37948

ORDER OF BUSINESS

Sanford

1. Call to order and Roll call.
 2. Minutes of Previous Meeting.
 3. Reports of Officers (correspondence by Secretary-Treasurer Report)
 4. Report of Committees
 5. Unfinished Business
(Taken from Minute Book)
 6. New Business
 7. Adjournment
-

RULES OF ORDER*

1. Introduction of Business.

An assembly having been organized, business is brought before it either by the motion of a member, or by the presentation of a communication to the assembly. There are many cases in the ordinary routine of business where the formality of a motion is dispensed with, but should any member object, a regular motion becomes necessary, or the chair may put the question without waiting for a motion.

2. What Precedes Debate.

Before any subject is open to debate it is necessary, first, that a motion be made by a member who has obtained the floor; second, that it be seconded (with certain exceptions); and third, that it be stated by the chair, that is, by the presiding officer.

3. Obtaining the Floor.

Before a member can make a motion, or address the assembly in debate, it is necessary that he should obtain the floor -- that is, he must rise after the floor has been yielded, and address the presiding officer by his official title. If a

*Abstracted from Robert's "Rules of Order"

member rises before the floor has been yielded, or is standing at the time, he cannot obtain the floor provided any one else rises afterwards and addresses the chair. It is out of order to be standing when another has the floor, and the one guilty of this violation of the rules cannot claim he rose first, as he did not rise after the floor had been yielded.

4. Motions and Resolutions.

A motion is a proposal that the assembly take certain action, or that it express itself as holding certain views. It is made by a member's obtaining the floor as already described and saying, "I move that" (which is equivalent to saying, "I propose that"), and then stating the action he proposes to have taken.

5. Seconding Motions.

As a general rule, every motion should be seconded. Where the chair is certain the motion meets with general favor, and yet members are slow about seconding it, he may proceed without waiting for a second. Yet, any one may make a point of order that the motion has not been seconded, and then the chair is obliged to proceed formally and call for a second. The better way when a motion is not at once seconded, is for the chair to ask, "Is the motion seconded?" A motion is seconded by a member's saying, "I second the motion," or "I second it," which he does without obtaining the floor, and in small assemblies without rising.

6. Stating the Question.

When a motion has been made and seconded, it is the duty of the chair, unless he rules it out of order, immediately to state the question -- that is, state the exact question that is before the assembly for its consideration and action.

7. Debate.

After a question has been stated by the chair, it is before the assembly for consideration and action. Debate must be limited to the merits of the immediately pending question. Speakers must address their remarks to the presiding officer, be courteous in their language and deportment, and avoid all personalities, never alluding to the officers or other members by name, where possible to avoid it, nor to the motives of members.

8. Secondary Motions.

To assist in the proper disposal of the question various subsidiary motions are used, such as to amend, to commit, etc., and for the time being the subsidiary motion replaces the resolution, or motion, and becomes the immediately pending question.

9. Putting the Question and Announcing the Vote.

When the debate appears to have closed, the chair asks again, "Are you ready for the question?" If no one rises he proceeds to put the question -- that is, to take the vote on the question, first calling for the affirmative and then for the negative vote. In putting the question the chair should make perfectly clear what the question is that the assembly is to decide. The chair should never neglect to state what is the business next in order after every vote is announced, nor to state the exact question before the assembly whenever a motion is made. The vote should always be taken first by the voice (*viva voce*) or by show of hands (the latter method being often used in small assemblies), except in the case of motions requiring a two-thirds vote, when a rising vote should be taken at first.

WAR RELOCATION AUTHORITY
CENTRAL UTAH PROJECT
Topaz, Utah

#344

November 17, 1944

MEMORANDUM TO: Mrs. Cochran
Medical Social Worker

SUBJECT: Appeal for masseurs

FROM: Raymond P. Sanford
Assistant Project Director

I routed your memorandum under date of November 11, in regard to appeal for masseurs for crippled children to Mr. George Lafabreque as it is the Project policy to handle all personnel matters thru the Personnel Section.

Mr. Lafabreque may see fit to follow your suggestion and utilize the block managers to help us in this effort.

Raymond P. Sanford
Assistant Project Director
Comm. Management Division

RPS:mt

WAR RELOCATION AUTHORITY
CENTRAL UTAH PROJECT
Topaz, Utah

MEMORANDUM TO: ALL SECTION HEADS IN THE COMMUNITY MANAGEMENT DIVISION

FROM: R. T. Sanford, Assistant Project Director,
Community Management Division

SUBJECT: Rescinding of order excluding persons of
Japanese ancestry from the Western Defense Command

Perhaps by this time you have already heard of the announcement of the withdrawal of the exclusion order restricting persons of Japanese ancestry from certain areas in the Western Defense Command. This announcement was made by the Military Sunday, December 17, at 3 p. m. The salient points in the order rescinding the exclusion order were as follows:

1. The mass exclusion is ended January 2, 1945.
2. All persons of Japanese ancestry residing in relocation centers are included on one of three lists which the Military have already prepared. The first list contains all persons who have been cleared by the War Department as eligible to return to the west coast on January 2. The second list contains the names of those persons who will be individually excluded and may not return to the west coast. The persons on this list will be notified by the Military between now and January 20. The third list contains the names of those persons of whom there is still some question. These individuals will be called in for questioning between now and January 20, and will either be placed on the list of those free to return to the west coast or placed on the black list and will be individually served exclusion orders. The last two lists are relatively very small. The majority of persons will fall in the first list.
3. No center will close earlier than July 1, 1945, and no center will remain open longer than January 1, 1946. Each center will be notified at least six months prior to its closing date. School will continue uninterrupted through the remainder of the current school year.

Further information will be distributed from time to time as developments occur.

R. T. Sanford,
Assistant Director
Community Management Division

WAR RELOCATION AUTHORITY
Central Utah Project
Topaz, Utah

Community Loan.

February 2, 1945

No. 400

MEMORANDUM TO: All Section Heads
Community Management Division

FROM: Raymond P. Sanford
Chief of Community Management Div.

SUBJECT: Responsibility for and
Accountability of Property

In response to an inquiry submitted to Mr. Gilbert E. Niesse regarding the above subject, he replied as follows:

"In regard to your question as to responsibility and accountability for property, the following comments are made:

A person may be both accountable and responsible for property or he may be either accountable or responsible without being both. Under Government procedure, the accountable officer is usually held responsible and bonded to the Treasurer of the United States. However the accountable officer, if bonded, can hold the responsible individual for any loss or property. To be more specific, a Property and Warehousing Officer is accountable for all major equipment on the project. However, the person having major equipment in his possession is responsible therefor and will be held pecuniary liable in the event of damage due to negligence or willful action.

"A person to whom the Property Officer transfers minor equipment is accountable and responsible for it. If he, in turn, turns this equipment over to another individual for actual use, he is still accountable but the individual to whom he released the property is then responsible for it. As a specific example, if the high school physical education director has signed for a dozen basketballs and in turn gives the balls to several coaches, he is accountable for them but can hold the coaches responsible, and if the balls are lost or damaged through negligence or willful action, the coaches or players who are responsible may be held

for this loss. This regulation applies regardless of whether the responsible person is either a resident or a member of the appointed staff.

"In the event losses have occurred they must be reported to the Property Officer for preparation of a survey. A Survey Board will then determine the facts in the case and make their recommendation as to responsibility of the loss. The case is then referred to the Washington Office who will make the final determination.

"This summarizes fairly briefly the survey procedure. If you desire, further details as to the responsibility of individuals and the methods of collection and their right of appeal will be furnished to you. "

This is sent you for your information and guidance and in response to inquiries made to me by some section heads.

Original Signed by
R. P. SANFORD

Raymond P. Sanford
Chief of Community Management

H

WAR RELOCATION AUTHORITY
Central Utah Project
Topaz, Utah

Community Board
✓

February 3, 1945

No. 401

MEMORANDUM TO: All Section Heads
Community Management Division

FROM: Raymond P. Sanford
Chief of Community Management

SUBJECT: Fire and Accident Prevention

This memorandum is being sent you because as Chief of the Community Management Division, I am responsible for strict compliance by my staff with all W.R.A. rules and regulations covering fire and accident prevention.

Fire Prevention

Every section head and employee should become thoroughly familiar with all manual provisions relating to fire control, and observe them in every detail because employees may be held personally liable for any loss caused by their negligence and non-observance of these rules and regulations. (Sec. 40.4.19E and Question No. 11 W.R.A. 98 Rev.-Report of Fire)

In the interest of safety from fire, you are directed to comply with the provisions of Fire Protection Handbook, Section 40.4.10 which provides: Faulty electric wires, switches and appliances are to be reported to the Project electrician for repairs or replacement. Tampering with or changing electrical wiring is prohibited. Section 40.4.10-A and Project regulations permit the burning of rubbish, etc. at least 20 feet from the buildings, 6:00 A.M. until 10:00 A.M., except during periods of high winds, water shortages and extreme dry weather. Permits may be secured from the Fire Department for special occasions and other hours when necessary. 40.4.11 prohibits the use and storage of paints and inflammable liquids in buildings, except as approved in that section. That section also proves that combustible rubbish shall be removed from, and kept at least twenty feet, from buildings until safely disposed of, and that in shops etc. oily rags, waste and other combustible rubbish shall be kept in metal containers with tight fitting covers until removed from the building.

Accident Prevention

When driving about the Project, employees should carefully observe and comply with all traffic rules and regulations.

When walking about the center at night, they should keep to the roads to avoid possible injury from falling or stepping into holes, ditches or pitfalls.

It is also the responsibility of each employee to report immediately to the Safety Committee of the Project any dangerous condition or violation of safety regulations coming to his attention.

- - - -

I trust that all employees of the Community Management Division will cooperate to see that all of the rules and regulations referred to above are complied with, thus reducing fire and accident hazards, and preventing unnecessary fires and accidents.

Raymond P. Sanford
Chief of Community Management

RPS:H

WAR RELOCATION AUTHORITY
Central Utah Project
Topaz, Utah

February 2, 1945

No. 399

MEMORANDUM TO: L. G. Noble
Superintendent of Education

FROM: Raymond P. Sanford
Chief of Community Management

SUBJECT: Soliciting Advertisements from
Firms for High School Yearbook

I am returning, herewith, the list of firms with which the War Relocation Authority has business relations.

In regard to soliciting advertisements from any of these firms, I am advised of the following policy by the Relocation Division:

Delta Firms - Delta firms may be solicited, if such solicitation is accompanied by a letter indicating that they are being approached on a purely friendly basis, and then only if the Education Section is convinced that such a request will in no manner injure our public relations.

The Procurement Unit augments the above policy by saying that in no event should wholesale firms in Delta, doing business exclusively with W.R.A. and not directly with the Japanese residents, be solicited; that the only firms which may be appropriately solicited are the firms in Delta doing business directly with the Japanese residents. This would include the grocery stores, drug stores, bakery, dry-goods stores, hotels and restaurants, and any other retail stores catering to Japanese patronage.

(This will augment your list of Delta firms, but will delete the wholesale firms not dealing directly with the residents.)

The approach to the Delta firms should be made only on the basis of friendly and business relations with the Japanese residents, and W.R.A. and business obtained by them from W.R.A. must not be referred to.

No solicitor may represent himself as being a representative of W.R.A., but rather must make it clear that he is a representative of the High School and the Japanese students and residents.

Outside Firms - The above policies applying to Delta firms also apply to Salt Lake and other outside firms. The only outside firms which may be solicited are firms dealing directly with the Japanese residents, and no wholesale or retail house dealing with W.R.A. and not with Japanese residents should be contacted.

Firms desiring to cater to Japanese trade are free to advertise in the High School Annual and may be solicited on that basis only. This would probably include Japanese restaurants, hotels catering to Japanese trade, and firms doing a mail-order business direct with the residents.

All solicitations from outside firms should be made by mail only.

The above rules may seem unduly restrictive, but no firm should be in a position to even remotely suggest that their business-relationship with W.R.A. is influenced to any degree by their refusal or agreement to advertise in a Topaz High School year book, and any departure from the procedure above outlined would be in direct violation of Government regulations.

RPS:H
(Attach).

Raymond P. Sanford
Chief of Community Management

WAR RELOCATION AUTHORITY
Central Utah Project
Topaz, Utah

Community Management
March 9, 1945

MEMORANDUM TO: Mr. E. W. Conrad
Project Reports Officer

ATTENTION: Mr. Charles C. Eberhardt
Representative of the State Dept.

Since the visit of the Spanish Vice Consul to the Central Utah Project last August, the following improvements in services to the Japanese residents have been made:

Health Section

A special diet kitchen has been set up in Block 2. At this kitchen approximately 80 diet patients, such as diabetic, ulcer and other cases requiring special diets, are served three meals daily.

An appointive staff Sr. Medical Officer has been added to the hospital staff, and the usual staff has been maintained.

A dental laboratory has been installed to afford better service to persons requiring dentures and denture work.

Arrangements have been made for an optometrist to visit the Center at frequent intervals to make refractions for residents at Government expense.

The new Senior Medical Officer is making a special study of diabetic patients, and when they leave the Center they will receive advice as to special diets they should follow and the amount of insulin they should use.

Community Analysis

This section now has a full staff of employees and are therefore in a position to give much better coverage to the trends and sentiments of the residents.

This section is now writing weekly trend reports which are sent to the Washington office so that office may be kept up to date in regard to resident trends and thinking.

Outside news items are digested and this section is apprised of outside trends and thinking affecting Japanese and people of Japanese ancestry.

Internal Security

The resident police force has been reduced from 57 to 45, as the order in the camp has been very good and it was decided that there was no need for the larger force.

Pass procedure has been simplified and has been centered predominately under the Chief of Internal Security.

Traffic regulations and control are being enforced for the protection of the residents and there has been no serious traffic accident since last August.

A project wide Youth Welfare Committee has been organized, composed of both resident and appointive staff members. The duties of this committee, among others, are to decide the needs of the youth of the community, to suggest ways and means of meeting such needs, to start procedures that have been recommended into operation, to prevent juvenile delinquency as far as possible and to handle any cases of juvenile delinquency that may arise. This committee is headed by the head of the Welfare Section, assisted by the Assistant Chief of Internal Security.

Welfare Section

They have an additional number of appointive staff employees which has enabled them to give individual attention to a larger number of welfare problems, mal-adjustment, family, and other social problems.

The office of the head counselor has been moved to Block 2, which is more centrally located for the residents, and the entire welfare section has been reorganized to give better service to the residents.

Recently, a procedure has been worked out with the Finance Office, whereby clothing allowances will be made at least two weeks earlier than formerly, and applications for public assistance have been expedited. Approved applications are sent to the Finance Office twice a month and there is much less delay in obtaining such assistance.

Welfare section has also expanded its services to dependent residents of the Center to enable them to work out resettlement plans. This also applies to handicapped persons. In many instances the Welfare section makes the initial contact with such residents to explain the benefits and assistance available to them.

Are disseminating information to the residents regarding public assistance, social security, rationing, priorities, federal loans, etc. to fortify them in reestablishing themselves outside the Center.

EDUCATION

An additional improvement in the Education program at this Center is the completion of a new Science Building. This building is a modern, well-lighted structure, composed of nine class rooms in which science and vocational training courses are carried on. The building is well equipped for these purposes.

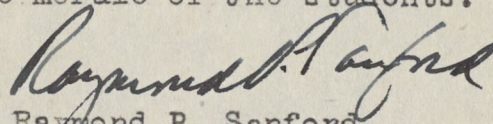
The number of teachers has been increased in both the elementary and secondary schools. At the present time there is only one vacancy.

Courses have been improved and made more attractive to students and the educational program being carried on is comparable to that in any Utah city or cities in adjacent states. The curricula offered is standard in every way and the credits from these schools are being accepted throughout the United States at their full value.

New vocational training courses have been provided, such as welding, auto mechanics, lapidary work and other crafts. These courses are aimed to equip the participants with sufficient knowledge and skill to obtain employment in these fields. Certificates are given upon completion of the courses, giving the clock hours engaged in such work, degree of efficiency in the use of pertinent tools, etc. and the graduates are given something tangible to present to prospective employers to apprise them of the applicant's efficiency and skill as a welder, auto mechanic, etc. Much interest is being shown in these courses and the classes are generally filled to capacity. As one group graduates, another course is started.

COMMUNITY ACTIVITIES

Resident football and basketball teams have been sent to other cities to participate in games and tournaments and have been favorably received. This has proved to be very beneficial and has promoted the morale of the students.



Raymond P. Sanford
Chief of Community Management

WAR RELOCATION AUTHORITY
Central Utah Project
Topaz, Utah

March 12, 1945

No. 434

MEMORANDUM TO: Community Council
Att. Mas Narahara, Chairman

FROM: Raymond P. Sanford, Chief
Community Management Division

SUBJECT: Proposed Community Activities Trust

Section 30.5.14 of the WRA Manual provides:

"No evacuee personnel shall be employed out of WRA funds in the Community Activities Section or in any other Section to operate motion picture services where an admission is charged."

In view of this provision, and in accordance with a meeting on the subject which was held in the Office of the Chief of Community Management on March 3, 1945, a copy of the Minutes of which is enclosed, a Community Activities Trust is to be formed to take over certain phases of the work which the Community Activities organization heretofore sponsored. The intent of the formation of this Trust is to enlarge the field of possible recreational services for the benefit of the residents as a whole.

The trustees are to be residents of this center and you are requested to suggest the names of five residents to act as such trustees. The trustees should represent the various resident groups, such as the Community Council, Block Managers and Inter-Faith organizations.

It is expected that the Community Activities Section and the Education Section will each designate one trustee, the idea being that with the trustees suggested by your group, a representative body will be established to serve the needs of the residents in such activities as may be covered by the declaration of trust.

RPS:H
Attach. (1)

Raymond P. Sanford, Chief
Community Management Div.

Approved:

Project Director

WAR RELOCATION AUTHORITY

Central Utah Project
Topaz, Utah

Community Council
Topaz, Utah

Attention: Mr. Mas Harahara

Gentlemen: Re: Proposed Community Activities Trust

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RMS
Attach.

RPS:H 3/12/45

Cancelled
L. T. Hoffman
Project Director

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April 12, 1945

Mr. Luther T. Hoffman
Project Director
Central Utah Relocation Center
Topaz, Utah

Attention: Community Management Division

Dear Mr. Hoffman:

It has been called to our attention that several relocation centers have been approached by representatives of the Protestant Church Commission, the National Intercollegiate Christian Council, and other religious groups regarding the use of student workers on either a volunteer or paid basis during the summer to assist in community activities work. This letter is to clarify the policy of the War Relocation Authority regarding the use of student workers during the summer of 1945.

Last summer a number of students were recruited and assigned to several of the relocation centers to group activities work as a part of the summer program. Some of these student workers served as volunteers; others were financed by various denominational groups and through funds provided by the YMCA and the YWCA; and several were employed by the War Relocation Authority under the title of Summer Education Activities Assistant, SP-1, at a salary of approximately \$100 a month.

Authority for the employment of student workers under the classification of Summer Education Activities Assistant, SP-1, has been discontinued. In view of the probable availability of qualified teachers for assignment to community activities work after the closing of the schools, it is felt that the use of the SP-1 position for the employment of additional people for community activities is no longer justified.

Such students as may be available this summer for work at the centers may serve either as volunteers or with their expenses and remuneration paid by various private and religious agencies. Acceptance of such volunteer aid should be determined by your own project needs.

55900

The whole question of the place of student workers and others in the summer activities program for this approaching season was reviewed at a meeting of the Coordinating Committee of the YMCA-YWCA on Japanese-American Work held in New York City on April 10, 1945. Representatives of the War Relocation Authority attended this meeting.

The following is a summary of the understandings which were reached and which are passed on to you for your information and guidance:

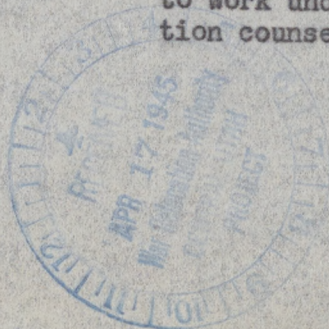
- (1) It will not be possible this summer for the War Relocation Authority to employ student workers on the SP-1 basis as was done in some centers last year.
- (2) Student workers, either volunteers or paid by private and religious agencies, can make a useful contribution to the summer activities program as they encourage relocation.
- (3) The determination of the number and types of workers required rests with the project administration in consultation with religious and other community agencies or groups.
- (4) Such volunteer workers are required to live off the project as provided by existing regulations, except where, at the discretion of the project administration, they may live on the project for short-term periods (not exceeding three weeks).
- (5) The hostel and community service program for resettlers provides a challenging opportunity for student workers and volunteers to contribute to the relocation program through effective work on the outside.
- (6) The plan of the National Japanese American Student Relocation Council to sponsor the return to the centers this summer of relocated Nisei students in the interests of stimulating relocation should be encouraged. It has the full approval of the YMCA-YWCA Coordinating Committee and of the War Relocation Authority. This program calls for the assignment of two students to each center for the summer to work under the supervision of the student relocation counselor.

*See
Post Inclusion
Manual 150.1.10C*

Sincerely,

55900

John H. Provinse
Chief, Community Management Division



WAR RELOCATION AUTHORITY
Central Utah Project
Topaz, Utah

June
July 8, 1945

No. 530

MEMORANDUM TO: Mr. L. T. Hoffman
Project Director

FROM: Raymond P. Sanford
Assistant Project Director

SUBJECT: Private Enterprises

In response to your office memorandum of June 7, 1945, may I say that I thought you had already decided in the Project Director's Staff Conference of June 5, to send to Washington a letter prepared by Mr. Carmichael and I felt I could be of most help, prior to release of this letter by having a conference with you, Mr. Buchanan and Dr. Ochikubo, representing Business Enterprises, which I effected in your office at 9:45 a.m. June 7.

My recommendation is that no communication on this subject be sent to Washington, prior to:

1. Calling of a meeting, which was proposed in your office yesterday morning, for the early part of next week of Mr. Narahara, chairman of Community Council, Mr. James Hirano, chairman of Block Managers, and Dr. Ochikubo of Business Enterprises, the Project Attorney, the Project Director and myself, to determine resident attitude in this matter.
2. Determining from Mr. Hibi and the groups which he represents as to whether or not they would care to channel their product through Business Enterprises, even if provision were made for it. In Mr. Hibi's letter of May 21, he wrote:

"I heard a funny thing some-time ago that anything to sell must pass through the hand of Co-op. It seems to me crazy because why Co-op has right to dominate us."

If the makers of the art products do not wish to channel their goods through Business Enterprises, there would still be a great tendency to by-pass even the co-op.

May I now present some of the arguments which occur to me, which would make it seem unwise to send the letter which Mr. Carmichael has prepared, to Washington.

1. The letter is based too much on the assumptions that this is a "normal community".
2. Psychologically, it would have a tendency to invalidate the WRA policy in regard to the relationship between private enterprise and business enterprise and might further encourage undesirable personal and other services.
3. Unless controlled by detailed administrative means in such a way as to approve sales, only in preparation for specific relocation plans, and to have the profits retained by Business Enterprises until the time of relocation, it would tend to give a vested interest at this project for those who may be thinking mostly in terms of post-war resettlement.
4. To the extent to which these sales would come in direct or indirect competition with outside taxpayers who are in business, it would be unfair and might produce unfavorable public relations because the residents are largely supported at government expense.
Note: At the present time, shell flowers from some source are on sale in Delta stores.
5. Within this Center, we might anticipate two objections from the residents themselves.
 1. Many of the evacuees working at \$16 and \$19 per month would be serving a few, some of whom according to Dr. Ochikubo in our conference yesterday, are now making as high as \$350 per month.
 2. As resident labor becomes scarce due to relocation, the encouragement of private enterprise might limit the number of those willing to work at \$16 to \$19 per month sufficiently to jeopardize the continuance of essential services. You will recall how a few months ago the City Council objected even to those residents who returned after seasonal leaves with cash in pocket and remained unemployed when we were trying to recruit for pipeline and other work.
6. I recall how vigorously Mr. Myer, during one of his visits to this project, objected to the City Council

supplementing the cash advance incomes of either doctors or nurses aides, in spite of the outstanding services they were rendering to the community.

In regard to the teletype from Mr. Laverne Madican, I do not see how we can, under present regulations, have any part in quoting a price for sale of the painting by Mr. Sinko Mikami.

If I can be of any further assistance in this matter, please advise me.

Raymond P. Sanford
Assistant Project Director
Community Management Division

RPS:mt

WAR RELOCATION AUTHORITY
Central Utah Project
Topaz, Utah

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June 15, 1945

No. 545

MEMORANDUM TO: All Section Heads - Community Management Division
SUBJECT: Per Diem Allowance for Travel less than 24 Hours

The following memorandum under date of June 12 has just reached the desk of the Community Management office and is quoted in full for your information and all personnel under your supervision:

"Several questions have been raised from various sections in regard to a project policy for the allowance of per diem for travel less than 24 hours or for travel not involving an overnight trip. Paragraph 51 of the Standardized Government Travel Regulations as amended to January 30, 1942, specifies that -

"No per diem will be allowed when the departure is after 8:00 a.m. and the return on the same day is prior to 6:00 p.m. or for any absence not exceeding three hours."

Since the purpose of per diem is to reimburse the traveler for the expenses incurred by him, it shall be the project policy that for travel that does not involve an overnight trip for which per diem is not prohibited by the above regulation, the per diem rate shall be \$4.00 per day.

It shall be the responsibility of the Division Chiefs to, wherever possible, schedule daytime travel within the prescribed working hours so that no per diem is required."

If there is any point regarding this matter which is not clear, please bring it to our attention in the immediate future.

Raymond P. Sanford
Raymond P. Sanford
Assistant Project Director
Community Management Division

RPS:mt

P. S. The memorandum quoted above was signed by Mr. L. T. Hoffman, Project Director.

WAR RELOCATION AUTHORITY
Central Utah Project

TO: Mr. Charles F. Ernst
Mr. James F. Hughes
Mr. Lorne W. Bell

FROM: Robert S. Iki

SUBJECT: Cordination Of Interest Group Within Blocks

I Introduction

In line with the recent request of the Community Services Division I amsubmitting, my personal opinions regarding the possibilities of organizing interest groups within each blocks.

As you gentlemen know there is at present in existence various vertical organizations which touch upon the block level but can not necessary devoted entirely to that level itself. These groups are the Block managers, Coop Congress, the Block nurses, and under this plan the possibilities for a Block fireman, Block policeman, welfare person, and a Community Activities Director. Although on these groups such as I have said before the Block level there are vertical organizations in the sense that they are not responsible to their own particular interests. The Block managers have their chairman and headquarter and the same may be said for the block nurses, and the Coop Congress, and etc.

Consider this fact, there is an urgent need for the existence of horizontal organizations based upon and devoted to welfare of the entire block.

May I point out the similarity between this plan, and the plan of the Congress for Industrial organization.

As you know the American Federal Labor is based upon the principle of vertical organization which has its Guilds & Crafts and specific trades which interlace through the various industries but are not specifically limited to anyone. On the other hand the Congress for Industrial organization has based its principles of organization upon the unity of all forces within one Industry. It does not descriminate by the skills, unskilled in the professional levels.

It is according to these principles that a block organization or assembly would be created. The value of such organization can be readily seen of the fact that there will be the connecting horizontal ingredient of screen which directly enmeshes the whole center.

On one hand we have the vertical organization whcih are directly responsible to its own specific interest. On the other hand we have the horizontal organization which is exemplified in the organization as mentioned.

II Methods of Organization

The Chief of the Community Services Divisions expressed his desire that such an organization should be planned with the consultation of the assistant chief of that division, and would be directly responsible to him. But I firmly believe that such an organization in order can be successful, not be responsible to the assistant chief but rather because of its nature to the assistant Project Director and the Community Services Division.

The reason for this is quite obvious the very nature of the organization counts an operational aspects. Since, the original impetus must be within the functions with the operation Division; eg: Block managers, Dining hall managers, and maintenance representative, it would be a policy to have this organization in not responsible in some manner to the head of the operation Division, the assistant Project Director. The other aspect of the program involves the Community Services Divisions. An organization like this would virtually mean a complete revamp of the presently inefficient and incompetent welfare in Activities section. The entire policy of operations will be subject to it. It would practically be pulling the chestnut out of the fire. On this point alone it can be clearly seen forming a realistic point of view the operation divisions is the only division equipped to instigate this program.

The rules of the Community Council is entirely separate from such an organization as proposed above. Obviously, the main functions of the Block assembly will be to facilitate operations. Since the Council is concerned primarily and solely with the policy of the whole camp, ~~pre-it-probably~~ it should participate in this plan only in an advisory or consulting nature.

As far as the actual organization is concerned, I would recommend that the existing groups within the Blocks can be contacted, and properly explanation and Education regarding the above principles but thoroughly presented so that it ~~will~~ be a matter of Community Enterprise and not solely an Administrative inspiration. As far as the other details are concerned its relatively a simple matter which could be carried by any member of and qualified resident personnel.

Thanking you again for this consideration, I remain