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FINAL REPORT

Operations Division

Agriculture Section

The first plans for the Agriculture Division provided that this division have charge of clearing land, producing vegetables and meat, providing firewood, and operating a saw mill. Due to the fact that very few of the evacuees had any experience whatsoever in any of the above enterprises except farming, it was felt desirable that several labor foremen be employed to supervise crews and teach the techniques of handling wood cutting tools and sawmill operations. Accordingly, eight men were hired in addition to the foundation staff of five. At the end of about six months we started releasing the above mentioned eight foremen and settled to a regular staff of five men. These include a chief of the section, 9 farm superintendents, an assistant farm superintendent, and two principal agriculture aides.

At the end of the first year the Industrial Section, including responsibilities for cutting wood and operating a sawmill, was set up independent of the Agriculture Section. This was believed best for several reasons. The farm crews could not stay at the wood cutting job late in the spring, and at the same time take care of their responsibility on the farm. Since this separation of duties, the Agricultural Section has been concerned only with clearing farm land, producing vegetables, feeding hogs and caring for workstock.

Evacuee personnel, during the period before the Industrial and Agriculture Sections were separated, included from four to five hundred workers. They were divided into two woodcutting and farming crews, one strictly farm crew, one hog crew, and one workstock crew, each having a general foreman, and one sub-foreman for each fifteen men. After the division of the sections, we set up three farm crews, one hog crew, one workstock crew, and one maintenance crew. An effort was

made to group the farm crews under one general foreman, but due to the fact that the farm lands were scattered over several square miles in small plots and also to the fact that the men were already grouped in crews of their own choice, there was no desire on the part of the crews to merge into one organization under one foreman. Aside from inconvenience in supervision of labor and use of power tools, this arrangement has had its merits and has promoted quite a bit of a competitive feeling between the three general crews and their foremen.

One of the above mentioned three general farm crews was assigned the duties of farming the land in the center proper and operating hot beds and cold frames in producing plants for all farm crews. Another crew was assigned a raw new ground area about one mile east of the center and another larger crew was assigned an area known as Deep Elm community, which lies about three to five miles east of the center. This crew consisted of seven small crews of fifteen to twenty men and was scattered over an area of six square miles.

During the entire period of operation, this section has experienced difficulty in securing enough labor. This is due to several reasons. In the beginning, all farm workers were expected to cut wood and clear land all winter and cultivate crops all summer. Outside of a few small crews, this promised to be the most disagreeable work in the entire center. The distance from the center made it almost mandatory that the noon meal be served in the field. These meals had to be cold lunches, for several months pending the purchase of hot lunch equipment, and this added to the unattractiveness of the job. The fact that we got a very late start cutting wood the first winter, plus having no roads into the forest and having to depend altogether on mules and wagons to transport the firewood, made it an altogether disagreeable, nasty, unwanted job. Consequently this section had a great deal of trouble securing enough labor and for a long time it appeared that we only got those who could not find employment elsewhere. There was a very large turnover in labor during the first year, occasioned by individuals seeking easier and more

desirable work in the center operations. This was finally curbed somewhat by a project ruling that section or division heads had to approve the release of an individual before he could quit and secure employment elsewhere. Since the farm crews have been responsible for farming only, there has been considerably less turnover and the crews are better satisfied with their work.

The five Agriculture crews are divided for purposes of supervision as follows: Mr. Crowe, Agriculture Aide, has charge of hog and workstock crews. Mr. Milholland, Assistant Farm Superintendent, has charge of Deep Elm farm crews. Mr. Enlow, who recently replaced Mr. Mays as Agriculture Aide, has charge of Agriculture Warehouse and the Maintenance crew. Mr. Rice, Farm Superintendent, has charge of the new ground farmcrew, center farm crew, including hot bed enterprise, / and supervision of all livestock.

During the last year, both the quantity and quality of work performed has steadily improved. The crews have also accepted suggestions made by supervisors more readily than in the beginning. Crews have never been too cooperative in wanting to help another crew when that crew was behind in cultivation, harvesting, etc., but even this has improved somewhat in the last few months of operation. As the crew grows smaller and smaller toward the close of the project there was more of a feeling that it was everyone's job to see that things were done, and we have had less and less resistance to helping a fellow crew out of its difficulties.

In spite of very bad weather conditions, a considerable acreage of early vegetables was planted in February and March of the closing year and the supply of green vegetables was ample during the closing weeks of the project.

Only one strike of about two hours duration was experienced by the Agriculture Section. This was caused by the fact that the trucks which transported the crews to and from the farm failed to get the men back to the project in time for the night meal one night. But by 10 A.M. the following morning, everyone was ready to go back to work.

Feeding the noon meal to farm workers was quite a problem until hot lunch equipment was received, but since that time it has been fairly satisfactory. At times they have complained they were not receiving enough or enough variety, but on the whole it has been alright and has served the purpose as intended, that of reducing transportation expense and saving time. Lunches are carried directly to where each crew is working. Farm Security houses scattered over the farm are available as headquarters for each crew and serve as dining rooms.

Work clothing was a big problem during the first year. This was due to the fact that everyone needed boots and also to the fact there was no rigid policy on work clothing. Various crews wanted coveralls, others wanted hip boots, everyone wanted raincoats and hats and gloves. After the definite policy was announced, there has been very little complaint, but we did have some difficulty in providing a sufficient number of raincoats and boots to all farm crews.

The Jerome Center is located on property of 9500 acres, formerly operated by Farm Security Administration as a rehabilitation project. There were some 1000 acres of the land in a state of partial cultivation. This had been cleared during the years 1937 through 1942 by F.S.A. borrowers who moved into their houses before a single acre of land had been cleared. The center site took up about 500 acres of the available cleared land leaving about 600 acres of land, mostly cut-over land, a great deal of it grown back up to bushes and vines which were ten to twenty feet tall.

A court injunction had prevented Farm Security Administration from doing any drainage work whatever on this land and since it is very flat as a whole and did not have any drainage outlet, it was a very poor farm prospect.

The entire tract was rented from Jerome Farms Inc., a F.S.A. Co-op Project, on the following terms:

- a.- Lease to run for duration of war and one year.
- b.- Jerome Farms to settle equities in land and growing crops with tenants

and purchases of lands not to exceed \$20,000.00 to be repaid by WRA.

c- Payment to be made Jerome Farms in a sum equal to amounts paid in taxes.

d- Payments to be made equal to all insurance premiums. Lessor to keep up insurance on buildings on property at time of lease.

e- \$5000.00 land rent annually.

f- Proceeds from all sale of timber to go to Lessor.

g- All improvements to be returned in equal state of repair as when accepted.

h- These terms to be off-set in amount of any improvements made to the land by WRA such as clearing, draining, etc., to be determined as an increased crop production basis. As mentioned above, there was very little of the partially cleared land suitable for cultivation at the time the lease was made. The only entirely open tract was occupied by the camp site, leaving about 600 acres of land in the Deep Elm community which was in various states of being cleared. Most of this 600 acres was grown up to bushes and covered with deadened trees. All of it was covered thickly with stumps. With the exception of about 200 acres of land adjacent to Crooked Bayou, the land was all a heavy clay and had absolutely no drainage except that afforded by small road ditches. This condition has only been relieved at the very close of the center. The digging of small outlet ditches which carries the surface water off cultivated land was completed during the month of May, 1944, after two crops seasons had passed. Until that time, heavy rains would cover a great portion of the open land and even submerge several strips of road in the community.

The 200 acres of bayou bank land, which is a sandy loam, and mixed land, has been the only land which could be planted and cultivated with any degree of safety up to the closing of the project.

These lands had been cultivated from one to five years by F.S.A. borrowers who were either purchasing or renting the units. All this work had been done with one or two mules and it did not put the land in a very high state of cultivation.

Cotton, corn, and soybeans had been the principal crops growing on the land. Yields had, of course, been very low, due primarily to lack of drainage. Much of the land had been abandoned after one or two years attempted clearing and cultivation. Only nineteen of the forty-nine units were occupied at the time WRA leased the property.

It was necessary to clear the land of bushes, dead trees and stumps before satisfactory cultivation could be accomplished. This fact, coupled with the fact that the Agriculture workers were forced to cut fire wood through the month of March, 1943, resulted in a very late start in our vegetable production program the first year. Bulldozers were used to a good advantage to clear the fields of brush and stumps and since that period, a considerable number of stumps too large to push out with a tractor have been dug out by hand.

During the first sixteen months of project operation, the Agriculture Division had one room, 18 ft. by 40 ft., for office space. Four executive desks, two typists desks, one typewriter, one adding machine, and one telephone offered enough equipment, but complete lack of privacy made it hard to carry on business with some of the workers. For the last five months of the project operation the section has enjoyed two small offices, containing the same equipment but offering a much better place to carry on business such as conferences, interviews, etc.

As a whole the working relations between Agriculture and other sections has been as pleasant as could be expected in initiating an enterprise new to all of us. Numerous small problems have arisen along the way but have always been settled to the satisfaction of all concerned.

One of the most recruiting problems has been that of providing satisfactory noon meals to farm workers who were unable to come to the center for lunch. The fact that the people eating the meals were not close to the mess workers as they are in the block did much to encourage this situation. The mess workers were not too concerned about pleasing those they were feeding. This has gradually improved

until there has been very little complaint during this last few months.

Unwillingness of motor pool drivers to take supervision from those to whom they were assigned caused some dissatisfaction, but this too has improved somewhat as the project has grown older.

A series of staff conferences and Agriculture Section conferences was held about ten weeks before the date set for closing the project and these served to facilitate the actual closing procedures a great deal. The Agriculture Section started turning in tools, equipment and supplies some two months previous to the closing, and transferred them back to Property Control. Only those tools being continually used in the field were left in the field until the month of June and these were easily moved in and disposed of before all crews had quit their jobs previous to transfer.

Volunteer crews were organized to help during the final two weeks, when all regular crews were terminating to get ready to move.

It was necessary to contract for the slaughter of hogs during the last six weeks of operation.

It was necessary to ask for volunteer workers to harvest vegetables during the final three weeks of June. The Agriculture crews were getting too small to do the work and the block managers and volunteer work crew assumed this responsibility.

Since the Agriculture crews had been turning equipment in to the warehouse over a period of several weeks in preparation for closing, there was very little to bring in and account for during the last part of June. Only five men were kept on the Agriculture payroll to put the finishing touches to the closing of the Agriculture section.

CROPS

It is impossible to give a complete account of crop production, including total yields, costs, etc., at this time, because of the fact that crops are still in the field and will not all be harvested until some time after the close of this camp. The Rohwer center will continue to harvest such crops as onions, Irish potatoes, tomatoes, beets, etc., for several weeks after July 1st, and at the completion of this harvest a report of 1944 crops and production can be made.

Attached is a summary showing acreages and yields of 1943 plantings. From the stand point of efficiency and yields per acre this report does not present a very good picture, but there are several reasons for this. In the first place the farm crews were not dispatched to the farm until the weeks of April 1st, due to necessary fire wood cutting. And due to condition of land it was absolutely necessary to do considerable clearing work before planting could be started. We were actually planting when we should have been harvesting crops the first spring. This has been borne out in the 1944 season, when tons of vegetables were harvested during the months of April and May compared to almost no harvest until June in the year 1943. Coupled with the above set back, this area experienced a very severe drought during the summer and early fall of 1943. In late August, however, enough rain fell so that fall plantings could be made, and an abundant fall harvest resulted. This fall harvest accounted for more than 75% of the total production during the 1944 crop year.

Considerable acreage of crops was abandonment during the first year. Late plantings of early spring crops caused the abandonment of many crops such as English peas, greens, etc. The severe drought destroyed several plantings in mid-summer, and double row plantings which could not be given ample cultivation was the cause of more abandonment. Unfamiliarity with soil, weather, and other conditions caused some poor decisions on the part of the evacuees on several occasions.

Crops not at all suited were planted on black land, such as tomatoes, cabbage, etc. Some of these errors were noted and were not repeated in 1944 plantings, and a notable decrease in crop abandonment has been the result.

The total lack of drainage played a large part in small yields during both 1943 and 1944. It was not until the closing weeks of the life of the project that the small ditches which picked the water up and furnished outlets from the farm lands were completed. This resulted in water standing over a large part of the farm after every small rain and made it virtually impossible to give adequate cultivation on several occasions. Crops had to be re-planted or abandoned because of heavy rains which caused water to completely cover entire fields. This was held to a minimum during the 1944 spring season however, because our acreage was reduced materially and only the highest land was planted.

Insect pests such as striped cucumber beetles, squash bugs, aphids and tomato worms gave the most trouble and demanded the most attention. A complete assortment of dusts and spray material was kept on hand at all times and with few exceptions the crews were able to maintain fair control.

Due to the different types of soil from sandy to heavy clays, it was a difficult problem to teach the evacuees proper soil preparation. In 1943 we had no time in which to bed the heavy land previous to planting. This caused this land to be hard to work for the entire year. This was taken care of for the 1944 plantings during the late fall and winter of 1943-1944, when all land was disced and bedded. This fact alone permitted us to plant almost all of our spring plantings on time this year because all that had to be done was rake off the tops of the bed previous to planting. Many crops were planted in this fashion when it would have been impossible to plant had the ground needed bedding or other preparation. This was particularly true of onions, cabbage, beets, radish, greens, cucumbers, etc.

In 1944 onions and cabbage were planted during February. All other vegetables, with the exception of beans, were planted in early March. Hot-caps were used to enable the planting of cucumbers, tomatoes etc. that were not frost-proof. This practice permitted the harvesting of cucumbers in May, some three to four weeks before this vegetable is usually available.

All common green vegetables which will stand frost, such as turnip, mustard, radish, nappa, beets, etc., were planted during the first week in March and were harvested during early May in abundance. The only fault found with the evacuees was that too many seeds were used, particularly of the very small seeded vegetables. In some cases vegetable seeders were used and proved very satisfactory, but most of the plantings were made by hand and were wasteful of seed. In dry weather this almost always meant slower starting growth of the crops.

In general, the evacuees were too slow to begin cultivation during the first year. Their lack of experience with bermuda, crab and other grasses caused them to neglect many plantings until the grass and weeds either ruined the crop or materially reduced it. Double row plantings also made proper cultivation almost impossible.

The staff had intended that several mule-drawn cultivators be used, together with a limited number of tractor cultivators. The workers were unwilling to use the mules, in most cases, at least to the extent necessary to achieve good cultivation, and did not have enough tractor cultivators to go around when they were needed the most. This necessitated too much hand cultivation, which tied up a lot of labor and did not do a thorough job. During the last few months of operation the above faults were corrected somewhat. Plantings were made in single rows and earlier cultivation was carried on.

Only about 30 acres of land in the immediate center area was subject to irrigation, from fire hydrants. This served a good purpose in that it provided green vegetables during the first summer when a drought made it almost impossible to

produce them without irrigation.

Plans were in the making for the irrigation of about 150 acres of farm land through extension of the water mains, but this was abandoned when it was announced the project would close.

Harvesting of crops was carried on by each crew on its own plantings. The only times when they did not accomplish this job was once when sweet potatoes had to be harvested in a short time to prevent spoilage, and after the men generally began quitting work in preparation for leaving the center.

In the first instance all farm crews were asked to work through on Saturday and Sunday in order to insure the complete harvesting of sweet potatoes. Two large crews which did not have any sweet potatoes in their plantings volunteered to help the others over this week end and accomplished the work.

During the final two weeks of the life of the center, it was necessary to ask for volunteers out of each block to go to the fields and harvest the necessary crops as needed in the mess halls. A few of the farm foreman had volunteered to help out with this task and it also was carried out satisfactorily.

Cost figures covering the complete Agriculture operations for the year of 1943 are attached as part of this report. As noted above in this report, several adverse conditions such as late starting dates, high abandoned acreage, etc., made for high costs of production figures.

It is also felt that lack of adequate personnel in the cost account work made for a very inaccurate picture of this program. We have had seven different evacuee cost accountants in the Agriculture section over a period of 18 months and have been completely without one for weeks at a time. A laxity on the part of crew foreman in making complete work reports has also had a bad effect and has made it almost impossible to keep records which were absolutely correct.

Complete cost figures for the 1944 operation will not be available for some weeks after the closing date.

When the Agriculture section was set up we had no Agriculture equipment whatsoever and it was a difficult problem to locate available equipment in time to prepare the land for seeding the early spring crops in 1943, but at the time the closing of the project was announced our equipment was fairly adequate with the exception of some tractor cultivating equipment which we had approval to purchase. As we were closing the project by June 30th this year we did not purchase any of the additional equipment this year that we had planned to buy.

Our heavy tractors (all second hand) were transferred from other agencies and were adequate. Owing to some of it being in a bad state of repair we lost considerable time on account of breakdowns and waiting on parts for repair.

We had to buy all of our smaller power equipment and tractor drawn equipment for the heavy tractors. We obtained most of our mule drawn equipment from farmers who were selling out and a Farm Security Co-op that was in the process of liquidation early last year. We only had to buy a few articles new which we were able to purchase from nearby local dealers.

All of the heavy tools, light tractors, and tractor equipment was purchased on competitive bids sent to all wholesale market dealers with the exception of 15 Ford tractors which were purchased by the Procurement Office in Washington, and four small used tractors we bought from farmers who were selling out.

The procurement of small hand tools such as weeding hoes, earth trowels, garden rakes, etc., was quite a problem. Bids for the items were awarded to Fones Brothers Hardware Company, of Little Rock, Arkansas and Orgille Brothers Hardware Company of Memphis, Tennessee, but they were unable to deliver them when we needed them and we were forced to purchase them from small dealers at nearby towns.

The repair and maintenance of our equipment has been quite a problem. We set up two blacksmith shops, one in the center to take care of the light repairs of operations of the two farm units near the center and one in Deep Elm to take care of

the light repairs of larger unit in Deep Elm. All of the heavy repairs were done by the project repair section, which carried on all heavy repair for the entire project.

As the public works section was carrying on quite an extensive development program including right of ways for drainage and road construction, we were forced to wait at times for quite awhile for heavy repairs.

An attached copy of the yearly report for 1943 shows a complete picture of kind and amounts of crops harvested, used on the center and sold to others.

The only shipments to other centers were small amount of a few items which were in excess of our needs for a short period of time.

Sales were made to jobbers who in turn supplied various army camps. We were unable to make the necessary arrangements to sell directly to the camps.

Sweet potatoes was the only crop stored in any amount. A regulation warehouse was converted into a curing house by sealing the walls and ceiling with composition rock board, and a large fan installed to help increase air-circulation. Coal burning stoves provided the necessary heat.

An attempt to cure about 3000 bushes of Sweet potatoes was not very successful. During the curing period, considerable rain was experienced and it was impossible to lower the moisture content due to the concrete floor of the house. The floor continued to draw moisture during the rainy weather and caused the loss of almost half the potatoes. These potatoes were kept over a period of about ten weeks.

The roof structure of a root cellar, constructed to meet this need, collapsed when an inexperienced evacuee power shovel operator piled dirt on top improperly. Plans for reconstruction were approved but the work was never completed.

Although plans were approved for a canning plant, construction was never started. The same was true with a slaughter house and hog feeding pens. Makeshift managements were made for feeding and slaughtering hogs, but nothing was canned.

As mentioned above, crops left in the field at the time the project is closed are to be harvested by the Rohwer project, about 20% of the equipment has already been transferred to other projects and other items are scheduled to be transferred in the near future. The balance of equipment will be declared surplus to the United States Treasury. It is assumed at this time that the land will be turned back to Jerome Farms Inc., at the end of this year.

Hogs

We were quite hesitant to start our hog project as we had no facilities whatsoever.

We bought 20 light feeders in December 1942, and put them in the mule lot to utilize the feed wasted by the mules.

Our garbage was contracted to local citizens near the project for a small amount and handled very smoothly for a short time, but wild rumors soon began to run rampant about the amount of good food that was being found in the garbage pails. Some of them were malicious and others were due to the fact that they were unable to compare the waste from their own small family tables with the waste from approximately 2000 family tables.

The project director called us together and discussed the adverse publicity we were getting concerning the waste of food and we decided to purchase hogs and utilize the garbage on the project. We had no shelter whatsoever but constructed wooden platforms and garbage troughs and started feeding in the open.

The land is very flat and the soil is of a heavy nature known in this section as buckshot or gumbo soil, which has practically no absorbent capacity or under-ground drainage and works up into a loblally when wet and tramped.

About the time we bought sufficient hogs to utilize the garbage and they started delivering them to the hog lot it began to rain, sleet, and snow, and in a few days the mud was so deep the hogs were almost floating. Our losses started at

once from both pneumonia and unsanitary conditions and they were terrific for several months until we could move our pens on a dead-end gravel road, where we could get them up out of the mud and filth.

In about ten weeks we had approximately 600 hogs on hand, and a number ready for slaughter and no facilities for slaughtering, 80 miles from a slaughter house and it over crowded with its own products and a scarcity of help.

We purchased a small second hand boiler from a cleaner nearby, to heat the water, pulled a couple of very small buildings together, called it a slaughter house and started slaughtering the first part of April. We slaughtered 141 during the month, which was all the pork the residents of the center could consume.

This project was among the few to do practically all of its slaughtering with evacuee slaughter crew. We were able to find one evacuee who had had some training in veterinary science and on three occasions had a well known Arkansas Veterinary from Little Rock visit the project to give him help in care of hogs and points on inspection of meat.

We continued purchasing feeders to replace those slaughtered and the loss by death trying to keep enough hogs on hand to utilize all of the garbage. The number ranged from 500 to 600 at all times.

We have made no attempt to raise our own pigs due to the fact that no facilities have been available. For a time we let local farmers purchase feeders for the enterprise, but early in 1943 the staff, including the procurement officer, started making these purchases at local auctions. This proved the most satisfactory method. The evacuee hog feeding crews would vaccinate all hogs, before putting them on feed, for both Cholera and Septicemia.

We have furnished the project with ample pork at all times excepting a short period in the latter part of March this year.

After we moved our pens we were able to cut our death rate down to a reasonable figure for the months of April and May. It started raining again in June and the 1st part of July.

Mr. Crowe, principal farm management aide, was assigned direct charge in late June and began cleaning up the facilities, and by the latter part of July had the situation fairly well in hand, and held our death losses to a minimum until the winter snows started in December.

The latter part of December we started loosing a few from exposure causing pneumonia, and continued into January until we got a break in the weather. During the snow and rain the yard around the slaughter house got so wet and muddy we couldn't slaughter, and we contracted with the Finkbeiner Packing Company of Pine Bluff to slaughter 200 head at \$.01 per pound, dressed weight.

When this supply of pork was exhausted in early February we started slaughtering again and slaughtered until the latter part of March when the entire hog project was covered by overflow water from Big Bayou for several days.

We borrowed hogs from Rohwer for one week's supply and went up to Rohwer and slaughtered them. Since that time we have been able to slaughter all of our pork until the 2nd week in May, when some of our slaughter crew were sent to Tule Lake and other help was hard to get on account of the closing of the center.

We made arrangements with the Pine Bluff Packing Company to slaughter our needs weekly for the remainder of May and June.

During the 18 months the hog project has been in operation we have had many problems, some large and some small.

But the over all picture, very discouraging at times, shows a fair profit. In all we have purchased 2656 head of feeders at a total cost of \$44199.89. We have slaughtered approximately 375,000 pounds of dressed pork worth approximately \$75,000.

and have approximately 130 head to transfer to Rohwer, worth approximately \$2600.00. As we have had a cost accountant only a part of the time and none of them have stayed on the job more than 60 days, we have no accurate cost on production and processing, but are sure that the project has paid off from an economical standpoint, and our public relations are much improved over what they would have been if we had continued letting the public have the garbage.

As we had no pasture land we haven't anticipated either a dairy project or the growing of beef cattle.

Prior to the closing announcement plans had been approved for the construction of hog pens, slaughter house and poultry houses and the Public Works Section had purchased the materials and started leveling the sites for the buildings.

WORKSTOCK

During the first winter it was necessary to purchase a considerable number of mules and horses in order to get firewood to the center for heating the barracks. There was only one half-mile of road into the wooded area on the North and East sides of the center area, and continued winter rains made it impossible to use trucks after early fall. A total of 148 head of mules and horses were being worked at the above task during the winter of 1942-43. Considerable difficulty was experienced because of the fact that not many of the evacuees were adept at handling workstock.

Sale of animals was begun in the summer of 1943 when it was evident that roads would be available for trucks in the hauling of wood during the 1943-44 winter. Further sales were made when it was announced that the project would be closed and only 12 head were kept on hand over the period of the last three months of project operation. These were declared surplus so that they would sell during the last two to three weeks.

FINAL REPORT

OPERATIONS DIVISION

MOTOR TRANSPORT AND MAINTENANCE SECTION

On October 7, 1942, automotive equipment consisted of the following units.

Passenger Cars

Make	Year Model	Type	Capacity	Source
1-1 Chevrolet	1942	Sedan	5	WRA Little Rock Office
1-2 "	1937	"	5	Army, Camp Chaffee
1-3 "	1935	Coupe	2	" " "
1-4 Buick	1938	Sedan	5	" " "
1-5 Ford	1940	"	5	" " "
1-6 Plymouth	1939	"	5	" " "
1-7 "	1935	"	5	" " "
1-8 "	1939	"	5	" " "

Pick-up Trucks

2-1 Plymouth	1940	$\frac{1}{2}$ Ton		Army, Camp Chaffee
2-2 "	1940	$\frac{1}{2}$ "		" " "
2-3 "	1940	$\frac{1}{2}$ "		" " "
2-4 "	1940	$\frac{1}{2}$ "		" " "
2-5 "	1940	$\frac{1}{2}$ "		" " "
2-6 "	1939	$\frac{1}{2}$ "		" " "
2-7 "	1939	$\frac{1}{2}$ "		" " "
2-8 "	1939	$\frac{1}{2}$ "		" " "
2-9 International	1941	$\frac{1}{2}$ "		" " "
2-10 Chevrolet	1934	$\frac{1}{2}$ "		" " "
2-11 "	1937	$\frac{1}{2}$ "		" " "
2-12 "	1937	$\frac{1}{2}$ "		" " "

Make	Year Model	Capacity	Source
2-13 Chevrolet	1937	$\frac{1}{2}$ Ton	Army, Camp Chaffee
2-14 "	1934	"	" " "
2-15 "	1933	"	" " "
2-18 "	1934	"	" " "

Ambulances

5-1 Chevrolet	1934	3/4 Ton	Army, Camp Chaffee
5-2 "	1934	3/4 Ton	" " "

Cargo Trucks

3-51 Chevrolet	1935	$1\frac{1}{2}$ Ton	Army, Camp Chaffee
3-52 "	1935	$1\frac{1}{2}$ Ton	" " "
3-53 "	1935	$1\frac{1}{2}$ Ton	" " "
3-54 "	1935	$1\frac{1}{2}$ "	" " "
3-55 "	1935	$1\frac{1}{2}$ "	" " "
3-56 "	1935	$1\frac{1}{2}$ "	" " "
3-57 "	1935	$1\frac{1}{2}$ "	" " "

Dump Trucks

4-1 Chevrolet	1935	$1\frac{1}{2}$ Ton	Army, Camp Chaffee
4-2 Int.	1935	$1\frac{1}{2}$ "	" " "
4-3 Chevrolet	1935	$1\frac{1}{2}$ "	" " "
4-4 "	1935	$1\frac{1}{2}$ "	" " "
4-5 "	1935	$1\frac{1}{2}$ "	" " "
4-6 Dodge	1936	$1\frac{1}{2}$ "	" " "
4-7 Dodge	1935	$1\frac{1}{2}$ "	" " "
4-8 Chevrolet	1935	$1\frac{1}{2}$ "	" " "
4-9 "	1935	$1\frac{1}{2}$ "	" " "
4-10 "	1937	$1\frac{1}{2}$ "	" " "

Make	Year Model	Capacity	Source	
Stake Trucks and Trailers				
3-1	Int.	1937	2 Ton	Army, Camp Chaffee
3-2	Int.	1937	2 Ton	" " "
3-3	Dodge	1939	1½ Ton	" " "
3-4	Dodge	1939	1½ "	" " "
3-5	Chevrolet	1940	1½ "	" " "
3-6	Dodge	1939	1½ "	" " "
3-7	Dodge	1939	1½ "	" " "
3-8	Dodge	1939	1½ "	" " "
3-9	Dodge	1935	2 "	" " "
3-10	Dodge	1939	1½ "	" " "
3-11	Dodge	1936	2 "	" " "
3-12	Int.	1937	2 "	" " "
3-13	Int.	1937	2 "	" " "
3-14	Int.	1937	2 "	" " "
3-15	International	1937	2 "	" " "
3-16	"	1937	2 "	" " "
3-17	Ford	1941	1½ "	" " "
3-18	Ford	1940	1½ "	" " "
3-19	Ford	1941	1½ "	" " "
3-20	International	1938	2 "	" " "
3-21	Ford, Tractor and Trailer	1940	1½ "	Purchase (Property of Rohwer R.C.)
3-22	Dodge	1939	1½ "	Army, Camp Chaffee
323	Dodge	1939	1½ "	" " "
324	International	1937	2 "	" " "
3-25	Dodge	1939	1½ "	" " "

Make	Year Model	Capacity	Source
3-26 Dodge	1939	1½ Ton	Army, Camp Chaffee
3-27 Dodge	1939	1½ "	" " "
3-28 Dodge	1939	1½ "	" " "
3-29 Chevrolet	1941	1½ "	" " "
3-30 Dodge	1939	1½ "	" " "
3-31 Chevrolet	1941	1½ "	" " "
3-32 Chevrolet	1940	1½ "	" " "
3-33 Ford, Tractor and Trailer	1941	1½ "	Purchase W.R.A.
3-34 Dodge	1939	1½ "	Army, Camp Chaffee
3-35 "	1939	1½ "	" " "
3-36 "	1936	2 "	" " "
3-37 International	1936	2 "	" " "
3-38 Dodge	1939	1½ "	" " "

This gave us a total of eight passenger cars, sixteen pick-ups, two ambulances, seven 1½ ton cargo trucks, ten 1½ dump trucks, thirty six 1½ and 2 ton stake trucks and a total of eighty units.

This equipment was parked in a barn lot about 1¼ miles from the center, on that date about half of them loaded with supplies and equipment that could not be stored as the warehouses were not completed. After picking out all of the units that were not loaded and would run, there was a total of thirteen stake trucks, four cargoes, six passenger cars, and ten pick-ups to start the motor pool.

The repair section and the motor pool operated out of this barn lot for about a month with only a few hand tools to work with, no work benches, one vice mounted on the back of a truck. This made the possibility of keeping what equipment we had operating very doubtful, as the repair of bad order units was impossible. On the completion of a shed type building, which according to the

chart was originally intended as parking space for four cars of the administrative staff, the project director assigned this building to the Repair Section and we moved from the barn lot into the center. This building was very little improvement over the lot, having a dirt floor and limited after installation of an air compressor and battery chargers to only room for three trucks at a time. During the rainy season the mud was so deep the space was not usable.

The Motor pool did not fare as well as the repair section. It was placed on an area intended for coal storage. With no building for an office, the dispatching was done from the cab of a bad order truck, this being used for over a month, when we secured from the contractor one 8 x 10 time-shack which was used for an office until the motor pool was completed in April, 1944.

Due to this condition we were unable to keep a record of operation of all the equipment, as we did not secure any office equipment until September of 1943. The car filing cabinet was an orange crate and our desks were tables made of rough timber. If we could have started in the beginning, inspecting and repairing the equipment as we did after the garage, filling station, grease and wash rack, and the motor pool were completed, there would have been sufficient saving in upkeep cost and days lost from break downs to have paid for the construction of all the needed buildings.

The activities of the center were increasing too fast for our equipment and we were badly in need of additional units for the operation of the farming section. To overcome this shortage we justified a request to purchase additional cars, pickups and trucks, and immediately upon the granting of this request there were purchased from automotive dealers the following units:

1-9	Chevrolet	41	Station wagon	7 pass. Dealer
1-10	Hudson	42	Coach	5 pass. O.E.M.
1-11	Hudson	42	Coach	5 pass. O.E.M.
1-12	Chevrolet	39	Coach	5 " Dealer

1-13	Ford	41	Sedan	5	Pass.	Dealer
1-14	Plymouth	40	"	5	"	"
1-15	Ford	40	"	5	"	"
1-16	Chevrolet	41	"	5	"	"
1-17	"	41	"	5	"	"
2-10	Ford	39	Pic-up $\frac{1}{2}$ Ton			Dealer
2-16	Ford	37	Pick-up $\frac{1}{2}$ Ton			"
2-17	Chevrolet	42	" " " "			"
2-19	"	40	" " "			"
2-20	Ford	41	" " "			"
2-21	Ford	39	" " "			"
2-22	Ford	39	" " "			"
2-23	Plymouth	41	" " "			"
2-24	International	40	" " "			"
2-25	Ford	42	" " "			"
2-26	Ford	41	" " "			"
2-27	Chevrolet	42	" " "			"
2-28	"	41	" " "			"
2-29	International	40	" " "			"
2-30	Chevrolet	40	" " "			"
2-31	Ford	39	" " "			WPA
2-32	International	38	" " "			"
3-39	Dodge	42	$1\frac{1}{2}$ Ton Stake			Dealer
3-40	Ford	41	$\frac{3}{4}$ Ton Stake			"
3-41	International	41	1 " "			"
3-42	GMC	40	Tractor and Von Trailer			"
3-43	Dodge	38	1 Ton Stake			"

These increased our pool to 111 units.

Due to the muddy roads and heavy work required of all of our trucks, especially the dumps in the hauling of wood, gravel and coal, and with our repair section not having available space, tools and parts to give them the attention they required, we found ourselves without enough dumps to carry on the road construction and other work projects that were outlined by the Engineering Section. We also needed ten additional stake trucks to transport the farm workers to and from their work, which at that time involved about 40 miles per round trip. Our two old ambulances were also in bad condition and, unable to secure parts for them, the administration requested and was granted ten stake trucks and two ambulances from the Eighth Service Command. We accepted seven additional dump trucks from the W.P.A., and after transferring them to the center were able to make three of the seven servicable by transferring parts from one to the other. These units were received in the pool as listed.

5-3	Dodge	42	3/4 Ton	Ambulance	Arlington Tex.
5-4	Dodge	42	3/4 Ton	"	" "
3-74	Ford	42	1½ "	Stake	" "
3-75	Ford	42	1½ "	"	" "
3-76	Ford	42	1½ "	"	" "
3-77	Ford	42	1½ "	"	" "
3-78	Ford	42	1½ "	"	" "
3-79	Ford	42	1½ "	"	" "
3-80	Ford	42	1½ "	"	" "
3-81	Ford	42	1½ "	"	" "
3-82	Ford	42	1½ "	"	" "
3-82	Ford	42	1½ "	"	" "
3-83	Ford	42	1½ "	"	" "
4-11	Chevrolet	38	1½ Ton	Dump	W.P.A.
4-12	G.M.C.	37	1½ "	"	"

4-13	G.M.C.	37	1½ Ton	Dump	W.P.A.
4-14	G.M.C.	37	1½ "	"	"
4-15	International	37	1½ "	"	"
4-16	International	38	1½ "	"	"
4-17	G.M.C.	37	1½ "	"	"

This gave us a total of 130 units. However, all of these were not in operation due to the difficulty we were having in securing parts, especially for the older models. When the army offered to transfer to the WRA thirty-nine models, we placed a request for thirty-five of these units, including ten dump trucks. However, we were advised that they did not have the dumps and could only give us one, substituting stakes for the other nine. We received the following list on this transfer:

New Units Placed in Service

Unit No.	Date	Speedometer Reading
3-11	3/14/'44	34639
36	3/22/'44	31173
37	3/22/'44	20172
44	3/18/'44	30969
45	3/25/'44	21235
47	3/18/'44	31482
48	3/23/'44	22579
50	3/13/'44	37049
51	3/18/'44	23966
52	3/30/'44	13988
53	3/25/'44	32180
54	3/25/'44	broken
55	3/18/'44	26289
56	3/31/'44	22111

Unit No.	Date	Speedometer Reading
57	4/3/'44	32111
58	3/18/'44	12759
59	3/24/'44	1489
65	3/20/'44	12607
1-3	3/25/'44	11012
4	3/13/'44	86872
7	3/16/'44	4512
18	3/25/'44	29546
19	3/11/'44	67022
20	3/11/'44	2824
2-21	3/27/'44	16890
16	3/17/'44	47914
32	3/12/'44	46846
4-14	3/11/'44	12194
15	3/4/'44	34720
3-46	4/3/'44	55329
60	3/6/'44	22172
61	3/9/'44	17915
62	4/3/'44	66173
63	3/16/'44	20075
64	3/20/'44	56561
66	4/3/'44	21992
21	4/3/'44	43845

After receiving the above units, we turned back to the Property Control

Section the following units.

Make and Year Model	Type	U.S. Plate	Serial No.	U.S.A.
'35 Chevrolet	Coupe	HO256	5373483	
'38 Buick	Sedan	HO253	43452564	
'35 Plymouth	Sedan	582	PJ-207741	
'35 Chevrolet	Pick-up	59110	K5073669	
'35 Ford	Pick-up		18-2023042	
'36 International	Pick-up	62037		W.P.A. 24
'37 International	Truck	59818	FAB259-16637H5AP	
'37 Dodge	Truck	63196	T27-6816	
'36 International	Truck	59858	FAB259-16597H5AP	
'35 Chevrolet (cargo)	Truck	14779	5212487	
'35 Chevrolet (cargo)	Truck		T5083536	
'35 Chevrolet (cargo)	Truck		T5054028	
'35 Chevrolet (cargo)	Truck		T5145230	
'35 Chevrolet (cargo)	Truck		T5083720	
'35 Chevrolet (cargo)	Truck		T5212836	
'35 Chevrolet (cargo)	Truck		T5113294	
'35 Chevrolet	Dump		5212571	9080084
'35 Chevrolet	Dump		T5067884	9080081
'35 Dodge	Dump		T25-23062	9080066
'35 Chevrolet	Dump		T5212840	9080086
'35 Chevrolet	Dump		T5137411	9080083
'37 Chevrolet	Dump	HO94	T2848777	
'37 GMC	Dump		T74788	W.P.A. 130
'37 International	Dump		HD-8223	W.P.A. 78
'38 International	Dump		HD-50115	W.P.A. 207

Make and Year Model	Type	U.S. Plate	Serial No.	U.S.A.
'35 Chevrolet	Ambulance		T5108850	9080710
'35 Chevrolet	Ambulance		T5124182	9080708

One Ford Truck Chassis from Rohwer

After making this transfer, still short on dump trucks, we converted a tractor unit into a dump and placed stake truck under the low-boy trailer for a tractor unit.

At the close of operations of the Jerome Center we had on hand:

Cars	30
Tractor and Trailers	3
Stake trucks $1\frac{1}{2}$ and 2 Ton	57
Stake trucks 1 Ton	3
Cargoes $1\frac{1}{2}$ Ton	6
Dumps $1\frac{1}{2}$ Ton	5
Ambulances $3/4$ Ton	2
Wrecker or Tow 2 Ton	1
Pick-up $1/2$ and $3/4$ Ton	<u>31</u>
Total pool units	128
Fire Engines	<u>2</u>
Total units at center	130

Records on mileage is estimated at about five hundred thousand miles of freight and passenger miles for the period from October 7, 1942 to June 30, 1944.

In November 24, 1943, the Motor Repair Section parts room was without sufficient bins to care for the stock of parts on hand. Bins were built; the parts taken off the floor and properly binned and cataloged under a cardex system.

The equipment was in poor state of repair, only about fifty per cent of all types being available for service due to lack of space in which to make the necessary repairs. Although the shop foreman had been doing a splendid job with the tools available, additional equipment was rapidly acquired from stocks declared surplus by N.Y.A, and by February of 1944 everything was in full swing. Inspections were made on each piece of equipment and requirements noted, after which they were called into the Repair Section as rapidly as this section could make necessary repairs. This resulted in our ability to have ninety percent of all types in operation every day.

When the evacuation of the Center was begun all of our equipment was ready to go.

There were 523 truck loads of household goods and 77 passenger car trips involved in the Rohwer movement alone, to say nothing of the tremendous job of loading the trains that went to other centers and hauling household goods to the warehouse to be shipped later to the various centers.

In the movement to Rohwer this equipment traveled 43,000 miles with only three road failures.

The Motor Transport and Maintenance Section had a full compliment of appointive personnel for only one 30-day period during the life of the center. During this interval it operated to the satisfaction of everybody involved. This period was immediately before it was announced that the center would be closed. At that time, in anticipation of later permanent transfer, the foreman mechanic was detailed to the Rohwer center full time and the transportation supervisor was detailed to Rohwer half time. This affected operation of the section at Jerome, but even under these conditions the section played a very important part in the successful overall closing activities.

Prior to this 30-day period the section was not operated successfully, for two major reasons. Appointive personnel could not be brought into and maintained

at the recommended level, and other necessary activities and programs prevented the construction and organization of plant and staff which would have made proper maintenance possible. It is generally agreed that it was a mistake to set up the project without including proper motor repair and transportation facilities in the original construction. Instead, the section was required to operate from October, 1942 until April, 1944 with makeshift and completely inadequate facilities. Experience would further indicate that this kind of an operation requires personnel adequate for close supervision and well trained in the technical end of the business.

Various methods for handling particular phases of the job were developed. Many of these, in the light of the existing situation and in relation to the relative importance of and the time element affecting other center activities, proved successful. The particulars of several of these methods have been lost with the section's changing personnel.

From time to time special emphasis was placed on particular aspects of the section's responsibilities. Although most of this activity should have been organizationally automatic, the results of special campaigns on mileage reduction, inspections, servicing, and the like were fruitful, and their value extended beyond the period of emphasis. Most of these problems were weekly considerations at the executive staff meetings. This group remained reasonably well acquainted with the shortcomings of the section and this general knowledge tended to hold down what otherwise might have become serious failures. Where the top man and the members of his staff are careful with automotive equipment, sympathetic to the needs of others and understanding in the face of superficial shortcomings, other users of the equipment and the community as a whole tend to follow such an example. On two occasions members of the Washington office addressed general meetings of appointive personnel, on both the personal and technical considerations involved. All these things helped mitigate the troubles of the section.

The Agriculture and Engineering Sections had particular units of the avail-

able heavy equipment assigned to them. These sections were responsible, not always deservedly, for servicing and very minor repairs on this equipment. More important repairs were handled by the heavy equipment section of the motor repair shop, which functioned better or worse according to its changing situation involving personnel, labor, working space, parts and tools.

Several sections and individuals had particular cars or pickups assigned to them. These individuals were responsible for having these units serviced and for their proper use. They also were required to keep an accurate check on mileage. Other automotive equipment was assigned to the motor pool, and could be requisitioned from the pool dispatcher, who usually acted only under the explicit directions of the head of the pool. This individual appointive had no authority to refuse a proper request if he had free equipment which in his opinion was in proper shape to roll. However, he was encouraged to be a little inquisitive as to the use for which such equipment was requested. This device, employed with tact and common sense, saved the center considerable mileage, and to all practical purposes got around the necessity for the cumbersome organizational machinery which would have accomplished the same purpose. During the last few months of center operation the Internal Security Section was responsible for dispatching passenger cars after close of regular business hours. This use was limited primarily to transportation involved in meeting trains and in effecting individual relocation movements.

This section's labor difficulty, experienced in the spring of 1943, was the center's only strike situation. It was the subject of a special report which may be found in the Washington central files. Following is a brief treatment of the situation, taken from the center's Fifth Quarterly Report:

"Because of housing facilities and following a division of personnel according to available appointed supervision, the transportation section at this center operated more or less as three separate units. The motor pool was responsible for assigning transportation and for nothing else. The maintenance work

was housed in two buildings, one devoted to repairs to heavy equipment and one to trucks and passenger cars. The crew in each felt that they were particularly under the supervision of the member of the appointed personnel assigned to each. There has been no labor difficulty in the motor pool as such.

"The appointed person in charge of the garage concerned with heavy equipment carried the title of general foreman of the Motor Repair Section. In that capacity he was responsible for the actual work done to both the heavy and the lighter equipment. In reality he was kept so busy with the heavy equipment that he seldom left the building assigned to that part of the maintenance job. There were no labor problems in that building until a situation had developed in the lighter equipment garage.

"On April 22 (1943) the entire crew in the lighter section walked out. At least one of that group went to the other garage and prevailed upon its crew to walk out in sympathy. An analysis of statements from all those concerned indicated that the strike grew inevitably from two conditions.

1. The section was overstaffed, with the result that idleness led to a disregard of regulations and an insistence upon personal privilege.
2. The appointed superintendent of the transportation and maintenance repair section is psychologically unsuited to the peculiar problems of supervising evacuee labor. This individual maintained his office in the lighter repair section. Other duties prevented his close supervision of and a personal participation in actually getting the work out.

"The group which walked out sent its representative to a conference with the administration. They demanded that the superintendent be terminated. They were told that the superintendent would be retained. They were told that all but a few particular members of the group would be allowed to return to their work and the incident forgotten. They were given two or three days in which to make their decision. At the end of the time allowed they went to the employment office and

to the man requested termination.

"Effort was immediately made to recruit a new staff. This activity quickly led to the observance and later positive proof that pressure had been brought to bear under which individuals refused to accept assignment to the lighter equipment garage for fear of social ostracism and physical harm. It was apparent at one time that the general sentiment of the residents as a whole backed up the 'taboo'. The administration made the public promise that if the people of this center did not see fit to allow individuals to work in the motor repair section and maintain transportation equipment, the time would soon come when it would have to be laid up. The administration pledged itself unequivocally that if the situation reached that point, wagons and wheelbarrows would be the only transportation facilities made available.

"During May a few individuals accepted assignment in the heavy equipment garage, demanding that their assignment slips be signed by the general foreman and insisting that they were working for him and not for the superintendent of the section.

"It is doubtful if public opinion, changed by a shortage of transportation facilities, would ever have out-weighed the strength of the pressure group unless general privations of perhaps unwarranted severity were applied administratively.

"Toward the first of June the superintendent moved his office from the garage to the center's administrative building No. 1. Two or three strong minded evacuees who feared neither social disgrace nor physical conflict joined the crippled garage staff. Personalized effort was successful in building a crew of some 17 men around this nucleus. The two maintenance sections were brought into one building. The shop is turning out work at the close of this quarter in a manner more satisfactory than before the situation arose.

FINAL REPORT

Assistant Project Director in charge of Operations (W.O. Melton) entered on duty with the War Relocation Authority at the Jerome Relocation Center September 16, 1942, as Assistant Project Director, responsible for the Administrative, Transportation, Mess, Employment and Housing divisions, together with the accompanying sections. On August 15, 1943 the project was reorganized according to the chart which set up the Operations Division.

There were many factors which contributed to early administrative and operative difficulties. Personnel were recruited from many different sources and agencies, and it took considerable time for them to forget the way their old agency carried on its activities and to adapt themselves to the policies, procedures, and practices of the War Relocation Authority. We had our share of rugged individualists who had no desire to fit into the organization. The fact that the project was not completed as to construction and equipment contributed to the difficulties a great deal. Also, few of us recognized the momentous job ahead of us. We did not understand fully our relationships with the evacuees who began occupying the center on October 6, and we made numerous mistakes. in the beginning.

OPERATIONS DIVISION

The Operations Division included Engineering, Agriculture, Motor Transportation and Maintenance, Fire Protection, Industrial sections and their accompanying units.

ENGINEERING SECTION

The Engineering Section operated as the Public Works Division from the inception of the program to August 15, 1943. From the beginning of the project this section had a big job to do.

When the project was reorganized setting up the three assistant project directors, it became necessary to completely reorganize the Engineering Section. In accomplishing this reorganization and delegation of responsibility, a great deal

of emphasis, through division-wide staff meetings, was placed upon the necessity of working as a unit.

Working with the Project Director and the other two assistant project directors, we established project priorities on construction and maintenance jobs so that the Chief Engineer as well as other section and division heads would know the schedule on construction. This eliminated the uncertainties of when jobs would be completed, and familiarized the key personnel on the project with the immensity of the program of the Engineering Section.

Another factor which helped a great deal was the fact that the project policy established at that time was that all requests for services from the Engineering Section must clear through the respective assistant project director to whom the activity requesting the services was responsible and through myself as Chief of the Operations Division. This provided an opportunity to refer requests back to individuals, giving them an approximate date on which they could expect action and listing previous requests which they had made and asking them to review their needs and the possibility of eliminating some of their previous requests if the most recent one was urgent. This approach gave us the opportunity of eliminating a great deal of unnecessary construction, the individual making the request eliminating it himself because other requests from his own section were more important to him. When requests would come in for services, if the particular request looked non-essential I would discuss it with the assistant project director concerned and ask him for further justification. This worked very well.

Considering the fact that construction materials were difficult to get, the generally inexperienced labor we were using, and the painful efforts necessary to prepare information for priorities and authority for construction, the program of the Engineering Section was very satisfactory. The difficulties in preparing information for construction came about primarily through the fact that the preliminary information had to be provided by sections and divisions wholly unfamiliar with the reasons

for having to have this information and the process by which it could be provided.

AGRICULTURE SECTION:

The agricultural Section operated under extreme difficulties due primarily to the fact that all the crop land on the project was in poor state for cultivation when the project was established. Our primary operations was in the Deep Elm community. At the most, two crops had been made on this land prior to the establishment of the center, and all the land was still covered with dead trees, stumps, roots and grubs.

The Agricultural Section was responsible for processing fuel wood for use during the first winter (1942-43), and due to the fact that no labor was available for processing fuel wood until early November this meant that all the employees of the Agricultural Section were busily engaged until the first of April, at which time work was started to condition crop land.

Only a small amount of spring planting was made, and these plantings were late. Therefore, our spring crop yields were very small.

Sufficient land was conditioned during the spring and early summer months for fall planting, and an abundance of fall vegetables was produced.

The work of land conditioning and preparation for a 1944 crop was carried on during all the year of 1943, which meant that we were in excellent shape for vegetable production for the year 1944. However, due to the announcement of the camp abandonment, only 150 or 200 acres of spring plantings were made. This acreage supplied sufficient fresh vegetables until the camp abandonment.

The livestock program was limited to hogs and workstock for farm use. Due to the fact that we could not properly anticipate our needs for work stock, (this resulted from the uncertainties of the fuel situation), far too great a number of mules and horses were purchased, which resulted in unnecessary feed costs and having to go through the procedure of declaring workstock surplus and selling them. However, by early fall, 1943, we were down to our project needs.

The pork production project was probably our most successful agricultural enterprise. This enterprise was carried on by the purchase of feeder pigs and feeding them out on garbage and wheat. Sufficient pork and lard for project needs was produced for practically the entire period of project occupancy. We had undue losses by death due to inadequate facilities. However, this could not be avoided as other construction work was more urgent than the construction of housing and feeding facilities for this enterprise.

Even though the relationships between the Agricultural Section and the other divisions and sections were in the main very satisfactory, some little difficulty existed. It was absolutely impossible to plan a production program which would fit into the feeding plans of the Mess Section in every detail. At times we would have surpluses of products, whereas at other times our production was inadequate, these difficulties being caused primarily by weather conditions and insufficient quantities of labor. All of these difficulties naturally had to be handled by the Mess and Agricultural sections. They were handled by conferences between the assistant project directors and section heads involved. These conferences were always agreeable and profitable. Of course, there was constant pressure from the Agricultural Section for engineering services. Drainage was very urgent and important to the agricultural program. Facilities for livestock production was also urgent. Road building came in for considerable importance. All of these and many others were handled by getting the chiefs of the Agricultural and Engineering sections in conference and making determinations as to priorities for the jobs to be done.

TRANSPORTATION SECTION:

There was only a period of about thirty days during the entire lifetime of the project when we had a complete complement of personnel in the Transportation Section. During this time this section operated to the complete satisfaction of everybody involved. This period was immediately before it was announced that the Jerome center would be closed and that the personnel would be absorbed by other projects.

If ever another similar operation is undertaken by the government, I feel definitely that motor repair and transportation facilities should be arranged for by those having the responsibility for construction of original facilities in the original plan of construction. It is absolutely impossible to maintain and operate the number of pieces of equipment which was necessary on this project without shop and motor pool facilities and repair equipment. You can maintain a few pieces of equipment in operating condition under a shade tree, but it is absolutely impossible to maintain a hundred and thirty pieces as we have here. This cannot be done even for a short period of time.

FIRE PROTECTION SECTION:

The fire protection program was carried on originally under the Engineering Section. However, with reorganization of this project August 15, 1943, this unit was made an individual section reporting direct. The Chief of the Fire Protection Section has already made a detailed report which in my opinion is very good. Generally, I would say that the fire protection program on the project was highly satisfactory, which is substantiated by the fact that our fire losses were very light.

INDUSTRY SECTION:

The Industrial Section of the Jerome project received only minor emphasis. Actually, what manufacturing was done at this project primarily was food products such as tofu, miso, bean sprouts, ice cream, soy sauce, and lard. In addition to food products, considerable soap was manufactured. All these items could more logically be handled by the Mess Section. Therefore, the Mess Section was assigned this responsibility. The two products processed by the Industrial Section were lumber and fuel wood, and the fuel wood processing was handled the first year by the Agricultural Section.

There was no commercial production of lumber by the Industrial Section. Therefore, the processing of lumber was limited to requests from the Engineering and Agricultural sections. As these two sections submitted their needs, the Industrial Section processed the lumber. Even though the activities of the section were limited,

it fulfilled a very important part of the project program, fuel wood being probably next to food the most essential product for the residents of the center.

SPECIAL ASSIGNMENTS

The over-all planning for the Jerome project operations, administration, and maintenance was done in regular staff meetings of senior staff members. These meetings were attended by seven of the senior members of the staff. They were held each Thursday night. In these meetings every staff member was given the opportunity to discuss the problems and plans of his particular activity and to fit his activities into the over-all project program. The Project Director directed these meetings and made over-all decisions and set project policies. These meetings were very beneficial and contributed materially to efficient operations and good administration.

Among the more important administrative activities were several which may be listed:

1. Board of Directors for the Administrative Recreational Association
2. Leave Clearance Committee
3. The Project Director's Transfer Committee in Center Abandonment.
4. Administrative Staff Relocation Committee.
5. Efficiency Rating Review Board.
6. Project Survey Board.
7. Project Fuel Wood Committee.

THE ADMINISTRATIVE RECREATIONAL ASSOCIATION planned a complete program of recreation for the administrative staff and their children, centered around the administrative recreation hall. Frankly, we felt that we had a good program and as a result of this program the morale of the appointed staff was improved a great deal. Among the major items sponsored by this association were bingo parties, dances, fish fries, picture shows, pool, dominoes, ping pong, bridge, etc.

LEAVE CLEARANCE COMMITTEE was made up of thirteen members of the appointed staff. About one-third of my time for several months was devoted to this activity.

These hearings were held in the beginning by groups of three members of the committee and later when all members of the leave clearance committee were thoroughly familiar with the leave clearance procedures and policies it was broken down to individual members holding hearings. Complete notes were kept of the hearings, and leave clearance dockets were prepared and signed by the staff member holding the hearing.

At least once each week all members of the committee met and discussed borderline cases.

PROJECT DIRECTOR'S TRANSFER COMMITTEE. My work as chairman of this committee was one of the most difficult tasks of my experience with WRA. The evacuees generally did not understand why the Jerome center was abandoned. They were unhappy about making another move, and generally resisted the total operation. Each family head in the center filled out a preference sheet indicating first, second, third, and fourth choices of center to which he would like to be transferred. It developed that many more families and individuals wanted to go to Rohwer and Granada than could go and too few of them wanted to go to Gila River and Heart Mountain. The work of sorting out and tabulating the requests was handled by an evacuee committee. Then a processing committee was set up to segregate the preference sheets where there was no question regarding their eligibility to go to certain centers according to the criteria established between the administration, community council, and block managers. At this point the Project Director, set up the Transfer Committee. It was the duty of this committee to review preference sheets and to assign individuals as best we could to certain centers. This process would have worked very satisfactorily had we completed the procedure more in advance of the actual movement. Even though we were delayed in completing this procedure, I would say that the majority of the evacuees were very well pleased. If I had the responsibility for the abandonment of another center I would set up a transfer committee composed wholly of appointed staff members with as good judgment as possible as soon as the preference sheets were turned in by the evacuees, and I would expect the transfer committee to handle the total operation

without the use of evacuees.

ADMINISTRATIVE STAFF RELOCATION COMMITTEE had, as its functions, to inform all appointed staff members as completely as possible on the relocation program and to encourage relocation generally. This committee also worked with the evacuee relocation commission and other committees working with relocation. It did some very fundamental and basic work which no doubt resulted in an increase in relocation from the Jerome project.

EFFICIENCY RATING REVIEW BOARD. I served on this committee two years, as a member in 1943 and as chairman in 1944. It is a function of this committee to direct the procedure on efficiency ratings, inform rating and review officials, and to review the ratings as a whole in order to avoid injustices in rating.

PROJECT SURVEY BOARD. I served on this board throughout operation of the project.

WOOD COMMITTEE. The processing of from 8 to 10 thousand cords of wood annually was required to supply the community. This committee was made up of evacuees primarily, five representatives from the block managers and five from the council. I was designated as the administrative representative to work with the committee. Many difficulties were encountered during the first year's operations due to the fact that the evacuees themselves knew nothing about wood cutting tools or using them and, too, the program could not get under way until November. There were times when we could not cut wood as fast as it was being burned. This situation was avoided during last year's operations by starting the wood cutting program early in September and planning the operations to complete the program by Christmas, at which time weather conditions were sure to be unfavorable for the operation. This was done. Wood cutting ceased as a big program on December 24. It would be tremendously unfair if I did not give full credit to the evacuees in general and to the members of the wood committee in particular. After several days of planning with the wood committee a complete understanding was reached. From then on it was primarily a question of

making equipment, including transportation, available and keeping them on a schedule which would not completely demoralize other project operations. Evacuee members of this committee worked hard and were conscientious, sincere, and energetic, and they did a splendid job of coordinating the efforts of all the residents of the center in this program. When the camp was abandoned several hundred cords of wood were left in the area over and above the needs for fuel. This wood was hauled to Rohwer or sold in the immediate neighborhood of Jerome.

CENTER CLOSURE

When it was announced that the center would be closed, an effort was made to familiarize the residents of the center and the appointed staff with the basic reasons why this center was closed. This was no small job since many of the evacuees and appointed staff members were in a fair position to make comparisons with other projects. However, after several days, sufficient understanding was gained whereby the procedure for closing the center got under way, the first definite step being the filling out of preference sheets by the family heads.

Then came the determination of reasonable criteria by which to judge the preference sheets. I am not wholly sold on the fundamental bases of the criteria used in closing this center. I am of the opinion that the criteria to be used in determining the destiny of evacuees in center abandonment should be very limited in number and briefly and simply stated, and that when this criteria is established there should be no revisions or amendments thereto.

I am thoroughly convinced also that as soon as the announcement is made that the center is to be closed a committee of three to five senior staff members, with mature and reasonable judgment, should be set up to make the over-all plan for the abandonment program and to establish procedures and fix responsibilities. Responsibility should be vested in the best men available on the project, and these responsibilities should not be vested in too many people. In my opinion, it is better to have fewer people handling more phases of the camp abandonment program than it is

to spread the responsibilities to a large number. When the responsibilities are definitely fixed with a limited number of individuals, then the individuals with the responsibility should set up committees to assist with their activities. This gives an opportunity for complete and immediate coordination. If the major responsibilities are fixed with a few people, they can be called together on short notice. After the plans are thoroughly made and responsibilities fixed, then every member of the appointed staff should be thoroughly informed of the plan and wherein individual responsibilities lay. From this point, it should be taken to the residents of the center, and they should be thoroughly informed. Of course, there is room all the way along for the use of key evacuee residents, but they should be called in for their assistance and should not be given the responsibility for working out plans.

The actual operations of movement of people and their personal effects from Jerome to other centers in the camp abandonment program were highly successful. Even though considerable time and energy was spent in meetings with them, the evacuees responded very readily after they understood all the procedures. The six trains which left Jerome, with one exception, left on time, and it was turned over to the railroad and the Army twenty minutes ahead of schedule. Trains were loaded in record time, time ranging from 33 minutes to 8 minutes. The only individual scheduled to leave on the trains who was not at the siding ready to board the train at the proper time committed suicide some eight hours before his train left.

It is my opinion that the movement of freight and checkable baggage was even better organized and worked more effectively than the movement of the people. We had from four to six carloads of freight and two or three carloads of checkable baggage for each train, and the total operation was handled under the direction of one man, assisted by six other appointed staff members and an evacuee foreman.

The most difficult part of the Jerome camp abandonment was the movement to Rohwer. I am assuming that there will never be another occasion for considering the transportation of evacuees from one center to another in large numbers other than by train.

Certainly if there is, I would recommend against moving them any way except by train. It is absolutely impossible to organize motor caravans and make them work as effectively and as efficiently as train movements.

There will never be a time in the lifetime of any relocation center when time is so precious and there is so much to be done as in the weeks when the abandonment program is being carried out. For this reason, every effort should be made to avoid throwing extra activities on the project staff during the abandonment program. This can be avoided by planning to get the information needed by the Washington office and other projects in advance of the actual operations of closing the center.

Another point which I think should definitely be stressed is that every effort should be made to keep every position filled on the project during the abandonment operations. It is only logical that appointed staff members are anxious to be transferred to new locations when an operation is being discontinued. It is just as logical to expect that when vacancies are being held in anticipation of receiving personnel from a project which is being abandoned that the administration at these locations will insist on the personnel being released for transfer. It is more difficult task to close a big operation than it is to operate it normally, and a full complement of personnel is needed until the last day that the camp is occupied by evacuees. It is also important that sufficient appointed staff be left on the project after the evacuees have been moved to condition the camp and dispose of property, records, and fixed assets. Certainly administrative heads at locations to which the staff members from the abandoned project are being transferred should be considerate of the abandoned project to the extent of leaving personnel to handle the job.