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Dear Mr. Hoover:

In Mr. Myer's absence and on his behalf, I want to thank you for the thorough and comprehensive survey made by Mr. Gurnea at the relocation centers. The ~~XXXX~~ recommendations contained in his report have stimulated considerable constructive thinking within the Authority and will almost certainly lead to improvement in our program along many lines.

For your information, I should like to comment specifically on each of Mr. Gurnea's recommendations, taking them in the order in which they appear in the report. I hope that these comments will prove helpful as an indication of the lines along which we are now thinking and operating. In some cases, as you will note, changes have been made in policy or procedure since the time when Mr. Gurnea made his study.



*(No. 1)*  
RECOMMENDATION: It is recommended that the Division of Internal Security be removed from the Community Services Division and be established as a separate division responsible directly to the National Director.

Comment: *(Barrows)* ~~I do not agree with the proposal that the Chief of Internal Security be made directly responsible to the National Director.~~  
The number of persons with whom any administrator can deal effectively is necessarily limited. For that reason, in an organization like the WRA, having a wide range of technical and administrative functions, most specialized activities such as internal security must be grouped under coordinating, supervisory officials who are, in fact, Assistant Directors of the Authority. ~~It has always seemed to me that~~ Both in Washington and on the centers the job of Chief of Community Services *is really that* ~~must be regarded as~~

~~that~~ of a full Assistant Director in charge of community aspects of our work. *In fact, we are now considering the advisability of establishing this point more clearly by designating the Community Service Chief as Assistant Director in our new organization charts should emphasize this point, and we might possibly find it worthwhile to use the designation "Assistant Director" in order to establish the point clearly.* *organization chart.*

~~Moreover, a police function not closely coordinated with welfare work and social analysis is likely to be a source of trouble, as it has been in a few instances on the center where internal security is not coordinated with other community services.~~

*Although I can readily appreciate the reasons that prompted Mr. Barrows to make this recommendation, I am not sure we should follow it without giving the matter considerable further thought.*



RECOMMENDATION: It is recommended that there will be appointed a national chief of Internal Security whose duties will be discussed under the caption, "National Chief, Internal Security."

Comments: ~~(Barrows)~~ I believe there is no question about the soundness of the proposal that a National Chief of Internal Security be established. I think, of course, that his exact working title ought to be similar to the titles used by heads of corresponding organizational units in the Washington Office of the Authority, and not necessarily the caption "National Chief, Internal Security".

such a position was established on December 10, 1942 and is now occupied by a man who has 16 years of high-grade experience in police and law enforcement work within the state of California.



3  
RECOMMENDATION: It is recommended that there be appointed to the Staff at the Seat of Government at least two Inspectors who will be responsible only to the Director and who will conduct thorough and complete inspections of each Relocation Center submitting their reports and recommendations to him. Their authority should be equal to the Seat of Government Division Heads. Their proposed duties will be discussed under the caption, "Inspectors."

Comments: (Barrows) This work should be done by the Deputy Director and the Field Assistant Directors. I realize the Deputy Director is limited in the amount of time he can give to such work. I realize also that we have not been able to bring the Field Assistant Directors to Washington regularly to work with the staff in Washington and, thus, to become, in the true sense of the word, members of the Director's staff, as we originally intended. I think such funds as are available for holding meetings should be used to bring the Field Assistant Directors to Washington regularly so that they will be able to perform the functions suggested by Mr. Gurnea. The proposal that an outline of inspection procedure should be prepared seems to me a good suggestion. I should like to propose that as soon as possible the key staff members in Washington and the Field Assistant Directors be brought together for the purpose of developing such an outline.

This question of inspection has more complications, however, than the survey report indicates. In the first place, professionally trained medical officers, for example, can always do a better job inspecting the health program than could be done by an over-all official. Similarly, specialists in every division will always have more competence when it comes to inspecting professional or specialized work than will general administrative officials. On the one hand, specialists are guilty of the shortcomings mentioned by Mr. Gurnea of not seeing the program as a whole, and on the other hand, general inspectors have a tendency to become quasi-experts and to reach conclusions on matters of specialized competence that they have no business reaching. To deny division chiefs from Washington the right to issue instructions



in the field (and, of course, they should be denied that right), while granting it to an over-all Assistant Director, as proposed on page 22 of the survey report, would certainly cause trouble.

I think, therefore, we should have a basic plan for inspections, and that we should adopt the iron rule that nobody, regardless of his responsibilities, should visit any field office without a specific task in mind, one which is perfectly clear to him and which will be entirely clear to the project personnel. If the purpose is inspection, inspection should be thorough and based upon an organized plan.

~~Comment:~~ The position of ~~First~~ Field Assistant Director which was established within the WRA last December

Comment: At the present time the War Relocation Authority has four officials whose duties include the types of inspectorial function mentioned in the report. These are the Deputy Director stationed in Washington and <sup>three</sup> ~~the~~ Field Assistant Directors stationed at San Francisco, Denver, and Little Rock. All four are members of the Director's staff rather than line officials. ~~But~~ ~~Unfortunately~~ Because of the heavy need for travel in an organization such as WRA and the limited funds which have been available to us for the purpose, it has not been possible <sup>so far</sup> either for the Deputy Director to visit the field with sufficient frequency or for the Field Assistant Directors to make enough trips to Washington. We are hopeful, however, that it will be possible to remedy this situation in the very near future, and that we shall have a more adequate inspectorial service.



4  
RECOMMENDATION: It is recommended that there be established a uniform administrative organization in all of the projects with the exception of Poston where three individual Centers exist within the same project area.

Comments: (Barrows) I believe we are guilty of the charge of having an "utter lack of uniformity" in the administration of the work on the relocation centers. On this point I wish to suggest that we have probably benefited by allowing considerable latitude to Project Directors in modifying the standard organization in accordance with local conditions and availability of personnel. Probably variety has gone too far, and we should now be able to adopt a standard plan of organization with a better understanding of what is required than we had a year ago when the first charts were developed. Mr. Gurnea's recommendation that there be a uniform plan of organization is reinforced by the growing requirements of the Bureau of the Budget on uniformity and strict position control. Therefore, I believe we should adopt a new plan of organization and vary from it only when absolutely necessary.

Over the past year we  
Comment: This recommendation is doubtless well founded. ~~We~~ have allowed our project directors considerable latitude in varying from our standard organization of personnel. plan in accordance with local conditions and availability. ~~Probably the process has gone too far and should be corrected. At the present~~ But this process has ~~gone~~ probably gone too far and should now be corrected. At present we are in far better position than we were a year ago to draw up a ~~standard organization plan that will sound~~ standard organization plan that is really sound and that can be ~~adhered to~~ followed, ~~without variation~~ ~~even~~ in all but extraordinary cases, without variation.



5  
RECOMMENDATION: It is recommended that there be only one Assistant Project Director in each Center and that he act as an Assistant Director actually assisting the Director in the performance of his duties; that the next level consist of the heads of the following divisions:

1. Administrative
2. Transportation and Supply
3. Internal Security
4. Fire Prevention
5. Community Services
6. Community Activities
7. Health and Sanitation
8. Education
9. Agriculture
10. Legal
11. Reports
12. Buildings and Maintenance
13. Public Works

Comments: ~~(b) (7) - Exempt from public release~~. The specific plan of project organization proposed on page 17 exemplifies one possible approach to the problem of organization. It proposes 13 divisions reporting to a Director, who is assisted by an Associate or Deputy Director. Why the number of divisions should be 13 rather than some other number is not suggested. For example, Transportation and Supply now includes mess operations and motor transport, two somewhat unrelated functions, and on at least one center these functions have been separated and the job of Transportation and Supply Officer eliminated. I don't know what would be involved in Community Services as proposed in the survey, since it would not include Community Activities, Health, or Education. Presumably, by community services welfare work is meant.

In short, I doubt that the organization proposal here presented represents any profound thought on the subject. It does propose one basic plan of organization, that is, a Director, a Deputy Director, and a number of coordinate divisions.



Comment: The comment on Recommendation No. 1 is also pertinent here. The recommendation that WRA have only one Assistant Project Director at each relocation center and that 13 ~~divisions~~ functional divisions be established represents one approach to the problem of organization. Another approach ~~would~~ would be to have a number of Assistant Project Directors, each responsible for supervision of a group of ~~max~~ related functional divisions. ~~in~~ To put it another way, we might have at each relocation center an Assistant Project Director in the ~~literal~~ literal sense of the word---a man who <sup>from</sup> handles the overflow of work ~~from~~ the Project Director's desk. Or we might have a number of <sup>Assistant Project Directors</sup> ~~officials~~ whose duties ~~would be~~ and responsibilities would be more precisely defined and understood. Although we can see some advantages in the former type of organization, ~~we are extending in our~~ ~~thinking~~ ~~we are inclined~~ we are at present inclined to favor the latter type <sup>as being</sup> ~~which~~ <sup>is</sup> better adapted to our ~~present~~ program needs.



6

RECOMMENDATION: It is recommended that the heads of the divisions constitute the Project Director's staff and that all report directly to him or in his absence to the Assistant Project Director.

Comments: (Barrows) The specific plan of project organization proposed on page 17 exemplifies one possible approach to the problem of organization. It proposes 13 divisions reporting to a Director, who is assisted by an Associate or Deputy Director. Why the number of divisions should be 13 rather than some other number is not suggested. For example, Transportation and Supply now includes mess operations and motor transport, two somewhat unrelated functions, and on at least one center these functions have been separated and the job of Transportation and Supply Officer eliminated. I don't know what would be involved in Community Services as proposed in the survey, since it would not include Community Activities, Health, or Education. Presumably, by community services welfare work is meant.

In short, I doubt that the organization proposal here presented represents any profound thought on the subject. It does propose one basic plan of organization, that is, a Director, a Deputy Director, and a number of coordinate divisions.

1 Comment: See comment  
on Recommendations No. 1 and  
No. 5.



7

RECOMMENDATION: It is recommended that a review be made of all administrative instructions and that they all be compiled and issued in manual form for the guidance of the Project Directors.

Comments: (Barrows) ~~The suggestion that the Administrative Instructions of the Authority be compiled in the form of a manual deserves particular~~

~~consideration.~~ We have felt that until the Authority's program had become reasonably stable it would be difficult to prepare an over-all manual. Nevertheless, manuals have been prepared or are in the process of preparation in certain special fields, such as finance, personnel management, and employment. Whenever the basic programs for all lines of work have been blocked out, we will undertake the job of converting present instructions into an over-all manual.

I would be prepared to argue that the present instructions are not all "extremely confusing". Moreover, such confusion as exists will be reduced to some extent by the issuance of a new index which is now in process of duplication.

Comment: Preparation of such a manual has been contemplated ever since the time when the relocation centers first came into full operation. The difficulty has been that ~~our policies have been~~ ~~in such a~~ ~~constant state of revision and re-~~ ~~finement~~ that preparation of a ~~comprehensive~~ <sup>have</sup> manual seemed impractical. Nevertheless, manuals have been prepared in such specific <sup>as</sup> fields personnel, finance, and evacuee employment. Whenever the basic programs for all lines of work have been blocked out, we plan to convert our administrative instruction into an over-all manual <sup>for the guidance</sup> of project personnel.



8

RECOMMENDATION: It is recommended that any known members of subversive organizations on the staffs of the Project Directors be dismissed upon the recommendation of the Project Director.

Comments: ~~(Barrows) A letter has been written Mr. Merritt to secure more information concerning the statement that there are "pinks" on the administrative staff at Manzanar. This subject was discussed with Mrs. Adams, the Acting Chief of Community Enterprises at the center, and she was unable to suggest any one who might have been considered as falling within this definition. All of our personnel are subject to character investigation at the time of employment or during the weeks immediately succeeding their entrance on duty. No adverse reports indicating connection with subversive organizations concerning Manzanar personnel have been called to my attention. I am having a specific check made of our records in the case of the records of all people on the Manzanar staff.~~

(on page 16 of the report)

Comment: This recommendation was doubtless prompted by the statement ~~made by~~ <sup>attributed to</sup>

Project Director ~~Rap~~ Ralph P. Merritt that there are a number of "pinks" on the administrative staff at Manzanar. <sup>In a confidential letter dated April 12, 1943, Mr. Merritt specifically denies having</sup> The Director recently wrote Mr. Merritt asking for a fuller explanation of the meaning of this statement <sup>made such a statement.</sup> but no reply has yet been received. On the general subject of subversive employees, we should point out that all our personnel are subject to character investigation at the ~~time~~ time of employment or in the weeks immediately following their entrance on duty. No adverse reports indicating connection ~~with subversive organizations have come to our attention~~ of our appointed personnel with subversive organization have <sup>so far</sup> come to our attention from Manzanar or any other relocation center.



9  
RECOMMENDATION: It is recommended that a conference be held in Washington to be attended by all Project Directors; that the Project Directors be advised of the date of the conference sufficiently in advance to permit them to prepare a list of all problems and questions which they desire to discuss at the conference; that they be instructed to prepare and have at hand at the conference statistical data on all of the divisions of their respective projects supported when necessary by photographs. It is further suggested that the Project Directors be instructed to be prepared to discuss in detail the functions of each division within their respective projects.

It is further recommended that a program of the conference be prepared to include lectures and forums conducted by all of the division heads at the Seat of Government; that a copy of the program be forwarded to the Project Directors with the notification of the conference so that they may be in a position to anticipate what will be discussed at the conference.

It is suggested that during the conference an effort be made to correlate and coordinate the views of the field employees with those of the Seat of Government.

It is suggested that the Project Directors at this time be encouraged to submit recommendations that may be uniformly adopted throughout the entire field. These recommendations, of course, are to be passed upon by the National Director.

It is further suggested that the Field Assistant Directors and, if appointed by that time, the inspectors attend this conference.

Comments:



drained our travel funds to  
the point where we have

*suggested*

Comment: We fully share the feeling, expressed in this recommendation and in other sections of the report, that there is need for much more frequent face-to-face contact between our Washington and our field officials. The principal difficulty to date has been the availability of travel funds. ~~The amount of money we can spend~~ By the very nature of our program and the widespread distribution of our field offices, our requirements for travel have been and will continue to be unusually heavy. Yet the amount of money which we are permitted to spend for ~~official travel~~ <sup>for a government agency</sup> specifically ~~is~~ <sup>our</sup> limited by the terms of the appropriation act. ~~Only recently we have had to cut back travel to the barest minimum~~ Because of this situation, we have recently been compelled to limit all official travel for the balance of the fiscal year to the barest and most essential <sup>minimum and to abandon</sup> plans which we had in mind for conferences <sup>to be held during the next few months</sup> both in Washington and in the field. <sup>meeting</sup> I should add, ~~however,~~ that we did hold a ~~conference~~ in San Francisco last August which was really a national conference. It was attended by ~~practically~~ practically all division heads in our Washington offices and by project directors and other key personnel from all the centers then in operation. ~~More recently, the Director and a few members of the Washington~~ More recently, in January and February of this year, the Director and a few members of the Washington staff held a series of regional meetings at San Francisco, Denver, and Little Rock with the ~~Assistant~~ Field Assistant Directors and the project personnel in those areas. <sup>I</sup> We have, however, long felt the need for a national conference in Washington and are planning to hold one at the earliest possible opportunity.



RECOMMENDATION: It is suggested that all staff meetings be planned in advance and a definite program outlined. It is further suggested that the Seat of Government instruct the Project Director on matters of national interest that should be discussed at the staff meetings. It is further suggested that notes be taken during the meeting and that a brief of the meeting including suggestions, recommendations, and complaints received and what action was taken thereon be made and forwarded to the Seat of Government.

Comments: The procedure for holding project staff meetings, we ~~feel~~ <sup>feel,</sup> is a matter which should be left largely to the discretion of the Project Directors. Inevitably, each of the Directors will develop his own procedures in the light of local needs and of his own personal preferences. We would agree, however, that there is ~~definite~~ advantage in having a definite agenda for these meetings which can be circulated <sup>in advance</sup> and ~~will suggest that this~~ <sup>we</sup> are suggesting ~~this~~ to all Project Directors who are not now following such a practice.



11

RECOMMENDATION: It is recommended that all instructions emanating from Washington to the Field should be over the signature of the National Director addressed to the Project Director. Under no circumstances should instructions from Washington go to the Field over the signature of a Division Head to a subordinate in a Relocation Center. Upon arrival of the mail at the Relocation Center, it should be routed to the interested Division Head. All communications from the Field should likewise be over the signature of the Project Director and addressed to the National Director. As in the case of field mail, all mail arriving at the Seat of Government should then be routed to the appropriate division head for attention.

During the visits of Seat of Government Division Heads to the Field all matters should be discussed personally with the Project Directors who will in turn issue appropriate instructions to the members of his staff.

It is realized that often times, it will not be possible for the National Director nor the Project Directors to personally sign all of the mail. It is felt, however, that authority may be delegated to a limited number of staff members to sign the Director's and Project Directors' signatures on mail to and from the Seat of Government.

Comment: ~~(Barrows) Correspondence with Field.~~ The problem of communication between the Washington office and projects, ~~presented on page 27 and 28 of the summary report,~~ is one phase of the always difficult problem of defining the relations between line and staff officers. In Administrative Instruction No. 15, dated June 30, 1942, the following policy was established:

"Communications between the Washington, Regional and Project Offices, other than communications between the Regional Attorneys, Project Attorneys, and the Solicitor, shall be addressed to the Director at the receiving end. They may be signed by the appropriate staff member when the subject matter is covered by his authority. Otherwise, in cases involving basic policy, for example, or when the subject concerns two or more divisions, or in cases involving issuance of specific instructions or authorizations, such communications shall be prepared for signature of the Director at the dispatching end. Upon receipt, all letters will be routed according to subject matter to the appropriate staff officer, and not to the Director unless his personal attention



is required. The use of an "attention" line is encouraged in order to facilitate appropriate routing by the mail room. Whenever the Washington Office and a project are in direct communication, copies of the correspondence in both directions shall be sent to the appropriate Regional Office."

In <sup>an</sup> ~~the~~ Administrative Notice <sup>dotted</sup> of December 11, 1942, bringing about the reorganization of the Authority, ~~on page 2, last paragraph~~, this policy was reaffirmed. If these two instructions were scrupulously observed, ~~I think~~ <sup>it seems that</sup>

we would have little just basis of criticism of our correspondence procedure.

The alternative recommended by the report is that all mail leaving Washington be prepared for the signature of the Director, but that since he obviously cannot sign it all personally, certain people should be authorized to sign his name. It also provides that all mail should be directed to the Project Director (a provision now part of the basic policy of the Authority), but that "upon arrival of the mail at the relocation center, it should be routed to the interested division head". This obviously would not bring matters to the attention of the Project Director personally. Thus, we would have the Director's name used freely by several different members of his staff. We would pay the Project Director the homage of addressing him in all cases, but office procedure would see to it that he did not actually see the mail. ~~So about all we have is a proposed ritual which won't solve~~

~~our problem.~~

It won't solve our problem because the problem is not one of correspondence-- it is one of lines of organization authority. If no division chief ever gave basic policy instructions and understood at all times that such instructions must be made by the Director, and if he confined his correspondence to those

*Doubtless we should make more strenuous efforts to see that they are really observed.*



subjects already assigned him by Administrative Instructions, the precise correspondence procedure to be used would be unimportant. Some general education of our staff is unquestionably needed, and a certain control over correspondence is probably a necessary part of our administrative discipline, but it is by no means the whole part.



RECOMMENDATION: Only by well-defined channels of communications and instructions can responsibility be definitely fixed. Thus, the Director, of course, is responsible for the successfully functioning of the entire organization. His staff members should be individually responsible to him for the proper handling of matters under their respective jurisdictions. The Project Directors in turn are responsible to the National Director for all functions in their respective Centers and the Project Directors' staffs should be held strictly accountable and responsible for all matters within their Divisions. In other words, to fix responsibility those charged with it must be kept fully informed and their jurisdiction respected.

Comments:

~~(See preceding comments)~~ See comment on

Recommendation No. 11. I can only add that we are making every possible effort to fix responsibility and to follow the organizational lines which have been established.



13

RECOMMENDATION: It is recommended that there be made a study and complete analysis of all of the record systems to determine a system that is more suitable for uniform adoption throughout all of the centers.

Comments: (Stauber) Mr. Gurnea's comments on record keeping are very abbreviated, and although they do not cover the subject in any detail, he implies there is room for material improvement, and indicates that Minidoka's records are somewhat more inclusive than those of other projects. On the basis of my own observation, I would say that the population records at Minidoka appear to be in reasonably good shape. However, with respect to the particular point mentioned by Mr. Gurnea, namely that no central file was maintained on each individual evacuee except at Minidoka, I found that Central Utah has a file which is at least intended to accumulate such information, and Mrs. French tells me that Rohwer, too, has a file of this general character, although it is in rather an early stage. You may recall that I suggested the desirability of a file of this character in my general memorandum to you last fall on Statistical Work.

Actually, the recording of information concerning the population at the several centers shows considerable variation, since each Project has developed a program with very little guidance from either the Regional or Washington Offices. Records of this character kept on the projects fall, roughly, into two groups: (1) those which have been taken and are maintained for the purpose of carrying on the immediate work of divisions and sections, and are collected and filed by the divisions involved; and (2) those which have been received or directed to be collected by particular divisions but which are of such a general nature that they form the bulk of general source material anticipated to be necessary for the carrying on of all divisions. Examples of the first are the Basic Family Cards for the issuance of clothing allowances, and the Employment Record Cards for placement; examples of the



second are the Individual Records (WRA 26), the Social Data Registration Forms, and the general locator files of project residence of evacuees.

The records themselves, for both groups mentioned above, are for the most part uniform since they were prescribed, and usually provided, by the Regional or Washington Offices. Instructions for filling out the records have also been prescribed in varying degrees of detail by official instructions.

The actual organization and filing of the records is not uniform from project to project, particularly with regard to the basic, general records. There is variation in: (1) the division which maintains particular records, and in (2) the organization and availability of the information. Since the employment division, before the reorganization, was charged with the responsibility for records and statistics in general, this division still maintains the bulk of the records on several projects. However, there is a tendency on some centers for certain basic records to be maintained by a unit which is responsible not to a division with a particular project job, but to the Director or someone representing him, as at Minidoka and Central Utah.

Few projects have set up any kind of individual or family record files. This probably results from at least two factors: (1) as originally organized, the statistical divisions are set up in a division with special interests and (2) little direction has been given to the bringing together of information on this subject.

Comment: We are now conducting such a study ~~and will in the near future~~ <sup>and</sup> ~~recommend a uniform system of record keeping for all relocation~~ will in the near future be in position to recommend a uniform system of record keeping ~~and fix~~ collection and maintenance for all relocation centers.



14  
RECOMMENDATION: It is recommended that there be maintained in each center a central file in which there will be included all available data on each evacuee including such matters as the census records, form 26, passes, background information, criminal record, if available, and reports from all Departments such as Welfare, Hospital and Police. Thus, there will be eventually compiled a complete history file on each evacuee.

Comments: (Stauber) In recognition of the needs of the War Relocation Authority for more adequate statistical information concerning the population and methods of keeping such information current, you asked me just before the reorganization, that I assume responsibility for the general statistical work of the War Relocation Authority and indicated certain priorities. Accordingly, we began work on a daily reporting of Departures and Admissions at Centers, and this system was put into operation February 1st. A huge backlog of cases admitted to or departing from projects prior to February 1, of course, had accumulated, but progress has been made toward getting our files complete on Admissions and Departures since the initiation of the Projects. Completion of this has been delayed by the urgency of other undertakings at the projects, notably registration. On February 4, 1943, projects were directed to prepare a roster of the evacuees on Centers as of February 1st. Seven Projects have now complied with this direction, the delinquents being Colorado River, Tule Lake, and Heart Mountain.

*Sm*  
~~The~~ new budget includes an item for a Statistical Division to be set up as a part of the *project organization* ~~Project Management~~, and contemplates a general tightening up of the population accounting, together with a system of cross references, so that all files on a given evacuee will *hereafter* be tied into a general system, ~~lending itself to greater accessibility to various information on all evacuees.~~ For example, the central file for each evacuee would indicate, *regarding* in addition to basic information ~~respecting~~ his age, sex, citizenship, marital status, former address, occupation, education, and *other* *similar basic data* experience, etc., certain collateral information such as, whether he is a



9  
parolee, or has an internal security or a hospital record; whether the War Relocation Authority is assisting him on property matters; or whether he has requested repatriation. This ~~would~~ <sup>will</sup> be done <sup>(moreover)</sup> in such a way as not to interfere with the maintenance of operating records in the immediate Divisions and Sections of the Project.

I expect to present specific proposals along these lines in the near future.



RECOMMENDATION: It is recommended that there be appointed two employees for inspection services in the grade of Assistant Directors. These employees should have a full and complete knowledge of all phases of the administration and should be thoroughly familiar with the current policies of the administration and particularly of the director.

Comment: See comments ~~on previous recommendation relating to inspectors.~~

*on Recommendation No. 3.*



RECOMMENDATION: In an effort to materially improve the physical conditions in the Relocation Centers, it is recommended that the project director, or a person appointed to represent him, conduct physical inspections at irregular intervals at least once each month. These inspections should include physical examinations of such projects as the following:

- (a) Warehouses.
- (b) Hospitals
- (c) Mess halls
- (d) Latrines
- (e) Motor Pool
- (f) Agricultural areas.
- (g) Recreation.
- (h) Laundries
- (i) Cooperative stores.
- (j) Industrial buildings,  
and others.

During these inspections the person conducting them should look into matters such as the following:

- (a) Physical repair.
- (b) Sanitation
- (c) Fire hazards.
- (d) Neatness.
- (e) Care of property.
- (f) Activities of Caucasian and  
evacuee personnel
- (g) Surplus or needed evacuee personnel

Comment: This recommendation is being brought to the attention of the Project Directors together with a suggestion that steps be taken <sup>*(as soon as possible)*</sup> to put such an inspection system into effect.



RECOMMENDATION: It is recommended that the Seat of Government carefully review the number of appointed personnel in each of the ten Relocation Centers in an effort to reduce the total number to an absolute minimum. In those instances where project directors are successfully functioning with much fewer Caucasian employees than others, it is suggested that their methods and policies be considered and, if applicable, arrange for the adoption of those methods in all other Relocation Centers.

Comment: ~~(Barrows) Caucasian Personnel. On page 26 of the report, the recommendation is made that the number of Caucasian personnel on each~~

~~center be strictly limited, and that an effort be made to reduce the total to an absolute minimum.~~ <sup>we</sup> I agree <sup>fully</sup> heartily with this suggestion and <sup>and are</sup> ~~propose~~

<sup>planning</sup> to include procedures in the organization and budgeting methods of the Authority to insure such control.



18

RECOMMENDATION: It is recommended that copies be made of all Caucasian personnel files and forwarded to the project directors under personal and confidential cover to assist them in their supervision and direction of their staff members.

Comment: ~~(Barrows) Attention is also called to the fact that on some centers no records were available of the background of appointed personnel. With the elimination of regional offices, this situation has been, or is being, corrected by the transfer of regional office personnel records to the relocation centers.~~

Following

This recommendation is now being met. ~~With~~ the elimination of our regional offices on December 15 of last year, <sup>steps</sup> were taken to transfer the regional

~~The recommended~~  
office personnel records to the relocation centers. The transfer should be completed soon.



19  
RECOMMENDATION: It is recommended that the Selective Service status of all Caucasian personnel be checked and if any employees other than regularly ordained ministers be found who are officially registered as conscientious objectors, their services be terminated.

(Barrows)

Comments: ~~Conscientious Objectors~~. The policy of the Authority up to the present has been to raise no question as to the religious convictions of appointed employees, even when those convictions include a conscientious objection to war. It is true that Mr. George Townsend is a Quaker and that he informed the Authority of that fact at the time of his appointment. We have, moreover, authorized Project Directors, when they felt it was desirable, to employ conscientious objectors assigned to the Authority from the Civilian Public Service Organization.

While I do not agree with the total recommendation made by Mr. Gurnea that all persons known to be conscientious objectors be terminated, I should like to suggest that the following policy be adhered to in the future.

- (a) No further assignment of persons who have been classified by Selective Service as conscientious objectors <sup>will</sup> be permitted;
- (b) Conscientious objectors already on the appointed staff <sup>will</sup> be allowed to continue in employment so long as they do not openly advocate their principles among the evacuees;
- (c) In the appointment of new personnel, no question <sup>will</sup> be raised as to their religious convictions, so long as their attitudes do not interfere with the performance of their duties.



19

Reference is made to the recommendation on Page 26, Part I of the FBI Survey of Relocation Centers, that the services of all Caucasian personnel who are officially registered as conscientious objectors be terminated. This is apparently based on the assumption that a conscientious objector may attempt to further principles of conscientious objection among evacuees and may cause embarrassment to the administration.

The Federal government in the Selective Service Act provided for the handling of cases of persons subject to the selective service process who were officially designed as conscientious objectors. The act did not require Federal agencies to refuse employment to such persons.

The report specifically states that there is no indication that conscientious objectors were attempting to further the principles of conscientious objection among evacuees. It is not consistent with American ideals of justice, nor is it sound administration, to terminate a qualified employee solely because he may commit certain acts, in the absence of any evidence that he has committed or intends to commit such acts.

Where there is any indication that the continued employment of any person, conscientious objector or not, would tend to embarrass the administration, appropriate action will be taken promptly.

Comment: Up to the present, our policy has been to raise no question regarding the religious convictions of our appointed employees even <sup>when</sup> ~~though~~ these convictions include a conscientious objection. <sup>to war.</sup> In fact, we have <sup>on several occasions</sup> authorized Project Directors, when they felt it was desirable, to employ conscientious objectors ~~from~~ assigned to the Authority from the Civilian Public Service Organization. ~~Recent experience,~~ <sup>we</sup> however, has convinced <sup>therefore,</sup> that this policy needs some modification. For the future, we are planning to follow a policy on employment of conscientious ~~objectors~~ objectors which will include the following points:



20  
RECOMMENDATION: It is recommended that each Relocation Center be immediately requested to submit a detailed inventory list of all property and materials that are in excess of their needs in the immediate or near future and that this list after being compiled and consolidated at the Seat of Government be furnished to all Relocation Centers with instructions that if property is needed that is listed therein, it will be transferred from the Center at which it is stored. It is believed that a considerable amount of this property will be found to be in excess of any possible use by any of the Relocation Centers. If this is true, arrangements should be made to turn it in to the National Procurement Division for issuance to other Government agencies.

Comments: (Barrows) ~~Surplus and Unserviceable Property~~. On December 3, 1942, Administrative Instruction No. 70, prescribing a standard procedure for warehousing and property control, was issued. This instruction provides a procedure for salvage and disposal of surplus property. In general, the instruction ~~covers all the recommendations proposed by Mr. Curnea.~~ *exactly the same ground as the above recommendation.* Moreover, auditors are now in the field visiting centers for the purpose of following up on the application of the instruction.

It should be borne in mind, however, that under present day market conditions, ~~with which Mr. Curnea is probably not familiar~~, property which would normally be considered surplus and unserviceable may be the only practicable source of supply for many purposes. Consequently, the projects are justifiably slow to dispose of what in normal times would be considered "junk". At Heart Mountain, for example, a large number of unserviceable trucks were secured from the Army, partly because in order to secure any equipment under the circumstances it was necessary to take over two entire warehouses, but also partly to use the trucks as a source of spare parts. *These trucks* ~~They~~ are being stripped and dismantled and the unusable portions are being surveyed and disposed of as salvage. In nearly all centers, in order to secure surplus material from other governmental agencies *equipment* last summer, it was necessary to take a lot of bad with the good. In the course of the next few months, most of the unserviceable goods will be disposed of.



20

I cannot emphasize too strongly the fact that a casual view of a warehouse may give the erroneous impression that it contains only junk. For example, both the Rohwer and Jerome Centers received large numbers of looms from the NYA. They arrived on both centers completely dismantled and looked at first glance like a hopeless tangle of worthless lumber and metal. At Rohwer a member of the school teaching staff was familiar with the construction and use of looms. She directed a crew of evacuees in assembling a number of the looms. With them, she established a weaving class in the adult education program. At Jerome similar enterprise was not displayed, so the looms are still considered junk. Much the same situation is true in relation to a great deal of the surplus property referred to by Mr. Gurnea.



21

RECOMMENDATION: It is recommended that a qualified individual in each Relocation Center serve as a salvage officer and be responsible for the repair or salvage of all broken and unserviceable equipment. Specifically speaking, motors may be retrieved from unrepairable refrigerators; handles may be put in hammers, axes and other hand tools; broken furniture may be repaired in the furniture shops; clothing may be altered or repaired by a sewing project and later issued or sold to the evacuees.

Comments: ~~(See comment on preceding recommendation)~~

*see comment on Recommendation No. 20.*



22  
RECOMMENDATION: It is recommended that under no circumstances are any further demands of the evacuees to be complied with. They should by policy and practice be taught that the administration is always willing to consider and discuss with them any problem that they may have, however, once a decision has been made it is to be complied with even if it becomes necessary to call on the Military Police to enforce the order. More will be said about handling complaints under the caption "Community Government."

In the event a strike occurs because of an unmet demand, provisions should be made to care for the Caucasian personnel, curfew laws placed in effect and all privileges canceled. Thus a strike would affect the evacuee population only and be to their detriment. In the event a strike occurs on any one project or industry in a Center, it is suggested that a priority be given the employment on that project and that no additional persons be employed on any other project who are suited for work on the project that is shut down.

It is realized that at the outset a procedure similar to the one described may cause demonstrations. It should also be realized that discipline among the evacuees in the Centers has been rather lax and that any "tightening down" will have its repercussions in varying degrees. It is felt, however, that over an extended period of time such a policy will eventually disarm the minority groups and troublemakers and make them extremely unpopular in the eyes of the majority. As stated elsewhere, the majority groups have felt that they are subject to the rule of the pressure and gangster elements. The adoption of administrative policies such as these should to a large extent remove that fear.

Comments: (Embree) We agree completely that "by policy and practice the evacuees should be taught that the administration is always willing to consider and discuss with them any problem that they may have", but we see three difficulties in adding to this wise recommendation the proviso that "under no circumstances" shall "demands" be met. First, the distinction between a "demand" and a "complaint" or a "request" may at times be a very subtle one, and the refusal of a project director to countenance anything he regards as a demand (though it may have been presented in a quite different spirit) could easily defeat the recommended policy of discussing any problem which might arise. Second, it is unfortunately the fact that at some <sup>of our</sup> projects, the residents -- because of <sup>5/</sup> a past administration failure, ~~in practice,~~ to give <sup>full</sup> ~~real~~ consideration to some of their problems -- have <sup>only a limited</sup> ~~little~~ confidence in the administration. At such projects, <sup>or</sup> the "no demands" policy would <sup>(probably)</sup> result in a further estrangement between administration and residents, and would be



very likely to stimulate, rather than ~~to~~ eliminate, arbitrary action on the part of both administration and residents. Third, an arbitrary policy of denying all demands would have the effect of prohibiting consideration of any evacuee problem which might come to the project directors' attention in the form of demands, thus preventing him from making concessions which he might deem justified.

The recommendation that once a decision is made, it should be enforced even by calling the military police if necessary, makes no allowance for the very definite possibility that even after consultation with evacuees bad decisions may be made. To enforce bad decisions at the bayonet's point would be, we feel, the surest way to incite the residents to riot, and to destroy completely such confidence as they still retain in the local administration, in the War Relocation Authority, and in the government.

Since <sup>the</sup> War Relocation Authority does not anticipate the continuing existence of the centers "over an extended period of time", possible eventual benefits of the recommended policy are of less consequence than immediate effects, which, as <sup>the report</sup> Mr. Gurnea recognizes, are likely to be "demonstrations" and "repercussions".

~~Mr. Gurnea is, we think, wrong in supposing~~ <sup>Moreover, we are inclined to disagree</sup> that the minority groups which resist the administration's pressures will necessarily become "extremely unpopular". If the issue is one in which the majority are somewhat in sympathy with the recalcitrant minority, the imposition of similar restrictions on the whole population will only result in augmenting that sympathy. <sup>furthermore</sup> ~~Moreover,~~ the common resentments of virtually all evacuees--arising out of common experiences in evacuation and relocation--mean that on many issues the resisting minorities will have initial sympathy from the majority.

Finally, we fear that the final outcome of the proposed policy would be, after some initial shootings, complete apathy and loss of self respect on the



part of the residents of the centers. From such authoritarian treatment  
they <sup>might well</sup> ~~would~~ become the typical abject subjects of an authoritarian government.



23  
RECOMMENDATION: It is recommended that all persons who are undecided as to their desires for repatriation be considered in the same group as those who have requested to be repatriated.

Comments: (Stauber) One point in his report in particular is vague. He does not indicate whether his use of the term "repatriates" applies to (1) persons who have asked to be repatriated, (2) persons whom the Japanese Government has asked to have sent back to Japan, (3) persons satisfying not only one, but both conditions 1 and 2 above. It is my belief that the term properly applies to persons who have, either with or without the knowledge that the Japanese Government is interested in them, requested exchange to Japan and have not withdrawn such request, and it is in this sense that I use the term.

The basic policies on the whole program of repatriation rest on the agreements and discussions concerning repatriation and expatriation between the United States and the Japanese Government as developed by the State Department through the intermediary of the Protecting Powers. The War Relocation Authority is a party of secondary interest, our role is distinctly subordinate to that of the State Department, and our actions have been conditioned by this situation.

Inasmuch, too, as the first developments regarding repatriation occurred during the time the Wartime Civil Control Administration had the major part of the evacuees in its custody, some decisions were made initially by that organization. I refer, particularly, to the fact that according to the regulations adopted by the WCCA, children under eighteen years of age were governed by the decision of their parents. Furthermore, in the inquiries conducted by the WCCA, persons to whom letters of inquiry were addressed were not advised that their return to Japan had been requested by the Japanese Government. This was as requested by the State Department.

However, a subsequent development led to the decision by the State Department that it would be necessary in further discussions with the Japanese Government, to be in a position to say, "These people have been told that the Japanese Government has asked for them and even with that information they still want to stay in the United States." In order to put the United States Government in this strengthened position in dealing with the Japanese



Government, it was necessary to go back to some of the individuals who had earlier declined interest in repatriation, tell them the Japanese Government had asked for them, and request their decision in the light of this additional information.

Coming now to Mr. Gurnea's recommendations, the first one is, "It is recommended that all persons who are undecided as to their desires for repatriation be considered in the same group as those who have requested to be repatriated."

This recommendation is consistent with existing policy. On this point, the State Department advised the Director by letter of February 19, 1943 that "The Department of State must consider any alien Japanese who does not execute an acceptance of repatriation, or a refusal of repatriation, to be a person who is not opposed to repatriation and that arrangements may have to be made for the repatriation of such persons who do not execute a statement of their attitudes." Accordingly, on February 13 the San Francisco Repatriation Office was directed to advise any Projects reporting that persons named on repatriation lists could not make up their minds, that aliens would be considered as accepting repatriation unless they signed declination forms, and that United States citizens named on such lists should be prepared to document their citizenship.



RECOMMENDATION: It is recommended that no repatriates be placed in any administrative or supervisory capacity wherein they may exert any power or control whatsoever over other evacuees.

Comments: (Stauber) With respect to the second recommendation, namely, "It is recommended that no repatriates be placed in any administrative or supervisory capacity wherein they may exert any power or control whatsoever over other evacuees," as far as I have been able to discover, there has been no general policy statement to the effect that persons who have applied for repatriation should not be placed in administrative or supervisory capacities.

Comment: In a confidential letter dated April 9, 1943, the Director advised all ~~Project Directors~~ ~~Project Directors~~ Project Directors that they should gradually ~~ease~~ "ease out" of positions of trust and influence at the centers all evacuees who gave a negative answer to the loyalty question during the recent Army registration. This will ~~include~~ include, of course, the great majority of those who have requested repatriation, but not all since a small percentage of repatriates claim feelings of loyalty to both countries and did answer the loyalty question in the affirmative. I believe, however, that our policy *as described* will take care of the essential point contained in the recommendation.



25  
RECOMMENDATION: It is recommended that the pass privileges of all those requesting repatriation be immediately cancelled.

Comment: <sup>This</sup> ~~(Stauber)~~ The third recommendation, namely, ~~"It is recommended that the pass privileges of all those requesting repatriation be immediately cancelled"~~, is substantially consistent with existing policy on group <sup>seasonal</sup> leave and indefinite leave. Recent supplements to Administrative Instruction No. 22 restrict the issuance of leaves to persons who have requested repatriation. Supplement 8, issued March 16, Paragraph III-E provides "The Project Director shall not approve the application for a seasonal work leave of a person who has requested repatriation unless such person has subsequently received leave clearance from the Director, but he shall submit the application with his recommendation to the Director for approval or disapproval." Supplement 9, issued April 2, 1943, provides that issuance of Indefinite Leave where leave clearance has not been cleared is not authorized to a person who has applied for repatriation or expatriation. Furthermore, Mr. Shirrell was sent a letter by the Acting Regional Director of the Western Region stating "We would prefer that applicants for repatriation remain in the Centers at least as long as the exchange negotiations are proceeding as protection to their own interests." (This letter was dated September 17, 1942) Copies of this letter were sent to the Project Directors of the Manzanar, Central Utah, Minidoka, Gila River, and Colorado River Centers.



for the purpose of  
transacting essential  
personal business,

Comment: In commenting on this recommendation, a distinction should be drawn between the three types of leave issued by the War Relocation Authority: ~~(1)~~ short-term, seasonal, and indefinite. Since short-term leave is granted only for limited ~~and~~ periods and ~~is subject to modified surveillance~~, we do not feel that it would be wise to deny such leave arbitrarily to all persons who have requested repatriation. With regard to seasonal and indefinite leave, our present policies are substantially consistent with the recommendation. While we have not prohibited the issuance of such leave to all ~~repatriates~~ ~~since we feel that some of the repatriates are~~ evacuees who have requested repatriation ---since we feel that some of the repatriates are ~~xxx~~ sincere and law-abiding ~~pe~~ people---we have generally discouraged it and have provided/repatriates shall be ~~xxx~~ not be granted <sup>either</sup> seasonal <sup>or indefinite</sup> leave unless they have first received advance leave clearance through the regular channels.



26

RECOMMENDATION: It is recommended that under no circumstances should repatriates be given positions in the internal security or education divisions.

Comments: (Stauber) ~~With respect to the fourth recommendation, namely, "It is recommended that under no circumstances should repatriates be given positions in the internal security or education divisions," insofar as I have been able to discover, there have been no specific instructions to the effect that repatriates should not be given any positions in the Internal Security or Educational Divisions.~~

*See comment on Recommendation No. 25.*



RECOMMENDATION: It is recommended that those whose names were placed on the repatriation lists by persons other than themselves be removed therefrom following their submission of declinations, and that they be not subjected to any further interrogation with respect to repatriation unless at their own requests.

Comment: (Stauber) This is in general consistent with existing policy, which ~~should be continued unless some new turn in negotiations may require further inquiries to persons who, although named by the Japanese Government, have said they want to remain in the United States.~~

No 7 The only persons whose names have been placed on any repatriation list other than by their own request are (a) persons whom the Japanese Government has asked be returned to Japan, (b) children of persons who have requested repatriation, or children of persons named by the Japanese Government.

With respect to persons in group (a), each person on such lists was sent a letter <sup>some time ago</sup> explaining the offer of repatriation, and asking whether he desired to remain in the United States or be exchanged to Japan. The statements have been recorded, and a report sent to the State Department. We are preparing to furnish the State Department with a signed copy of the Declination Statement for each person who declined, and a copy of the application for repatriation -- "Individual Request for Repatriation" -- for each person requesting repatriation since the War Relocation Authority took over from ~~the~~ <sup>which are now</sup> WCCA the responsibility of handling repatriation.

No 7 It is contemplated that there will be no further inquiries to persons on these lists who have already indicated their intention of remaining in the United States, except as might be required because of new developments in the exchange negotiations. <sup>Between this government and the government of Japan.</sup>

With respect to item (b), at the time of the WCCA inquiry on repatriation, persons under eighteen years of age were bound by the decision of their parents. The policy of the WRA has been to let children speak for themselves insofar as practicable. It is planned as soon as practicable to make a re-

being conducted through neutral channels,



solicitation of [redacted] originally requested repatriation to make  
a check of their desire at present time, and to give American-born children--  
notably those in the adolescent ages -- an opportunity to make their own choice  
on the important subject of whether they wish to be Americans or Japanese  
from ~~here on~~ *the point forward.*



RECOMMENDATION: It is recommended that passes be issued only by the chief of internal security or his Caucasian assistants, and that other division heads contribute to a stop file that will be maintained by the division of internal security. It is further recommended that an evacuee desiring a pass be requested to file an application which will be checked through the files prior to such time as the application is approved. The application in itself may eventually become the actual pass. It is further recommended that all passes be numbered and a record of name and number made at the gate when an evacuee leaves the Center. Upon his return the pass should be taken up by the guard at the gate, checked off the record maintained by him, and returned to the internal security division.

It is further recommended that an accurate check be made of the gate record, and that in those instances where passes are not returned an investigation conducted to ascertain whether the evacuee has returned to the Center, and if so the disposition of the pass.

It is further recommended that all passes, upon being returned, be filed in and made a part of the evacuee's personal file.

Comments: Although we agree that a stop file should be established at all relocation centers for the purpose of checking leave applications, there would seem to be some question whether this file should be maintained by the Internal Security Division or ~~some~~ by some other branch of the project ~~management~~ management, ~~such as the Leave Section~~. In this connection, it should be remembered that our Internal Security Division is primarily an investigative or fact-finding branch and not strictly an enforcement agency. We ~~concur~~ <sup>however,</sup> concur that all divisions on the project should contribute pertinent information to <sup>a</sup> ~~the~~ master ~~file~~ ~~master~~ file maintained for checking purposes.



29

RECOMMENDATION: It is recommended that provisions be made for the searching of all packages received from the outside that are addressed to any evacuees in the Centers.

Comments:

~~Disagree~~

At the present time packages are being searched ~~only at the two relocation centers in California~~  
~~only at the two relocation centers in California~~  
under regulations promulgated by the Commanding General of the Western Defense Command only at the two relocation centers in California, which still remain within the evacuated area as recently redefined. Our policy consistently has been to observe all ~~own~~ restrictions placed on persons of Japanese descent by other branches of the government but to avoid imposing such restrictions on our ~~initiative~~ own initiative except in cases of clear and indisputable necessity. We have no evidence to indicate that the lack of searching procedures at the eight relocation centers outside ~~the~~ California has so far ~~created~~ any ~~national~~ problems relating either to the internal security of the projects or the ~~national~~ over-all safety of the nation.



30

RECOMMENDATION: A recommendation for the correction of these conditions will be found under the caption "Local Inspection Service."

Comments: <sup>No. 16.</sup> (See comment on ~~previous~~ Recommendation relating to local ~~inspection~~).



31

RECOMMENDATION: It is recommended that all telephone exchanges be operated twenty-four hours a day by Caucasian operators.

Comments: (Barrows) *To the best of our knowledge,* ~~So far as I know,~~ the only telephone exchange actually ~~operated by Japanese~~ *vacuums* is at Minidoka, where, as Mr. Gurnea points out elsewhere in his report, an earnest effort has been made to hold the ~~Caucasian force~~ *now-vacuum staff* to a minimum.

*not moreover,*  
Comment: (Barrows) We are now engaged in a survey attempting to provide the telephone facilities recommended for fire and internal security protection, and to give the Project Director a separate incoming line which does not go through the switchboard. *Our* ~~It is my~~ *is* feeling that if such a plan can be provided, *will* ~~it would~~ not be necessary to have ~~Caucasians~~ *appointed personnel* on any switchboard. If we do not succeed, *however, we are* ~~I am~~ inclined to agree ~~with the recommendation~~ *only* that the switchboards should be operated by appointed personnel. ~~As I say, I think that is the case everywhere except Minidoka, where, in view of our general policy of trying to keep down the number of appointed persons, I have hesitated to raise any question about the lack of appointed telephone operators.~~

Comment: See comment on Rec. No. 31.

32

RECOMMENDATION: It is recommended that all Centers be equipped with telephones installed on the outside where they will be available for use by the internal security division, the fire prevention division, and in the event of other ~~emergencies~~ emergencies, such as calling for hospital services.



RECOMMENDATIONS: It is recommended, to add to the efficiency and interest of the personnel of the respective fire departments, that they be furnished with uniforms, coats, boots, turnout pants and badges.

Comments: (Utz) The furnishing of uniforms, coats, boots, turnout pants and badges to fire department personnel was considered by the War Relocation Authority when the general policy statements were developed. It was finally determined by the Director that only boots and waterproof clothing, such as raincoats, would be furnished to the fire department personnel, and would remain as fire department property rather than being issued direct to the individuals. I believe that most, if not all, of the departments now have boots, raincoats, and sufficient warm clothing to make them reasonably comfortable when responding to a fire alarm.

Comment: The question of furnishing uniforms to the police ~~forces~~ and fire department ~~forces~~ was considered ~~in xxxxxxx rather xxxxxxxxxx in detail~~ several ~~months~~ months ago at a time when we were/determining our general policies on the issuance of clothing. ~~At that time, the~~ After lengthy consideration of this particular problem, the Director finally determined that the advantages to be gained from issuance of uniforms to ~~police and internal security and fire protection employees~~ would not ~~be~~ be sufficient to <sup>Counterweigh</sup> ~~outweigh~~ the rather cumbersome administrative problems ~~involved~~ involved. Reports from the field would indicate, however, that most, <sup>employees</sup> if not all, of the fire ~~departments~~ now have sufficient boots, raincoats, and warm clothing to keep them reasonably comfortable when responding to alarms.



RECOMMENDATION: It is recommended that the division head at the Seat of

Government having jurisdiction over all matters pertaining to fire prevention be instructed to prepare a training schedule to be adopted and followed by all fire departments in the Relocation Centers.

Comments: (Utz) ~~Recommendation No. 2. The administrative instruction~~ recently prepared by Mr. Hoffman, and now being reviewed by the staff, covers instructions on training fire prevention personnel. While the training schedule is somewhat scattered in various sections of the instruction, I believe the outline is fairly adequate and comprehensive, and will go far toward providing the type of training which Mr. Gurnea has in mind. It may be necessary to formalize the training program slightly more to secure adequate recognition of it on certain of the centers.

We have just recently issued an Administrative Instruction <sup>on fire protection</sup> which provides, among other things, for a training program at all relocation centers. A copy of this instruction is attached for your information.



35  
RECOMMENDATION: It is further recommended that the above division head prepare an outline to be followed by the fire chiefs for the purpose of conducting public educational programs in fire prevention, and the organization of auxiliary fire departments.

Comments: ~~(The)~~ The administrative instruction referred to above <sup>(as you will notice)</sup> also outlines a general program of education <sup>fire</sup> among all the evacuees and appointed personnel ~~on the center~~ relative to fire prevention, and requests all centers to organize auxiliary fire units, usually on a block basis. ~~I believe that the administrative instruction will be adequate in outlining this program.~~ ~~Some of the centers are already functioning quite efficiently, so that a number of fires have been put out before the fire department has arrived on the scene. In some cases, the auxiliary work is under the general supervision of the block managers, and in other places is under the block fire prevention inspectors.~~ I should add that some of the centers already have rather <sup>effective</sup> ~~efficient~~ fire prevention programs under way and that a number of fires have been put out before the <sup>fire-fighting squads have</sup> ~~fire department has~~ arrived on the scene.



RECOMMENDATION: It is recommended that there be appointed a national chief of internal security who has had sufficient training and experience to supervise and direct all matters of the War Relocation Authority having to do with internal security, and that he be responsible only to the national director.

*See comments on Recommendations 1/2 and 5.*

Comments: ~~(Schmidt)~~ Position of this category has been established, with the exception as to the responsibility; at this time to the Chief of Community Management, instead of to the Director as recommended. I believe that this <sup>at</sup> recommendation was due to the fact that some of the project levels Insp. Gurnea found conflicts between Community Services and the Internal Security wherein the actual mechanics of the Internal Security was placed under that division. I am unable to locate any recommendation by Gurnea about responsibility at the project level, the inference probably being that it be direct to the National Chief of Internal Security or to the Project Director. If it was to the former it would not be consistent with WRA policy that the line of authority is to be through the Project Director. The conditions existing would continue so at the Project level if responsibility was only changed at the National level. I believe the change should be at the project level; that is, Internal Security responsible to the Project Director instead of Community Services, and (the most important) a clear understanding of the problems and positive cooperation between the heads of Internal Security and Community Services.

If it is construed advisable to have the responsibility of the National Chief of Internal Security direct to the Director, very close cooperation is mandatory between Community Management and Internal Security.

Note is directed to the terminology of Community Management at the National level and to Community Services at the Project level.



37  
RECOMMENDATION: It is recommended that there be appointed a field inspector of internal security to assist the national chief in establishing the recommendations set out herein which pertain to internal security, and to assist the local chiefs during times of emergency.

Comments: ~~(Schmidt)~~ This would be contingent to the settling of recommendation #1, page 43. In the event that a field inspector was attached to the National Chief, I believe both should make project visits on a skip basis, but one or the other should be present at Washington for full-time coverage.

~~We concur in this recommendation and are now taking steps to establish~~

Such a ~~post~~ position *has* already been established and is now occupied by a man with 16 years of experience in police and law enforcement work.



38

RECOMMENDATION: It is recommended that all internal security divisions be immediately given adequate space which will provide for (1) an assembly room, (2) a private office for the chief where confidential interviews may be conducted, (3) adequate record space provided with locked cabinets and desks, and (4) an adequate reception room or business office.

Comment: ~~(Schmidt) Very much in accord with the recommendations, but would like to add the need for adequate storage space for contraband, supplies, and equipment.~~

This is a need which we have felt for some time and which should be met at most centers in the very near future.



39  
RECOMMENDATION: It is recommended that the police organization in each Center, with the exception of Poston and Gila River, where there are three and two separate camps respectively, be as follows:

- 1 chief of internal security - Caucasian
- 3 assistant chiefs - Caucasian (1 for each watch)
- 1 inspector of police - evacuee
- 4 captains of police - evacuee (1 for each watch and 1 relief)
- 6 undercover evacuees to be paid from a confidential fund and responsible only to the chief
- 6 uniformed investigators - evacuee
- 4 desk sergeants - evacuee (1 for each watch and 1 relief)
- sufficient field sergeants to make regular checks on the activities of the patrolmen

sufficient foot patrolmen to adequately cover the entire Center

- 1 Caucasian stenographer and record clerk

At Poston and Gila River the number of inspectors, captains, and desk sergeants should be increased so as to properly provide for the additional camps.

Comments: (Schmidt) Agreed. The titles are not as important as is the need for adequate supervision and inspection.

If possible, the appointed personnel for stenographer and record clerk should have some police background, for if he or she is to function in the issuing of passes, etc., some knowledge of police tactics would be very desirable. It would also be helpful in availing the time for the Chief of Internal Security to go about the community, a very important part of the job that has been sorely neglected.

We are in general agreement with this recommendation but are not sure that all the suggested positions are actually needed at every center. Moreover, recently the number of appointed positions for our agency both in Washington and in the field was made subject to rather rigid limitations by order of the Bureau of the Budget. At the present time Since we are now re-examining this whole question with the Bureau of the Budget,



~~Comment: We are in full agree~~

Comment: Our only reservation on this recommendation ~~is~~ concerns the suggestion for six undercover evacuees to be paid out of a ~~confidential fund~~ confidential fund. Otherwise, we are in full agreement and have already ~~that~~ ~~all the positions~~ included the non-evacuee positions ~~recommended which are~~ listed <sup>above</sup> in our budget estimates for the coming fiscal year.



40

(been established for)

RECOMMENDATION: It is recommended that all chiefs of internal security and their Caucasian assistants be required to have had training and experience in law enforcement.

Comments: (Schmidt) <sup>(requirement has already</sup> <sup>all</sup> This has already been done to take care of future appointments <sup>in the internal security field.</sup> ~~Minimum requirements have been made for positions of CAF-11, CAF-9, and CAF-7, that make the recommendations mandatory.~~



41

RECOMMENDATION: It is recommended that each internal security division be furnished with at least three automobiles for their exclusive and official use.

9  
Comments: (Schmidt) Agreed. And that they do not have governors on them set for 20 m.p.h., when other cars of the center do not have governors. Also that they are at least in fair condition, and if one is sent for repairs, an alternate be furnished. I know of instances when an internal security section has not had a car for weeks.

We concur and will try to provide ~~at~~  
<sup>more automobiles</sup> <sup>near</sup> ~~that they~~ in the future for the few project  
~~police~~ internal security divisions which  
now have less than three.



42

RECOMMENDATION: It is recommended that one outside telephone be installed in each four-block area for emergency use, and for the purpose of establishing a uniform practice of reporting by the patrolmen while on duty. At those camps where outside phones have been installed, it is recommended that the police also be permitted to use them.

Comments: ~~(Schmidt) Agreed. Priorities and supplies have held up this installation in many of the areas.~~ *See comment on*

*Recommendation No. 31.*

43

RECOMMENDATION: It is recommended that a standard uniform be adopted for all police throughout all the Centers; that these uniforms be made, with the exception of the caps, by the evacuees as a part of the sewing project at one of the Centers.

*See comment on Recommendation No. 33.*  
Comments: (Schmidt) Agreed. However this concerns a WRA policy. I can reiterate on the sore need of these items. I know of instances where security officers have been hurt, one rather seriously, due to the fact that a mob was unable to recognize the officer and he was mobbed due to the fact that they thought he was going to start a riot, when in fact he was trying to stop one by taking a baseball bat away from a person menacing a group. I personally was confronted with a situation where I rather forcefully curtailed the activities of a participant in a group, only to find that he was one of my own internal security officers, and trying his best to break up a gang fight.



44

RECOMMENDATION: It is recommended that the police be furnished with appropriate and uniform badges.

Comments: ~~(See comments on preceding recommendation)~~

Armbands or some other appropriate  
identifications ~~has been~~ <sup>now</sup> have been provided  
for the internal security officers at all  
the relocation centers.



45  
RECOMMENDATION: It is recommended that all police be furnished with nightsticks, flashlights, and whistles.

Comments: ~~(See comments on preceding recommendation).~~

Comment: We are inclined to disagree about the need ~~for internal security~~ and desirability ~~and~~ of having internal security officers carry night ~~sticks~~ sticks at all times. The sticks, it seems to us, should be available only but should kept in reserve and issued/in a tactical situation where they might be needed. Otherwise, we concur in the recommendation.



46  
RECOMMENDATION: It is recommended that uniform loose-leaf manuals be prepared by the national chief of internal security and furnished to each member of the internal security divisions. These manuals should include excerpts from the administrative instructions that are applicable to matters of internal security.

*at the project*  
*(already)*  
Comment: ~~(Schmidt) Agreed, with qualifications.~~ Several of the Security *Internal* *Divisions* branches have drawn up manuals to ~~suit and~~ fit their own needs. ~~This takes~~

~~care of special situations and geographic significances, and goes toward~~

*Eventually we are planning to issue*  
~~encouraging initiative. A general manual should be issued comprising all the~~

*project*  
good points in the various manuals with room for additions to be made ~~for the~~

~~various areas.~~ *in the local variations.*



51/47  
RECOMMENDATION: It is recommended that all hospitals be required to immediately report all injury cases, irrespective of cause, and all cases indicating vice, delinquency, or a criminal violation to the internal security division.

Comments:

~~(b)(1)~~ *is consistent with existing*  
This ~~would not be forming a new policy~~ *but may*  
*have* ~~only~~ been neglected at some of the projects.



48  
RECOMMENDATION: It is recommended that all other divisions in the Centers be required to immediately report all vice, delinquency, or criminal violations coming to their attention to the chief of internal security.

Comments: (Schmidt)

*is also in line with present*  
This ~~would be forming a new policy, it has~~  
~~been neglected at some of the projects. We also see the need for clinical~~  
~~examination, psychiatric, sociological, all branches of medicine to function~~  
~~in many of the cases, especially juvenile cases and first offenders. but~~  
*possibly has been overlooked at a few of*  
*the centers. We are calling it to the*  
*attention of all Project Directors.*



58  
49

RECOMMENDATION: It is recommended that all investigations (except administrative), irrespective of their nature, be conducted by the internal security division.

Comments: (Schmidt) Well, yes, but I can see instances where it would not be advisable, such as welfare cases, fire prevention bureau, etc.

This recommendation seems to us altogether too sweeping. There are many types of investigations, such as welfare cases <sup>(work)</sup> and fire inspections, which our internal security officers will not <sup>(be at all)</sup> competent to conduct.



5450

(and, ~~as far as~~ to the best of my knowledge, with actual practice.

RECOMMENDATION: It is recommended that all intelligence work be under the direction, control, and supervision of the chiefs of internal security.

*This is wholly consistent with existing policy.*

Comment: ~~(Schmidt) This item is going to cause considerable controversy.~~

Will it be used by the administration to uncover espionage and sabotage for the U. S. Government or will it be used only as an intelligence that actually has to do with the internal security of the project? Where will that fine line of demarcation be in relationship to intelligence work on center crimes and the others. Payment of these men is suggested to be through some other service and they be known only to the Chief of Internal Security. It would not take long for residents of the center to find out who the intelligence men were if they were paid by a division they did not work for, if they did not actually participate in the work of that division. If they did actually participate in the work of that division. If they did actually participate in the work of that division they would not want to stick their necks out (because no money would be involved) and give information unless they were loyal Americans, and if they were loyal Americans they would give the information anyway if they knew the Chief of Internal Security was a man of his word and they had some seeming legitimate means to contact him. It is for this reason that it is necessary for the Chief of Internal Security to go about the community and interest himself in any affair, listen to gossip, participate in legitimate functions of any division, Boy Scouts, Girl Scouts, recreation programs, etc.; that the lost and found be attached to the internal security division along with the issuance of passes.



55 51  
RECOMMENDATION: It is recommended that an extensive program of police training be prepared by the national chief of internal security, and that the divisions of internal security at the Centers be required to follow the course, both as to subject matter and to date. A special school for investigators who have completed the elementary course should be started at a later date.

Comment: (Schmidt) Agreed. This would not be a new policy as it was suggested in September 1942, in a conversation with Director Myer, when discussing the need for a National Chief of Internal Security, that we ourselves felt the need for.

Such a course of training is now being prepared by the Assistant Chief of our Internal Security Division in Washington.



56 57

RECOMMENDATION: It is recommended that the national chief of internal security prepare detailed instructions for a uniform record system, and that all Centers be required to conform with those instructions. The record system should provide for recording all complaints, activities, including administration, and information contained in investigative reports. This record system should also provide for a breakdown as to classification of crime. Provision should also be made for an adequate index system which will include the indexing of all evacuees coming to the attention of the internal security division, as well as all property involved in investigations. It should further provide for a record of assigning cases to the investigators so that they may be closely followed and supervised by the Caucasian personnel. It is particularly deemed advisable, for a limited period at least, to insist that the reports of all violations and crimes, irrespective of how minor be forwarded to the national director of internal security to enable him to follow, supervise, and direct the activities of the respective internal security divisions.

Comments: *Our Assistant Chief of Internal Security is*  
~~(Schmidt) and statement of Recommendation #5 page 45 would~~

*also working on this problem. internal security record are being printed*  
~~At this time, existing forms have been suggested (now printing)~~

*(has been)*  
and the physical equipment set up for the function of a modern police record system at all relocation centers.

*the present*



47 53  
RECOMMENDATION: It is recommended that the appointment of evacuees to the respective internal security divisions be strictly on a merit basis, and not because of citizenship or membership in any society or group. It is further recommended that particularly the ranking commissioned officers be older men who can demand the respect of the younger members of the internal security divisions, and who are not afraid to report derelictions and recommend administrative action.

Comment: <sup>8</sup> (Schmidt) Agreed. Personally I am very happy to see this statement, as restrictions placed on me while Chief of Internal Security at Manzanar, that no Issei could be on the staff of the division, made the job much more difficult at various times.

We agree and will take steps to bring this recommendation to the attention

of all Project Directors. At nearly all the projects, I ~~think~~ <sup>now</sup> believe

<sup>that</sup> internal security appointments are <sup>now</sup> being made strictly on a merit basis ~~xx~~  
<sup>and</sup> that many of the older residents have been appointed to the more responsible positions.



48 54  
RECOMMENDATION: It is recommended that prior to appointment, all members of the internal security divisions be finger printed, and their fingerprints forwarded to the Federal Bureau of Investigation for search through their identification files.

Comments: <sup>Already</sup> ~~(Schmidt) Agreed.~~ This has been done at Manzanar, ~~California.~~  
~~However, fingerprinting equipment should be furnished. The cost would be~~  
~~nominal, being under \$5.00 for each center.~~ and doubtless should be initiated  
as soon as  
at the other centers ~~provided~~ we can secure the necessary fingerprinting  
equipment.



49

55

RECOMMENDATION: It is recommended that in appointing evacuee personnel, consideration be given the appointment of at least one member from each block in the Center. By doing so, the internal security division should be in a position to obtain intimate information on any evacuee within the Center.

Comments: ~~Agreed.~~ <sup>(if not all,</sup> In most of the centers that ~~I have knowledge of this has~~  
~~been done.~~ practice is now being followed.



~~50~~ ~~55~~ 56  
RECOMMENDATION: It is recommended that provision be made for the fingerprinting and the obtaining of criminal records of all individuals who are arrested and charged with crimes.

9  
Comment: ~~(Schmidt) Agreed. This has been done at Manzanar, California.~~

~~However, fingerprinting equipment should be furnished. The cost would be nominal, being under \$5.00 for each center.~~ See comment on

Recommendation No. 54.



57-57  
RECOMMENDATION: It is recommended that the responsibility for all law enforcement within the Centers be placed wholly under the direct supervision of the internal security division, and that all committees, such as the "peace committee" at Manzanar, composed of Judo experts, be abolished or absorbed into the internal security divisions.

Comment: <sup>g</sup> ~~(Schmidt)~~ ~~Agreed~~. In general, we are in thorough agreement with this recommendation. With specific reference to the Peace Committee ~~xxhoweary~~ at Manzanar, however, we have the following comments just received under confidential cover from Project ~~Director~~ Director Ralph P. Merritt:

"

We are inclined to accept Mr. Merritt's judgment in this matter.



58

54

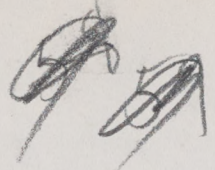
RECOMMENDATION: It is recommended that the internal security divisions be relieved of all responsibility for the supervision and organization of the fire departments, and that the fire protection divisions be established as separate units, responsible only to the project directors.

Comments: ~~(S. L. Smith) Approved.~~

Steps have already been taken to bring this about.



59



RECOMMENDATION: It is recommended that the law enforcement agency under the direction of the internal security division be referred to and known as the "police department," and that the members thereof be known as "police" instead of such softened designations as "wardens," "internal security officers," and other phrases that continually indicate to the Japanese that a feeble effort is being made to conceal the fact that the members of the division are actually police officers, and as such are charged with the duties of law enforcement.

Comment: ~~(Schmidt) Agreed, except where such changes will cost too much money to change wording of equipment~~ *We concur.*



60

59 60

RECOMMENDATION: It is recommended that the internal security divisions be charged with the duty of making frequent and periodic checks on the residences of the evacuees to ascertain whether the residence and house record is correct and complete.

Comment: (Schmidt) ~~Agreed and that it be done in cooperation with Housing and the "night checkers".~~ *We concur and will take steps to*

~~see that this is done.~~ We heartily concur and will take steps to see that this is done.



61 61

RECOMMENDATION: It is recommended that the internal security division be responsible for the enforcement of all traffic laws, and that arrests be made of flagrant violators. In this respect it is recommended that there be invested with the chief of internal security the authority to issue and revoke drivers' licenses to all evacuees whose employment requires them to operate motor vehicles within the centers. Violations by appointed personnel should be immediately called to the attention of the project director.

Comments: (Schmidt) ~~Agreed, except that the Internal Security not be granted or delegated the power to function as a court, as in the revoking of a license. This should be done and is a function of the Legal Division where it rightfully belongs. I would want the Internal Security Division to function only as a fact-finding body, a very important function in the due process of law. The issuing of licenses could be accomplished with the cooperation of the Transportation Officer and Motor Pool.~~

~~This recommendation is based on the fact that the Internal Security Division is not a court of law.~~

The comment on Recommendation No. 28 is pertinent here. As indicated in that comment, we do not conceive of the Internal Security Division primarily as an enforcement agency but <sup>(more)</sup> ~~primarily~~ as an investigative body. Responsibility for enforcement of regulations rests ultimately with the Project Director and is, in practice, discharged at most projects with the help of the Project Attorney's staff and the evacuee judicial commissions.



*M*

RECOMMENDATION: It is recommended that the chief of internal security and his Caucasian assistants be responsible for the issuance of all passes to evacuees. As stated elsewhere, it is believed that all passes should be numbered and a record made by name and number when the evacuee leaves the Center. The pass should be taken up and a record made when the evacuee returns through the gate. A daily check should be made of unreturned passes, and an investigation instituted to ascertain whether the evacuee has returned and if so, what disposition was made of the pass. There should be maintained a "stop list", contributed to by all division heads, which should be consulted prior to the issuance of any pass.

Comment: (Schmidt) ~~This could be used to advantage of the project director as well as to the Internal Security Division.~~ *See comment on*

*Recommendation No. 28.*



RECOMMENDATION: It is recommended that the police be required to check all radios within the Center to ascertain whether they are capable of receiving short wave broadcasts, and to issue licenses, if deemed desirable, to the owners who desire to retain them.

Comment: (Schmidt) ~~This would have to be done by some person that has knowledge of radio and preferably an appointed person or FCC employee. It would also have to be consistent with the Memorandum for All Project Directors of March 20, 1943, subject "Contraband."~~

~~At the present time, all persons of Japanese descent~~

See comment on Recommendation No. 29. ~~Under regulations of the~~  
~~Western Defense Command, all persons of Japanese descent~~

~~are prohibited from owning or operating short-wave radios in the~~

~~as fully as possible~~

We are prepared to collaborate/in carrying out the regulations  
 Western Defense Command

of the ~~Department of Army~~ and of the Department of Justice regarding the

use of short-wave radios by persons Japanese descent. But we have

no plan to impose further restrictions of our own.



But there is not  
necessarily a  
~~draw~~ drawback

RECOMMENDATION: It is recommended that one of the qualifications for appointment to the internal security division be that the applicant is capable of speaking, reading, and writing English with sufficient fluency to receive training and to properly receive and carry out subsequent orders and instructions. This qualification may, of course, be waived when appointing or employing undercover agents.

Comment: (Schmidt) Agreed, if it is possible to recruit enough men.

~~The relocation effort might prevent it.~~

This recommendation conflicts, to some extent, with Recommendation ~~Max 52~~ No. 53 which suggests the desirability of appointing some of the older residents on the internal security <sup>force, so</sup> ~~it happens~~ <sup>that</sup> many of the more able and respected men among the older residents ~~are not really fluent in~~ <sup>at the centers</sup> ~~the English language.~~ As indicated in our comment on No. 53, we believe there would be definite advantage in having some of these men on the internal security force for the specific purpose of dealing with the Japanese-speaking elements of the population. Training ~~of these~~ and instruction of these men, like ~~some~~ many other matters at relocation centers, could be <sup>easily</sup> carried out through the medium of interpreters.

in internal security work



RECOMMENDATION: It is recommended that no evacuees who have indicated a desire for repatriation be considered for appointment to the internal security divisions.

(Schmidt)

Comment: ~~Agreed, if it is possible to recruit enough men. It should be kept in mind, however, that on a long-term basis the relocation effort we hope will result in only the repatriation group to remain. Soon an equation will have to exist in order to insure an uninterrupted function of the Internal Security Division.~~

*See comment on Recommendations ~~24 and 25~~ 24 and 25.*



66

RECOMMENDATION: It is recommended that no evacuees who have been paroled by Hearing Boards be considered for appointment as members of the Internal Security Divisions.

Comments: (Schmidt) ~~Same statement as given for recommendation #2 page 40.~~

We concur generally but feel that it may be desirable to make ~~exceptions~~ exceptions in individual cases. Some of the parolees have established ~~xxx~~ excellent records ~~withxxx~~ at the relocation centers.



67

RECOMMENDATION: It is recommended that advancement and promotion within the respective internal security divisions be based upon merit, ability to control others, loyalty, dependability, and ability to absorb the subject matter of the training course.

Comments: ~~(Schmidt) Agreed, with question as to the exact interpretation of the word loyalty and the possible connection with the comment made in recommendations #3 and #4 of this same page.~~

We agree but would prefer to substitute the phrase "good faith" for the word ~~loyalty~~ "loyalty." If promotions are restricted to those who profess a <sup>loyalty</sup>~~loyalty~~ toward the United States, the procedure against recommended would discriminate many able, sincere, and well-intentioned alien residents of the relocation centers.



RECOMMENDATION: It is recommended that the project attorneys act in an advisory capacity for the members of the internal security divisions, but that all investigative procedure be left wholly under the jurisdiction of the chiefs of internal security.

Comments: ~~(Schmidt) Agreed, except that investigations involving civil matters, would not be handled except when specifically requested to do so by the Project Attorney. It should be kept in mind that close cooperation is mandatory between the Project Attorney's Office and Internal Security.~~

See comment on Recommendation No. 49. All investigations pertaining to internal security certainly should be conducted by the Internal Security Division and are, to the best of my knowledge, being so handled at all relocation centers.



69

RECOMMENDATION: In view of existing jurisdiction, it is recommended that all information indicating subversive activities on the part of evacuees within the Centers be immediately reported to the appropriate office of the Federal Bureau of Investigation for further attention.

Comment: ~~(S. 1.1)~~ This has been the policy <sup>since</sup> ~~from~~ the beginning of the WRA <sup>Program.</sup>  
^



RECOMMENDATION: It is recommended that in the event of strikes, riots, or other public demonstrations, that the instigators be taken into custody immediately and dealt with either by the administration or the local courts.

Comments: ~~(Schmidt) Agreed. It is to be noted that this is the function of the Project Director and the Project Attorney, primarily, with exception as to the taking into custody. The latter is to be handled by the Internal Security Division, which will in turn investigate and turn over a proper investigative report to the Project Director or Judiciary set up for the purpose. In the event of an arrest, the defendant should be immediately advised of the charge. The interim of arrest and prosecution is solely the responsibility of the Project Attorney.~~

We would only add after the word "instigators" the parenthetical phrase "if they can be identified."



[i.e. guarding by  
military police]

RECOMMENDATIONS: It is recommended that the War Relocation Authority officials at the Seat of the Government through the Provost Marshal General and the Commanding General of the Western Defense Command arrange for uniform practices throughout the ten relocation centers particularly in so far as they may pertain to the items set out above.

Comment: ~~It is~~ "It is only possible to approximate uniformity in the practices of the military police in the relocation centers in widely separated localities, with varied climatic and geographic conditions, where the feelings of the neighboring communities vary from acceptance to exclusion of the evacuees. For the same reasons the solutions of the Project Directors to their varied problems can only approximate a uniform pattern. It is my considered opinion that the practices of the military police at the various centers, as well as the administrative decisions of the Project Directors, are as uniform as can be reasonably expected or desired. Also, I am glad to be able to add that I consider them reasonably satisfactory."

Comment on this recommendation was provided by Col. E. M. Wilson, who has been acting for <sup>(the past)</sup> several months as War Department liaison officer with the WRA and who has given special attention to the guarding arrangements at relocation centers. Col. Wilson's makes the following comment on the recommendation:



72

RECOMMENDATION: With the exception of the absolute heads of the recreational programs, it is not believed desirable to employ evacuees in view of the fact that such activities are for their own amusement and it is believed that they should volunteer their services for such work. It is particularly recommended that no paid judo instructors be employed in that judo is a semi-nationalistic pastime.

*This is in line with our present policy.*

Comments: (Marks) ~~Mr. Gurnea's comment on recreational programs is primarily~~  
factual. His view that the U. S. Government should not assume responsibility  
"to financially support all of these forms of recreation" is in line with our  
policy of making Community Activities as self-sufficient as possible.

The example which he cites at Jerome of fourteen members of the band  
being paid \$16 per month is news to me. We received a report on Community  
Activities from Jerome under date of March 10, 1943 which makes no mention of  
this fact beyond indicating that the Director of the band receives a salary of  
\$16. We are looking into this matter. At most projects, however, it is only  
the director of the band or orchestra who is on the Community Activities payroll.

So far as the total size of the CA staff is concerned, this varies  
widely from center to center, but as Mr. Gurnea indicates there are several  
centers employing over 100 evacuees in this work. The history of Community  
Activities dating back to Assembly Center days when it provided the main source  
of activity shows a large number of assigned staff. In the early days, *of the*

*program*  
~~relocation centers, Community Activities frequently encompassed the library, nursery~~  
*desirable limits. At the present time, however, we are trying*  
~~school, movie and certain of the industrial programs. Some of these continue to~~  
*to correct this situation and are*  
~~operate within Community Activities. On my last trip, however, and in material~~

~~I am planning to send out, I am stressing the necessity for a strict personnel~~  
~~audit to be sure that those assigned to Community Activities~~ *the payroll*  
~~are legiti-~~ *can jobs which are really essential*  
~~metely employed for the community's benefit, and their own growth. As relocation~~  
~~drains off evacuee personnel the nisei activities leaders assigned to the CA~~  
~~Section are among the first to go. I am suggesting the replacements be made~~



only when there is a demonstrated need for the position. Moreover, I am urging CA leaders to make greater use of volunteers - i.e. spare time assistance from evacuees employed on other jobs.

Projects vary in their policy of employing Judo instructors on the CA payroll. This has been done from the beginning in certain of the projects and I was in a position to observe that the instructors carried on a schedule of instruction periods fully as complete as those taught by instructors of American type sports, arts and crafts, music, dancing, etc. At Manzanar Judo does not fall within the province of Community Activities. The leaders, however, are on the payroll, as I understand it.

Mr. Gurnea's view that the U. S. Government should not assume responsibility "to financially support all of these forms of recreation" is in line with WRA policy as expressed in Section III of Administrative Instruction No. 73 on Community Activities. The Section reads in part:

"Once activities are organized, it is intended that the major portion of recreational expense be borne by the evacuee group. Insofar as possible, activities which can be made self-supporting financially and self-governing should be carried by independent organizations or cooperative groups."

As a general rule cash advances are given only to those evacuees leading groups or instructing in specific activities. At most projects, the Director of the band or orchestra is on the Community Activities payroll. Mr. Gurnea's report that at Jerome fourteen members of a band are on the payroll is the first instance of this kind that has come to our attention. We have asked the project for a full report and following its receipt appropriate action will be taken. (See attached sheet.)



So far as the total size of the C.A. staff is concerned, it varies widely from center to center, but as Mr. Gurnea indicates there are several centers employing over 100 evacuees in this work. In addition to activities leaders, the list generally includes persons responsible for scheduling of project buildings, maintenance of playgrounds and playing fields, janitorial services for community facilities and protection of Government property. We are urging at present for projects to make use of volunteers in the C.A. program to the fullest extent possible.

Administrative Instruction No. 73 states in Section I that "No objection should be interposed to traditional Japanese activities which are non-political in concept." In line with this policy the C.A. staff at some of the projects includes instructors in cultural activities of this kind. This has not only given employment to a number of older issei who knew no other skill, but also gave older residents the opportunity to occupy their leisure hours.

According to word received on April 8, from Paul A. Taylor, Project Director at Jerome, 15 members of the band have been on the payroll for approximately five months. Their direct supervisor is Bandmaster for the center schools. According to Mr. Taylor the boys work eight hours per day. In addition to time spent in rehearsal they play for community dances every Saturday night and for three or four block organization parties during the week. They move equipment, prepare halls for programs and clean halls after entertainments.

Mr. Taylor states that the band "has been a successful activity making an important contribution to the recreation program." He indicates, however, that both Chief of Community Services Arne and Community Activities Supervisor Castleberry have questioned the paying of the band and have attempted to have its members work in other capacities. Mr. Taylor reports that the present plan is to have Community Enterprises assume responsibility for the band.



73

RECOMMENDATION: It is recommended that efforts be made to expand the recreational program as extensively as possible consistent with the ability of the evacuees to support and supervise it on a voluntary basis.

Comment: ~~See comments on preceding recommendation.~~

*This is wholly consistent with present policy.*



74

RECOMMENDATION: It is recommended that each Relocation Center be authorized to appoint an administrative assistant to the Chief Medical Officer for the purpose of handling procurement, unskilled personnel and other matters that do not require the attention of a person trained in medicine.

Comments: This is a need which we have felt for some time and which we are now preparing to meet at all relocation centers.



RECOMMENDATIONS: It is recommended that arrangements be made with the Public Health Service to induct the Japanese doctors into that Service and return them to the Relocation Centers for service there. In this way the wage scale in the Centers would not be upset and the evacuees would be supplied with medical men of their own race and nationality. Consideration should also be given to the possibility of enlisting the services of the medical staff of the United States Health Department in staffing the hospitals and handling all the medical problems in the evacuee centers.

Comments:

As far back as last summer, efforts were made to work out with the United States Public Health Service a program which would be very much in line with this recommendation. At that time the Surgeon General decided that such a program would not be wholly ~~feasible~~ feasible in view of the unprecedented demands on the Health Service organization and other ~~difficulties~~ difficulties. The question, however, has not been finally decided and we are still hopeful that it may ~~will~~ eventually be possible to work out something along the lines of the <sup>above</sup> recommendation.



76

RECOMMENDATION: It is recommended that in those instances where an evacuee changes his residence without official permission that all pass privileges and other liberties be taken away from him for a period of time commensurate with the offense.

~~Comment: (Marks) Mr. Gunnea's sole recommendation in the area of housing is that "pass privileges and other liberties be taken away" from those evacuees changing their residences without official permission. To the extent that this exists, it is no doubt disruptive of administrative and police control and should be discouraged. However, in our view the punitive measure of denying pass privileges and their liberties should be the prerogative of the individual Project Director.~~

The practice of changing residence without ~~official~~ official permission is undoubtedly disruptive and certainly should be discouraged at all relocation centers. We are inclined to believe, however, that the question of applying punitive measures should be left to the discretion of each individual Project Director.



77

RECOMMENDATION: It is admitted that the total cost of the food stolen is rather small as compared with the total cost of food handled monthly in the warehouses. It is felt, however, that by permitting the evacuees to engage in these petty thefts that there develops an utter disregard for all laws, rules and restrictions. It is, therefore, recommended that a vigorous effort be made to identify, apprehend and prosecute all individuals who are engaged in this or any other form of petty thievery.

Comments: (Barrows) Theft of Food. ~~Mr. Gurnea reports that food thefts have occurred to a limited extent in a number of centers, and that they reached rather serious proportions at Rohwer.~~

~~We agree with the recommendation that every effort should be made to stamp out such petty thievery and if necessary, <sup>the involved</sup> people <sup>we feel</sup> should be prosecuted.~~ ~~I think, however, Mr. Harding, Chief of Mess Operations, is correct in stating that control over food stealing is primarily a job for the Chief Steward to handle as a part of his regular supervisory responsibilities. Food pilfering is a problem in every hotel, restaurant, or other institution in which food is handled and prepared.~~

*One of our chief stewards reports that he obtained best results*  
~~said he had the best luck in controlling the problem at all simply by placing the responsibility squarely upon the evacuee supervisors and by pointing out the fact that every bit of food stolen from the warehouses would have to come out of the food allowances of the community.~~  
~~This~~  
~~Mr. Harding's success in controlling this~~  
~~matter was in part attributable to the fact that <sup>the project kitchen</sup> he had an adequate mess staff~~  
~~and a control over the issuance of the food all the way from its receipt on the project to its final use in the kitchens. We have had some criticism from the field about the size of the mess organization prescribed in Administrative Instruction No. 33, Revised, but I am convinced that the inclusion of two Pantry Clerks (two of the positions added to the customary mess staff by~~

*This system is being recommended to the other projects.*



Mr. Harding's plan of organization) is an essential part of the adequate control over the issue of food. In fact, I think the best control over food stealing is a neat, orderly and thorough warehousing and rationing system, which, to the extent that the Mess Operations Unit in Washington can be influential on the centers, we will secure.

I think this, incidentally, is a good illustration of the fact that the organization suffers when the staff offices in Washington are too much cut off from control over functions on the centers. This is a part of the other side of the problem of line versus staff. When you talk about the Rohwer Center specifically, you hold Mr. Johnston to blame for things that go wrong. When you talk about mess operations in general, you hold Mr. Harding and Mr. Mills to blame. The problem of line and staff is the problem of balancing the authorities and responsibilities of Mr. Johnston and Mr. Harding in a matter of this kind.

Letter dated April 14, 1943, from Ray D. Johnston, Rohwer

"I am setting forth below information concerning the report by Mr. Gurnea about thefts from our food warehouses.

"At the time Mr. Gurnea was here we were having some confusion in the mess management section which I feel was partly a deliberate attempt on the part of a few evacuees to discredit the assistant project steward, who at that time was supervising the personnel mess in addition to his other duties. I discussed this situation with Mr. Gurnea.

"I am sure that there has been too much food taken in the past by evacuee workers, but the February inventory showed that the figures furnished Mr.

77  
With particular reference to the food thefts at Rohwer  
Relocation Center mentioned in the report, Project Director Ray D.  
Johnston has this to say in a letter



77.  
Gurnea were very much distorted. A careful inventory at the end of February indicated a large surplus of beef for the three month period, and it was found on checking the records that approximately 2,000 pounds of veal had been issued as beef during December and January. This accounts for most of the veal shortage reported to Mr. Gurnea. It was also found that 1,900 pounds of frankfurters were issued in January but no record of the issue was made until after the January inventory. The same thing was true in the case of lard, and the correct January inventory should have shown a shortage of 24 pounds instead of 1200 pounds. . . .

All milk is received and distributed in ten-gallon cans, and although we have no positive proof of same, I feel sure that all of the 1600 quarts of milk was distributed to the mess halls in the usual manner and proper records were not kept of same.

We are unable to get any definite information on the shortage of ham, bologna and jam, and I feel that part of this was issued to the mess halls without proper record and that part was eaten by the workers in the warehouse.

The 100 pounds of beans might have been stolen, but 80,000 pounds of beans were received and handled in the warehouse during December and January, and I believe that holes in sacks could have been the cause of most of this loss.

There have been too many instances where dried and fresh fruit has been broekn into and eaten by some of the individuals working in the food warehouses. These individuals have been removed, however, and a new foreman placed in charge, and there has been considerable improvement along this line.



177.  
Our records now show an adjustment (or loss) of \$511.05 for December and January, covering the items mentioned by Mr. Gurnea. This adjustment includes the full amount for the milk, ham, bologna and jam, although I feel sure that quite a bit of this was actually issued to the mess halls. "

In my opinion the mess management section is functioning rather well and I am sure that the situation in the warehouses and records unit is considerably improved. I do not believe it is possible, however, for any organization to handle the volume of food that is handled in these Centers (the average inventory has been around \$100,000) without there being some food eaten by the workers. There is also quite a bit of loss due to shrinkage and cut-out of meat, spoilage of fruits and vegetables and a certain amount of loss due to broken containers, etc.

The loss due to spoilage of fresh fruits and vegetables has increased quite a bit during the past two months due to the fact that it is becoming more and more necessary to accept lower quality products with less allowance for adjustment, in order to get sufficient quantities of these items to fill our needs.

If any additional information is needed, I will be glad to try to furnish it."

Sincerely yours,

/S/ Ray D. Johnston  
Project Director



(recommended  
procedure  
would be

RECOMMENDATION: It is recommended that the Project Directors be required to edit all newspapers prior to the time they are printed to assure that the items appearing therein are true and correct.

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Comments: (Baker) ~~Mr. Gurnea recommends that the project director be required to edit the newspaper prior to printing.~~ While ~~this is~~ highly desirable in the interest of accuracy, <sup>we</sup> I feel that such accuracy can be achieved in other ways; such as by making it a ruling of the paper itself (rather than a ruling of the director) that every reporter check his story with the WRA staff member who provided the information. <sup>Although</sup> ~~While~~ the project paper is essential as a conveyance for administrative information, <sup>there is a real danger in</sup> ~~I believe we should examine closely~~ <sup>controlling its activities so closely that it comes to be</sup> ~~the effect of having the paper~~ regarded as an administration mouthpiece. In some centers, the paper has only a small percentage of its total potential readership because it is regarded as a voice of the administration rather than of the people; this in spite of "letters to the editor" columns, and other means of expression. <sup>Moreover,</sup> In times of stress within a center, the fact that the newspaper is administration-controlled automatically aids in establishing a fence between the administration and the bulk of the populace; whereas if the paper were <sup>regarded as an evacuee medium of expression and as</sup> ~~operated by the evacuees, and were~~ truly representative of the evacuee population, any rift in sentiment would be more likely to occur in the populace itself, rather than between evacuees and administration.



RECOMMENDATION: It is recommended that the Project Directors use to the fullest the opportunity of expressing the Administration's point of view on administrative matters.

Comment: ~~(Baker) With Mr. Gurnea's recommendation that the project directors use to the fullest the opportunity of expressing the administration's point of view on administrative matters, I think there can be no dispute. This applies to the paper and to all other means of communicating ideas.~~

We heartily concur and are now attempting to develop more effective mean by which Project Directors may communicate with the evacuee population.



80

RECOMMENDATION: If not presently being done, it is recommended that a copy of all newspapers printed in the Centers be forwarded to Washington for review.

Comment: ~~(Baker) The recommendation that all papers be sent to Washington has been anticipated. The papers come to WRA and to the Alien Enemy Control Unit of the Department of Justice.~~

This is now being ~~done~~ done. Copies of all relocation center papers are forwarded regularly ~~to the~~ to the Washington office for filing and review of WRA/and to the Special War Policies Unit of the Department of Justice for monitoring of the Japanese-language sections.



RECOMMENDATION: Along these same lines, it is recommended that there be established and constructed in each mess hall a glass covered bulletin board where official bulletins may be posted for the information of the evacuees. These bulletins should be printed both in English and in Japanese and should be utilized to the utmost for counterpropaganda work and to correct erroneous rumors that are from time to time circulated within the Centers.

Comment: ~~(Below)~~ Bulletin boards in the mess halls for the posting of official announcements and for counter-propaganda have considerable merit.

*In fact,*  
The whole problem of propaganda, counter-propaganda, rumors, and related topics needs to be given attention. In general, *we believe* the most effective way to meet propaganda stories and rumors is to blanket them with facts, rather than ~~to~~ *to* denying specific statements and rumors. The technique of handling each case must be varied to fit *the circumstances.* At some of the centers a plan has been set up to report *all* rumors to the administration *so that* steps ~~can~~ *can* promptly be taken to provide the residents with full information.



82

RECOMMENDATION: It is recommended that the Police be required to inspect and license all radios in the possession of the Japanese and that a penalty be provided for in those instances where the Japanese have not declared their radios for inspection.

Comment: ~~(See comment on previous recommendation regarding short-wave)~~

*See comment on Recommendation  
No. 63.*



83

RECOMMENDATION: It is recommended that, unless under Army supervision, all Japanese language classes be discontinued immediately.

Comment: ~~(Previous)~~ This is not particularly practicable. As you know, our original education instruction provided against the use of Japanese for instruction. Rigidly interpreted this would preclude refresher courses of the type that we need to train persons going out to teach in Language Schools and would also prevent adequate instruction in adult education work. The Japanese language schools of the type which were frequent in California prior to evacuation are prohibited, however, at the centers.

Japanese language schools of the type ~~that was~~ common in California prior to evacuation are expressly prohibited at relocation centers under our present administrative instructions. There is, however, (carefully supervised) a real need for some type of Japanese instruction at ~~xxxxxx~~ ~~to provide refresher courses for those going out to teach in military~~ ~~xxxxxx~~ nearly all the centers. Without such instruction, it would be ~~impossible to carry out an adequate adult education program and~~ (for example) be impossible either to carry out an adequate program of adult education or to ~~xxx~~ provide refresher courses for those who are going to teach in military or naval language schools.



84  
RECOMMENDATION: It is recommended that no conscientious objectors be employed on the teaching staffs of any of the Centers.

~~Comment: (Province) It is the present policy of WRA that conscientious objectors will not be employed on the teaching staff of any of the centers. This has been interpreted by us, in conjunction with the Executive Officer, as not preventing the hiring of people prior to their induction who have listed themselves as conscientious objectors. We have only two conscientious objectors who are from C.P.S. camps, one employed at Topaz, Utah, in the cooperative work, and one at Poston in arts and crafts instruction. In both cases so far their services are proving extremely satisfactory and no attempt is being made by them to influence other personnel, either evacuee or appointed. Most of the difficulty, of course, has been among appointed personnel at Tule Lake, and Mr. Gurnea's recommendation is apparently based largely upon that situation.~~

*See comment on Recommendation No. 19.*



85

RECOMMENDATION: It is recommended that sufficient sewing projects be inaugurated to remodel and repair all of the clothing presently stored in the warehouses that is either unservicable or too large for the evacuees, this clothing to be subsequently issued to the Japanese in connection with their regular clothing allowance presently provided for.

Comments: <sup>Schmidt</sup> ~~(Schmidt)~~ The sewing project at Manzanar is completely organized and prepared to manufacture any kind of work clothing required in any of the relocation centers, as well as certain types of better grades of clothing. All of the relocation centers have been advised of the service available through this factory and it has been suggested that they place orders with the factory for such types of "issue" clothing, such as nurses and doctors uniforms, chefs aprons and caps, etc., as are required. In the meantime, the community stores are securing data for us on the types of slacks, shirts, jackets and other clothing most likely to sell and as soon as this information is available the Manzanar factory will be requested to manufacture a few samples of each of these items to determine the reaction in the several community stores. Following this general orders will be placed for those most likely to sell. It is anticipated that this factory ultimately should be able to produce all "issue" type uniforms and work clothing; much of the general work clothing sold in the stores and a number of other articles of better grades.

With respect to CCC and Army uniforms now being issued to the evacuees, the Manzanar clothing factory is now actually in process of altering and re-building such of this clothing as cannot be worn by the evacuee without alterations. In some instances the Army clothing is being re-manufactured into an entirely new type of article.

No such wholesale re-manufacturing or alteration of Army clothing is being undertaken in any of the other camps so far as we know, but it has been recommended by this division that general tailor shops be established in connection with the cooperative stores for the purpose not only of altering



85  
or re-manufacturing out-sized Army clothing but of actually undertaking the custom tailoring of suits and dresses for such of the evacuees as care to pay for this service. The community stores section now has this recommendation under advisement. Such tailor shops would operate in the same way as the shoe repair shops which we understand are now operating in some of the centers as part of the cooperative services.

(Verbal comment by Richardson) Establishment of tailor shops has been recommended to consumer enterprises at all centers and such shops have already been established at Several.

Comment: Tailor shops have been established as part of the consumer enterprise organization at nearly all the centers and are <sup>now</sup> providing evacuees with the type of service recommended.



86  
RECOMMENDATION: It is further recommended that consideration be given to using all of the surplus power and manual sewing machines that are presently stored in the various warehouses and not in use, to inaugurate these sewing projects.

Commenst: (Scheidt) With respect to the large number of domestic type sewing machines which are now in use in the several centers this department has no direct knowledge as these machines were acquired as part of the community services program prior to the innauguration of the industrial program. It was our understanding however that these machines were intended for use in project sewing centers to be operated by the community service section under the general guidance of a paid sewing project supervisor so that evacuees who desired to make or alter their own clothing could use these machines free of charge under the general guidance of an expert paid supervisor. In several instances, however, some of these machines have actually been set up on a small factory basis, as for example in the sewing shops at Heart Mountain and Minidoka, where "issue" uniforms and similar clothing items are actually being made in quantities. Some of these sewing machines are also being used in connection with vocational training work associated with the school and educational program. However, the number of machines used for this purpose is unknown at this moment without a careful field inventory.

Following the decision reached some weeks ago to abandon the tent manufacturing plant the heavy duty sewing machines purchased for use in that factory have been declared surplus by this department and an inventory of this equipment is now being secured so that this equipment may be made available to other departments or agencies where it can be utilized to the maximum advantage in the war effort. In this connection, the educational division of the WRA is interested in the possibility of securing some of these machines for vocational training work in the general field of industrial sewing and is at present investigating this possibility. In addition to the machines actually installed in the Tule Lake Tent Factory, there are, however, 60 machines now in storage



in the Arkansas projects which were acquired for a proposed second tent factory. It is highly likely ~~there~~ therefore that the vocational training section will not be able to utilize all of the equipment from both locations and much of it will have to be disposed of to other agencies as surplus.

Comment: Present plans call for putting as many of these machines as possible to use either in consumer enterprises or in ~~vocations~~ the vocational training program. Those machines which cannot be used in this way will be declared surplus and disposed of through the regular ~~channels~~ governmental channels.



87  
RECOMMENDATION: Before granting clothing allowances to a family on the strength of one member's being employed, an exhaustive investigation should be made to ascertain whether any of the members of the family are in fact employable, but have not applied for work.

*This is consistent with present policy which*  
Comments: ~~(McEntire)~~ It is not intended that members of a family who are of working age and able to work but have not registered for employment, should be listed as dependents by the family head and receive clothing allowances as dependents. Possibly some Projects may have interpreted the Administrative Instruction on the subject too broadly, (Section VIII - 4, Paragraph 3, Administrative Instruction No. 27, Supplement 2.) To close this loophole, we are recommending, in the Revised draft of Administrative Instruction No. 27, that family members over 18 and able-bodied be not considered dependents.

(Gifford) Reference is made to the recommendation on Page 71, Part I of the FBI Survey of Relocation Centers, that "before granting clothing allowances to a family on the strength of one member's being employed, an exhaustive investigation should be made to ascertain whether any of the members of the family are in fact employable, but have not applied for work."

*provides* This recommendation is not clear. The basic policy as outlined ~~in~~ *that* (Administrative Instruction No. 27) ~~states~~ "Compensation in cash, and clothing allowances, as distinct from subsistence, shall be considered as compensation for work, and shall be paid only to those who work, excepting that certain classes of persons are eligible to receive public assistance grants as provided for in Administrative Instruction No. 27."

To implement this policy, basic family cards are maintained and the employability or unemployment or school attendance is kept current for each member of a family each month.



Upon such individual analysis each month, cash clothing allowances are given or denied. They are given to those who work and to their dependents if eligible: they are given to those who are involuntarily <sup>un</sup>employed, if eligible; they are given to those who are unemployable or ill, if needed; and they are denied those who refuse to work or who do not wish to work and have never registered for employment.



RECOMMENDATION: It is recommended that the eating hours be changed so as to enable all workers in the Center to have ample time to proceed to and from their places of employment. If necessary, it is suggested that the workers' lunch hour be extended to one and one half hours, and that the working day be extended to half past five in the afternoon.

Comment: ~~(McEntire)~~ This is purely a Project administrative problem and varies according to the geographical location of principal Project work areas.

It has been worked out successfully on some Projects, <sup>but</sup> has been a reoccurrent problem on others. The solution usually <sup>lies in</sup> ~~rests with~~ cooperation <sup>between the</sup> ~~by~~ Stewards

<sup>the</sup> ~~Dept.~~ <sup>Division</sup> and Public Works in feeding people in shifts at messhalls closest to <sup>the</sup> work areas.



89

RECOMMENDATION: It is recommended that the Seat of Government prepare a detailed classification sheet to be adhered to in all Centers when employing evacuee labor.

*This is unquestionably one of our worst*  
Comment: (McEntire) Here Mr. Guinea put his finger on one of the most unhappy *problems in the field of evacuee employment.*  
~~and mishandled problems of Project employment. A letter has been sent to all~~  
~~Project Directors requesting them to submit schedules of Project jobs. These~~  
~~will be compared and revised and a uniform job classification schedule will be~~  
~~issued as a supplement to Administrative Instruction No. 27.~~ In an effort  
to ~~and~~ correct the situation, we have recently asked all Project Directors  
to submit ~~ask~~ ~~ask~~ detailed schedules of project jobs. Once these schedules are  
received and have been analyzed, we plan to issue a uniform job classification  
schedule for all relocation centers.



RECOMMENDATION: It is recommended that at each Center an immediate survey be conducted to determine how many evacuees are actually needed in each division, and where overstaffing is found a reduction made to an appropriate number. If positions are available in other divisions, the evacuees relieved of their duties should, of course, be transferred. The policy of determining the number to be employed by the number available should be terminated, and the determining factor should be the number necessary to carry on the work in each division. In other words, a premium should be placed on employment.

Comment: ~~(ReEntire)~~ Due to lack of experience and differences in conditions at the various Projects, it is difficult to establish manpower needs for all divisions at all Projects. Some divisions could establish their needs readily, for example, Stewards Division, remains relatively consistent at all Projects and in all seasons. We propose to request each Division in the Washington office, working with the Employment Division to establish their requirements as closely as possible and prepare memoranda to their respective Divisions at the Projects to bring employment into line consistent with efficient operation.

Such a survey is now being conducted and will be used as a basis for allocating positions to the various divisions at the centers. ~~A certain amount of flexibility~~ In the case of some divisions, however, a certain amount of flexibility is needed to take care of seasonal and ~~and~~ geographic variations.



91

RECOMMENDATION: It is recommended that there be established a priority placement system in all of the Centers to insure an equal distribution and placement of labor where it may be used to the best advantage, and to insure adequate assignments for the more undesirable duties. It is to be recognized, of course, that persons who are wholly unfitted for manual tasks should be given consideration and placed in other positions at such times as they are open. However, it should be insisted upon that persons of equal ability must accept employment where their services will be most beneficial to the community.

Comments: ~~(McEntire) This recommendation is vague and one on which it is difficult to prescribe specific action. There is need, everywhere, for better placement methods.~~ We are at present studying the placement methods in use at various Projects and are preparing a manual on the subject for the guidance of Project placement officers.



RECOMMENDATION: It is recommended that there be adopted a policy in all of the Centers that evacuees who are discharged from a division, or who quit/ without a legal excuse, will not be considered for re-employment for at least thirty days; that it be explained to the evacuees that records are made of such matters and that notations are included in the personal file of each evacuee so concerned. It should be further explained to the evacuees that these matters will be seriously considered when a study is being made of an evacuee's application for permanent or temporary leave.

It is recommended that by placement priorities and case studies of the number of employees actually required in each division, there be created an unbalanced supply of, and demand for, labor, thus placing a premium on employment.

*The question of specific penalties for unsatisfactory work records is one which we feel should be left to the discretion of the individual Project Directors.*  
 Comment: (McEntire) ~~Penalties are dangerous things to play with and often rebound in unexpected ways. It should also be noted that poor work habits can often be traced to poor administrative practices and unsympathetic and hard-boiled attitudes by supervisors and foremen. It is recommended that labor relations education be generally stimulated at the Projects and fair labor practice committees be established at Projects where they have been neglected.~~

*I should add, however, that*  
 It has always been our practice to publicize the fact that a notably poor work record will prejudice the placement opportunities of an applicant for leave, ~~and~~ at most Projects the placement records contain information relative to justified discharges and other <sup>similar</sup> irregularities. <sup>all such facts are</sup> ~~This is~~ taken into consideration when the Placement office refers an evacuee to an employer on receipt of a job offer.



93

RECOMMENDATION: It is recommended that immediate plans be formulated to train additional evacuees for those positions that will be vacated by the Japanese who intend to leave the Centers on permanent leave.

Comment: ~~(McEntire)~~ There is more training going on in the Projects than is generally realized. Nearly all Projects have classes in stenography, shop practice and the like, and there is a considerable amount of informal on-the-job training. The need is to assemble the scattered fragments and systematize them into a training program. The machinery for doing this has recently been provided by Administrative Instruction No. 87 which sets up a Committee on Training in the Washington Office and calls for corresponding committees to be established on each Project. Dr. Samler of the Community Services Division is donating his entire time as Chairman of the Washington Committee. Purpose of these committees is to formulate and direct the execution of a training program. Progress in this direction may be expected in the near future.

We concur and have recently established a Training and Retraining Section in the Washington office to devote full time to this problem.



RECOMMENDATION: It is recommended that following such time as segregation is completed, another effort be made to induce the evacuees to volunteer for employment in the ~~new~~ camouflage netting and tent factories.

Comments: (Scheidt) Mr. Gurnea evidently made his investigation of the camouflage net factory prior to the inauguration of the present type of operation, as all reports coming from the Gila project indicates a large number of evacuees at work. The dissatisfaction among the evacuees appears to be not that they do not want to work, but that not enough of them can be placed at work, as many of the evacuees are now attracted by the wages that can be earned in these factories. The latest monthly reports from these camps indicate that 518 persons were employed at Gila, producing about six million dollars worth of garnished nets per month. The project at Poston was later in starting and production had not yet started at the last report.

The recommendations of Mr. Gurnea that "following such time as segregation is completed, another effort be made to induce the evacuees to volunteer for employment in the - - - tent factory" is of course not now possible. The WRA has terminated its contract with the Quartermaster Corp for supplying tents and it would in all probability be difficult if not impossible to re-negotiate a contract with the Quartermaster Corp for this work. It would in any case be much simpler to grant indefinite leave to such evacuees as desire to work in tent manufacturing plants located outside of the relocation centers than it would be to re-establish this operation.



Comment: The camouflage net ~~factory at Gila River Center is now~~ factories at both the Poston and Gila Centers are now in full swing and attracting large numbers of evacuee workers. At ~~the~~ Poston the factory is ~~now~~ turning out approximately one million square feet of net a day, while at Gila the output for the month of March was approximately \$6,000,000 worth of net.

The tent factory, however, is now a dead issue. Our contract with the Quartermaster Corps has been terminated and probably could not be renegotiated without considerable difficulty. In any event, it would be much simpler to grant indefinite leave to ~~such~~ those evacuees who desire to work in tent factories than it would be to reestablish such a project at a relocation center.



95

RECOMMENDATION: It is recommended that the War Relocation Authority discuss with the Army the possibilities of erecting similar factories in communities where the Japanese may be favorably received, and to grant permanent leave to those Japanese who desire to move to those communities with the assurance that they will be employed in the camouflage or tent factories in the same status as any other worker on the outside.

Comments: (Scheidt) Because of the disparity of wage rates and total earnings between those employed in the camouflage net factory and those employed in WRA operations, with the attendant dissatisfaction on the part of those employed by WRA at the lower wage rates, there appears to be considerable merit in the suggestions of Mr. Gurnea that the Army Engineers erect a factory at some location away from the center and that the evacuees who desire to work in these factories then be given indefinite leave.

With respect to Mr. Gurnea's other recommendation that the WRA discuss with the Army the possibility of erecting similar factories in communities where the Japanese would be favorably received and to grant indefinite leave to those Japanese who desire to move to those communities, it should be noted that the Quartermaster Corp through the person of Lieutenant Colonel Roy E. Hughes formerly assigned to this agency as Liaison Officer is now actively interested in this process and Colonel Hughes has made a number of visits to the War Relocation Centers for this purpose. He has also discussed the matter with the Employment Division of the WRA and efforts are being made to employ Japanese in such Army projects as salvage stations.

95

Comment: This ~~is~~ recommendation is wholly in line with our current thinking ~~and~~ and probably will soon be realized. Quite recently a representative of the Quartermaster Corps visited several of the centers for the specific ~~purpose~~ purpose of exploring the possibilities for establishment of such factories.



95A 96

(of the type recommended)

RECOMMENDATION: It is recommended that a survey be immediately conducted to ascertain what materials the Centers need that can be manufactured within the Centers of available materials. Particular consideration should be given to articles that may be manufactured of wood, and articles of clothing and other cloth products that may be manufactured by the sewing projects.

Comment: (Scheidt) ~~In line with Mr. Burnea's recommendation that various~~

*A number of manufacturing projects are under way at the centers*  
~~other activities be undertaken it is desirable to point out that there are already a number of these now underway, and others are constantly being suggested and established. A brief description of a few of these will suffice.~~

(a) A ship model shop has been established at the Gila Center to employ approximately 100 evacuees who, under expert guidance, will make small-scale models of ships and other gear for the Navy.

(b) Carpenter shops are operating in various of the center, *Of these, the one* at Heart Mountain ~~being~~ <sup>is</sup> particularly outstanding ~~one~~ because of the quality of its products. It has designed and is now making in quantities an excellent letter file case *which is intended primarily* for local use, but which is being supplied in limited quantities <sup>the</sup> to other centers ~~also~~. Numerous other products such as office chairs and tables are ~~of course~~ <sup>also</sup> made in this ~~one~~ shop.

(c) The furniture factory at Tule Lake, while never established on the scale originally proposed, has nevertheless turned out large quantities of school furniture which has been shipped <sup>to</sup> other centers.

(d) In the Arkansas Center <sup>S/</sup> and at Heart Mountain, sawmills are operated by the evacuees to provide lumber for the centers. ~~In the case of the Arkansas projects, stove mills have also been acquired and it is proposed that some of the timber salvaged from Agriculture clearing operations be turned into barrel staves, and disposed of commercially. There are some difficulties involved in this latter proposal due to conflicts with the general policy of WRA.~~

(e) In one of the Arkansas Center <sup>S/</sup> a single evacuee has undertaken to supply the camp with soap through the conversion of waste kitchen grease into



96  
excellent laundry and hospital soap.

(f) At the manzanar Center several food manufacturing operations are underway, <sup>including</sup> ~~in particular~~ one for the production of shoyu sauce which is <sup>shipped</sup> ~~manufactured~~ in quantities <sup>the</sup> ~~for disposition~~ to other centers.

The above illustrations suffice to indicate that within the limits of policies established by the WRA activities are established wherever possible. The efficiency or rapidity with which these operations are established depends to a great extent upon the initiative and enterprise of the appointed staff.



96 97  
RECOMMENDATION: During the survey untold quantities of materials that could be repaired or remodeled were found. It is recommended that a member of the Caucasian staff in each center be appointed as a salvage officer, and that he be responsible for this program. Articles that should receive particular attention are broken chairs, broken hand tools, broken or unserviceable refrigerators, articles of clothing, including shoes, and so forth.

Comment: ~~The general problem of repairing and salvaging of equipment is also similarly dependent upon the attitude and ingenuity of the staff.~~

See comment on Recommendation  
No. 21.



97 98 (relocating)

RECOMMENDATION: No effort is made in this report to pass on the merits or demerits of permanent relocation. However, if it is to remain the national policy to relocate as many evacuees as possible, more attention should be given the program, and extreme pressure put on all employees in the relocation division of the War Relocation Authority. It should be realized that at the present rate of relocation, the total number of evacuees is not being appreciably reduced.

Comments: ~~(P. 10)~~ ~~Attention has been given to the relocation program since the time of Mr. Gunner's report.~~ <sup>rather extensive</sup> A ~~considerable~~ field staff has been developed, and various steps have been taken to speed up the process, ~~including~~ <sup>(in now being provided)</sup> Financial assistance to evacuees for transportation expenses, ~~and~~ <sup>have been made</sup> arrangements with the Social Security Board for public assistance to evacuees on seasonal work leave or indefinite leave. <sup>and</sup> The rate of relocation has ~~also~~ <sup>recently</sup> increased, ~~since the time of Mr. Gunner's study.~~ ¶ Two major limiting factors on relocation are the fears of the evacuees about public acceptance and the attitude of American communities toward these people. ~~It is to be noted that~~ <sup>seems to be</sup> the situation with respect to both of these points ~~is~~ <sup>is</sup> improving, but they are factors ~~which~~ <sup>which</sup> lie largely outside the ~~control of~~ <sup>of</sup> the War Relocation Authority.

We have been making every effort to speed up the relocation program and have ~~to achieve~~ <sup>achieved</sup> ~~taken a considerable amount of~~ considerable progress along this line since <sup>the</sup> time of Mr. Gunner's survey.



99  
RECOMMENDATION: It is recommended that the Administration contact all government agencies, particularly the employment services, in an effort to ascertain whether they can employ any of the evacuees presently in the Centers.

*This has already been done.*  
Comment: ~~(F-204) The War Relocation Authority has made an effort to obtain the support of government agencies in securing employment opportunities for~~

~~evacuees.~~ From the very beginning of the seasonal work program, in the spring and summer of 1942, the United States Employment Service and the Farm Security Administration have worked very closely with <sup>us</sup> ~~the War Relocation Authority~~ in securing employment and housing for evacuees in agricultural employment in western states. ~~After the presentation of the War Relocation Authority to the~~

*More recently*  
~~War Manpower Commission of the employment problem,~~ the War Manpower Commission *has taken an interest in the problem and* has directed the United States Employment Service to cooperate in developing *all types of* employment opportunities for evacuees. The ~~United States~~ Employment Service

is now making arrangements whereby its local offices will refer job orders direct to the relocation centers on the basis of information on occupational abilities of the residents ~~of relocation~~ centers supplied by <sup>WRA.</sup> ~~the War Relocation Authority.~~ *also* Arrangements have been made with the War Department for the

advance clearance of evacuees by the Provost Marshall General's Office for employment in war plants; and for the development of employment opportunities in various War Department installations. Arrangements have ~~been~~ made with the Civil Service Commission for the holding of examinations in relocation centers and certification of evacuees with leave clearance for employment in the Federal service. *And quite recently,* ~~Arrangements have also been~~ *were* made with the War Shipping

Administration looking forward to the employment of evacuee seamen on the Great Lakes and on the high seas.



99 100  
RECOMMENDATION: It is recommended that insofar as possible all favorable letters received from the Japanese who have been relocated be published in the local newspapers so as to encourage interest among the Japanese.

Comment#: (██████) Our Reports Division has consistently encouraged the project newspapers to publish letters from evacuees who have relocated outside the centers in order to stimulate further interest in relocation.



100 181  
RECOMMENDATION: It is recommended that if it has not already been arranged for, more expedite attention be given clearances in Washington. It is believed that teletype clearances should in all instances be made when it is indicated that a position is awaiting an evacuee.

*During the past few months, we have made every effort*  
Comment: (~~There~~) ~~A major effort has been made~~ to speed up the process of granting leave clearance. Leave clearances have always been teletyped to

the projects from the Washington office in cases where the evacuees have already secured employment. One of the delays on leave clearance ~~is~~ <sup>at</sup> the

Washington ~~case is~~ <sup>end has been</sup> the record checks with the FBI. The service

*provided by your organization*  
~~given to the War Relocation Authority~~ has been excellent in <sup>(the great</sup> majority of the

cases, but ~~record checks in some cases has~~ <sup>in some few instances the record checks have</sup> taken as much as six weeks or two

months. ~~Three or four weeks ago, in a conference with FBI officials~~ <sup>A few as you know</sup> a more

rapid system of accomplishing record checks was worked out, ~~and it is~~ <sup>We now</sup> believed

that within the next two months record checks will have been secured for all

evacuees 17 years of age and over.



~~101~~ 102

RECOMMENDATION: It is recommended that it be known among the evacuees that a bad record within the Relocation Center will deter, even prevent any possibility of permanent leave.

Comments:

The recommendation is approved, subject to restatement as follows: Publicity should be given to the fact that a bad record of an evacuee <sup>while</sup> within a Relocation Center may prejudice, and in some instances may prevent, the issuance of indefinite leave to him.

The evacuee's record at the project is only one factor to be considered when considering an application for leave, and it is improbable that a bad record

Comment: ~~There is~~ Part of the comment on Recommendation No. 92 is pertinent here.

Our policy generally has been to <sup>inform the evacuee</sup> ~~police the fact~~ that a bad record within the relocation center ~~may~~ will prejudice and, in some instances, may prevent the issuance of leave clearance.



102 103  
RECOMMENDATION: It is recommended that the Relocation Center from which an evacuee receives permanent leave notify the appropriate office of the Federal Bureau of Investigation covering the district in which the address of the evacuee will be.

Comment: ~~(Bureau)~~ As outlined in Director Myer's letter to <sup>you</sup> ~~the Director of~~  
t  
~~the FBI~~, dated April 5, 1943, arrangements have been made to furnish the

Washington office of the FBI with a card giving the destination of evacuees

leaving relocation ~~at~~ centers on indefinite leave. ~~It is understood~~ <sup>Our understanding is</sup> that

the Washington office of ~~the~~ FBI will forward this information to the appropriate field office of the Bureau.



~~103~~ 104

RECOMMENDATION: It is recommended that all passes be issued by the internal security division, which will maintain a "stop file" on those individuals who should not be extended the privilege of temporary leave.

Comment: (See comments on previous recommendation relating to issuance of passes)

*See comment on Recommendation No. 28.*



104 105  
RECOMMENDATION: It is recommended that there be established a policy that no meetings may be called of any description without the express permission of the project director. Blanket permission may, of course, be given to regularly constituted and legitimate organizations whose meetings occur at regular intervals.

(Comments: (Sweetzer) Judging from the remarks in the preceding paragraphs, the purpose of this recommendation is to prevent mob action and the agitation of "trouble makers". Our judgement is that the recommendation is unnecessary because of the specific provisions on riot and unlawful assembly which are included in Administrative Instruction No. 85 of 26 February, 1943 (p.2, items 4 and 5). These two articles apparently give Internal Security ample power to restrain trouble makers' activities.

However, the recommendation quite clearly goes beyond this limited objective, and the question must be raised as to what Mr. Gurnea expects it to accomplish. This question probably needs to be referred back to him for answer.

It seems clear that the prohibition of all meetings "of any description" without the director's consent should not be made a matter of policy. "Meetings" might be construed on some projects to be any gatherings of more than three or four or a half-dozen persons and if so construed it is hard to see how such a policy could be enforced without the development of a Gestapo type of internal security organization. This is, of course, highly undesirable and in conflict with basic WRA policies.

Moreover, even if the rigid control of meetings recommended were thought to be desirable, the "blanket permission" clause allows ample opportunity for any group of people, operating as a permissible organization, to discuss whatever they choose without control by the Administration.

Comment: We believe this recommendation is unnecessarily ~~xxxxxxxxxxxx~~ restrictive.

*in some cases*  
If such a policy were adopted, there is real danger that it would be used to prohibit ~~the~~ wholly ~~legitimate~~ legitimate protest meetings and that it would strengthen, rather than alleviate, feelings of resentment against

the government and the WRA administration. Recent WRA administrative ~~instructions~~ instructions provide the Internal Security Division at the project with ample *we believe* authority for dealing with meetings of an unlawful or riotous nature.



105 106  
RECOMMENDATION: It is recommended that the division of internal security arrange to have all questionable meetings monitored, so as to keep the administration informed at all times as to any unrest that may be developing, or any issues that are being seized upon to create mass demonstrations.

Comment: (Embree) Accomplishment of the purpose of this recommendation, to keep the project director informed of any unrest that may be developing or of any attempts at agitation, is desirable; but we question the advisability of utilizing the Internal Security organization for monitoring purposes. Instead, the control of community activities through the Community Activity Supervisor as provided in Administrative Instruction No. 73 could be made a channel of information, and the Documentation Section and the newly organized Community Analysis Section can be expected to provide additional channels.

The information should be obtained and should be brought to the project director's attention, but the task had better be undertaken by some other unit than the Internal Security Section. Such police spying as the recommendation involves seems very likely to beget considerable deliberate evasion-- evasion which, if it develops, could scarcely be overcome except by the further proliferation of the police organization.

Comment: We agree that questionable meetings should be monitored but are not certain whether this should be a function of the Internal Security Division or of some other branch of the project administration. ~~Quite recently we have established~~ ~~time was not~~ ~~recruiting for all projects~~ ~~men~~ Quite recently we have established in Washington and at all projects a Community Analysis Section which is ~~charge~~ specifically charged with responsibility for keeping the administration ~~posted~~ continuously posted on trends in evacuee thinking. It may ~~that~~ be that this Section should undertake the job of monitoring all questionable meetings.



~~106~~ 107

RECOMMENDATION: It is recommended that there be instituted immediately a counterpropaganda program through the bulletin service in the messhalls that has been referred to hereinbefore. In this connection, it is further suggested that all such rumors and topics of propaganda be called to the attention of the Seat of Government so that complete and detailed information may be placed in the hands of the project directors prior to attempting to answer such charges.

Comments: See comment on ~~previous~~ <sup>No. 81.</sup> Recommendation ~~relating to bulletin boards~~  
~~and counter-propaganda.~~

The Washington office is kept closely informed of all rumors which are being spread at the ~~projects and makes efforts~~ centers and encourages project officials to spike these rumors in every way possible.



107 108

RECOMMENDATION: It is recommended that as a countermeasure for some of the above charges, an immediate study be made to ascertain what special privileges may be extended to Japanese families and individuals of the following groups: (1) those having an immediate member of the family in the Armed Forces of the United States; (2) those who have had immediate members of their families killed while serving in the Armed Forces of the United States; and (3) former Legionnaires and their families, particularly those who fought overseas in the Armed Forces of the United States during the last war.

~~Comments: (Baker) Mr. Gurnea's recommendation that special recognition be given to those with immediate relatives in the Armed Forces, those whose relatives have been killed while serving in the U. S. Armed Forces, and veterans of the last war, I think, has much merit. Privileges within the center might be granted; emblems of some type might be worked out; block service flags, family service flags, a "Roll of Honor" for the center, all are possibilities that should be given consideration.~~

~~This recommendation~~ We ~~are~~ heartily concur and are now exploring a number of specific possibilities along this line.



108 109  
RECOMMENDATION: It is recommended that no secret societies or organizations be permitted if known, and a policy should be established that all organizations are to have the approval of the project director and be organized with the knowledge of the head of community enterprises. Prior to organization the group should state fully its purpose and aims, and the membership therein should be known if desired.

Comments: ~~(Embree) The gist of Mr. Gurnea's first recommendation has already been incorporated in Administrative Instruction No. 73, particularly in Section VIII.~~

"The Community Activities Supervisor should provide the project director with a roster of all operating organizations at the center, including the purpose, size of membership, officers, and time and place of meetings."

*(generally)*  
This is in line with a recently adopted policy on community activities which provides in part:



~~109~~ 110  
RECOMMENDATION: It is recommended that the internal security divisions be instructed that upon learning of any secret group or society, the known members thereof be taken into custody immediately, and every effort made to break up such an organization.

Comment: (Mr. Embree) This recommendation ~~that any secret society be broken~~ *strikes me as generally*  
~~up and that any persons found to be members of such a society be "taken into~~  
~~custody immediately~~ *but* *one* seems to omit ~~an~~ important step. The measures recommended  
would be justified as applied to any secret organization which can be shown *clearly*  
to be subversive in character, but ~~it~~ would be far too harsh as general  
instructions to Internal Security officers. *One thought would be*  
~~added to Mr. Gurnea's text stipulating that~~ *to recommend that* such action should be taken on  
orders from the project director if, after suitable investigation, he has  
satisfied himself of the subversive nature of the secret society.

*omit undercovering*



110 111  
RECOMMENDATION: It is recommended that arrangements be made through the proper channels to have the Hearing Boards definitely prescribe the provisions of the parole, and that these provisions be made known to the Relocation Center to which the parolee is sent.

Comment: ~~(Schmidt) Agreed, with exceptions. This function of the Internal Security Division should be conducted as far as possible by the appointed personnel. We also find some connection with the reasoning and comments submitted on recommendations #2 and #3 page 48.~~

Arrangements ~~xxxxxxxxxx~~ were recently made with the Department of Justice for furnishing this information in the case of all parolees sent to relocation centers.



111 112  
RECOMMENDATION: In the event a parolee becomes troublesome after arrival at a Center, he should be transferred to the camp with all other troublemakers.

Comment: ~~See comment on preceding recommendation.~~

We agree that any evacuee who becomes a persistent and serious source of trouble in a relocation center should be transferred to the isolation center.



~~112~~ 113  
RECOMMENDATION: It is recommended that upon arrival the internal security division have a complete understanding with the parolee, so that he thoroughly understands the provisions of his parole, and advise him at that time that in the event these provisions are not complied with, it will be recommended that the parolee be returned to an internment camp.

Comment: ~~See comment on preceding recommendation.~~

Instructions on this point are now being prepared for transmission to all relocation centers.



~~113~~

114

RECOMMENDATION: It is recommended that parolees have no voice in public meetings or community government.

Comment: ~~See comment on preceding Recommendation.~~

*We definitely disagree.*

~~The comment on Recommendation No. 32 is pertinent. Although~~

~~we are in general agreement with the above recommendation,~~

~~we feel that~~ If parolees are to be denied all voice in community affairs, their parole becomes virtually meaningless. ~~In other words,~~

\* Although resident in relocation centers, they would, in effect,

be subject to practically the same ~~same~~ restrictions which apply

in internment camps. ~~Presumably~~ Presumably the parole is intended to

mean that a man has, by his actions, earned the right to be freed

of such restrictions.



114 115

RECOMMENDATIONS: It is recommended that parolees not be appointed to administrative positions or positions of trust.

Comment/: ~~See comment on preceding recommendation.~~ <sup>comments</sup> See ~~comment~~ on Recommendation ~~actions~~ ~~actions~~ 24 and 66. We would not agree that all parolees, regardless of their individual records at relocation centers, should be automatically barred from ~~relocation~~ such positions.



115 116  
RECOMMENDATION: It is recommended that the internal security divisions be instructed to systematically and frequently check the activities of the parolees to ascertain that they are not engaging in any subversive or other activities that may be inimical to the security of the Center.

Comment: ~~See comment on preceding recommendation.~~

Instructions on this point are now being prepared for transmission to all relocation centers.



recommendation; It is recommended that the internal security divisions be instructed to systematically and frequently check the activities of the



~~116~~ 117

RECOMMENDATION: It is recommended that none of the above recommendations apply to those individuals who have been unconditionally released by the Hearing Boards or the Attorney General of the United States.

Comment.

~~Agreed.~~ We fully concur.



~~117~~ 118  
RECOMMENDATION: It is recommended that the administration adopt a policy that under no circumstances are any monies to be collected by any of the evacuees without the express authority of the project director.

Comment: ~~Liberty to collect monies should be restricted only in cases of extortion.~~ This recommendation seems to us unnecessarily restrictive.

The privilege of collecting monies, we feel, should<sup>be</sup>/denied only in cases of extortion and in instances ~~xx~~ where ~~the~~ funds ~~are clearly being used intended for subversive uses~~ are clearly being collected for subversive purposes.



~~118~~ 119

RECOMMENDATION: It is recommended that under no circumstances should explosives of any kind be stored on any project where they are obtainable by the evacuees.

Comment: ~~Barrows~~ On February 22, 1943, when the fact that explosives were being used at Minidoka was brought to the attention of this office, the project was requested not to store explosives or detonators within the relocation center. This request did not go to the field over the signature of the Director; therefore, it has not necessarily been construed as an order. We are wiring to find out the present status of the matter.

Telegram from Stafford as follows:

"Reurtel concerning the handling of explosives. No explosives or detonators now stored on the center. On February 23 this office transferred approximately 1243 lbs. of dynamite and 13560 detonators to storage at Jerome Idaho utilizing same storage space used by Jerome Highway Department. Such storage is fully approved by the Bureau of Mines and under same custody as county owned dynamite and detonators."

apparently  
This recommendation was ~~apparently~~ prompted by Mr. Gurnea's ~~discovery~~ learning that a supply of dynamite and dynamite caps used for construction purposes was being stored within the boundaries of the Minidoka Relocation Center. In ~~commenting on this point~~ a telegram dated April 10, 1943, Project Director Harry L. Stafford ~~has the following to say~~ *makes the following report* concerning this matter:

→

To the best of our knowledge, no explosives have been stored at any other relocation center.



~~119~~ 120

RECOMMENDATION: It is recommended that preference be given to the relocation of evacuees from the Manzanar Relocation Center in order to make room for the troublemakers who will be sent there.

Comments:

Comment: This recommendation is the first of several made by Mr. Gurnea to implement the rather specific ~~aga~~ ~~agreg~~ segregation policy which he advocates on pages 85 and 86 of the report. The ~~h~~ whole question of segregation is and has been for some time one of the most difficult and complex problems faced by the War Relocation Authority. Definite progress has been made toward the formulation of a policy, but there are still some <sup>important</sup> details that need to be ironed out. We are glad to have Mr. Gurnea's recommendations on this matter and will give them every consideration in the final formulation of policy.



~~120~~  
121

RECOMMENDATION: It is recommended that the evacuees in Manzanar who have clean records be given the opportunity to move to any of the other nine Relocation Centers which they may desire if space is available there.

Comment: See comment on Recommendation  
No. 120.



~~121~~  
122

RECOMMENDATION: It is recommended that alien troublemakers be interned if possible and if not sent to Manzanar.

Comment: See comment on Rec. No. 120



~~122~~  
123

RECOMMENDATION: It is recommended that it be known among the evacuees in all Centers, however, not by official communication or notice, that all troublemakers will be segregated or interned. It is believed that this will have a wholesome effect on active or potential troublemakers.

Comment: See comment on Rec. No. 120.



~~123~~  
124

RECOMMENDATION: It is recommended that the following privileges of those who are segregated be taken away:

1. Right to hold mass meetings
2. The right to address any public meetings
3. The right to have any voice in government
4. Pass privileges
5. Unemployment insurance
6. Permanent or temporary leave

These policies should also be made known indirectly to all evacuees.

Comments: *See comment on Rec. No. 120.*



~~124~~ 125

RECOMMENDATION: It is recommended that the privileges in all Centers be increased following the completion of the segregation and the removal of the troublemakers.

Comments: See comment on Rec. No. 120.



~~125~~  
126

RECOMMENDATION: It is recommended that the Project Directors and the Chiefs of Internal Security be held strictly accountable for ascertaining the identities of all uncooperative evacuees and troublemakers within their respective Relocation Centers. It is suggested that upon identifying a troublemaker, this fact should be made known immediately to Washington, and all background data and information forwarded immediately for consideration by the Seat of Government. It is further suggested that upon receipt of such information, the Seat of Government act within twenty-four hours advising the Project Director what action is to be taken.

Comment#: See comment on Rec. No. 120.



~~126~~ 127

RECOMMENDATION: It is recommended that when an evacuee is sent to Manzanar the innocent family of the evacuee be extended the privilege of accompanying him or remaining in the Center.

Comments:

See comment on Rec. No. 120.



~~127~~

128

RECOMMENDATION: It is recommended that the following individuals be segregated: Troublemakers and law violators, repatriates, troublesome Issei bachelors, and any other individuals whom the Project Directors may justifiably recommend for segregation.

Comment:

See comment on Rec. No. 120.



~~128~~ 129

RECOMMENDATION: It is recommended that arrangements be made with the Provost Marshal General or the Commanding General of the Western Defense Command or others to sufficiently increase the military guard at Manzanar to insure control of the Center at all times.

Comments: See comment on Rec. No. 120.



~~129~~ 130  
RECOMMENDATION: It is recommended that the block managers continue to be appointed by the Project Directors and that they be predominantly Issei. In making these appointments the following factors should be considered in approximately the order named.

1. Loyalty to the Project Director and the Administration
2. Postwar intentions.
3. Leadership and ability to organize
4. Business abilities
5. Education and experience
6. Citizenship

In making these appointments, the Project Director should feel assured that individually and as a body the block managers will faithfully support him in matters of policy and at the same time devote themselves to the best interests of the majority of the evacuees under existing conditions. Strikes, riots and rule by minority groups through fear and the employment of gangster methods are obviously not to the best interests of the majority.

Comment: ~~( )~~ This recommendation is undoubtedly based on the assumption that there is a need for both nisei and issei to have a direct relationship through representatives with the Project Director. This assumption also appears in subsequent recommendations and in effect is a proposal for the establishment of a dual system in which the political activity is the function of a nisei council, and administrative activity <sup>(in that)</sup> of an issei administrative group. The recommendation that block managers continue to be appointed <sup>seems</sup> sound administratively although at various projects a system is followed which allows <sup>each</sup> the blocks to select its own manager who is then given official appointment by the administration. To have this group entirely issei does not appear to be either desirable or practical. There are widespread differences in practice at the various centers now. Heart Mountain has only nisei block managers while those at Granada are entirely issei. However, most projects make no distinction as to citizenship in the selection of the individual for this administrative position. This latter policy <sup>to us</sup> seems the most desirable.

~~SECRET~~



~~131~~ 131  
RECOMMENDATION: It is recommended that the block managers be permitted to sit as a body to hear the complaints or suggestions of any individuals or groups who may desire to submit them; that the complaints or suggestions be considered by them and submitted to the council or Project Director in writing. The Project Director may, in turn, refer matters to them for an expression of their opinion. It is to be remembered that even though this body will be predominantly Issei they will be appointed by the Project Director and not elected by the evacuees.

*We agree.*  
Comments : ~~(The report)~~ The block managers are, as ~~the report~~ recognizes, in daily contact with the residents and consequently are able to reach the actions and sentiments in the block. *To the best of our knowledge,* All projects with which I am acquainted have procedures by which it is possible for complaints and suggestions to be forwarded through the block managers to the administration. ~~In the early history~~ of our projects many of these suggestions were concerned with administration policies. With the creation of a Council the attention of the block managers has shifted to more routine matters. They do, however, assist in settling many disputes and problems between the residents within the block. The first two recommendations are really administrative considerations and beyond the formal operation of Community Government, although our block managers, in practice, have a significant place in community affairs. Accepting that our present policies are adequate, the "Council" function of the block managers has little place.



132  
RECOMMENDATION: It is recommended that a Nisei community council as presently provided for be elected consisting of one representative from each block; that they also be permitted to hear committees or individuals and that the suggestions or complaints so received be considered by them and submitted to the Project Director in writing. It is further suggested that when deemed advisable by them they refer matters in writing to the block managers for advice prior to submitting them to the Project Director.

Comments; ~~(Kinsler)~~ This recommendation generally <sup>is</sup> ~~conforms to~~ <sup>consistent with</sup> our present policy <sup>on community government.</sup> ~~with the exception that it conceives of a Council's functions in a more limited sense.~~



132 133  
RECOMMENDATION: It is recommended that the Project Director refer in writing or discuss orally with either the block managers or community council any matters upon which he desires advice or recommendations. In other words, there should be a free exchange of information, suggestions and recommendations pertaining to community problems between the block managers, the community council and the Project Director.

~~Comments:~~  
Comments: (Kimball) ~~The suggestion that the Project Director frequently communicate with the Council group to secure advice and recommendations is basically sound. A number of Project Directors have followed this procedure conscientiously. However, if we follow his proposal of permitting the Project Director to consult with either Block Managers or the Council it would unavoidably lead to competition between the two groups and accentuation of the generation differences which already plague community solidarity.~~  
*This recommendation (and is now being conscientiously followed by most)*

In most cases, however, the Project Directors make a practice of consulting with either the Community Council or the block managers but not with both. Consultation with both groups on a single project would, we feel, lead to competition between the two and ~~mi~~ would ~~accentuate~~ accentuate the cleavage between generations which now constitutes one of the most serious obstacles to community solidarity.



~~133~~  
134  
RECOMMENDATION: It is recommended that all committees representing the people desiring an audience with the Project Director be formed of members of either the block managers or the community council after sufficient data has been obtained by them. In other words all committees purporting to represent the people must consist of members of one or the other body. Unofficial committees are to appear before either the block managers or community council to plead their cases there.

Comments: (Kimball) ~~The principle expressed in this recommendation is good~~ <sup>was</sup>

~~doubtless based on a realization~~  
~~and undoubtedly was in recognition of the need for regularized and better~~

organized means of communication between the administration and the evacuees.

~~In practice Project Directors have generally made themselves accessible to~~ <sup>a need which we recognize fully and which we are planning to meet</sup>

~~every type of complaining group. If this suggestion was followed carefully~~ <sup>in several ways.</sup>

~~the result would be to strengthen the Community Council. In practice,~~ <sup>however, we believe</sup> the

Project Director should leave the door open for any group to discuss

problems with him.



~~134~~ 135  
RECOMMENDATION: It is recommended that all recognized investigating committees such as the Fair Labor Practices Committee must be formed of members of one or both official bodies and that the Project Director refuse to recognize any committee not so formed.

Comment: ~~(Kimball) The recommendation that all investigating committees, including members of the Fair Labor Practices Committee, be composed of either councilmen or block managers is undoubtedly too narrow a limitation on participation. Certainly, the Committees to which he refers should be creations of the Community Council although non-Community Council members should be included.~~

This recommendation, we believe, imposes too strict a limitation on evacuee participation in community affairs. We are inclined to feel that all committees of the investigative type should be created by the Council but that non-members of the Council should be included.



125  
136  
RECOMMENDATION: It is recommended that the Community Council appoint from its members a legislative committee to compile and prepare regulations or ordinances for the Government of the Center. Prior to submission to the Director for approval or veto these proposed ordinances or regulations should be submitted to the Council as a whole. It is suggested in this respect that consideration be given the adoption of the penal code of the state in which the Center is located and that such added ordinances as may be peculiar to the Center be recommended to the Project Director.

Comments: ~~(initials)~~ Present policy does not insist upon the appointment of <sup>a</sup> legislative committee to prepare regulations. Many projects have, however, delegated ~~to a number of its members~~ <sup>to a number of members of the Council</sup> this responsibility. Under present policy the Project Director may veto only those regulations which are in excess of the authority granted to the Community Council. <sup>To date</sup> ~~As yet~~ we have not had sufficient experience to definitely establish that our present policy needs to be changed. ~~In practice the project attorneys have generally worked closely with the Council in formulating regulations.~~



136  
137  
RECOMMENDATION: It is recommended that the Project Directors appoint a judicial commission consisting of both Issei and older Nisei to sit as a commission to hear petty misdemeanor cases and violations of camp regulations; that they submit their recommendations as to the action to be taken to the Project Director. He should, of course, be permitted to refer any recommendation back to them for reconsideration or veto or approve it when received.

Comment: ~~(Kimball)~~ There is undoubtedly a need to strengthen the present system by which violators of community regulations are punished. It seems unlikely that a Judicial Commission, appointed by the Project Director, would be any more responsible than one appointed by the Community Council. The right of review of Judicial decisions is already contained within our Administrative Instruction.

~~Present policy provides for a judicial~~

This is substantially consistent with present policy. The ~~xxxx~~ one ~~exception~~ exception is that our Administrative Instruction on community government leaves the method of ~~appointing~~ selecting the judicial ~~and~~ <sup>Commission open</sup> instead of providing definitely for appointment by the Project Director. In practice, most judicial commissions have been selected by the community councils and and have, to the best of our knowledge, been functioning in a generally satisfactory manner.



137 138  
RECOMMENDATION: It is recommended the Internal Security Division present all misdemeanor cases to the commission and that the Project Attorney serve in an advisory capacity only. It is not recommended that this commission assume the dignity of a court but merely function as a hearing board so as to make recommendations to the Project Director.

Comment: ~~(insert)~~ This recommendation again emphasizes the point of the degree, or amount of authority, which we can, or are willing, to delegate to the evacuee groups. It is probable that an administratively constituted Hearing Board would function adequately in handling minor infractions. However, <sup>since</sup> ~~it~~ one of our objectives is to create and foster a sense of community responsibility and to strengthen internal controls in the preservation of law and order, <sup>we would favor</sup> ~~it would seem that~~ a more liberal delegation of authority <sup>is</sup> ~~than recommended here is desirable.~~ <sup>above</sup> ~~Whatever system is followed it will be necessary to give dignity and status to those who serve in a judicial capacity.~~

In legal theory, of course, the judicial commissions have no status whatever as courts and are merely administrative bodies. In practice, however, we favor granting them as much responsibility as practicable in the interest of strengthening <sup>community</sup> ~~controls~~ ~~in the interest of strengthening~~ controls ~~in the interest of strengthening~~ over the dissident and troublemaking groups.

to the judicial commission



~~138~~ 139

RECOMMENDATION: Unless there exists a particular reason to the contrary, all such hearings should be open to the public.

Comment: ~~(Kimball) Comment is unnecessary.~~

*We fully agree.*



138 140  
RECOMMENDATION: It is recommended that there be established certain forms of punishment that may be inflicted within the Center itself.

There is presently an administration policy that the evacuees cannot be fined by the local administration. It is felt, however, that penalties such as the following will have wholesome effect on petty violators.

1. Cancellation of pass privileges
2. Confinement to quarters
3. Denial of permanent and temporary leave
4. Cancellation of work privileges
5. Revocation of drivers' licenses
6. Segregation.

And others.

Comments: ~~(Kinball)~~ Administrative Instruction 85 defines offenses and punishment which may be inflicted within the center. This instruction obviates any need for extended comment on this recommendation except that the penalties which he proposes are in some instances prerogatives of the administration and should not be conferred on a Judicial Commission.

Our present Administrative Instruction on trial and punishments provides that the maximum penalty that may be imposed by the Project Director, in the exercise of his disciplinary powers, ~~for commission of an offense~~ ~~offense~~, shall be imprisonment in jail for not more than three months, or suspension for not more than three months of work privileges, wages, ~~striking~~ clothing allowances, unemployment ~~compensation~~ compensation, welfare grants, or other pay privileges to which the offender may be entitled, or any combination of these penalties. We believe these penalties are ~~sufficient~~ sufficient for the punishment of offenders at relocation centers.



~~140~~ 141  
RECOMMENDATION: It is recommended that all misdemeanors, and of course felonies, for which these menial forms of punishment are not commensurate be transferred to the state courts for prosecution.

Comment: ~~(Kimball) Present policy already covers this recommendation so that no comment is needed.~~

*This is in line with present policy and with actual practice.*



~~141~~ 142  
RECOMMENDATION: It is recommended that at the Project Director's conference to be held in Washington there be compiled at that time a set of regulations for adoption and subsequent distribution to the block managers for the information of the evacuees. It is suggested that any violation of such be referred to the judicial committee for hearing and recommendation. These regulations should include in addition to criminal matters, health, fire and traffic ordinances.

Comments: (Kimball) It would undoubtedly be desirable to have a general discussion on regulations affecting evacuees, but with already established policy on this point it would seem unnecessary to compile a set of regulations as proposed here.

We are ~~galk~~ glad to have this recommendation~~x~~ and will consider it in planning the agenda for our national conference.



142 143  
RECOMMENDATION: It is recommended that prior, during and subsequent to the adoption of these recommendations it be thoroughly understood among the evacuees that the Project Directors reserve the right to approve or veto any recommendation made by any of the Government bodies, groups or committees.

Comment: (Kimball) It is not clear whether Gurnea is referring to regulations or recommendations of the Hearing Board.

Pencilled note by Mr. Provinse  
"Regulations and now has such authority".

Under present policy, the Project Director has the right to veto ~~any~~ any regulations or ordinances passed by the Community Council which ~~are inconsistent with WRA policy~~ are in excess of the authority granted to the Council.



143 144  
RECOMMENDATION: It is recommended that after consideration has been given the desirability of adopting such a form of government it be uniformly adopted throughout all relocation centers.

Comment: ~~(Kimball)~~ We agree that the basic policies governing Community Government should be uniform at all centers. However, it would seem undesirable to so rigorously define <sup>detailed</sup> procedures that each center could not develop its own forms to meet local situations.



~~144~~ 145  
RECOMMENDATIONS: It is recommended that if this or any other similar form of community government be adopted, that it not be discussed with the evacuees prior to adoption but that it be given thorough consideration by the administration and then instructions issued that such a form of government will be placed in effect.

Comments: (Kimball) This recommendation more than any other causes me to wonder if Gurnea was adequately informed of our administrative policies on Community Government. If he has been so informed then we must accept his recommendations as being proposals to modify our present policy in the direction of greater restrictions on evacuee expression and a greater concentration of exercised authority in the hands of the Project Director.

This ~~direct~~<sup>runs</sup> recommendation/~~is~~ directly counter to our feeling that ~~evacuees should be encouraged~~ evacuee participation in community government should be encouraged all along the line and in every feasible way.



145 146  
RECOMMENDATION: It is recommended that complete information on all usual or predominant complaints affecting a group or class of Japanese be called to the attention of the Seat of Government, where consideration may be given them and if possible, corrective steps taken or assurance given the evacuees that their complaints are without foundation.

Comment: ~~(Baker) Mr. Garnee's recommendation on the handling of complaints and causes of anxiety is sound, and I believe is in line with the practice that we are following to the best of our ability.~~

This recommendation is sound and consistent with the practice which we are now following to the best of our ability.