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HISTORICAL AND CHRONOLOGICAL REPORT OF THE DEVELOPMENT  
OF THE RELOCATION DIVISION

By

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WAR RELOCATION AUTHORITY -- DEPARTMENT OF THE INTERIOR  
GRANADA PROJECT



## HISTORICAL AND CHRONOLOGICAL REPORT OF THE DEVELOPMENT OF THE RELOCATION DIVISION

During July 1942 at the Regional Office of the War Relocation Authority, located in the Kittridge Building in Denver, Colorado, appointments were being made to staff the Division of Housing and Employment (later to be known as the Relocation Division) by August 11, 1942. The original staff was composed of three members as follows:

Clarence H. Moore	Senior Employment Officer	CAF-12
Walter J. Knodel	Replacement Officer	CAF-9
Willis J. Hanson	Registrar	CAF-7

The group above was first engaged and occupied in setting up a series of job descriptions and occupational titles as applied to evacuee employment. No guide material was available at that time. All that was known was the fact that WRA planned on three wage brackets, namely \$12.00, \$16.00, and \$19.00 per month for evacuee services on the project. Considerable effort and time were consumed in the preparation of job descriptions that were written and reproduced by mimeograph for the selected occupations to fit the wage brackets (about 250 in number).

Early in August word was received that the Heart Mountain Relocation Center was to receive its first contingent of evacuees from Assembly Centers on the west coast. Clarence Moore, Sr. Employment Officer, and Walter J. Knodel, Placement Officer, were detailed to the Heart Mountain Center on August 13th for one week in order to observe procedure and to assist wherever needed at that time.

### HEART MOUNTAIN EXPERIENCES

The Heart Mountain Relocation Center was a busy place. Contractors and hundreds of men were rushing to complete all of the facilities that would soon make up a relocation center. Offices had been established in newly completed administration buildings. Soap box files and nail keg chairs were predominant. Orientation to the situation came quickly. The first duties were to make housing assignments from an advance train roster that was available. Registration forms were made and duplicated in order to obtain upon arrival such vital statistics as would prove necessary in administering the program.

The first induction at Heart Mountain was, for the purpose of this report, uneventful. A number of basic facts and constructive criticism were carefully noted by the Granada detail. They are listed as follows:

1. Train rosters were not accurate as to number, sex and age of persons listed there-on.



2. It was not practical to assign housing in advance of group arrival. Any time supposedly saved through this procedure was later wasted three-fold in making changes in assignments, augmented by the fact that families would move without permission thereby confusing the record.
3. That a trained induction crew was vitally important and should be headed by a person possessing the ability to make quick decisions, keep his head and generally perform in the manner of a seasoned administrator.

In addition to the three points listed above, note was made of the amount of motor transport needed for the movement from rail head to point of induction and later housing.

After a week's detail and the experience of observing three trains carrying about 500 evacuees each arrive at Heart Mountain, the Granada group proceeded to report to the new station, the Granada Relocation Center, at Amache, Colorado.

#### THE GRANADA CENTER

The first office of the newly created Division of Employment and Housing was located in an evacuee barracks in the residential area. Administration buildings were still in the "blue print stage".

The first efforts were directed toward preparation for the induction of 212 evacuees who were to arrive on August 27, 1942. This group was to come from the Merced Assembly Center and was identified as an advance work group composed for the most part of young persons who would be capable of handling first-given essential jobs in the center. Inasmuch as the group was relatively small and no aged or extremely young persons were involved, handling of the group was comparatively simple. No problems were encountered. A registration center was set up in the mess hall. Mess tables were arranged in such a way as to allow the group to be inducted rapidly, starting at one end of the building in front of a large table. A medical examiner, registered nurse and an employment examiner were at this table. Last of all, they appeared at the housing table where they were assigned to quarters in a given block.

Recruiting for project employment during this registration was quite successful. From this initial contingent of 212, about 25 were solicited to assist in the employment and housing of future arrivals, the first of which came three or four days later. From this group of 25 evacuees we solicited stenographers, typists and other clerical workers to staff the office that would play such an important role in the next two months to come. An additional 35 workers were organized to operate the first mess hall. It can be



stated that the entire appointed personnel staff, as well as the evacuees who were assigned to the Employment and Housing Division, managed to do an efficient job of registration, housing and making immediate work assignments. The procedure of allowing new-comers to choose their own quarters was followed. This procedure, it is certain, caused considerably less difficulty than any other method that might have been used.

After arrival of the first two or three groups, a new member, Mr. Paul H. Frier, was added to the staff. He occupied the position of Housing Superintendent. He immediately established reports and records indicating the house to which every person had been assigned. He also recorded all moves, and all evacuees were instructed that no move would be authorized without permission in writing from the Housing Superintendent. This was violated on a number of occasions. It is felt, however, that the number of unauthorized moves were not excessive and as a result no special problems were created. They required no special handling or disciplinary action.

#### PROJECT EMPLOYMENT

After the first several trains had arrived and the evacuee population approached approximately 1200, the project began to present its problems. Criticism might have been directed toward the various members of the appointed personnel in supervisory capacities as well as the evacuees. With respect to the appointed personnel, they had a tendency to over-estimate their actual needs of evacuee labor. It developed that workers, especially laborers, were requisitioned in terms of 50's and even 100's, where-upon the employment sections of the Division began to scrutinize all requests for labor and to ask for justification. This procedure partially solved the problem, and as evacuee labor became more plentiful, the problem eventually solved itself.

The more grievous difficulties in evacuee job assignments were met and solved immediately wherever assignments were made for the more menial positions connected with garbage disposal, coal hauling, employment in the center hospital, etc. Recruiting for mess hall workers presented difficulties at times. However, after the weather grew colder in the fall, this problem automatically solved itself since the workers were more willing to work indoors where it was warm and they were self-assured of what might appear to be special food rations and shorter working hours.

#### OCCUPATIONAL CLASSIFICATION

Mention is made of occupational classification because its importance is dual; first, in conducting a sound on-the-project employment program and secondly because of the need for a record for "outside employment placements" soon to become a major phase of the program.

Willis J. Hanson by virtue of past experience was an excellent occupa



tional classifier. He was also able to train an evacuee staff to assist him in this operation. Accordingly, on September 15, 1942, an intensive interviewing program was begun, recording work history and establishing primary and secondary occupational classifications for all employable evacuees. Assembly Centers' records indicated that such classifications had been made in those centers but experience soon demonstrated that they were not accurate or complete. This interviewing program consumed about two months' time inasmuch as the task was quite comprehensive.

#### OUTSIDE EMPLOYMENT

As soon as the WRA Regional Office in Denver, Colorado, announced that evacuee labor would be available for outside work to harvest fall crops in 1942, requests were received for this labor from numerous sources. Labor recruiters from three major and two minor beet sugar companies appeared at the project making requests and in one instance demands for thousands of field laborers. The total of their requests amounted to some 5,000 laborers, a figure far above our availables inasmuch as the peak load of employable people at Granada, including women, never exceeded 3,750. This figure included border line cases classed as semi-employable.

Recruitment got under way on September 16th while we were still inducting new groups from the Assembly Centers. Meetings were held in all block mess halls. Sugar company recruiters explained the customary labor contracts, wages, hours of work, working conditions, housing facilities, transportation, and anticipated earnings for experienced as well as inexperienced hands.

Almost immediately applicants commenced to "sign up" at the outside employment office. Sugar company trucks started taking laborers out to near by fields, in some cases not over a mile from the project proper. Sugar companies whose acreage was located in more distant areas ordered railroad cars and shipped their recruited labor to the fields in car-load lots. Immediately following the influx of professional recruiters employed by the sugar beet companies individual private employers began to appear. Some were successful and others were not, depending on their offers, type of housing offered, etc.

At the conclusion of the season, 1,329 individuals had been placed. This included about 8 to 12 women. The others were males and represented about 75% of our employable male population. This overbalanced situation created a serious labor shortage for the operation of the project whose total population reached about 7,600 late in 1942. About 90% of the "outside employment" labor referred to above were employed in Colorado, the remaining 10% were about evenly divided between Kansas and Nebraska. Of the 1,329 laborers referred and placed in outside employment at least 80% were employed in topping sugar beets; the remaining 20% were engaged in



potato harvest, broom corn harvest and grading onions.

Employers on the whole appeared to be understanding, tolerant and extremely anxious to secure the labor. First and final reports indicated that evacuee labor proved to be more efficient and industrious than other classes of labor customarily used in this area. Few of the Granada evacuees had ever had sugar beet field labor experience. However, they adapted themselves and learned quickly. After several weeks' experience they appeared to be making earnings comparable to local workers who had years of experience. Competition became quite keen among the various professional sugar company recruiters. Several resorted to "pirating", and it was necessary, in view of complaints from other companies, to call a meeting and verbally reprimand the guilty parties with the threat that unless such practice ceased we would not honor their orders for labor. For the most part this move was successful and no additional complaints were received.

#### LABOR RELATIONS -- COMPLAINTS -- NON-COLLECTION OF WAGES

No serious labor relations problems were evident during the fall season of 1942. Some workers who were placed returned to the project indicating that the housing was unsatisfactory. These laborers usually asked to be referred to another employer. The situation was taken into consideration and if re-placement was indicated, that action was taken. If the workers had no real evidence for complaint they were not placed again.

During late 1942 and early 1943, we began to receive complaints for non-payment of wages. A number of employers with whom we were dealing were unreliable, morally and financially. The sugar companies have a protective clause in their contract which disqualifies an employer for payment in full until his labor bills have been settled. This was applied in a number of cases and resulted in satisfactory settlement of unpaid labor claims. It is believed that all claims were eventually settled.

#### INDEFINITE LEAVE

Less than a dozen indefinite leaves were issued in late 1942. These for the most part involved special cases usually for employment. For all practical purposes the indefinite leave program got under way in February 1943; at that time several field offices were opened and the fact announced through publicity on the project. The first few job offers to come to the project were, for the most part, for domestic and service occupations. Since our occupational records of employable people indicated that we had numerous people who were exceedingly well qualified for occupations such as maid, butler, house-boys, gardner, etc., there were applications for at least all of the better job offers. As a result the available supply of experienced domestics soon became exhausted.



It is needless for the purpose of this report to go through the procedures involved in indefinite leave and the establishment of eligibles for indefinite leave inasmuch as they were extremely confusing. All applicants registered at least twice on forms that were being continuously revised. The number of people who were in leave claim status as compared with the number who were job seekers was greater by more than 75%. One statement can be made in this report: "If leave claims and eligibility for leaves could have kept up with the demand, the population of the relocation center during early 1943 would have reduced considerably." Perhaps this should be explained. Evacuees at that time were ready, willing and anxious to leave the relocation centers. The complex machinery involved in leave claims did not approach keeping up with the demand. By the middle of 1943 some people became discouraged, where others became acclimated and satisfied with project living. Soldiers arriving on the relocation center became an attraction. The barbed wire fence became meaningless. The MPs were friendly. Members of the administrative staff were friendly. The food was reasonably good and as a whole the relocation center wasn't such a bad place after all. Stories began to come in from the outside from those few already relocated indicating that war-time living was hard. In some remote instances evacuees were not well received and these stories were magnified in the Center. They were passed from mouth to mouth. Facts became distorted and we reached a period by the middle of 1943 where it was necessary to commence "selling" relocation. By that time, job offers became more numerous and varied. Offers were no longer confined to service occupations. The field offices that had been opened by that time had solicited or had voluntarily received from employers seeking help, orders for all sorts and classes of labor, including common, skilled and professional.

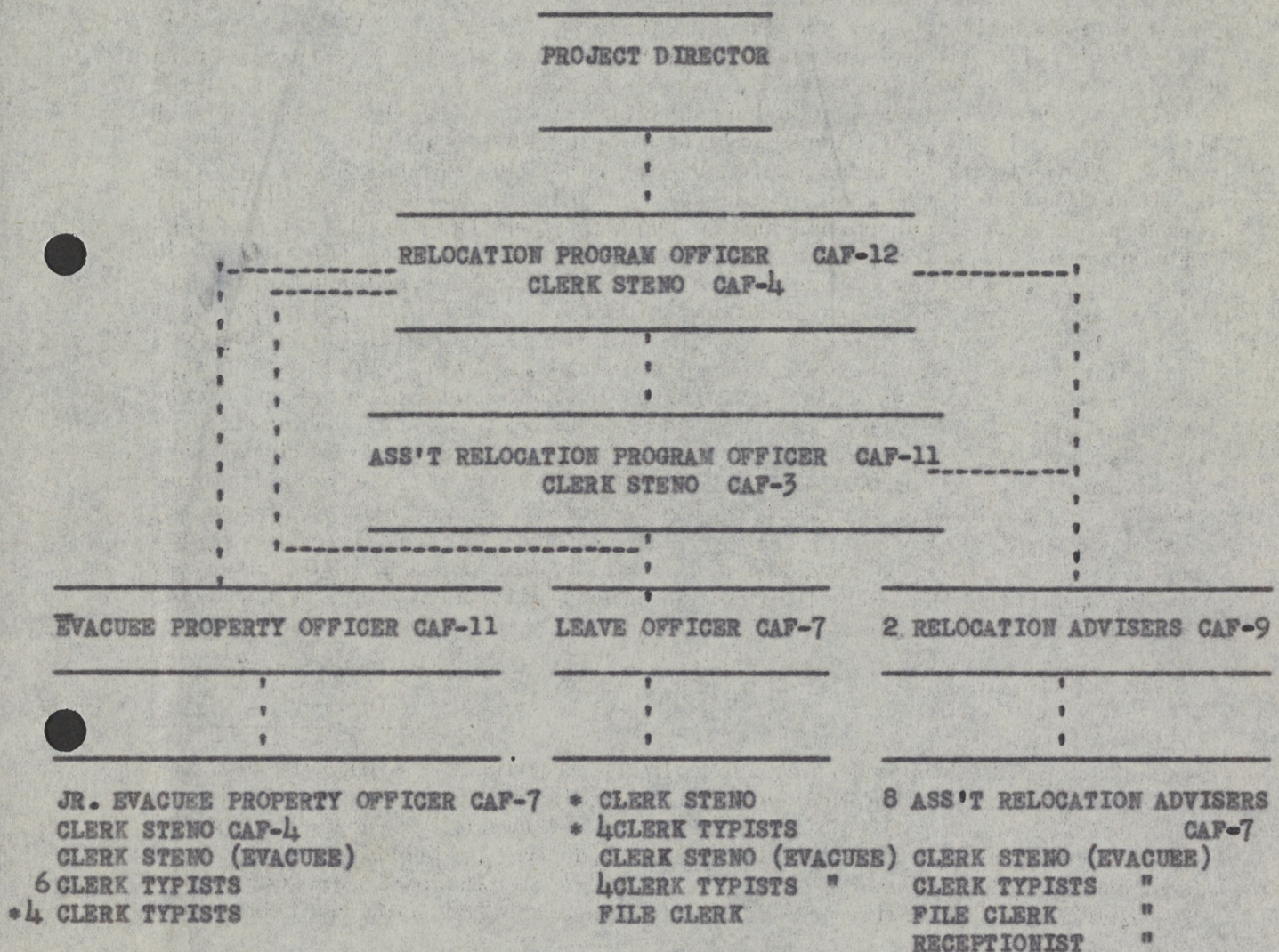
#### OFFICE ORGANIZATION

The Division of Housing and Employment was changed in 1943 to the Relocation and Employment Division. In 1944 center employment was placed under the Personnel Section in the Administration Management Division and the Relocation Division, proper, was set up under the direct supervision of the project director. In 1945 the Evacuee Property Section was removed from Administration Management and placed in the Relocation Division.

Several important changes were made in personnel. In November 1942 Clarence H. Moore transferred and Walter J. Knodel was made Senior Employment Officer and later, Relocation Program Officer. Mario Vecchio who joined the staff as Assistant Placement Officer became Placement Officer and later Assistant Relocation Program Officer. In September 1945 Mr. Knodel transferred to the Department of Commerce and Mr. Vecchio was Acting Relocation Program Officer during the last difficult month of Relocation.



Following is a chart showing the positions and job descriptions covering the final organization, both appointed and evacuee personnel.



\* DETAILED AS NEEDED.



Under the direction of the Project Director the Relocation Program Officer assumed his duties in accordance with the established job description. His duties included developing plans for acceptance of outside employment offers and accelerating the relocation of individuals and families through a comprehensive counseling program. He kept currently acquainted with employment offers, relocation trends and sentiment. He served on staff and evacuee relocation committees. He interpreted policies and procedures prepared by the Washington office; directed and supervised the appointed and evacuee staff engaged in the Relocation Division; was responsible for the installation and maintenance of necessary records and data; developed and maintained a program for publishing relocation and occupational opportunities. In addition, he served as Selective Service officer on the Project and handled all matters related to Selective Service. He coordinated all efforts between the Relocation Division and other divisions especially Welfare and Evacuee Property. He also served on the Leave clearance hearing board.

The Assistant Relocation Program Officer collaborated with the Relocation Program Officer in planning, developing and directing the relocation program and performed such duties as the Relocation Program Officer delegated to him. He supervised and collaborated with the Relocation Advisers in the development and maintenance of the counseling program and kept currently informed with relocation opportunities and trends. He handled all cases involving Hawaiian evacuees, parolees, excludées, segregées and all the more complicated or more difficult cases which fell outside the regular cases handled by the Relocation Advisers. He had direct supervision of the Leave Office and was responsible for installing and maintaining all leave files. He was responsible for office organization, training and direct supervision of the evacuee staff.

Under the supervision of the Relocation Program Officer and Assistant Relocation Program Officer, the Relocation Advisers supervised and stimulated the family interviewing and counseling program. They maintained all necessary records and cooperated with staff members of other divisions especially Welfare in solving relocation problems.

The Assistant Relocation Advisers worked under the direct supervision of the Relocation Advisers and performed the bulk of the interviewing of individuals and families as to their relocation plans, furnishing particular information concerning services and facilities available outside the center. They prepared relocation summaries for submission to the field offices.

Under supervision of the Relocation Program Officer and Assistant Relocation Program Officer, the Leave Officer performed or supervised all tasks and made final arrangements for all types of leaves issued. He maintained all necessary records and was responsible for the maintenance of



dockets, leave records and other relative data. He reviewed and certified applications for relocation grants, and maintained a rationing program, and kept selective service records on evacuees.

The Evacuee Property Officer, under the supervision of the Relocation Program Officer, took care of all evacuee property matters. He advised evacuees as to the disposition of their property, including sales, leases or rentals. He supervised all shipment and storage of evacuee property and acted in a liaison capacity between the evacuees and the Evacuee Property Section in San Francisco. He collaborated with the Project Attorney on legal matters concerning evacuee property management and was responsible for all files and records pertaining to evacuee property.

#### STAFF AND EVACUEE ORGANIZATION AND PARTICIPATION

During late 1943 when it became evident and apparent that relocation was to be the major program of WRA, Project Director James G. Lindley, on repeated instances at staff meetings of division heads as well as staff members of the entire appointed personnel, emphasized the importance of a relocation program. A relocation committee was organized, composed of representatives of Community Management, Operations, Administrative Management, and the office of the Project Director. This group continued to function through 1943 and during the spring of 1944 when evacuee organizations were formed composed of members of evacuee community government, both Community councilmen and Block Managers, newly organized Blue Star Mothers, YMCA, Parent-Teachers Association, and also a group from the evacuee population at large who had demonstrated leadership and who were well known among the evacuees. Some difficulty was encountered in getting this group to take an active part. They insisted on acting in an agency category and were at first quite hesitant in coming to the front to push the relocation program. They were probably fearful of being branded "pro-administration". During this phase of the program, the evacuee committee was instructed through outlined procedures received from the Washington office. It is felt that its usefulness was greatly over-rated by the Washington Staff, and the amount of good that was accomplished through this medium was negligible. As far as the Granada Project is concerned it was most difficult to work effectively with the evacuee committee on relocation. It is felt that strong undercurrent of fear was evident in the organization which never could be eliminated no matter how strenuous the effort on the part of the Project Director or the heads of the Relocation Division.

About the middle of the year in 1944, the staff committee, together with the evacuee committee, began a regular series of meetings in order to stimulate the resettlement program. Participation in the activity was good. A considerable number of suggestions always came from members of the appointed staff. Some value may have been gained through evacuee participation in the field of "dissemination of information".



The evacuee committee maintained private offices in the administrative area. It is believed that they at one time made an all-out effort to become popular among the evacuees by creating the impression that special favors might be gained on the part of the evacuee population who called upon them to request them to go through administrative channels for special requests such as granting of short term leaves, payment of resettlement grants, expediting the issuance of indefinite leave, etc. This soon ran its course and the evacuee population as a whole learned that no special consideration could be obtained through the evacuee committee. As a result, the popularity of the committee decreased.

#### PUBLICITY

During the period January 15, 1944 to July 1, 1944, the Relocation Division published a bi-weekly bulletin advertising job offers from various areas throughout the United States. This bulletin had wide distribution, having been placed in all mess halls and in the Co-op store as well as at various points throughout the administrative area. It was discontinued on the date indicated above because at that time it was felt that more good could be accomplished by call-ins and counseling on an individual basis for the purpose of demonstrating the necessity and true value of relocation rather than trying to "sell" individual job offers.

The center newspaper "The Pioneer" served as a good publicity agent medium from time to time. However, difficulties were encountered inasmuch as this paper was staffed entirely by evacuees who had "freedom of the press". Their attitude was to publish what they desired and omit what they did not desire. A number of good relocation articles were omitted simply because of the fact they failed to recognize their importance. In some instances, after considerable insistence on the part of the appointed staff of the Relocation Division, publicity was arranged. It can be stated that most of the material requiring publicity was taken care of through this medium. Other bulletins furnished by the various relocation offices and the Reports Division in Washington were first handled by the Relocation Division. The block managers were also a good medium of distribution of this material in the evacuee apartments in the blocks. Portions of this publicity material was always kept in reserve at the Relocation office for direct distribution to persons who were interested in certain areas or jobs.

On numerous occasions the Relocation Program Officer appeared before the Block Managers and the Community Councilmen to describe new areas that were opening up for relocation and job opportunities at various points throughout the United States. On most occasions the Relocation Program Officer was accompanied by a project visitor who in many cases was a recruiter for some large corporation or a visiting Relocation Officer. The Block Managers were by far the most cooperative body. They had previously gained the confidence of the people and were always quite willing to cooperate in any way



with the Relocation Division.

### STATISTICS

The following is a statistical report on the total number of each type of leave issued since the inception of the project. Due to the amount of work involved and the shortage of help at the time of this report no effort is made to break down the figures by month and by destinations. Instead the figures recorded below are the totals for each type of leave issued during the year indicated. The totals under the indefinite leave heading indicate the total number out on indefinite leave or terminal departure at the end of the year indicated.

	<u>SHORT TERM</u>	<u>SEASONAL</u>	<u>TRIAL PERIOD</u> <u>INDEFINITE</u>	<u>INDEFINITE</u>	<u>RE-INDUCTION</u>
1942	-----	1329	-----	-----	-----
1943	1276	1488	-----	1475	308
1944	1820	840	215	3577	576
1945	2092	-----	----- Oct. 15	9865	-----
Total	5188	3657	215		884

### SHORT TERM LEAVES

The reason most commonly given in applying for short term leaves was eventual family relocation; that is an opportunity to look for employment and housing for the family and to feel out sentiment. Other reasons were to visit relocated friends and relatives and to take care of business outside the center. Some few were for medical attention outside the center and to attend funerals of friends or relatives.

### SEASON LEAVES

The figures on seasonal leave recorded above are the total number of seasonal placements rather than the number of workers involved. The peak load of seasonal workers outside the center at any one time was 752. During the fall of 1942 and the spring of 1943 seasonal work was confined mainly to sugar beet farms. During this time about 90% of the seasonal workers went to areas in Colorado and the remaining 10% to Nebraska and Kansas. Later on, some few were placed in Utah, Idaho, Montana and the non-evacuated portions of Washington and Oregon. During 1943 with the presence of experienced Japanese truck farmers in the midwest, many farm owners went in for extensive truck farming operations. As a result the major part of the seasonal workers who had been going to the beet fields refused to accept beet work offers in favor of working on truck farms.



#### TRIAL PERIOD INDEFINITE LEAVE

During 1944, 215 Trial Period Indefinite Leaves were issued, all to districts east of the Mississippi. About 75% of these converted to indefinite leave in the field and the remaining 25% returned to the center for immediate or later conversions.

#### INDEFINITE LEAVES AND TERMINAL DEPARTURES

The total indefinite leaves shown above after each year does not represent the number of indefinite leaves issued that year but rather the number of persons out on indefinite leave at the end of the year. The number of indefinite leaves issued always exceeded the number out on indefinite leaves due to numerous re-inductions.

In December 1944 came the lifting of the Exclusion Order and the announcement that all relocation centers would be closed by the end of the calendar year 1945. The project director appointed a coordinating committee to disseminate information and instructions regarding relocation. Weekly slated meetings were held and called meetings as necessary. Indefinite leaves from January 2, 1945 became "terminal" leaves. On July 12, 1945 announcement was made that the Granada Relocation Center would be closed on October 15, 1945.

Prior to the lifting of the Exclusion about 70% of the indefinite leaves were for districts in the eastern states. The remaining 30% were for the middle west and west. The heaviest concentration of relocatees from this Center was in the cities of Chicago, Illinois and Denver, Colorado. In the earliest months of 1945, after the lifting of the Exclusion, the departures to the west coast were only about one out of four. At the time of the center closing the departures to the west coast during 1945 were approximately 3500 compared to approximately 2700 for other areas.

#### RE-INDUCTIONS

During the early stages of the relocation program re-induction from indefinite leaves were few and far between. However, as time went on, re-inductions became more numerous. For example, out of a total of 884 re-inductions, 301 of them occurred during the last six months of 1944. The reasons given for returning to the center were invariably illness or the inability to make a living on the outside. It may be stated, however, that the majority of persons who were re-inducted from indefinite leave soon found center life boring and it was not too long before they again left for the outside.



#### INTERVIEWING PROGRAM

The original staff working on this program consisted only of two Junior Counselors, one evacuee Junior Counselor, and an Assistant Counselor who worked in Relocation but were responsible to Welfare. In the beginning, considerable delay and difficulties were met in initiating the Family Interviewing Program; but the main difficulty was the resistance manifested by the evacuees who at that time had developed a strong antipathy against submitting to repeated interviews from which they felt came little or no good.

In August of 1944 the Junior Counselors were transferred to the Relocation Division under the supervision of the Assistant Relocation Program Officer. Later they were placed under the direct supervision of a Relocation Adviser who had been appointed in July. This staff gradually grew to two Advisers and eight Assistant Relocation Advisers.

From this group one of the Relocation Advisers was designated to work on a joint committee composed of himself, the Assistant Relocation Program Officer and two designated persons from the Welfare Section in order to discuss problems jointly and establish standards as to what cases were to be handled by the Relocation Division and those to be handled by the Welfare Section. This committee met at least once a week. The meetings usually involved a case-by-case discussion where upon it was agreed which organization would be responsible for the family in question.

In September of 1944 a concentrated and earnest effort was made to get the Family Interviewing Program under way. The resistance of the evacuees was broken down by the invaluable service of the Community Analyst who spent considerable time among the evacuees leaders. Much headway in this direction was also made by the Relocation Program Officer and various members of his staff who appeared at meetings of the Block Managers to explain the desirability and necessity of the program. The Block Managers in turn paved the way among the residents of the respective blocks.

At first the interviewing consisted merely of securing a Relocation Outlook, WRA form #340 and a Family Face Sheet, WRA form #329 for each family. This was done for the most part by the Assistant Advisers going into the blocks. When this phase of the program was completed, the evacuees were summoned by invitational letter to the Relocation Division for a full and complete interview and further counseling. The response to the letters was gratifying in that it was about 95% successful. In fact the plan was so successful that it not only surprised project officials but also visitors from the Washington Office who reported that such a procedure did not work too well on the other projects. Very definitely little difficulty was encountered at Granada.



In May of 1945 practically every family unit in the center had been contacted for interview. A program of re-interview was now initiated, chiefly among all evacuees who had not made or indicated no interest in making a relocation plan and among the definite resistance cases.

The successful relocation of all evacuees which enabled the center to close on time was evidence of the efficiency and excellent manner in which the Relocation Division conducted the Family Interviewing Program.

#### SPECIAL PROBLEMS

No mention will be made of problems encountered in relocation except those mentioned in other parts of this report since the only problems encountered were natural and peculiar to a type of work which was being done without precedent. No problems were insurmountable and they were all solved as they occurred.

#### COMMENTS AND CONCLUSION

The final phase of the Relocation Program at Granada was completely and gratifyingly successful, enabling the center to close on the day appointed with not one evacuee remaining in the center.

This successful closing stemmed from the following:

1. A sympathetic Project Administration which at all times dealt with the evacuees in a fair and impartial manner.
2. A Relocation Division staff, both appointed personnel and evacuees, who worked together as a team and who firmly believed in relocation as the major program of WRA and who worked at it unceasingly.
3. The unstinted cooperation and aid from other divisions as especially evidenced in the closing weeks of the center when members of other divisions came to assist in the final rush in the form of clerical workers to help process leaves, grants and vouchers while others worked day and night picking up freight and express, checking with evacuees before train time, driving convoy trucks loaded with evacuees to the depot and other tasks too numerous to mention.

In conclusion, let it be said that the smooth, orderly and 100% completion of the Relocation Program at Granada was due to a large extent to the firm conviction of the Project Director that the center must and would close on time. His was a conviction so firm that it was passed along to and accepted without reservation by the appointed personnel and the evacuees themselves. It was fitting tribute to a Project Director who found time from his many other and varied duties to work at relocation unceasingly and unselfishly. It was a just reward to a Project Director who was not only "Chief" but friend to appointed personnel and evacuees alike, Mr. James G. Lindley.