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War Relocation Authority, Relocation, Ark. January 28, 1943

Subject: Transportation and Supply Division Report
September 16, 1942, to December 31, 1942.

To: Mr. Austin A. Smith, Reports Officer

From: C. V. Updegraff, Transportation and Supply Officer

ORGANIZATION

Transportation and Supply Division was organized to include four sections: Warehousing, Motor Pool, Motor Repair, and Mess Operation.

The writer was appointed as Transportation and Supply Officer to head the Transportation and Supply Division on September 16, 1942, and reported to the project on that date. This was one day before the first train-load of Evacuees arrived from California. The staff of the Transportation and Supply Division at that time included the Project Steward to head the Mess Operation and a Motor Pool Supervisor to head the Motor Pool Section. A Warehouse Supervisor had not been appointed at that time and was not appointed until October 5, 1942. The Property Control Officer to head the Property Control Section, which was set up as a section of the Administrative Division, had not been appointed. Since it was imperative to maintain a record of the property arriving on the project, the writer assumed the duties of the Property Control Officer until one could be appointed.

The following is a brief report on the Warehousing, Property Control, Motor Pool, Motor Repair, and Mess Operation Sections from September 16, 1942, to December 31, 1942.

WAREHOUSING

As the Warehouse Supervisor was not appointed until October 5, 1942, the writer acted as Warehouse Supervisor from September 16 until October 5 in setting up the warehouse. It was found that a large amount of property had been received on the project prior to September 16, 1942, and through lack of warehousing space had been stored in three buildings. This property was jammed together, and no Tally-In Sheets had been made on them. An Evacuee was appointed to act as foreman of the warehouse, and enough laborers and clerks were placed in the warehouse to straighten out the surplus property. Gradually a record was made of all the property in the warehouse and a procedure was worked out and forms prepared for requisitioning property from the warehouses by the various divisions. When Mr. Davis, the Warehouse

Supervisor, was appointed on October 5, 1942, this relieved the writer of a large amount of detail; and Mr. Davis assumed charge of the Warehouse. Gradually as more warehouses became available, all property was sorted, racks were prepared, and property placed in an orderly manner. Bin cards were prepared where documents of acquisition and disposition could be posted.

This was the status of the warehouse at the time Administrative Instruction No. 70 was received from Washington. Conforming to Administrative Instruction No. 70, the warehouse was turned over to the Administrative Division.

PROPERTY CONTROL

Since the Property Control Officer had not been appointed, the writer assumed the responsibility and duties of this official in order to record properly the acquisitions and distribution of property. Cards were set up in the office of the Transportation and Supply Division with two Evacuee Posting Clerks handling this unit. All documents of acquisition, such as shipping tickets, purchase orders, etc., were posted to the cards upon acquisition of the property. Files were set up on these acquisition documents, and voucher numbers, used as a basic reference number, were given them. All documents of disposition of property were posted to the cards and were ultimately filed. A location card was prepared for each division and section, recording the nonexpendable property in their possession. Surplus property received from other agencies had not been priced before. However, at the time the Warehouse and Property Control Sections were turned over to the Administrative Division, this work had progressed to within approximately ten days of completion.

MOTOR POOL

Mr. Tom B. Coleman was appointed Supervisor of Motor Pool Section and was on duty prior to September 16, 1942. Trucks and automobiles had been stored at the Jerome Relocation Center and were transferred to the Rohwer Relocation Center as they were needed. There was some confusion in getting the Motor Pool organized at the beginning of the project since no cost form or procedure had been worked out, and in order to keep all departments working trucks were dispatched to suit the convenience of the requisitioning divisions. However, a cost procedure was worked out later and put into effect. Automobiles and pick-up trucks were allocated to various sections and divisions to be used for their transportation and were not pooled prior to December 31, 1942. Trucks were pooled and dispatched on a dispatch order, showing the miles and hours used by each section. This time was used as a basis for charging the expense of trucks to the sections. The work is progressing satisfactorily as of December 31, 1942.

MOTOR REPAIR SECTION

Due to the lack of building facilities and motor repair equipment, the garage was carried on as a minor repair station and was not equipped to handle major repairs. During the month of December, 1942, a building was set aside and enough equipment secured to perform all minor repairs on the motor equipment. We believe that during the month of January, 1943, the garage will be performing its proper function.

MESS OPERATION

Mess Operations at Rohwer Relocation Project have been carried on during the quarter October 1, 1942, to December 31, 1942, with a notable absence of instances that could be classed as "undue difficulties." Naturally, there have been instances such as late deliveries by vendors, distaste for menus due to racial differences, and lack of warehousing facilities; but such problems were to be more or less expected in a project of such a nature and size and were solved as a routine problem with mutual satisfaction to supervisors and evacuees.

During the quarter, a Refrigerated Warehouse was completed and activated. Operation of this unit is entirely by evacuee personnel and to date has been very satisfactory. Also during this quarter, an Administrative personnel Mess and a Hospital Diet Kitchen were completely equipped and activated during the period, and an administrative office force selected, employed, and organized.

(a) The Refrigerated Warehouse was completely staffed with experienced men--butchers, vegetable handlers, checkers and weighers--and functioned as a dependable unit of the Mess Operations Section. Fresh fruits, vegetable, milk, meats and dairy products for the entire project receive prompt and capable handling at this warehouse.

(b) The Administrative Personnel Mess served three meals a day to an average of 120 persons daily during the quarter, and employed an average of 20 evacuees as cooks, cooks' helpers, waitresses, and dishwashers.

(c) A Hospital Diet Kitchen was staffed and placed in operation, serving soft and other diets to hospitalized evacuees, where prior to opening of the diet kitchen meals were carried from Block Mess Halls to patients.

(d) All of the nineteen block messes activated were staffed from newly arrived evacuees and the biggest problem in connection with this operation was the securing of capable cooks and stewards. This was also true in the block messes activated

earlier, and a sort of educational program had to be embarked upon to augment the supply of trained workers. Later in the quarter, results were achieved in that several of the trainees were placed in more responsible positions in their respective messes, and in some cases, in other messes.

(e) The Mess Operations Office was staffed and organized wholly from evacuees, as the only Caucasian employees are the Project Steward and the Assistant Project Steward. Included in this organization are a sectional cost accounting department, a time-keeping department, and a supply and service department. Some difficulty was encountered here also in securing capable and experienced clerks--as obviously some mess operation training was desired, and a few had it. However, the Mess Operations Office developed during the quarter to where it was operating at a very good rate of efficiency.

During the quarter, close adherence of rationing regulations was observed in all messes, blocks, hospital, and personnel. A close liason was maintained with each mess, and overstocks of certain items kept to a minimum. Warehouse stocks were kept under close observation and a daily inventory of all stocks taken and submitted to the Mess Operations Office. At the close of the quarter, there were in operation on the project thirty-three block messes, one personnel mess, and one hospital diet mess.

C. V. UPDEGRAFF
Transportation and Supply
Officer

SUBJECT: Transportation and Supply Division Report
January 1, 1943, to March 30, 1943

TO: Mr. Austin A. Smith, Jr., Reports Officer

FROM: C. V. Updegraff, Transportation and Supply Officer

Organization

The Transportation and Supply Division consist of the following sections: Chief's Office, Motor Pool Section, Motor Repair Section, and Mess Management Section.

Chief's Office

The Transportation and Supply Officer supervises the activities of the Mess Management Section, Motor Pool Section, and the Motor Repair Section. This supervision consists of advising with the section heads regarding problems arising in the sections and analyzing cost reports and other records of operation.

An Evacuee Property Officer has not been appointed on this project as yet and this office has been acting as the Evacuee Property Office since January 1, 1943. This work consists of interviewing the Evacuees regarding their property in California. Forms WRA-155 and WRA-156 are prepared for those persons that wish to have their property transferred to the Federal Storage or to this project as outlined in Administrative Instructions No. 78. Forms WRA-153 and WRA-153A as outlined in Administrative Instructions No. 77 are prepared for those persons who wish to sell their property.

This office also arranges transportation for all Evacuees leaving on indefinite leave for purpose of relocation. After the Leave Officer approves the leave for an Evacuee, this office finds the best train routings and purchases tickets, checks baggage, and prepares Government Bill of Lading for the shipment of 500 pounds of freight that is transported free for each Evacuee leaving for relocation. At the present time there are an average of ten persons each day that are leaving the center. Routings and tickets are purchased for those persons transferring between the centers. Arrangements are made and bills of lading are issued for shipment of all freight for these persons.

Motor Pool Section

The Motor Pool Section has been operating 86 vehicles,

consisting of stake trucks, dump trucks, cargo trucks, pick-up trucks, ambulances, and automobiles. During the three month period the Motor Pool has been more efficiently organized. A dispatcher's office has been set up. This office is under the supervision of an appointed Chief Dispatcher who dispatches and assigns trucks to the sections and divisions as they are needed. Mileage, time, and trip records are kept on each vehicle and this is used as the basis of the charge made to the section for the usage of the vehicle. The Cost Accountant is furnished each month with the charges to the sections for motor vehicle usage.

A parking lot has been constructed for parking trucks and will be fenced in the near future. All trucks have a designated parking place and are parked in this place when not in use.

A requisition has been submitted to the 8th Service Command, Dallas, Texas, for 12 stake trucks, 6 automobiles, 2 ambulances, 4 truck tractors w/semi-trailer, and 4 dump trucks. These trucks are to be used as addition to our fleet and replacements for old, obsolete trucks.

Motor Repair Section

The Motor Repair Section has been a very difficult department to organize due to lack of proper building space and lack of garage equipment. However, except for a garage building, the department is now functioning satisfactorily.

Garage equipment has been purchased piece by piece wherever it could be found, and the garage is now almost completely equipped.

A PD-200 has been filed with the War Production Board requesting approval for the building of a garage building, 100 feet by 50 feet with a roof clearance of 12 feet. Until this building is completed the garage is housed in a 100 feet by 40 feet building with an 8 feet ^{roof} clearance. The building is not satisfactory as the roof clearance makes it difficult to pull a motor. Repair work is being done, however, as the garage is staffed by well-trained Evacuee mechanics.

A temporary washing rack is in operation where all vehicles are washed at regular intervals. A steam cleaner has been installed where the motors and under carriage on all motor vehicles are steam-cleaned.

A service station is in operation where all gasoline, tractor fuel, and motor oil are stored and dispensed. The service station also inspects and repairs tires.

An arrangement has been made with the Ordinance Service Command Shops at Camp Livingston, Louisiana, to exchange worn tires for recapped tires. An arrangement has also been made to exchange unserviceable parts and motors for reconditioned parts and motors. This arrangement has allowed us to exchange 157 unserviceable tires for the same number of serviceable tires.

The Motor Repair Section maintains and services 30 tractors, 3 bulldozers, and 3 draglines. Twenty-four tractors are used by the Agricultural Division, the balance of the equipment is operated by the Public Works Division. A service truck is kept in the field to service the tractors and other equipment in the field. The service man greases and dispenses fuel from the truck to the tractors. A Field Mechanic inspects each piece of equipment daily and makes all minor repairs and adjustments in the field. The tractors are brought into the garage only for more serious repairs that cannot be performed in the field. Complete cost records are maintained on this service.

The storeroom for repair parts has been maintained in one of the warehouses. This storeroom is now in process of being moved into a building adjoining the garage. Inventory cards have been set up on all repair parts and supplies. A physical inventory is being made. There will be some discrepancies between the physical inventory and the book inventory due to emergency operations during the early days of the project. It is expected, however, that the storeroom will be completely inventoried and operating smoothly in the next three weeks.

A blacksmith, machine, and body shop has been set up under the Motor Repair Section to repair truck bodies, do small machine work and blacksmith work in connection with the repair of motor vehicles and farm machinery. The shop is performing this work satisfactorily.

Mess Management Section

During the period of January 1, 1943, to March 31, 1943, the activities of the Mess Management Section at Rohwer Relocation Center were continued generally along the same lines established in the previous quarter. "Undue difficulties" were not experienced, unless obtaining certain types of foodstuffs could be placed in that category. Notable

items were seafoods of all types, and some fresh fruits, particularly citrus. Some difficulty had been anticipated with reference to the ration program, but constant consultation of available information and wide dissemination of such information brought unexpected results in that little real difficulty developed.

Early in the quarter several developments were planned and brought to fruition resulting in greater economy and improved sanitary conditions. These were:

- (a) Installation of meat scales in the refrigeration warehouse, assuring correct weights of both incoming and out-going deliveries.
- (b) Building and installation of duck boards in all staple warehouses, eliminating possibility of loss from water damage and rats.
- (c) Installation of boilers in each of 35 kitchens, insuring instant and constant supply of hot water for cooking and cleaning purposes.

A sanitary program for all evacuee messes was outlined and to further the program, a contest between messes was inaugurated wherein the mess adjudged best in sanitary condition, efficiency, appearance, service, and attitude of the workers was awarded a pennant similar to the Army and Navy Efficiency Pennant. Judging is done by a committee of evacuee judges, selected by the supervisors of all messes, and is conducted on a point basis, with weekly gradings by each inspector.

During this quarter one of the problems to arise was the question of feeding night shifts, particularly of firemen, Internal Security patrolmen, and boiler firemen on duty at the hospital. Final solution of this resulted in activating a hitherto unused mess hall. In this mess, staffed by evacuees, meals are prepared and served nightly to before mentioned groups, and has to date solved that problem.

Landscaping of the areas surrounding the mess halls was started with the advent of good weather, and very good results have been obtained, and much interest taken by the evacuees.

During the quarter, the ration program was observed very closely, and a constant check maintained on warehouse stocks, under a daily inventory system inaugurated during the previous quarter and which was improved upon during this current quarter. At close of the quarter, there

were in operation thirty-four evacuee mess halls, one Administrative Mess, and one Hospital mess, in which both patients and workers are fed.

SUBJECT: Transportation and Supply Division Report
April 1, 1943 to June 30, 1943

TO: Mr. Austin A. Smith, Jr., Reports Officer

FROM: C. V. Updegraff, Transportation and Supply Officer

ORGANIZATION

The following is a progress report for the Motor Pool, Motor Repair, and Mess Management Sections which comprise the Transportation and Supply Division.

CHIEF'S OFFICE

No change has been made in the activities of this office during the quarter. It functions as a supervising office for the Motor Pool, Motor Repair, and Mess Management Sections.

As reported in the last quarter, this office is still acting as the Evacuee Property Office. All applications for the transfer of property from California to this Center, or to points where the evacuee relocates, or for storage in Government Warehouses in California, are handled in this office. Evacuees are interviewed and applications are accepted for the sale of any of their personal property in California. Several excellent sales have been made on farm machinery, trucks, automobiles, etc. Due to the necessity for interviewing each evacuee regarding his property problems and the amount of correspondence necessary to transmit these problems to the Evacuee Property Office in San Francisco, California, the evacuee property work requires approximately fifty per cent of the time of all the personnel in the Chief's office.)

In addition to the evacuee property work, this office prepares rail routings, arranges for shipment of freight, baggage, and express, for the evacuees leaving on relocation. }

All costs records on transportation are kept in this office. All inventory records for supplies in Mess Management are kept in this office. Receiving reports on Mess supplies are prepared in this office, and all correspondence with Quartermaster Centers, Quartermaster Depots, and Vendors, are handled in this office.

MOTOR POOL SECTION

As reported in the last quarter, the Motor Pool Section has been operating 86 vehicles consisting of stake trucks, dump

trucks, cargo trucks, pickup trucks, ambulances, and automobiles. In the latter part of June, the Eighth Service Command transferred 12 Ford stake trucks, 6 command cars, and 2 ambulances to this center. This equipment was badly needed as a large number of the trucks we were operating were obsolete and of an old model and it was very difficult to keep some of them in repair. Plans were being made at the end of the quarter to survey several of the trucks which no longer can economically be kept in operation.

A parking lot was constructed at the beginning of the quarter and all vehicles with the exception of a few are parked in this parking lot at night. The few exceptions is that equipment necessary to use at night for the operation of the center, such as for use by the Internal Security, electricians, and other maintenance crews.

The dispatcher's office dispatches these trucks as they are needed by the sections and divisions, mileage, time and trip records are kept on each vehicle and this is used as the basis of the charge made to the section for the usage of the vehicle.

MOTOR REPAIR SECTION

The Motor Repair Section has made rapid progress in repairing and maintaining the equipment. They are handicapped, however, by lack of building space, as reported in the last quarter. A PD-200 was filed with the War Production Board requesting approval for a garage building 100 x 50 feet with a roof clearance of 12 feet. Approval was obtained by the War Production Board early in the quarter and construction was started on this building, however, it has not been completed. As the quarter ended, the concrete floor had not been poured. When this building is completed, the garage can be moved from the make-shift building that it now occupies and it is our belief that we will be fully equipped to do any repair work necessary in the upkeep of trucks, automobiles, tractors, and other heavy equipments. Piece by piece we have secured the necessary equipment for the Motor Repair Shop and we are now completely equipped with the exception of a lathe. This, we have been unable to obtain.

A blacksmith shop has been set up during the quarter to do all necessary blacksmith work for the entire project. This work is done on a job order which is the basis that the requisitioning section is charged for the work. This shop is giving satisfactory service.

The storeroom for the Motor Repair Section has been completely set up. All property and parts have been separated, identified, and bin cards prepared. All requisitions for the Transportation Section originate through the storeroom and all property for both the Motor Pool and Motor Repair Section is cleared through the storeroom where it is properly accounted for, when used.

During the period April 1, 1943 to June 30, 1943, Mess Operations at Rohwer Relocation Center progressed in accordance with plans formulated earlier in the year. Scarcity of beef was balanced by the advent of project-produced fresh vegetables, and we were able to maintain a palatable and healthful diet in spite of the meat situation, and no "undue difficulties" were encountered. Final arrangements for the manufacture of miso and tofu on the project were made during this quarter; necessary machinery was ordered for each of these processes; and actual manufacture is expected to begin early in the coming quarter. Approval was also received for construction of an ice storage house, and actual construction was well under way as the quarter ended.

The evacuee mess sanitary program inaugurated during the previous quarter was continued, and improvements in various phases of mess hall operations were noted, such as sanitary conditions, efficiency, and appearance.

During the quarter, the rationing program was followed very closely, and daily inventory of warehouses kept.

At the close of the quarter, there were in operation, 34 evacuee messes, 1 administrative mess, 1 hospital mess, 4 dry warehouses, 1 refrigerated warehouse, and 1 equipment warehouse.

MESS OPERATION REPORT

Mess operations at Rohwer Relocation Project have been carried on during the quarter October 1st, 1942 to December 31st., 1942, with a notable absence of instances that could be classed as "undue difficulties". Naturally, there have been instances such as late deliveries by vendors, distaste for menus due to racial differences, and lack of warehousing facilities, but such problems were to be more or less expected in a project of such a nature and size and were solved as a routine problem with mutual satisfaction to supervisors and evacuees.

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(d) All of the ²⁴nineteen block messes activated were staffed from newly arrived evacuees and the biggest problem in connection with this operation was the securing of capable cooks and stewards. This was also true in the block messes activated earlier and a sort of educational program had to be embarked upon to augment the supply of trained workers. Later in the quarter, results were achieved in that several of the trainees were placed in more responsible positions in their respective messes, and in some cases, in other messes.

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and a supply and service department. Some difficulty was encountered here also in securing capable and experienced clerks--as obviously some mess operation training was desired and a few had it. However, the Mess Operations Office developed during the quarter to where it was operating at a very good rate of efficiency.

During the quarter, close adherence of rationing regulations was observed in all messes; blocks, hospital, and personnel. A close liason was maintained with each Mess and overstocks of certain items kept to a minimum. Warehouse stocks were kept under close observation and a daily inventory of all stocks taken and submitted to the Mess Operations Office. At the close of the quarter there were in operation on the Project thirty-three block messes, one Personnel Mess, and one Hospital Diet Mess.

Notes on Mess Operations

as per L.A. May

The first requisitions for food for the Rohwer Project were made in Little Rock by Mr. Hudson, who was later Project Steward at Jerome, and were sent to the Quartermaster Depot at Memphis, Tennessee, and to the market center for perishable foods at Little Rock. The food arrived at the project a day or two before September 17, 1942, the date on which the first evacuees arrived. Sandwiches were prepared for the people as they came in and volunteer cooks prepared the breakfast the next morning. Mr. May, the present Project Steward, arrived at Rohwer on September 19, 1942, and immediately took charge of all mess operations. From that time until the latter part of October, a trainload of 500 evacuees was coming in every two or three days. Food was prepared in advance for every trainload of people which arrived. A crew of emergency cooks went into the blocks which would be occupied by each trainload and prepared the first meals for the newcomers. After the people had occupied their homes in the blocks, the Project Steward talked with the train monitors and other evacuee leaders, and mess crews were selected.

All food is bought through the Army. All requisitions are submitted to the Army Depot at Memphis or to the market center at Little Rock. The Army acts somewhat as a purchasing agent for the project. In only one or two cases has the project attempted to buy food on its own initiative. However, food supplies are frequently located by the Project Steward and they are later bought through the Army.

Storage of staple items was never a problem since the warehouse space allotted to the Mess Division has always been adequate. Perishable foods were a problem at first because of lack of cold storage facilities. At first it was attempted to have perishable food shipped in only once each week, but it was found that this could not be done successfully and that two or three shipments were necessary. At first refrigerator cars were kept on a siding and perishable goods were stored there for a few days but within a short time a cold storage plant was built and since then all perishable foods are kept there.

A Practically all food is issued to the blocks on a daily basis. This applies to the staples as well as perishable foods. The Mess Division has its own trucks, drivers, and swampers who carry the food to the blocks each day.

The same rationing rules are observed in the center as on the outside. Food is rationed on ~~ad basis~~ the basis of how many meals were served during the previous week per person. A ration point account is maintained at the McGehee Bank, and as food is received, a ration point request accompanies each invoice. Points are forwarded to the seller by the project along with the purchase price. If the goods bought are of a processed nature and come from the Army Depot at Memphis, the proper number of points is sent to the Depot. Ration points are allotted by the Washington office for a 60-day period and the number of points is based on the number of meals served during the previous 60 days.

The number of workers in each mess hall varies in each block and from time to time. At one time there were as many as forty workers

in some mess halls, and at other times and in other blocks, there were as few as 22 or 23. Thirty would be a fair average. In each mess hall there is one chief who supervises all mess operations in the block. There are two chief cooks with four or five assistants each, and the remainder of the workers are dishwashers and waitresses. There is one evacuee employee who is called the Senior Project Steward and he acts as evacuee assistant to the Project Steward of the appointed personnel.

The style of cooking varies in every block. In some blocks which are inhabited largely by people who formerly lived in cities, the food and its preparation varies considerably from blocks in which rural people live. The kitchens have standard army equipment and it is fairly satisfactory except that it is not particularly fitted for the preparation of food for babies, small children, and those who are on strict diets. The food is served in semi-cafeteria style with the people bringing their plates by the counters to receive their portion of food from waitresses who fill their plates as they pass by. After the meal, every person brings the used dishes back to the counter.

The manner of preparation of food is left up entirely to the mess crews in each block. They, in turn, are influenced considerably by the likes and dislikes of the people of the block. A reasonable amount of Japanese-type food is prepared. Some of the Japanese food which are bought for center use are shoyu sauce, chow mein noodles, dried shrimp, and various kinds of Oriental condiments. What would be an unusual amount of sea food for an average community is also provided. Tofu, miso, and bean sprouts are produced on the project. Ice cream is also manufactured. Lard is being made, and within a short time

manufacture of soap will be started. Most of the lard is made from fat which comes from hogs that are raised and slaughtered at the project. Soap will be made largely from used kitchen grease. A considerable amount of food and most of the vegetables consumed at the project are grown on the project farm. They are charged to the Mess Division at ~~85 percent of~~ 85% of the market price.

As might well be imagined, there were at first many complaints over the nature of the food and the manner in which it was served. However, in the last twelve months, these complaints have been negligible. At the present time one of the greatest difficulties in operating the Mess Division is the lack of experience cooks, and there is keen competition between the blocks for this type of worker. In the past, one of the greatest problems was finding suitable food which could be purchased in large amounts and which could be delivered with some degree of regularity. For some time now there has been little trouble in this respect.

Milk is bought for the project on the basis of one pint per day per person. This does not mean, however, that every person on the project gets a pint of milk each day because it is served only to babies, children under 10 years of age, nursing mothers, and pregnant women. Special baby food, such as purees and strained baby food are furnished the block kitchens by the Mess Division and are issued from the kitchens.

Each kitchen has a female worker who is known as a nutrition aide, whose duties are to assist in the preparation of formulas and other foods for babies and small children, and special diets for those

who are ill.

Food supplies are requisitioned from the army forty-five days in advance, and menus are made up this far ahead of time.

1. Appointed staff?