

J3.27

Colorado River War Relocation Project
Poston, Arizona

July 9, 1942

MEMORANDUM TO: Mrs. Lucille C. Farrett, Cook

Reference is made to our discussion relative to the operation of personnel kitchens at Parker and the CCC camp in addition to the Poston personnel mess No. 2.

We desire to open the CCC camp kitchen as soon as possible, preferably on the morning of July 10th. Mr. Best, in a discussion with him relative to this matter, indicated that he felt it would be possible to begin operations on one day's notice. The equipment necessary to carry on operations is now in the warehouse and can be furnished upon requisitioning. All requisitions for equipment, materials, supplies and subsistence, should be placed through the Chief Steward. This does not mean that the responsibility for operating the personnel kitchens will rest with the Chief Steward but he should clear all requisitions inasmuch as the subsistence supplies in stock are primarily for the use of the evacuee kitchens. The personnel mess at Poston as well as the one at Parker and the CCC camp, is to be operated on a self-sustaining basis. That is, the cost for subsistence plus labor costs necessary in the preparation and serving of the food, is to be fully repaid through deductions from the employees' salaries or collections in cash for meals served. When we began operation of the personnel mess No. 1 at Parker, a charge of 35¢ per meal was set up for all employees and 50¢ per meal for transits. Until it is determined that this rate is too low we will continue to charge on that basis. Our first cost report for the month of May indicated we have not been collecting a sufficient amount of money to cover the cost of operations and this condition must be corrected.

You are hereby designated to act in the capacity of Assistant Steward and assume charge of the operation of the personnel mess No. 1 at Parker, personnel mess No. 2 at Poston and personnel mess No. 3 at the CCC camp at Poston. In the operation of the CCC camp it is requested that arrangements be made to hire a Caucasian employee to serve as cook and manager in order to supervise the work of the Japanese employees who will be hired to prepare and serve the food.

We do not have an accurate estimate of the number of people who will be served at the CCC camp, however, it is thought that food should be prepared for approximately thirty to forty people, to begin with.

007.2
mess
oper

It might be well to contact the foremen in charge of the various Caucasian work crews with the assistance of Mr. Potter, in order to arrive at a more accurate estimate.

While it is proposed to turn this entire operation over to you and relieve Mr. Best of the responsibility, he has expressed his willingness to cooperate with you in any way he can and render every assistance possible in the operation of these kitchens.

One of the first things that should be done is to arrive at an estimated cost per meal based on the quantities of food prepared at the prices charged for subsistence furnished by the warehouse and supplies received through local purchases and to take steps necessary to see that food stuffs delivered to these kitchens are not diverted for other use.

A. W. Empie,
Chief Administrative Officer

CC
✓ Mr. W. Wade Head
Mr. Roy Potter
Mr. E.A. Best

Mr. Head

Colorado River War Relocation Project
Poston, Arizona

September 2, 1942

Memorandum to: J. D. Crawford and Morris Burge, Assistants
to the Project Director in charge of Camps
No. 2 and No. 3.

From: A. W. Eupie, Chief Administrative Officer

There seems to be no question as to the advisability and desirability of having Camps No. 2 and No. 3 represented in the Administrative Organization, the bulk of which is located at Camp No. 1.

This is true not only from the standpoint of performing necessary work but to have the people at the lower Camps feel that they are being represented in the over-all Project of the Organization.

Certain individuals have already been investigated and found to possess qualifying experience necessary in conducting certain phases of fiscal work, for example, one person now resides at Camp No. 3. If we were to employ him in the Fiscal Division it would be necessary to arrange for his transportation to and from Camp No. 3. daily.

I would like to have you give consideration to this matter, furnishing this office with a list of the people in your respective Camps, indicating the type of work which each person is qualified to do, dealing primarily with clerical and accounting work.

I would appreciate you accompanying your list with a possible solution to the transportation problem involved, bearing in mind, of course, the shortage of transportation facilities.

A. W. Eupie,
Chief Administrative Officer.

AWK:jbp

cc-Mr. Head.

Mr. Galvin.

Mr. Evans.

H. W. Smith.

H. H. Townsend.

Head

COLORADO RIVER WAR RELOCATION PROJECT
POSTON, ARIZONA

January 14, 1943

MEMORANDUM TO ALL SECTION CHIEFS AND DIVISION HEADS OF THE
ADMINISTRATIVE BRANCH:

We continue to call upon evacuees to render important services in all Divisions of the Administrative Branch and expect them to be in a position to fill progressively more important positions. A serious doubt exists in my mind, however, that we are making a concerted effort to further the educational development of the individuals to a point where they can logically be called upon to serve in more important positions.

I mean by this, in my opinion we should be doing something to instruct evacuee personnel concerning the intricacies of Governmental procedures encountered in the establishment and maintenance of the various functions in all sections of our organization. As a matter of fact, I feel confident that if we were to embark on such a course without further delay that the benefits to be derived therefrom would be undeterminable. I have no doubt at all but that in explaining the various procedures to the evacuees they could and would contribute very materially to the improvement of existing procedures and be instrumental in the establishment of additional or revised procedures which would greatly facilitate our work.

I have always liked to view regulations and procedures in the light of being a general course to follow but subject to adaptation in meeting requirements peculiar to a particular Project. There has never been, insofar as I am aware, any serious exceptions taken to deviations from a particular procedures where it could be borne conclusively that a valid reason existed for it.

I have in mind in particular the procedure outlined in the Manual of Administrative Accounts and Procedures for Field Offices recently promulgated by the Office of Indian Affairs and approved by the General Accounting Office. I have in mind also the recent property regulations issued by the Secretary of the Interior for use of various Bureaus of the Department of Interior which is supposed to be in use at this project under a special dispensation from the Indian Office. We stand unique in this respect inasmuch as this project is to be a proving ground upon which will be ironed out all of the features of the regulations which may not prove to be workable from a practical standpoint. I like to think that we have the same function with regard to any procedure laid down by the Central Office since after all, we are the ones who are installing the procedure and should be in the best position to render constructive criticisms, making appropriate recommendations for desirable alterations.

With these many points of our program in mind, I would like to establish without further delay, night classes at which would be taken up the study of all of the regulations and procedures which govern the activities of each Division of this Branch. This work should be approached by breaking the topics down into sections and units and by arranging to take up the study of each phase of the work in what is considered to be the most natural sequence. These classes should be arranged at a time most convenient for the majority of the personnel of the Administrative Branch in order that every employee, whether Caucasian or evacuee, can be in attendance. A suitable location should be selected, the use of which will not interfere with other meetings and in which blackboard facilities will be available.

It is requested that the Division Heads arrange to meet as soon as possible and discuss this matter for the purpose of making the necessary arrangements, determining the time and deciding upon the order in which the various topics will be taken up. I believe that the studies should be undertaken on the basis of two nights per week for perhaps $1\frac{1}{2}$ hours each.

I will be glad to be in attendance at each class, at times in order to actually conduct the class and at other times as an observer. In most instances it will no doubt be considered desirable for the Head of the Division or Section or the head of the particular unit to lead the discussions and conduct the study group. In this manner I can be of more assistance as an observer and adviser since in leading a discussion and actually conducting the class the actual understanding had by the person in charge can be readily determined and any misunderstandings more readily corrected.

It is requested that you have a consolidated report prepared and ready for a group discussion at the next meeting of the Administrative Branch on Saturday, January 16, at 3:15 p.m.

A. W. Empie
Chief Administrative Officer

AW Smith

COLORADO RIVER WAR RELOCATION PROJECT
POSTON, ARIZONA

January 14, 1943

MEMORANDUM TO: DIVISION HEADS, ADMINISTRATIVE BRANCH

In order that I may have information daily which can be considered authentic to the extent of publishing it in the Poston Chronicle, it is requested that you furnish me each afternoon data concerning the work of your particular Division which will be of interest to the residents of Poston and about which they should be officially informed.

In the past too many items have appeared in the press releases which have contained incorrect statements and information quoting various individuals within my organization as having said certain things which have later been denied by those individuals. In some instances, information has been published regarding the operations of the Administrative Branch which I was not aware of and which in the absence of such information might have proven to be embarrassing to this office.

In order to obviate any possibility of publishing undesirable information, all news releases should be cleared with this office which deal with the operations of this particular Branch. It is requested, however, that you make every attempt to furnish data and information regarding the operation of your particular Division which will not only be of interest to the evacuees but which will serve to bring about a more complete understanding of current conditions as well as the functions of each Division.

These news releases should be presented to my office in the manner in which the information is to be released and a space provided for my approval. The items should be prepared in the form of a memorandum addressed to the Poston Chronicle, signed by you as Division Head, using your payroll title, and referred to me for approval. If upon review of the information contained in the memorandum I find that certain items should not be released, it will either be returned to you for re-writing or after clearing with your office, I will have it re-written.

Let's make every attempt to make use of these facilities to the very best advantage of everyone concerned and look upon it as an educational program not only for the benefit of the evacuees but also for the Caucasian personnel as well.

A. W. EMPIC

A. W. Empie
Chief Administrative Officer

Head

COLORADO RIVER WAR RELOCATION PROJECT
POSTON, ARIZONA

January 23, 1943

MEMORANDUM TO: G. E. Snelson, Chief Steward

Reference is made to the food report dated January 12 based on the population as of January 1, 1943 showing the requirements for the month of February together with a meat rationing program and a tabulation of meat consumed during the months October to December, inclusive.

You and I have discussed the rationing situation and the fact that greater conservation of all foodstuffs must be exercised. We have also discussed ways and means for putting this program into operation as quickly as possible. We have agreed that we must observe the same procedure here as we would be required to observe here were we any normal community in the United States insofar as rationing is concerned and insofar as general consumption of foodstuffs is concerned.

Our operations on this Project are subject to very careful and critical scrutiny from the general public, members of Congress, and other interested agencies of the Government and as Government employees we are charged with the responsibility of operating the Project as economically and as efficiently as possible. This will require the cooperation not only of all Caucasian administrative employees but also evacuees as well. The situation is even more serious in view of the tremendous drain on all types of food supplies throughout the entire Nation.

I think it may be said that food costs on this Project have been reasonable considering the fact that the average cost per ration for the period ending December 31 is approximately \$.41. However, if at all possible it should be our aim to serve better meals at less cost and to do so all types of waste must be eliminated.

I feel that with turning over the distribution of food supplies to your Department and the fact that this is being worked out between your office, the warehouse office, and the transportation section, a better understanding and control will be had of the entire situation.

If Division Heads and others can be of assistance in carrying out a program looking to conservation of food supplies, proper warehousing of foodstuffs, cleanliness in kitchens, dining halls and warehouses, the proper communications should be addressed accordingly.

A. W. Empie
Chief Administrative Officer

cc: Mr. Head
AWR:MM

HEAD

COLORADO RIVER WAR RELOCATION PROJECT
POSTON, ARIZONA

February 5, 1943

MEMORANDUM TO: James Crawford, Administrator, Unit II

With the establishment of the garnish net factory and the progress being made in relocating evacuees, a serious situation is developing in the various Sections and Divisions of the Administrative Branch. The Administrative Branch to function satisfactorily must be operated as a service unit operating for the benefit of all other Branches and Divisions of the entire Project organization. In order to do this, trained personnel must be employed.

During the course of the past few months various evacuees have been trained in the several offices of this Branch and have as a result of this training become efficient in various types of work. Our experience during the past two weeks in attempting to recruit personnel to replace those going out has resulted in the receipt of a statement from the Employment Office to the effect that no further help is available, either experienced or inexperienced.

I have expressed myself before relative to the desirability of having representatives from Units II and III work in Divisions and Sections of the Administrative Branch offices at Unit I. I believe transportation facilities can be arranged to facilitate this procedure and I will appreciate it very much if through the efforts of yourself and the Employment Office eligible evacuees can be recruited for duty in our offices here. It seems to me that the logical procedure would be to have the Employment Office handle this matter but to be given complete cooperation by you and representatives of Unit II.

I will appreciate it very much if this matter can be brought to the attention of the Block Managers and other interested people at your Unit since if it is not possible to maintain a qualified staff of workers throughout the Administrative Branch, it will not be possible to maintain all phases of the work on a current basis and adverse conditions will be felt in connection with cash advances, clothing allowances, procurement of supplies, materials, and equipment and payment therefor.

AWB:MM

CC: W. Wade Head
V. R. Kennedy

A. W. Empie
Chief Administrative Officer

X A similar memorandum has also been addressed to Mr. Burge, Unit III Administrator

Colorado River War Relocation Project
Poston, Arizona

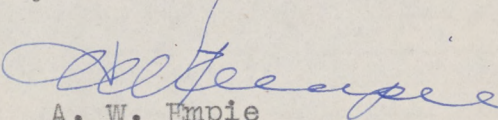
July 24, 1943

MEMORANDUM TO: Giles L. Zimmerman
Chief, Employment Division

Reference is made to your memorandum of July 14, concerning the return to the Project of persons previously granted indefinite leave. I feel as you do that those persons who return for a few days should be classified as visitors and collections should be made for subsistence on a daily basis provided for visitors.

Until a decision has been secured from the WRA Central Office, I believe we should proceed on the basis of considering those persons whose return stay is longer than, say 7 days, as other residents of the Project. I do feel, however, that this matter should be presented to the WRA Central Office for a ruling in order that technical points may be clarified.

File Policy


A. W. Empie
Chief Administrative Officer

COLORADO RIVER WAR RELOCATION PROJECT
Preston, Arizona
July 21, 1943

Memorandum to: Unit Employment Officers, Units 1, 2 & 3
Mr. W. Wade Head Mr. A. Cushman
Mr. Ralph Drennen Mr. Roy Yoshida
Mr. John G. Hunter

Subject: People Returning from Indefinite Leave

In a copy of a letter received by Mr. Haas, Project Attorney, the following has a direct bearing on our policy dealing with persons returning to the Center from indefinite leave:

"2. Your attached memorandum to Mr. Beeson, outlining the thinking of the re-induction committee to date, is being sent on to Tom Holland. You have probably read by now our July 3 letter to Don Horn, item 7 of which indicates the tenor of Washington discussions on the problem of evacuees returning to centers from indefinite leave. Thinking has crystallized a bit more since then. The proposed redraft of Administrative Instruction No. 22 (Revised) contains the following provision with respect to return:

'Return. When a person upon indefinite leave returns to or enters a Relocation Center for any reason, the Project Director will report to the Director as required by Administrative Instruction No. 76. Where a person required to return from such leave does not return as expected, the Project Director shall promptly notify the Director.

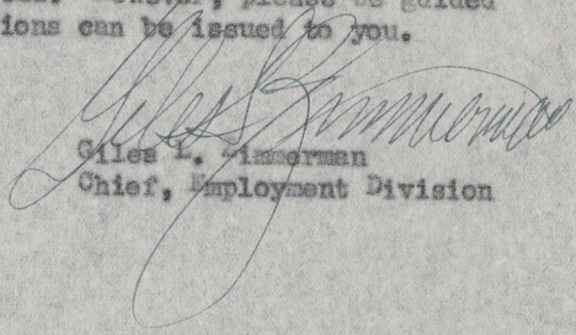
'Evacuees who obtain indefinite leave are not expected to return to Relocation Centers except for occasional visits. They are granted leave for the purpose of reestablishing themselves on a permanent basis. If, however, an evacuee on indefinite leave finds it impossible to maintain employment or residence outside the Relocation Center, he may apply in writing to the nearest relocation office for permission to return to a center as a resident. The Relocation Officer shall carefully investigate the application and make every effort to enable the applicant to remain on indefinite leave. As a last resort the Relocation Officer may certify to the Project Director that the circumstances of a particular case warrant an evacuee's return and the Project Director shall re-admit the evacuee to the Relocation Center upon such a certification. If a person upon indefinite leave returns to a Relocation Center without first obtaining a certification by the Relocation Officer that his return is justified by the circumstances, the Project Director may, in his discretion, admit him. The Project Director shall immediately communicate with the proper Relocation Officer

if the evacuee is admitted. If the Relocation Officer then certifies that the evacuee's return was not justified, he may recommend that the evacuee not thereafter be granted an indefinite or seasonal work leave for the purpose of going to a particular area without the prior approval of the Director. The reasons for such recommendation must be stated in full and be incorporated in the evacuee's leave record.

'When a person upon indefinite leave returns to a Relocation Center he shall be required to surrender his leave card unless he is admitted as a visitor, in which event he shall be required to pay for food and lodging in accordance with the provisions of current Administrative Instructions on the subject.'

This provision is designed primarily to lessen the running back and forth which some evacuees have been engaging in - making arrangements for another job in the same area, then quitting their present job and returning to the relocation center for a short while before going to the new job. There is no provision in the present redraft of the administrative instruction which would adequately cope with the situation where evacuees returned to the center simply because they are dissatisfied with the outside world and would rather remain in the haven of the center. Neither is there anything in the redraft, however, which would preclude a project director from setting up a procedure along the lines being considered by the re-induction committee, except the few guides set forth in the above-quoted provision."

I cannot give you a final opinion at this time as I have not had an opportunity to discuss this with Mr. Head. However, please be guided by this policy until detailed instructions can be issued to you.


Giles L. Zimmerman
Chief, Employment Division

GLZ:mf

COLORADO RIVER RELOCATION CENTER
Poston, Arizona

July 21, 1943

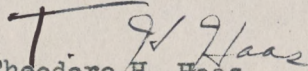
Memorandum to: Mr. Giles L. Zimmerman,
Chief of Employment Division

From: Theodore H. Haas,
Project Attorney

Subject: Excerpt from weekly report of Mr. Ulys A. Lovell,
Project Attorney of Jerome Relocation Center, re
relocation.

In accordance with our telephone conversation, the following is an excerpt from a letter from the Project Attorney of Jerome Relocation Center, Mr. Ulys A. Lovell, to Solicitor Glick, dated July 17, 1943:

"9. Another question asked in one of your replies was whether or not we had any large number of returns of people who went out on indefinite leave. I talked to the Employment Head this morning and he tells me that less than 2 per cent of the people who have gone out on indefinite leave have returned to the center and some of those who have returned, have done so merely to make final arrangements for taking out their families. That situation in this center at one time looked as though it might become a major problem, but due to prompt action on the part of Mr. Taylor and the staff, sentiment was built up which gave the residents the idea that once they went out on indefinite leave, they should take the good with the bad and really make an earnest effort to make a "go" of living in the Midwest. Sometimes they have had problems which they couldn't solve and about which they have written back to the center. Mr. Taylor and the staff have made every effort to assist them in solving the particular problem so that they could remain outside."


Theodore H. Haas
Project Attorney

thh:yy

(Revised) provides as follows:

I. Subsistence Charges

- A. A charge of 20¢ per meal will be made for all meals furnished visiting Japanese-Americans, including members of the Armed Services, except in the case of evacuees visiting the center from other relocation centers.
- B. No charge shall be made for meals furnished evacuees visiting the center from other relocation centers.

II. Housing Charges

- A. A charge of 20¢ per night shall be made for occupancy of living quarters expressly furnished for visitors, subject to the exception stated in B below.
- B. No charge shall be made for evacuees visiting from other relocation centers, nor shall charge be made for other visitors when space is occupied in the quarters of the family, friends, or relatives.

In compliance with this Instruction, charges as provided will be assessed at the time passes are issued to visiting Japanese-Americans to whom the Instruction applies. This means that at the time passes are issued to any Japanese-American visitors, excepting those from other relocation centers, the anticipated period of their stay will be shown on the pass issued. A flat charge of \$.60 per day (three meals) will be made for each day on the project. In case the visitor decides to stay longer than his original plans call for, it will be necessary that a new pass be obtained and payment made for subsistence and quarters for the period covered by the new pass. Passes should not be made for a longer period than the visitor intends to stay as refunds for payment in excess of the visitors actual stay cannot be made.

W. Wade Head
Project Director

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MEMO TO: Mr. Giles Zimmerman, Chief, Employment Office
FROM: Arthur L. Harris, Acting Director of Education
DATE: October 12, 1943

At the request of a number of division heads who must depend upon part-time workers of school age for the performance of certain duties, the administrative committee of the schools reopened the problem of student employment on Saturday, October 2. It was agreed that Administrative Instruction 27, Revised, August 4, 1943, Section 7, would permit the following part-time work arrangement:

1. On school days no student may have a combined school and work day of more than 8 hours. Since regular students are required to be in school 6 hours per day, they may work only 2 hours per day on school days.
2. Saturday and Sunday hours of work may be such as to permit a maximum total of 20 hours of work per week.
3. No student may work on more than 6 days of the week. Thus, a student who works on Saturday and Sunday must have one school-day in the week on which he will do no part-time work for compensation.
4. The student who is not employed on Sunday may work a maximum total of 18 hours per week, including an 8 hour day on Saturday.
5. Post-graduates who have passed their 18th birthdays are not limited in the hours of their employment.
6. In special cases a student's school program may require less than 6 hours per day in school attendance. The principal is authorized to increase the number of hours of employment permitted in such cases in an amount equivalent to the reduction in the length of the school day.
7. The increase in the number of hours of part-time work permitted under this interpretation does not mean that all students employed on part-time work are to receive credit for 20 hours of work regardless of the actual amount of time spent on the job. They are to be paid only for the number of hours during which they actually work. The principal of a school issuing work permits is instructed to cancel the work permit of any student who is receiving credit for more hours of work than he is actually devoting to the job. The school is responsible for the education of the child, and cannot be a party to a practice which develops poor work habits, undesirable attitudes, and rewards dishonesty.

/s/ Arthur L. Harris
Acting Director of Education

ALH:hn

Colorado River Relocation Center
Poston, Arizona

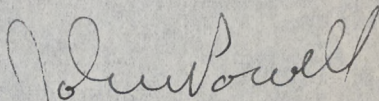
July 13, 1944

MEMO TO: Mr. D. Mills Mrs. P. B. Brown
 Mr. M. Burge Mr. R. H. Rupkey
 Mr. J. W. Shepard Mr. F. Haverland
 Mr. P. J. Cassilly Mr. J. D. Crawford
 Mr. S. Rowley Dr. W. Balderston
 Miss L. Butler Dr. D. French ✓
 Mr. C. A. Harper Dr. A. L. Harris
 Dr. A. Pressman

FROM: John W. Powell, Chief
 Community Management Division

I shall be away from the Project for approximately two months commencing July 15. During this period Dr. A. L. Harris will be Acting Chief of the Community Management Division. He is authorized to sign all documents which would normally require my signature.

My office will be in charge of Dr. Balderston who will act with Dr. Harris in maintaining the functions and relationships between my office and the sections within this division, and with other divisions of the Project.


John W. Powell, Chief
Community Management Division

JWP:mf

Colorado River Relocation Center
Poston, Arizona

September 22, 1944

MEMORANDUM TO: Mr. Burge, Mr. Rupkey, Dr. Powell, Mr. Shepard
Mr. Cassilly

SUBJECT: Absence from Project

I will be absent from the Project beginning Saturday, September 23, for about three days. Please contact Mr. Schoenhut on all matters pertaining to Procurement and Mr. Barrett in all matters of warehousing and Property Control.

F. M. Haverland

FMH
F. M. Haverland
Supply Officer

cc: Mr. Schoenhut
Mr. Barrett

Colorado River Relocation Center
Poston, Arizona

October 20, 1944

MEMO TO:	Dr. Powell	Mr. Schmitt
	Mr. Shepard	Mrs. Petta
	Mr. Rupkey	Mrs. French
	Mr. Haverland	Mr. Snelson
	Mr. Cassilly	

SUBJECT: Designation of Acting Assistant Project Director

During my absence from the center, October 22 to 27, inclusive, Mr. J. W. Shepard will act as Assistant Project Director in charge of Administrative Management.

Duncan Mills

Duncan Mills
Project Director

Poston Admin. Notices

COLORADO RIVER RELOCATION CENTER
Poston, Arizona

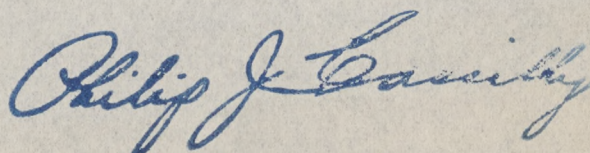
June 14, 1945

Mr. E. H. Runcorn
c/o Community Enterprise

Dear Mr. Runcorn:

Confirming our telephone conversation of last week there is attached a list of Division and Section Chiefs who will be able to provide identification of employees seeking to cash personal checks at the Community Enterprise Office.

With the exception of special cases I feel that Community Enterprise is justified in their determination to limit the cashing of personal checks to a maximum of \$25.00. For larger amounts the standard check cashing practices available to all residents should prevail.



Philip J. Cassilly
Personnel Officer

Project Director

Duncan Mills, Project Director

LEGAL DIVISION

Scott Rowley, Attorney

REPORTS DIVISION

Pauline Bates Brown, Reports Officer

RELOCATION DEVISION

Corlies R. Carter, Relocation Program Officer

M. Dorothy Stevick, Asst. Relocation Program Officer

Lou E. Butler, Asst. Relocation Program Officer

ADMINISTRATIVE MANAGEMENT DIVISION

Maurice Lipian, Asst. Project Director

John G. Hunter, Evacuee Property Officer

Wm. B. Barrett, Acting Supply Officer

John E. Connolly, Finance Officer

Josephine Gorham, Asst. Statistician

Philip J. Cassilly, Personnel Officer

John L. Burdick, Chief Project Steward

Kathrine McRay, Officer Manager

COMMUNITY MANAGEMENT

John Powell, Asst. Project Director

Arthur L. Harris, Supt. of Education

James LeBerthon, Chief of Internal Security

Jay D. Dunshee, Senior Medical Officer

Ruth Green, Community Activities Supervisor

David H. French, Community Analyst

OPERATIONS

Robert N. Farnell, Sr. Eng. & Act. Chief of Operations

Wm. C. Sharp, Chief of Agriculture

John L. Horn, Equipment Maintenance Supervisor

Frank Hon. Fire Protection Officer

man
13
COLORADO RIVER RELOCATION CENTER
Poston, Arizona

Adm
July 26, 1945

MEMO TO: Dr. J. W. Powell

Here follows a brief report on the status of the Division of Administrative Management as I found it when I first reported to Poston, personnel and functional changes that have been made to date, some of the difficulties that were encountered and our current condition.

You will recall that I reported to Poston on November 11, 1944, at which time I found here a somewhat disjointed Division of Administrative Management. The Division consisted of several sections who performed their operating functions very much independently of each other with very little correlation. This caused some duplication of effort, misunderstandings and some few heated arguments which did not tend to create the utmost cooperation which is needed in the Division of Administrative Management.

I should like to review briefly the conditions as they existed in the several sections of the Division at that time.

1. Supply Section: I found the position of the Supply Officer vacant, as Mr. Fred A. Haverland, the previous incumbent, left the Center late in October to transfer to the Office of Indian Affairs in Chicago. Since there are two operating units under this Section, i.e., (a) Procurement, and (b) Property Control and Warehousing Unit, the Project Director himself attempted to coordinate the activities of those two units. With his limited time, I do not feel it was possible for him to provide very close supervision over the performance of the functions of these two units. Consequently, while the Procurement Unit was rated as one of the best in the Center by the Field Examiners, there was quite a bit of unnecessary paper work being performed in that unit because of procurement practices they were using.

There was also some question in my mind at that time as to whether the Procurement Officer should be a Travel Authorization Officer and be burdened with the issuance of travel, etc., as such functions are normally performed by the Finance Section.

In the Property Control and Warehousing Unit, I found a very bad situation in connection with the record keeping related to accountability of property. The work back log in recordation and filing of inventory control of property control data at that time was very large. In my opinion, the personnel at that time was totally insufficient to bring this Unit to a current method of operation.

To start with, I began looking for a Supply Officer. I interviewed applicants at San Francisco, Los Angeles and Phoenix. Prior to January 1945, we employed Mr. Max E. Barnhill as Supply Officer. During his short stay with us, Mr. Barnhill, I believe, did an excellent job of coordinating the functions of the two units and correlating the work of the Supply Section with that of the other sections and divisions of the Project. Mr. Barnhill's untimely death left us with a vacancy which so far we have been unable to fill. In lieu thereof, the Property Control and Warehousing Officer, the Procurement Officer and myself form a Supply Committee which meets daily for approximately forty-five minutes to discuss everyday supply problems and to determine Project supply policy.

While it has handicapped me somewhat, this is the best arrangement that could be worked out under the circumstances. A few months ago, the Washington office authorized additional positions in the Property and Warehousing Units. With the help of these newly-employed individuals and the help of a team of inventory control of property men who were detailed to us by the Washington office, we succeeded in bringing our Property Control and Warehousing Unit of the Supply Section to a current method of operation. Our warehouses are cleanly maintained, like items have been consolidated in single locations within the several warehouses. The record-keeping functions of this Unit have also been noticeably improved.

I feel that within a month or six weeks this Unit will be in excellent condition. After eliminating some unnecessary paper work and some duplication of effort as well as transferring some of its functions to the Finance Section, the Procurement Unit has been operating on a current basis without any serious difficulty.

Presently, Mr. W. A. Barrett is acting as Supply Officer and the Section as a whole presents fewer problems, less complex in nature, and is better organized than it has been at any time before.

2. Finance Section: Prior to my coming to Poston, the Field Examiners conducted a complete examination of the Finance Section. In the extensive report that was submitted subsequent to my arrival and through my own observation, it appeared obvious that the section was very disorganized, that the accounting procedures established by the national office were not being complied with, that the back log of work was staggering, that the morale was low, and the relationship with the evacuee personnel was unsatisfactory. All these factors forced me to recommend a change in Finance Officers which took place around the first of January with Mr. J. A. Connolly replacing J. W. Shepherd and Mr. Ray Goetting being appointed as his assistant, replacing Mr. C. N. Taylor who resigned. The revised accounting procedure was installed subsequent to the employment of Mr. Connolly and the operations of the Finance Section were completely reorganized.

At present, I think the Finance Section has reached a high degree of efficiency. The section is operating almost on an up-to-date basis. The continual effort towards the liquidation of our unliquidated obligations has resulted in a very substantial decrease thereof to a point where presently only 7% of obligations under all appropriations remain unliquidated. I feel that the work of this section has improved a great deal and our record is indeed an enviable one. In addition, the Finance Section is keeping current in the payment of evacuee payrolls, clothing allowances and all other types of grants as well as the accrued leave to evacuee workers who are leaving the Project. The relationship with the evacuee staff has improved considerably and the esprit de corps is excellent.

3. Personnel Management Section: This section has been experiencing a high rate of turnover and has never been entirely staffed until I came. Since that time, we have managed to keep the section staffed, have cleared up a great deal of back log work, reorganized the operating procedures of the office, and have improved the techniques of personnel management. The section handles personnel staff housing and, I believe, has done a creditable job in that respect. With the extremely high degree of turnover in the appointed and evacuee staffs, it has been rather difficult to keep the various activities staffed. However, through the efforts of representatives of this section and through field recruitment trips, we have been able to recruit and employ sufficient personnel for the various activities of this Center. At times during the current year we have employed more people than has been permitted by our national office. Very seldom have we been more than ten people under the established personnel ceilings. While the total prescribed requirements for this section have not always been performed, i.e., training, indoctrination, labor relationships, etc., the section has done a creditable job since my arrival in improving staff recreational facilities, in developing a group hospitalization plan, and in attempting in many other ways to improve the morale and esprit de corps of the whole staff.

4. Statistics Section: A great deal of difficulty was encountered by this section prior to my arrival. The section was never properly organized, has not had a sufficiently large and competent staff, and has never employed a qualified statistician. Consequently, a terrific back log of work has accumulated. I found the section completely disorganized. After several months of operation, a change in statisticians was made and Miss Eleanor Gorham replaced Mr. O'Day. With the help of Miss Margery Miller from the Washington office, the section was reorganized, additional positions were approved by the national office and presently a great deal of progress can be reported. A large portion of the back log of work has been cleared up and the operating methodology has been improved. A great deal is yet to be accomplished, but we have reached a point where we can say that as the Center comes closer to closure this section too will complete its functions in a satisfactory manner.

5. Evacuee Property Section: On my arrival, I found that Mr. W. Schmidt, the Evacuee Property Officer, received very little supervision from anyone and made it a practice to be absent on escort trips, a great deal. Mr. Schmidt, while being a conscientious employee, did not have the ability to organize his work in a satisfactory manner. A replacement was thought desirable and Mr. John S. Hunter was appointed as Evacuee Property Officer. Since the time Mr. Hunter has assumed the responsibilities of this work, three evacuee receiving, crating and shipping stations were established, thousands of packing boxes were built, a staff was employed and trained and the section has presently reached a current status of operation eliminating all back logs of work. At present, the section is waiting for an increase of its business and is well prepared to handle as large a volume of Evacuee Property work as can be thrown upon it.

6. Mess Operations Section: On my first examination of the functions of this section, I found that a great deal of unnecessary paper work was being performed. Mr. Snelson, then the Chief Project Steward, while a conscientious and experienced employee, was weak on office management techniques. The Field Examiners upon analyzing the operations of this section reached the conclusion that there was a lack of coordination in this section. The issue records had been so poorly kept that it was impossible to ascertain whether the apparent losses were due to negligence or theft, or merely to faulty record-keeping. I found Mr. Joe E. Petta (the then store keeper) to be totally incompetent and unable to perform his job. A number of changes have been made since my arrival. Through Mr. Snelson's resignation, we were able to install Mr. John L. E. Burdick as Chief Project Steward. Mr. Bill Powers has replaced Mr. Joe E. Petta. Various other employees have been employed and trained to perform the detail work, all the unnecessary paper work has been eliminated, the food distribution system and delivery thereof was changed and the operation of the Mess Operations Section is presently a credit to the Center. A great deal of improvement has also been noted in the operation of the Appointive Personnel Mess Hall where better meals and better service is being provided at a lower cost to the staff.

7. Office Services Section: I found the condition of this section in as poor a state as that of the Statistics Section. The Office Manager, Mrs. Petta, was very incompetent, slow-moving and completely lacking in imagination. Many changes were made subsequent to Mrs. Petta's resignation. Mrs. Petta was replaced by Mrs. Katherine McRay and with the help of Mr. Ralph E. Drennen considerable progress has been made. Presently, the section is operating in a satisfactory manner.

8. Motor Transport and Equipment Maintenance Section: I took over this section after the resignation of Mr. Robert Rupkey, and at the time I took it over, I found it in fairly good condition. The deadline has been decreased considerably and we have made great strides in providing better services to the various activities as well as in the improvement of relationships. Firm controls have been established in the operation of the Motor Pool, gasoline rationing and usage. Presently the work of this section is on a current basis.

9. Office of the Assistant Project Director: Upon my arrival to Poston, I found that very little had been done on the Project in the way of disseminating to the staff operating, instructional and procedural memoranda. Since the installation of Mr. Ralph E. Drennen as Administrative Assistant, a great deal has been accomplished in the interpretation of national regulations and dissemination of procedural matter to the staff by issuing Project Memoranda in a clear and concise manner. A great deal of effort has been put forth by the Assistant Project Director to coordinate the Division of Administrative Management with that of staff members outside the Administrative Management Division.

Pressure was brought to bear for the improvement of relationships, both within and outside the Division, between the appointed personnel and evacuee employees. Constant contacts with evacuee leaders have also resulted in improved relationships and we have reached the point where evacuees unhesitatingly come to this office for advice and guidance and to seek solutions to their problems. In most instances they receive that service. As a whole, I am pleased to report that during the few months that I have been in Poston I feel that I have succeeded in developing an efficiently functioning Division, have improved relationships, and have geared the staff to a point where they are now ready, without any undue effort on their part, or pressure on my part, to do their share in Center closure and to complete this program at Poston in the cleanest possible manner.



Maurice Lipian
Assistant Project Director

MLipian:fa
7/26/45

Mills

JAN 27 1945

Mr. Duncan Mills
Project Director
Colorado River Relocation Center
Poston, Arizona

Dear Mr. Mills:

Reference is made to your letter of January 22, 1945, attaching a tabulation of the average number of persons fed in block mess halls during the month of December.

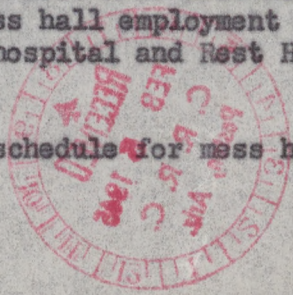
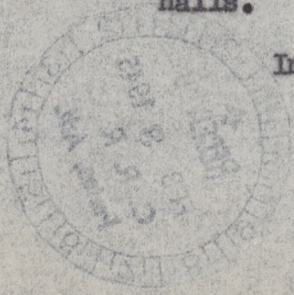
According to this tabulation the following mess halls should be closed immediately if they have not already been closed, since the average number of persons being served is less than 125 per day:

Camp I - Mess Halls in Blocks numbers 12, 15, and 21.
Camp II - Mess Halls in Blocks numbers 207 and 209.
Camp III - Mess Halls in Blocks 310, 324 and 328.

The Mess Hall in Block 221 in Camp II probably should also be closed since during December the average number of persons eating there was only 126.

Based on the figures presented for the remaining mess halls, no more than 729 persons should be employed in mess halls in Camp I, 270 persons in Camp II, and 329 persons in Camp III, or a total of 1328 for all camps. In addition one position of Nutrition Aide Supervision and one Nutrition Aide position for each of the remaining 61 mess halls is authorized bringing the total number of positions to 1390. No more than 1592 persons should be employed in the Mess Operations Section rather than the 2050 requested in your Third Quarter Budget Estimates. This does not cover the hospital or Rest Home mess halls. However, the standards used for mess hall employment should be followed for employment in the hospital and Rest Home mess halls.

In accordance with the new schedule for mess hall employment



Mr. Duncan Mills - 2

the following position titles have been abolished:

4-a-514 Pantry Clerk
4-a-515 Dishwasher
4-a-518 Vegetableman and Cook's Helper
4-a-519 Porter

These positions are now classified as Cook's Helpers or Kitchen Helpers, a new position allocated January 1, 1945, \$16, position code 4-a-533, and are included in the 1390 positions mentioned above.

Continuing adjustments should be made in mess hall employment as the population increases or decreases in accordance with Handbook Release Number 170.

Because of the reduction in the number of mess hall positions to be effected we are changing your over-all evacuee employment ceiling to 4500.

Very truly yours,

Mark T. Benson
Acting Personnel Officer
Mark T. Benson
Acting Personnel Officer



W. Francis Allen - 2

The following positions have been eliminated:

- 1-2-11: Deputy Clerk
- 1-2-12: Messenger
- 1-2-13: Typewriter and Clerk's Assistant
- 1-2-14: Janitor

These positions are now classified as Cook's helpers or kitchen helpers, a new position allocated January 1, 1945, \$10, position code 4-2-11, and are located in the 1300 building and are above.

Continuing adjustment should be made in case of equipment as the position number or location is determined with handbook release number 170.

Because of the reduction in the number of available positions so be advised we are changing your overall average assignment to 1300.

Very truly yours,

Mark T. Benson
Acting Personnel Officer
Mark T. Benson
Acting Personnel Officer



COLORADO RIVER RELOCATION CENTER
Poston, Arizona

2-2-45

UNIT I MESSHALLS

<u>Block No.</u>	<u>Persons Served</u>	<u>Quota</u>	<u>Employed</u>	<u>Timekeepers' Report</u>
2	179	23	27	26½
3	200	24	28	28
4	170	23	25 ½	26
5	121	21	22	22
6	136	22	22 ¾	24
11	127	21	23 ½	24
12	113	21	20	19
13	214	25	29	29
14	207	25	27	27
15	109	21	15	20
16	185	24	25 ½	27
17	223	26	31	30
18	180	23	28	27
19	208	25	27	27
21	120	21	25	25
22	155	22	26	26
26	231	26	32 ½	32
27	161	23	24 ½	25
28	220	25	29 ½	31
30	181	24	27	27
31	199	24	28	28
32	350	28	42	40½
34	112	21	21 ¾	25
35	194	24	27	28
36	160	23	26	26
37	134	22	24	23
38	214	25	29	29
39	171	23	26	26
42	140	22	26	26
43	203	25	28	29
44	177	23	27	27
45	204	25	30	30
46	152	22	22	22
53	165	23	26	26
54	220	25	29	29
59	171	23	28	27
60	177	23	26	26
		<u>866</u>	<u>981 ½</u>	<u>990</u>

COLORADO RIVER RELOCATION CENTER
Poston, Arizona

UNIT II MESSHALLS

<u>Block No.</u>	<u>Persons Served</u>	<u>Quota</u>	<u>Employed</u>	<u>Timekeepers' Report</u>
201	25	8	8	8
207	181	24	27	26
208	151	22	25	23
209	108	21	21	21
211	144	22	24	24
213	145	22	25	25
214	172	23	26	26
215	146	22	23	22
216	150	22	24	24
219	173	23	27	27
220	201	25	28	28
221	123	21	23	23
222	181	24	26	26
226	200	24	26 $\frac{1}{2}$	27
227	148	22	25	25 $\frac{1}{2}$
229	164	23	26	26
Pers. #4	30	10	9	9
Total		358 $\frac{1}{2}$	393 $\frac{1}{2}$	390 $\frac{1}{2}$

COLORADO RIVER RELOCATION CENTER
Poston, Arizona

UNIT III MESSHALLS

<u>Block No.</u>	<u>Persons Served</u>	<u>Quota</u>	<u>Employed</u>	<u>Timekeepers' Report</u>
305	212	25	26	26
306	164	23	27	27
307	203	25	29	28
308	157	22	27	27
309	210	25	28 $\frac{1}{2}$	27 $\frac{1}{2}$
310	85	10	18	18
316	226	26	30	30
317	193	24	28	28
318	192	24	28	27
322	157	22	26	26
323	161	23	27	27
324	110	21	21	21
325	200	24	27	27
326	161	23	26	26
327	138	22	23 $\frac{1}{2}$	23 $\frac{1}{2}$
328	125	21	23	23
329	173	23	26	26
330	193	24	29	26
App. Mess	35	10	8	8
		<hr/>	<hr/>	<hr/>
Total		417	478	472