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Final Report - Community Analysis Section

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FINAL REPORT
COMMUNITY ANALYSIS SECTION

by

J. Ralph McFarling, Community Analyst

GRANADA PROJECT

AMACHE, COLORADO

WAR RELOCATION AUTHORITY, DEPARTMENT OF THE INTERIOR

GRANADA PROJECT
Anache, Colorado

July 10, 1945

OUTLINE OF NARRATIVE REPORT OF COMMUNITY ANALYSIS SECTION

A. ORGANIZATION OF THE SECTION

- (1) Personnel
- (2) Methods of Recruitment
- (3) Changes in Personnel
 - (a) Appointed Personnel
 - (b) Evacuee Personnel

B. GENERAL DESCRIPTION OF FACILITIES

- (1) Location
- (2) Space
- (3) Equipment

C. GENERAL DESCRIPTION OF THE PURPOSES OF THE SECTION

D. SERVICES AND ACCOMPLISHMENTS

- (1) Interpretation of the Work of the Section to the Community
- (2) Advisory Relationship with Center Staff
- (3) Analyses Made and General Procedure and Techniques Used
- (4) Relationship with the Washington Office
- (5) Major and Minor Administrative Policies Changed or Directed by Results of Community Analyst's Work

E. COSTS OF OPERATING SECTION

F. PARTICIPATION IN OTHER PROGRAMS AND RELATIONSHIPS WITH OTHER SECTIONS AND DIVISIONS

- (1) The Prevention of Juvenile Delinquency
- (2) Adult Education
- (3) The Welfare Section
- (4) Community Government
- (5) The Evacuee Relocation Information Committee

G. DISCUSSION OF PROCEDURE FOR CLOSING OFFICE





GRANADA PROJECT
Amache, Colorado

July 10, 1945

TO: Dr. John H. Provinse, Chief, Community Management Division
ATTN: Dr. Edward H. Spicer, Chief, Community Analysis Section
FROM: J. Ralph McFarling, Community Analyst
SUBJECT: Narrative Report of Community Analysis Section

A. ORGANIZATION OF THE SECTION

(1) Personnel

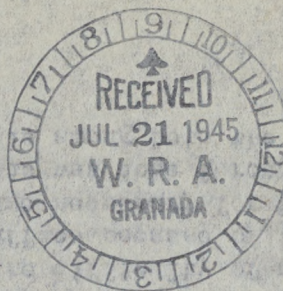
The section was headed by a paid appointed personnel with a background in anthropology and social research. He was a Civil Service appointee with a P-4 rating.

Assistant Analysts were selected from the evacuee group according to education, ability to make objective observations, and personal-social adjustment. Because of the high character of the assistant analysts' qualifications, relocation was continually depleting the staff so that it was necessary to recruit and train other workers. The section was permitted from two to five assistant analysts although during the six month period from January to July 1945 there were no assistant analysts on the staff at all. During this period it was necessary for the Analyst to keep in touch with the representatives of the various groups in the center for information regarding residents' reactions to the fast-changing relocation picture and other problems.

The section also had the services of one clerk-typist and one stenographer at various times. Extra clerks were used to compile data on special reports.

(2) Methods of Recruitment

Due to the high standards required of workers in the section both in education and temperament, and the difficulty of maintaining a selective process in the employment office because of the pressure for workers for other sections, it became necessary for the analysis section to recruit its own workers. This was done through the advice and suggestions of interested individuals among both the appointed



JUL 21 1945
 W. R. A.
 GRANADA

Dr. John H. Provinse-2-July 10, 1945

personnel staff and the evacuees themselves. Those among the evacuee group who were interested in the work of the section and desired to see it continue sometimes were willing to be employed themselves or suggested others who were well qualified.

(3) Changes in personnel

(a) Appointed personnel:

Dr. John A. Rademaker initiated the work of the section in June 1943 and continued it until he left for Hawaii in June 1944. Dr. E. Adamson Hoebel, Professor of Social Sciences in New York University, came to the section in June 1944 and continued the work until September 1944; the writer, J. R. McFarling, was appointed head of the section in September 1944 and continued until July 1945.

(b) Evacuee personnel:

Dr. Rademaker had five assistants at one time, but there were usually only two or three. One of Dr. Rademaker's assistants, Mr. Andrew Noda, left the section to work on the farm at the time Dr. Rademaker left and later relocated to LaJunta, Colorado as a farm laborer. The other worker, Mr. Yuzawa, who was formerly a block manager, relocated to New York City as a florist within a month. Dr. Hoebel recruited Mr. Hoshimiya a former Japanese-Language Instructor in Los Angeles who had been teaching in the center Junior-High School for the department. Mr. Hoshimiya continued to work until he relocated to Ann Arbor, Michigan, to teach in one of the Navy Japanese-Language Schools there. Mr. Hajime Takata, at the time Vice-Chairman of the Community Council, was recruited in the fall of 1944 and worked for several months. Mr. Takata was an exceptional leader in the center, and was later released by the analyst to assume leadership of the Community Activities Section which was urgently in need of his services. He continued to keep in constant contact with the analysis section, and brought in much vital information on the reactions of groups in the center. He later relocated to Minneapolis, Minnesota the last of April 1945.

The section had no evacuee assistants from January 1945 to the present, July 1945. The work was carried on by the Analyst with the help of the members of the Evacuee Information Committee working in the same office, and the help of various community leaders and representatives of organizations.



W. R. A.
GRANADA

Dr. John H. Provinse-3-July 10, 1945

The clerk-typist, Miss Yoshie Takayama, was employed in the section from August 1943 until July 1945 and gave excellent service.

B. GENERAL DESCRIPTION OF FACILITIES

(1) Location

The office was first located in the rear of the Pioneer building on the extreme west side of the project. While it was inconvenient for most of the administrative personnel and the evacuees it did maintain close contact with the Reports Office.

Later, in January 1945, due to the loss of workers through relocation, the office was moved to the rear of the Post Office with the Evacuee Relocation Information Office at their invitation. This group was originally sponsored by the Community Analysis Section and the two had maintained a close working relationship. This location was still inconvenient for the average evacuee although it was conveniently located so far as the administrative personnel were concerned. Both the Community Analysis Section and the Evacuee Information Committee desired to maintain closer contact with the evacuees, and arrangement was eventually made with the project director to move both offices into the Farm Section Timekeeper's Office near the Co-op. Here a close contact was maintained with the evacuees at the expense of being removed a considerable distance from the administrative offices. This was partially compensated for by means of a telephone installed in the office.

Shortly after this last move, Mr. Robert Tashima and Mr. Robbin Kaneko, of the Evacuee Information Office relocated to Los Angeles, and Mrs. Kamiya of the same office left to join her son in Berkeley, California. Dr. Miyamoto of the Co-op Office took over the work of the Information Office until he relocated to Los Angeles in May 1945.

During the months preceding and succeeding Dr. Miyamoto's departure, the Community Council worked on a plan to revise the Evacuee Information Office by first obtaining the support of the residents. However, up until July 1945 no new committee was formed.

(2) Space

Outside the difficulty of maintaining the office in a convenient location to both administrative personnel and the evacuees, there



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Dr. John H. Provinse-4-July 10, 1945

was also the difficulty of securing adequate space to carry on the routine work of the section and maintain privacy of interviews with individuals who dropped into the office and did not want to speak publicly. Most interviews held in the office developed into round table discussions before they were finished, which while advantageous in some ways, was disadvantageous in other ways.

(3) Equipment

The office was well equipped throughout with adequate materials including, desks, typewriters, chairs, files, writing materials, etc.

C. GENERAL DESCRIPTION OF THE PURPOSES OF THE SECTION

In many ways the purposes and functions of the Community Analysis Section was unique in government, just as the whole War Relocation Authority was unique in being the first government agency to be assigned the task of administering a segregated center for the housing, care and readjustment into American life of a racial group.

In Granada Center, the Community Analysis Section, not only attempted to provide interpretative information on a social-psychological basis in regard to various problems which arose, but also to provide more general understanding of the reactions and motivations of the Japanese cultural groups involved. This was accomplished through both verbal and written reports to the center administrative personnel, and through written reports to the Washington Office of the War Relocation Authority on the broad phases of center life and reactions of its residents. The section also provided interpretative information to the evacuees through its contacts, mainly through group representatives, on the purposes, policies and problems of WRA administration. The general purpose carried on in various ways according to the personalities of the three different analysts was to provide a medium of interpretation for both administrative personnel and the evacuees which would enable them to meet on a common ground in solving the problems which they confronted in center life and relocation.

While the early activities of the Analyst in the life of the center focused upon problems of adjustment within the center, there was a constant strong relocation interest. During the months following the lifting of the exclusion order most of the work of the analyst was centered upon the changes in the attitudes and reactions



Dr. John H. Provinse-5-July 10, 1945

of the evacuees toward relocation, and a report was made to the Washington Office nearly every week upon this subject which was first read by the Project Director and Chief of Community Management.

D. SERVICES AND ACCOMPLISHMENTS

(1) Interpretation of the work of the section to the community

The orientation of the work of the section into the administrative set-up of the center involved gaining acceptance for the work by both the administrative staff and the evacuees. The section was organized at a particularly appropriate time when the relocation program was just getting started and was not meeting with the overwhelming success which was expected. There had been a good deal of resentment and criticism expressed by the evacuees regarding evacuation and restraint behind "barbed-wire enclosures" which they emphasized over the over. Naturally it was thought by the administration that when they achieved the success of letting down the bars and permitting relocation that everyone would be very happy and immediately leave to make a new life for themselves. However, when this did not take place there was considerable confusion on the part of the administrative staff as to the reasons for the hesitancy of the people in relocation. It was in respect to the residents' reactions to this program that the analyst was of first service. He conducted surveys and collected attitudes of people of various groups until it became clear that the peoples' thinking about relocation was a very involved and complex reaction, and that reaction to relocation by staying in the center was itself a negative reaction to evacuation. Many of the reactions which the analyst picked up were hard to understand or accept, and even more difficult to overcome. Often there was an ambivalent attitude on the part of the appointive personnel to the analyst's evaluations, some accepted them and some rejected them. Many appointed personnel had been working in the center for months prior to the advent of the analyst and had drawn conclusions on this experience which were often at variance with the conclusions of the analyst. It required a great deal of tact on the part of the analyst to get his evaluations accepted by the administrative staff especially when they ran counter to the evaluations of other personnel who had had considerable administrative experience. Probably the most important function which the analyst served was not in directing or redirecting specific administrative policies, but in providing a background of understanding of the



Dr. John H. Provinse-6-July 10, 1945

social-psychological nature of the Japanese cultural group which provided the administration with a basis for drawing their own evaluations and shaping their policies.

Acceptance on the part of and the success of interpreting the program to the evacuees seemed to depend to a large extent on the personality of the analyst. As was to be expected the more the analyst identified with the evacuee the more he and his program were accepted by them, while the more objective he became in regard to their attitudes the more rejection he sustained at their hands. Then, too, attitudes toward the analyst changed some as the character of the population changed. Early in the life of the center there were many young, educated nisei in the center who were themselves capable of viewing their situation objectively. However, these were the first to take advantage of relocation and leave the center, eventually leaving the older and more uneducated people in the center who were motivated by emotional feelings of resentment, dependency, and insecurity regarding their ability to make their way outside the center. These were less able to think objectively and their acceptance could be gained only by identification on the part of the analyst.

Resistance developed on the part of the Block Managers in the summer of 1944 when the analyst was spending a great deal of time with the Community Council, due to competition between the two groups for status. The Block Managers pointed out to the analyst that he was favoring the council at their expense. This was only partially corrected by holding an informal dinner for some of the leaders of the Block Managers, and giving more time to them as a group.

People in general probably never fully understood the functions of the analysis section, as an effort to understand attitudes and reactions for the purpose of shaping policies. It may be due to inexperience with government agencies (the history of the Japanese people in this country shows that they had very little contact with government agencies in their former localities); their cultural pattern of obedience to authority; failure to grasp the possibilities of shaping government policies to meet human needs; something of a fatalistic attitude in accepting things as they are and not expecting any change. However, the fact that they reserved the right to accept or reject WRA policies opened the way for conflict.

On the whole, recognition for the work of the section came not so much from the people at large, but from representatives of

Mr. John J. Brown - July 15, 1945

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Dr. John H. Provinse-7-July 10, 1945

groups who stood in the position of leadership.

(2) Advisory relationship with Center Staff


Early difficulty in getting acceptance by the administrative staff for the purpose of setting up an advisory relationship may have been due to over-identification of the analyst with the evacuee and the feeling on the part of other members of the staff that with their past experience they knew as much about the evacuees as did the analyst. Emphasis on the analyst's special knowledge was no doubt resented by other members of the staff and thus created a resistance to specialized knowledge as an instrument of policy.

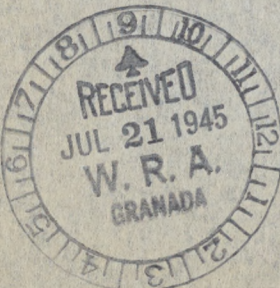
Since there is always a question of where does knowledge leave off and opinion begin, the analyst's specialized knowledge may often have been regarded as personal opinion and therefore disregarded. Coupled with this was no doubt the belief that the analyst was visionary, and had no definite responsibilities as over against the practical, hard-headed, responsible administrative judgment of other staff members.

An advisory relationship depends both on the ability of the advisor, and on the feeling of need for and willingness to use that advice on the part of the advisee. I would not say that the analyst was one to whom everyone turned for advice, but that his work was one resource which the administrative staff used as a means of understanding the cultural group for whom they were responsible.

(3) Analyses made and general procedure and techniques used

Analyses were made by Dr. Rademaker of registration, segregation, selective service and relocation, but there is inadequate information in the files at present as to how these analyses were made to give a detailed explanation here. The Relocation Study (Report No. 2) was made during the summer of 1943. It involved the development of a questionnaire mainly based on the resistance to relocation. After developing all the questions thought relevant by the evacuee staff, several spot checks on the adequacy of the questionnaire were made, and errors corrected. The questionnaire was then mimeographed and placed in the hands of the residents over 18 years of age. Names were not requested so as to obtain factual answers to the questions. Approximately two-thirds of the forms were returned which were later tabulated and compiled to develop the report.





Dr. John H. Provinse-8-July 10, 1945

Dr. Hoebel compiled a report on relocation attitudes during the summer of 1944. His report was mainly based on the reactions expressed in discussion groups which he held in each of the five districts of the center sponsored by the Community Council. These discussions in addition to getting a full expression of reactions of the people also had the salutary effect of a mental catharsis.

During the fall of 1944 a study of various age, sex, religious, citizenship, occupational and former locality groups was made by blocks. This report (No. 9) was developed from secondary sources of information in the welfare and statistical departments. Form No. 329 "The Basic Family Face Sheet" was used with occupational and citizenship information added from records in the statistical department. A work sheet was prepared for each block in the center on which the above information was recorded according to age groups. From this compilation the report was written and the charts and tables prepared. A center chart was used in which were located the various blocks in order to show the variation or similarity of the blocks in regard to each class of data. In addition comparative bar chart studies were made to indicate the relative percentages in each block of male population, and of marital status of those over 20 years of age.

During the six month period following the lifting of the exclusion order, weekly analyses were made of relocation attitudes based on interviews by the analyst with representatives of groups and individuals in the center.

(4) Relationship with the Washington Office

Dr. Rademaker maintained contact with the Washington Office not only by means of special reports on center problems but also by correspondence with the head of the section.

Dr. Hoebel summarized his work in the form of a report on relocation, and verbally to the Community Analysis Conference in Denver in September 1944.

The writer has principally maintained contact with the Washington Office by means of weekly reports.

There has been very little inter-project exchange of correspondence. This no doubt was a very real oversight as evidenced by the interest among the administrative staff of the compiled reports



Dr. John H. Provinse-9-July 10, 1945

of the weekly trend reports mailed out from the Washington Office in recent months. These reports enabled the staff to make comparative evaluations of their own and other centers as to relocation attitudes.

- (5) Major and minor administrative policies changed or directed by results of Community Analyst's work

It is very difficult to assign credit to any one section for changing or directing administrative policies, since contribution to the thinking regarding center administrative policies comes from various sources. However, the information developed by the analyst certainly served an important part in the thinking regarding an administrative policy and contributed to an understanding of what reactions to expect. The decision as to whether or how to put a policy into effect then lay with the administrative staff members who were charged with the responsibility for the outcome. As mentioned above the most important function of the analyst in this connection was the development of interpretative material which served as a basis for greater understanding of the cultural group whose care was the responsibility of the administrative staff.

E. COSTS OF OPERATING SECTION

The writer was able to get a statement of the costs of operating the section for the period from July 1, 1943 to January 1, 1945 which is as follows:

Salaries - Appointed Personnel	\$ 5467.52
Salaries - Evacuee	1298.49
Travel - Administrative	105.02
General Supplies	3.49
Office Supplies	266.46
Maintenance Costs Distributed	23.30
Duplicating Services Distributed	65.96
Total	\$ 7230.24

The statement of costs for the six months period succeeding January 1, 1945 was not available in the Cost Accounting Department at the time of writing this report.

Dr. John H. Provinse-10-July 10, 1945

F. PARTICIPATION IN OTHER PROGRAMS AND RELATIONSHIPS WITH OTHER SECTIONS AND DIVISIONS

The analyst participated principally in the programs of the following sections of the center:

(1) The prevention of Juvenile Delinquency

Dr. Rademaker worked with the Judicial Commission, the Community Council, and the Community Activities Section in formulating plans for preventing juvenile delinquency and developing an understanding basis for the treatment of juvenile delinquents on the part of the Internal Security Section. The present writer helped develop interest in greater recreational activities for teen-age youngsters as a means of counteracting juvenile delinquency. The group used for this purpose was the Advisory Committee of the Welfare Section whose members were drawn from the various interest and political groups in the center. Thinking about juvenile delinquency emanating from this group spread to the parents in the center who took a greater interest in block activities and led to the formation in some cases of block committees to develop recreational activities for the children

(2) Adult Education

Dr. Rademaker offered a course in Social Research for which college credit was given.

(3) The Welfare Section

Dr. Rademaker filled in for a month as Head Counselor until the present Counselor arrived. The present writer gave a course in Advanced Case Work for the Counselors in the Welfare section during the summer and fall of 1944.

(4) Community Government

All three analysts worked closely with the Community Council and were often called upon for advice and suggestions in their work. The principal interest of the analysts was to bring the Council and the Administrative Staff into a closer working relationship through mutual understanding.

(5) The Evacuee Relocation Information Committee

The analysts were in constant contact with this group which succeeded in disseminating much relocation information among the



Dr. John H. Provinse-11-July 10, 1945

the residents. During the past five months the analyst has shared an office with them.

G. DISCUSSION OF PROCEDURE FOR CLOSING OFFICE

Since the office will no doubt be closed during July 1945 when the present analyst assumes the position of Relocation Officer in the Seattle, Washington District, the work of closing the office is about complete. In this connection, Miss Luomola of the Washington Staff has been of invaluable service in clearing the files and generally arranging for office closure. Surplus copies of reports and other center memoranda has been mailed into the Washington Office, and extraneous material has been discarded. There remains a small file of material for the center central file.

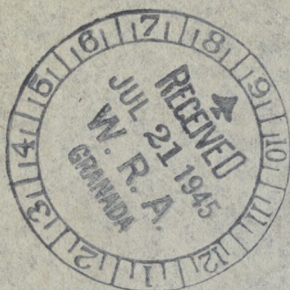
During the next few days, the office equipment and supplies will be turned back to the property office.



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FINAL REPORT
COMMUNITY ANALYSIS SECTION

by

J. Ralph McFarling, Community Analyst

GRANADA PROJECT

AMACHE, COLORADO

WAR RELOCATION AUTHORITY, DEPARTMENT OF THE INTERIOR

GRANADA PROJECT
Anache, Colorado

July 10, 1946

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GRANADA PROJECT
Anasche, Colorado

July 10, 1945

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ATTN: Dr. Edward H. Spicer, Chief, Community Analysis Section
FROM: J. Ralph McFarling, Community Analyst
SUBJECT: Narrative Report of Community Analysis Section

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The section also had the services of one clerk-typist and one stenographer at various times. Extra clerks were used to compile data on special reports.

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Dr. John H. Provinse-2-July 10, 1945

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Dr. John H. Provinse-3-July 10, 1945

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Dr. John H. Provinse-4-July 10, 1945

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D. SERVICES AND ACCOMPLISHMENTS

(1) Interpretation of the work of the section to the community

The orientation of the work of the section into the administrative set-up of the center involved gaining acceptance for the work by both the administrative staff and the evacuees. The section was organized at a particularly appropriate time when the relocation program was just getting started and was not meeting with the overwhelming success which was expected. There had been a good deal of resentment and criticism expressed by the evacuees regarding evacuation and restraint behind "barbed-wire enclosures" which they emphasized over the over. Naturally it was thought by the administration that when they achieved the success of letting down the bars and permitting relocation that everyone would be very happy and immediately leave to make a new life for themselves. However, when this did not take place there was considerable confusion on the part of the administrative staff as to the reasons for the hesitancy of the people in relocation. It was in respect to the residents' reactions to this program that the analyst was of first service. He conducted surveys and collected attitudes of people of various groups until it became clear that the peoples' thinking about relocation was a very involved and complex reaction, and that reaction to relocation by staying in the center was itself a negative reaction to evacuation. Many of the reactions which the analyst picked up were hard to understand or accept, and even more difficult to overcome. Often there was an ambivalent attitude on the part of the appointive personnel to the analyst's evaluations, some accepted them and some rejected them. Many appointed personnel had been working in the center for months prior to the advent of the analyst and had drawn conclusions on this experience which were often at variance with the conclusions of the analyst. It required a great deal of tact on the part of the analyst to get his evaluations accepted by the administrative staff especially when they ran counter to the evaluations of other personnel who had had considerable administrative experience. Probably the most important function which the analyst served was not in directing or redirecting specific administrative policies, but in providing a background of understanding of the

Dr. John H. Provinse-6-July 10, 1945

social-psychological nature of the Japanese cultural group which provided the administration with a basis for drawing their own evaluations and shaping their policies.

Acceptance on the part of and the success of interpreting the program to the evacuees seemed to depend to a large extent on the personality of the analyst. As was to be expected the more the analyst identified with the evacuee the more he and his program were accepted by them, while the more objective he became in regard to their attitudes the more rejection he sustained at their hands. Then, too, attitudes toward the analyst changed some as the character of the population changed. Early in the life of the center there were many young, educated nisei in the center who were themselves capable of viewing their situation objectively. However, these were the first to take advantage of relocation and leave the center, eventually leaving the older and more uneducated people in the center who were motivated by emotional feelings of resentment, dependency, and insecurity regarding their ability to make their way outside the center. These were less able to think objectively and their acceptance could be gained only by identification on the part of the analyst.

Resistance developed on the part of the Block Managers in the summer of 1944 when the analyst was spending a great deal of time with the Community Council, due to competition between the two groups for status. The Block Managers pointed out to the analyst that he was favoring the council at their expense. This was only partially corrected by holding an informal dinner for some of the leaders of the Block Managers, and giving more time to them as a group.

People in general probably never fully understood the functions of the analysis section, as an effort to understand attitudes and reactions for the purpose of shaping policies. It may be due to inexperience with government agencies (the history of the Japanese people in this country shows that they had very little contact with government agencies in their former localities); their cultural pattern of obedience to authority; failure to grasp the possibilities of shaping government policies to meet human needs; something of a fatalistic attitude in accepting things as they are and not expecting any change. However, the fact that they reserved the right to accept or reject WRA policies opened the way for conflict.

On the whole, recognition for the work of the section came not so much from the people at large, but from representatives of

Dr. John H. Provinse-7-July 10, 1945

groups who stood in the position of leadership.

(2) Advisory relationship with Center Staff

Early difficulty in getting acceptance by the administrative staff for the purpose of setting up an advisory relationship may have been due to over-identification of the analyst with the evacuee and the feeling on the part of other members of the staff that with their past experience they knew as much about the evacuees as did the analyst. Emphasis on the analyst's special knowledge was no doubt resented by other members of the staff and thus created a resistance to specialized knowledge as an instrument of policy.

Since there is always a question of where does knowledge leave off and opinion begin, the analyst's specialized knowledge may often have been regarded as personal opinion and therefore disregarded. Coupled with this was no doubt the belief that the analyst was visionary, and had no definite responsibilities as over against the practical, hard-headed, responsible administrative judgment of other staff members.

An advisory relationship depends both on the ability of the advisor, and on the feeling of need for and willingness to use that advice on the part of the advisee. I would not say that the analyst was one to whom everyone turned for advice, but that his work was one resource which the administrative staff used as a means of understanding the cultural group for whom they were responsible.

(3) Analyses made and general procedure and techniques used

Analyses were made by Dr. Rademaker of registration, segregation, selective service and relocation, but there is inadequate information in the files at present as to how these analyses were made to give a detailed explanation here. The Relocation Study (Report No. 2) was made during the summer of 1943. It involved the development of a questionnaire mainly based on the resistance to relocation. After developing all the questions thought relevant by the evacuee staff, several spot checks on the adequacy of the questionnaire were made, and errors corrected. The questionnaire was then mimeographed and placed in the hands of the residents over 18 years of age. Names were not requested so as to obtain factual answers to the questions. Approximately two-thirds of the forms were returned which were later tabulated and compiled to develop the report.

Dr. John H. Provinse-8-July 10, 1945

Dr. Hoebel compiled a report on relocation attitudes during the summer of 1944. His report was mainly based on the reactions expressed in discussion groups which he held in each of the five districts of the center sponsored by the Community Council. These discussions in addition to getting a full expression of reactions of the people also had the salutary effect of a mental catharsis.

During the fall of 1944 a study of various age, sex, religious, citizenship, occupational and former locality groups was made by blocks. This report (No. 9) was developed from secondary sources of information in the welfare and statistical departments. Form No. 329 "The Basic Family Face Sheet" was used with occupational and citizenship information added from records in the statistical department. A work sheet was prepared for each block in the center on which the above information was recorded according to age groups. From this compilation the report was written and the charts and tables prepared. A center chart was used in which were located the various blocks in order to show the variation or similarity of the blocks in regard to each class of data. In addition comparative bar chart studies were made to indicate the relative percentages in each block of male population, and of marital status of those over 20 years of age.

During the six month period following the lifting of the exclusion order, weekly analyses were made of relocation attitudes based on interviews by the analyst with representatives of groups and individuals in the center.

(4) Relationship with the Washington Office

Dr. Rademaker maintained contact with the Washington Office not only by means of special reports on center problems but also by correspondence with the head of the section.

Dr. Hoebel summarized his work in the form of a report on relocation, and verbally to the Community Analysis Conference in Denver in September 1944.

The writer has principally maintained contact with the Washington Office by means of weekly reports.

There has been very little inter-project exchange of correspondence. This no doubt was a very real oversight as evidenced by the interest among the administrative staff of the compiled reports

Dr. John H. Provinse-9-July 10, 1945

of the weekly trend reports mailed out from the Washington Office in recent months. These reports enabled the staff to make comparative evaluations of their own and other centers as to relocation attitudes.

- (5) Major and minor administrative policies changed or directed by results of Community Analyst's work

It is very difficult to assign credit to any one section for changing or directing administrative policies, since contribution to the thinking regarding center administrative policies comes from various sources. However, the information developed by the analyst certainly served an important part in the thinking regarding an administrative policy and contributed to an understanding of what reactions to expect. The decision as to whether or how to put a policy into effect then lay with the administrative staff members who were charged with the responsibility for the outcome. As mentioned above the most important function of the analyst in this connection was the development of interpretative material which served as a basis for greater understanding of the cultural group whose care was the responsibility of the administrative staff.

E. COSTS OF OPERATING SECTION

The writer was able to get a statement of the costs of operating the section for the period from July 1, 1943 to January 1, 1945 which is as follows:

Salaries - Appointed Personnel	\$ 5467.52
Salaries - Evasuee	1298.49
Travel - Administrative	105.02
General Supplies	3.49
Office Supplies	266.46
Maintenance Costs Distributed	23.30
Duplicating Services Distributed	65.96
Total	\$ 7230.24

The statement of costs for the six months period succeeding January 1, 1945 was not available in the Cost Accounting Department at the time of writing this report.

Dr. John H. Provinse-10-July 10, 1945

P. PARTICIPATION IN OTHER PROGRAMS AND RELATIONSHIPS WITH OTHER SECTIONS AND DIVISIONS

The analyst participated principally in the programs of the following sections of the center:

(1) The prevention of Juvenile Delinquency

Dr. Rademaker worked with the Judicial Commission, the Community Council, and the Community Activities Section in formulating plans for preventing juvenile delinquency and developing an understanding basis for the treatment of juvenile delinquents on the part of the Internal Security Section. The present writer helped develop interest in greater recreational activities for teen-age youngsters as a means of counteracting juvenile delinquency. The group used for this purpose was the Advisory Committee of the Welfare Section whose members were drawn from the various interest and political groups in the center. Thinking about juvenile delinquency emanating from this group spread to the parents in the center who took a greater interest in block activities and led to the formation in some cases of block committees to develop recreational activities for the children

(2) Adult Education

Dr. Rademaker offered a course in Social Research for which college credit was given.

(3) The Welfare Section

Dr. Rademaker filled in for a month as Head Counselor until the present Counselor arrived. The present writer gave a course in Advanced Case Work for the Counselors in the Welfare section during the summer and fall of 1944.

(4) Community Government

All three analysts worked closely with the Community Council and were often called upon for advice and suggestions in their work. The principal interest of the analysts was to bring the Council and the Administrative Staff into a closer working relationship through mutual understanding.

(5) The Evacuee Relocation Information Committee

The analysts were in constant contact with this group which succeeded in disseminating much relocation information among the

Dr. John H. Provinse-11-July 10, 1945

the residents. During the past five months the analyst has shared an office with them.

G. DISCUSSION OF PROCEDURE FOR CLOSING OFFICE

Since the office will no doubt be closed during July 1945 when the present analyst assumes the position of Relocation Officer in the Seattle, Washington District, the work of closing the office is about complete. In this connection, Miss Luomola of the Washington Staff has been of invaluable service in clearing the files and generally arranging for office closure. Surplus copies of reports and other center memoranda has been mailed into the Washington Office, and extraneous material has been discarded. There remains a small file of material for the center central file.

During the next few days, the office equipment and supplies will be turned back to the property office.

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