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Hotel Semloh  
Salt Lake City, Utah  
February 14, 1943  
2:30 P. M.

### INTER-PROJECT COOPERATIVE CONFERENCE

The first session of the meeting was called to order by John Essene of Minidoka. The floor was opened for the election of a chairman for the conference. Mr. Essene was elected to serve in this capacity. N. Honda of Tule Lake was elected secretary of the conference.

Those present were:

Jobu Yasumura	Educational Director	Minidoka, 7-12-C
Takeo Nogaki	Ex. Sec. Bd. of Di.	Minidoka, 12-3-E
Yoshito Fujii	Chrm. Temporary B of D	Minidoka, 36-10-D
Koiji Saito	Buyer (General)	Minidoka, 42-12-F
John Essene	Sup't Comm. Ent.	Minidoka, WRA
Walter Honderich	Chief, Comm. Ent.	Topaz, WRA
Toby Kuruma	Ass't Controller	Topaz, Rec #26
Tamotsu Sakai	Member, B of D	Topaz
Paul Sugawara	Sup. Service Divn.	Topaz
Ryuzo Maeyama	Ex. Sec. B of D	Topaz, 7-5-F
Yoneo Bepp	Educational Director	Heart Mtn., 2-11-E
Isaburo Hamai	Buyer (Drug, Sundry)	Tule Lake, 2402-E
Noboru Honda	Educational Director	Tule Lake, 717-A
Jack Gilbert	Priorities Officer	611 Barr Bldg., Wash- ington, D. C.
Park Abbott	Manager	Associated Coopera- tives, Oakland, Calif.
Charles M. Bellt	Head Purchasing Off.	2202 News Bldg., N. Y.

It was decided to send a copy of the minutes of the meetings to each Relocation Center irregardless of representation. Also a copy for the following persons were requested:

Mr. Charles M. Bellt, Head Purchasing Officer, 220 E. 42nd St.  
Room 2202, News Bldg., New York City  
Mr. Gerald Richardson, 831 Barr Bldg., Washington, D. C.  
Mr. Otto Rossman, 220 E. 42nd St., Room 2202, News Bldg.  
New York City  
Mr. Jack Gilbert, Priorities Officer, 611 Barr Bldg., Washing-  
ton, D. C.  
Northwest Cooperative Auditing & Service Ass., Box 158, Walla  
Walla, Washington

It was decided to have the Educational Director or an equivalent of an Educational Director of the respective projects in attendance meet as a committee to discuss and make a report of the educational program to the conference.

**PRIORITIES & RATIONING** -- Mr. Jack Gilbert, Priorities Officer from the Washington W.R.A. office, was present to discuss the matter of priorities and rationing. Mr. Gilbert explained the rationing rule as it applies to the W.R.A. in accordance with Administrative Instruction No. 80. This Administrative Instruction No. 80 provides for a rationing board to be set up locally for each W.R.A. The board shall be composed of three; namely, the Project Director or his Assistant, one appointee by the Project Director, and one from the nearest rationing board.

The purpose of this board shall be:

1. To issue ration book I and II for evacuees leaving the Project. This will facilitate obtaining ration books for such persons and avoid much inconvenience.
2. To issue ration book No. I tailored for evacuees for the purpose of obtaining shoes. This ration book will contain stamps No. 17 and 18. (Stamp No. 17 will be good



for one pair of shoes between the time of issuance to June 30, 1943)

A question was asked, "How can shoes be obtained through mail-order?"

Mr. Gilbert explained, "Ration stamps must be sent." He believed that shoe ration stamps would be detachable for such a purpose.

Regarding food rationing, Mr. Gilbert explained that anyone eating fourteen consecutive meals in restaurants or mess halls is not eligible for food rationing book. Because the evacuees are eating in the mess halls, in his interpretation, the evacuees will not be eligible for ration books. It was explained that on clothing or any other item which the W.R.A. does not provide to the evacuees, ration books will be issued on the same basis as to the people on the outside.

Mr. Gilbert suggested the depositing of ration stamps in the banks and the establishment of a ration stamp account. The banks will be paid for keeping such deposits and checks can be written to draw against such an account similar to a checking account. He stated that it would be advantageous to establish ration bank accounts locally.

"Shoes are the only ration that the evacuees are allotted at the present time," Mr. Gilbert said.

Mr. Bellt stated that on commodities that are not rationed, for instance rubber footwear, the enterprises are unable to stock them. There is the matter of shortage and also an inadequate system of distribution. Also because the enterprises in the respective centers have no purchasing history, it is very difficult to get supplies. It was pointed out that in defense areas where an increase of population has taken place, there is a similar condition. He added that the Centers should be given an initial allotment to establish a purchasing history.

On the matter of distribution, Mr. Gilbert said that he would take it up with the O.P.A. in Washington.

It was brought out that distribution was artificial because preference is given to established business. Though many attempts have been made by the Consumer Enterprises in the Projects to purchase various commodities, the attempt has been quite unsuccessful. Because of preference given to established business, Manzanar for instance, had a difficult time obtaining soft soap.

In the case of ice cream, because of no purchasing history, the 65% allotment cannot be had. Manufacturers have quotas, but there is no control on distribution. It is entirely arbitrary on the part of the manufacturer. It was suggested that if possible, a machinery be set up to make adjustments in distribution where judged befitting.

Mr. Gilbert asked, "Have the Consumer Enterprises or Cooperatives in the Centers someone particularly to study priority and rationing, and the problems arising from such?"

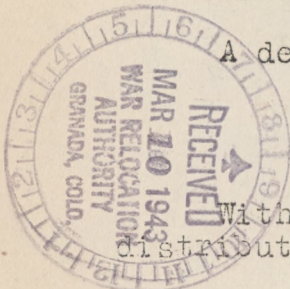
None of the Centers had such a person, but it was generally felt that a serious thought should be given to this matter.

Upon the question of whether or not soap would be rationed, Mr. Gilbert believed that soap would not be rationed.

A definition of quota and rationing was made:

1. Quota - restricts manufacturing
2. Rationing - restricts the consumer

With reference to rubber footwear as an example of unequal distribution, it was pointed out that in certain communities, there





was an oversupply of rubber footwear, while in other places, for instance the Centers, none were available. Mr. Gilbert stated that inventory control may be necessary which the O.P.A. has gone into to a certain extent on some items. The extreme lack of certain commodities in certain communities is largely due to the influx of population into a new community where no previously established purchasing record is had by the retailers.

The matter of sugar quota or allotment was brought up. Usually in a normal community, a certain percentage quota is given to the manufacturer of such a community for manufacturing candies, soft drinks, etc. However, in a new community where such facilities for manufacturing are not available, no allotment has been given. Upon a question of whether or not a manufacturers allotment can be given to W.R.A. Centers, Mr. Gilbert felt that it should be possible.

Mr. Fujii (M) asked, "If I bring my soda manufacturing equipment into the Center, will I be able to obtain sugar?"

Mr. Gilbert replied, "I don't see why you can't."

Mr. Abbott stated that local ration boards won't give sugar allotments to a Co-op, but will probably give allotment to small new manufacturers to make candy for the Projects.

Mr. Gilbert thought that manufacturers can demand certificates of sugar for making candies, etc., for the Centers where no allotment is given.

Mr. Gilbert stated that he was going to the Rationing Board in Salt Lake City the following morning. A committee composed of Mr. Fujii (M) and Mr. Hamai (TL) was asked to accompany Mr. Gilbert to the rationing board.

CANNED GOODS UNDER RATIONING -- The matter of canned goods under rationing came up. Mr. Gilbert, upon a question replied that any canned goods enroute to the Centers now was a gamble. No rationed items can be sold after rationing became effective. The remaining stock must be sold back to the wholesaler or other retailers.

In order to bring up the food standard of the Centers to the outside rationed food standard; and in order to provide sufficient food for the sick and for small children, the question was asked of Mr. Gilbert, "Would it be possible to get partial ration of food for the evacuees?" Mr. Gilbert thought that obtaining that type of rationing would be very remote for any person eating more than fourteen consecutive meals in the restaurant or in a mess hall, would be ineligible for a ration book.

Mr. Gilbert suggested that one fulltime person to study rationing be added to the newly set up Business Service Office at New York. Mr. Bellt stated that employment of such a person may be a W.R.A. employee. He also added that if a Branch Buying Office for all the Centers is established, a person to study rationing may work out of the Branch Buying Office.

At this point a motion was made to draw up a resolution to be sent to Washington recommending a division to be added to Mr. Bellt's New York office to study rationing and quotas and their effects upon the evacuees. Motion was unanimously carried. Noboru Honda (TL) and Jobu Yasumura (M) of the Educational Committee were appointed to draw up the resolution for approval.

Mr. Gilbert stated that as he sees it, all manufacturers are cut down to 60% of the previous total and the matter of the W.R.A. Centers getting a fair share of the 60% becomes a buying problem. He added that some special dispensation have been given to some jobbers in the case of shipyard workers.



Mr. Gilbert stated that at tomorrow's meeting, he would supply the group with a list of canned grocery items which will be rationed in the near future; the date being unknown.

Meeting adjourned 5:30 P. M.

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Second Session  
February 14, 1943  
8:00 P. M.

The second session of the conference was called to order by Chairman, John Essene.

Those present were:

Jobu Yasumura	Minidoka
Takeo Nogaki	"
Yoshito Fujii	"
Keiji Saito	"
John Essene	"
Walter Honderich	Topaz
Toby Kuruma	"
Tamotsu Sakai	"
Paul Sugawara	"
Ryuzo Macyama	"
Yoneo Bepp	Heart Mtn.
Isaburo Hamai	Tule Lake
Noboru Honda	"
Jack Gilbert	Washington, D. C.
Park Abbott	Oakland
Charles M. Bollt	New York City
Otto Rossman	"

The first matter taken up was to draw up a schedule for Monday, February 15th. The schedule drawn up was:

9:00 AM - 12:30 PM - Educational Committee Meeting

Simultaneously a committee composed of Messrs. Abbott, Taggart, Fister, Sakai, Rossman, Bollt, Rector and Essene, to study the plans for a Branch Buying Office is to meet.

1:30 PM - 2:30 PM - Mr. Gilbert's report  
2:30 PM - 3:30 PM - Educational Committee meeting report  
3:30 PM - 4:30 PM - Meeting with Mr. Rector of the Northwest Auditing Association  
4:30 PM - 6:00 PM - Report of the above committee to present the Branch Buying Office plan

Topics necessitating discussion during the course of the conference was listed as follows:

1. Branch Buying Office
2. Discussion on Rental
3. Cashing checks
4. Telegraphic facilities
5. Business policies
6. Employment policies
7. Private enterprises
8. Insurance
9. Taxes
10. Patronage dividends and patronage record
11. Donation policies
12. Moving picture facilities
13. Newspaper subscriptions
14. Method of raising capital
15. W.R.A.'s relations
16. Retail control
17. Relocation
18. Administrative policies and programs





19. Problems and solutions
20. Optical facility
21. Production and marketing
22. Inter-project exchange of evacuee made merchandise

The initial presentation to the conference regarding the Branch Office was made by Mr. Park Abbott, Manager of the Associated Cooperative Wholesale of Northern California. Mr. Abbott made the following statements.

"After various cooperatives were organized in the respective W.R.A. Projects, it became apparent to have a wholesale or a Central Buying Office as a branch of the ACNC (Associated Cooperative of Northern California)."

"United States has twelve regional cooperative wholesales of which ACNC of Oakland is now getting 12% of Manzanar's business; less than 1% of Minidoka's business and Tule Lake's percentage was not known."

"ACNC being located in Oakland is in a defense zone. It is physically not accessible by the evacuees. The next best solution would be to select a clear zone closest and centrally located to the various W.R.A. Projects. The ACNC has a territorial clearance of the Kansas City Cooperative, (CCA) to establish a branch office in Ogden or Salt Lake City."

"Such an office is highly valuable for it would facilitate better bargaining and obtain discounts on volume."

"The help from the service which will be rendered by the New York Business Service Office of which Mr. Bellt is manager is highly valuable."

"This office could do the following things:

1. Better buying
2. Have manufacturing and furnish goods to the W.R.A. Centers and sell the excess on the outside. It can also provide employment for evacuees.
3. Provide a marketing agency for items that are handmade by the evacuees."

"The Tule Lake Cooperative's Board of Directors has resolved to endorse the plans in principle and to lead the way for furthering this movement."

"ACNC favors the decentralization of the proposed branch office so that it will be free. The branch office is to contribute a very nominal amount to take care of its obligations to the Oakland office. I believe the need for such an office is very urgent."

"All expenses for setting up the branch office is to be assumed by the various cooperatives or consumer enterprises."

"By pooling, market becomes more selective."

A question was asked, "In many cases it is insufficient to supply even one camp. How can pool buying benefit us when there is shortage of merchandise?"

In regard to this question, it was pointed out that credit standing is very important to obtain supplies. Pool buying means strength in this respect.

Mr. Charles Bellt stated, "The question of finance was important. To establish a branch office, it would take cold cash. Already relocation centers have several advantages to raise funds to strengthen the capital structure of the respective enterprises, such as low wages to reduce the overhead and a complete monopoly of business."



"I believe that the ACNC is financially weak; and it is a young organization. Most Co-op wholesale are financially weak. I question whether or not the Co-op wholesale can finance the establishment of a branch office."

Mr. Yasumura (M) asked, "What is the purpose and objective of the New York office?"

Mr. Bellt stated that it is not intended to serve the purpose as a wholesale. It is a buying office and it will research on the best buying methods. It will pool, thus centralizing buying. The new Business Service Office is financially able to do extensive research work to serve the evacuees' needs.

Mr. Fujii (M) asked, "Do you serve as an information bureau?"

Mr. Bellt replied, "Not that alone, but will have to do a certain amount of physical work."

Mr. Yasumura (M) asked, "Then is actual buying done by each Co-op?"

Mr. Bellt replied that such would have to be worked out.

Question was asked, "What is the advantage of having an ACNC affiliation?"

Mr. Abbott answered:

1. To have Cooperative tie in with the Co-op movement for the Cooperatives already having an established buying and production source.
2. Friendship's sake. Isolation means difficulty in buying in view of scarcity.

As a starter, he recommended a simple office to do buying and render service. Then, if developments necessitate an establishment of a warehouse, we can set one up.

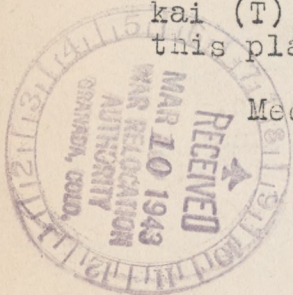
Mr. Bellt stated that when he was placed in this job of the W.R.A. Business Service Office, it was pointed out to him that he should work closely with the existing Cooperative wholesales. Therefore, there is no conflict with Mr. Abbott's ACNC Branch Office plan and the W.R.A. Business Service Office. In fact, the W.R.A. can work closer with the existing Cooperative wholesales and enhance its program.

It was obviously pointed out by Mr. Abbott that if Oakland was not a restricted area to the evacuees, a branch office outside of this area would be unnecessary. He stated that the next best thing, because of this restriction, is to have a new location; and have a buying office composed of evacuees. He added that as an experiment, considerable part of the expense can be raised by the present volume of business that the Oakland office is handling. That is, the percentage that Oakland is realizing at the present time from the Projects will be turned over to the branch office. This branch office will be capitalized by the evacuees and controlled by the evacuees.

A Committee composed of Messrs. Abbott, Taggart, Fister, Sakai (T), Rector, Bellt, Rossman and Eugene were appointed to study this plan further to present at a future meeting.

Meeting adjourned.

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Educational Committee Meeting  
February 15, 1943  
Morning

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Meeting was called to order by Temporary Chairman, Mr. Walter Honderich of Topaz.

In attendance were:

Yoneo Bepp	Heart Mtn.
Ryuzo Maeyama	Topaz
Walter Honderich	"
Jobu Yasumura	Minidoka
Noboru Honda	Tule Lake
Fred Ota	Poston, 6-2-A

The first business taken up was, to formulate the resolution that the conference had delegated to the Educational Committee. This resolution, after approval by the conference delegates, is to be sent to Mr. Gerald Richardson and Mr. Dillon S. Myer at Washington, D. C. The following resolution was drawn up.

"The Consumer Enterprise delegates from Tule Lake, Topaz, Heart Mountain, Minidoka and Poston met in Salt Lake City, Utah, on February 13th to 16th inclusive during Market Week to discuss mutual problems, exchange information and to buy merchandise.

During the discussion it became apparent that a division of the W.R.A. for the purpose of handling rationing problems and getting priorities was needed. Also to study the handling of problems arising out of manufacturing quotas and its effects on the local enterprises. Such a division can very well be added as service of the Business Service Office already established.

Because our Consumer Enterprises are newly organized and consequently have had no previously established business with suppliers, it is almost impossible to get a fair share of merchandise. In numerous cases we have been unable to get our share of merchandise because no consideration has been given to the shifting of population due to evacuation.

In our request to have this department established, we are not seeking to get more than our share of merchandise or to secure special favors. It is only for the purpose of seeking an adjustment for an equitable distribution of merchandise for our essential needs.

We would appreciate the immediate establishment of this division for it is of vital importance to us."

Other business discussed was:

Mr. Maeyama (T) explained that as the executive secretary of his Co-op, all inter-project communications are centralized through his office. In such a manner he is able to coordinate the various functions of his office. It makes it easier for others to correspond by this centralized method. He also added that when any employee is leaving his office, a word is left at his desk where such a person is going and when he or she will be back. This also brings coordination. Especially to those who call at the office.

The above practice of Topaz is worthy of serious consideration by other enterprises. It was decided to bring such information back to the respective Centers and utilize such if adaptable.

It was realized that prompt replies are in order for all inter-project communications.

For informations sake, the total number of persons employed by the respective enterprises and their total population were re-



vealed as follows:

<u>CENTER</u>	<u>EMPLOYEE</u>	<u>POPULATION</u>
Topaz	131	8,300
Tule Lake	250	15,000
Heart Mountain	125	10,500
Minidoka	175	9,500
Poston	248	18,000*

\*Three separate camps

(Note: Tule Lake, Minidoka and Topaz are the only enterprises which are Cooperatives at the present time.)

It was decided the financial statement covering up to December 31, 1942, be forwarded to each enterprise. Also the January financial statement and subsequent financial statements is to be exchanged. The percentage of profit should also be included in this exchange.

It was decided to start a complete exchange system. The following items were listed as exchange materials:

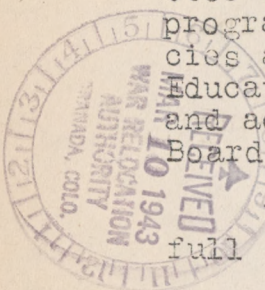
1. Financial statement for each Center; and also to the Business Service Office at New York and Mr. Richardson's office at Washington.
2. Bulletins, newspapers, etc.
3. Educational plans, progress and materials used.
4. Personnel developments and problems.
5. Business policies.
6. W.R.A. relationship.
7. Interpretation of new administrative instructions.
8. Keep each other posted regarding changes of personnel in important positions.  
Board of Directors' names and addresses.  
Change of enterprise name (the use of uniform names was especially cautioned)
9. Plans and manner of election and representation system in and above the explanations in the by-laws.
10. The monthly progress report that is sent to the Reports officer. (No. 10 has been requested to be sent to Mr. Rossman and Mr. Richardson also.)
11. Cooperative by-laws.

Noboru Honda (TL), the Personnel and Educational Director of Tule Lake reported on the Educational and Personnel plans and progress of Tule Lake as follows:

EDUCATIONAL PROGRAM -- The Educational Director is in charge of all publicity releases. All releases are centralized through this department and approved by the Chief of Consumer Enterprises.

There is a committee of eight, called the Educational Committee which studies ways and means of developing an educational program in behalf of the Board of Directors. It formulates policies and makes recommendations to the Board of Directors. The Education Director is the executive secretary to this committee and administers its policies. He is directly responsible to the Board of Directors also.

Under the Educational Director seven education leaders on a full time payroll are to expedite the administering of the educa-





tional program.

There are seven Wards in the Project, each Ward having a population on the average of about 2,100. Each of the above mentioned education leaders will be in charge of one of the Wards. Thus, each Ward has one educational leader.

Such leaders will do the field work contacting individuals with Co-op knowledge and to seek information which would be constructive for planning an educational program. They will conduct and also seek voluntary assistance to conduct study groups and meetings to spread the cooperative principles.

The local Cooperative have the following committees:

1. Educational Committee
2. Employee Relations Committee
3. Committee on Committees
4. Auditing Committee
5. Management Committee
6. Membership Committee

These committees meet once each week. Each of the Ward Leaders are assigned to one of the committees to attend these meetings and take notes. The Educational Director attends the Board of Directors meeting. Once each week an arrangement has been made with the General Manager for the education leaders to meet with him. The education leaders and the Education Director hold frequent meetings to coordinate all findings. Thus, the educational personnel is in contact with every phase of the Cooperative movement within the project. It is a machinery to coordinate every phase of the local Co-op movement. This builds a background to base an educational program. Thus, the education leaders will be well equipped in answering the questions of the people and to carry on a constructive educational program. This group can be of invaluable assistance to other departments of the Co-op with its coordinating instrument.

Considerable time is presently being spent by the Ward Leaders and the Educational Director in meeting each day in preparation for an extensive educational program. In order to have a uniform program throughout the Project, it is necessary to be basically well informed and spread the actual existing progress and problems; and to spread the cooperative principles in an identical manner throughout the Project. Because a cooperative movement is a comparatively new movement for the Japanese, the education leaders must have complete training before an extensive and productive program can be launched.

Being in an abnormal community with an abnormally large cooperative, the educational program necessitates a plan to fit this abnormal situation. People in general are interested in the material advantages that a cooperative can give and less interested in the principles of the cooperative. Because the educational program is the most important phase of the cooperative movement; and because a knowledge of the cooperative principles is very essential; this principle must be instilled to the people. To do so, a materialistic approach must be made, through which the principles of the cooperative can be instilled. Therefore, the Ward leaders must be fully equipped to meet the materialistic questions that will be directed to them. The study of patronage dividends, rental and business policies are some of the examples of the materialistic phase of the questions that will be directed to the leaders.

The use of Co-op moving pictures, the display of Co-op merchandise and the explanation of its quality and honesty of labelling, the demonstration of the use of Co-op cosmetics and other enticements are probably necessary to seek attendance at the various meetings the Ward Leaders will conduct. Much study has been given the manner of approach to the people.



An essay contest on cooperatives will be held very shortly with prizes being offered in form of book orders. Also cooperative forums will be held from time to time. Of course, there are many other type of program that will be held from time to time.

(Under the Research Director, Takeo Yoshihara, the Co-op circulating library is in the process of becoming a reality. The Board of Directors has voted \$250.00 as the initial amount to purchase books. The books are not entirely of Co-op literature; but are of other first class literature.

A small rental charge (not definitely set as yet) will be made and the proceeds will be used for adding more books to the library.

Though there is a Center library, it is inadequate to serve the need. Therefore, the Co-op is adding this extra service.)

**PERSONNEL PROGRAM** -- There is an Employee Relations Committee composed of seven non-employee selected by the Board of Directors upon the recommendation of each of the seven Wards. Each Ward has one representative to this committee to study, recommend policies and adjust personnel problems. Doing the executive work for this committee is a Personnel Director.

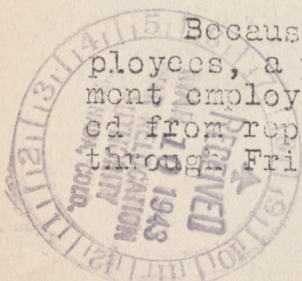
This committee has Consultants composed of one employee representing each store and each service department. (11 at present.)

It became apparent that an employee training program is very essential. Especially in view of much complaint on the part of the colonists directed against the employees of the Enterprise. The manner of presenting such a training program was very problematic. In order for such a program to be a success, it is necessary that the employees accept such in a receptive mood.

Much study has been given this matter of approach and also as to the type of training program to be held. Considerable consultation has been held with people experienced in personnel work. Study has been made of the type of training programs that other large business organizations conduct on the outside. This investigation brought but one conclusion, that is, to attempt such a training program in a discussion type of training program and not in a student and teacher type of an affair. The discussions are directed with one prime objective in mind, to seek improvement in public relations and business policies. By having it in a discussion type, the employees can participate and contribute their ideas for business improvement. The Personnel Director who is handling this discussion group, being one of the employees himself, plays his part as an employee and not as a teacher to the group.

Considerable thought was given to how the news or the plan will be presented to the employees. Of course, a dictatorial manner is one approach, but the most successful approach is to have their sincere backing and cooperation. Therefore, the General Manager and the managers of the respective stores were contacted with this plan of employees training program first. Then the Employee Relations Committee was presented this idea which they endorsed very heartily and recommended such to the Board of Directors. The Board naturally endorsed the plan. Then the Consultants who are representatives of the employees were presented this idea. They too approved this plan after a very tactful presentation. The groundwork had been adequately prepared for the launching of this training program.

Because these classes are held primarily for the store employees, a program has not been worked out for the service department employees as yet. Three to five store employees are released from reporting to work at the stores each morning on Tuesday through Friday between the hours of 8:30 AM to 9:30 AM. Having





five stores, about fifteen to twenty persons are able to assemble at a central place on company time to participate in the employee training discussion groups. The employees who attend come in rotation; each morning a different group assembles. During the period of seven class days, a complete cycle is realized. This requires each employee to attend a discussion group once every two weeks. During the morning the stores are not so busy and each store can release a few employees without too much hardship.

Our training program has been going on for one month and we have found it very useful. The employees participate very eagerly in suggesting ways and means of improving our public relations and business policies. It affords the employees an outlet for their ideas and to have their ideas actually placed into use. It creates pride and thus incentive for better work. Some of the suggestions are very constructive for among the employees are many experienced businessmen.

The incentive to produce quality work lies in the experience gained in working for a first class business establishment. The employees are participating in making the organization a better one with an eye to relocation, the training discussion classes are carried on.

Through them we are able to hear the public sentiments and make adjustments where needed. We are able to hear the employees' side of the problem and found that many accusations by the public are unjust which brings a realization that a very extensive public education program must be carried on.

Because a channel has been created for making adjustments or taking care of grievances of the employees through the Consultants and the Employee Relations Committee, these discussion groups do not take up any grievances or make any attempt of adjusting the Personnel problems. The sole duty of the Personnel Director is to direct and lead the discussions in a proper direction.

The first phase has been devoted to the presentation of the training program and to seek constructive ideas for improvements. The second phase has been devoted to primarily instill cooperative principles and explain the set-up of the cooperative movement. The relationship of the individual membership up to the regional and the national organization has been covered. Of course, some time has been spent for seeking more constructive ideas.

Committee meeting adjourned.

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THIRD SESSION - FEBRUARY 15, 1943 - 2:00 PM

Chairman, John Essene (M) called the meeting to order. Following were present at the meeting:

Jobu Yasumura	Minidoka
Scott Taggart	Heart Mountain
Takeo Nogaki	Minidoka
Yoshito Fujii	Minidoka
Otto Rossman	Washington, D.C.
Walter Honderich	Topaz
R. G. Fister	Poston
Fred Ota	Poston
Park Abbott	Oakland
Isaburo Hamai	Tule Lake
Tamotsu Sakai	Topaz
Chas. M. Bellt	Denson
John Essene	Minidoka
Yoneo Bepp	Heart Mountain
R. Maeyama	Topaz
Jack Gilbert	Washington, D.C.
N. Honda	Tule Lake

First business taken up was a report by Mr. Gilbert and a committee composed of Messrs. Hamai, Honderich, Gilbert and Fujii who conferred with Mr. Vant H. Ivins, State Director of OPA and Mr. Bristol, State WPA Director (Utah).

Mr. Gilbert reported the following: There is just one slim hope of obtaining some of the rationed necessities for the evacuees. That is, to have the WRA Projects classified as an Army Post Exchange. Otherwise, the possibilities for consideration of rationed commodities is very remote.

"I will do everything possible to have the WRA's Enterprises classified as a post exchange," said Mr. Gilbert.

Upon a question of how initial stock of shoes can be filled, Mr. Gilbert explained, "The procedure now was to go ahead and buy the initial stock as previously. As far as he knew, there was no regulations governing the initial stock purchase. However, regulations and instructions will be issued in the very near future. Applications for Certificates for wholesale purchasing by stores to replace the inventory will be available later. Twenty per cent of last years sale or fifty per cent of the present inventory can be purchased by stores already stocked."

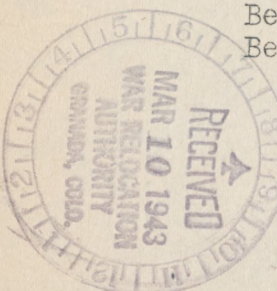
A list of canned goods which will be rationed was announced by Mr. Gilbert as follows:

I. Canned and Bottled Fruits and Fruit Juices (including spiced fruits.)

Apples, including Crabapples	Fruits for Salad and Fruit
Applesauce	Cocktail
Apricots	Grapefruit
Baby Foods	Grapefruit juice
Berries, All Varieties	Peaches
Cherries, Red Sour Pitted	Pears
Cherries, Other	Pineapple
Cranberries and Sauce	Pineapple Juice
	Grape Juice

II. Canned and Bottled Vegetables and Vegetable Juices

Asparagus	Carrots
Baby Foods	Corn
Beans, Fresh Lima	Peas
Beans, Green and Wax	Sauerkraut
Beans, all canned and bottled	Spinach
dry varieties including	Tomatoes
baked beans soaked dry	Tomato Catsup and Chili Sauce
beans, pork-and-beans,	Tomato Juice
kidney beans and lentils	Tomato Products, all others
Beets, including pickled	All other canned and bottled
	vegetables, Vegetable Juices,
	and Combinations





### III. Other Processed Foods

Canned Soups: All Types and Varieties

Frozen Vegetables:

Dried, Dehydrated Fruits:

Prunes  
Raisins  
All others

Asparagus  
Beans, Lima  
Beans, Green & Wax  
Broccoli  
Corn  
Peas  
Spinach  
All other Frozen  
Vegetables

Frozen Fruits:

Cherries  
Peaches  
Strawberries  
other Berries  
All other frozen fruits

The following items are not included:

Candied Fruits  
Chili con Carne  
Fruit Cakes  
Fruit Puddings  
Jams, Jellies  
Olives, Pickles  
Pototoe Salad  
Relishes

Frozen Fruits in containers over 10  
pounds  
Frozen vegetables in containers over  
10 pounds  
Fruit Juices in containers over one  
gallon  
Meat stews containing some vegetables  
Paste Products--such as Spaghetti,  
Macaroni, Noodles whether or not  
they are packed with added vege-  
table Sauces.  
Vegetable Juices in containers over  
one gallon  
Preserves

(The above list is official as of this date. It is subject to change as new regulations are issued.)

As for the date of the effect of the canned food rationing, Mr. Gilbert did not know.

The manner of securing priority was announced by Mr. Gilbert as follows: "Form PD-408 is used for items that Government funds are used for purchasing. However, on all priority applications where the Enterprise funds are used, the application should be made on PD-1A. Local Boards may instruct the Enterprises to use PD-408 due to the fact that the Enterprises are located in a Government Project. However, PD-1A is the correct form. If the Government is buying for the Consumer Enterprises, then form PD-408 is applicable."

On the matter of ice cream, it was pointed out that not only sugar was difficult to obtain, but because cream is rationed, it presents a double problem. The only way to have cream is to have your own dairy providing that sugar is available.

If an established candy business is purchased, the new operator must produce candy for the same area that the previous operator served.

Mr. Rossman stated that as for the purchase of soap, it is purely a matter of a buying problem.

In closing, Mr. Gilbert assured the group that he will do everything possible in obtaining a Post Exchange classification for the Projects and that he will render sincere cooperation to the Enterprises.

A motion to extend a vote of thanks to Mr. Gilbert for his attendance and assistance was unanimously carried.

Mr. Nogaki (M) moved to request the respective Enterprises' Board of Directors to write to Mr. Dillon S. Myer, Director at Washington, D. C., to the effect that everything possible be done to classify the W.R.A. Enterprises as an Exempt Purchaser, the same as Army Post Exchanges. The motion was seconded and unanimously carried.



The report of the Educational Committee meeting was made by N. Honda (TL).

The resolution as drawn up by the Educational Committee was unanimously accepted. The resolution is to be signed by Mr. J. Essene, Chairman of the conference. (Refer Educational Committee Meeting Minutes)

Mr. Essene requested the Educational Committee to discuss in their Educational Committee meeting the use of Twin-pine emblem, Rochdale principles and etc. Also to constantly seek Co-op educational progress.

Mr. Abbott said, "The qualifications to use the Twin-pine emblem necessitated a bonafide membership in the Co-op movement. Clearance should be obtained from the Cooperative League of the U. S. A. or its affiliate. For non-member Consumer Cooperatives to use the Twin-pine emblem, a consent would be readily given."

He added that the Cooperative League has developed a recommendable educational material. The Co-ops should write to Jack McClanahan, 608 Dearborn Street, Chicago, Illinois.

"The only technical literature developed was published by the Central States Cooperative. It contains the technique of Co-op teachings, etc. It will not be published by the National Co-op League and should be available very shortly," Mr. Abbott added.

Mr. Rossman stated that each Enterprise should get an ample supply of Co-op literature for the members' use. Also carefully edited Co-op literature translated into Japanese would be recommendable.

Mr. Abbott stated that if the demand is great enough, it may be possible to have the National Cooperative League publish a translation of Co-op literature in Japanese.

AUDITING SERVICE --- Mr. E. W. Rector, Auditor, representing the Northwest Cooperative Auditing & Service Association, Box 158, Walla Walla, Washington, was present to discuss the auditing service rendered by his organization.

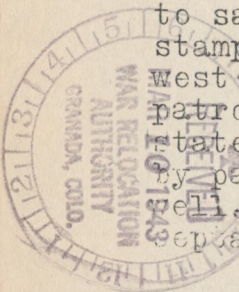
A brief outline of the auditing service history was revealed. "Wholesales in the United States have long recognized the value of auditing. Usually, auditors are for compiling financial and business information. However, the Co-op auditors in addition to the above, render an advisory service for business management. There are now many separate auditing services being set up by the Cooperatives in various regions."

"The Northwest Auditing Association has the experience and qualification to give good service to the WRA Cooperatives."

Mr. Rector stated that his organization has developed something that they are very proud of the retail control system which makes it possible to check shrinkage and keep an accurate inventory control.

On the subject of income tax report, Mr. Essene (M) stated that the Co-op Auditing Service is the most qualified group to render income tax report service for Co-ops. The report of the Cooperative Enterprises, unlike ordinary business, requires an expert. He added that the Co-op Auditing Service is one of the most important bi-products of a Cooperative movement.

MINIDOKA'S PATRONAGE RECORD SYSTEM --- Minidoka is using a stamp book system for keeping patronage records. Many of the patrons neglected to save the stamps. They believe that a disbursement of patronage dividend very soon will create an incentive for the people to save the stamps. Because of the fact that the returns of the stamp records were lacking, Minidoka wrote Mr. Jacobsen of the Northwest Co-op Auditing Service regarding the possibility of establishing patronage record by the use of form letters. Mr. Jacobsen's reply stated, "Form letters regarding patronage and statements to be signed by patrons seem to be in order and should serve the purpose quite well. It appears that such a statement should be sufficient and acceptable to the Treasury Dept."





Mr. Rector informed the group that the Auditing Service operates the same as other Cooperatives. After expenses and wages have been deducted, the overcharge is divided to about one hundred member societies.

The Auditing Service is preparing record forms for compiling patronage records. They also have bookkeeping and other office supplies that they are purchasing through the Indiana Farm Bureau Cooperative that are available to the Enterprises. The cost is considerably less than the ordinary source of supply.

The subject of rental came up for discussion. Buildings used by Consumer Enterprises were originally not meant for income producing purposes. The residents are giving up such buildings, depriving themselves of such. Money accumulated by the Consumer Enterprises are out of the income of the low wages of the evacuees. Therefore, the delegates felt that the charging of rental should be reconsidered by the WRA.

Liquidating buildings in two years which appears to be the basis of rental charge requested in Instruction #26, Supplement II is very much out of order. Minidoka stated that anything above zero for rental is opposed.

If rental must be charged, the proceeds from non-income buildings which usually are the recreation buildings should be utilized by the Recreation Dept. for recreational purposes of the evacuees.

Mr. Rossman stated that it is not a very good policy to donate money for recreation purposes from the funds of the Community Enterprises belong to the people. He also stated that it is not right for the Recreation Dept. to ask for money that belong to the patrons. He said that the principle reason for the Consumer Enterprises is to give service at the lowest possible prices. If the Government operated the Enterprises like the Post Exchange in army camps, people would be charged much more for merchandise than the Co-op's are charging at the present time.

At a rental meeting in Washington on February 6th to which Mr. Rossman attended, the following discussion took place which Mr. Rossman reported: "The News Bldg. in New York has been rented by the WRA for the new Business Service Office. They have marble floors and janitor service at  $22\frac{1}{2}\text{¢}$  per square feet per annum compared to 45¢ per square feet per annum requested by the WRA on the simple barracks that the Consumer Enterprises are using."

Comparatively, the body believed that the 45¢ per square feet per annum levy was very much unproportioned. It was obvious that the real estate values of the respective projects, the utility service; nor the quality of the buildings were <sup>NOT</sup> considered.

It was stated that the charging of rental, especially an unreasonable amount, is taking away the evacuees' money out of the patronage dividend ratio that belongs to the people.

A letter from Manzanar revealed that seven years liquidation figure should be used and that they would be willing to pay \$22.50 per barrack per month.

Mr. Rossman stated that giving up money indirectly to the Recreation Dept. is very questionable. He believed that another ruling regarding rental will be released from Washington.

Upon a question, "Would it be possible to have the WRA withdraw rental all together?" Mr. Rossman replied that such may be possible.

Another fact brought out was the comparison of the rental charged for the Personnel staff quarters and the enterprise store space. When the services and the fixtures which is provided to the Personnel staff quarters is compared to the bare unfurnished quarter for the enterprise stores, the rental charge is very much out of proportion. Therefore, the delegation present was very much opposed to the rental charge. Especially, such an unproportioned rate.



It was also pointed out that the Co-op is giving service to the people that the WRA should render and therefore, rent is objectionable which was the unanimous opinion of all representative.

Tule Lake was asked to reveal the opinion regarding the reasons why rent in principle should be paid. N. Honda (TL) repeated an opinion that was rendered at the Executive Committee meeting at Tule Lake and not as the stand of the Tule Lake Cooperative, the following: "Payment of rent means independency and uncontrolled freedom.

"The Cooperative is the most significant thing that the evacuees have. It is the only thing that that we have that is completely ours. If subsidized, it would not be significant; and we would be losing in essence an independent organization that we should be proud of."

CLOTHING ALLOWANCE --- Between July 1st to October 31st, 1942, the general opinion was that the WRA paid clothing allowance to all evacuees irregardless of whether or not they worked. Upon this basis, the Enterprise employees should be paid the clothing allowance for the above period by the WRA. The opinion was that the Enterprise should not be penalized for the clothing allowance which the WRA should pay to everyone.

Mr. Nogaki (M) moved to recommend to have the respective Board of Directors write to Washington for the consideration of Instruction #26, Supplement II regarding cash advances and clothing allowance. Such a letter may be written in accordance with the judgement of the respective Board. Motion was seconded and unanimously carried.

Regarding the term "fixture" as used in regard to rental, Mr. Rossman stated that the original understanding was -- "Fixture includes counters, shelves, light, heat and utilities."

In answer to a question of whether or not the fixtures which the Consumer Enterprises put in at their own expense is deductible, Mr. Rossman gave the following opinion. "In writing up the agreement with the Project Director, the rent agreement should cover an adjustment for expenses for fixture put in by the Enterprises. If the facility is lacking, etc., it would be within the discretion of the Project Director to make the adjustments."

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The meeting was called to order by Chairman, John Essene.  
The following were present:

Jobu Yasumura	Minidoka
Takeo Nogaki	"
Yoshito Fujii	"
John Essene	"
Walter Honderich	Topaz
Tamotsu Sakai	"
Ryuzo Maeyama	"
Yoneo Bepp	Heart Mtn.
Scott Taggart	"
Noboru Honda	Tule Lake
Fred Ota	Poston
R. G. Fister	"
Park Abbott	Oakland
Charles M. Bellt	Denson
Otto Rossman	Washington, D. C.

The chair reported on the committee of the branch office of the Associated Cooperative of Northern California as follows.

The committee reviewed the discussion of Sunday night and contributed the following.

Mr. Bellt -- "A wholesale set up by the evacuees alone is impracticable. It would be difficult to get merchandise in case of scarcity due to discrimination and also due to the fact that we would be a new business group which may not exist after the duration."

Abbott -- "Regional Co-op wholesales should be supported. New wholesale organization organized in territories of already existing regional Co-op wholesales are discouraged."

Bellt -- "The ACNC Branch and the New York Business Service Office of the W.R.A. will work together. The aim is to work through existing Co-op wholesales as much as possible.

Need much support in planning for the branch buying office for it is the evacuee's own business venture."

Essene -- "It is necessary to get the program under way and this meeting is for that purpose."

Bellt -- "National office should help in organizing the Branch."

Abbott -- "ACNC being located in Oakland is not accessible to the evacuees because of defense zone. Therefore, a branch office outside of this zone is necessary."

"This office will:

1. Hire evacuee labor
2. Get persons working who knows evacuee needs
3. Be fairly centrally located "

Rossman -- "If Washington had understood the entire purpose of this conference, they would have been willing to have had all of the Western Projects represented. To understand priorities, quotas, etc., is very important. Had hoped that the Manager of the National Co-op or Cowden of CCA could be present."

Abbott -- "Tule Lake approved the plan in principle, but desires information on financial obligations and detailed plans."

Essene -- "Even though the Board of Directors of the various Centers must approve the plan, it is best to draw up detailed plans



and present such to the respective Board of Directors."

Rossman -- "The New York Business Service Office's purpose is to provide purchasing service by being near the source of manufacture. This facility will be available to the Co-op Regional Wholesales and if the Projects wish to proceed through a branch office, then the New York office will be happy to operate through it rather than directly with each Project. Furthermore, the New York office will be helped in getting merchandise if they can speak in behalf of Regional Wholesales rather than only the relocation centers. A branch office will open employment possibilities such as production of toys, etc., to supply the projects and possibly find outside market."

It was suggested that possibly a Caucasian public relations man to head the proposed branch office would be advisable.

Evacuee business is only for the duration, which may be a stumbling block for purchasing merchandise. However, as a branch of the ACNC, the significant factor will be that the ACNC will always be existing and the above stumbling block will be alleviated.

Hamai (TL) -- "A location close to the market source, for instance Chicago, may be more advisable."

Abbott -- "The New York Business Service Office has an expert staff willing to serve and it is free."

Rossman -- "The principle task of this office is to research for merchandise source. It is also possible to have evacuees work in this New York office at the Co-op's expense."

Abbott -- "Topaz and Minidoka has been cleared by the CCA (Kansas Wholesale) for the ACNC to do business there. Manzanar, Poston, Gila River and Tule Lake are already in the ACNC territory."

Mr. Abbott presented in writing the proposal of the ACNC branch office. The proposal is as follows:

#### COOPERATIVE BRANCH OFFICE PROPOSAL

It has become apparent that an urgent need exists for:

1. Centralized buying
2. Participation in the cooperative movement, of U.S.A.

#### W.R.A. OFFERS

To fill these needs, the W.R.A. offers, at its own expense, the services of Mr. Bellt in an eastern office, to search out good buys among the textile mills and other factories of the Atlantic Seaboard and elsewhere.

The centers are not required to use Mr. Bellt's office, but it is there for your use. He will discover a stock of soap or other merchandise and quote you prices. You can buy or decline of your own free will.

It is a splendid opportunity to acquire the services of a very experienced cooperator.

#### ASSOCIATED COOPERATIVES OFFERS

To fill these needs Associated Cooperatives offers you the use of their cooperative wholesale and will permit establishment of a branch outside the Pacific Coast defense area to be staffed by your own people.

Community Enterprises would have to finance this branch.





On an experimental basis for a few months, three or more Co-ops could provide \$500.00 each which would give you at least a \$1,500.00 budget that might be used as follows:

MONTHLY EXPENSE

Mgr.	\$150.00
Buyer	135.00
Acct.	120.00
Rent	75.00
Travel	100.00
Tel. & Sup.	170.00
	<u>\$750.00</u>

This is sufficient to operate for 60 days at a dead loss before becoming self-supporting. Additional units joining would pay in \$500.00.

With each added unit, add one more employee. Add a warehouse only when needed.

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Both offers should be accepted. They could cooperate fully and be mutually reinforcing.

You gain:

1. Your own operation of the wholesale branch.
2. Permanent sources of some goods through National Cooperatives.
3. A direct tie-in with the Co-op movement.
4. Access to larger earnings.
5. Better access to merchandising in general.
6. Protection of your co-op against some of the hazards of Government control.
7. Opportunity to have your own people in Co-op, production as facilities develop.
8. A central information office of your own for clearing inter-co-op information.

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Manzanar requested the following information:

1. Location of the proposed Branch Office would be, either Salt Lake City, Ogden or Reno.

2. Associated Cooperatives agrees to maintain a separate accounting and that all earnings in excess of 1% are distributed back to the centers, at their own discretion. The 1% goes to cover general organizational and administrative expenses of the main office. Branch office must in turn conduct its financial affairs so it will not jeopardize the financial structure of Associated Cooperatives. Centers are empowered to choose the manager of the branch and its staff.

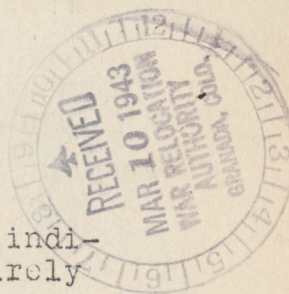
3. Merchandise to be handled -- soap, drygoods, hardware, non-rationed groceries, candy; in fact any merchandise where the centralized buying indicates an improvement over local buying.

4. Advantages of National Co-op buying are passed on to the local co-op the same as in any other buying done by the branch office as outlines in Paragraph 2.

5. Merchandise distributed by:

- a. Drop shipments
- b. From any additional warehouse that a volume would support. If the volume warrants on Ogden Warehouse, it would be open.





6. Personnel -- At least one person from each Center.

7. Wages -- See budget. The budget only attempts to indicate how a start might be made. Future wages would be entirely at the discretion of the Centers.

8. The branch should be closed at the end of a budgeted period if earnings do not materialize. It shall not be operated at a loss. However, ACNC is at present making earnings from Center business that could be immediately turned over to the branch.

In addition to the \$500.00 per Center for office expense, an initial deposit of \$2,000.00 per Center was suggested for purchasing fund. However, this was deemed far insufficient. Mr. Abbott stated that he agrees that it is insufficient, but he had a modest scale in mind as a starter.

Upon a question of what will the buyers do, stay in Ogden if the office is located there? To which a reply was made that buyers can travel to, for instance St. Louis. There is a whole-sale travel bureau located there. Any buyer purchasing \$5,000.00 or more per month is granted one free travel ticket to St. Louis each month.

Question, "What is the advantage of an office in Ogden?"

Abbott's answer, "The advantage of geographically centralized location to various Centers."

At this point it was mentioned that an urgent and serious request be made to the National Co-op to employ evacuees in their organization. This will enhance the purchase of Co-op merchandise by the W.R.A. Enterprises; and also provide someone who knows the evacuees needs.

Yasumura (M) -- "I wonder if it wouldn't be wise to start by having the National Co-op employ evacuees who can assist the National Co-op in selecting the evacuee's needs instead of having a branch office?"

Abbott -- "Time is the essence. Waiting in face of constantly decreasing supply in the market would be very costly. Of course, nothing should be attempted that does not look right."

Essene -- "The proposed branch office will handle about half a million dollars worth of business each month and a certain amount of chance is advisable compared to its merits."

Abbott -- "For the operating expense of the branch office, ACNC will turn over the present earnings made through the Project business to the branch office. Ricestix was approached by the ACNC. It is possible to get 5% discount from them that we are not getting now which the other large buyers are getting. National Biscuit Company is presently giving 3½% to the ACNC. By volume, it is possible to get 5%. There is a drygoods store in San Francisco from which the ACNC can get 5% on volume purchases. There are other items that can be obtained with discounts. All such savings can finance considerably the proposed branch office."

"In searching for merchandise source, the New York office will be greatly assisted if it is doing pool buying in behalf of the ACNC. It would be a very potent weapon when goods are so scarce. Cooperation has always been valuable. It is especially valuable now."

Essene -- "We have something here that takes many years for an average Co-op to organize. Fate has placed us in a position that we can assemble half a million dollar business per month or \$6,000,000.00 per year within a short time. The volume is great enough now to operate a large wholesale or a buying office. We also have the advantage of distributing our supplies to only a few



places. That is, to the W.R.A. Centers. We must sell the Co-op idea upon its merits and the cooperation of the Project Enterprises is essential."

Question was asked, "Which enterprises can be members of the branch office?"

Mr. Abbott stated that the eligible members at the present are Tule Lake, Minidoka, Manzanar, Poston, Gila River and Topaz. Others can join when they are cleared by other Regional Co-op Warehouses.

Upon a question of "Why can't drop-shipments be handled out of Oakland as it is now and not have the branch office?"

To which Mr. Bellt replied, "Geographic centralization is very important. For volume buying, pooling is absolutely essential. This gives the New York Business Service Office an ideal connection to do the utmost good. Otherwise the evacuees cannot participate; won't have access to large earnings; will not have the protection of our Co-op against outside control. If a less friendly administration steps in, the New York Service Office may be discontinued. By having an evacuee controlled branch office, benefits derived from such are greater. There is also an opportunity to have the evacuees in production jobs through the branch office."

"We are practicing an anarchistic buying now and we are working against our best interest. If the buying is organized, the sellers will be on the job to quote the right prices and new source of supply is more easily uncovered."

Abbott -- "Our source of supply is being gradually taken away from us and we should do something about it. Regardless of how we may look at our plan, we cannot do any worse than we are now. No present contacts should be relinquished. It would not be compulsory to buy in total from the ACNC. The New York Business Service Office is not going to request cancellation of any present business connections."

Hamai (TL) -- "On pool buying of soap, we can save 10% and also save 25% on hosiery on volume buying."

Honda (TL) -- "Our source of supply is limited. Our present setup will not increase it. But by voluminous buying, as a branch of the ACNC which will be existing after the duration, coupled with the New York Business Service Office's research, we can certainly benefit. Also centralized capital will be very attractive to the seller."

Abbott -- "There will be no warehousing at the start. A brokerage or a buying agent is sufficient. When the warehouse is necessary we can set it up then. On a half a million dollar business volume per month, savings can certainly be made."

Ota (P) -- "I favor pool buying, but perhaps we may not gain too much on buying rationed merchandise."

Rossman -- "The Oakland Wholesale is small and weak, but if we disregard the Oakland Wholesale, we must start as a new organization."

"The W.R.A. has first set up a temporary Consumer Enterprise in each Project. Then, it helped to organize the Cooperative. Because of the scarcity of merchandise, a Business Service Office has been set up in New York to locate sources of supply. Centralized buying will enhance this service. The Cooperative connection of the ACNC and its National Co-op affiliation is very valuable for we are tying up with a huge organization which is a coming thing for American business."

"During the depression, Sears Roebuck & Company made a thorough study of the Co-op movement. They even sent researchers to Sweden



The reason was that there was a fear for a collapse of their business under their present system. This goes to show the importance of the cooperative movement to the Consumers."

Sakai (T) -- "How will each Project be able to finance the branch office's buying?" It was replied that the problem of capital will be there irregardless of whether or not we have a branch buying office. (No further discussion took place on this subject.)

Taggart -- "Heartily agree on the plan, but perhaps it might be advisable to utilize the present existing wholesale. For instance, COA (Kansas) instead of a separate branch office."

Bepp (HM) -- "I favor the idea."

Honda (TL) -- "There has been no mention of the support of the ACNC as a member. Just as the local individual members should support the respective Co-ops, we, as a member of the ACNC should support it to build a stronger organization so that its strength means more savings and other advantages to us. In face of scarcity, new friends in business are important and we should make them now before it is too late."

Maeyama (T) -- "The plan is good and will take back the report to the Board of Directors."

Honderich (T) -- "Coordination is essential. The advantageous factors that are normally present are not present now. Perhaps the utilization of the National Office in Chicago will be more effective than the branch of the ACNC at Ogden. Do not believe in warehousing the merchandise."

Abbott -- "Don't think it possible to set up a wholesale in Chicago and still be a Co-op member."

The chair entertained a motion as follows: To go on record to approve pool buying in principle. It was seconded and unanimously carried.

Mr. Nogaki (M) moved to settle tonight the resolution to accept the plan presented by Mr. Abbott of the proposed Branch Office Committee. Motion was seconded. An objection was raised by Honda (TL) that time was getting very late and consequently everyone is tired and because the proposed resolution is the highlight of the conference, the final decision should rest at tomorrow's meeting instead of a hasty decision tonight. The chair took a vote and the motion was carried 3 to 1. However, owing to insufficient voting which indicated the lack of decision, the matter was decided to be tabled until tomorrow.

Nogaki (M) moved that the first business of the following day's meeting would be to take a vote, and vote only on the feasibility of the proposed resolution. Motion was seconded and carried.

Meeting adjourned at midnight.





Fifth Session  
February 16, 1943  
Morning

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Meeting was called to order by Chairman, John Essene. Following were present at the meeting:

Jobu Yasumura	Minidoka
Takeo Nogaki	"
Yochito Fujii	"
John Essene	"
Walter Honderich	Topaz
Tamotsu Sakai	"
Ryuzo Maeyama	"
Yoneo Bepp	Heart Mtn.
Scott Taggart	"
Noboru Honda	Tule Lake
I. Hamai	"
Fred Ota	Poston
R. G. Fister	"
Park Abbott	Oakland
Charles M. Bellt	Denson
Otto Rossman	Washington, D. C.

In accordance with the decision of the previous night, the first business taken up was to decide whether or not the conference delegates recommended the resolution regarding the ACNC Branch office to the respective Board of Directors.

After much discussion, it was decided that the delegates did not desire to use the term "recommend" in relations to presenting to the respective Board of Directors the proposed branch office plan.

Mr. Yasumura (M) moved that the plan as presented by Mr. Abbott and his committee on a proposed plan of the branch office of the ACNC be presented to the respective local Board of Directors for their consideration. It was seconded by Mr. Fujii (M) and unanimously carried.

The chair requested the secretary to forward business proceedings of the conference to Manzanar for they requested the information.

Heart Mountain desired not to vote upon the proposed plan. Mr. Abbott expressed his desire that Heart Mountain did not take the proposed plan back to their Board as a matter of courtesy.

Mr. Nogaki (M) reported on his contact with the Federal Reserve Bank.

"Prior to the time that the W.R.A. started paying the evacuees in Government notes, all Government notes were handled by the banks free of charge. However, due to the increase of Government notes, in order to meet the expenses of handling so many, some revenue became necessary for the banks. Therefore, it became necessary to charge for handling Government checks."

Each Project reported on the manner of handling check cashing.

Minidoka -- "Originally 5¢ per check charge was made for each check over \$5.00. This left a 2¢ margin which took care of the losses on small checks."

"Since the clothing allowance checks were distributed, the Minidoka Board of Directors decided that the evacuees were being overcharged. Therefore, the charge for cashing checks was discontinued. The bank charges 3¢ for the first thousand and 1½¢ for each check thereafter."

"The Board is negotiating with the W.R.A. to have the clothing allowance paid in cash. The answer is expected by March 1, 1943."



If the W.R.A. does not heed the request, it will be necessary to make a 2¢ charge per check. Figuring the difference between 3¢ and 1½¢ charge by the banks, 2¢ would take care of the actual cost. All checks are handled by the Fidelity National Bank of Twin Falls, Idaho."

It was pointed out that the W.R.A. regulations state that all clothing allowance are to be paid in cash or the W.R.A. would assume the expenses of cashing the checks. The Minidoka Board has requested the W.R.A. to have the clothing allowance paid in cash; or for the W.R.A. to provide a check cashing facility in order to eliminate the 2¢ charge on the evacuees.

Minidoka is carrying \$6,000.00 for check cashing purposes.

Heart Mountain -- "The clothing allowance is paid by cash. Cash advances are paid by checks. The bank charges 3¢ per check which the Enterprise is assuming at the present time. The amount carried for check cashing purposes varies between \$4,000 to \$10,000. Messenger and burglary bond is being carried by those who handle money with the American Surety Company at the rate of \$7.50 per thousand dollars."

Topaz -- "The W.R.A. previously paid the evacuees in cash, but in order to facilitate payment, the evacuees requested payment by check."

"Through our local bank, all Government checks are being forwarded in a group to the Federal Reserve Bank. As a result, there is no charge for handling these checks. Other minor costs for handling the Government checks by the Enterprise is being assumed by the Enterprise."

"We have applied for a charter from the Federal Credit Union Cooperative three months ago to facilitate banking, but no reply has been received."

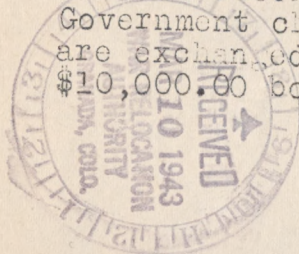
"In the meantime, have organized a banking committee composed of the members of the Board of Directors who are on the Enterprise payroll. A separate fund has been set up to cash checks only."

"Also, money for safe keeping is being accepted by the Enterprise. Such money is used as a check cashing fund. A separate account is being kept at the bank and the money is 100% liquid at all times. No checks are drawn against this account. Money for safe keeping is accepted only in units of \$5.00. No odd denominations are being handled. They must be in units of 5, 10, 25, etc. Withdrawals must be made in similar denominations. Deposit and withdrawal forms have been made out on 4 x 6 cards. There is a perforation in the middle of the card which separates two identical forms. One is to be kept by the depositor and the other is retained by the office. When withdrawals are made, the cards must match. No account of a blocked national is accepted. Deposits in the form of large checks have a waiting period before the actual deposit is approved."

Poston -- "located 182 miles from the Valley National Bank of Phoenix, Arizona. Two evacuees are on the W.R.A. payroll who together with one Personnel staff escort make two trips weekly to Poston to handle the banking business. The W.R.A. is absorbing the cost of transportation for the banking trips to Poston."

"The clothing allowance is paid by cash and the cash advance is paid by check. The bank charges 1½¢ for each check. The Enterprise is absorbing all costs which amounts to about \$80.00 per month."

"An arrangement with the postoffice facilitates cashing Government checks for the amount of \$3,000.00. When \$3,000.00 of Government checks has been assembled by the Enterprise, the checks are exchanged for cash at the Post Office without any charge. A \$10,000.00 bond is carried by those going to the bank."





Tule Lake -- "All W.R.A. payments are made by check. Similar to Topaz, payment in check has been requested in order to facilitate payment."

"Bank of America charges the Co-op 3¢ per check after the first one hundred."

"The Co-op is charging 5¢ per check to the evacuees. \$5,000 is carried for check cashing purposes."

"The Bank of America service is provided within the Project twice weekly. On such visits the bank charges the minimum of 10¢ per check and the charge graduates according to the amount of the check."

Mr. Bellt stated that regardless of whether the Consumer Enterprise is absorbing the check cashing cost or whether the cost is charged directly to the person cashing the check, in essence, it is the same; for the evacuee is paying for it directly or indirectly.

Mr. Essene expressed his opinion that better relationship will be established if the charges are not collected from the evacuee even though in essence it is the same.

TELEGRAPH SERVICE. Heart Mountain -- "Have Western Union service at Cody, Wyoming. No service charge is made."

Minidoka -- "The Enterprise employs two evacuees, one operator and one messenger. The hours are 8 to 5. An arrangement with Western Union brings 10% on all outgoing messages and 5¢ on all incoming messages which are to be delivered. They did \$300.00 gross business last month. There is no charge made on Government messages.

Western Union furnishes teletype. There is no service charge. The rates are regular Western Union rates; no censorship control.

There is no direct way of sending telegraphic money orders. Such must go through Twin Falls. However, telegraphic money orders are facilitated immediately; for later each day, check to cover the telegraphic money orders are sent in.

Topaz -- Telephone and telegram service is poor. W.R.A. handles everything. A member of the appointive Personnel staff must approve all messages.

Poston -- W.R.A. handles everything. Enterprise has an established account with the Western Union to facilitate service.

Tule Lake -- The Co-op has an account with Western Union and all business messages are sent freely.

MONEY ORDER -- Mr. Hamai (TL) -- "If people are sending out a great deal of money, it may be advisable for the Enterprise to handle American Express money orders. They would cost no more than the Postal Money Order; but the Enterprise can realize a percentage profit."

Topaz reported that a separate account is kept in the Commercial Bank at Nephi for the purpose of writing checks to replace the postal money order service. A charge of  $\frac{1}{2}$  of the postal money order rate is made for each check written. This is also handled by the banking committee composed of some member of the Board of Directors. The checks are written payable to anyone. Such checks have perforated printing of the name and account.

Exchange of notes regarding handling of personal checks was made.

Topaz -- "Cash unlimited amount of personal checks. Insurance against rubber checks is carried up to \$5,000.00."



Minidoka -- "Personal checks up to \$16.00 are cashed. Anything above such an amount is taken for collection."

Poston -- "Limit is \$15.00."

Heart Mountain -- "Waiting period before any checks are cashed."

Tule Lake -- "No personal checks being handled, owing to the fact that Bank of America provides service twice a week."

BUSINESS POLICIES -- Minidoka - The people believe that prices should be lower. Responsible persons of the Co-op believe that prices should be maintained to show a net margin of 10 to 15%.

Tule Lake -- Started out charging similar to outside prices. Profit margin appeared too great and therefore, reduction in prices was demanded. Consequently reduction was made. As of the Audit Report of November 30th, gross margin showed 12.9% and a net margin of 7.7%. The percentage has not been increased since that time. The present markup is: grocery 10%, hardware 20%, drygoods 25%, drugs 20% and tobacco 5%.

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Sixth Session  
February 16, 1943  
Afternoon

Meeting was called to order by Chairman, John Essene. The following were present:

John Essene	Minidoka
Jobu Yasumura	"
T. Nogaki	"
Yonco Bopp	Heart Mtn.
Scott Taggart	"
Walter Honderich	Topaz
Tamotsu Sakai	"
Ryuzo Maoyama	"
R. G. Fister	Poston
Park Abbott	Oakland
Charles M. Bellt	Denson
Otto Rossman	Washington, D. C.
I. Hamai	Tule Lake
Noboru Honda	"

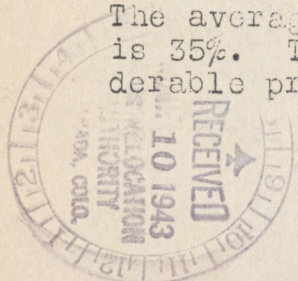
Discussion on business policies continued.

Heart Mountain -- "Charged competitive (outside) prices until capital structure was sufficiently strong. Maintained uniformity in prices on various merchandise. Some reduction has been made after the first of the year. Have 2% sales tax in Wyoming. No state sales tax on cigarettes. Whatever taxes that are charged are included in the price. Prices are maintained high enough on luxury item to absorb the excise tax."

"There exists a trust committee who advised against cutting prices so that capital structure can be made stronger. There was \$215,000 gross business up to December 31, 1942. Profit realized was \$45,000.00."

Poston -- "As of December 7, 1942, statistics show 18% profit on gross. Since then we have raised prices on some items."

Topaz -- "We are absorbing state sales tax of 2%. The policy is to maintain current market prices. Prices on all commodities are watched closely so that nothing is higher than outside prices. The average gross margin is 18 to 20%. Gross margin on drygoods is 35%. There is a tendency to reduce this margin owing to considerable pressure."





Private business Enterprise came up for discussion.

Heart Mountain -- "We have many private barber shops, owing to the fact that the Enterprise is not operating a barber shop. We will open a barber shop next week and most likely something must be done to curb the past practices. The cooperation angle and approaching the people from the sanitation angle will be utilized first. No other problems other than the potential barber problem is on hand."

Topaz -- "We have barber problem. We are approaching this problem from the education angle instead of pressure. It has been pointed out to the people that barbers who are working for the Enterprise are only getting \$16.00 per month; but by patronizing the private barbers, such persons are getting \$60.00 per month."

"Possibly the new city council and the new congress may put on some pressure. There also exists small radio repair shops. Education is the manner of approach at the present time."

Poston -- "Two expressmen were making \$10.00 per each cooler that they brought into the Projects and delivered to the colonists. However, these expressmen were compelled to refund such overcharge to each person from whom they collected."

"One party had about \$2,000.00 worth of fishing tackle to which he was selling to the people at a profit. The Enterprise took it over on consignment and sold it for him."

Tule Lake -- Some private barber shops exist. Also, there is considerable amount of fish coming in each week. It is the obligation of the city council and the W.R.A. to remedy this situation. We are not in the process of studying the remedy for this situation."

Minidoka -- "We have some barber trouble. There was one employee who was an offender, but an appeal stopped his private practice."

"One Chinese girl who is a resident of the Project is making profit on merchandise she orders from the outside. A direct appeal will first be made and if such fails, the Internal Security Divn. is the final remedy."

"Considerable pressure has been brought on by the Block Managers that private business practices are unfair to those working at regular evacuee wages."

Barber and beauticians wages came up for discussion.

Tule Lake -- "Paying \$19.00 to all."

Poston -- "\$19.00 conditionally."

Minidoka -- "\$16.00 and \$5.00 rental for personal equipment."

Heart Mountain -- "No barber shop as yet."

Topaz -- "\$16.00 and \$3.00 rental for personal equipment."

It was reported that Colorado was paying \$19.00 and 5¢ per head bonus.

EMPLOYMENT POLICIES -- Heart Mountain -- "Work closely with Placement Office. Enterprise has a person to interview each employee before being actually placed. All classifications are made by Placement. The Enterprise avoids any responsibility for classification of employees."

"Mr. Taggart stated that if the barbers, for instance, were to make unnecessary demands for wages inconsistent with good business practices, the Co-op would close shop before yielding."



Topaz -- "We have a Personnel Committee in charge of personnel interview and to formulate consistant personnel policies."

Poston -- "All the classifications are approved by the Placement Office."

"Have a training program for developing shoe repairmen. Two evacuee instructors on the W.R.A. payroll (education division) instruct those interested in shoe repairing. The course is for a period of three months."

"A practice will be started for high school students to come over into the office and do actual accounting and bookkeeping work. About six persons will start next week."

Tule Lake -- "All employment approved by the Placement. All classifications must be approved by the Placement also."

"A personnel training program is mentioned elsewhere in this report."

TAXES -- On the question of Tule Lake of whether or not Surety bonds for state sales tax is necessary in other projects, the answer was that no other projects present were faced with such a problem.

Unemployment compensation is not being paid and also no benefits.

Social Security is not being paid.

Excise tax is being paid.

Federal theatre admission tax of 10% is being paid by Minidoka on all admission charges for those over the age of twelve.

Topaz -- No theatre admission tax is being paid. Information is being requested from the Collector of Internal Revenue. There is no charge of admission tax because the collections are in a donation form.

Real estate and personal property tax is normally taxable, but the situation is unknown in regard to the Centers. None is paying now.

Income tax of the Enterprises will be paid on the basis of patronage record.

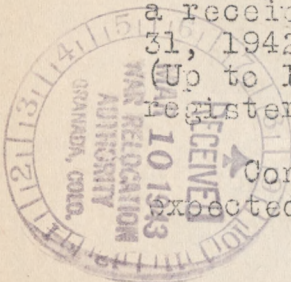
PATRONAGE DIVIDENDS & PATRONAGE RECORDS - Heart Mountain -- "We are issuing cash register receipts. Calling them in now and will accept them continuously. For each group of cash register receipts brought in, a single receipt is issued. The reason for continually accepting the cash register receipts is, to avoid confinement of work within a short period of time; and to impress the public of the importance of keeping record."

"No announcements of dividend distribution has been made. But hope to; and expect to disburse dividend very soon."

Manzanar -- "Cash register receipts utilized. Expecting 92 to 95% establishment of patronage record." (The above report from Manzanar came in the form of a letter.)

Minidoka -- "Stamp book system used. Costing 13¢ per book including stamps which records \$100.00 of purchase. Each stamp is for 10¢ purchases. On 6¢ to 14¢ purchase, one stamp is issued and for 15¢ purchase, two stamps are issued. When a book is filled, a receipt is issued. Out of \$64,000 gross business up to October 31, 1942, \$22,000 of cash register receipts have been returned. (Up to 10/31/42, cash register receipts were issued.) All cash registers receipts being recalled are being changed for the stamps."

Considerable portion of the cash register receipts are not expected to be returned. Therefore, note from Mr. Jacobsen of the





Northwest Auditing Service is quoted elsewhere in this report regarding the use of form letters to establish patronage record on lost cash register receipts.

In addition to eliminating the cash register receipts, as a method of recording patronage, another purpose of the stamp book is: Co-op educational material is printed on each issue of the stamp books. Such educational material will be changed from time to time.

On Sears Roebuck & Montgomery Ward mail orders, the patronage record ratio is: one stamp per 40¢ purchase; for Sears orders and one stamp per 20¢ purchase for Montgomery Ward orders.

Issuing of stamps on mail orders is withheld until the order has been filled.

Mr. Bellt -- "I do not endorse a stamp system. It is nothing new, for stamp system has been experimented with in the north 25 years ago. Being found impractical, it was discarded and most of the better cooperatives are not using such a system. Stamps are unnecessary expense and duplication of plan. I have acquired the conviction that there is nothing better than the cash register receipt system for recording patronage."

Tule Lake -- Utilizing scrip books in the denomination of \$2.50, \$5.00 and \$10.00. Each sale of scrip book is recorded. Scrip purchases compared to the cash business is not progressing very favorably. This coming Monday, February 15, 1943, compulsory use of scrip will be in practice.

Poston -- Using cash register receipt. Will call them in twice a year.

DONATION POLICY -- Tule Lake -- Under consideration is a \$50.00 per month allowance under the discretion of the executive secretary. Such an amount may be donated in any portion when it is used for a Project-wide benefit.

No outright donation to organizations or individuals or discounts are being made.

Minidoka -- Issuing stamps to organizations. 5% discount on quantity purchases to organizations.

Topaz -- General policy is to give no donation, but in some cases they have given donations. The matter is unsettled at present. Under consideration, is to make donations to various worthy organizations or the recreational department by a taxation method.

Heart Mountain -- In rare instances have permitted organizations to buy direct from the wholesale. Wholesale prices plus tax were charged.

MOVING PICTURE - Topaz -- Using two 16mm projector. Each projector is running one feature per week. Two recreation halls are utilized and make one showing at each place per night except Sunday night. Donation of 10¢ per adult and 5¢ per children; but no one is admitted without the donation.

The Enterprise has four projectors and therefore, a proposal is being discussed at the present time. The proposal is to use three of the projectors and keep one for emergency use. One block will be host to two adjoining blocks. The host block is to raise enough funds to defray the necessary expenses.

It was announced that on the 16mm film, the pictures are 6 to 8 months behind schedule compared to the regular 35mm films.

Poston -- A free show is operated six nights per week in an outdoor showhouse. About 1,000 to 2,000 people attend each showing. Under the Education Dept. the W.R.A. provides the projector and the operator. The Enterprise subsidizes the movie by paying



for the cost of the films which amounts to \$65.00 per week. People must bring their own seats. The estimated cost to the Enterprise amounts to 1¢ for 18 persons.

Tule Lake & Heart Mountain -- The Community Activities operates the movie. Five cents admission is charged and the mess halls are used for a theatre.

Minidoka -- The Co-op is handling two films per night. The Community Activities pays for two ushers and the Co-op pays the ticket taker. All school students are admitted free to the first show of each evening upon tickets given to the students at school. Adults are admitted to the second show with the admission charge of 10¢.

A moving picture committee selects the films and orders are placed two months ahead and booked solidly for that period. About 250 persons can be seated per show. A recreation hall is used which has been remodeled by the Co-op. The beams have been raised to permit raising of the screen. From the midway back, a false stairway elevation has been made. Such elevation amounts to 2" per 5'. The Recreation Dept. provide folding chairs. A censoring committee is composed of part Personnel staff and part evacuees; select pictures that are adaptable for both young and old.

OPTICAL SERVICE - Minidoka -- Consumer Enterprise has one optometrist and one assistance who accepts orders which the hospital prescribe.

Carry large quantity of frames. A complete service can be rendered in one week; prices range from 6 to 7 dollars per pair.

Heart Mountain -- The Enterprise loaned credit for facilitating payment for optical service. Glasses generally cost \$7.75. The hospital handles everything.

INSURANCE -- Mr. Rossman reported that early last summer the W.R.A. began negotiation with various insurance companies. At first, no bids came in, nor interest was shown. Later, bids came in from unexpected sources accompanied by questionnaires. Taken into consideration by the company were the fire protection available, type of building and conditions of the streets, etc.

The Houston Insurance Company was the first to bid; their rate is: published tariff rate minus 20%; United Mutual's rate is, published tariff rate minus 30%.

We have been going on such assumptions but very few have taken advantage of these rates.

About a month ago, a United Mutual representative paid a visit to Jerome, Arkansas. Unfortunately at that time the only fire truck at Jerome was used by the boys to go home to lunch. The power was shut off which made the water pump useless. Therefore, the United Mutual desired to accept no more risks other than the one they had at the present time.

On bonding, Liberty Mutual's rate is \$3.50 per thousand, minimum of \$2.50 per employee. The Fidelity and Casualty, minimum of \$2,000.00 per employee, rate \$2.50 per thousand.

Mr. Bellt reported that at Jerome everyone who handles cash are bonded for \$1,000.00. The cashier who handles check is bonded for \$5,000.00.

The Northwest Auditing Service has fire insurance policy available. One master policy can be issued and a certificate to each project can be given. 100% coverage is realized. It is on a reporting inventory type and provisional rates are required. The present rate is \$1.07 net in Minidoka.

It was announced that Houston Company has the lowest rate at the present.



Heart Mountain -- Rate of \$1.02 is paid to the local agent. Through a master policy, insurance protection is available to the colonists' personal effects at a \$1.02 per \$100.00 rate. Over two hundred certificates have been issued which average about \$500.00 each. Arrangement with the North British Company provides for 10% to the Co-op. Out of the 10% a \$19.00 wage is paid to an agent who works for the Co-op as an insurance agent.

Two claims have been promptly paid by the company which created much more business.

The Co-op carries a full coverage on \$100,000.00 on the monthly inventory. Inventory is about \$80,000.00.

BEAUTY & BARBER RATES - Beauty rates of Minidoka was announced as follows:

Permanent wave super delux \$2.25  
Others \$1.75 and \$1.25  
Fingerwave \$.25  
Manicure \$.20

NEWSPAPER SERVICE -- Newspaper service at Jerome. Mr. Bellt reported that subscriptions are taken at regular rates and papers are delivered each day (local paper). The delivery boy is paid on the ratio of \$16.00. The job is on a part time basis, but the result obtained by the boys are considered heavily.

Topaz -- \$5.00 per month is paid to the delivery boy. Subscription is taken by the delivery boy (local paper).

Mr. Hamai (TL) asked, "On such jobs, who pays the clothing allowance?" The reply was that clothing allowances are not paid ahead of the W.R.A. (This was the only answer available at this time.)

Mr. Abbott distributed the typed copy of the proposal of the branch office.

He emphasized that if the branch office is opened, the buying can be done freely and it is not compulsory to buy everything from the ACNC.

The responsibility of preparing the minutes of the conference was vested in the secretary subject to correction.

Vote of thanks was extended to the secretary.

Meeting was officially adjourned at 6:00 P.M.

Respectfully Submitted,

Noboru Honda  
Noboru Honda (TL)  
Conference Secretary



