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September 7, 1942

STAFF MEETING  
Administration

The meeting was called to order by Mr. Gelvin.

Those present at the meeting were:

Miss Brereton	Dr. Leighton
Dr. Cary	Mr. McNickle, (D'Arcy)
Mr. Burge	Mr. Palmer, H.W.
Mr. Crawford	Mr. Popkin
Mr. Culbertson	Dr. Pressman
Mr. Edwards	Mr. Sharp
Mr. Empie	Mr. Shepard
Mr. Evans	Mr. Shepard, Ward
Miss Findley	Mr. Short
Mr. Fister	Mr. Smith, Charles
Mr. Gelvin	Mr. Smith, H. W.
Miss Gerkin	Mr. Taylor, C. H.
Mr. Haas	Mr. Townsend
Mr. James	Mr. Warnock
Mr. Knudsen	Mr. Wickersham
Mr. Landrum	

The meeting was turned over to Mr. Empie, Chief Administrative Officer, to present the functions of the administrative branch and the various activities in that branch.

Mr. Empie expressed that there is a wonderful opportunity to serve our country and to serve mankind in a very unique position.

Mr. Empie gave a brief history of the organization; first, on the whole and then on the administrative branch.

On August 8, 1940, the Secretary of Interior approved the organization plan for the Office of Indian Affairs which involved the reorganization of the various field offices in the Indian Service as well as the central office in Washington. The basic principles involved were that the organization would be under the Commissioner and the

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Assistant Commissioner and his executive assistants would be broken down, first by branches and then by divisions under those various branches. The main branches on this Project follow in line with that general pattern, or the engineering, community services, agriculture and industries, and the administrative services. The general pattern has been followed here with the approval of the office in shaping out our project organization.

Mr. Empe: "The administrative branch is broken into certain different division. The following is not listed according to its relative importance, but they are:

"Supply and Transportation Division:

It is one of the most important divisions. It involves the estimates to be presented with the proper justifications to the Bureau of Budget and Congress in order to get money in which to operate and to begin obligating the funds. By obligating funds, we mean to set aside an amount of money under the appropriation for that particular division, the division requesting the materials and supplies with which to pay the bill when the bill is presented for payment. The reason I think that the Procurement Division does not come first in order of processing is because before procurement can be accomplished, the Supply Officer must have accounting as coordinated and consulted with the various heads of divisions and chiefs of branches to see to it that everyone has listed his needs and has interpreted their budget and authorizations made by Congress for operating their part of the Project into terms of supplies by types and quantities.

"That is even more important now than it has every been before. If we don't have those things pretty well in mind and down in writing, we cannot tell the WPB and others through whom we have to work what our requirements are in order to get proper priorities. It is one of the functions of the Transportation and Supply Division to consult with division heads and branch chiefs to make requirements. These requirements should be broken down into two classifications: (1) to all immediate needs and (2) needs for prosecuting the program over a period time, say six months or a year.

"The money is appropriated on a yearly basis but we can

get it only on a quarterly basis after it has been thoroughly justified for. The WRA received its appropriation this year of \$70,000,000 for work coming within its scope of the project. We get the money by transfer on books of the treasury from the main appropriation made for the WRA. The first quarter's allotment of \$3,600,000 was the total amount arrived at as an estimate by the Finance Officer for the Indian Office assuming primarily that during the first three-month period there would be a bulk of the initial investment in equipment and building requirements made for the period. We have been requested by Mr. Edwards to work with you people in order to work out the allotment for the second quarter beginning October 1. That is supposed to be in the office by the fifteenth of this month in order to present our requirements for the second quarter to secure allotment for the period October 1 to December 31. In order to do that, we should almost be compelled to have our program worked out for the entire fiscal year 1943. As the first quarter is almost over, the estimates for the second, third and fourth quarters should be turned in. On top of that, we are supposed to have in the office at this time of the year the estimates and justifications of the budget for the following year. The Indian Office usually has to have a month to review our submission to present it to the Bureau of Budget. Mr. Townsend is now getting around and getting acquainted with the heads of our divisions and people in charge of various phases of the work and we expect to work out some of the problems with you.

"Under Mr. Townsend's supervision comes the Chief Steward and the Chief Warehouseman. There are many problems of transportation. One very vital problem here is the feeding problem; first, is getting the proper quantity of food on order, and after those quantities are received to see that they are properly stored and issued to the various kitchens. Many problems are involved in that work alone.

"Procurement Division:

The local procurement authority is the broadest authority that has ever been given an Indian field office. It calls for processing locally and contracting to a total of \$25,000 without referring that contract to the Indian Office for their approval. Ordinarily, a \$2,000 contract or over has to go in for approval. Ordinarily, a field operates on a \$100 open market emergency authority. On

this project, we are operating to a \$5,000 open market emergency authority. In an emergency, there is no more reason to exercise authority in buying materials and supplies under the \$5,000 authority as there was under the \$1000 authorization. It has been of some concern for those responsible for these purchases in the end in seeing to it that it is established at the time the purchase orders are issued to see that an emergency exists. We don't want to take undue advantage of it.

"The Procurement Office, in addition to taking advantage of our own facilities which we have, can place orders through the Regional Office either with the Army, at that time the Quartermaster Corps, or the Office of Emergency Management. The WRA has no fiscal office of its own. Allotment is made through the Emergency Management Office. The records show that during the initial period of our existence up to June 30, they actually processed over a million dollars worth of requisitions for us.

"To a certain extent we are handicapped in securing supplies and materials. For instance, when we are issuing bids, getting out advertisements as to the source of supplies, the materials that we have spotted may disappear so we try to take advantage of every opportunity to buy materials found not only through local sources of supply but from sources we ordinarily would not take advantage of.

"This procurement business is developing and should have developed sooner into the procurement of supplies through the assistance of almost everybody on the project.

"Personnel Division:

In a sense this is a procurement division also. It involves recruitment and the obligation of funds for purpose of reserve to see that enough money is set aside to pay the salaries for the year. Before I left Washington, I was told only five or six people would be working here but it has been the biggest problem to get the personnel on the job, and to see that proper papers are filled and filed with the proper

authorities. The Civil Service Commission's rules and regulations have been greatly expanded and enlarged to take in conditions that exist at this time and authority has been granted to hire what is called war service regulations. That whole procedure has been greatly facilitated. I was in the Office of Emergency Management and have learned that they have even gone to the extent of having a representative of the Civil Service Commission located at Los Angeles so as to clear all the requirements there instead of going to Mr. Kranz's office in San Francisco. It is important to follow the personnel procedures laid down by Congress and various departments, such as the Department of the Interior and the Office of the Indian Affairs in securing personnel and making arrangements for hiring.

"Fiscal Division:

This is the largest division of the many divisions. Within this division we have several sections divided to take care of various phases of the work.

1--Disbursing Section:

This section is primarily charged with the responsibility to seeing that all bills are paid promptly. It includes our payrolls which have been paid in cash so far. There are 6,000 evacuee employees in addition to our Caucasian personnel and irregular persons employed on the project. We should not overlook the fact that this project is greater in extent and scope than the Japanese cities we see here. It extends over quite a radius and involves quite a construction of irrigation facilities to serve this project. I think we have to remind ourselves that part of our organization that part of our organization is located some distance from our office here. We took over the irrigation project office at Parker to relocate a great number of employees.

2--Accounting Section:

This section devotes its work primarily to see that the budget is broken down by objective justification. It is set up by divisions and maintained in such a manner as to enable you or anyone else to go to that record to find out how much money you have left under each objective class. That is one of the thing

we have to work in close cooperation in dealing with the budget officer. Mr. Edwards, so far, is acting as my representative in budget matters and he works in close cooperation with the Chief of the Accounting Section.

### 3--Proprietary Accounting Section:

This Section devotes its time primarily to the compilation of cost accounting data in addition to one of its large functions here. It maintains a basic time record for all persons employed in order to see to it that those people receive the amount of money that they have coming. This work involves the establishment and maintenance of the general ledger accounts for the purpose of displaying in balance sheet form the total assets and liabilities of the project as a whole.

### Mails, Files, and Communication Division:

"The work here involves the briefing and routing of all correspondence that comes into the project office, the following up of that material, seeing that the case is acted on, seeing that it is filed properly in accordance with the filing system, supervising the switchboard, taking care of all of the telephone messages going in and out of the Project, handling the telegraph communications, teletype machine and the duplicating process, mimeographed circular orders as well as certain types of forms devised here.

With the idea in mind of the establishment of a uniform procedure to be followed in the routing of all mails and the briefing of it, it has been acted upon.

"We would like to view it as what is ordinarily considered a service organization, an administrative service branch that is designed to be under normal conditions and as a facilitating branch not to obstruct the accomplishments of the program. At the same time, we have got to always bear in mind certain legislative requirements laid down by the Government and the obligation of these funds that must be adhered to so that we are making every attempt in making improvements within these sections facilitating the work. We welcome constructive criticisms and we would like to discuss various problems with you."

Mr. Haas asked how many members of Caucasian personnel there were. Mr. Charles Smith replied that lately there must be around 400, about 250 to 300 irregulars and a little over 100 regulars.

Miss Findley asked whether it would be possible to have a list of Caucasian employees' titles and where they are working. Mr. Empie said that that would be supplied as soon as possible.

Miss Findley stated that many of the workers for the Employment Section have their offices in cars.

Discussion was raised as to whether the amount not expended the previous quarter could be expended the following quarter. Mr. McNicles said that that is just what has been done. They have set aside a reserve from the amount they were expected to expend in the first quarter. He said the request for the first quarters has been considerably reduced.

Mr. McNichle was introduced who is here from the Indian Office in Washington. He is with Mr. McKessler in the Indian Office acting as Liaison Officer of the Indian Office and the WRA.

Mr. Warnock inquired whether the funds allocated to this project for the present fiscal year could be carried into the next fiscal year, 1943-1944. Mr. Empie replied that so far, they will be funds that will have to be expended this year. He said the emergency fund of the last fiscal year ending June 30, 1942, was not a continuing fund but at the last minute was able to be carried over. That money which was carried over is the only money we have. He said that money has not been received for fiscal year 1943. He said the 1942-1943 money disbursed should have been charged to the 1943 fund, and that it will have to be adjusted in order to pay back the 1942-1943 appropriation.

Upon Mr. Gelvin's inquiry, Mr. Empie said the roads fund is part of the WRA appropriation. The irrigation construction fund is 14-X. 'X' stands for a continuing fund paid year after year until it has been expended. No money allotted to WRA transferred to the Indian Service will carry over.

The meeting was then adjourned.

Respectfully submitted,

*Miss Findley  
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September 8, 1942

STAFF MEETING  
Administration

The meeting was called to order by Mr. Empie.

Those present at the meeting were:

Mr. Barbour	Mr. Landrum
Miss Brereton	Dr. Leighton
Mr. Crawford	Mr. Popkin
Mr. Decker	Dr. Pressman
Capt. Dougherty	Mr. Sharp
Mr. Empie	Mr. Shepard, J.W.
Mr. Edwards	Mr. Shepard, Ward
Mr. Evans	Mr. Short
Miss Findley	Mr. Smith, Charles
Mr. Fister	Mr. Smith, H. W.
Capt. Goldenberg	Mr. Taylor
Mr. James	Mr. Townsend
Mr. Knudsen	Mr. Warnock

Mr. Empie reviewed the manner in which the budget estimates are prepared. A conventional budget form is used, Standard Form 3-A, for the purpose of presenting objective classification. By objective classification is meant the estimated expenditures broken down between two primary classifications. One of the first is 01, Personal Services, and the other comes under the heading of another classification running from 02 to 16. That particular classification was revised so that it could be used for fiscal year 1942. Prior to that, we had numbers running from 01 to 32.

01. Personal Services:

This includes all salaries and wages for labor or other services of officers or employees of the Government. It also includes compensation for special services rendered by consultants or others employed on a per diem or fee basis, and cash allowances for quarters, heat, light, and other cash emoluments incident to personal services.

Example: Appropriation is charged with the amount including retirement contribution deduction from the employee's salary and transferred to an account. Non-civil service employees: Salaries and wages and other compensation of all non-civil service officers and employees. Relief employees and Special and Miscellaneous Payments for Personal Services also included under this item.

Mr. Empie: "In charging salaries and wages to our respective allotment ledger accounts, we make it a point under the present regulations to charge all regular salaries to the account at the beginning of the year so that in computing the sheet for 01, Personal Services, on the basis that we have all our salaries established with estimated amount that would be required to pay that salary for the fiscal year, the remaining balance would be free for other use provided we would be successful in meeting the positions established. It is our practice here to charge the account for wages at the end of the accounting period based on the totaling of the time sheets at that time. When we get the timekeeping schedule and section up-to-date and work up-to-date, we expect to have the time worked today fully recorded on the time sheets of the following day or tomorrow. At the same time, we expect to get the companion record or cost distribution record up-to-date. That also involves the use which I just mentioned of actually obligating the fund by charging the appropriate allotment account in the allotment ledger.

02. Travel:

"This includes transportation of persons, their subsistence while in an authorized travel status, and other expenses incident to travel which are to be paid by the Government by reimbursing the traveler. Examples: Under subsistence: food and lodging whether on the basis of a reimbursement for actual expenses or a per diem allowance in lieu of subsistence. Mileage allowance and reimbursement for gasoline and oil used in privately owned vehicles, storage and care of vehicles, and street car and taxi fares. Gasoline, oil, minor repairs, etc., when paid by travelers and included on vouchers for reimbursement (does not include payments made by field units direct to vendor.) Form 1034 voucher is used for purchases and services other than personal and when payment is actually recorded in books, it will be recorded under Supplies and Materials, 08.

03. Transportation of Things:

"Includes those charges for the transportation of things, including animals, which are paid directly by the Government and not by the vendor, whether such transportation be by land, air, or water. It also includes charges for the care of such things while in the process of being transported. Examples: Charges by common carrier including freight and express, demurrage, switching, recrating, refrigerating, and other incidental expenses.

"In our present budget, we have an item of transportation for the project as a whole and broken down by divisions. For example, for one item we have \$21,600 set aside for transportation cost of food stuff between the railroad company and the camp in addition to the amount the budget authorized for the whole expenditure for food itself.

04. Communication Service:

"Includes the transmission of messages from place to place, such as tolls for land telegraph service, marine cable service, radio and wireless telegraph service, telephone service, postage, and messenger service.

"We have a small amount set up for each division for communication service. We have a set amount for the whole project made up of those component parts. The total charge on long distance as well as collect calls will be recorded on forms prepared for that purpose and signed by the person making that call. On that form will be the proper account to be charged so that in that manner we will have a means of getting it into the right place for that type of expense.

"Getting back to travel--the amount authorized in the budget is the amount we have been restricted to expend for this purpose and will not be able to exceed that particular figure for the project as a whole. That does not mean we won't be able to switch between the divisions and we will have to do that. The total for travel will have its restrictions. The Indian Office making allotment to us this year will restrict that be requiring us to set up separate account for travel to which will be charged all travel expenses and that account will be maintained for the sole purpose of controlling the total so it can be recorded in order that the Indian Office may see where we come within that thing.

05. Rents and Utility Services:

"Includes charges for rents as well as for heat, light, power, water, gas, electricity, and other utility services exclusive of transportation and communication services. Examples: Rents: the right of possession and use of land, structures, or equipment owned by another, the possession of which is to be relinquished at a future time. This also includes charges under purchase rental agreements. Heat, light, power, water, gas and electricity; the services indicated when billed separately from "rent." (including power purchased for resale.)

"I think it is worthy to mention that the utility cost of maintaining has been figured by Mr. Rupkey and his public works people. It will come under his branch under the supervision of a maintenance foreman. In addition we plan to have a chief electrician who will be charged primarily with the responsibility of maintaining the over-all power system and part of his time will be spent maintaining high voltage line between here and our source of supply so we won't have any breakdown on that.

06. Printing and Binding:

"Includes all contractual services for the printing and binding of books, pamphlets, documents, and other publications. Printed forms and letterheads are also included under this group.

"A question was raised as to whether printing work could be done by the community services if that type of work was taken by them. We have a very urgent need for printing work to be done, but before we can take advantage of that, we must get authority from the Joint Congressional Committee on printing and binding to purchase that type of service. There is no change made in that regulation. That is the reason why all our printing to be done have to be taken through the Washington office which in turn go to the Government printing office. If they are not able to do that work, we get their approval and then we can get permission from Joint Committee to have work done elsewhere.

07. Other Contractual Services:

"Includes all contractual services not otherwise classified. Examples: Repairs and alterations to buildings, bridges, viaducts, vessels, equipment, and like items, when done by contract, except those which add materially to the value of such property and therefore may be properly considered as capital improvements. It does not mean that type of work will not be charged to this account when done by force account. Force account is a term used by the project through the procurement of materials and use of labor which is on our own payroll. Some of the other examples are: Storage and care of vehicles, except items of this nature incurred in connection with travel and included on travel voucher, and which are therefore, classified under 02, Travel; services for providing board, lodging and care of persons, except travel items, which are included under 02, Travel; and photographing, typewriting, and stenographic services which include contractual stenographic work, typewriting, and duplicating work, such as multigraphing and mimeographing, as well as photographing, developing, and blueprinting. Also, Advertising and publication of notices.

08. Supplies and Materials:

"Includes all commodities which are ordinarily consumed or expended within a comparatively short period of time, converted in the process of construction or manufacture, or form a minor part of equipment or fixed property. It also includes commodities purchased for resale. Examples: Office supplies, other than printed forms and letterheads; chemical, surgical and medical supplies; fuels, such as coal, wood, petroleum, and oils used in cooking, heating, and generating power, or in making artificial gas; articles of clothing, together with materials and sewing supplies used in the manufacture of wearing apparel; food and beverages for human consumption; food used for livestock and other animals, and stable supplies such as bedding, horse shoes, etc.; cleaning and toilet supplies; and commodities, including building material entering into the construction, repair, or production of supplies, equipment, machinery, buildings, and other structures.

09. Equipment:

"Includes machinery, implements, tools, furniture and fixtures, livestock (other than that purchased for slaughter), armaments, vehicles and other apparatus, which are adapted to continue use without material impairment of their physical condition, and which it may be expected will have an extended period of service. Examples: Under transportation equipment: vehicles including passenger-carrying automobiles; motor trucks, motorcycles, tractors, aircraft of any character, wagons, carts, vessels, steamships, barges, lighters, and power launches. Furniture, furnishings, and fixtures: movable furniture, fittings, and fixtures, such as desks, tables, chairs typewriters, adding and bookkeeping machines, and household equipment. Machinery and apparatus: engines, generators, manufacturing machinery, transformers, shop equipment, stationary pumps, and other production and construction machinery. Instruments and apparatus, such as surgical instruments, X-ray apparatus, signaling and telephone and telegraph equipment, scientific instruments and appliances, measuring and weighing instruments and accessories, photographic equipment, picture projection equipment and accessories, and mechanical drafting devices.

"There are some questions that arise naturally as to the charge that is to be made against Supplies and Materials, 08 account, or to be charged against 09, Equipment. I think the main problem that exists is in determining whether they are small tools or equipment or supplies and materials. We made a practice to charge a greater percentage of small tools and other types of tools to the account for

for Supplies and Materials. We have in the past included in our estimate for equipment ordinarily just heavy equipment but as it points out above it also includes farm machinery and such apparatus as that.

10. Lands and Structures:

"Includes land and interest in land buildings, and other structures, and permanent improvements and additions when acquired under contracts. Examples: Lands and Interest in Lands; the acquisition or construction of buildings and structures, and additions and alterations materially adding to the original value when secured under contract; non-structural improvements, improvements of land, such as landscaping, fences, sewers, wells, reservoirs, when secured under contract; and fixtures and equipment which become permanently attached to or form a part of buildings or structures, such as elevators, plumbing, power plant boilers, fire alarm systems, lighting or heating systems, generators, and air conditioning and refrigerating systems.

"We would not have much of that here unless we undertake certain parts of the work by contract. The contract we hope to work out for the construction of drainage in connection with irrigation and subjugation work, and that being a contract and being the type of work that comes under the heading of land and improvements, would be recorded under number 10. It used to be 32.

11. Grants, subsidies, and contributions:

"Includes expenditures for tuition, burial expense, etc."

Miss Findley: "If a family has sufficient funds to carry on a burial, are you going to ask them to pay for burial?"

Mr. Empie: "I am not going to answer that. The Government sees them through expenses for burial in cases where the Japanese are indigent. When the circular came out Mr. Myers signed it finally to what extent the Government will act and see them. I want to compare it with the tentative statement. We have for the 1943 fiscal year under burial expense \$18,000 appropriated for the various expenses. I was concerned about the amount of money set aside for that purpose because of the tentative estimates we have had on deaths, but after discussing with the mortician and the service that he is rendering under his contract, I felt a little better about it. He thinks the death rate is going to be very low here."

"The only other item that we have here is an item that the Indian Office had added to this list that does not concern us a great deal, number 19, used for the maintenance of allotments from the Indian Office.

"When we came here on this project, we took it upon ourselves to set up the allotment ledger on a basis of objective classification because we felt the need everyday for being able to know how much money each division had left for certain work and certain objectives; in order to do that before was to total one of the vouchers which was an entirely separate and distinct procedure and we had to have people working all the time. We expanded on the best procedure in setting up the allotment ledger and after experimenting with it, an attempt was made by pooling all the vouchers, but we did not have enough assistance to keep that up-to-date. We hope to do that by the aid of bookkeeping machines.

But due to the fact that it fell through, we had to devise other means by getting information current. We were glad to receive a message from the Indian Office to the effect that they liked the method so well that they are prescribing it for all Indian Office in a circular dated June 30."

The meeting was then opened for discussion.

Mr. Popkin asked whether the amount not expended for the quarter is lost. Mr. Empie referred to Mr. McNickle's statement and said the Bureau of Budget is only reserving that amount not expended with the idea that if we get underway and have to spend it the next quarter, it would be available. He said it is not called lost until that is taken away from them.

Dr. Pressman raised the issue regarding travel allowance and said the nurses were charged against that item. The \$500 per year was used up in the first quarter. He asked whether it would not be kept on O1. Mr. Empie said it could not be increased, but that there is a possibility that it could be interpreted as an expenditure properly chargeable to one of the other classes. Off hand, it would be a matter of taking up with the Office, and on the other hand, the over-all travel allowance from another part might be transferred to Dr. Pressman's division.

Mr. Empie: "In connection with budget work, compiling budget goes hand in hand with your arrangements for employment. If you have a position set up in the budget which was approved and if that fits into your organization together with five other positions, that is fine business. But here we find ourselves in this position. We came before the Project was started and we made guesses on how many positions, the types, grades and salaries there would be. There were certain positions authorized, some were reduced in grade, some eliminated, and other things happened. We are working now with the Budget Officer in Washington that new point within the objective class O1, Personal Services. We can establish a new position provided we can make a saving amount by not employing

someone they had authorized. One of the reasons to that situation is that we don't have a complete organization chart for that particular organization together with job analysis for each position to show how it compares with the organization and its relation to other positions in the organization. Those are the working tools we have to furnish before the Secretary's office can give intelligent classification to serve as a guide here for classifying specifications or classes.

Mr. Warnock: "Technical means are hard to get now. Four of our technical men were reduced in grade. I know very well they can get out and make more money with private firms today. One was offered considerable more money than he was getting here so we run the chance of losing these fellows. We have another position I don't think can be filled. I wonder if we can approach the classification officer abolishing four position which would still mean a saving."

Mr. Empie: "Only if you can show him where you assigned part of the duties and responsibilities which you anticipated these other men to take care of the other, but never from the standpoint of availability of funds. Whether you have the money and whether you can find the man or not is entirely no concern of his. In that way, you ask for reclassification only when you can show increased duties and responsibilities. They don't listen to comparison of outside wages."

Meeting was then adjourned.

Respectfully submitted,

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*Miss Findley*  
*File*

September 9, 1942

STAFF MEETING  
Administration

The meeting was called to order by Mr. Empie.

Those present at the meeting were:

Miss Brereton	Mr. Knudsen
Mr. Burge	Mr. Landrum
Mr. Crawford	Mr. Palmer, H.W.
Mr. Edwards	Mr. Parnell, Robert
Mr. Empie	Mr. Sharp
Mr. Evans	Mr. Shepard, J.W.
Miss Findley	Mr. Smith, Charles
Mr. Gelvin	Mr. Smith, H.W.
Mr. James	Mr. Townsend

In regard to a question brought up in a previous meeting about the number of Caucasian employees employed, Mr. Empie said there is a total of 394 Caucasian personnel consisting of 117 regulars (people who have regular appointments and not on the irregular payroll and not paid on a per diem basis) and 117 irregulars-- there is an equal distribution, and 40 regular Indian employees and 120 irregulars.

Miss Findley: "Would we have that many employed when we break down into stride?"

Mr. Empie: "I would not know until all positions are established and all the organizations are completed. We would have certain leeway for substitutions if the right kind of savings are made."

Upon Miss Findley's inquiry, Mr. Empie replied that most of the irregulars were in the Engineering Department and principally in work of that type outside the immediate Japanese camps here.

Mr. Empie went on with the discussion of the various functions of the administrative branch: "Having set up our budget for the various divisions, and having recorded the amount available for expenditures in that part of the ledger set aside for those divisions, we are prepared then to begin to obligate those funds. Those obligations are incurred in two primary classes: (1) procurement of services, a provision for which we have made by setting up the personnel division. The employment regulations of Civil Service requirements are to be complied with in filling the various positions; and (2) the other class is the procurement of supplies and materials and equipment, the object of class we discussed yesterday.

"The actual mechanics involving the obligating funds are a phase of the work that must always be given very careful consideration. The person who obligates the fund should feel a sense of responsibility for having incurred an obligation for the Government. I believe it would be better first to look to a procedure which really proceeds the placing of this requisition. I think that is the point which has needed assistance more than we realized in the past--the coordination of the work of all divisions working to the requisitioning of supplies to meet not only immediate urgent needs but taking care of our long-range program. Long range means that we should know just as far in advance as possible the needs of the various positions defined by classes of material required by that particular division to satisfactorily prosecute their part of the over-all program. I am fully aware of the fact that we are piled under in the Procurement Division; we cannot see our way out at all. There are various contributing factors involved. The principal factor is the lack of coordination between the various divisions in interpreting their part of the budget into terms of classes of material required. In other words, breaking down other obligations which have been set aside for procurement of material into classes in order that our immediate needs as well as our future needs may be met. That is a problem of supply from an over-all project standpoint.

"Some six weeks or two months ago I telegraphed the Indian Office and told them we were unable to cope with the procurement problem. We were able to secure two additional clerks in the Procurement Division. We have two men on the road for whom transfers have been approved and they have been recommended. I discussed this matter with Mr. Rupkey. He agreed to help us out and he has assigned Mr. Farnell to our office for the purpose of not only acting as liaison between the engineering branch and our branch but he is actually serving in the Procurement Office to assist Mr. Townsend and Mr. Palmer in their work.

"The procedure in procuring supplies, we experienced no great difficulty in advertising, contracting, issuing purchase orders. Now we are forced in good many instances in order to get any supplies at all, to procure them in the open market taking advantage again of authority up to \$5,000 without advertising. The reason is we get materials we need and in an attempt to get or solicit bids in order to protect the Government, we are apt to lose it entirely. We have not taken chances on that yet. We have set a small portion under contract as they should be 5% of total purchases we processed here and affected here what we call proper procedure according to regulations. The open market authority does not mean you can buy promiscuously unless we have justification for it. Couple of years from now when accounts are examined we want the file as complete as possible. Mr. Townsend expects to confer with the

heads of the various divisions and with people in need of supplies to assist in defining their budgets and with Mr. Palmer's guidance and assistance arrange to send us those requisitions in such a manner as to permit bids and contracts being issued as quickly as possible. We find 50% of those requisitions, through no fault of the person who is doing the requisitioning, has included many items that have to be excluded before it can be written. A good many of the supplies that are requisitioned by the various divisions are on the treasury procurement contracts."

Miss Findley: "How are we to know that?"

Mr. Empie: "It is one of our functions to inform you as to how requisitions are to be prepared."

Mr. Gelvin: "How many copies of the schedule of supplies do we get?"

Mr. Empie: "I imagine two copies at the present time. Mr. Rupkey's organization gets one copy and we get one which makes two. That is the schedule of supplies put out on the treasury procurement contract."

Mr. Gelvin: "Each branch chief should have it as their by-law."

Dr. Pressman: "We used to get pamphlets of procurement number right on there but those items apparently don't appear on the regular purchase supplies."

Mr. Empie: "We should have a complete file of all contracts."

Mr. Sharp: "I am wondering for immediate relief after a purchase request has been signed by those who have to sign it, couldn't the chief's help make out those purchase orders?"

Mr. Empie: "Theoretically it sounds all right that each division is entirely familiar with the intricacies involved. I think that arrangements could be made if qualified people were available in the various divisions to assign them to work under Mr. Palmer's general supervision. We have taken several steps to alleviate that."

Dr. Pressman: "We don't know who the contractors are but the warehouse does. Is there a possibility of buying in addition to the amounts stated in the contract?"

Mr. Empie: "We have had this experience here--the Indian Office and the Purchasing Office in the Secretary's office in Washington has given us authority to buy outside those contracts which means we are at liberty to buy here and there

without any regard for purchasing procedure. We would still have to follow regulations in making purchases. We have that authority but in order to get certain types of materials they have to go through the Government office. We have a carload of paper that we ordered recently."

Mr. Gelvin inquired when the last General Catalogue was issued. Mr. Empie said the last one he saw was the 1941 issue. Mr. Gelvin commented that that was so far behind now we could not go by it.

Mr. Knudsen asked whether this project, the same as the Indian Agency, prepares its annual estimates. Mr. Empie said he had not thought of that, but off hand, he would say no and said we would operate much the same as a constructive project as operated in the past.

Mr. Empie stated the Army was not getting any money and that since July 1 OEM has been acting as our representative in getting things for us in Los Angeles.

Knudsen: "We could save ourselves a lot of work if we put in annual estimates, especially to relieve the Procurement Division. We could estimate on the basis of a year--now is the time for 1944."

Dr. Pressman: "Wouldn't you have to break it down to priority and non-priority articles?"

Mr. Knudsen: "It will depend on the situation existing next year."

Mr. Empie: "I transmitted a letter to the Office telling them we have urgent need here for some one person designated both in the Chicago and Washington offices to keep us currently informed on the priority situation and to furnish us with current instructions and detailed information so that we would be able to meet those requirements all the way through. In other words, if some change occurs today, we should not find it out from the dealers. Mr. Parnell brought it up this morning. He mentioned the fact that even since the last bulletin, there has been one issued rescinding certain ones of those. All contracts are subject to Congress making money available to creditors. Warehouse offices are located at Chicago, St. Louis, and San Francisco.

"The working out of our problems toward the end of these requisitions will promptly prepare their flow smoothly through the organization on through the completion. We intend to stay right with it until we get an organization to process. With the technical assistance of the engineering branch and with clerical assistance, we will make the grade all right.

"We have very recently been able to get organization of the procurement division. Since the other building has been completed, the timekeeping and mails and files division have been given more room, also the fiscal division and personnel division have moved out there. I plan to move over here in this building very soon which will release the room over in Building 2 for Mr. Townsend and Mr. Stultz. From a physical standpoint, we will be able to function more efficiently.

"I think we would be in a position to discuss some of the requirements that were laid down in connection with the preparation of the procurement or purchase request. I think it is certainly of interest to all of us who are here to know something about the basic requirement. I say basic because we only attempt on this project to inaugurate new procedures where we see procedures or divisions will best serve to meet our current operating conditions. The basic requirements for the purchase request goes back first to the fundamental principles of obligating any appropriation of public funds. Reading from the manual: "A fundamental rule in incurring obligations is that each obligation shall have as its basis a purchase order signed by the superintendent, supervisor or project engineer, or another employee as designated. Unless that rule is followed, it will be impossible to determine at any given time the unobligated balance of the allotment." Before purchase order can be issued there must be some request for issuing. Someone must have had a need and submitted in writing to be intelligently acted upon."

Mr. Empie read from the Manual of Administrative Accounts and Procedures, a standardized accounting procedure which was prescribed by the General Accounting Office for the guidance and use by all Government agencies.

The manual states: "Requests for purchase shall be utilized for all materials and supplies required. Verbal orders shall not be honored except in cases of extreme emergency and then only subject to confirmation in writing by the proper officer."

Mr. Empie said that must be done by individual and the Government will not be bound by it. If there is no cooperation, one or all of the members must be continually bothered to attempt to round up all these information of which there are no records.

Mr. Empie: "The General Accounting Office prescribed this form for requesting procurement of materials and the basic

requirements. The information that has to be shown are also prescribed and are necessary to maintain both the allotment ledgers in order to inform you how the budget stands."

The meeting was then adjourned.

Respectfully submitted,

OW

September 11, 1942

STAFF MEETING

Administration

The meeting was called to order by Mr. Empie:

Those present at the meeting were:

Miss Brereton	Mr. Landrum
Mr. Burge	Dr. Leighton
Dr. Cary	Mr. Palmer, H.W.
Mr. Crawford	Mr. Popkin
Mr. Decker	Dr. Pressman
Mr. Edwards	Mr. Shepard, J. W.
Mr. Empie	Mr. Short
Mr. Evans	Mr. Smith, E.W.
Mr. Gelvin	Mr. Townsend

Mr. Empie related that he was viewing the project from the air while yesterday's meeting was in session and that it was of particular interest to know how much progress had been done. He said it was easy to tell by where the water in the canal was.

Mr. Empie: "It might be well to review the meeting that took place yesterday. I understand there were very fine criticisms voiced.

"The procedure that we are trying to follow are procedures established by the accounting office for the Indian Service. We are going to work to facilitate the work of all divisions and to meet the requirements of the General Accounting Office, Congress and the Bureau of Budget. We are trying to meet the needs of those agencies which they will ask for when we go to get the money, also, to arrange the proper figure for distributing the additional cash to these people.

"One of the things that came up yesterday was that too much time is being required by the various department heads in obtaining signatures for a request for purchase, especially in cases where it is known that the goods are not at the warehouse. Somebody ought to check with the warehouse. We are planning to work out a system whereby the warehouse will be what it is supposed to be, a service organization, and to try every way to streamline the activities so that the organization will be able to effectively receive all

of the supplies, store them properly, and issue them with dispatch. It takes alot of work. There is a provision made in the manual when items are received outside the warehouse whereby the division receiving the supplies will be the responsible representative as the warehouseman's representative in signing the receiving report. We will expect to take advantage of that part of the system. I think that which is going to help us most at the present time will be to coordinate the preparation of purchase requests in such a way that the tremendous volume of work the Procurement Office has to do will be more or less eliminated. Another thing that came up which I think is a good point. In the various divisions someone be assigned the specific job of following through these requisitions, seeing to it that the coordinating officer has been furnished the right kind of information as to the basic needs, list of materials, etc.

"There is no question about it, we all know that the facilities in the Procurement Division as well in the warehouse have been inadequate to take care of the volume of work we have to do. We are taking steps to correct it. We have people on the way over to help in the Procurement Office. We have definite plans for an entirely different organizational structure in order to take care of the great volume of work. We plan to keep enough supply on hand to take care of emergencies. Mr. Townsend said at the other meeting that we were working from 'hand to mouth'. We welcome your assistance and criticism and we expect to work with you and discuss them as we go along.

"We still intend to hold classes in the evenings to take up the multitudinous details involved in keeping books. In reviewing those details, helpful discussions take place, not only for our benefit but for the benefit of the citizens on the project assisting us to carry on the work. We are depending a great deal on their efforts. As far as the administrative branch is concerned, I don't know of any Japanese who could be said as falling down on the job. Our experience has been that they are intelligent and willing people. They do feel as we do about the lack of knowledge of what we want them to do.

"We have cash payroll to take care of in addition to cash advance and script issued for clothing allowances. All that is quite a complicated and intricate fiscal problem.

In fact, Mr. Myer stated at San Francisco that he did not know when these administrative instructions would be issued because he had not consulted yet with the Chief Administrative Officer where it could actually be accomplished from a fiscal standpoint. That is the trouble we experience sometimes when regulations are prolonged.

"Tomorrow we expect to cover briefly the functions that we have been able to cover so far and lay some emphasis on mails and files. We will only touch briefly the chief steward, transportation, repair and maintenance of all automobiles and other types of equipment, proprietary accounting, budgetary accounting as it deals with collections, disbursing, the accounting of property, and the work of the Personnel Officer in maintaining records in his division. What are some of the questions or suggestions in connection with requisitioning procedure?"

Dr. Pressman: "When requests are consolidated from more than one department, what division is there to apportion that?"

Mr. Empie: "Tentatively, we have made plans for numbering each division's request so that number will be recorded on the consolidated purchase order. When goods come in, we can go back to the basic file which will be in the warehouse, procurement office and the office requisitioning the item and trace it back to see how many belong to the divisions requisitioning. We should have a bulk of stuff purchased so it can be a common stock that anyone can go to for acquisition. If we had to set it up by divisions, I don't know how far we would get. I don't like to say that could be done feasibly. Foreseeing the need plays an important role."

Mr. Townsend: "If they make their suggestion in writing we can't change as we do now. To clear up their confusion, if we can have what I term now as an "order runner", someone who knows the necessary procedures, the signatures necessary, what is at the warehouse, and the incoming orders, these men in prominent positions would not have to waste their time. We should have by all means a purchasing scout. They should be given an automobile to get it back here in emergency cases. We can't have these men wait for just a \$15 item. The idea of department representatives in warehouse is fine. Yesterday, Mr. Wickersham told me the reason for the confusion in the warehouse--little jobs here and there consolidating items with the same character in them. We are getting to an end for what we are wishing for."

Mr. Empie: "We got carloads of supplies in the last few weeks. It is a big job to unload them and to very meticulously count them. There have been criticisms on holding supplies up after they have arrived. We have issued a bulk of the supplies prior to any accounting form except to record receipt of them and issuance of them. All of the accounting work which ordinarily goes along with that process is all back work. We did not hold back anything that we could possibly turn loose."

Mr. Gelvin: "The question that Dr. Pressman brought up got me interested on just how consolidated order might be divided so that the requisitioning division could get their order. I know that in any system, there are bound to be extreme cases. There was one thing that happened the other day and I wonder if any more are going on. I was down at the garage when George, the mechanic, wanted some riveting steel. The rivets are apparently in the warehouse. He couldn't get them so he had to go to Parker to get them. That, of course, could happen under any kind of system. I wonder how many cases happen to be under ours."

Mr. Empie: "We have taken steps to correct that now."

Mr. Townsend: "We are assembling two-third of the shop with automobile parts so that they will be in one spot. It is being done in preparation of the new shop. It is underway."

Mr. Empie: "It includes dragline parts."

Discussion was held as to the time meetings should be held. Several suggestions were offered: Mr. Empie said that Mr. Gelvin thought the meeting would quit at noon which would not draw it out. But there is the problem of food being cold when one gets to the mess hall. Mr. Empie suggested the meetings be held between 1:30 and 3. Dr. Pressman thought it would be more favorable to hold it between 8 and 9 so as to have the whole day free after the meeting. Mr. Burge said that would be difficult for him. Dr. Cary said 4 to 5 would be an ideal time as it is at the end of the day and there would have been a chance to supervise and clear the desk and if the ~~xxx~~ meeting runs over it would not be running over meal time. Mr. Short favored having the meetings

from 4 to 5. Dr. Leighton said he could make it whatever time it is convenient but he said it seemed that people would be tired out at the end of the day and probably would be rushed with last minute things. Mr. Gelvin said the first hour and a half is pretty much of a mad house. Dr. Pressman suggested the time between 1:00 and 2:30. Mr. Burge added that it is the slack period of the day--heat of day. Mr. Decker said if the meetings are held in the afternoons, it might drag on from one hour to two hours and that it is in the evenings that he tries to get his work done. Mr. Empe announced tomorrow's meeting to start at eleven and to decide then the time of Monday's meeting.

The meeting was then adjourned.

Respectfully submitted,

CW

September 12, 1942

STAFF MEETING  
Administration

The meeting was called to order by Mr. Empie.

Those present at the meeting were:

Mr. Burge	Miss Findley
Dr. Cary	Dr. Leighton
Mr. Crawford	Mr. Palmer, H.W.
Mr. Decker	Mr. Parnell
Mr. Edwards	Mr. Popkin
Mr. Empie	Dr. Pressman
Mr. Evans	Mr. Short

Miss Findley suggested that five to fifteen minutes be devoted to talk over the clothing situation in requisitioning the clothing which is not to be furnished as well as the garments and other types of clothing that will be furnished free to the people who need particular types of clothing in their work.

Mr. Empie: "I do know, generally speaking, that the clothing will be stocked by the stores and that the persons entitled to script will be presented in addition to cash advances and they can present their script to the store to get their clothing. The plan includes a provision whereby a person presenting the script will be allowed to use it only for clothing. There are certain types of clothing that the Project Director determines. There is a provision made whereby the Government can furnish that type of clothing in the various lines of work. I might say there that the authority is quite broad. What are some of the specific questions?"

Miss Findley: "First of all, we would not expect an army to go out and win the battle without proper tools, neither can we expect that here, working in difficult positions without the proper or minimum amount of clothing. The stewards have come to me to see about clothing. He tells me that he requisitioned clothes for cooks and cooks' helpers and received a great deal of it. I believe he is right, They do need aprons, caps and shoes for slopping around in water. The garbage crew men unless furnished with clothes, shoes and gloves, will start a strike soon. We agree, garbage work is a pretty nasty job. Where garbage trucks finally anchor

there could be a shower and a place to change their clothes so as to go home in their ordinary clothes, also an electrical washing machine in order for them to wear clean clothes the next day, we might have people who might stay on the job and maybe not. Garbage people are cutting their hands throwing up tin cans. In the meat department, the workers are handling meat that is cut in their own clothing which is fast disappearing and it is not good for the meat. And there, too, something must be done about the clothing. These are stories that come to me and I cannot give any answer."

Mr. Empie: "It seems to be again a question of supply. In the first place, someone should make a careful analysis of the needs of the various provisions. Mr. Townsend took charge of the garbage disposal and in connection with the Public Health Officer submitted a list for the garbage men and so on down the line. Then we got those requests together and consolidated similar items to get our request in for clothing. Those things should have been done a long time ago but no coordination had developed until we had authority to issue clothing, but there were no clothing."

Miss Findley: "We have established three stores in three different centers. Units 1 and 2 are running very nicely. They sent us coats, sizes 44 to 48, and hospital garments, sizes 42 to 46. There were trousers but no uppers. You have a situation there. The trousers and dungarees serve a few that fits them, but the rest of them do not."

Mr. Popkin: "The Army sent surplus shoes, size 12, to the Indian Agency and you know the Indians have small feet."

Miss Findley: "We received 800 sweat shirts. 200 each were given out in camps 2 and 3 and 400 here in camp one. I could get the list and show what was given out to the different types of workers on the basis of industry so as to see the number required and needed to fill the bill. We are doing that in camps 2 and 3, also. I think it is a real situation. It is a definite situation when you find your men are not working efficiently when you demand it and you know the question of clothing is having some affect upon it."

Dr. Pressman: "What is the possibility of having all that done by the sewing project and having them run the whole clothing problem as in the Indian Schools?"

Miss Findley: "What are you going to fix if we do not half-sole the shoes soon?"

Mr. Empie: "We are sending over for the shoe-repair machinery tomorrow. We are arranging to get a building set up to put them in."

"The Regional office functions over the administrative branch. Having discussed, generally, the Supply and Transportation Officer and the work of the Warehouseman, the next section in that division is the Chief Steward. That is a very fertile field for further investigation and further construction work to be done. Mr. Townsend and Mr. Stultz will see to it that a great deal of improvement in the feeding problem is done. We already made arrangements to have delivered additional quantities, not only to meet current requirements, but also emergencies which might develop at any time. This country is at war and we might have raids which might considerably cut off our supply a week or so at a time. Those are all the things we are working on to get the right kind of surplus laid in to see that they are issued in an economical manner. Along that line, I would like to say that it has been reported on several different occasions that the Japanese working in unloading of food stuffs at the station have on numerous occasions eaten fresh fruit from broken lugs which we must prevent if we can. Another incident brought to our attention was that they eat their lunch and throw it at each other in a playful manner. We have a great job to feed these people. If the citizens themselves understood the situation which exists, they would have a lot to do to correct it. I don't think they would want that to happen any more than we do. When those situations are reported, they should be brought to the attention of the proper people to see whether it can't be worked out in a businesslike way and discuss the problem with the people who have been seen doing it."

Miss Findley: "Our attitude, too, should change, and should educate us at the same time. Those juveniles we are working with are developing into serious cases. They are coming from good families. Those dry sandwiches and getting up at odd hours would I think encourage me to help myself, too, to the fruits."

Mr. Evans: "I took that matter up yesterday very strongly at the Block Managers' meeting, asking the block managers to

call that sort of thing to the responsible people in the community. The people themselves should not have taken any such action, although I do agree like Miss Windley that some of the food is not absolutely adequate."

Mr. Empie: "It would be helpful to get together and discuss the situation to educate both sides--the administrative personnel and the Japanese people. I doubt seriously that the Japanese people are the responsible ones."

"I mentioned yesterday that we might discuss briefly some of the functions of the Mails, Files and Communication Division. Before I say anything further about it, I would like to say that Dr. Leighton is working on a central file procedure for the whole office; it might be better to present that discussion with that. Our filing system, when it is fully developed, will follow the procedures which the Indian Office has been following since 1907. Also, it is a system which the WRA adopted at the Regional Office in San Francisco and which is now functioning there. It is a pretty good basis to proceed on. This system calls for the receiving and briefing of all incoming correspondence into the central mails division, the preparation of briefing the mails, of a routing slip or card with sufficient copies so that a copy can be maintained in the file room at all times, to show statements of that particular file, where it went, and whether it has been acted upon or not. On the card there is a place for showing the action taken by the person who received it first, where it was forwarded and who has it at that time. Eventually, it gets back theoretically with the answer to that particular correspondence into the files which will be maintained in the central files room. So if we have a case to draw on a particular subject, a charge slip will be placed in the file indicating who has it at that time. I think it is natural, especially when a place is disorganized for a long time, to accumulate in the various divisions a division file. We should give careful consideration in getting basic data in the central files when these are established. I have asked Miss Brereton to work with each of you and I sent a memorandum calling that to your attention."

"In addition to the briefing of the mails, routing of correspondence, and seeing to it that the cross references are made in case two different subjects are contained or mentioned in one communication, we have, of course, the problem of taking care of the communications. What are the facilities we have here for communications? I refer specifically to the telegram messages. We have to have the right kind of interpreting

after we get them which is sometimes a couple of days late. So far, our efforts to get a telegram office here have been misdirected. I think we have gone at it from the wrong angle. I have communicated with the office in Chicago and asked them to intercede for us and take it up with the main office of the telegraph company to see if we could get an office here and why they should not give us favorable consideration to get adequate facilities. On the 26th of this month, the new switch board would be placed and the Signal Corps has been notified of that. The technicians could install it."

Mr. Burge: "Does that include the instruments also?"

Mr. Empie: "That would mean we could add a few instruments. It will be the type that when you just pick it up the light flashes to place the call. The number and location of phones have to be worked out. We have two or three circulars coming in setting out the number of phones that will be allowed here through the Signal Corps and which the Army will put in for us. There is a plan that will be completed for phone facilities."

Dr. Cary: "I suppose this board will have trunk lines?"

Mr. Gelvin: "I understand there will be three in from Parker, two to camps 2 and 3 and two to Blythe."

Mr. Empie: "We had this experience because of the limited number of outside connections. We tried to get the telegraph office and it was all filled and there is an urgent need for a local station."

Mr. Crawford: "Are operator boards coming in for 2 and 3?"

Mr. Gelvin: "Lt. McIntyre said there will be three switchboards. He is the man down at the MP camp."

Mr. Empie: "In just a few minutes I would like to call your attention to the property regulations under which we are operating and I say that because the Indian Office felt that we should have a little more elastic procedure here in maintaining the accounts that authorized us to use the new Interior Department property regulation which had recently been published about six months ago. The Indian Office possesses a new property regulation. While they sanctioned it in general, they felt that some control by the Center might have to be discontinued. I didn't feel that way myself; in fact I served

on the property committee and had something to do with the provisions of the new regulations trying to see to it that a system was put out in such a way that the field office could properly act for these things without going into a great deal of paper-working. In other words, what it amounted to was to agree in accounting what we ordinarily termed non-expendable equipment. We maintained separate cards for each piece of equipment. In order to maintain control over all other property, most of them would follow under expendable property. We would do it under a quantitary basis rather than monetary basis. The only items that might be called expendable property would be materials and supplies actually consumed in the work. We we go on from that basis, from the provisions of the regulations."

Mr. Empie read the following: "United States Department of the Interior, Property Accounting Regulations Field Offices:

1. In order that adequate and uniform procedure may be effected in the Department of the Interior relative to property accounting as applied to all field offices in the various services, the forms and procedures herein described will be adopted for general use.
2. The purposes of property accounting are to insure that all public property is properly accounted for, safeguarded, preserved, and used for the purposes for which acquired. In order to accomplish this, it is necessary that definite location of accountability and responsibility for all property be fixed; that accurate records of all property, with complete vouchers for all transactions pertaining thereto, be maintained; that periodic audits of the accounts be made; that judicial determination of responsibility for losses or destruction of, or damage to public property be made through the medium of Boards of Survey; that periodic inventories be taken and checked against the records to insure that property carried in the records is actually on hand; and that such other measures as may be necessary be taken for adequate protection and preservation of all property.

Section I Accountability and Responsibility:

1. All property acquired by the Government for field use will be charged to field officials having administrative jurisdiction thereof, and they shall be known as the accountable officers for property. The safeguarding of property and maintenance of proper records thereof shall be considered a primary responsibility of these officers. Officers and employees will be held financially responsible,

and will be required to reimburse the Government for any shortages or losses of property unless relieved of liability through proper procedure. Those persons having accountability and/or responsibility for property may be required to furnish bond in an appropriate amount when deemed advisable by the interested service.

2. At large field stations, when administrative advisable, a subordinate officer may be designated as property officer. Such property officer will be primarily responsible for the care and safekeeping of the property under his control and for keeping the records thereof, but this provision will not operate to relieve the chief administrative officer of joint observance of regulations in regard to its preservation, use and issue.

"The subsidiary records maintained for equipment, materials and supplies and fixed property, all are maintained in support of the general ledgers' control accounts maintained in the general ledger for purposes of reflecting at all times the assets of the project.

"Where it mentioned a provision for bonding, the Office in this instance authorized me in my position to file a bond and instructed me to enter in required bonds of any person on the project who had a responsible position and who had been in charge of property. In addition to selecting persons who will be asked to file bonds in order to safeguard the Government's interests in the property also comes a question, that is in addition to selecting the people who will be required to file a bond, of accounting; that is, keeping the records in such a manner as to determine at all times where the property is located. The regulations here include a system of recording the receipt of the property and to keep tract of its location and to have as close to the Indian Office property forms in recording equipment acquisitions and dispositions.

"We now have a 3 x 5 card system. The original of this card is maintained in what is called a location file. When this property moves from one place to another, then the card is moved into the file of the new location and we have one file that is maintained in numerical order. All equipment having been numbered, these numbers will be assigned to these cards to go with trucks. It is filed in numerical order in order to cross reference it by the one maintained in the alphabetical file. Then one copy is designed to be used in following equipment around.

"I am sure we all want to feel a sense of responsibility for caring for equipment when it is so hard to get. The President has probably announced the new national speed limit of 35 miles an hour. We had established 45 miles an hour between here and town and 25 miles an hour between here and the three camps.

Mr. Gelvin: "I would like to mention one thing on equipment. I know Mr. Head is very much interested in taking care of this equipment. I have heard him mention on several occasions if we can't get to a point of driving within the speed limit, cars are going to be taken from employees who could not observe regulations because that is very serious. We don't have any spare passenger-car tire at the present time."

Dr. Pressman: "Is there any exception in case of hospital ambulances?"

Mr. Empie: "I think it was provided for in case of emergencies, such as fire and ambulance service."

Dr. Pressman: "I don't think exceptions should be made. Ninety-nine times out of 100, there is no hurry but if there is an exception for ambulance drivers, they might fall back on it."

Mr. Empie: "In the fire situation, they will have to travel very fast before it is all over."

Mr. Popkin: "Something should be done now for providing heat in the three camps."

Mr. Empie: "I have just completed work for the coolers that were installed. The Army could buy the stoves for us and then we could reimburse them and approach on that basis."

The meeting was then adjourned.

Respectfully submitted,

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ADMINISTRATIVE STAFF  
and  
EXECUTIVE COMMITTEE MEETING

Administration Building III  
November 4, 1942  
9:00 a.m.

Roll Call: Administrative Staff

W. Head

H. A. Mathiesen

Executive Committee:

A. Takahashi

N. Yano

Dr. W. Takahashi

S. Nitta

F. Mizusawa

I. Prevailing wage scale in regard to the main canal construction of the Engineering Department

A. Mr. Head stated that due to so much lost time in recruiting available manpower and dispute of wage scales within the Center, outside laborer be brought in.

B. Mr. Mizusawa stated that Camp II and III made recommendation that outside laborer be used.

II. Production Credit.

A. Clarification by Mr. Head in regard to marketing

1. All produce delivered to mess halls are credited to the Department, handled on the same basis as if purchased directly from Los Angeles.

2. All bills must have the signature of Mr. Empie or Chief Steward upon delivery before payments can be made.

3. Mr. Ito will be given a receiving ticket for all produce delivered.

a. After market report available for that day's shipment, price will be computed.

- b. Phoenix market report will be used when California not shipping.
- B. Mr. Mizusawa's Report
  - 1. Produce were delivered to warehouse, but were not distributed and spoiled consequently.
  - 2. Department assumed responsibility of delivery.
  - 3. When delivered to mess halls, stewards' signature obtained.
- C. Suggestion in expediting shipment to mess halls
  - 1. Before delivery, inform the Chief Steward number of crates and mess halls to receive produce.
  - 2. Upon delivery, obtain signature of receiver.
  - 3. After delivery, turn in tickets to Chief Steward.

III. Equipment for Colorado River Project's Use

- A. Trucks will be available from Reno & Phoenix for use of Project.
- B. Two bulldozers are expected from Ignacio, Colorado.
- C. Two Farm-Alls must be shipped for use on the Rubber Project, Salinas, California.
  - 1. Replacement of these Farm-Alls by Ford Ferguson for cultivation purposes on the 80 Acres plot.
- D. Mr. Head stated that a representative be sent to investigate equipment for sale by evacuees.
  - 1. Bid for two Farm-Alls.

Meeting Adjourned at 9:30 A.M.

115-

5

ORGANIZATION CHART

PROJECT DIRECTOR

ADMINISTRATION

Central Executive  
Board  
8 Members

Community  
Council

Issei  
Council

Honor  
Court

Labor Relation  
Board  
8 Members

Residents

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Andrew Sugimoto  
Vice Chairman  
City Planning Board

Submitted by

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Hiroshi Amano - Eng. Sec.  
City Planning Board

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ADMINISTRATIVE STAFF  
OVER-ALL EXECUTIVE COMMITTEE  
MEETING

December 18, 1942  
9:30 A.M.

Administration Bldg. III

Attendance:

Mr. R. Gelvin	C. Onoye
Mr. H Mathiesen	M. Matsumoto
H. Iwata	J. Ogawa
S. Nitta	H. Sakata
N. Yano	Dr. Takahashi
A. Takahash	H. Sakemi
F. Mizusawa	

I. Over-all Agricultural Committee

(1) Introductory remarks

- (a) To serve the community
- (b) No participation and interference of politics.

A. Affecting all relocation centers

1. General statement concerning eleven centers

- a. Other centers have cultivating land readily accessible. (Gelvin)
- b. According to Mr. Myer's statement, should proceed to subsistence level.
  - (1) Subsistence--5,000 acres
- c. Messrs. Collier and Mathiesen stated there is a definite need for 5,000 acres.
- d. Need program for justification. (Collier)
  - (1) Subsistence as justification for material and supply needs.
- e. Original commercial production to be out of question as relocation will take place according to Mr. Myer.
- f. Pd-200--reason for returning due to large amount of critical materials.

B. Collier's program and Homestead Plan

- 1. Farm status of land-Indian reorganization plan. Authority of Congress to determine land.

- C. Background of the Indian program
1. Indian Reservation land allotted to individual Indians.
  2. Title of land held in trust by the United States Government.
  3. Individual are not permitted to dispose of land until declared competent by the Department of Interior.
  4. Mr. Collier called and passed Act protecting ownership of Indian land.
  5. Colorado River Indian Reservation title invested in Tribe.
  6. Mr. Collier, appointed by the Secretary of Interior, only appointive officer of the Indian Service.
- D. Expected population changes if relocation is successful.
1. Survey made by age group for available manpower for Agriculture program.
    - a. Retired farmers must participate in future programs to alleviate shortage of men.
    - b. Indians will not be available for seasonal harvesting and work.
    - c. Reduction of other activities when Agricultural work is in its height.
    - d. Completion of subjugation work first to release men for agricultural work.
    - e. Indian Service training of personnel to replace men leaving for outside work.
  2. Possible 30% to 40% exodus of evacuees contemplated by WRA if program to be considered successful.
    - a. WRA added eight men to their personnel in the field.
      - (1) Responsibility is to uncover work opportunities.
      - (2) Locate communities where public opinion is in favor of relocating Japanese.
      - (3) Compiling of information for the benefit of potential "relocatees"

- b. Possible fund or loan or recompense to aid evacuees in resettlement.
    - (1.) Mr. Gelvin stated that no official information has come in regard to this.
    - (2) Perhaps the WRA might set up such a plan.
  - c. Coordination of labor suggested by Mr. Nitta to function smoothly and properly.
  - d. Accounting Department of Poston affected severely by relocation.
    - (1) Trained accountants' exodus for employment in Mid-West and East.
    - (2) Use of Caucasian personnel in the Accounting Department if absolutely essential.
    - (3) Irrespective of insufficient accountants, Accounting Department must function.
- C. Reorientation of program to meet more rigid food rationing.
- 1. Hog and Poultry program are the same.
  - 2. A temporary approval has been received from Mr. Myer for a dairy of 500 cows, if equipment can be purchased according to Mr. Mathiesen.
    - a. Estimated on three Units.
  - 3. Simplification of procurement of materials and supplies requested by Mr. Mizusawa.
    - a. Delay in the procuring of essentials traced to:
      - (1) Lack of personnel in Procurement Division
      - (2) Lack of priority rating
    - b. Suggestions made by Mr. Mizusawa to have an Agriculture purchasing department.
      - (1) Training of Agricultural personnel to do all preliminary work involved in requisition.
      - (2) Mr. Gelvin stated that this must be taken up with Procurement.
      - (3) Mr. Knutson was retained by the Administration to bring more efficiency in Procurement.
        - (a) One of the best buying men in the Indian Service, according to Mr. Mathiesen.

Meeting adjourned for a short recess at 10:30 A.M.

Meeting resumed in Mr. H. A. Mathiesen's office at 10:45 A.M. with Chairman Doctor Takahashi introducing Mr. Knutson, Senior Administrative Assistant; and Mr. Henry Sakemi, the new executive committee filling the vacancy left by Mr. Lyle Kurisaki.

II. Procurement vs. progress of the Agricultural program.

A. Purchase over \$100 must go through the following channels.

1. When purchasing for the Government, a solicitation of bids must be made in the form of advertisement.

- a. Telegraphic bids
- b. Quotations by letter
- c. Telephone bids

2. Attach bids with request

3. Must show contacts with at least three firms or persons.

4. All related items must be consolidated to eliminate unnecessary work.

B. Procurement Division working under adverse condition.

1. Personnel must be trained to do procurement work.

2. Shortage of personnel due to many leaving for outside.

3. Regular Government red tape to face in buying for all departments.

4. Reorganization of the division.

C. Bottlenecks in procuring materials and supplies.

1. The Department does not have high enough priority rating.

2. Firms are not willing to enter contracts with the Government for long length of period.

a. Due to fluctuation of market.

b. Uncertainty of being able to supply the commodities.

D. Fish Culture

1. Project in the process of making fish nets

2. Must have a specified type of twine which is carried by the Community Enterprise.

a. Request for the purchase of this twine from the outside made to the Procurement.

b. Requisition returned stating only with a high priority rating, it could be purchased.

- c. This point cleared by Mr. Knutson
  - (1) Sometimes salesman during their course of travel pick up requested items in some obscure store.
  - (2) Government usually purchases through contact with larger firms.
    - (a) These firms prefer to sell only to those with high priority rating which the Army and Navy have.

- E. How can we help in speeding procurement?
  - 1. Those interested primarily in the production side should watch all details in advertising when purchasing.
  - 2. Obtain quotations, showing contact of at least three persons.
  - 3. Anticipate needs far in advance because of red tape involved in procuring.
  - 4. Enter contact for a certain specified time.
- F. More information on budget.
  - 1. According to Mr. Knutson, no one is well informed.
  - 2. Each division receives a certain allotment by quarters, not for full year.
  - 3. Second quarter under way, but allotment has not come through.

### III. Transportation and Communication.

- A. Acute shortage of telephones
  - 1. Switch board with telephones ordered by the Administration in May.
  - 2. As yet, it has not come through.
  - 3. Plans were made to have connection with each block for fire protection purposes.
- B. Transportation vehicles
  - 1. Due to the dissolution of the Indian CCC with the other CCC in June, good share of the equipment were brought into this Center.
  - 2. No improvement of the rubber situation is foreseen until the production of synthetic rubber is manufactured on a large scale.

### IV. Administrative Instructions.

- A. Project was supplies with five sets.
  - 1. Recently the number was raised to 25 copies, 20 going to certain personnel
  - 2. Instructions pertaining to Agriculture only were sent to Recreation Hall 37.
  - 3. Enough copies were requested so that Agriculture, Industry and Community Enterprise would receive copies.

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ADMINISTRATIVE STAFF  
OVER-ALL COMMITTEE MEETING

Recreation Hall 37  
December 30, 1942  
10:30 a.m.

ATTENDANCE:

Mr. H. A. Mathiesen	Dr. Wm. N. Takahashi	Henry Takeiri
Mr. W. C. Sharp	Henry Sakemi	Mr. Miyaji
Frank Mizusawa	Harvey Suzuki	Harvey Iwata Camp 3
Ayaka Takahash	James I. Ito	Manroku Matsumoto Camp 3
Shosuke Nitta		

The meeting was called to order by Chairman Dr. Tahahashi stating that this is a continuation of the meeting held on December 18, 1942.

Procurement Problems

- A. Need for closer coordination between the Subsistence Department and the Marketing Division.
  1. Duplication of vegetables, namely, mustard greens and cabbages, must be eliminated.
  2. Mr. Ito authorized to select a man from his division to work between the Chief Steward Mr. Snelson and the Marketing Division.
  3. Suggestion was made to have all three Camps hold a weekly meeting to discuss the marketing situation.
- B. Formation of Purchasing Division under the Department of Agriculture.
  1. Suggested by Mr. Mathiesen that Executive Committee send a recommendation to Mr. Head stating that Procurement Department recognize a person appointed by the Department of Agriculture to take charge of the Agriculture purchase requisitions.
  2. Creation of new division, Agriculture Request Division, will take care of the procurement situation.
  3. Executive Committee to appoint a man to be in charge of the Request Division.
    - a. Duties will be to give complete information and specification of the purchase order and to see that all requisitions are properly going through.

Labor Problems

- A. 1. Harvesting crew.
  - a. Men from every block but not permanent.
2. Mr. Matsumoto stated that Camp III has no labor problems.
3. Mr Mathiesen stated that the general attitude toward Agriculture is very complimentary as it is the only department utilizing Issei man power.

Transportation

- A. New rules and regulation
  1. Mr. Fred Haverlen in charge of the position vacated by Mr. Townsend.
    - a. Everything is unsettled and unorganized as yet.

- B. Gas ration
  - 1. Mr. Knutson contacted the Gas Rationing Board at Parker.
    - a. Gas rationed to Poston as one unit; not to each individual divisions within the center.
  - 2. Mr. Mathiesen made a definite statement that there will be no gas rationing on Agricultural tractors; uncertain about trucks.
    - a. Rubber to be rationed.
- C. Priorities on use of trucks.
  - 1. Priority on subsistence.

#### Progress of Canal

- A. Course of Canal.
  - 1. Mr. Mizusawa gave the acreage and list of program to be followed as stated by Mr. Rupkey.
    - a. Section between hog site and Camp II is almost complete drainage fairly good and can be farmed.
    - b. Section 2 between Camp I and II, approximately 40-50 acres already subjugated, will be ready by January 25.
    - c. Section 34, approximately 400-500 acres, to be ready the later part of April.
      - (1) Bottleneck will be the by-pass as it will hold up the main structure.
      - (2) Mr. Mathiesen suggested that a committee be selected to see Mr. Rupkey about this one structure
        - (a) Dr. Takahashi stated the Agriculture Department will cooperate as much as possible.
- B. Volume of water to be available for spring planting for Camp 1, 2, and 3.
  - 1. 50 cu. ft. of water available for summertime, maximum from the lateral going through Camp II.

#### Crop Planning for 1943

- A. Land available for planting.
  - 1. Land available beside firebreaks - 200 acres - 80, 80, & 40.
  - 2. Mr. Sharp stated that 14 acres are available near the Indian School.
  - 3. WRA not in favor of farming with horses.
    - a. Shortage of wagons, horse shoes, harness, and other equipment.
- B. Choice of crops.
  - 1. Mr. Miyaji, a sweet potato grower, gave information on sweet potato culture.
  - 2. Mr. Mathiesen and Mr. Sharp were of the opinion that the question of what to plant in Poston is entirely up to the Agriculture Department.
  - 3. It was decided to plant sweet potatoes in Poston.
    - a. Mr. Sharp suggested that land near the Indian School may be suitable for sweet potatoes.
    - b. Soil survey crew to test the soil.
    - c. Necessities for sweet potatoes:
      - (1) Lumber for seedling frames and fertilizer.

#### Suggestions by Mr. Mathiesen

A. 1

- A. That the Agriculture Department cooperate with the Educational Department by working closely with the Agriculture teacher.
- B. That full time landscaper be employed to beautify the ground around the canteen, police department, other community centers, and especially the Agriculture Department.

General Discussions and Comment

- A. Approximate goal for future farming is 5000 acres.
- B. Requisition has been sent in for feeder pigs between 70 to 100 lbs.
  1. Possibility of acquiring them from Oklahoma or Nebraska; none available in Arizona.
- C. Mr. Tahahash suggested that a meeting be held to discuss the 5000 acre program.
- D. Mr. Mizusawa suggested a round robin system and go to Camp 2 or 3 for the next meeting.
  1. Unanimously agreed.

Meeting adjourned 12:17 noon.

*Return to  
Mr. Zimmerman*

May 29, 1943

Summary of  
STAFF MEETING  
(Administrative)

PRESENT:

Mr. Burge	Dr. Kimball
Dr. Cary	Mr. Knutson
Mr. Crawford	Dr. Leighton
Mr. Drennan	Mr. Nelson
Mr. Empie	Mr. Noshoff
Mr. Gelvin	Mr. Snelson
Mr. Haverland	Mr. Popkin
Miss Hayes	Dr. Powell
	Dr. Pressman

*File  
Adm Staff  
mtgs  
E. N*

7-7 (Mr. Noshoff distributes Dillon Myer's memo of May 11th regarding project employment.)

MR. NOSHOFF: This places the responsibility squarely in the hands of all of us here. I think it would be a good thing for us to read this over carefully right now and I am very anxious to get your comments. After all, the job of the employment department is to do what the rest of the project wishes.

MISS HAYES: When Mr. Myer returned from his recent tour of the projects, he was a very disappointed man. He felt there were too many people occupying positions within the projects and there was too little interest in resettlement.

(Dillon Myer's letter is read out loud by Mr. Noshoff.)

Mr. Nelson and Mr. Burge comment that the Manpower Commission in I and III have already graded the project positions according to priority system.

MR. SNELSON: I am continually badgered by people who come into my office and try to change my mind. I discharged a man the other day who had been a big shot politician around here for a long time because I found he was not putting in full time. As far as I am concerned, they can't play poker on government time, and I think this letter of Mr. Myer's will back me up.

Mr. Drennan and Mr. Haverland point out that there is nothing in the letter which will prevent people from complaining that an employee has been discharged unfairly.

MR. GELVIN: (To Miss Hayes) Does WRA think that they will get 44 hours a week of work from the people?

MISS HAYES: Mr. Barrows hopes so but I don't know how optimistic he really is.

MR. GELVIN: Will creating a pool of unemployed help toward getting a 44-hour week?

MR. HAVERLAND: Would you close down things like the Judo Department or would you go to them and ask them to transfer to some other work?

MR. SNELSON: We had a noodle factory here with 69 workers in it, and I found that we could buy noodles of better quality cheaper so I closed it down. Since then, I have received committee after committee but they can't change my mind because it was done after due consideration.

DR. PRESSMAN: I have heard many complaints from evacuees that those who work in the noodle factory do not put in full time.

MR. SNELSON: I want some protection from being badgered by committees.

MR. EMPIE: The trouble is lack of uniformity in attempting to apply curb measures. People keep changing jobs all the time but curb measures will have to be the same on all projects before they will do us any good.

MR. NELSON: The people are not going to work eight hours because of the heat during the next three months. Not all the projects have that heat and therefore you can't make conditions uniform. What we really need here is some incentive to work. Somebody has to grow 14¢ a day per person for food in order to feed the population.

MR. KNUTSON: There are about 450 doing agricultural work now in all three units.

MR. NOSHOFF: There are approximately 4100 workers in this project who have had some farm experience previously.

MR. POPKIN: When the people who work for me don't like something, they quit and the next day they have another job. That has been the trouble all the way through.

MR. BURGE: The whole work project here is basically wrong.

Mr. Empie and Mr. Popkin say that the priority classification set down by the Manpower Commission have not lead to deletion of "B" and "C" jobs in favor of "A" jobs. There is just as much shortage of manpower in "A" ratings as ever.

DR. CARY: The shift in point of view <sup>from</sup> ~~is~~ giving everybody work to the present view must be done slowly or there will be plenty of trouble. One method might be for the WRA to allot a fixed sum of money to the project and let the people use it as they see fit. That would give them some incentive. It would put them on their metal.

MR. KNUTSON: I believe that would work in agriculture.

MR. BURGE: I think it would stop all work in the project that was not for the immediate benefit of the evacuees.

MR. POPKIN: (Reads the section from Mr. Myer's letter which refers to certain appointed personnel setting a bad example to the evacuees by agreeing with them that \$19.00 is not sufficient.)

(Mr. Popkins apparently feels that this question should not be discussed and the situation should be accepted as is.)

Dr. Powell, Mr. Nelson and Dr. Pressman disagree with this and say for \$19.00 a month, you get \$19.00 worth of work and the head of a department or division is forced either to accept this view which is the one that the evacuees hold or he has to crack down according to WRA policy

DR. PRESSMAN: And who is going to crack down, that is what I would like to know. It can't be done.

Mr. Noshoff and Dr. Powell comment that Dr. Pressman gets 44-hours a week out of his workers.

DR. PRESSMAN: That is because the hospital is a public service and the people doing service work put in full time, more than full time, however, the hospital carpenters and janitors and people doing that kind of work do not put in full time.

DR. POWELL: If we lay off a few thousand employees at the time that 60 white workmen are coming in here at a going wage to put up a government village for the appointed personnel, there will be trouble.

MR. POPKIN: I have a lot of contact with these people and I am finding out every day that you can get men to work on projects that are for evacuees but you cannot get them to work for anything for the caucasian personnel.

MR. SNELSON: The crux of the matter is very simple. They will grow their vegetables if they can't get them otherwise. We are spoiling these people by babying them and it has been going on for a long time. Many of them come to me and say "We want to be treated like men."

Dillon Myer told me he wanted to get the people out of here for their own good and for the good of the nation.

MISS HAYES: In resettlement employment, the women have worked out better than the men.

MR. SNELSON: As people resettle and the population in the community drops, the employment within the community should be constantly revised.

MR. POPKIN: (Referring again to Mr. Myer's letter.) How can I say how many men I will use as a minimum if they will work 44 hours a week when I know they won't? If I commit myself to that figure, then they will expect me to get the work done with those minimum number of men. If I try to force them to work they will quit and get a job elsewhere.

MR. GELVIN: That is the main point of <sup>the problem</sup> ~~our program~~.

DR. Dr. Pressman and Mr. Popkin complained that the Tofu Factory is draining off their men.

MR. NOSHOFF: Don't forget that Congress is not kidding about cutting the appropriations for these projects.

Miss Hayes and Mr. Empie say that the people are actually working for much more than \$19.00 or \$16.00. They are getting a dollar a day in addition to this wage, all things considered. The people don't see it this way "but they ought to."

MR. GELVIN: (Referring to item 3 in Mr. Myer's letter.) We should try to estimate the minimum number of employees.

(Turning to Mr. Popkin) We may not be exact but it will be better than what they will do in Washington.

MR. NOSHOFF: There is an error in the mimeographing which leaves out agriculture. Industry has been deliberately left out because they are no longer an important part of the program. *wrong*

DR. PRESSMAN: In the last month I have noticed more conscientiousness on the part of the employees in putting in their full time and a sense of shame about it if they don't.

(Mr. Popkin strongly disagrees with this.)

DR. CARY: I think it is romancing <sup>to make</sup> ~~that they~~ plans that are based on the *expectation* ~~exception~~ that people here will work full time for the wages they get. I don't believe any of us ~~will~~ *would* do it. Officially cutting the

time might be a good way to step up the tempo of the work while people are on the job.

MISS HAYES: On the outside there are many more jobs available than there are evacuees who are willing to take them. Those jobs are just going to begging, that's all.

DR. POWELL: What's badly needed is more training opportunity on the outside. The NYA takes care of 50 from here every three months while we have at least a thousand or fifteen hundred who could take advantage of it.

MR. GELVIN: I wonder what would happen if all unessential jobs in the project were cut out.

MR. BURGE: I don't think it would make much difference in the number ~~of~~ resettling. I don't believe you can force them out.

(Mr. Gelvin, Mr. Empie and Mr. Popkin all agree to this.)

MISS HAYES: Mr. Myer realizes this but he and Mr. Holland think that the WRA is highly vulnerable considering the amount of money that is being spent on people who are not doing full time work.

MR. NOSHOFF: I think that narrowing down the job opportunities within the project will bring outside job opportunities more to the ~~floor~~ *fore*.

MR. BURGE: But, as it is, we are losing more of the best people, the ones we want to keep, rather than keeping them in by employing them here.

MR. NOSHOFF: Yes, that is true.

MISS HAYES: WRA has employment offices in 40 cities.

*at the block level* } DR. LEIGHTON: I think that one of the things that is needed is more education and information for people in the community, particularly ~~at block level~~. People who know about the outside situation should go around to the blocks and talk to the people and allow themselves to be questioned. There are at least two important attitudes in the community which work against resettlement. One is the reaction to the sentiments of the people in California and Arizona. It is all very well to tell the people that the Middle West and East are different but to most evacuees that is a long way off and full of uncertainty. The thing which is near at hand is the thing which impresses most. The other thing holding them back is the exaggerated notion on how tough it on the outside. Some education on these two points might be helpful.

(Meeting adjourned at 3:15 p.m.)

A. H. Leighton  
Recorder