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HISTORY  
OF  
GILA RIVER COOPERATIVE ENTERPRISES, INC.  
BY  
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ASSISTANT DIRECTOR  
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HISTORY  
OF  
GILA RIVER COOPERATIVE ENTERPRISES, INC.

July 20, 1942, the Superintendent of Business Enterprises arrived at the War Relocation Authority office in Sacaton with instructions to start a canteen at Canal Camp, five miles distant.

By the Regional Advisor, the Superintendent was supplied with a list of suggested items that should be stocked; he was told that the organization should be patterned along consumer cooperative lines since no private enterprise was to be permitted on the Project. He was assured of the cooperation of all other sections of War Relocation Authority, but was advised that the enterprises would have to reimburse War Relocation Authority for all goods and services obtained therefrom including rent. The Superintendent was instructed that the government assumed no responsibility for the operations or obligations of the enterprises.

In brief, the Superintendent was told to start an organization to provide annually a million dollars worth of goods and services to a population of over thirteen thousand persons, the organization eventually to be cooperatively owned if the Superintendent could sell such an organization to the populace and if

he could train members, directors and workers to accept and adopt such an organization. All of this, of course, without a thin dime of original capital and with the consoling thought that the War Relocation Authority and the government was in no manner and to no extent to be responsible for any commitments in behalf of the enterprises by the Superintendent or anyone else.

This same day, July 20, five hundred evacuees arrived at Canal Camp. From this group, because of his having served in a canteen at the WCCA Center, was selected a store manager. This was the very first official work assignment (ID #1) through the employment office on this Project.

The Enterprise Superintendent contacted Phoenix firms, made limited credit arrangements and placed preliminary orders. Also arrangements for soft drinks, groceries, drugs, hardware and dry goods on credit terms of from thirty to one hundred and twenty days were completed with freight to be prepaid. (The future Co-op had no assets, hence, could not even advance the transportation on merchandise purchased, much less pay for the merchandise) July 23rd (the fourth day after arrival of the first evacuees) the canteen #1 opened as a War Relocation Authority supervised trust for the benefit of the rapidly growing community. From the outset, management and operation was placed largely in evacuee hands. The

first employee was charged with the responsibility of selecting and directing his assistants. Day to day, merchandising needs were listed for the benefit of the War Relocation Authority supervisor who conducted all off-project business including buying and banking. For the first few months of operation, no evacuees were permitted to leave the Project without a Caucasian escort due to the Project's being in Military Zone #1.

Banking was carried on mostly via mail except that when change was needed the War Relocation Authority Supervisor brought it in personally; first from the Coolidge bank, twenty-five miles distant and later from the Casa Grande bank, fifteen miles distant. For the first several months of enterprise operation (until incorporation), the Supervisor countersigned all checks with the evacuee general manager. This was the basis of original opening of the bank account. During the first six weeks of operation, a bank cashier preparing \$1500.00 worth of small change took seriously the War Relocation Authority Supervisor's joking remark that the change was for "penny ante". The banker in this small town could not conceive of a business in the desert expanding from nothing one week to daily deposits of several thousand dollars a few weeks later as did that of these enterprises.

A wholesale drug company in Phoenix which had agreed to

credit terms phoned the Supervisor a few days later and indicated that his firm was owed \$700.00 and that the order pending would not be delivered until the original bill was paid. I explained that we considered \$700.00 an insignificant amount and that we would probably owe his firm \$7,000.00 before he received any substantial payment and that if his firm wasn't prepared to extend that amount of credit that he had better find it out then. I then re-explained the fact that the community was growing almost daily in multiples of five hundred, that we expected a final population approximating 15,000 and that the enterprises were the exclusive source of supply within the confines of the Project. Also I re-emphasized the points which had been originally indicated to the firm as well as to all prospective creditors:

1. The government was in no wise responsible for any merchandise contracted for by the enterprises.
2. I was not personally responsible for same.
3. As supervisor of the enterprises for WRA, I would see that merchandise purchased would be sold at competitive prices with the mark-up sufficient to pay all expenses and assure a profit.
4. That merchandise would be sold for cash only, so that the enterprises would always have either the

goods on the shelf or the money therefor in the bank.

5. I assured creditors that cost of furniture and fixtures would be held to an absolute minimum until such time as the enterprises had a substantial equity in the business.

The wholesale drug man's resolution to cut-off our credit was weakened but not until he had the consent of his main office in Los Angeles did he relent in his attitude and expand our credit to the desired extent. The obtaining of credit in sufficient quantity in so rapidly growing a community was a continuous struggle. The problem was partly met by confining our purchases to quick turn-over, good-profit items. We purchased almost anything from anyone who would sell us on credit at a price that would permit a mark-up. Much of our early dry-goods was purchased from chain stores and from department stores at retail less a small discount, but on credit terms that would permit our use of their funds for a given period to purchase other more profitable items.

Soda water came from Los Angeles in 1,000 case lots thrice weekly and that first summer we could have sold much more than we were able to purchase.

We found many firms unwilling to sell to an organization supplying persons of Japanese descent. On the whole, however,

the organization expanded with the need and merchandising kept pace with the demands; services, shoe repair, barber, etc., were slower in being provided because in all instances, the service departments required initial investments in capital assets and capital assets were not available on terms which would permit payment therefor out of net savings.

The physical difficulties of operation of enterprises were typical of all sections' difficulties the first sixty days. The Project office at Sacaton was five miles from the Project; one telephone trunk line out of Sacaton for War Relocation Authority and Indian Service was almost continuously tied up for contact with the Regional Office in San Francisco. Enterprise business, off-project, had to be conducted personally by the one-man Caucasian Superintendent because the evacuees were not permitted to leave the Project. To place orders for merchandise, the Superintendent had to do so via 'phone by going to Coolidge, twenty-five miles distant, or personally in Phoenix, forty-five miles distant. Orders were continuous and continuing, limited credit, and limited merchandise available made frequent ordering imperative in a community that was growing in leaps of five hundred twice and thrice weekly.

Transportation was so limited that no car was available on assignment to the enterprise superintendent so that hitchhiking from Sacaton to Canal Camp, to Coolidge to Sacaton and

vice versa became the common practice of the Superintendent, while resting.

Then War Relocation Authority went into the cotton picking business and the Acting Project Director gave the enterprises thirty-six hours notice at noon one Saturday to have box lunches for an unknown number of prospective pickers Monday at 6 A.M. Then occurred one of the very few instances in which another section refused to cooperate with the enterprises. The Superintendent of construction refused to make tables needed for sandwich making and he refused to permit the enterprises to buy or borrow materials with which to make the tables. Fortunately the construction company which built the camp was still at work and arrangements were made for that company to make the required tables on Sunday so that enterprise workers could make sandwiches after midnite Sunday from sandwich materials procured in Phoenix Saturday afternoon and Sunday morning by the enterprise superintendent. All through the cotton picking episode, the enterprises made sandwiches for pickers who went out to pick as well as for some who did not.

Early in War Relocation Authority planning it was proposed that clothing allowances be in the form of scrip, cashable at Enterprise stores. The Acting Project Director instructed the enterprise superintendent to purchase scrip and to have merchandise available at enterprise stores that would permit evacuees

to cash the scrip. Advance planning indicated that on this basis, the enterprises would sell scrip monthly to War Relocation Authority for the total amount of each month's clothing issue, so that the enterprises would have cash in advance for clothing later to be issued to evacuees. A sweet deal and one which would have solved all the Superintendent's credit difficulties.

Immediately the Superintendent contacted wholesale and jobbing houses for advance orders. The proposed program was explained and the merchandise rolled in, inventories increased by tens of thousands of dollars. One large firm accepted a \$17,000 order for merchandise and upon receipt of a second order for \$12,000, sent its credit manager by air from Kansas City to take a look at this up-start concern. He looked and honored the second order! When enterprise inventories approximated \$200,000 and scrip purchases by War Relocation Authority should have approximated the same amount, the policy was suddenly changed; clothing allowance was made payable in cash direct to the evacuee and the enterprise lost not only several hundred dollars previously invested in scrip printing, but any possibility of going on a cash basis.

Then came sixty very bleak days in enterprise history -- several firms tightened up on credit terms previously granted, other firms demanded immediate payment, still others refused to

sell except for cash. Fortunately by this time, the enterprises were firmly established in some spots as a good sound market, though somewhat slow pay, and the fact that by this time, the net savings approximated 10% of the gross inventory made the financial statement look progressively more promising. The very large inventory and the fact that it was definitely a seller's market made it possible to liquidate at no worse than cost plus freight over \$40,000 in merchandise to outside merchants in the vicinity of Rivers. Also by special inventory reduction sales to sell in two successive months, over \$100,000 worth of merchandise to residents, all these factors combined made perfect timing insofar as placing the enterprises on a sound financial basis just at the time the organization was ready to be turned over to the community on a cooperative basis, as well as to save the superintendent's reputation for veracity by permitting payment of obligations fairly within the schedule of his previous commitments.

From the outset enterprise workers understood that immediate supervision of their management would eventually pass from War Relocation Authority's superintendent to their trustees or to their cooperative board of directors, according to the resident's election.

This understanding with concurrent education in cooperative practices, procedures and organizations obviated any

dissension at the time of transition to the corporate co-operative between workers and members and made the later use of enterprise employees in co-operative organization and education possible and practical.

The earliest attempt to interest the community in the ownership and management of rapidly expanding business enterprises was made in Canal community about mid-August, 1942. No representative government having been as yet established in the community, the superintendent of business enterprises checked through the evacuee employment office for representative in each block persons with pre-evacuation business experience and he then invited those persons to a meeting at which was explained the existing business organization of the enterprises and also was explained the possibilities of community operation of the enterprises via consumer cooperation or via trust.

The representatives present were then requested to select representatives from the group present to serve in an advisory capacity to the general manager of the enterprises and to the enterprise superintendent. The reaction of this group was that since the enterprise superintendent had arbitrarily selected the delegates to the meeting that they represented the superintendent and not the residents so there was little point in electing advisors from the group. This hands-off attitude on the part of residents was maintained for several months in

Canal; Butte though it was settled much later and very little pioneering was done to interest the community in the organization was much more responsive when the effort was eventually made. Possibly this difference was because the financial future of the organization was fairly well established by the time enterprises were started in Butte; whereas in Canal the organization expanded with the community and Canal had seen War Relocation Authority carry the early burden of organization and the responsibility of distribution and had found the results adequate at least.

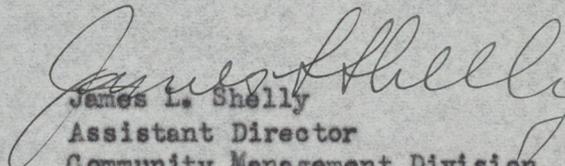
The next serious attempt to encourage community acceptance of responsibility for maintenance of community enterprises was made through the temporary Canal community council. The council manifested an interest; committees to study the enterprises were appointed, the most constructive of which was one to study the accounting system and practices. This committee had been quite critical, but after study of the enterprise business administration, the committee reported quite favorably to the council on procedures being followed, made a couple of minor recommendations which were promptly complied with and so good will was generated but no material progress was made towards establishing the community wide interest pre-essential to co-operative organization. This friendly relationship between the Canal council and the enterprise superintendent was continuing, many committees investigated half-

heartedly and numerous studies and reports were made, but Canal was well satisfied to let War Relocation Authority guard the exchequer and run the business.

Meantime Butte's temporary council was organized and an enterprise committee was appointed more or less as a matter of form. But in Butte, the story was almost immediately different. The business enterprise administration had been transferred to Butte. Merchandise was arriving by truck load after truck load, the personnel was expanding rapidly, new stores and new shops were being planned for and were starting regularly. It was very apparent that someone was going to handle a lot of the people's money, rumors were rife that various persons including the general manager and the superintendent were getting rich. The community council was very fortunate in its selection of committeemen, in that, on the committee were two young Kibei crusaders. They dug out the truth about the enterprises, they studied the advantages in this type situation of a consumer cooperative organization. They enlisted the support of the enterprise evacuee workers, particularly the general manager, the assistant general manager and the chief accountant, then they sold the Butte community. Their crusading carried over into Canal with

such fervor that families enrolled as units. Over eight thousand persons became members.

Respectfully submitted,

  
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Community Management Division

NARRATIVE HISTORY  
OF  
GILA RIVER COOPEATIVE ENTERPRISES, INC.  
BY  
MASATO W. KATO  
EXECUTIVE SECRETARY

NARRATIVE HISTORY  
OF  
GILA RIVER COOPERATIVE ENTERPRISES, INC.

Note: The following information is submitted by the former executive secretary, Mr. Masato W. Kato, based upon his knowledge.

Into the man-made dusty camp of Canal came several contingents of the first evacuees. The quarters were hardly completed; there was no water, no electric lights, nor hardly a bed to sleep; and life ahead seemed pretty rugged. Realizing the immediate need of services and goods that were not provided by the War Relocation Authority and were badly needed by the incoming evacuees, the first general store was set up within a few days under the supervision of the Supervisor of the community enterprises appointed by the War Relocation Authority and managed by an evacuee general manager. The date was July 23rd, 1942, and it was hardly conceivable that within a few years that this little accommodation shop would have grown up to almost a million dollar cooperative organization.

There was no capital, neither provided by the War Relocation Authority nor by any evacuee; therefore, the matter of capital to run the business was one of the major handicaps. Also since this was a new enterprise having no business contacts or association, all merchandises were based upon credits, quota basis, and on good-name standing. Obtaining merchandises was

extremely difficult. The supervisor and other War Relocation Authority appointed officials seemed that there were no other way visited wholesalers and merchandise stores explaining the peculiar situations--untiring explanations and beggings to various wholesalers and firms in Phoenix and other towns to sell us the merchandise on credit promising to pay as soon as the commodities were sold. Although not too encouraging, they had gradually convinced several and were able to obtain simple items, such as soda water. Since it was the peak of summer and the demands were unlimited, this gave a much needed cash to obtain the few groceries and hardware items. Since the latter had greater margin with a considerable quick turnover because the evacuees needed tools to fix around the barracks, it gave further increase of the money to expand the business. As the business expanded, additional employees were added; and at the end of six months, there were seven stores, seven shops, and two hundred and seventy employees with an average monthly sales of \$65,000 with a net savings of \$9,000. As the enterprises grew bigger, it gradually gained the prestige of the residents and by the outside firms. About that time an attempt to organize this enterprise into a cooperative organization had been made but without much success; probably due to lack of educational program and probably due because the

contingents of evacuees were still moving in from various assembly centers, and the evacuees were not as yet settled down for a deep thinking, which more or less be a thought of permanency. However, as soon as the last contingent of evacuees arrived into Butte Camp at the end of October, various organizations were set up to aid the general welfare of evacuees and to make their new homes to be as pleasant as possible, one of which was the organization of the temporary community council, members composed of evacuees. Realising the need and importance of a sound organized enterprise, committee members were appointed to investigate the feasibility of organizing a cooperative, trust, or any other suitable form of the business organization.

As evident, the enterprises came into existence practically spontaneously without any legal status and without any constructive plan of a large organization as the need arose; and as the population grew larger, it simply grew up with the growth of the Camp. There was no charter for the existence of such an organization, no license to operate business in the state of Arizona, no taxes were paid and nothing had been done as far as the legal matters were concerned--all because legally such an organization never existed. Consequently, at the end of December, 1942, more than \$50,000 of net savings legally belonged to no one, and there was no way in which to

distribute it. On the other hand, this money really belonged to the evacuees because of the evacuees' patronage from their sixteen and nineteen-dollar wages and from their own savings. Committee members appointed by the temporary community council were convinced that the only way was to organize some kind of legal business organization.

Knowing the bitter experience of the failure of the first committee to organize a co-op, the committee took the matter with utmost sincerity and was cautious as to the proper approach for the inception of the educational campaigns. It was foreseen that the only way in which to have a successful business organization into a community composed of every walks and interest of men and women, young and old, most of whom were resentful and bitter toward new ideals, especially new enterprise organization was to have general acceptance by the entire community. At that time, it appeared to most of them and the general attitude was "our present organization is doing nicely and why bring any changes?" However, there was a minority group who was the source of unfounded rumors that "Jews, superintendent, and the general manager were getting all the profit."

For a whole month before the educational campaigns started, this committee selected five additional committee members who were capable men, with emphasis on community acceptance and good reputation. When the first educational

meeting was called on the 11th of January, 1943, in Butte, representatives from each block had been chosen, the division of Butte Camp into three sections and the meeting of each section and the centrally located places had been set. The first meeting of each section was quite tense and critical, but members accepted the Committee's organization plan and elected a temporary section chairman and vice chairman of respective sections. Many meetings followed since, and immediately Canal community joined the plan and proceeded in the same manner. Finally, they selected the Consumer Cooperative organization. Since over \$50,000 accumulated savings could be applied toward the capital, the minimum membership fee of one dollar was agreed; and at the end of January, an encouraging total of over 8,000 membership subscriptions had been applied. Soon followed the actual membership drive and the election of Co-op block delegates, which later became Congress of Delegates; then the election of section representatives who are now Board of Directors. Congress of Delegates is composed of representatives of each block, or fifty-one members. Board of Directors is composed of two from each section (there are five sections - 3 in Butte, 2 in Canal) or ten members.

On February 23, 1943, the Articles of Incorporation for the Gila River Cooperative Enterprises, Incorporated, was

received from the District of Columbia, Washington; thus making a legal and duly organized consumers' cooperative. Later on March 23, the By-laws of the Corporation were approved. The Board of Directors had been meeting at least twice weekly and oftener and many other special and emergency meetings; the Congress of Delegates, once a month. On April 1, the license to do business in the State of Arizona was received whereby completing the Co-op, and by then it commenced payment of taxes and complied with all laws like any other organization elsewhere. About the same time, the Operating Agreement between the Co-op and the War Relocation Authority were executed, as well as the rental agreement for the equipments, buildings, and so forth loaned by the War Relocation Authority.

When everything was functioning peacefully, it was suddenly shocked to find outside stores refusing to sell hardware and similar merchandise to Japanese nationals. Although passed as early in March of the same year, it began functioning in May. This handicapped the Co-op, for it had been purchasing the merchandise entirely from Arizona State. Later in July, this law was declared unconstitutional and illegal, but by then hardware stocks had depleted in the market and little of relief. Then in June, the Arizona State Corporation Commission threatened to revoke the Arizona Corporation license, which was issued on April 1. Many hearings were held and considerable publicity

was given on the matter, but finally after giving minor compromise, the threat was canceled. Later it was found that the threat was not entirely against the Co-op, but directly against the entire Japanese population and the Co-op was used as an instrument.

With the approach of the first fiscal year on June 30, 1943, many problems confronted, one of which was the distribution of the accumulated net savings. As of that period, there were \$115,025.48 net savings accumulated for the past fiscal year. In order to find the best and fair method of distribution of it to patrons, it was one of the most difficult problems to solve. Until February, no individual purchase record had been kept, and there was no way in which to determine an individual purchase before the date; but nevertheless over \$50,000 of net savings had been accumulated. However, from February to June, sales receipts had been issued and distribution of savings from that date was of no problem. Some compromises were made; and finally it was agreed to divide the entire fiscal year into two difference periods, naming from July 23, 1942 to February 13, 1943, first period; and February 14 to June 30, second period. As for the second period, the savings for that period was distributed on the basis of actual sales receipts turned in. For the first period, however, length of residence for each patron had to

be determined and an average monthly purchase had to be determined on the basis of individual purchase for the second period by actual sales receipts turned in. Then the patronage amount of that period was calculated. Individual refund for that fiscal year showed two separate refunds, one for the first and the other for the second period; and the procedure was quite complicated. After individual refunds had been calculated, Revolving Fund Certificate, Series A, representing individual total refund, was issued to each patron in place of cash refunds. This was necessary in order to provide the Co-op with a capital to continue the normal business. Members were skeptical as to such an indebtedness certificate doubting ever getting it redeemed. As these were quickly redeemed, patrons seemed to have regained confidence and trust.

On September 28, 1943, the first meeting of the All-Center Cooperative representatives was held in Chicago; and the Federation of Center Business Enterprises was thus born and the New York buying office was also established to supply all Center Cooperatives with scarce and necessary goods which were not obtainable in other locations. Then on April 3, 1944, the second meeting of the Federation was held in Amache, adopting officially the articles and agreements for the Federation, as well as accomplishing other business matters. To Gila,

perhaps unfortunately, the Federation has been less helpful than it really had been intended. Its purchase had been low, approximately an average of \$400.00 per month with an expense of \$50.00 per month. This might have been due greatly because of its well established business contacts with outside firms and of sending its own buyer to eastern cities.

When the Board of Directors took over the Community Enterprises, there had been little difficulty between the new Board and the General Manager who had been managing the business affairs without much supervision. This was gradually improved as each grasped the principles of the Co-op functioning. Later, due to the original general manager's relocation, one of the organizing committee-men was appointed to succeed him; and thereafter, the cooperation between the Board and the management has been extremely satisfactory and perhaps a great deal of credit can be given to relationship to the Co-op's smooth running management.

As a whole, the relationship between the Board of Directors and the Congress of Delegates had been satisfactory; however, because the body was composed of representatives from Canal and Butte Camps, Canal delegates from time to time appeared to have had minority complex, although under the charter such was not practical nor permissible.

Although the general community accepted the Co-op ideals

and principles at the stage of organization because of an extensive educational campaign conducted at a later date, the general membership knowledge of co-op affair tended to be meager. This was mostly due to lack of continuation of educational programs. The Board of Directors has constantly been aware of the need of educational program but has not been able to organize such a department, mostly due to lack of a proper and trained personnel. In spite of this handicap, the attitude of members toward the Co-op appeared satisfied to the management, either through confidence or lack of interest.

Ever since the inception of the Enterprises to the organization of the co-op and finally to the date of approaching liquidation, the relationship and the cooperation between the evacuee-owned co-op and the War Relocation Authority appointed personnel staff has been cordial and sincere for the benefit of each body concerned. A great deal of credit should be given to understanding and cordial efforts by the Superintendent who has worked persistently since the opening of the Camp. His sincerity and understanding of the evacuee's sentiments has brought forth confidence by the evacuees. As the years went by, this became more evident. A great deal of credit is perhaps due mostly to his attitude of leaving the work and responsibilities to evacuees; and this was well accomplished, for before the abolition of his position his task was strictly

a consultation and advisory capacity which immeasurably benefited the actual operation of sound organization. Similar assistance and advice was extended by the Project Attorney and his assistance, especially during the attempt of the Arizona Corporation Commission incident is appreciated, not for the Co-op only, but for the general welfare of the entire evacuees. Although there were many War Relocation Authority regulations which should and could have been more beneficial to the organization, the attitude of every personnel were towards the Corporation, rather than indifference.

To evidence this harmonious relationship, a store was provided especially for the benefit of appointed personnel members and their families; and later Congress of Delegates, composed entirely of evacuees, unanimously approved to accept an appointed personnel delegate into the body. At the same time their members were openly welcomed to give suggestions or criticisms toward the management of the Co-op. However, in spite of these results, before giving approval to any special benefit to the staff members, it had been noted constantly that more contested arguments by minority who were still bitter toward any Caucasian members preceded but later abided the majority rule. After the passage of such a matter, although critical toward the operation, members have been more or less cooperative at the end.

Sensing the ultimate and inevitable closing of Centers and the liquidation of Cooperatives, a special Federation conference was held in this Project. This gave a sense of climatic satisfaction to the Gila co-operators because for one reason this Project was chosen as the meeting place; secondly, because it was felt that this would be the last of such meetings; and thirdly, but not the least, was that this will render opportunity to the cooperators of other Centers to observe the proud organization of Gila River Cooperative Enterprises, Incorporated. The conference was held on December 4th to 7th, and the main topic was the liquidation of each Co-op was laid out. No sooner than this conference was ended came the memorable announcement of the opening of the restricted Pacific Coast to Japanese nationals and the announcement of closing of all projects by January 1, 1946.

This commenced the inevitable preparation for the liquidation toward the end of the Co-op. The task of building up a Co-op was difficult, but there was the pleasure of attaining the goal. But to liquidate the Co-op, which had just been brought up as one of the proudest organization, is not an easy task. Nevertheless, for the benefit of all its members, this must be done to protect their interest. Liquidation committee was immediately appointed and has undergone

an extensive study to seek the best means in which to dissolve the Co-op. The Co-op was assured that it will be given at least three months' notice before closing of the Project. As of date, the usual inventory of over \$100,000 is reduced to less than \$41,000; and practically all the dead-stock are disposed, if not, in the process of disposition. There is sufficient reserve set up to meet the inevitable liquidation loss, and contacts are being made to dispose of fixed assets and equipments, and there is sufficient cash balance in the bank to pay cash refund to patrons whenever necessary. All the outstanding refund for the first fiscal year, July 23, 1942, to June 30, 1943, and the second fiscal year, ending June 30, 1943, has been paid back to patrons and the Co-op owes nothing to the patrons, except the general reserve account which must be kept until the final liquidation. Most of the purchases are being made on the short term basis, so that upon receipt of the notice to liquidate, the merchandises on hand may be disposed in the shortest period of time.

The greatest problem, notwithstanding the future task of liquidation, is the lack of qualified and sufficient personnel to do the job. Since the policy of the War Relocation Authority is to relocate everyone, but at the same time, Co-op must maintain goods and services to the residents until they

relocate. This may, in a smallest extent, be relieved by decreasing the number of stores, shops, and volume of business. The outlook is gloomy because as the final date is announced and approaches, everyone contemplates relocation and cares a little about the affairs within the Centers.

With the short life of this Co-op and with many handicaps, struggles, and difficulties, it has brought up its name; and although short lived, it has made phenomenal progress with a clean record and remains always a historic spotlight. When the evacuees resettle in many parts of the world, many would have learned much about cooperative principles and understanding it; and perhaps, they may become future leaders of cooperative world.