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MINUTES OF PROJECT DIRECTOR'S  
CONFERENCE

March 6 - 11, 1944

Washington, DC

Restricted

PROJECT DIRECTORS' CONFERENCE

March 6 - 11, 1944

Tuesday, March 7, 9:00 A.M. - 1:00 P.M.

Opening remarks by Mr. Myer, reviewing relocation situation.

Review of the program undertaken in the last several weeks provides the basis for revising and supplementing procedures. A year ago the relocation program was in its formative stage. Developments within the year have reached the stage where procedures need adjusting to new conditions. Questions and problems that must be considered:

Should we use pressure to force the people out of the centers, or should we keep relocation voluntary? We should assume that we will not push people out against their will as long as present wartime conditions exist.

We must encourage evacuee participation in the relocation job, a procedure that carries a two-fold obligation: 1) to keep them participating; 2) to keep cool in the face of some of their more unreasonable and maddening recommendations.

Relocation should be a joint responsibility of all divisions.

It is time to shift emphasis from individual to family relocation. Young individuals and young married couples are out of the centers, about 50%. Now the big job is to move out large families, the issei, older people. Counseling technique is working out so that we perform the function of a psychiatrist, discovering the problem and finding the answers, so that we can get the job done.

Relocation tends to be a seasonal matter. Our big period for relocation extends roughly from the first of February till the end of September, with spring and early summer most favorable to relocation.

Question of financial aid for relocation: evacuees raise the question of lump sums of one to two thousand dollars to get them established. Even if we agreed, that Congress would, is highly problematical; it is doubtful that we can go into the loan business, but through other agencies and private organizations we may work out other techniques to cover the need.

For discretion's sake (to avoid blowing up the whole program) we have been obliged to close certain areas to relocation--for example, northern Utah and northern Colorado.

Effect of atrocity stories: we should go ahead on the assumption that they will have no effect on relocation; we are not justified in stopping relocation for any reason.

New seasonal leave provisions have been signed. Time and brain power have been put into the problem of to keep or not to keep seasonal leave. New provisions will open us to criticism, but so does anything we do, and we must stand on the policy we have employed and make it stick.

Mr. Arnold reviews recent developments.

First recommendation of the Relocation Division was the setting up of 2

committees: 1) a relocation planning com. of evacuees; 2) relocation com. of staff members.

Until last fall procedure submitted hundreds of job offers to the centers, and the evacuees were supposed to pick out the favored ones. That method has been dropped. Now summaries of jobs, employment situation, housing situation, and lists of job opportunities for a given area sent to the relocation office. At the project we work with the family, educating it. Then send lists to the relocation office in the area in which the family or individual is interested in getting re-settled. Hospitality plan by which the family or a representative of it is invited to the area to look things over.

Counseling is the core of the new approach to relocation. New procedure on counseling just signed by the Director.

Chief considerations: loan program within bounds set forth by the federal government; farm financing; leave assistance grant program has had much attention--every recommendation has been considered, and the Director has signed a new document on leave grants. Credit organizations are being considered. Before the Relocation Officer can talk to any agency he must know the specific problems of specific families.

Closer affiliation between field offices and projects has been accomplished, largely by reason of visits of the Relocation Officers to the projects. It is hoped that men from the projects can arrange visits to the field offices. Exchange of reports valuable.

There is need for a broader program in the field. WRA should see that the relocated evacuee achieves a normal type of adjustment by making use of proper agencies in the community where he settles. Our work in that line is with committees. We must see that the evacuee knows the type of assistance the Social Security board in the community can render. We need a broader type of information (at this point a hand was given to the Reports Division on recent performance).

We are all referred to Chapter 130 in the Manual, basic chapter on Relocation.

3. Review of progress on organization for relocation by project directors. No contribution from Tule Lake.

a. Lindley--Granada.

Thus far they are on the beam. Need more counselors, but the ones they have are good, especially an ex-missionary from Japan whose knowledge of the language makes up for any deficiencies in training as a counselor.

Selective Service interferes with counseling but seemed to spur relocation.

In February 217 leaves issued (involving relocation of 12 whole families) besides individuals or couples.

At present they are trying to keep counseling on an optional basis, leaving it up to those interested to come to the counselor. Later they may get to setting up block-by-block campaign.

The evacuee committee has been successful.

Lindley (cont.)

They are working toward coordination between the Relocation Division and other divisions on the project.

b. Merritt--Manzanar.

Organization has been slowed down by the move of delayed segregants to Tule Lake. Chief of the Relocation Division not yet appointed, but Director and three assistant directors, as a board of management, are trying in all parts. There is hope that with the finishing of some 600 leave clearances cases held up in Washington, all will be well. Counseling under welfare instead of relocation according to the chart caused changes to be made in Manzanar set-up.

He wants special vocational training for the issei who have lived in little Tokyos and whose type of business is now gone forever, so that they must learn new occupations or be incapable of self-support.

Names two important issues that hold back relocation:

1. Religion. 40% of the residents are Buddhist. They don't want to go where there is no church, because they believe that they would then lose their souls. Unfortunately most places where they might relocate are not blessed with Buddhist Churches. (Barrows --I think--suggests that he should send out the priests from the center to organize one outside).

2. Ability to return to the center in event of failure outside. This is of utmost importance.

The problem is to have orthodox answers to questions for which we now have no answers.

c. Stafford--Minidoka.

He subscribes to the recommended pattern, but is not getting anywhere with counseling program for lack of personnel. The Relocation Planning Committee of evacuees, with staff participation, is doing good work.

d. Mills delegates Burge to speak for Poston.

Not much progress made in setting up formal organization; much of the burden is carried by the Relocation Division with the help of the counselors. The Relocation team had been there only two days when he left for Washington. The team had been viewed with skepticism but seemed to be working out very well. Their meetings were well attended and the pictures were popular. There were favorable comments on the work of the team: fact that they were frank and not sugar-coating or camouflaging certain unfavorable pictures. The counseling program is awaiting additional appointed personnel.

Mills interposes that Powell has suggested that it would be helpful if successfully relocated evacuees could return to the center for counseling.

Myer sees possibilities, but wants to know how we accomplish this? At our expense? Problem of taking them away from jobs which presumably need their presence.

Arnold thinks it advisable to work through private organizations and church groups to such an end. Church groups have already made such a move.

e. Robertson--Heart Mountain.

The organization was set up according to the chart when Relocation team arrived. The meetings held by the team were well received, but he doesn't believe

Robertson (cont.)

the meetings resulted in relocating anyone.

Booth, of the Cincinnati office, was there about 5 weeks. He was there long enough to establish contacts and win the confidence of the people. His last week marked the highest indefinite leave record Mt. Mt. had ever had. This was directly attributed to Booth's influence.

Cullum, from Cleveland office, visited the project for several weeks. He was taken ill there, but in spite of this interruption, he was also successful. The word of such men as Booth and Cullum carries more weight with the evacuees than that of anyone on the center.

Stresses the evacuees' lack of confidence concerning his fate in the outside world. Robertson would like to see a hostel in each area where they could go. Thinks we should spend money on this program, have more liberal grants, move his household goods, and give him the feeling that he isn't out loose from WRA till he is really able to stand on his own feet.

To facilitate process of leaving the center for those going out from Heart Mountain on indefinite leave, there is an appointed staff committee. Minimum of red tape for evacuee to experience. He gets his pass and calls at evacuee property office; otherwise everything is taken care of for him, and his departure is very smooth.

#### f. Ernst--Central Utah.

They have weekly meetings of the different committees on relocation. Evac. com. is called the Evacuee Commission and is made up of Councilmen. The function of the commission is to channel information to the people through the blocks. It got out a manual that has been very helpful. The planning of this resident commission was largely responsible for the success of the visit of the Relocation Team and the ease with which it got around and acquired audiences.

Counseling is taken over by one person of staff in each work section. Their job is well done as witnessed by the terrific turnover in their sections.

Speaks of change in type of Council: second council (in office from Jan. to June of 1943) began with 36 members and ended with 7 because so many relocated. The evacuee election board in setting up offices for the council taking office July 1, passed around word that only people who were not planning to relocate should accept nominations for office. As a result: the present council is made up of solid rocks with no interest in relocation. The Council's commission for relocation, accordingly suspected most administration moves as being a plot to push people out of the center and penalize those who remained inside. The continuous attitude of this Council on relocation has been that they must get services for people in relocation from the administration, but must make no aggressive move. As they are steadily backing away from assuming any responsibility for relocation, the three statements from Washington on the function of Council or evacuee relocation planning committee are not accepted.

Among these councilmen are some held up by stop orders and delays. They feel disinclined to go out when there is possibility that they might be picked up and brought back.

20 discussion groups on ~~xxxxxx~~ relocation were organized, and it was desirable to have an evacuee who could at need interpret, in each group. All those approached were too busy. Removal of stop orders will improve attitude of many.

g. Bennett--Gila River.

Gila River has followed every instruction in the manual. They were obliged to clear appointments of counselors with Washington. None has been cleared as yet; so counselors are still on volunteer basis.

The chief obstacles to progress have been the hold-up of so many leave clearance cases by stop-lists, or the presence of the name of the man of the family on a stop list, and the reinstatement of selective service.

The team was welcomed, Fistere with especial cordiality, as Gila had many successfully relocated people in Cleveland area. Webber went over big. Many people, already interested or ready to go, came in to talk things over with the team and get additional information, but not a single new convert to relocation was won.

If we are going to relocate families, we must go further with provisions for aid and care.

Fistere clarified social security possibilities, but otherwise had nothing new to add to the information already on hand. Everything the team did was good, sound, but it didn't go far enough.

In accordance with our preconceived notions of the Japanese family solidarity, we assumed that when a head of a family went out, he would send for his family very soon. It hasn't worked out that way at Gila. The head of a family goes out, is likely to find independence attractive, and leaves his family on the center.

The Church Councils are not interested in taking responsibility for any family outside their own denominations; they have no interest at all in the thousands of Buddhists.

We need clearer and more specific answers to a number of questions and problems on the potential relocatee's mind:

How soon will he go to work after he arrives in the new community?

How is he to live--not just housing is meant, but also cooking utensils and such things, until his household goods arrive? It takes weeks for them to be transported.

What are the union regulations for the work he is entering, and what does he have to do to fulfill them?

What of the school acceptance for his children?

What help can he expect in emergencies of illness and accident?

Unless efforts are made to provide adequate, clear and simple answers, the big family and the Buddhist population won't go out of the center.

In order to convert superfluous farmers (and Gila is practically all farmer) into mechanics, we have got to have vocational training.

We have to be able to give them assurance of security.

Writing bulletins and sending out teams isn't going to get us anywhere with farming communities.

h. Johnson--Rowher.

Rowher is not organized according to Relocation Division orders, as the Relocation planning committee is strictly evacuee. There is no formally organized committee of appointive personnel, though some work individually with the evacuees. Early in history of projects there was a relocation committee made up of both evacuees and appointive personnel, but it moved slowly. The evacuees organized a 100 % evacuee committee and got rid of the first joint committee. They didn't welcome the idea of the new planning procedures. Now they are setting up counselors to work with welfare people. The results are at present unsatisfactory. In the end, Johnson expects to get further with the all-evacuee committee than otherwise. This committee sent out questionnaires to people who had relocated, all the ~~questions~~ questions they wanted answered included. There were fairly satisfactory returns. He spoke of coordination with adult education department, but gave the impression that anything that is done is done by the evacuees on their own.

i. Whittaker--Jerome.

They are organized at Jerome according to chart, but what they need is counselors on the outside to persuade relocated heads of families to pull their families out of the center. Churches won't help anybody but their own members.

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#### Review of Progress of Counseling at Centers

Hoffman: Speaks of the misunderstanding there has been as to distinctions between relocation advising and welfare counseling. Letters to the field have sought to make necessary distinctions clear.

The first function of the Relocation Division is to provide information of all types to evacuees and to develop specific plans for relocation, advising with families in the development of these plans. This means preliminary work must be done to bring the families to the point. Also the R. Div. reviews deferrals from welfare. There seems to be a gap, and some uncertainty as to whether responsibilities of the relocation division should include more responsibility for the initial interview, so that Welfare can devote more time its more orthodox concern with finances and health problems. We have wanted to re-evaluate and make more definite the relative functions of Relocation advisers and welfare counselors. See the Manual.

Miss Gifford: Concurs with Mr. Bennett's statement: the family has definite questions that must be answered before they will take the chance of going out. The welfare counselor's job is to determine, on basis of interviews, just what are these deterrents to relocation from the family's point of view, and then to cope with them. Less often it is money than other things. They must know that outside there are resources to meet their needs. We are not yet in position to evaluate ~~xxxxxxxxxxxxxxxx~~ outside resources; the relocation offices can help in this matter.

The largest need for action is where families are separated. It will take a heavy job of counseling--judged by the time and labor spent on counseling for family internment, an infinitesimal program compared with relocation. The individual family has to have its own problems settled adequately. If this is done, we will have fewer returns.

Mr. Myer asks each project director about progress in counseling.

Whittaker: Very short. Only 1 counsellor at present. 1500 relocated; about 6500 left, mostly children or men eligible for draft. Somehow arrives at figure of 500 for employables.

Johnson: Short of staff. Has 3 counsellors. Not as far along as should be with working up family records.

Ernst: Took 100 families who had 1 member out in jobs--mostly these relocated members were not official family heads. (Whittaker puts in that they are family heads if they are financially responsible. Anyway, what makes a family head? He had one instance of a mother with small son returning on the Gripshole, and he was the head of the family, baggage, everything in his name) Ernst goes on to say that of those 100 families 50 % said their future plans included relocation depending upon the luck of the one member outside in finding accommodations. The other fifty per cent had no intention of leaving the center. At Topaz a dozen appointive staff members (mostly teachers) have been giving 10 hours a week to counseling, but they can't keep it up.

Robertson: Heart Mountain has relocated 1900 people. 350 dependents have gone out with them. He has attempted to analyze the facts. The majority of the 1900 cases represent a member of a family containing several employables not counting the mother. Attempting to find out how many of these employables are willing to go out. Booth says it is easier to relocate a family with several wage-earners than one with several small children and one wage owner. The best hope is to get out large issei family groups where there are a number of employables among the children.

Myer agrees that the failure of families to go out after one member relocates constitutes a big problem.

Hills: 2 counsellors on center, 2 on the way.

Bennett: Tubercular people (and there are a good many at Gila) represent a problem. The Japanese don't consider the t.b. cases part of the family unit. They don't want the responsibility of a t.b. patient out in relocation.

B. is skeptical about counselors recruited from school teachers, etc. We need professionals, and we're not paying enough to get the right kind. (The inadequate ones will fail to get the right information and start rumors). He would rather have fewer and more highly qualified counselors.

Stafford: Minidoka is out of counselors, but has one on the way. The "tightness" of the family unit among the Japanese had come to depend on circumstances. He speaks of ambitious Japanese attorneys with ideas on indemnity after the war. Counselors need to be close-knit group. He favors setting up counseling offices and treating with those evacuees who come in voluntarily. Suggests we'd get further by starting a campaign to persuade the evacuees we are planning to prevent them from going out; then they would want to go. We need counselors who can hold the fort and cooperate with the administration. Surprising number of family relocations caused by cleavages in the center. (Query: Should we sow seeds of discord to encourage families at odds with their neighbors to leave?)

Merritt: In the two years of center life at Manzanar there has been a break-down of family tradition, contributed to by center life. Increasing number of old folks there now, whom the young won't send for. He thinks that unless you get the family out as a unit in the first place, you won't get it out. Welfare has been a place to go when you were in trouble; should be tied up with business end of relo.

Lindley: At Granada Welfare counselors are set up physically in Relocation. He wants outside action with Buddhist leaders from the outside to conquer the Buddhist hurdle in Relocation. Mentions Julius Goldwater.

Myer states that he is impressed with the way this discussion is going. We are realizing that generalizations break down with changes in environment. We need to recognize that a new situation and self-interest are changing the shape of these generalizations which we have previously made. They are still changing, we need a flexible point of view. He has found the Community Analysts' reports from the centers illuminating. Mentions that under some conditions the oldest son in a family does become head of the family.

Ernst: Many of the people had gotten away from the traditional family idea, and didn't think of themselves as family groups till we put them into one apartment. Clothing allowances influenced eldest sons to become heads of families. We have pushed them toward this.

Barrows: Clothing was handed from Employment to Welfare, Housing to Welfare, Counseling to Welfare because Welfare had records and the function of dealing with family units. We're asking for 40-50 new positions in welfare this year. We must justify them.

#### Leave Assistance Grants--Max Lee.

Grant procedures have been recently revised in the light of recommendations from the field. We hope this is final. The basic grant of \$25 per person, coach fare and \$3 per diem to destination remain unchanged. There has been one change in transportation: Pullman accommodations are allowed for the aged and infirm subject to approval of the chief medical officer.

Relocation Division to pass on all grants. Those made on basis of need as determined by definition of rules. 500 pounds personal goods; 5000 lbs. fixtures, equipment and tools if these things are not available in the district of relocation.

Provision made to pay coach fare for evacuee to go out and investigate:

- 1) If proposal is approved by Relocation Division.
- 2) If Project Director and Relocation Officer in district he proposes to investigate approve.
- 3) He must stick to his itinerary.
- 4) Such investigation is recommended only if deal is about to close and needs personal touch; not for hazy prospects.

Assistance (regular grant for indefinite leave) given to evacuees changing from seasonal to indefinite leave.

#### Group Relocation--Hoffman

Group relocation represents the third step in Relocation--1st step was the individual, 2d the family. Questions come in from centers on what we mean by group relocation and what controls there are.

1. It is a process whereby a limited number of families (presumably not more than 6) relocates together in the same general area, with community acceptance, and where approved by Project Director, and Relocation Officer of area.

Hoffman on Group Relocation (cont.)

We have tried to say that not more than 3 families should relocate on the same piece of ground. (Administrative instruction due to appear)

WRA finances an evacuee representative to go and investigate possibilities for group relocation

Arnold: We have formalized procedures for handling people who want to go out in groups. Acceptance important.

Stafford: mentions 5000-acre "Rosewood" tract near Nevada line, 70 or 80 miles from Minidoka. Good land to be sold. Whites don't want it. No objection to its being sold to Japanese. The land is fertile, independent, and carries exclusive water rights. What about it?

Arnold: Thinks it must be the land tract about disposition of which a resolution came from the Hill. Says there is no objection if regional acceptance is good. There is no community within fifty miles or more, and county folk don't object.

(No conclusion was reached)

Rural Relocation -- Lee.

Thus far little success in mid-western or eastern land, but some in inter-mt. and western. The evacuee story is, when asked to go out to farm labor: They have been owners and operators; they want to continue in that role. When they are urged to take opportunity to buy farms, they hesitate because it is in strange land and they don't know soil and weather and prospects.

There is the problem of financial assistance for farmers. Federal agencies and large insurance companies and the possibility of obtaining tracts belonging to the latter, being investigated. We are also investigating chances of private finance.

It is hard to get community or regional acceptance. We have to have evacuee on the ground where an opportunity arises, either for purchase or for financing.

We have one man giving full time to this problem. Guides have been sent out to Relocation Offices to show them how to describe prospects.

The best way to promote rural relocation is by seasonal leave. On large deals-- there is an attempt to investigate all large deals possible. How far to go with community acceptance in isolated areas?

Arnold: Farm Relocation is one of the toughest nuts to crack. Evacuees want their own farms, fully financed. Private organizations will make loans to citizens but not to aliens.

We are setting up Relocation Adjustment advisers in each area.

Lee: Formerly our program was geared to finding jobs and housing; many to go out. Now it is more a problem of community acceptance and community adjustment. This should be primarily the program of the local people. The Relocation officer is coordinator of activities in the community. In major areas we have an adjustment man to assist local officers in planning and coordination.

Plans to set up furniture pools and household equipment pools to tide over evacuees while they wait for their own goods to arrive.

The evacuee must be made familiar with the social security program and all its services, as he will then feel less insecure about emergencies. Information on these services has been gotten out.

There is a new agreement with Federal Housing that is hopeful as a means of solving housing problems for evacuees in relocation. Agreement with USES has been renewed, and arrangements are being made with Travelers Aid, International Institute, YWCA and YMCA for benefit of relocated evacuees, also with Federal Council of Churches. Our job is to convince evacuee that there is more security outside than inside.

The adjustment officers make contacts with relocated evacuees in effort to learn through them of others to whom new opportunities or areas should appeal. They find what they can of social possibilities and agencies interested in sponsoring some social program to include evacuees.

Ernst suggests including school acceptance planning.

Arnold reports that school acceptance has been good in general, only isolated instances of poor acceptance. Evacuees usually don't know what district they will live in and which school their children will attend. However, a few days notice of a child's appearance at school can give a teacher a chance to build up proper attitudes.

#### 9. Re-induction policy and Visits.

Hoffman: These matters of increasing importance since announcement of Selective Service. The young men who expect to be called want to send their dependents back to the center. Question is: Should we be tough or easy?

Lindley: We can't turn them away even if they come back without the Relocation Officer's sanction.

Arnold: There are 2 schools of thought: 1) If we simplify re-induction, more will be willing to take the risk of going out; 2) If we make it easy for them to return, more will be flocking back.

Hoffman: There is the proposition that we should make it hard for them to get out the second time after they have run back to the project.

Lean: The percentage of those who disregard the Relocation Officer's advice by returning is small in proportion to those who are helped to an adjustment and stay out.

Glick: As for legality of keeping them inside, we can't do it except by delay. Project director has to hand over docket to Washington for a 2d granting of indefinite leave.

Morritt: Favors making it easy for them to return. Lindley concurs.

Hoffman: In regard to limiting visits, opinions differ. Visits do create administrative problems. There are 2 general recommendations;

1. Setting up a quota: number of visits one person could make to a center in a given period, or number of visits allowed regardless of who makes them.
2. Raise charges for meals to visitors.

Either course opens up a good deal of opposition. Service men should not be affected by any rulings.

There is a problem created by those who spend their money before they leave and can't pay their board bill. The charges should be collected in advance, but often are not when the visitor isn't sure of the length of his stay. Should we enter unpaid charges in records, or hold them privately and try to collect?

Myer: Asks how much such unpaid charges run to.

Robertson: Maybe \$200 or \$300 a year. Money actually collected from visitors sometimes runs to \$100 a day--and at 20¢ a meal.

Myer: Advice is to follow regulations as far as possible, take inventory, but obviously we don't want to certify these unpaid bills to Congress.

Stafford: In spite of nuisance value, visits are helpful in encouraging relocation. While we shouldn't aid and abet the professional commuters, we have to realize that the lack of social life outside the center where many of the evacuees find themselves drives them back for holidays and week ends. We had better leave visiting alone.

Hoffman: The Committee came to the same conclusion.

#### 10. Seasonal and Indefinite Leave.

Lee.

Recent procedures represent a compromise of recent proposals, now reduced to a workable basis. Seasonal leave is only for seasonal labor, on contract with farm labor agencies. WRA has not now the means of carrying on the wide farm labor assistance program of other years. Requests for workers are referred by WRA to the County agent. This eliminates the problem of hundreds of farmers storming the projects.

Seasonal leave is granted for seven months with the possibility of a two-month extension. During the seasonal leave period, workers cannot visit the center at all. Seasonal workers trooping back to the centers over week ends, and often enough in the middle of the week, in the past were a source of difficulty and embarrassment. If deprived of privilege of running back to center, the evacuee puts no premium on working near the center, and so the ruling places the east on a more equitable basis in regard to farm labor. Effort should be made to get evacuees to take seasonal labor in the east.

The evacuee out on seasonal leave is not permitted to leave a government contract to take private employment unless he does so on indefinite leave. We aren't in a position to do much about it if an evacuee does jump his contract for private employment.

Stafford: Not optimistic about denying return for visits during seasonal leave.

Lee: Second phase of new leave procedures is the authorizing of a trial period of indefinite leave, offering evacuees an opportunity to test their wings. A rider on his indefinite leave permits him to return at end of 4 months, any time

within two months (From 4th to 6th month out, he can return) by presenting his rider to the Relocation Officer. The terms of this leave bind him to a specific area and to the employer he goes to in the first place (subject to the approval of the Relocation Officer. This functions east of the Mississippi River. He can come out on definite job offer or on community invitation if he can prove that going is a direct step toward employment--again subject to approval of Relocation Officer and Project. The evacuee has to pay his own way out--unless the employer advances transportation cost or U.S.E.S. pays travel expenses. At any time anyone on trial leave gives up his status, he can get an assistance grant and other privileges attendant upon taking regular indefinite leave.

PROJECT DIRECTORS' CONFERENCE  
March 6 - 11, 1944

Wednesday, March 8, 9:00 A.M. - 1:00 P.M.

Problems of Project Personnel Management.

Barrows asks for discussion on points listed under I on agenda (Organization and position control).

Ernst. Indicates e (Should wage policy be reviewed?) and asks if that is an academic question, or is it possible to do anything about it? And on f (Can we secure a full day's work for a day's pay?): "If a day ever comes when we can say to everyone he is free to go out the gate, then we should say the center is a regular community, and as such it should have prevailing wages and charges for food." We might have an interim committee to work toward normalcy.

Bennett: Thinks Ernst is right. If change in wage policy is made, the person employed should receive prevailing wages and be billed for living expenses. If we raised wage to \$40 a month, we would still have the same objections. If we change, we must make a complete change. Also if we did that (conformed to prevailing wage scale) it would be the end of relocation. It would give them just what they want in the center. Decadence has set in with these two years.

Barrows: Refers to agenda and says he is interested in the number of positions necessary--allowing that it takes 6 men to do the work of 3 on a project.

Bennett: Thinks wage hasn't much to do with accomplishment in our particular situation. Fewer people work out as well as more if the work has to be done, as in mess halls, hospitals, and public works.

Lindley: Can't subscribe to that theory generally speaking.

Bennett: We haven't recognized the caste system among Japanese. Certain jobs are beneath the dignity of many: janitor work, garbage disposal, etc. only for low caste. ~~xxxxxxxxxxxxxxxx~~ Sports and recreation carry themselves, and could get on with half the personnel now engaged if the chief is good.

Barrows: What standardization is it desirable for Washington to impose? Have any time schedules been made? It has been suggested that we break down allotments in less detail, allow more latitude in spending.

Robertson: Suggests following ways to promote efficiency: Time studies now being made by personnel office at Heart Mountain. Believes nothing would be accomplished by way of review of wage policy: if we conform to prevailing wages outside, we go against WRA policy--it has never been our object to make a home of the community. The number of men for a given work should be decided on and acquired--with a view to streamlining employment. When we get a regulation, we should really enforce it.

Merritt: Favors broad, general policy from Washington, with standardization in certain fields (where standardization is practical and possible) on a basis of population: mess halls and hospitals are examples. Otherwise the Project Director should be free to adjust policy to local conditions. We cannot operate on a basis proper to an outside normal community because of the factors that are not normal in center life. We can, however, operate on a per evacuee per day basis equitably,--\$1.20 per day.

Barrows: Objects that \$1.20 isn't a good figure. It lumps together operating cost and investment cost without distinction; it's just a budgetary convenience.

Bennett: Leave broad policies (Relocation, for instance) to Washington; such may be detailed by Washington Office. If Directors are any good they know more about operation than Washington can; so, leave operation details to them. Feels there is too much attempt by Washington to regiment things on projects, when the projects are too different from each other to make regimentation possible.

Lindley: Calls for a vote on that proposal.

Merritt: Seconds Lindley.

Barrows: Asks if they want more discussion or "is this a railroading proposition?"

Robertson: For a year we were given our heads, and in that period we had 4000 people doing what 2800 are now doing at Heart Mountain.

Cozzens: Why not put a premium on saving money? Leave the details to the project directors. Restrictions placed by the Washington Office have caused much criticism in the field. There's always a row when Washington sets the number of people to be placed in this job or that. We would get farther by setting a limit on expenditure and letting the project directors work out details.

Merritt: The Organization Chart is not helpful. There are too many people where he doesn't want or need them, and too few where he does need them. Nobody from the project had a hand in working out the chart.

Cozzens: There is nobody who isn't violating the chart. Totals may be kept but personnel is shifted at need.

Barrows: Job allotments have never been mandatory, merely suggested. Only totals were set. "Everyone of you has enough latitude to get yourself in prison--or the whole authority in hot water! Purchasing power alone!" Washington has attempted to set up devices ~~allowing~~ to insure a uniform program.

Whittaker: 15% deviation over or under allows really 30%, plenty of latitude for anyone.

Mills: Brings up matter of titles for jobs. Somebody at Poston set up as a "Hormone Expert" and doesn't even know what it is.

Barrows: Doesn't give a damn what you call a man on the project so long as you refer to him in official correspondence by the official title.

Johnson: Standardize a few categories: mess halls and hospitals. Then set forth for special approval special cases and emergencies.

Mills: Suggests reducing job allotments, as job quotas by totals prove embarrassing: if needs of the project justify a lower figure, there is pressure from the evacuees to fill the quota.

Bennett: What is important? First, anything to do with people eating; police and fire protection; health and sanitation, ~~public works and farms and the miscellaneous group~~ From there on distribution can vary. For public works and farms and the miscellaneous group leave it to the project director to set things up according to local need. When you tie up too closely, you cost the project director prestige and lower

efficiency.

Barrows: If any Project Director wrote in, saying, "I have made a study of needs of this job and can guarantee 48 hours work on it by so many men--study shows these needs above the allotment", he would get what he needs.

Halliday: 12 recommended positions were disallowed for one unit; in another 49 were recommended and came back 57. We found later the additional 8 were meant to cover the 12. We had already filled them in the other section--where we didn't need them and had to wait for shrinkage. If we have to have ceilings they should be numerical by division or project. Suggested distribution is upset.

Robertson: Asks for more discussion on Check-in Business.

Barrows: Is it possible?

Bennett: We have never yet found a Japanese time-keeper who would show anyone late or absent. We have tried very hard to check public works and farms. If you have two doors, the check-in and check-out won't work. They have never felt they owed 8 hours. To set up a workable check system we need more appointive personnel. At the farms they sit for an hour after checking-in before going to work. If we go out and tell them to go to work, they will; but when we leave they sit out the rest of the hour.

Stafford: Agrees on time keepers. A minority in each group is responsible for loafing. Would like to weed these out. Loafing is not confined to Evacuees. Caucasians employed on contract also loaf. Would like to keep evacuees on job for eight hours. Relatively few in each situation are responsible. Get at those.

Weinger: (Summary)

- a. Not WRA's job to make centers normal living places; therefore we cannot pay prevailing wages; change in wage no help; furthermore it will retard relocation.
- b. Time studies should be made by Personnel and check-in and out adopted. Good attitude should be developed. Time studies are aimed at the number of people needed to do a job in a given time, and any study made to justify a request will be received very favorably in Washington.
- c. Project Directors should be given considerable leeway within limits of broad policy laid down by Washington. In future, ceiling will be sent out on as broad allotment basis as possible. We are eager to get payrolls from Projects, so we can post audit and analyze distributions and adjustments. Review of January records indicated that some centers were over the ceiling. They are given to the end of the Quarter to get them down. There is quite a range, 31 to 41%, in ceilings according to population. Time studies are more difficult in

some fields than others, but they can be done. We have tried to standardize job descriptions and titles for good reasons: We have to know in Washington what goes on in uniformity of terms. Hence it is necessary that you use official titles in official correspondence.

Barrows: The cut last July was made to stimulate higher employment practice and to squeeze the water out of labor. We promised Congress to reduce expense as population shrank. We set \$1.20 and found ourselves squeezed, without money to get back. Next year we are asking for more money to get back to the 45% basis--but not to permit boondoggling and WPA practice. Once a Project gets into swing and you stop saying we can't get 8 hours, it will work out.

Stafford: How can we get 8 hours unless we take a holiday for three months and kick them off the payroll and then get applications for re-employment?

Myer: That problem has been there from the beginning. Thinks considerable progress has been made in the last year and expects even more in next six months.

## II EVACUEE PERSONNEL MANAGEMENT

Ernest: Asks about our position in regard to work.

Myer: Work is voluntary. If they don't want employment, we can't force it on them.

Stafford: That has nothing to do with the 8 hour problem. If a man wants to be employed, then we try to make him give value received.

Barrows: How many have tried to provide incentives for employment?

Ernest: We gave an E flag to the best Mess Hall, had a big celebration, raised the flag, and the chef was embarrassed; he didn't like it.

Bennett: We set up a rivalry between the 10 farms. We thought the ship model factory was to get an E flag from the Navy, but the Commander who was going to get it for them was transferred. People are so interested in the ship models that they work anyway.

Robertson: We posted efficiency ratings in Mess Halls. The people support this practice. They get mad if they find their chef isn't up to par.

Barrows: How are your people recruited? Efficiency begins at the start. Do you recruit on the basis of the best English, reference to skills, or what?

Bennett: Divisions and sections send their needs to personnel; however, many information cards are not accurately filled. They often don't show skills. The evacuee would often rather hide his skill and work in a soft job. The best bet is to find out from friends and neighbors

what a man can do. We are trying to create a pool to increase efficiency. The man in charge of the pool formerly managed the net factory and used the check-in system effectively there.

Johnston: The problem is that most skilled workers have relocated, refrigeration men, auto mechanics, all out.

Barrows: How many are short on typists?

(Every hand showed except Lindley's)

Barrows: What is wrong with your schools?

(General outcry that Schools are all right but there are no typewriters.)

Merritt: Inherent in A and B (Points under 2 in agenda) is a constant conflict between operation and relocation. The individual questioning on specific job in relocation has double purpose: both relocation and employment on center. Need of training on center. Many are unfit for relocation jobs without training; gardeners from Southern California.

Bennett: Many older people on our center are learning dressmaking and paper flower making and are doing exceptionally fine work, with a possibility of group work outside. There is a dressmaking and designing school in Gila with a 60-year-old Issei woman in charge. Her pupils are relocating.

Barrows: In conflict of interests, Project employment loses out to relocation. Boiler firers and janitors are mostly old men; those aren't full jobs. Why not set them up for old men past 65 or those with medical certificates for limited work.

Halliday: These jobs naturally fall to older people. At Granada most janitors and mess-hall workers, women especially, are in the group past 40.

Johnston: Questions wisdom of setting age limit. Certain others such as widows with small children, need work in their block. Efficiency doesn't mean getting a man to stay at the job 8 hours. Put it on a job basis. If he finishes a job at 3 instead of 5, let him go home. In many cases we could get better efficiency and production by working on a job limit basis instead of a time basis.

Barrows: Sees too many problems attached to going on a job limit basis.

Johnston: Agrees that it is complicated but still thinks it is more sensible in some fields.

Stafford: If we standardize static jobs and then use the check system for others, the soft spots cause ill feeling in other fields.

Johnston: With woodcutting, if the Project Director can say, "You cut so many cords of wood this month, and I'll pay you so much", you will get better results than by trying to keep an 8 hour day.

Myer: Recommends non-financial bonus for certain jobs.

Barrows: One center worked on unloading coal on the job unit basis, doing, by concentration, a day's work in 4 hours, but it upset the center. He still wants evacuees to put in an 8-hour day. Thinks we should sell them the idea that it is desirable for the good of the community to get a full day's work.

Ernst: Does the employee, when he signs up for a job, agree to work a 44-hour week?

Glick: There is no contract, but he subscribes to regulations by inference.

Ernst: Thinks personal agreement would carry more weight.

Glick: The basic difficulty is the fact that the difference to the evacuee between working 44 hours a week and not at all is only \$7-\$9 plus clothing allowance.

Barrows: When we have free centers, why can't we say, 'You can stay here only if you work; otherwise you pay board, etc.' Our wage system was a means of providing cash for the needs.

Myer: We can't demand that they work or pay board unless the evacuated area opens up.

Ernst: The original cause of present work problems was our policy of getting everybody to work whether we needed their work or not.

Myer: We were gold fish in a bowl. For public relationships we had to have them at work.

Robertson: At Heart Mountain, to halt a big ~~turnover~~ turnover in employment, a man who quit in one job wasn't considered available for re-employment for a time. If he was terminated for cause he had to wait 30 days for a new job. It helped.

Myer: Sounds all right. Still doing it?

Robertson: No.

Myer: Why not?

Robertson: Had a letter from Dillon Myer saying it wasn't WRA policy.

Myer can't remember sending such a letter, and is promised sight of same.

Glick, on labor relations, methods of handling strikes, etc.

Letters have been received on the subject of groups of evacuees appearing in the office and demanding a series of changes in employment practice, their attitude truculent, threatening to strike. Questions have been asked: Does this constitute subversive activity? If so, can we submit the matter to FBI? Is criminal prosecution in order?

Click (cont.)

The general idea that you can't strike against the government, and that demands and strikes on a project are subversive aren't sound. We must expect grievances and that the grievances will strike supervisors as unreasonable. We must remember that the evacuees are not always adept at stating their case, and that the foreman may be seriously at fault and the evacuee is likely to be using the words he does without proper understanding of them. Because we have been criticized for softness in handling strikes, we can't therefore go to the other extreme. We can't interpret labor grievances as subversiveness. Wider use of Fair Employment Practice Committees, and more training of supervisors for receiving committees.

Bennett: At Gila he doesn't receive "demands". He sends the group of demanders back to the Division head or Section head. Thence they go to the Council Committee on Fair Employment Practice to work things out, and the Council Committee takes up the matter with him. No grievance committees at Gila. He believes that if you have a grievance committee it feels obliged to find grievances. The present system works well.

Robertson: Upholds the grievance committee. The first approach a union makes is through its grievance committee. If that doesn't work then a demand follows. The Grievance committee is the place for arbitration.

Barrows: Isn't Merritt's stand that ours is not an open labor market, another way of saying that we can't deal with things on a union basis? Asks what is wrong with our methods in the light of the fact that on occasion the evacuees have lined up solidly and suffered considerably for no apparent reason ~~xxxx~~ other than to worst the administration.

Bennett: Still against grievance committees. They set up a grievance committee in every group employing 20 or more people. There were flocks of them. Approves Fair Employment Practice committee as a sounder, stronger, and more deliberate body.

Burge: Poston throws labor problems at the Council now and has little trouble.

Barrows: Asks if any project has been without a strike for a year.

Merritt raises his hand. Johnston asks that strike be defined and if garage men laying off work for an afternoon make a strike. Barrows says it is a strike.

Stafford and Bennett both mention averting strikes by ramming the budget down the throats of the would-be strikers.

James: Summary of II

Suggestions made on need for review of occupational histories, a new occupational inventory. Old employment histories are not accurate or adequate. Full utilization of skills is not being made. There is conflict between operation of center and relocation. We should adjust to reality.

Lindley: At Granada Welfare counselors are set up physically in Relocation. He wants outside action with Buddhist leaders from the outside to conquer the Buddhist hurdle in Relocation. Mentions Julius Goldwater.

Nyer states that he is impressed with the way this discussion is going. We are realizing that generalizations break down with changes in environment. We need to recognize that a new situation and self-interest are changing the shape of these generalizations which we have previously made. They are still changing, we need a flexible point of view. He has found the Community Analysts' reports from the centers illuminating. Mentions that under some conditions the oldest son in a family does become head of the family.

Ernst: Many of the people had gotten away from the traditional family idea, and didn't think of themselves as family groups till we put them into one apartment. Clothing allowances influenced eldest sons to become heads of families. We have pushed them toward this.

Barrows: Clothing was handed from Employment to Welfare, Housing to Welfare, Counseling to Welfare because Welfare had records and the function of dealing with family units. We're asking for 40-50 new positions in welfare this year. We must justify them.

#### Leave Assistance Grants--Eax Lee.

Grant procedures have been recently revised in the light of recommendations from the field. We hope this is final. The basic grant of \$25 per person, coach fare and \$3 per diem to destination remain unchanged. There has been one change in transportation: Pullman accommodations are allowed for the aged and infirm subject to approval of the chief medical officer.

Relocation Division to pass on all grants. These made on basis of need as determined by definition of rules. 500 pounds personal goods; 5000 lbs. fixtures, equipment and tools if these things are not available in the district of relocation.

Provision made to pay coach fare for evacuee to go out and investigate:

- 1) If proposal is approved by Relocation Division.
- 2) If Project Director and Relocation Officer in district he proposes to investigate approve.
- 3) He must stick to his itinerary.
- 4) Such investigation is recommended only if deal is about to close and needs personal touch; not for hazy prospects.

Assistance (regular grant for indefinite leave) given to evacuees changing from seasonal to indefinite leave.

#### Group Relocation--Hoffman

Group relocation represents the third step in Relocation--1st step was the individual, 2d the family. Questions come in from centers on what we mean by group relocation and what controls there are.

1. It is a process whereby a limited number of families (presumably not more than 6) relocate together in the same general area, with community acceptance, and where approved by Project Director, and Relocation Officer of area.

(James. Summary II, cont.)

Activities carried out on a job unit basis would solve some problems but would not solve others. The whole question of employing the job unit basis of work is ticklish. Work bonus incentives of a non-financial nature are recommended. The whole problem of compensatory sick leave and vacations on the agenda was not discussed at all. There is an instruction in the mill on this subject.

There is need for uniform method of handling labor grievances, either a Fair Employment Practice committee that turns problems back on the residents or a Council Committee to act on similar lines. It was generally agreed that evacuees should solve problems at the job level. (Ed. comment: The foregoing statement was made by Mr. James, but I don't think it justified. Nobody agreed to anything. Mr. Bennett said his practice was to send kids with demands back to the place where the trouble started, section or division, and make them begin from there. Nobody actively contested his method, but on the otherhand there was no agreement, general or otherwise on this subject.)

### III Appointed Personnel Management.

Merritt: Inquires about availability of personnel in view of draft.

Earl Brooks: It is no easier to get personnel; in fact, it is getting more difficult. Personnel has asked every center to send in statement of needs as a basis for national recruitment through Civil Service; they hope for better results this way than through local Civil Service boards

Barrows: Concedes that we will have to try to get older men and will have to use women in jobs heretofore reserved for men.

Lindley: Wants a way to use a man who on paper doesn't qualify but is actually competent.

James: Daringly asks about possibility of using evacuees who have qualified through civil service in administrative jobs at civil service pay.

Lindley: Doesn't want to do it.

James: Doing it would solve the doctor and hospital problem.

(There is a general flutter. Someone says it would blow up our whole system to use evacuees as appointive personnel. Someone else says that only doctors could get by; that the people would endorse doctors.

James: Our policy is inconsistent in that we allow evacuees to compete in Civil Service everywhere except in the centers. We employ them in the Washington Office and in the Field Offices. Only a very small percentage of evacuees would qualify for appointive personnel anyway.

Barrows: Frankly, I think if we opened up, we could fill a number of positions on the project staffs with evacuees--though I have no one in mind for the job of a project director. They're good here in Washington

Glick: The recent cancellation of deferments will take great numbers from chartered positions. He suggests campaigning for intensive recruitment in certain cities.

Brooks: Advises keeping the Manpower Commission in mind and working through local Civil Service before going afield.

Mills: Poston has had no word on release of secondary teachers from M.A. degree requirement. (Is told that it has gone through.)

Glick: Stresses need of less talk and more direct action on recruiting or in a few months we won't be able to do our job for lack of personnel.

Barrows: Asks how many would utilize special emergency stations cleared and set up in St. Louis, Chicago, Salt Lake City, etc. for recruiting personnel. (All say they would.) Personnel freed by the closing of Jerome must be given preference.

Stafford: Will they move out of Arkansas?

Whittaker: Says they will--though you may have to blindfold some of them to get them out. Asks for lenience and tolerance for his Arkansas staff in exile.

Barrows: Goes on to staff housing. People have gone out to a center to work, have found no living quarters assigned them, and have taken the next train back where they came from. How many projects have staff recreation halls with equipment beyond a broken down sofa. (Best and Whittaker raise their hands.)

Merritt: It is necessary to make an effort in the first 24 hours of their stay, or you lose personnel. Quarters are assigned in advance, even if they are only temporary. A note of welcome from the director awaits the newcomer, inviting him to call on the director next morning. Somebody is detailed to show them around, initiate them into mess hall procedure, etc. Once they get inside the gates, they are safe. He asks forbearance on the part of Washington for work undone when jobs can't be filled that would permit the work to be done, and speed in clearance of those positions that can be filled.

Brooks: Provided a job is authorized and everything clear, papers in order, then Washington can clear an appointment in 48 hours. But if necessary papers (for instance Form 57 if it is a new appointment) are not sent in, then there is inevitably delay. Wants all projects to submit new Form 57's.

Barrows: All positions over \$4600, or involving transfer of headquarters if government pays travel expenses and cost of transporting household goods, all non-civil service cases, must be approved now by Sec. of Interior. We are expected to send a copy of each journal to the Sec. of the Interior for post-examination. It has to be right. Cautions them not to send incomplete Form 57's or requests for unauthorized jobs.

## Brooks: Summary.

We have to work with the Civil Service Commission whatever we do. It is essential in going out of a region for personnel to have written release from the local Civil Service board and War Manpower Commission. Using evacuees qualified through Civil Service in administration does not appear to be a solution to our problem. Suggestion for recruiting through emergency stations in cities, staffed through Washington Office, favored. On the subject of staff housing and staff morale: projects have lost many people by failing to meet them and take care of them on the first day. Projects can get 48-hour service from Washington on appointment approvals if they produce the essential papers.

## Barrows: Disciplinary Cases.

A disciplinary case in some measure is a reflection on ~~the~~ management. People discharged from service who have run to the Hearst press may be pathological cases, but if we say so, we pose the question of why we hired them in the first place. In government service anyone should have a hearing and be charged before dismissal. Recommends that the project director make an effort to save the employee, keep a record, and get him on the record. Question him to bring out any charges he may have on his mind against the administration. We have to safeguard our own position and to do so we have to have complete records and justification of action taken.

It has been embarrassing to find in some instances that efficiency ratings of some of those who have been terminated were excellent. Efficiency ratings merit thought. The Project Director has the right to suspend an employee, but is advised to use that right only if the employee's presence actually interferes with the work of others (as it might if he reports drunk and unruly or goes crazy). If possible keep him around until the hearing is finished.

Myer: Mentions one historical case: Townsend. When it popped up in the Dies Com. Hearings, Myer was delighted to have a full record of Mr. Townsend from the day after he arrived at Poston. Wade Head had been doubtful of his fitness for his post, and so had written him a memorandum at once, outlining duties and obligations of the job. One month later he wrote him a letter, documenting Townsend's performance, what he had done ~~ib~~-advisedly, etc. In 28 days there was another letter. When Townsend ran out on his job and returned after the Incident, Head had made a transcript of the conversation between them. Very fortunate for WRA in relation to the Dies Hearings. The only slip made was by \_\_\_\_\_ who signed a too flowery letter to Townsend commending him for such virtues as he had on occasion displayed.

Mills: Puts in a plea for more attention and thought being given to efficiency ratings. It is essential to have them sound. Because of manpower shortage, we can't afford to relax standards for efficiency.

## IV Training.

Lindley: Objects to certain types of vocational training for relocation because evacuees come back to the center to get it. Feels that welding and various machine shop training do not justify themselves. The Granada silk screen enterprise is worth while. 20 have been placed outside from that group. He feels that the biggest asset to a man going outside is the English language.

Merritt: Training is essential. If deep sea fishermen aren't going to be permitted to fish any more, then we have to change their skills and their minds before they are qualified to go out. Changing their minds is likely to prove the harder job, for some of them are third generation fishermen and proud of it. Doesn't favor schools taking over mechanical training. Training ought to be done on job.

Robertson: We have to have training to operate the center, and we pay \$16 a month while we train them. At Heart Mountain they have been obliged to separate training groups from operation work to maintain the output level.

Bennett: Our shop trainees would not be "apprentices" when they go out to work, by union standards. They would be "helpers". Best bet for them is to be good grease monkeys--the greatest current lack is in that field, and it would be their best bet for permanence after the war--thinks CIO will protect evacuees after the war but that AF of L won't. Stresses need of teaching fundamental things that will let the evacuees get outside. An over-elaborate training course will defeat its own ends.

Myer: Changes over to staff training.

Mills: Asks for general document on the actual carrying out of the evacuation to give to new personnel needing to know what the program is all about.

Glick suggests Senate Document 96; admits when point is made, that it isn't pitched to the grasp of the average carpenter.

Tozier suggests John Embree's document on relations between staff and evacuees. Cozzens grants it virtue and common sense.

Stafford: Mentions one of his staff who was apologizing publicly for working for WRA. Lack of any sort of background for the program is very common. Very few have any at all.

Myer: Every project can use material already on hand, but should arrange and point it with regard to the particular situation. Material recommended: John Embree. How to deal with Japanese; Senate Doc. 96; Commonwealth Club Speech; American Legion Speech.

## Stevens' Summary.

1. Vocational training should be boiled down into what is practical. The term "apprentice" is a misnomer as applied to our trainees. The discussion was incomplete on whether it is possible to give the evacuee a complete and all around training.

(Stevens' Summary, cont.)

## 2. Orientation for induction (staff).

Discussion didn't get down to induction on job. There is feeling that more should be done by supervisors in the breaking in process. It is necessary for the employee to know the limits and possibilities of his job, standards and operating details, at the outset.

Fundamentals of supervision should be more carefully taught. The better the supervisors are trained and the more the project director takes them into his confidence, the better the results.

Barrows: Speaks of tests used by Army. Our personnel has worked out some questions and tests for determining attitudes, emotional stability, etc.

Ernst: Recommends orienting wives of appointive personnel.

Wednesday afternoon. 2:30 - 4:30.

### SELECTIVE SERVICE

Myer: A double memoranda will be prepared: one, a statement to Interior on our problems, chiefly the fact that the Army is operating an over-selective selective service in regard to evacuees, not giving them equal opportunity; one, to the Secretary of War, setting forth some problems and suggesting improvements.

Before the announcement of restoration of selective service, we battled to avoid these difficulties (segregation, etc.), and we contested their principle of taking 10,000 nisei for use and simply setting others aside as 4-C. Bill Hosagawa: is he to be automatically left at 4-C because he once worked in a consulate? We argued that these people should be taken on the same basis as everybody else, and once in service, if they showed evidence of unsuitability, then dispose of them. He feels a little encouraged because some of the people on the joint board think perhaps they were hasty in setting some of these people aside by categories.

Col. Wilson. Reminds Myer that the Army, imperfect though its welcome be, is the only armed service that has let down the bars at all.

Myer: The Memorandum to the Sec. of War will include a statement that of course the Navy and the Marines ought to open up.

Baker: Gives summary of progress of selective service at centers. Tule Lake--3 called; Manzanar--20 called; Gila R.--237 called; Poston--33 called for physical (2 rejected, 7 accepted); Heart Mountain--17 called; Minidoka--194 called (69 accepted, 32 rejected, 1 volunteer, 2 holdouts); Granada--52 called (38 accepted, 9 rejected, 5 holdouts) Topaz--51 called (21 accepted, 4 definitely rejected); Rohwer--54 called (1 volunteer accepted); Jerome--14. Total of 675 called, 128 accepted, 48 rejected, 2 volunteers, 7 holdouts.

( Baker, cont. )

Called, means called up for physical examinations, and is the listing on the day they report. We want reports on acceptances, rejections and volunteers as they get them at the projects. xx

Lindley: At Granada, of the 5 holdouts, 2 decided to be inducted and one was on the fence at last report. They are given 10 days after refusal of induction before action is taken against them. In that interval they can change their minds and be inducted.

Robertson: 91 were called at Heart Mountain. 12 refused. The U.S. District Attorney at Cheyenne called California board to see if the papers of the 12 were in order. If they are, they will be immediately ~~xxxxx~~ asked to report for the physical. If not in order, then they wait until May 8 for the Grand Jury. This is not a usual procedure. Robertson doesn't want the holdouts on his hands until May 8.

Myer: Says Col. Parker is an excellent liaison officer for us during this ordeal.

Bennett: At Gila not much resistance. The paramount question is: Will new inductees go into regular regiments or a segregated combat team? There are conflicting reports on this. Only two have opposed selective service, and only one seriously. Questions have been asked on who gets allotments, why the air corps isn't over to nisei, etc. He stands on point that the Army does what it likes.

Myer asks Miss Gifford to explain about dependents and allotments.

Miss Gifford.

Three major classes of dependents have been set up: A, B, and B1.

A -- Wives and children. The wife must prove that she is the wife; documentary proof must be submitted to the office of dependency benefits. Provision will be made for a divorced wife if the decree stipulates alimony. With A dependents, either wife or soldier can ask the dependency allotment for the wife (She can get the allotment even if he doesn't list her for it--whereas the other classes can't get it unless the soldier lists them.) Marriage license, birth certificates of offspring, etc. must be shown.

B --B-1; Chief or substantial support. Some proof must be submitted that the soldier has contributed a definite part of their support. The Office of Dependency Benefits makes the decision. Difficult to say just where they draw the line between chief and substantial support. They check on the outside, through Red Cross, public agencies, etc. Once the determination is made, the allotment flows regularly. Only on soldier's request are these made, and on a basis of need.

It is possible that center dependents of Classes B and B-1 will not be benefitted because of food, shelter and clothing allowance

It normally takes 60 days for B and B-1 allotments to go into effect after the soldier makes application. The evacuees should proceed as if they lived outside the center and submit requests for determination by office of dependency benefits. Believes that if not granted in center, these would be if the semi-dependents relocated. New application can be made as situation changes.

Myer: If they get dependency allotments, should we change our policy? Should we try to charge for meals? Cut clothing allowances? Stop relocation assistance grants?

Wilson: Thinks we should. An ordinary soldier with a wife and child would rate \$80 a month for his wife and child. An evacuee soldier's wife and child, because they are of Japanese origin, can live in a center where they get free board and shelter plus this \$80 a month; this puts them in a preferred class and will obstruct relocation. And what of the public attitude?

Miss Gifford: We wouldn't be putting Class A dependents on a preferred basis. Their allotment is automatic, not on a basis of need. Any soldier's wife, whether she is earning a good salary, or has an independent income, gets the allotment. In classes B and B-1, our people are comparable to inmates of institutions or those receiving old age ~~xxxxxxxx~~ assistance benefits at the same time as allotments. There is no need to change our policy on that score.

Glick: If we do make reductions, we go against our policy of giving food and shelter to all residents regardless of income. If we turn around and deduct because a soldier's wife gets \$80 a month, we are discriminating. It is safer to consider this as an income and not our concern.

Cozzens: Doesn't approve of letting dependents back in.

Myer: Has already made statement that if dependents outside are in need, they can return to the center. They must check with Relocation Officer to return.

Robertson: We have different situation. The evacuee soldier leaves his wife outside to a less secure position than does the soldier of another race. We can't withhold the shelter of the center.

Wilson: Still feels they should be charged room and board, as the government doesn't have to feed, shelter, and pay them.

Ernst: What course will assist the morale of the soldier?

Merritt: The essential point in the minds of men at Manzanar isn't money; it's stability, security. They are uncertain about how their wives and children will fare outside. They want assurance that their dependents can stay in the center if they wish, or, if outside, in emergency they can come back.

Johnston: What if the War Department policy changes about evacuees' dependents later?

Cozzens: What of public opinion? 15 evacuees relocated a year and married a year or two as against 15 Caucasians married a year or two. Nobody helps the Caucasian wives and their children, but the evacuees, because they have been evacuated, can get the government to feed and shelter them while it gives them the allotment, too.

Whittaker: You ran them out of California, so they can't go back to their home place. Young Caucasian married women go back home with the children when their husbands go to war. The evacuees don't have any home to go to. There is no parallel. We ought to give the evacuee who puts on a uniform every break in the world. If we don't do anything worse than helping out the wives of evacuee soldiers, we'll be all right.

Myer: Isn't particularly concerned with the public relations end of this matter. We must have the answer to the question set down on paper. Has been concerned about what the Comptroller-General would say on the score of these double benefits from the government to our people. Glick says that the statutes cover the case.

Cozzens: Wants the question submitted to the Comptroller.

Glick: Ready to oblige.

Myer: We won't submit the question, but we must have an analysis-- another Solicitor's Opinion. These people have been kicked out of their homes, and wives with children have no homes to go to now outside the center.

#### ACCEPTABILITY TO ARMY

Ernst: What is the basis of acceptability? The names of 44 non-acceptable boys came to him: 35 of them 18 years old; 22 had already gone to Tule Lake. Some had said No at one time but later been cleared. 6 of the 44 had nothing against them except that one had originally said no to 27 and yes to 28. The boys aren't notified. Should the Project Director notify them.

Myer: Tell them "We don't know". Tell them the wheels turn slowly. Publicly we can't dig behind scenes. But we must ask Sec. of War to go over cases, dropping special barriers. If they don't, then we develop appeals system and smoke out reasons.

Ernst: Those were fine boys on his list, many of them were there only because their parents filed for repatriation.

Myer: At this stage in the game, we can't explain why there are so many individuals still 4-c with no account given. If a boy is called for his physical that means he is eligible unless actually unfit for service physically. Theoretically they are all in 1-A until proved otherwise. We know 2/3 of them are not in 1-A but in 4-C. From the California Draft Boards, we get this on the relocated rejectees: "If they aren't acceptable to the army, why are you letting them out of the centers?"

Bennett: Do we accept all these boys' requests for expatriation and then do nothing about them?

Myer: You have to accept them. Point out to them that it is a dodge of Selective Service, and try to dissuade them. If they insist, then accept the applications--and sit on them.

Stauber: Isn't that dangerous?

Myer: Doesn't feel obliged to treat too seriously requests for expatriation from emotional boys facing draft. No hearings. Don't tell them they won't go to Tule Lake. Tell them they will receive special treatment. This applies to requests since January 20, the date of restoration of Selective Service.)

Johnston: Some we are denying leave clearance are being taken by the Army. The Local board has asked us for additional information we have.

Myer: It's none of their business. They are only a procurement agency. They are not qualified to determine loyalty.

Lindley: How come local draft boards are sending out new 304-A's to the boys? Some of the boys have changed from Yes to No.

Myer: The California boards have been instructed not to send out any more forms.

Bennett: Boys who have gone out on farm jobs thinking to get deferment, what about them?

Myer: Unlikely that they will be deferred. They should be told that.

Baker: Produces letter to Stafford from staff member suggesting inviting nisei veteran to come to Minidoka to stimulate interest. It could be arranged through War Department. John does not approve. Sees an unhappy public relations angle in the possible criticism that it ought not to be necessary to import nisei veterans to inspire the evacuees with a zest for induction.

Stafford: Doesn't agree with John. The Parents/Soldiers Association wants to bring the veterans in to stamp out the effects of the small opposition to selective service. He thinks it a good idea.

Myer approves. Barrows questions the wiseness in bringing in a wounded veteran. The grim effect might discourage the evacuees.

Stafford: There are 600 sons from Minidoka in the services, all told. Then there was a cleavage in the center, and some coercion was used to get people to sign the petition. The Parents of Soldiers Association formed to combat this element. The association is of the people and from the people. Let them go to it.

Pitts: We got hold of 4 boys from Attu and Kiska (wounded) and sent them up to the legislature over the Colorado land bill. It worked. Someone suggests Kuroki, if we can get him. Objection that he is not

an evacuee is raised.

Glick: Doesn't think it matters whether a veteran is an evacuee or not, only that he is a Japanese American.

Merritt: Kuroki a tremendous hero at Manzanar, but he raises the question of "Why can't I go in the Air Corps?"

Myer: "Okay, you get him to Manzanar if you can.

Merritt: Speaks of change in induction policy under selective service. Volunteers to Camp Shelby reported for induction, were issued their uniforms and then given 3 weeks leave to visit center in their uniform, and above all to go back to California if they wanted. Now induction at center, no uniform issued for 3 week leave. Psychologically bad. The boys enjoyed coming back on furlough in uniform and the privilege of going back to California in Uniform.

Myer: Promises to take that up with the War Department.

PROJECT DIRECTOR'S CONFERENCE

March 6-11, 1944

Thursday, March 9, 9:00 A. M. -- 1:00 P. M.

Information and Reports

Baker: Taking up information to evacuees, Project Newspapers play an important part. Asks for evaluation of Project Newspapers. Are they accepted and respected by residents?

Lindley: If they agree with the opinion expressed in the paper, they accept it, otherwise not.

Mills: Poston has translation difficulties. The newspaper staff resents administrative review of copy. He feels there are reasons for review aside from censorship: The factual content needs checking; Japanese-English crops up: "Nisei killed in the Front", and "A Production of Hen Fruits on the Farm". Editing is rather important.

Whitaker: There has been no trouble about reviewing copy at Jerome. Thinks it is important to review copy.

Togier: The government furnishes ink and paper; we have no desire to impose heavy censorship, but have every right to see that stories that come out of administration are factually straight.

Bennett: We need to check editorials; they can too easily queer public relations.

Baker: The first concept of the newspaper made it entirely an evacuee affair. Now relocation has removed experienced newspaper people from the project, and inexperienced people and high-school kids are putting out the paper. It's an obligation of the reports officer to oversee it.

Bennett: We need a Caucasian check on Japanese language section.

Baker: Policy has been recently liberalized to have Japanese section include original matter, and not just translation from the English version. It was a step to legalize what was already being done on some papers. Some papers haven't availed themselves of the opportunity as yet. There is a question: Should we have translations of original matter submitted?

Whitaker: It takes so much time to get the translation of the English copy made that the Japanese section news is usually a week behind the English. This would make a further hold-up.

Baker: Asks for reactions to editorial that ripped the hide off of officialdom. Refers to the editorial on Senator Robertson at Heart Mountain. Was it evacuee or staff written?

Robertson: It was an editorial. It made everyone in Heart Mountain very happy.

Myer: The editorial in question protested a man who was an alien trying to deport American citizens. Senator Robertson is a naturalized citizen.

Baker: Questions reports officer and staff members writing editorials in an evacuee paper.

Ernst: Do those who are getting a print job done on their papers find it satisfactory? Manzanar, Minidoka, and Heart Mountain all have printed papers that look very fine.

Merritt: Manzanar is very happy on its printed paper. The co-op subsidizes the paper 300 dollars a month and it is printed in Lone Pine. The printing arrangement helps public relations there. It is satisfactory to the community. The people like to see their names in the paper, and we have a good sports and a good society section. The co-operative board of trustees just handles the business end of advertising and printing; there is no censorship or review from this board.

Stafford: Minidoka has the same set-up as Manzanar. One big advantage in having a printed paper is the facility for reproducing pictures. The subsidy is about 126 dollars a month.

Baker: Do you charge for the paper?

Merritt: The evacuees get theirs free; outside subscriptions are 45 cents a month.

Stafford: Tells of newspaper editor withholding a notice he ordered printed. Evacuees had been spreading coal on the walks, presumably on the same principle that you use gravel on a walk. He ordered his instruction printed, prohibiting such use of coal, in view of a shortage. It failed to appear. Considerable research brought to light the fact that the girl editor learned that the janitor in her block was the worst offender. She withheld the story to protect him.

Robertson: The Sentinel sells at 2 cents a copy. There is no objection there to paying for the paper.

Baker: It is highly important that the reports officers move in more closely on production of the papers in checking copy for print, not because we mistrust the staff but because they are young and inexperienced in this field of work.

There is another phase of information to evacuees: that which is produced outside and shipped in. WRA has prepared a series of pamphlets called "Facts About America"; the Washington office is putting out pamphlets about states; the field offices also issue pamphlets of information; there are the press releases from Washington on round-up stories, changes of policy and new developments. From the field offices come facts about relocation. The Washington office multiliths favorable news stories and sends them out. We are working out a pamphlet on relocated people with pictures of families, and one on evacuees successfully relocated in New York City. The field offices issue semi-monthly summaries of the housing situation and living conditions of their area. Washington puts out the Information Digest every other week and a weekly press review digest. Says that he and Frank Cross in their last visit to project worked on distribution of information at the projects. Asks Buttedahl to report on developments he observed on his recent trip.

Buttedahl: The problem was a lack of systematic way of getting material distributed. There were too many piles of information material sitting around, chiefly in the reports office.

Baker: Asks the project director to give some thought to the question of distribution. Most of the material we send out is aimed at relocation and it should get out to the people and to the staff.

Myer: Material isn't of any value if it's left piled up in a corner. Unutilized material of this nature has a public relations angle in reverse in view of the paper shortage. Asks the project directors to take inventory and let us know if the material we send them is not utilizable.

Tozier: There is a move on in Government to cut down drastically on the production of information material. Newspapers have taken a cut, and they are keeping an eagle eye on the quantity of paper used by government agencies. It is important to know if we are sending too much of any material, or material that is not usable.

Myer: Scrap paper drive should take care of surplus; get it off the shelves anyway.

Baker: Taking up the subject of photographs: We have had recent field trips and displays of photographs. We're working for better methods of distribution. Asks for comments and suggestions; is it worthwhile to send out photographs?

Bennett: We use them on bulletin boards, and the people like to look at them.

Robertson: That's the way we use them at Heart Mountain.

Pitts: Says he uses them in talks: The people tolerate him and enjoy the photographs.

Baker: Can you develop more spots to show the pictures, or should we forget about them?

Ernst and Mills: Protest that pictures are very valuable.

Baker: Do you see any point in our concentrating on relocation pictures involving people from a given center and then sending out a collection of photographs for a supplement for the newspaper at that center?

(They all liked the idea.)

In Washington we are looking for someone to handle the Japanese language in this office. We think we have a Kibei now.

Myer: Is he 4F? If he isn't he will be in the army, or Col. Rassmussen will take him.

(Baker registers dismay--he doesn't know the Kibei's draft status.)

Baker: Every project is provided with a camera to take pictures locally. He asks Gretchen VanFassel to size up the pictures taken by the reports officers.

Van Tassel-- From our point of view we don't need many of their pictures for our collection. As a whole they are inferior technically and only of local interest.

Lindley: Goes to bat for local interest.

Ernst: Some reports officers don't know a thing about photography. I have a fine reports officer, but he is a terrible photographer, doesn't know a thing technically about photography, lops off his subjects' heads or feet.

Baker: The cameras we were able to provide the Reports Officers weren't very good to begin with. We are chiefly dependent on our chief photographers in the Denver Office. The chief use of cameras at the project is for current news items, weddings for instance. It would be a waste of time and film to attempt to build a complete documentary record at the centers with Kodaks.

On the subject of information to staff. Most material prepared primarily for evacuees should be familiar to the staff in order that the staff may be as well informed as the evacuees. At one time a suggestion went out from Washington that staff house organs be established at the projects. Only Minidoka ever acted on the suggestion. Baker has come to doubt if it was a good idea in the first place.

(Most of the Directors agree that it was a bad idea.)

Stafford: Isn't so sure that it was a bad idea. There are staff problems in the isolated conditions of center life. There is a good deal of bad morale, and people getting into apologetic attitudes about working for WRA. The project needs staff organization and activities.

Baker: Brings up the subject of staff meetings at the project. Every center has from a 125 to 250 appointive staff; all have to work with the evacuees and can be a good or a bad influence. Not every member of the staff is well enough informed to be a prop for the program. What about it?

Robertson: Heart Mountain has weekly staff meetings by divisions Saturday afternoon, following on the project directors meeting with division heads and sections heads on Saturday morning. Usually mimeographed sheets of important events and developments are handed out.

Myer: How about having say two hour staff meetings for everyone, including all the school teachers, at least once a month. He elaborates on Washington staff and department meetings and suggests that a similar set-up on the project would be helpful.

Robertson: Is doubtful; meetings with everybody included tend to get out of control.

Ernst: At Central Utah they have quarterly meetings with everybody, and everybody brings his wife.

Best: At Tule Lake the staff meetings turn into dances midway and are very successful.

Whitaker: At Jerome they have two meetings a month, they have a recreation hall for the staff at Jerome; it's a good hall, well equipped. It's got a cement floor, but they can dance on it. They have a juke box, pool table

table tennis, chess, checkers, all kinds of sitting games and a little counter put in one corner that's a store put in by community enterprises for rationed goods; this all helps morale.

Baker: One job in public relations is to sell WRA as an administrative agency; another is to sell relocation and acceptance for evacuees. Asks Mr. Rickman to comment on public relations problem for WRA.

Ryckman: Says he would rather see what the rest say first.

Baker: We feel that we can move forward with a more positive program.

Bennett: Gila River has good covering in Phoenix, not so good at Tucson. But pretty good for the average size town around the state, both papers and radios.

Ryckman: Thinks we face trouble by using paper for project newspapers. If the public finds out that the newspaper is subsidized to any degree by the government, it will be bad.

Baker: Many outside are on the mailing list for Project papers; our point is that any community of 6,000 or more people has a right to have a newspaper. We are prepared to defend Project newspapers before any court.

Myer: So far we have never been opposed or questioned on this policy.

Pitts: Speaks of the public ignorance: concerning citizens of Japanese descent; public doesn't realize Hawaii is America; or that the Philippines are not a stone's throw from Hawaii.

Baker: The doings of nisei soldiers make good news items in the outside press.

Myer: Some west coast people pointed out that WRA covers the metropolitan press on the coast but hasn't done much with the 200 odd small town papers. There are possibilities in sending news items to localities from which the evacuees came, we should make special effort to supply items to these papers. Each induction, any report from a boy inducted, any casualty, is of legitimate interest in the home town of a soldier. Will send a memo to Stimson to get War Department releases.

Merritt: Wants a statement on clearance policy. To what extent is Washington responsible and to what extent is the Project? At the project they have refused invitations to talk on the program in public because they don't know what they are permitted to say, or the areas that the project director might legitimately consider his domain.

Myer: The neighborhood or community may be extended or narrowed according to circumstances. Manzanar, with ties back to Los Angeles, is part of the Los Angeles neighborhood. Besides having responsibility to Owens valley, Manzanar has responsibility to Los Angeles. Cozzens is generally responsible for the Coastal area. Any project director or staff member in the field should feel free to make talks when asked. The matter should be cleared with Cozzens and office to get background of area. The talks do not have to be cleared with OWI and other government agencies unless made by a Policy-making official. The relocation office at Salt Lake City is responsible for that area and knows it best. If you were making a speech in that area, you would check to find out

if there were any angles a speaker should know about in the location where he is going.

Merritt: Finds himself in an embarrassing position: Congressman from the Manzanar District, head of the Legion, the California Press, all say Manzanar is all right, but WRA is all wrong. What can he say if he answers?

Myer: Answer them in general terms, but don't defend Myer. If you do they will believe that you were told to; if you send such people a letter, send a copy of the letter to Washington, so that we will know what the score is.

Ryckman: More information should issue nationally from the Washington office. Any from the field should be very carefully handled. Feels that telephone information should be eschewed unless read from a written release.

Tozier: The major difficulty at Tule Lake was the absence of a good reports officer.

Myer: Our big mistake that first day was that because we were fagged at midnight we didn't write up the incident then and there, and release it. In the future, in connection with any incident, write it up at once and release. If possible it should be okayed by the Project Director, but in an emergency the reports officer can be given his head to write up the incident and phone it in verbatim, following it up with a confirmation copy.

Cozzens: There are occasions when it can't be written up and you have to speak spontaneously. On the West Coast they call him up and tell him the paper is ready to go to press with some rumor capitalized, such as, "WRA is releasing all contraband to evacuees." In that case he had to check back to source and call back the press in five minutes' time or the rumor would have been headlined all over the state. Two other newspapers were calling in on two other lines while he was talking to the first. In a case like that, you don't write out a release and read it.

Pitts: A Denver newspaper man called him up and asked him about the riot at Heart Mountain; Pitts hadn't heard about any riot at Heart Mountain; he had just talked to Guy Robertson, and Robertson hadn't said anything about a riot at Heart Mountain. The Press man said he heard of it through G-2. Pitts found eventually that the story came to Denver from New York; item was built up from something in the speeches of Senator Robertson and Senator O'Mahoney on the proposed removal of the military guard from Heart Mountain. Nobody knew anything about it on the center.

Myer: Agrees that there may be special exceptions to writing out releases to press in such emergencies as Cozzens faces in the restricted area.

Baker: Lists as newsworthy items facts on food production in the centers, information on silk screen enterprise at Granada, ship models at Gila River, Bond drives, sport meets with outside communities, Red Cross, inductions and relocation.

The next subject is Administrative Reports.

Bennett: They suffer from lack of stenographers at the centers, would like Washington to reduce requests for reports to a minimum.

Mills: It's a common tendency for report requirements to grow and grow and get out of bounds. Subject needs periodic review and re-evaluation.

Myer: Agrees with Mills' statement and asks for systematic review from Project level and an indication of what the project director thinks is useless. Says we won't promise to agree but we would like their ideas. It is important that every reports officer should daily check and re-check events of the day to see if anything is capable of blowing up; if he thinks anything is, he should wire or teletype in to Washington and not wait for the weekly report.

#### Problems of Private and Co-operative Enterprises

Myer: From the start, private enterprise has been prohibited at the centers. The idea has always been that the cooperative could provide every service not provided by the government. But there seem to be a number of private enterprises in existence. The situation is accentuated by appointive personnel who patronize private laundresses and maid service. Some Project Directors feel that the cooperative can handle these personal services, and some don't. A recent instruction has been signed and sent out: As of April 1st there is to be no laundry or maid service except through the co-op. The personal services required in normal communities--and laundry and maid service--can be put in the same category as beauty shops and barber shops--all to be handled by the employment agency within the co-op. The co-op will pay Project Wages. The person in need of those services will pay to the co-op the regular wage plus cost of operation. Any surplus over \$16 goes into the trust fund.

Robertson: At Heart Mountain this system has been functioning successfully. Maid service can be procured through the co-op on an hourly or monthly basis. System instituted four or five months ago. However, there is still a problem in general private enterprises, principally private practice of barbers and dentists. It would be difficult to stop this, as the evacuee can't get out of the center to get an appointment outside and couldn't get an appointment even if he did. Also, while it is presumed that the informal barbering you see going on outside of barracks is not done gratis, it would be difficult to prove that it is not.

Myer: Points out that some private enterprises would be regarded as illegal by OPA or Unions.

Robertson: We know that watchmakers and shoemakers are practicing privately. There is a co-op shoe shop--also 5 authorized barber shops--but these aren't adequate to the needs of the population.

Mills: Thinks Heart Mountain is not typical on the score of maid service, for the reason that so few of the appointive personnel live on the center. It would be simple on the other centers to hire maids through the co-op if such a system had been in operation from the first, but now there is bound to be opposition from those of the staff who have made their own arrangements and are well satisfied with them.

Merritt: Says he will lose half his staff if this ruling is carried out. In many of his staff families both husband and wife are working, and it is imperative to have a maid to stay with the children. They have set up a fifty cent an hour wage for personal service. This has been satisfactory to everyone concerned. The evacuees won't go back to \$16 a month. There would

inevitably be an interim~~max~~ period when the staff couldn't get anyone at all.

Myer: Much thought has been given to setting up this policy. While we had not been attacked on this score, it is important to be in a position that doesn't give ground for attack.

Ernst and Bennett express surprise that the coop would undertake the job.

Stafford is not enthusiastic but feels that the principle is right and that the policy can be made to work at Minidoka.

Best: It's already in effect at Tule Lake. Instituting it was simplified by the incident. Everybody stopped work in the course of the incident. During the freeze the administration developed a contract with the coop. When the freeze ended, they began on the new basis. The employer pays \$25 a month to the coop, which hands out \$16 to the maid. The balance goes into the trust fund.

Merritt: Manzanar coop won't handle personal services.

Myer: Admits that the execution of the policy will be a headache to both staff and evacuees, but stresses the importance of the public relations angle. Expresses ~~surprise~~ wonder at the fact that the public doesn't seem to know that staff has obtained personal service on a private basis.

Tozier: Explanation is in the fact that the staff is so anxious to preserve personal service that they safeguard it: they don't go outside and talk about it.

Myer: Brings up the problem of utilizing the talents of older people, citing flower-making and needlework, and the possibility of sale through the enterprises to the outside market. If this were regularized, while we might get away from bootleg enterprises on the one hand, it is, on the other hand, very probable that industrialists and Unions will raise the roof because of ours being institutionalized production with non-union labor conditions.

Robertson: Points out that the flower-makers at Heart Mountain haven't been able to get the paper to work with.

Myer: If they could get it, we would face protests at our having it.

Mills: Powell at Poston doesn't think these enterprises are a deterrent to relocation.

Burge: Thinks that they do discourage relocation, by allowing the worker to live gratis on the center and build up a back log against the time of return to California. The money can't be spent, but it is nevertheless being accumulated.

The concensus of opinion is that we cannot place our wares in the outside market without incurring public resistance. A trickle of bootleg produce gets out, but organized launching of such a project is bound to make trouble.

Lindley: Asks what final disposition should be made of the Caucasian placed over community enterprises should be. At Granada he is a figurehead and doesn't really do anything.

Myer: Suggests that some of his time be given to financing and credit arrangements for group or family relocation.

## PROBLEMS OF CLOSING A CENTER

Myer: Malcolm Pitts is working out details for closing centers, making use of his experience with the segregation move.

Pitts: There is similarity in detail between the segregation movement and center closing. We are trying to work the plan down to where it would allow for moving either small or large groups and with or without army assistance.

In closing the center, we have to get all the people out, dispose of equipment, make property arrangements, transfer personnel and yet keep operations (community services and schools) going up to the last minute. Organization has to be developed to the point where many hands do a great deal of work in a very short time, making as full use of evacuees as possible. There is the question of what equipment should go to other centers, and what should be returned to the Army. It is advisable to make assignments of housing in the new center to the people before they leave the old. This was done in the recent transfer from Manzanar to Tule Lake and made for efficiency, speed and peace of mind on the part of the transferees. It reassured the people to know the number of their apartment, barrack, and block, to have an address which they could write on their baggage tags in Manzanar. Then their baggage was delivered easily and promptly to the right place.

Myer: We will attempt to give people from a closing center a choice as to destination (trying to keep them as far east as possible), allowing them to go to the center where they have relatives or old friends. Two instructions are being prepared, one a policy instruction, the other a transportation manual.

We hope to postpone the mass movement from Jerome so that the center can close precisely at the end of the fiscal year, the movements taking place possibly from the 10th to the 24th of June. Postponement of the move to that date will allow time to grow spring and early summer vegetables at Jerome and also will enable the schools to complete the normal school year.

Whittaker: Mentions that Jerome has not had a single incident of any kind since segregation and says he has a fine group of people. They made the newcomers from Tule Lake feel at home right away.

Myer: The hope is to finish all movements to Tule Lake before tackling the movements from Jerome.

## Barrows-- On Budget Adjusting

This year, as last, we did not submit a separate estimate for each center, but only a total for the centers, made on a basis of a population of 92,000 and with the understanding that we will make a saving if the figure drops. We have dropped to 90,000 now, with three months to go before the beginning of the new fiscal year. It is probable that the Budget Bureau will reduce our basic figure from 92,000 to 85,000 in population.

In closing Jerome we save 87 positions. The direct saving is \$682,000, and there is an additional saving of \$150,000 in equipment, calculated on a basis of what is transferred to other centers. This totals a reduction of \$832,000 in administrative cost (out of \$42,000,000). There is to be no saving in school teachers, agriculture, food, grants, wages, or medical program (except for the elimination of one Chief Medical Officer, and equipment).

Myer: The major cost in operating a center is the per day cost per evacuee. Closing Jerome is tangible evidence of the advance of our program and a saving of the government's money--even if the actual saving is not very great.

Burge: What is the cost of the move that will be put against the gross saving?

Barrows: Guesses that the move will not cost above \$300,000. That brings the saving down to half a million. We are proceeding on the assumption that there will be no transfer of supplies, that everything will be used up neatly at the final meal.

Bennett: Ask/s if there are any ideas on a schedule for closing centers.

Myer: We have ideas but they can't be worked out now.

Lindley: Any priorities?

Myer: Anyone want to be first?

Barrows: Asks if any of the men from the field have any evidence on leaks from the Washington Office through evacuee secretaries in this office. He doesn't believe that there have been any instances at all, but would like to know.

Nobody speaks.

Myer: quotes Best as saying it is helpful to the director receiving new contingents of evacuees ~~at~~ to be sent a list of leaders of the groups arriving.

PROJECT DIRECTORS' CONFERENCE  
March 10, 1944

Friday, March 10, 9:00 A. M. - 1:00 P. M.

Meeting Problems Confronting Evacuees

Lindley: Problem obvious; solution illusive. What do you make of the Americanization work in the schools? High School valedictorian makes inspirational speech, "What America Means to Me," and then refuses to serve his country. Center schools offer no contacts with the many nationalities met in outside schools. Teachers preach America but at home the parents' influence overthrows this. Issei, since evacuation, see the far-away past in Japan through rosy colored spectacles.

Myer: Would you say that it is generalized influence or parental influence on this boy?

Lindley: Generalized.

Merritt: Thinks Japanization inevitable now in centers. As young go out they leave an increasing majority of old issei. The young who are left in the center are bound to be more subject to issei influence. The issei have nothing to look forward to in America as things now stand. If a bill could be introduced to allow parents of nisei soldiers to become citizens it would help.

Myer: A bill was introduced but was amended to exclude parents previously ineligible for citizenship. The amendment may be withdrawn on discriminatory basis, or a new bill can be introduced. Something definite likely to be done.

Provinse: Revision of exclusion act is definitely discriminatory. It gives citizenship to the Chinese now, but 20 years from now we may be at war with China instead of Japan. Then what?

Barrows: There was a point in recent magazine article in "These Are My Parents" describing the conflict. The nisei writer spoke no Japanese. His parents had worked so hard they had never had time to learn English. The letter ended quoting a letter the author's mother wrote him in English, which she had had time to learn on a center. This carries a thought for us. Mentions a sewing class in one center where they have to speak English in class.

Myer: Believes women wield more influence than they are credited with, especially since evacuation and the comparative leisure of center life. Could we instigate discussions around the problems of the future in America in sewing classes? It would have to be handled adroitly but it is an approach that should not be overlooked.

Lindley: The nisei girls know the score. They don't have illusions about what their position would be in Japan. They know their mothers have had time to forget what women's position in Japan really was.

Merritt: At Manzanar there is a mother's Club, organized as soon as the draft started. They started out by making kits for the soldiers and discussing general problems.

Arnold: Organization of that nature in Hawaii has been a very good influence.

Merritt: The key to the success <sup>of</sup> our mother's club is in the fact that the boys themselves demanded it and the mothers responded; it was not inspired by the administration.

Myer: What of Blue Star organizations?

Lindley: Pretty strong in Granada. They made a center service flag, hold meetings, arrange for entertainment of visiting soldiers, etc.

Bennett: Gila has 700 in the service now. The people have built a beautiful memorial. They used their own money for concrete and materials. The old men have done all the work. They have a wooden board now for names that will be replaced later with more permanent material. They have left space for about 1800 names. Armistice Day there was a ground-breaking ceremony and big parade. The monument is spectacular and has attracted much outside attention.

Wilson: Gila's memorial would be a credit to a city of 50,000.

Bennett: It's a beautiful piece of work, with landscaping pretty well finished. They held a competition on designs; all WRA supplied was the use of a concrete mixer.

Myer: Are there hopeful signs at other centers? There is a question of what problems this Japanese memorial in the heart of an Indian reservation will pose for anthropologists of future centuries. They will probably end up by being sure the American Indian originally came from Japan.

Provins: We neglect a real opportunity if we don't capitalize on the women. They have a ten year advantage over the men on the side of youth. They are less disillusioned and they are more unselfishly concerned for the good of their children.

Myer: What organizations are there on the other centers?

Robertson: The usual, USO, and English classes for adults. The women are more friendly to WRA than the men. However, in spite of anything we do, as long as the war continues and our avowed intention is the destruction of their parent nation, we won't get very far.

At Heart Mountain block meetings were held to try to persuade the people that Selective Service was for their benefit. The speakers were good, but they were roundly booed. Set us over in Japan and let the Japanese Government try to sell us the same line and we would boo, too. It is something we should work on, but too sanguine hopes aren't justified.

Myer: Suggestions coming from the boys in camp such as Merritt spoke of are advantageous, also from those in relocation. We might be justified in having someone well-known and able to spend time at Camp Shelby and get suggestions.

Lindley: The young people outside the center write to him or other staff members and say how glad they are to be outside and what good acceptance they have; then they write to their parents and tell a different story.

Whitaker: Has had the same experience at Jerome. Thinks letters back to the centers often discourage relocation.

Myer: The problem is hard, but we must work at it, attempting to convince those outside of their responsibility to the ones inside.

Merritt: The effort of the Administration to start a Blue Star club at Manzanar got nowhere. One of the gang from Manzanar at Camp Shelby wrote back to one mother saying she had let them down, and why was it that Japanese mothers weren't doing what Caucasian mothers were? Why weren't there packages for the Japanese boys in camp? The letter got results.

Ernst: He isn't so concerned with the Japanization resulting from cultural activities as long as those Japanese cultural activities maintain the morale of the older people. Their morale has to be maintained if they are going to get out of the centers.

Myer: Agrees, but says younger people shouldn't be too much subjected to these cultural influences.

Burge: Economic security is at the root of the older peoples' feeling. They have a language in common with Japan and they feel that Japan will offer some sort of place for them. Here we promise them nothing.

Myer: The Fair Play Committee on the West Coast is going farther than ever before right now. It is recommending to the President that all discrimination be removed from parents of soldiers in the armed forces. Believes we will get more and more backing as we go on.

Nisei boy in uniform went to visit his home town at Turlock--a tough spot in California. He was smart enough to make his first call on the Chief of Police. The Chief gave him hell for being in California. Then the uniform registered and the Chief asked him what in hell he was doing in it. The boy sat down and told him all about the 100th Battalion in Italy and the 442nd at Shelby. It was the first that the chief had heard about either one. He was very much interested and ended up by saying, "I guess you have as much right here as anyone." The boy found his friends, spent 4 days in town, and had a swell time.

The way for us to get there is not by arguing with the issei, but by encouraging and indirectly suggesting constructive things.

Cozzens: Approves the idea of getting capable person to Shelby, and also to Savage, to discuss and instigate these things. If the Coast opens to parents of soldiers or families of soldiers it is important that they go back with the flags and badges and symbols in use by the coast people, not as just a Japanese family moving in. He is always being asked on the Coast: How much simpler is camp management since the mass segregation?

Myer: The reports of the effects of segregation are all good--or perhaps it is just that our increasing experience is bearing fruit. However, the division was a natural one and the directors were all relieved when the segregants were off to Tule.

Baker: Doesn't today's suggestion tie up with yesterday's idea of importing nisei veterans to the camps?

Myer: Thinks if we get "half a loaf" (removal of discrimination against parents of soldiers) it will simplify our relations in camp. Should the Shelby and Savage angle be gone at by Japanese or WRA staff members? How can it best be handled?

Cossens: Doesn't know how JACL leadership is now, but if we use one of their men we could sit down and talk things over on the outside and direct the program.

Myer: Admits he thought first of JACL. However, Mike Mazaoka and Joe Kanasawa, whom he knows best, have never been in centers. What we want is to organize these letters back to the centers.

Robertson: There is a rumor in Heart Mountain that the Army is solving the Japanese American problem by sending the nisei in to the front ranks without protection.

Myer: We can ask for a statement from the Secretary of War on that point.

Barrows: If we could get facts of casualties in the battalions to the right and to the left of the 100th to show that every other battalion in that engagement had heavy casualties, it would quash the rumor.

Myer: Agrees with Barrows. Tells Baker to work with Wilson on letter to Secretary of War. We will try to get best facts possible to combat rumors. No one should hesitate to send in reports of such rumors so that we can quash them with official statements from above.

Stafford: Great tolerance is shown by young nisei going into service to parents; the tolerance is based on sympathy: THEY'RE OLD, THEY HAVEN'T LONG TO LIVE, THEY CAN'T HELP FEELING THE WAY THEY DO. Thinks someone from WRA staff should go first to Shelby and work out good patterns; then bring in the Japanese.

Myer: We can't expect these youngsters to reform their parents who are too old and ingrained, but still they can help by focusing their parents' attention on what can be done to help the boys.

Merritt: Going back to the recommendation to use JACL for this purpose, quotes from resolution presented him: "Will WRA please not look upon JACL as the mouthpiece of the nisei." We should be very careful about using JACL, regardless of their skill in leadership.

Johnston: To convince an issei, don't you have to use another nisei? At Rehwer, there is an issei in the adult education program whose job is to lead discussion on current events for the issei, and he puts some good points over. His children are out in relocation, and he expects to go out. Other issei will trust his advice where they won't that of nisei or administration.

Arnold: This is what Father Dai is doing now--visiting centers. He reports very hopefully to us.

(Most directors had not been aware that Father Dai was in circulation.)

Pitts: Makes suggestion for using Japanese language papers published outside of centers. Editors of such papers have been hospitable to our propaganda, using it as news.

Wilson: Thinks our big hope is for the 442nd to get across, and then begin coming back from overseas service.

Myer: Asks for questions on completion of segregation.

Robertson: Would like speed. He has about 250 to go and 50 that he wants to get rid of badly.

Pitts: Figures show a total of 3,675 yet to be moved. There is still a problem in having living accommodations for them at Tule Lake.

Myer: Asks for a quick check on cases needing priority.

Bennett: Has a total of 800 to go and about 50 families (about 150 persons) he would like to get rid of in a hurry.

Ernst: None where there is need for haste.

Lindley: The ones he wants to get rid of are the ones we can't move to Tule Lake--those who have asked expatriation since the draft.

Herritt: Has about 5 families who went wild belatedly on expatriation and repatriation. These are an upsetting influence in the camp, and he would like to get rid of them quickly.

Stafford: Total, 260 for removal; 75 or 80, emergency.

Lindley: Asks if they can have anything on probable date of movement. (April had been mentioned vaguely.)

Barrows: Says 6 weeks will finish the leave clearance cases and that puts it up to May.

Myer: The bulk of the leave clearance cases won't go to Tule. In two weeks' time we can give a more exact date for movement. (No answer is given concerning the movement of the group that should go out soon.)

Pitts: Wants discussion on way of handling the little trickles of segregants we will have from time to time. Bus? Common carrier? Is it feasible for us to run a bus service to take care of them?

Cozens: It would be an awful mess because of interstate regulations and ODI. The military guard in the restricted area is a sensitive point. We must insist on military guard for our own protection. The regular guard has been 1 guard to 12 men. There are too many people outside who would like to start an incident if the evacuees are sent without sufficient guard.

Best: The railway will run one car down from Klamath Falls for 171 round trip tickets--tariff regulations.

Johnston: Considering unrellocatable people in the light of closing centers. It would be wise to make a plan whereby old people should make only one move in the course of closing centers. In the first place, try to get them all in the center that will stay open longest.

Myer: We need to know more than we do now about who those unrellocatables are, hoping, if we get a break so that all who are not in Tule Lake can move at will, we will know what residue we will have on our hands. It would be unfair to force these unrellocatables out without provision. The solution is probably in a recommendation of appropriation by the Federal Security Agency to help provide for the problem. To make such a recommendation, we need more information on these cases: number of people, families, TB patients, the very old and infirm. The present counseling job should establish helpful records.

Lindley: All centers should have more definite information on how to handle draft evaders and expatriates.

Myer: The Secretary of the Interior is receiving all our leave procedure today. We are now in position to revise our policy. Maybe we want to change our categories. Elsewhere in America expatriates are not being interned. Maybe we need to review policy.

Lindley: Can we tell the people that want to go to Tule Lake that they may not go at all? (No direct answer is given to this).

Burge: Thinks a real step to Americanization would be made by reviewing this policy.

Merritt: Issei who wish to return to Japan feel they won't be acceptable in Japan unless they have the badge of Tule Lake. Refers to Attorney General's bill which would prevent application for expatriation being considered reason for detention or interment.

Myer: We are ready to revise, but are stalling to give the bill a chance to pass. Its passage would accomplish what we want without our acting. Tell them that requests for expatriation now does not mean necessarily that they will go to Tule Lake. Application for expatriation as a means of evading the draft carries penalties prescribed by Selective Service.

Stauber: A good many are applying through the Spanish Consul, and their applications go to the State Department. They have 2000 new applications now.

#### Evacuee Community Government

Provinse: Are the councils mechanisms for achieving our goals?

Kimball: A year ago two centers not counting Tule Lake had organized charters. Now all except Manzanar have organized councils except of course Tule Lake, and it has organized representation. Very frequently the council gets out of step with the people; also it gets out of step with the administration.

Ernst: If councils were set up to get leadership, they are succeeding, although it is not always good leadership. However, if we did not have the

council, that leadership would go underground, and probably have more nuisance value.

Bennett: The council is changing at Gila. He and Walter have supported the council and given it every break, turned over the budget to them, shown them full confidence. As we go along, there are more older people on the council, people who have not been taught to function this way. Believes they are too old to change, and has a feeling that the force of the council is fading, and it will be difficult to keep them in touch with the community. However, they have been fine on labor relations.

Burge: At Poston there is steadily decreasing interest in the council shown by people on their way out. Council members tend to be representatives of the immovables. These are helpful; they have a stake in keeping the center in good shape for permanent living.

Bennett: If we are to use the executive committee with the council, they do a full-time job, and they should have the time and be paid.

Kimball: As yet there are only 4 paid positions: Chairman of the Council, executive secretary, and two clerks.

Whitaker: Why have both block managers and councilmen?

Myer: The block managers are administrative people handling day-to-day problems and routines of the blocks. The councilmen are elected by the residents.

Whitaker: Thinks councilmen could do both jobs.

Lindley: The block manager is our representative on our payroll, and takes our orders. The councilmen are representatives of the people, with different functions. One of his block managers is also a councilman, but that is very exceptional and happens because the people have confidence in him in spite of his obligation to the administration.

Robertson: On July 1st Heart Mountain starts operating without block managers. A councilman with a clerk will take over.

Myer: Then we will have a chance to see how this idea works out.

Kimball: How effective are judicial commissions?  
(All have judicial commissions except Manzanar, and of course Tule Lake.)

Bennett: Before Gila had a judicial commission there was never a case where the defendant did not plead guilty; since the judicial commission, not a single one has pleaded guilty, and there are no convictions.

Myer: How many feel that the judicial commissions have operated well?  
(Five felt that they had.)

Mills: We had two men on probation from a drinking case. Just before expiration of probation period, they got confused on the date, got drunk, and one out the other up a bit. Both were sentenced for violation of parole; the attacker got 60 days and his victim 30. They are now in the Indian reservation jail at Parker. The community supported this case, disposition of which was recommended by the judicial commission.

Whitaker: His police think they lose face when anybody they arrest isn't convicted. You have to educate them to accept the fact that they can't expect conviction in every case.

Lindley: He has to send gambling cases to outside courts because the councils and judicial commission won't convict.

Merritt: At Manzanar they can't fine gambling cases, but they find out the man's capital and then make him post a bond for 6 months for the full sum, and he can't go on gambling when he hasn't any stake.

Bennett: There is need of a block clerk for every block instead of one to every two blocks. With the younger people out we get more block managers who can't read or write English, and that situation makes the responsibilities of the block clerk heavy.

#### Future Policies on Agriculture, Industry, Maintenance, and Construction

Lindley: He favors curtailment of farm and industry, but not of maintenance and construction. In Granada there is no difficulty in obtaining food. He feels that the farm program keeps in the center people who would otherwise relocate, and so feels that the farm program obstructs relocation.

Robertson: Last year he had a hard time getting work done on the farms, and if he can't get it done without getting down on his knees to the evacuees, he isn't going to bother with it. He will do what he can to establish a policy that will work. He has a better farm program this year than last, having learned from experience with crops and limitations. He believes that industry should be discontinued; it has been, completely, at Heart Mountain; maintenance continues. He would be pleased if Washington stopped construction except for thoroughly justified emergencies.

Stafford: Seconded everything Robertson says.

Ernst: What do we look for? What use will be made of the centers after WRA moves out? What is the probable duration of WRA occupancy? Answers to these questions should govern policy on what facilities we now put in. What has Jerome learned? What construction work and facilities would have been omitted if Jerome had known the closing date a year ago?

Utz: Some months ago WRA was approached by Immigration and Naturalization about their taking over one of our centers. Now they are not interested in Jerome. No interest in using it as a camp for prisoners of war. The Dept. of Agriculture has no use for it as a labor camp. Right now camps seem to be a drug on the market. Probably Jerome will be surplus. Until final disposition is made of it, we have to keep a maintenance crew there. Asks Whitaker what he would not have built if he'd known the center was going to close.

Whitaker: The high school auditorium. They are rushing to complete it in time for the high school commencement. Probably it will never be used but that once.

Barrows: Nobody asked this question about what would become of the centers at the time evacuation was demanded. This is our answer when the question comes up in the budget hearings. We have to assume that these centers are

there for the duration. We can't change our plans until a center is ordered closed.

Myer: Still hoping that Immigration and Naturalization will take Jerome.

Utz: Doesn't think Ernst has an answer<sup>to</sup> his question.

Ernst: Says he didn't really expect one, but has learned a good deal. He sees an unfavorable point in the agricultural program at this time when our supply of seasonal leave workers has already decreased materially, because an agricultural program inside would deter many who were left from going out.

Myer: Last fall the heaviest pressure for farm labor came from near Minidoka, but not on the score that we were using our men on our own harvest; it was because we didn't let the farmers in to recruit on the centers. He feels that the public relations aspect of being self-sustaining, or partly so, through our farm program, overbalances any disadvantages.

Stafford: Until such time as we can build a sound work program it is not sensible to extend agriculture. Last year at Minidoka, women and children got in the harvest.

Bennett: Thinks we would get action from the evacuees if we let word out that we were seriously considering closing down the farms.

Utz: We have always tried to keep our farm program down to subsistence needs. We could help our labor situation by paring down to the minimum, instead of planning a surplus in case the yield should be poor.

Lindley: Refuses to take Robertson seriously on subject of letting the crops go if the evacuees have to be cajoled into working. If you plant, you will harvest, whether you make a monkey of yourself or not.

Myer: He is more concerned about construction. Advises all to eliminate capital type of construction and anything we can do without.

Sabin: Certain questions were brought up at the agriculture conference at Gila--"What part does agriculture play in the WRA program?" The points they brought out were: (1) The public relations angle is helped by our producing a large part of our food. (2) Agriculture helps relocation. It has taught farmers from the special conditions of Calif. how to cope with new conditions, and given them training for farm work in the Midwest and the Intermountain region; it has taught many of them to work with more elaborate machinery and equipment than they were accustomed to. (3) Food production is important: special vegetables not on the market or scarce, are secured, and having beef at all may depend on growing it on the center.

Lindley: Objects to tying up men and farming in this superimposed cost system. The argument that the more they raise the more they would have on the table to eat has been an incentive to get men on the farms. You remove this incentive by using cost system of 85% of market value.

Halliday: Costing systems are not reliable. Speaks at some length with bewildering use of percentages and statistics to express his disapproval of the cost system.

Myer: We have already gone to the Budget on the proposal.

Lindley: Is this being done to simplify accountability?

Barrows: No, because 90% of the centers were already doing it. We wanted uniformity in practice.

Halliday: What is the policy in handling difference between production and need? Granada will have a surplus of cucumbers. If we have to charge mess 8 cents for them they won't take them, since they got them for 3¢ last year. (Vague suggestions for selling surplus in the market get the answer that evacuees won't grow food for sale on the market. The subject was dropped.)

Uts: On the subject of maintenance there are numerous requests for paint jobs, replacing floors, paint trim. How far do we go on repairs? Do we undertake jobs that will last for a four or five year period, or do we say this will last for a year as it is and do nothing about it?

Lindley: We must assume indefinite period of occupation and keep the centers up and looking decent.

Johnston: Do as little as you can.

Ernst: Wants to see painting done in and on schools. Since we are compelled to have school in barracks that are bad for the purpose, the least we can do is to make them look a little more cheerful with some paint.

Robertson: Takes conservative stand on maintenance. Centers aren't supposed to be homes.

Lindley: They are homes for the time being. He makes a point that he lives on his center, and believes in keeping it up and looking decent as part of his job.

Merritt: Thinks there is no basis for 4 or 5 year program, and we should keep within the fiscal year.

#### Administrative Examination System

Barrows: WRA has had difficulty from the start until very recently through lack of procedure. We have been criticized in the course of investigations on grounds of improper control of property, slack timekeeping, and slowness in paying bills. We now have auditors to get at the facts. We have tried to get a staff competent to handle the job. He reads a letter from one of the auditors stating that at one project men supposed to work 8 hours a day in the Chief Engineer's group left work at 11:00 a. m., got back at 1:30, and quit at 4:30. But the records showed everyone there full time. The engineer didn't know how to handle this problem without Caucasian timekeepers. Some man down the line had been telling these things to the FBI and to the press. In the high school auditorium he watched 5 carpenters and 4 helpers nailing joists to the ceiling. They drove 62 nails per capita a day. Great unawareness of administrative instructions. No complete set in sight.

We abandoned administrative instructions in favor of the manual system. We admit it is complicated, but we asked each project director to appoint a man to take charge of the manual and keep it up-to-date. Gurney, in his investigation of WRA advised replacing the instructions with such a manual.

The auditors have a handbook, and every step they take is dictated by the handbook, so that their investigation is highly impersonal. He asked Mr. Cahn to tell how the auditors work.

Cahn: The whole purpose of the handbook was to make our own examination and report of the projects back to Washington and to the project director. Impossible for group of auditors spending 6 weeks at a project to find out everything. Staff of 4 to 6 auditors worked with assistance from the field staff at the project. At some centers, instructions had never been read. The auditor's job is to point out the extent of deviations from procedures. When all the questions in the handbook are answered, the auditor's report is factual, objective, and complete. These reports are typed up in Washington, not on the projects, as the project director is the only person on the project entitled to know the contents of the report. We report facts as found. After Washington sees the report, it is returned to the project director. Cooperation of the project staff is needed for straightening out lacks and difficulties.

Johnston: Suggests that the auditors give the picture that surrounds the fact of the report. The letter read by Mr. Barrows he knows was written about his project. It carried a criticism of the living quarters offered the visitors. Those living quarters are no worse than the staff has. They could have had anything within reason that they asked for if the project had it. He appointed a man to take care of the manual; the man was already overworked, so Mr Johnston's secretary was attempting to straighten out the manual when the auditor saw it scattered over the desk.

(This tended to become a bitter argument; feelings had been hurt, and were being hurt, but the director poured oil on the troubled water. They ended without touching the last two items of the agenda.)

PROJECT DIRECTORS' CONFERENCE

March 6 - 11, 1944

Saturday, March 11, 9:00 A. M. - 1:00 P.M.

Tozier gives summary of proceedings of the previous meetings. This summary is embodied in a separate Summary of the Conference, and is not included in these notes.

WRA Relations with the Military

Myer: As a result of a manpower survey, the Army wishes to cut down the military guard at the projects to a minimum. Col. Nash called on Mr. Myer. The latter could not agree to eliminate the military guard entirely at any center, but feels that it is permissible to have a quite drastic reduction in the guard at all centers except Tule Lake--which is not our dish as far as guarding arrangements are concerned. The result of the conference (to be followed by letter of agreement): Rohwer, Heart Mountain, Granada, Central Utah and Minidoka will be reduced to a guard of 15 men; Gila River and Colorado River to half companies (this because of the number of communities involved); Manzanar to 35 men; Tule Lake will have one battalion. If the Army feels that it can get along with this number, Myer's stand is that it is satisfactory to us.

Merritt: Prefers a half company for Manzanar at present. He considers that Manzanar is in a sensitive position. At present the guards have been removed from the towers. He feels that it is better to reduce slowly, half a company first, and then a further reduction later.

Col. Wilson: Dissatisfied with the lower numbers. Thinks it was made without consideration of the Service Command Officer or of the problem of feeding a small number of men. Myer had used the phrase a "corporal's guard", indicating a small unit, and they took him too literally.

Stafford: Can WRA utilize military buildings if they are vacated? Some at Minidoka could easily be moved, and he could make good use of them. He has previously been turned down by the military on a proposition to make good use of its surplus building space. Can the centers find a way of subdividing the vacated post to utilize?

Myer: Promises to tackle the problem from this end.

Lindley: Sees a problem in having less than a self-sustaining unit as a guard.

Myer: Could we feed twelve, fifteen, or maybe twenty-five men in personnel mess?

Lindley: Too complicated.

Barrows: You get into the situation of feeding army men on civilian rations.

Lindley: Objects to being out to fifteen men. He has 60 now and wants to keep them.

Whittaker: Brings up question of how many out of the fifteen would actually guard? Thinks that by army plan it would take 12 of the 15 to keep house for the others and you would be left with two or three actual guards.

Merritt: Considers the next 30 days critical because of the situation brought on by the draft. Wants no reduction until this matter is settled.

Lindley and Robertson agree with Merritt.

Robertson: Just received word that his Fair Play Committee is resolved to a man not to report for the induction physical.

Stafford: Has more use for the space than for the guard at Minidoka. Feels he can get along without any guard at all.

Barrows: What would you do? Use Appointive Personnel in uniform?

Myer: Believes we will come to it.

Robertson: Heart Mountain because of the dividing highway needs 20 men on guard duty, not counting their housekeepers.

Whittaker: In Arkansas they should have twelve for active duty.

Lindley: After 30 days, 12 for actual duty as guards will be enough at Granada.

Stafford: Presupposing normal community arrangements, we enlarge appointive staff in Internal Security. Also we need to offer more incentive to law and order and cleaning up gambling; to do that we've got to get on a basis where the community can utilize money from penalty receipts.

Barrows: We asked for no change in language in this year's budget, but if this matter of disposition of fines is important, we can ask for budget language that will allow us the money instead of paying it into the U.S. Treasury.

Stafford: The new Council at Minidoka sees no reason why they should license Community Enterprises to handle these receipts when the government gets them.

Barrows: Brings up the fact that transportation of staff in government cars removes us from a state of grace.

Myer: Cuts discussion on that point and gets back to the military.

Baker: There is a news angle to reduction of the guard. Thinks that any reduction should be preceded by education of the press men.

Myer: Disagrees. This reduction is not our business. We should mention to the army that we will appreciate the change being made carefully and quietly, no noise or publicity. The change is the Army's decision. It is not our responsibility to explain it.

Summary of call from and letter to Col. Nash.

The War Department has responsibility for carrying out the memorandum of agreement with WRA.

We do not think it timely to remove all the guard from any center, but have no objection to reduction at any center. However, we hope for 12 guards plus their service staff and a commissioned officer. Because of the highway out, Heart Mountain needs 20 men. Manzanar asks for a half company. We request that the reduction be postponed at least 30 days because of the current selective service problem.

Col. Wilson: The Project Directors are going to have to lead the new C.O.s by the hand. They will be young and inexperienced, and it is probable that you will have to combat their sense of importance. Previously the C.O.s of the military guards have been older officers, middle aged, who were more nearly on a level of experience with the project directors. Now it will be different. The project directors will have to be less reticent in their dealings with the C.O.s. They have a responsibility to set the new, inexperienced ones straight, to advise them when they get off the beam in order to avoid incidents. When this new, young officer comes, try to keep him from getting into trouble. Talk to him in a fatherly fashion. When he doesn't respond, don't write to Washington asking for a new man, because by doing so you create embarrassment all around, for both WRA and War Department. Instead, go to the District Security Commander and discuss the problem with him. If that has no effect, settle it with the Service Commander. Only if these means have been exhausted, can you legitimately go after Washington, and we can legitimately move in your behalf.

Stafford: Feels that the presence of soldiers is in the public mind proof that despite segregation, we still have bad eggs in the centers. If the Army feels we can skip guards, why can't we?

Myer: Have you cleared with the Governor of Idaho and the local authorities so that you can afford to take such a stand?

Stafford: Has not done so because he did not want to launch a hush campaign, but he can justify removal of the guard.

Myer: Shall we state in the letter that Minidoka doesn't need any guard? Then qualifies and promises that as soon as the rest of the segregants have been moved we will take up total removal of guard from Minidoka with the military. Asks Barrows if we want to move ahead to authorize Stafford and others who wish to eliminate a military guard to uniform and increase Internal Security Appointive Personnel?

Barrows: It can be managed, but we have to authority to provide uniforms for appointive personnel. It requires legislation to authorize uniforms for Civil Service appointive personnel.

(This seems to be news to everyone.)

Merritt: Asks to have the reduced guard be a segment of the unit already there.

Kindley: Would prefer having new ones, and he doesn't want either of the two lieutenants at Granada now.

#### Western Defense Command Restrictions

Merritt: Need to prevent recurrence of Hata case. Some boys went out of Manzanar to see their girl friends off. The Military Police refused to arrest them, quoting the Hata Case and saying they wouldn't be supported if they did arrest the offenders. The Hata case is now known to many evacuees or ex-evacuees with the result that they go to Reno and then set off for Manzanar without getting the necessary military permit. Indefinite leave cards don't have any phrase excluding them from the restricted zone; it was because of that omission that OPA explained its generosity to Hata in the matter of gas coupons.

Cozzens: Points out that a soldier's wife going with him into the restricted area must have a permit in advance (there has been misunderstanding on this  
Permit)

Whittaker: A soldier's wife shouldn't have to have a permit.

Myer: WRA shouldn't handle requests for anyone outside of the centers--unless the outsider is going to Manzanar. They should go direct to the military when they want to enter the restricted area, not approach through us. Visitors to either Tule or Manzanar can legitimately come to us, but not the rest.

Stafford: One of the contentions that have come up in the selective service problem is that the evacuees' sons go to the Army to fight and yet the Army thinks it necessary to have soldiers guard the parents.

Myer: Go back and tell your Council you are authorized to work out plans for doing away with the military, and that the Council has to assume responsibility for law and order.

Stafford: That goes back to the budget point, the need of having the fine money for use on the center.

Myer: It will be put in the budget demand. Prophecies that the Minidoka evacuees will back down and not want the military guard completely eliminated.

#### EVACUEE NATIONAL CONFERENCE

Myer

It was probably a mistake to announce the Evacuee National Conference last January; it was not then sufficiently thought out and not enough time had been allowed. There is a place for such a conference, and if one is held, the evacuees won't be let down. There will be no commitments made. The conference should be delayed until mid-summer for the benefit of WRA officials attending in official capacity: the shift to Interior necessitates the lapse of sufficient time to clarify or revise policies before we participate intelligently at such a conference; also the liquidation of Jerome should be accomplished.

There is hope, too, that by then "half a loaf" if not a whole one may have been granted us, and that would offer us a good starting point.

The conference would not include just people from the centers, but should include those out in relocation. They should all pay their own expenses, and the conference should be held on neutral ground, in a city, by no means on a center.

Pitts: Won't the JACL pack the conference?

Myer: We have to prepare for that.

Ernst: At Topaz the evacuees got the idea that the conference was just on relocation and didn't see much point in it.

Provinse: The purpose of the conference is to get the evacuees problems to the national level.

Ernst: The literature sent out certainly sounded as if it were a relocation rally. He objects to direct communication on the subject of this conference between National Director and Evacuee Council. The Project Director finds himself left out altogether and in a position where he has to run to the chairman of some evacuee committee to find out what's going on. Instructions should go to the Project Director and the information channeled through him to the Council.

Merritt: His people say they might find themselves committed to voting against Mr. Myer in the conference; they don't think there should be a meeting at all.

Ernst: Thinks the evacuees ought to be made to commit themselves.

Robertson: Is all for the conference--the idea originated at Heart Mountain. We have asked the evacuees to participate in center management. They can't get at the Director except at the discretion of the Project Director. They need to thresh things out at the national level.

Stafford: Thinks the conference is a good idea; he has never hesitated to transmit the residents' ideas to Washington. The people are interested in communications from Washington. Tells of a teletype from Washington which he had mimeographed for distribution. For some reason the people got suspicious about the mimeographed copy and wanted to see the original teletype. He showed the delegation the original teletype; there was no variation from it in the mimeographed copy, and all was well. Feels that we cannot afford to get in a position where they don't trust the information given them.

Lindley: Is concerned with the implications of such a conference. Feels that the people will throw at the Director things that should go to the Project Director. The people should have an organization for reaching the national level with their problems, but thus far the project director seems to be left out of the picture.

Whittaker and Mills refrain from comment at this point.

Johnston: Thinks the conference will be a good thing. The two men selected to represent Rohwer are sincere and good <sup>not politicians.</sup> men. We will get some good ideas out of the conference and he sees no reason why we should worry about the possibility of some bad things happening. Doesn't see why some are so fearful. This national organization is a good thing.

Stafford: Suggests that the Project Director, or WRA through the P.D. or a Relocation officer of the area, should name a successfully relocated person originally from his project to go to the conference.

Ernst: If Johnston's boys are so innocent of politics, what about that proposal: 1) A first meeting should be closed to all but center representatives, 2) A second meeting should let in relocated evacuees (attitude was expressed that those who had relocated had "deserted" the ones in the centers); 3) A third meeting should let in Myer.

Johnston: Don't you know enough about Japanese to know they have to talk things out together first?

Myer: Brings up the question of WRA control of the meetings.

Ernst: Feels that the conference must be conducted by WRA to keep free of FBI and local authorities.

Stafford: Thinks WRA should control the conference. "Think of what they could put on the agenda!"

Myer: "Sure, they could get up an agenda--but I'm not prepared to say they can't have a meeting without supervision in a free country."

Stafford: Thinks the length of time they have known center life has made them biased in their thinking; supervision is for their own protection.

Myer: "They are still American citizens. If they want a closed meeting, let them have it. We have to wean these people. Anyway, they would probably invite some of us in. I wouldn't go if they asked me." (To preliminary, closed meeting)

Ernst: Still doesn't like it. Questions their ability to make arrangements, get hotel space, etc. on their own.

Myer: Calls for a vote on "Having a conference".  
 2 pro conference (Robertson and Stafford)  
 2 against (Ernst and Cozzens)

How many pro if the conference is WRA controlled?

All.

No decision yet on pre-conference meeting of evacuees alone. He will think about it further and make a decision soon--probably in San Francisco.

#### EVACUEE PROPERTY

Cozzens: Outlines property problems.

A number of slips have been made along the line through lack of publicity, which has been ~~in~~ due to the Authority's feeling that it should not go out and drum up business. There is still misunderstanding by the evacuees on precisely what they can expect of WRA; this misunderstanding is evidenced in the number of requests that are out of line with policy.

1. We do pick up personal property and put it into government storage, if the evacuee wants us to. Requests for this service have increased 5 to 1 since the property program began operating.
2. We should set a closing date on our offer to pick up and store personal property. If we don't set a deadline, we have no way of knowing what our budget requirements, and our storage requirements will be. A few months ago we thought we could shut up some warehouses. Instead, we are having to acquire additional warehouse space. Recommends some time in September as a deadline--the only exception to be personal property to be moved as the result of closing a lease. We have to know what we can expect for the next year. September gives us time to get things figured out and into the budget without guessing. The closing date will make for understanding and efficiency, and will allow us to avoid going out for single items; cites carrying out a request to get his adding machine for him, and all told it cost between three and four hundred dollars before we finished with the adding machine.
3. We should not solicit handling of real property. The property office is moving toward a survey of information on all property left at the time of evacuation. This information is important for WRA and for the protection of the government.

## Discussion on Evacuee Property Problems.

Lindley: Asks for explanation of the new instruction removing restrictions on moving property and tools of trade for people relocating.

Hoffman: We move equipment if there are priorities which prevent acquirement of equipment where the evacuee is going.

Merritt: Recalling headaches out of the last war, he suggests offering a prize to any Project Director who is sued less than 10 times after this war on the score of advice on property. The people come into Merritt's office and ask about their real property, saying they are carrying through on advice from WRA. We will be put in a hole if the advice we give them doesn't prove sound.

Myer: Our policy on that should be clear: We don't advise. We give them information on prices and offers available, but we must be very careful to advising them in any way as to what they should do.

Whittaker: The Property meeting in San Francisco was very successful from Jerome's point of view. Many property problems were settled.

Cozzens: Brightens visibly and says this is the first time he has heard anything but the contrary of that meeting.

Mills: Asks if there is specific provision for trips of project property men into the restricted area to attend to property. His man requested monthly trips to San Francisco.

Barrows: 2 trips a year are allowed.

Cozzens: "We've had trouble with your Poston man. He's a good man, but after all he lives on a project" (The men from the projects don't let this pass) "and he wants to keep in good there; so he runs back and forth too much." Points out that it is advisable to have 2 trips a year into the evacuated area to settle knottier problems at the head office.

Whittaker: He has the possibility of damage suits on his mind, and advises running a notice in the project papers that word of mouth doesn't count in court, nothing that isn't down on paper and signed counts as evidence.

Merritt: Thinks the property program has done a good business job and should be commended.

Myer; (Reading instruction on tool and equipment moving for those relocating, which Hoffman had just returned with): Tools and equipment sufficient for family use, not exceeding 5000 pounds will be moved at government expense subject to the following conditions: Requests must be made in writing; the Relocation Officer must certify the use of such tools as essential to the evacuee's relocation and as unprocurable in the location; the request must be approved by the Project Director and forwarded to the San Francisco office. Goods requested under such conditions may be shipped at the expense of WRA at the time of the evacuee's move, or later when he has gotten established. This ruling is not retroactive and will not benefit those who relocated prior to its adoption.

Lindley: Gets around to answering an earlier charge that the most unflattering comments on the San Francisco Property meeting had come from his project. He says the chief criticism from his project of that meeting was that they didn't get answers to their problems, just a lot of discussion.

Cozzens: Conferences don't guarantee or even expect to get answers to all problems; the discussions usually help to clarify things.

Myer: On the matter of letting evacuees go back into the restricted area to attend to property: If we let some evacuees go back, we're going to get into hot water, because we'll find that it takes a special trip for every piece of property involved. We need very full information to justify a permit for such a trip.

#### Food at the Centers

Barrows: What should we do about providing food for socials and celebrations? Two plans have been suggested: 1) The evacuees should buy all food for such purposes, staying away from rationed foods as far as possible, and when they can't avoid using rationed foods, points for the rationed food used will be issued by the Project Steward and docked from the overall. 2) The government supplies the food; it is taken out of mess. This means that the Project Director must approve or veto menus. This method is used at Manzanar.

Merritt: The evacuees buy all things possible at nearby towns. They can't buy rationed goods or wedding cakes. Wedding cakes have to be made on the project, because no nearby town has facilities for supplying them. The procedure for having a wedding cake made at government expense is so complicated that it tends to discourage requests.

Johnston: Thinks WRA should provide regulation stuff. If they want anything fancy, they should buy it.

Myer: We want to write a regulation to cover this matter. There is no ideal solution.

Robertson: Would rather bury the problem. He has no problem in this respect.

Halliday: But we have to protect ration points.

Robertson: Agrees.

Merritt: Any withdrawal of points for a block function should be approved by the Block Manager through the Council.

Barrows: We're trying to work out a release permitting Community Activities people and the project steward to do this work.

Lindley: An informal arrangement for boy scout picnics and hikes works out at Granada. The son of the chef for the block simply produces the wienies.

Harding: Couldn't we regularize it so as to allow certain groups, boy scouts and girl scouts, a picnic every six weeks? Do it by council action, with the withdrawal from the total stock determined by the Council.

He clears up point raised by Halliday: Unrationed goods are not withdrawn from project supplies, but are purchased independently by the evacuees.

## Taro Yashima. New Sun.

Myer: Brings to the group's attention this book, which he has found to be a good job of depicting methods of Gestapo and secret police in Japan and Germany. Sees good propaganda in it, and the publisher, Henry Holt, can provide Japanese translations for use on the projects. Are the project directors interested?

Lindley: Has one copy in library and could use more.

Baker: The Publishers wrote the coops about sale of the book through the project stores, but had no response.

Merritt: Objects on the grounds that he heard the author is a Communist.

Myer: Fails to see an issue there; he is definitely not a militarist, and beyond that, what he is doesn't concern us. It's a good book.

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Ernst: Asks about Glick's speech on the Board of Appeals for Tule Lake.

Myer: Glick is ill. A panel has been set up, and as soon as there are enough interested in appeal, the panel will try to schedule hearings in reasonable length of time. The recommendations of the panel are subject to the approval of the Director. Members of families in Tule Lake simply because they elected to accompany a head of a family who had asked for Repatriation or expatriation, ~~usually~~ do not go through appeals (unless they had been denied leave clearance). If such members, against whom there is no count, want to leave, they simply go through the usual leave clearance procedure. The appeals procedure is only for those who were obliged to go to Tule Lake because they fell into one of the categories, and who now feel that they don't belong there and should have a hearing.

Cozzens and Best produce the public enemy portrait of "Joe Blow".

Pitts: Is there to be any check on baggage by WRA on those going out of Jerome, to rescue project tools and property?

Myer: Does not favor such an inspection because of the effect on morale.

Whittaker: Make them think we'll check their baggage, whether we do or not.

Baker: Next issue of Life has 11 pages on Tule Lake, not too complimentary, but fairly objective. April issue of Fortune is entirely devoted to Japan, with 2 pieces on WRA. Good library material. WRA will try to get sufficient copies of Fortune (which does not sell at stands) to supply the projects.

## Myer--Closing Words.

He is both happy and perturbed about this meeting. He is happy because after nearly 2 years of operation of our kind of program, we could have such a harmonious meeting, and that we seem to have covered most of the major developments and policies. He has been unable to avoid comparison with the meeting of last May.

He finds the staff still alert now, not stale on the job, and with an air of confidence that is justified. He feels that an excellent job has been done in spite of some mistakes that are inevitable to this kind of program. He is proud of the job done at the centers under the difficulties encountered. We have come through in fine shape.

This meeting was called to take inventory of problems and to look ahead, not to devise sweeping new policies, but to examine the ones we have and to tighten up the chinks and sweep out the corners against the next blast. We have learned that we have always to be alert for attacks, charges, and investigations. He is encouraged that there are not as many corners to sweep out as there might be. We are pulling together well.

Word just received from the Bureau of the Budget. Its recommendation of \$40,100,000 for WRA is to go to the Hill. We asked for \$44,000,000, on a basis of the 92,000 population figure. As we anticipated, the Bureau of the Budget used the 85,000 figure. By July 1, we should be reduced to that figure, and this cut was expected and is justified. That was the major cut; the minor was for the Jerome closing. It was called an "honest budget."

He feels that we have the confidence of the Bureau of the Budget, and of the Hill in general, and will have the confidence of an increasing number of people. The recommendation of this budget constitutes a vote of confidence in the soundness of WRA by the Bureau of the Budget. We go to the Hill with an ample budget. We may get trimmed, but he is hopeful of the outcome. There is a \$410,000 limit on travel (about 20,000 below our request).

Not sure that the conferees are clear on counseling in the Relocation problem. 3 counselors are assigned to Relocation and 4 to Welfare. The Relocation counselors screen out and send to Welfare those people with serious family problems. Not all the jobs are filled; leaqay is given to fill positions. Counseling is the heart of the Relocation program now.

Staff problems: Recruitment, retention, training, and maintaining of morale have been stressed. Recreation and consideration of staff problems are important now, as they were not in the earlier days of the program when the excitement of occupation and getting organized and running kept the staff keyed up to the necessary pitch. Now boredom and monotony of isolation, the friction of personalities brought into close contact in isolation, all have to be contended with. The importance of staff meetings stressed.

Pleased with the progress since last May in bringing into fuller participation in the relocation program. He promises the staff to push for a realignment of Selective Service and alteration in the West Coast situation. He will take a look at restrictions laid down by other government agencies. Informs us that the Coast Guard is to be the only clearance agency for nisei entering that service. We are working to break down navy and marine resistance to accepting nisei, ~~and~~ With the public we are working to break down the attitude that Ray Richards build up: that we are a sneaky outfit trying to hold out on the press. We need to make use of old techniques and develop new ones to develop better public relations. Advises a review at the project level of key persons to be invited to the project with a view to getting acquainted, and recommends renewal of an open invitation to newspaper men to come and see for themselves.

He has been perturbed only in regard to the uncertainty and uneasiness he has sensed in some people because of the prospect of liquidation. It is a possibility in the next year, but not very probable. His advise is to act on the assumption that all the remaining projects will endure throughout the coming fiscal year.

Two instructions to the Project Directors returning to the field: 1) to convey subtly to the evacuees that we are pushing everything to remove restrictions and discriminatory practices, and that the only thing that will block progress in that direction is evacuee resistance to selective service; 2) Bolster up a sense of security on the part of the staff; assure them that there is no prospect of unemployment.

*As reported by  
Ruth Mc Kee*

WAR RELOCATION AUTHORITY  
Washington, D. C.

*Colorado River Center*

PROJECT DIRECTORS' CONFERENCE  
March 6 - 11, 1944

59867

SUMMARY OF PROCEEDINGS

The first session of the conference was held in the Secretary's Conference Room of the Department of the Interior. It was attended by Project Directors, Field Assistant Directors, National Division Chiefs and Director Myer. By instruction, no report was made of that session. All other sessions were held in Room 725 of the Barr Building, and the proceedings are summarized in the following report.

Tuesday, March 7, 1944  
The Relocation Program

Director Myer, in his opening remarks, outlined the progress of the relocation program during the past year, in which relocation has passed from the formative stage to the place where procedures require adjustment to new conditions. He indicated the principal questions and problems to be considered, and clarified the official WRA attitude on the following points:

1. Relocation will remain voluntary: as long as present wartime conditions exist, WRA will not push people out of the centers against their will.
2. Evacuee participation in the relocation job should be fully utilized.
3. Emphasis is now shifting from individual to family and group relocation.
4. It is realized that relocation tends to be a seasonal matter, with spring and early summer the most favorable periods.
5. WRA is not prepared to go into the loan business, but through arrangements with other government agencies and with private organizations, we can assist the evacuees to obtain essential loans.
6. In view of public sentiment, it has been necessary to close certain areas to relocation -- at present northern Utah and northern Colorado.
7. WRA should proceed on the assumption that the recent atrocity stories will have no effect on relocation; we are not justified in stopping relocation for any extraneous reason.
8. New provisions in WRA's seasonal leave policy open us to criticism but we must stand on the policy we have adopted and make it stick.

Mr. Arnold reviewed recent developments in the Relocation Program. He listed as influential factors: (1) the setting up of two committees (one composed of evacuees and the other of appointed personnel) at each project to further relocation; (2) the present procedure of sending summaries of job opportunities for a given area rather than specific job offers to the project; (3) the emphasis at the project upon education for relocation; and (4) the hospitality plan by which the evacuee family representative is invited to go into an area and investigate before making a decision to relocate.

Mr. Arnold also stressed the fact that counseling is the core of the new approach to relocation and announced the imminence of a new procedure on counseling. Our leave grant policy has been liberalized. Visits of Relocation Officers to the projects have accomplished closer affiliation between field offices and projects to the advantage of relocation. WRA has a responsibility to the evacuee in regard to the latter's adjustment to the community in relocation; our work is in cooperation with volunteer local committees, to see that the evacuee can make use of the proper agencies in the community where he settles. It is imperative that the evacuee should know the type of service the Social Security board can render him.

In the general discussion that followed Mr. Arnold's talk, certain trends and angles were apparent. The general picture of relocation was one of uneven progress. There is considerable variance in the degree to which organization for relocation has gone forward at the projects. The counseling program has been held back at nearly all projects for lack of counselors. There is a definite need for a high grade of trained counselors, and it was generally agreed that the use of untrained people for this important work is not satisfactory.

Among the obstacles to relocation enumerated by the project directors in this discussion, two were stressed: (1) the plight of the many Buddhists who, in relocating, would be obliged to go into an area that has no Buddhist church; and (2) the suspicion of the evacuee that, once out of the center, he is without moorings and will not be allowed to take refuge in the center. It is essential to the progress of relocation, it was generally agreed, that the evacuee be convinced that he can, in emergency or disaster, be sure of getting back into the center.

On the subject of the recent visits of the Relocation Team to the centers, the consensus was that: (1) the meetings were well attended, and the evacuees enjoyed the pictures and Dr. Webber's talks in Japanese; (2) those already intending to relocate at some future date were definitely interested and stimulated; (3) little significant information that was new was presented, and (4) no new converts to relocation were gained.

In discussing family relocation, it became apparent that WRA's belief in the traditionally close-knit quality of the Japanese family unit is being shaken. We had believed, for instance, that if the head of a family relocated, he would concentrate every effort upon getting his family to join him. Experience shows that, in many instances, the head of the family is in no hurry to send for his family, especially if the other members are unemployable dependents.

#### Revised Grant Procedures

Rex Lee explained the recent revision of grant procedures. The basic grant of \$25 per person, coach fare and #3 per diem to destination remains unchanged. A change in transportation regulations allows Pullman accommodations for the aged and for cases of infirmity approved by the Chief Medical Officer. The Relocation Division is authorized to pass on all grants. A new provision allows free transportation of 5000 pounds of fixtures, equipment and tools to a family if these things are not procurable in the area of relocation. Provision is made for WRA to pay coach fare for an evacuee to go out and investigate a location, subject to four conditions: (1) if the proposal is approved by the Relocation Division; (2) if the Project Director and the Relocation Officer of the district he proposes to investigate approve; (3) if he agrees to stick to his itinerary; (4) if he can show reasonable proof that he is going out to deal with a definite proposition and not a hazy prospect.

### Group Relocation

Mr. Hoffman defined Group Relocation as a process whereby a limited number of families (presumably not more than 6) relocate together in the same general area where acceptance has been checked and the location approved by the Project Director and the Relocation Officer of the area. It is preferable that no more than 3 families should settle on the same piece of ground. WRA will finance a representative of the group interested to go out and investigate possibilities for the venture.

### Rural Relocation

Mr. Lee reported that thus far there has been little success in relocating farmers on mid-western or eastern land, but some success in getting them into the inter-mountain and western states. The evacuees object to going out as farm laborers on the grounds that they have been owners and operators, and they wish to continue in that capacity. Yet, when they are urged to take the opportunity to buy farms, they hesitate because the property is in unfamiliar country where climate, soil and conditions are unknown to them. WRA is investigating federal agencies and large insurance companies with a view to establishing some means of financial assistance for evacuee farmers. Private organizations are frequently willing to finance nisei, but not aliens.

### Re-induction Policy and Visits

In the course of a general discussion of these issues, it became apparent that Selective Service is raising new questions concerning re-induction. The young men expecting to be called want to send their dependents back to the center or at least want to be sure that their families can go back. Two points of view came to light: (1) if we simplify re-induction, more evacuees will be willing to take the risk of going out; (2) if we make it too easy for them to return, more will be flocking back. No definite conclusion was reached, but the trend was toward lenience about returns. Comparatively few return to the center without the approval of the Relocation Officer.

After considering two recommendations to regulate visits to the projects, one to set up a quota of visits allowed within a given period, and one to raise the price of meals to visitors, both were rejected. Mr. Stafford seemed to voice the general attitude when he said that in spite of nuisance value, visits tend to encourage relocation; and while we should not aid and abet professional commuters, we must remember that the lack of social life outside the center for many who relocate draws them back to the center for holidays and week ends.

### Seasonal and Indefinite Leave.

Mr. Lee explained recent revision of the leave policy, affecting seasonal leave and permitting a trial period of indefinite leave. In the first instance, seasonal leave is granted for seven months with the privilege of a two-month extension. The seasonal worker will not be allowed to visit the center for the period of his contract. The purpose of this ruling is to place the east on a more equitable basis with the west in regard to farm labor: if the worker cannot go running back to the center, he has no reason for preferring to work near the center. Requests for workers are referred by WRA to the County Agent, and the labor is performed on contract with farm labor agencies, thus eliminating the problem of hundreds of farmers storming the projects for recruitment purposes.

The second phase of new leave procedures authorizes a trial period of indefinite leave and is accomplished by a rider on the indefinite leave permit of the person who wants the privilege. He is permitted to return at the end of four months or at any time during the next two months -- from the 4th to the 6th month -- by presenting his rider to the Relocation Officer. The evacuee on this type of leave is bound to a specific area and to the employer he first goes to, subject to the approval of the Relocation Officer. He has to pay his own way out -- unless the employer advances transportation or the USES pays travel expenses. At any time he gives up his status, he can get an assistance grant and other privileges reserved for those taking regular indefinite leave.

Wednesday, March 8, 1944

### Problems of Employment on the Centers

The discussions of this day's morning session fell into two categories; (1) problems connected with evacuee employment and (2) problems connected with appointed personnel.

#### Evacuee

Most of the discussion stemmed from the question of whether it is possible to secure a full day's work for project pay, and if so, how? The present wage policy was debated at some length, but it was generally conceded that raising the wages, as long as we are not in a position to conform to prevailing wage scales of the outside, would not solve the problem of getting a full day's work. Time studies and a check-in system were recommended as moves toward greater efficiency. It was agreed that existing records on past employment histories need revision if we are to have the right person in the right job. Non-financial incentives to more effective work were generally approved. A suggestion that certain types of work be placed on a job unit basis was not considered feasible. The quota system of job allotments was decidedly unpopular with the majority of the project directors. It was concluded that the Project Director should be given considerable leeway within the limits of broad policy laid down by Washington. Totals set by Washington are acceptable, if the Project Director can work out the details of job allotment according to the specific needs of his own center.

In connection with Evacuee Personnel Management, an item on the agenda, certain facts were underlined: Work is not compulsory for the evacuee, it is voluntary: we cannot demand that they work or else pay board. A second significant fact is that the evacuee who accepts employment on the project enters into no contract, and although it might be considered that in a moral sense he subscribes to regulations by inference, the unvarnished truth is that the difference to the evacuee between working 44 hours a week and not working at all amounts to only a few dollars a week plus the small clothing allowance.

#### Labor Relations, Demands and Grievances

Mr. Glick spoke in answer to letters that have reached him asking if truculent demands on the part of evacuee workers on the projects, often accompanied by threats to strike, constitute subversive activity, and if so, could the matter be submitted to the FBI, or was criminal prosecution in order?

His judgment in the matter was: The general idea that you can't strike against the government and that demands and strikes on a project are subversive is not sound. We must expect grievances and we must expect that the grievances will strike supervisors as being unreasonable. We must remember that the evacuees are not always adept in stating their case, that the foreman in charge of a job may be seriously at fault, and that the evacuee is likely to be using

words without full knowledge of their meaning or implication. Because we have been criticized for softness in handling strikes, we are not justified in going to the other extreme. We cannot interpret labor grievances as subversiveness. Recommendation is made for wider use of Fair Employment Practice Committees and for more training of supervisors for work as receiving committees.

#### Appointed Personnel Problems

The chief problem is the increasing difficulty in obtaining personnel. It is apparent that we will have to take on more older men and make use of women in positions previously reserved for men. It is planned that WRA should conduct an intensive recruitment campaign for personnel in certain cities such as St. Louis and Chicago, being careful to have written releases from the local Civil Service Board and War Manpower Commission. Using evacuees qualified through Civil Service in administration did not appear to be the proper solution to the problem of staffing the projects. The staff from Jerome, it was agreed, should be given preference for job openings.

On the subject of staff housing and staff morale, it was admitted that the projects have lost many prospective staff members by failing to meet them on arrival and failing to help them get adjusted on the first day.

Mr. Barrows spoke on the subject of disciplinary cases among appointed personnel. He stated that a disciplinary case is in some measure a reflection on the management. In government service anyone is entitled to a hearing and to be formally charged before dismissal. Project Directors were requested to make an effort to save the employee, at the same time keeping a full record of proceedings and getting the employee in question on the record. In view of the extent to which our investigators rely on the testimony of disgruntled former employees of WRA, it is especially important that the cases of all problem children be well documented. Mr. Myer cited the documentation of the Townsend case at Poston as a godsend to WRA in relation to the Dies hearings.

#### Staff Training

Before getting down to a consideration of staff training, there was some discussion of vocational training for evacuees. Various ideas were advanced: one project director felt that vocational training obstructed relocation by keeping in the center people who should be leaving. Another felt that vocational training for older people was imperative if they were to relocate. He cited deep-sea fishermen and issei trained to business functions in former Little Tokyos, who must be taught new skills if they are to relocate. It was agreed that vocational training should be kept practical, in general by learning on the job.

Changing over to staff training, it was recognized that few new appointed employees could be expected to have adequate background in the WRA program. Documents felt to be valuable in introducing the new staff member to the program were listed: Senate Document 96; John Embree's How to Deal With Japanese; Mr. Myer's Commonwealth Club Speech; Mr. Myer's American Legion Speech. There was a feeling that more should be done by supervisors in the breaking in process and that the employee should be informed at the outset of the limits and possibilities of his job, its standards and operating details. Fundamentals of supervision require more attention, and it was agreed that better trained and better informed supervisors will materially benefit the program.

Wednesday Afternoon Session

Selective Service

There are two memorandums in progress on Selective Service as it affects the nisei at the centers: one to the Secretary of the Interior, the other to the Secretary of War. The main considerations in these memoranda are: the over-selectiveness of Selective Service with regard to the nisei, the fact that the Navy and the Marine Corps remain closed to the nisei and that the Army does not yet offer the nisei equality of opportunity with other inductees.

Mr. Baker gave a summary of progress of Selective Service at the centers as of the date, showing that 675 had been called for the physical examination; 128 had been accepted; 48 had been rejected; there were 2 volunteers; 7 refused to report for the physical.

Miss Gifford explained the procedures governing allotments to the dependents of servicemen. Class A dependents are wives and minor children. Regardless of whether the soldier lists these dependents, the wife can get the allotment for herself and her children by asking for it and submitting proof of relationship. The allotment is automatic and not granted on a basis of need. Class B and B-1 dependents are those who rely on the soldier for chief or substantial support. Some proof must be submitted that the soldier has contributed a definite part of their support, and the Office of Dependency Benefits makes the decision, after checking on the outside through public agencies. This allotment is made only on the soldier's request supported by evidence of need. It seems possible that B and B-1 dependents may be considered in eligible for the Army allotments because of the fact that WRA provides them with food, shelter, and a clothing allowance.

There followed a good deal of spirited argument on the question of whether WRA is justified in extending full center privileges to soldiers' dependents who are receiving allotments. In the Solicitor's opinion, we cannot charge for subsistence in the case of these dependents without going against our policy of giving food and shelter to all residents regardless of income; furthermore, if we deduct because a soldier's wife gets \$50 a month plus an additional sum for each child, we would be discriminating. Some objections to allowing relocated families of soldiers to return to the center were presented, but in view of the recognized need of assisting the morale of the soldier and the unquestionable fact that nisei soldiers' dependents face special hazards and uncertainties outside the centers, the Director stated that centers will receive such applicants for re-admission.

It was agreed by all the conferees that Army standards of acceptability are at present unfathomable. We are in no position to attempt to explain the Army's logic to the evacuees, as we do not know the answers to the questions put to us. We can request the Secretary of War to review cases, dropping special barriers. If the request is denied, we can develop an appeals system and perhaps discover reasons for rejection. At present all we can be sure of is that if a nisei is called for his physical, he is considered eligible unless he is found to be physically unfit for service. It is not our obligation to furnish local draft boards with additional information about nisei registrants: the local board is a procurement agency, not a court to determine loyalty.

A suggestion to invite nisei veterans on leave after overseas service into the centers was well received. The general feeling was that their in-

fluence would tend to offset that of factions opposing selective service.

Thursday, March 9, 1944

#### Information and Reports

Information to evacuees and means of disseminating the information were discussed at length. The project newspapers, as the principal means of carrying information to the residents, received considerable attention. The need for review of copy by the Reports Officer was stressed, not to establish censorship on an evacuee-conducted organ, but to establish a check for factual accuracy and English usage. The difficulties and slowness of translation tend to check expansion of the Japanese language section. At all centers the evacuee news staff is growing younger and more inexperienced as relocation proceeds.

Distribution of material produced in Washington or at the field offices and shipped into the centers needs the attention of director and staff at most projects. As yet there is a lack of any systematic way of getting such material distributed to evacuees. In view of the paper shortage and attention being given to the amount of paper used by government agencies, the Washington Office needs to know what types of material can be utilized and what is not useful.

Most Project Directors agreed that photographs of relocated people were a good idea, but there was evidence that more thought needs to be given to greater utilization of these photographs.

#### Public Relations

WRA has two important jobs in public relations: one is to sell relocation as a national policy and, the other is to gain acceptance for the evacuees. Certain aspects of the program can be sold from the project level as well as from Washington. Items about nisei soldiers, food production, such enterprises as the silk screen industry and the ship-model plant, and evacuee contributions to the war effort are all possibilities. It was suggested that other government agencies need to know more than they do about WRA.

#### Problems of Private and Cooperative Enterprises.

A new instruction places personal services - such as maid service and laundering - at the centers under the jurisdiction of Cooperative Enterprises, at the \$16 a month wage to the worker. It is agreed that executing this policy will be difficult because at most projects personal services have been privately handled until now. Neither employers nor evacuees who have been privately employed at higher wages are going to like the new arrangement. The Project Directors endorsed the principle of this change, but some of them were skeptical of being able to enforce it.

The stamping out of private enterprises other than maid service presented even greater problems. Some operate invisibly; others which might be regularized (needlework and flowermaking) with sale in the outside market face protests from industrialists and the unions on the grounds that the products are from non-union labor conditions. The consensus was that we cannot place center wares on the outside market without incurring public resistance.

### Problems of Closing a Center.

Malcolm Pitts, engaged in working out details for closing centers, stated that there is similarity in detail between the segregation movement and center closing. In closing the center, it is necessary to get everyone out, dispose of equipment, make property arrangements, transfer personnel, and yet keep operations going up to the last minute. From the recent transfer of Manzanar's segregants to Tule Lake, it was learned that it is advisable to make housing assignments for the new center before the people to be transferred are moved.

It is hoped that all movements to Tule Lake will be completed before we begin the movement from Jerome. As far as possible Jerome residents will be given a choice as to destination--but we will encourage them to select the more eastern centers. We hope to have the closing of Jerome completed precisely at the close of this fiscal year; this timing would allow the growth of spring and early summer vegetables and the completion of the normal school year at Jerome.

In closing Jerome we save 87 positions. The gross saving in administrative cost for the next fiscal year is \$832,000 against a probable cost of moving of \$300,000.

Mr. Whitaker was asked to provide directors of projects receiving groups from Jerome with the names of leaders among the people being welcomed.

Friday, March 10, 1944

### Problems Confronting Evacuees

Japanization of the centers as relocation and selective service remove more of the young and fit, leaving behind more of the elderly and the very young was acknowledged to be a problem with no ready solution. The fact that as things now stand the issei have nothing to look forward to in America unquestionably encourages the trend toward Japanization. The strongest hope for blocking this trend lies in the probability of legislation to remove, at least in part, restrictions now in effect. Another counter move to the Japanizing trend is implied in the rise of Service Clubs and organizations of mothers of soldiers on the centers.

One of the most vital of the service clubs now functioning in the centers was inspired by a letter from a boy at Camp Shelby. The genesis of this club suggests the potentialities of other letters from nisei boys in the service. This possibility was regarded with hopefulness and enthusiasm, and certain constructive ideas were set forth; final recommendations included a plan to send a qualified WRA man to Camp Shelby to lay a pattern for subsequent action, and, close on the heels of this man, to send a qualified nisei (or issei) to follow up and see that the plan is carried through. It was recognized that the mothers of the soldiers represent the most vulnerable point of attack for our Americanization program.

The question of when the segregation movement would be completed was not answered definitely. It was estimated that six weeks should complete the leave clearance cases. Transportation of small groups to Tule Lake is complicated by interstate tariff and ODT rulings and the problem of adequate military guard.

### Evacuee Community Government

At present all centers except Manzanar -- and of course Tule Lake -- have elected Councils under the manual provisions. With the progress of relocation, it is observed that the Councils tend to be made up of people who are not interested in relocation. There was some discussion on the question of whether it is necessary to have both block managers and councilmen. At Heart Mountain the duties of block manager are about to be assumed by councilmen. However, it was generally felt that the functions of block manager and councilman were too distinct to permit of combination. There was about a 50-50 split in opinion on the effectiveness of judicial commissions.

### Future Policies on Agriculture, Industry, Maintenance and Construction.

Agricultural production that allows a center to be partially self-supporting was considered the possible exception to a general policy of curtailment. Industries, except those that manufacture products used on the center, should be abolished. Construction should be limited to a minimum, with no capital construction at all. On maintenance, opinion wavered between a minimum of repair work and doing the amount necessary to make the centers livable and sound as long as they shall be occupied. Directors were advised to make plans on the theory their centers will continue at least through the coming fiscal year -- even though in all cases this may not be true.

### The Administrative Examination System

Criticisms of WRA growing out of various investigations pointed to the need of systematic examinations. We now have traveling field auditors to get at the facts and produce regularly full, objective reports on project administration, reports that indicate precisely the extent of deviations from procedures. The work of the auditors is of paramount importance to WRA both as protection and as a means of maintaining sound administration.

Saturday, March 11, 1944

The last session of the conference opened with a summary of the proceedings of previous meetings by Mr. Tozier, chairman of the Reporting Committee. The rest of the session was devoted to two subjects held over from the previous day, and to miscellaneous matters not on the agenda.

### WRA Relations with the Military

The Army, in view of the manpower situation, wishes to reduce the military guard at the projects to a minimum. Tentative plans provide for a guard of 15 men at Rohwer, Heart Mountain, Granada, Central Utah and Minidoka, half a company each at Colorado River and Gila River -- because of the number of communities involved; 35 men at Manzanar; a battalion at Tule Lake. The Director asked for opinions on this change, and suggestions. At the end of the discussion the Director enumerated the points to be made in a letter to Colonel Nash on the subject of the reduction of the guards; We do not think it timely to remove all the guard from any center, but have no objection to reduction at any center. However, we hope for 12 guards plus their service staff and a commissioned officer as a minimum. Heart Mountain, because of the highway division of the project, needs 20 men. Manzanar asks for half a company. We will request that the reduction be postponed at least 30 days because of the current selective service problem.

### Western Defense Command Restrictions

The Director determined that WRA should not handle requests of evacuees to enter the restricted area unless the evacuee is a center resident or a person of Japanese descent who wants to visit one of the projects in the restricted area. Requests from other evacuees should go directly to the military.

### The Evacuee National Conference

The original purpose of the proposed Conference was to provide the evacuees with opportunity to have their problems considered at the national level. The discussion revealed decided differences of opinion as to whether the Conference should be under WRA control throughout, or whether a preliminary closed meeting should be allowed the evacuee delegates. The Director expressed his belief that it was the evacuees' right as free American citizens to have a preliminary closed meeting if they wished one. He promised a decision on this point within a few days.

### Evacuee Property

Mr. Cozzens of the San Francisco Office summarized the property situation and stressed the fact that there is still misunderstanding by the evacuees of precisely what they can expect of WRA. He defined our services: We do pick up personal property and put it into government storage if the evacuee asks us to do so. Requests for this service are still increasing. He recommended setting a deadline on receiving such requests, naming September, so that we may have some basis for estimating budget and storage requirements. It is reiterated that we should not solicit the handling of real property, and that we must under no circumstances give the evacuee advice on the disposition of his property---only information.

### Miscellaneous Matters

A discussion on what to do about providing food for social functions at the centers resulted in complete agreement that the evacuees should procure at their own expense all items of food for such occasions except rationed foods. They should avoid rationed foods as far as possible. The rationed foods and their points can be withdrawn from project supplies, with the sanction of the council. A regulation to cover this matter is forthcoming.

The Director brought to the group's attention a book, New Sun, by Taro Yashima, published by Henry Holt. It is largely pictorial and depicts methods of secret police in Japan. It has good propoganda value, and if interested projects can acquire Japanese translations from the publisher.

The Board of Appeals for Tule Lake has been set up. The recommendations of the panel are subject to the approval of the Director. Only persons segregated in their own right and wishing a review of their cases are processed through this panel. Those with no count against them, who merely accompanied the real segregant to Tule Lake and now wish to leave, simply go through the usual leave clearance procedure.

Closing Words by the Director

The Director announced his satisfaction that we could have such a harmonious meeting after nearly two years of carrying out a difficult and controversial program, and that he has found the staff still alert, not stale on the job, but wearing a justified air of confidence. He was pleased that this conference, called not so much to devise new policies as to examine the ones we have and to tighten up chinks and sweep out corners against the day of the next investigation, has revealed fewer corners to be swept out than might be expected. He regarded as very encouraging the news that the Bureau of the Budget has recommended a WRA budget of \$40,100,000 (only negligibly less than the figure we asked for) and characterized ours as an "honest budget". Such action constitutes a vote of confidence in the soundness of WRA by the Bureau of the Budget.

After enumerating briefly the problems set forth and discussed during the week of meetings, renewing his promise to work for measures that will remove or at least modify present restrictions and discriminatory practices that obstruct our program, and stressing the necessity of WRA to develop better public relations, the Director closed his address with two instructions to the Project Directors returning to the field: first, to convey to the residents that we are pushing to remove restrictions and discriminatory practices, and that the only thing that will block progress in that direction is evacuee resistance to selective service; and second, to assure the staff that they need have no fear of unemployment through possible closing of other centers.

WAR RELOCATION AUTHORITY  
Washington, D. C.

PROJECT DIRECTORS' CONFERENCE  
March 6 - 11, 1944

SUMMARY OF PROCEEDINGS



The first session of the conference was held in the Secretary's Conference Room of the Department of the Interior. It was attended by Project Directors, Field Assistant Directors, National Division Chiefs and Director Myer. By instruction, no report was made of that session. All other sessions were held in Room 725 of the Barr Building, and the proceedings are summarized in the following report.

Tuesday, March 7, 1944  
The Relocation Program

Director Myer, in his opening remarks, outlined the progress of the relocation program during the past year, in which relocation has passed from the formative stage to the place where procedures require adjustment to new conditions. He indicated the principal questions and problems to be considered, and clarified the official WRA attitude on the following points:

1. Relocation will remain voluntary: as long as present wartime conditions exist, WRA will not push people out of the centers against their will.
2. Evacuee participation in the relocation job should be fully utilized.
3. Emphasis is now shifting from individual to family and group relocation.
4. It is realized that relocation tends to be a seasonal matter, with spring and early summer the most favorable periods.
5. WRA is not prepared to go into the loan business, but through arrangements with other government agencies and with private organizations, we can assist the evacuees to obtain essential loans.
6. In view of public sentiment, it has been necessary to close certain areas to relocation -- at present northern Utah and northern Colorado.
7. WRA should proceed on the assumption that the recent atrocity stories will have no effect on relocation; we are not justified in stopping relocation for any extraneous reason.
8. New provisions in WRA's seasonal leave policy open us to criticism but we must stand on the policy we have adopted and make it stick.

Mr. Arnold reviewed recent developments in the Relocation Program. He listed as influential factors: (1) the setting up of two committees (one composed of evacuees and the other of appointed personnel) at each project to further relocation, (2) the present procedure of sending summaries of job opportunities for a given area rather than specific job offers to the project; (3) the emphasis at the project upon education for relocation; and (4) the hospitality plan by which the evacuee family representative is invited to go into an area and investigate before making a decision to relocate.

Mr. Arnold also stressed the fact that counseling is the core of the new approach to relocation and announced the imminence of a new procedure on counseling. Our leave grant policy has been liberalized. Visits of Relocation Officers to the projects have accomplished closer affiliation between field offices and projects to the advantage of relocation. WRA has a responsibility to the evacuee in regard to the latter's adjustment to the community in relocation; our work is in cooperation with volunteer local committees, to see that the evacuee can make use of the proper agencies in the community where he settles. It is imperative that the evacuee should know the type of service the Social Security board can render him.

In the general discussion that followed Mr. Arnold's talk, certain trends and angles were apparent. The general picture of relocation was one of uneven progress. There is considerable variance in the degree to which organization for relocation has gone forward at the projects. The counseling program has been held back at nearly all projects for lack of counselors. There is a definite need for a high grade of trained counselors, and it was generally agreed that the use of untrained people for this important work is not satisfactory.

Among the obstacles to relocation enumerated by the project directors in this discussion, two were stressed: (1) the plight of the many Buddhists who, in relocating, would be obliged to go into an area that has no Buddhist church; and (2) the suspicion of the evacuee that, once out of the center, he is without moorings and will not be allowed to take refuge in the center. It is essential to the progress of relocation, it was generally agreed, that the evacuee be convinced that he can, in emergency or disaster, be sure of getting back into the center.

On the subject of the recent visits of the Relocation Team to the centers, the consensus was that: (1) the meetings were well attended, and the evacuees enjoyed the pictures and Dr. Webber's talks in Japanese; (2) those already intending to relocate at some future date were definitely interested and stimulated; (3) little significant information that was new was presented, and (4) no new converts to relocation were gained.

In discussing family relocation, it became apparent that WRA's belief in the traditionally close-knit quality of the Japanese family unit is being shaken. We had believed, for instance, that if the head of a family relocated, he would concentrate every effort upon getting his family to join him. Experience shows that, in many instances, the head of the family is in no hurry to send for his family, especially if the other members are unemployable dependents.

#### Revised Grant Procedures

Rex Lee explained the recent revision of grant procedures. The basic grant of \$25 per person, coach fare and #3 per diem to destination remains unchanged. A change in transportation regulations allows Pullman accommodations for the aged and for cases of infirmity approved by the Chief Medical Officer. The Relocation Division is authorized to pass on all grants. A new provision allows free transportation of 5000 pounds of fixtures, equipment and tools to a family if these things are not procurable in the area of relocation. Provision is made for WRA to pay coach fare for an evacuee to go out and investigate a location, subject to four conditions: (1) if the proposal is approved by the Relocation Division; (2) if the Project Director and the Relocation Officer of the district he proposes to investigate approve; (3) if he agrees to stick to his itinerary; (4) if he can show reasonable proof that he is going out to deal with a definite proposition and not a hazy prospect.

### Group Relocation

Mr. Hoffman defined Group Relocation as a process whereby a limited number of families (presumably not more than 6) relocate together in the same general area where acceptance has been checked and the location approved by the Project Director and the Relocation Officer of the area. It is preferable that no more than 3 families should settle on the same piece of ground. WRA will finance a representative of the group interested to go out and investigate possibilities for the venture.

### Rural Relocation

Mr. Lee reported that thus far there has been little success in relocating farmers on mid-western or eastern land, but some success in getting them into the inter-mountain and western states. The evacuees object to going out as farm laborers on the grounds that they have been owners and operators, and they wish to continue in that capacity. Yet, when they are urged to take the opportunity to buy farms, they hesitate because the property is in unfamiliar country where climate, soil and conditions are unknown to them. WRA is investigating federal agencies and large insurance companies with a view to establishing some means of financial assistance for evacuee farmers. Private organizations are frequently willing to finance nisei, but not aliens.

### Re-induction Policy and Visits

In the course of a general discussion of these issues, it became apparent that Selective Service is raising new questions concerning re-induction. The young men expecting to be called want to send their dependents back to the center or at least want to be sure that their families can go back. Two points of view came to light: (1) if we simplify re-induction, more evacuees will be willing to take the risk of going out; (2) if we make it too easy for them to return, more will be flocking back. No definite conclusion was reached, but the trend was toward lenience about returns. Comparatively few return to the center without the approval of the Relocation Officer.

After considering two recommendations to regulate visits to the projects, one to set up a quota of visits allowed within a given period, and one to raise the price of meals to visitors, both were rejected. Mr. Stafford seemed to voice the general attitude when he said that in spite of nuisance value, visits tend to encourage relocation; and while we should not aid and abet professional commuters, we must remember that the lack of social life outside the center for many who relocate draws them back to the center for holidays and week ends.

### Seasonal and Indefinite Leave.

Mr. Lee explained recent revision of the leave policy, affecting seasonal leave and permitting a trial period of indefinite leave. In the first instance, seasonal leave is granted for seven months with the privilege of a two-month extension. The seasonal worker will not be allowed to visit the center for the period of his contract. The purpose of this ruling is to place the east on a more equitable basis with the west in regard to farm labor: if the worker cannot go running back to the center, he has no reason for preferring to work near the center. Requests for workers are referred by WRA to the County Agent, and the labor is performed on contract with farm labor agencies, thus eliminating the problem of hundreds of farmers storming the projects for recruitment purposes.

The second phase of new leave procedures authorizes a trial period of indefinite leave and is accomplished by a rider on the indefinite leave permit of the person who wants the privilege. He is permitted to return at the end of four months or at any time during the next two months -- from the 4th to the 6th month -- by presenting his rider to the Relocation Officer. The evacuee on this type of leave is bound to a specific area and to the employer he first goes to, subject to the approval of the Relocation Officer. He has to pay his own way out -- unless the employer advances transportation or the USES pays travel expenses. At any time he gives up his status, he can get an assistance grant and other privileges reserved for those taking regular indefinite leave.

Wednesday, March 8, 1944

#### Problems of Employment on the Centers

The discussions of this day's morning session fell into two categories; (1) problems connected with evacuee employment and (2) problems connected with appointed personnel.

#### Evacuee

Most of the discussion stemmed from the question of whether it is possible to secure a full day's work for project pay, and if so, how? The present wage policy was debated at some length, but it was generally conceded that raising the wages, as long as we are not in a position to conform to prevailing wage scales of the outside, would not solve the problem of getting a full day's work. Time studies and a check-in system were recommended as moves toward greater efficiency. It was agreed that existing records on past employment histories need revision if we are to have the right person in the right job. Non-financial incentives to more effective work were generally approved. A suggestion that certain types of work be placed on a job unit basis was not considered feasible. The quota system of job allotments was decidedly unpopular with the majority of the project directors. It was concluded that the Project Director should be given considerable leeway within the limits of broad policy laid down by Washington. Totals set by Washington are acceptable, if the Project Director can work out the details of job allotment according to the specific needs of his own center.

In connection with Evacuee Personnel Management, an item on the agenda, certain facts were underlined: Work is not compulsory for the evacuee, it is voluntary: we cannot demand that they work or else pay board. A second significant fact is that the evacuee who accepts employment on the project enters into no contract, and although it might be considered that in a moral sense he subscribes to regulations by inference, the unvarnished truth is that the difference to the evacuee between working 44 hours a week and not working at all amounts to only a few dollars a week plus the small clothing allowance.

#### Labor Relations, Demands and Grievances

Mr. Glick spoke in answer to letters that have reached him asking if truculent demands on the part of evacuee workers on the projects, often accompanied by threats to strike, constitute subversive activity, and if so, could the matter be submitted to the FBI, or was criminal prosecution in order?

His judgment in the matter was: The general idea that you can't strike against the government and that demands and strikes on a project are subversive is not sound. We must expect grievances and we must expect that the grievances will strike supervisors as being unreasonable. We must remember that the evacuees are not always adept in stating their case, that the foreman in charge of a job may be seriously at fault, and that the evacuee is likely to be using

words without full knowledge of their meaning or implication. Because we have been criticized for softness in handling strikes, we are not justified in going to the other extreme. We cannot interpret labor grievances as subversiveness. Recommendation is made for wider use of Fair Employment Practice Committees and for more training of supervisors for work as receiving committees.

#### Appointed Personnel Problems

The chief problem is the increasing difficulty in obtaining personnel. It is apparent that we will have to take on more older men and make use of women in positions previously reserved for men. It is planned that WRA should conduct an intensive recruitment campaign for personnel in certain cities such as St. Louis and Chicago, being careful to have written releases from the local Civil Service Board and War Manpower Commission. Using evacuees qualified through Civil Service Administration did not appear to be the proper solution to the problem of staffing the projects. The staff from Jerome, it was agreed, should be given preference for job openings.

On the subject of staff housing and staff morale, it was admitted that the projects have lost many prospective staff members by failing to meet them on arrival and failing to help them get adjusted on the first day.

Mr. Barrows spoke on the subject of disciplinary cases among appointed personnel. He stated that a disciplinary case is in some measure a reflection on the management. In government service anyone is entitled to a hearing and to be formally charged before dismissal. Project Directors were requested to make an effort to save the employee, at the same time keeping a full record of proceedings and getting the employee in question on the record. In view of the extent to which our investigators rely on the testimony of disgruntled former employees of WRA, it is especially important that the cases of all problem children be well documented. Mr. Myer cited the documentation of the Townsend case at Poston as a godsend to WRA in relation to the Dies hearings.

#### Staff Training

Before getting down to a consideration of staff training, there was some discussion of vocational training for evacuees. Various ideas were advanced: one project director felt that vocational training obstructed relocation by keeping in the center people who should be leaving. Another felt that vocational training for older people was imperative if they were to relocate. He cited deep-sea fishermen and issei trained to business functions in former Little Tokyos, who must be taught new skills if they are to relocate. It was agreed that vocational training should be kept practical, in general by learning on the job.

Changing over to staff training, it was recognized that few new appointed employees could be expected to have adequate background in the WRA program. Documents felt to be valuable in introducing the new staff member to the program were listed: Senate Document 96; John Embree's How to Deal With Japanese; Mr. Myer's Commonwealth Club Speech; Mr. Myer's American Legion Speech. There was a feeling that more should be done by supervisors in the breaking in process and that the employee should be informed at the outset of the limits and possibilities of his job, its standards and operating details. Fundamentals of supervision require more attention, and it was agreed that better trained and better informed supervisors will materially benefit the program.

Wednesday Afternoon Session

Selective Service

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Miss Gifford explained the procedures governing allotments to the dependents of servicemen. Class A dependents are wives and minor children. Regardless of whether the soldier lists these dependents, the wife can get the allotment for herself and her children by asking for it and submitting proof of relationship. The allotment is automatic and not granted on a basis of need. Class B and B-1 dependents are those who rely on the soldier for chief or substantial support. Some proof must be submitted that the soldier has contributed a definite part of their support, and the Office of Dependency Benefits makes the decision, after checking on the outside through public agencies. This allotment is made only on the soldier's request supported by evidence of need. It seems possible that B and B-1 dependents may be considered eligible for the Army allotments because of the fact that WRA provides them with food, shelter, and a clothing allowance.

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#### Problems of Private and Cooperative Enterprises.

A new instruction places personal services - such as maid service and laundering - at the centers under the jurisdiction of Cooperative Enterprises, at the \$16 a month wage to the worker. It is agreed that executing this policy will be difficult because at most projects personal services have been privately handled until now. Neither employers nor evacuees who have been privately employed at higher wages are going to like the new arrangement. The Project Directors endorsed the principle of this change, but some of them were skeptical of being able to enforce it.

The stamping out of private enterprises other than maid service presented even greater problems. Some operate invisibly; others which might be regularized (needlework and flowermaking) with sale in the outside market face protests from industrialists and the unions on the grounds that the products are from non-union labor conditions. The consensus was that we cannot place center wares on the outside market without incurring public resistance.

### Problems of Closing a Center.

Malcolm Pitts, engaged in working out details for closing centers, stated that there is similarity in detail between the segregation movement and center closing. In closing the center, it is necessary to get everyone out, dispose of equipment, make property arrangements, transfer personnel, and yet keep operations going up to the last minute. From the recent transfer of Manzanar's segregants to Tule Lake, it was learned that it is advisable to make housing assignments for the new center before the people to be transferred are moved.

It is hoped that all movements to Tule Lake will be completed before we begin the movement from Jerome. As far as possible Jerome residents will be given a choice as to destination--but we will encourage them to select the more eastern centers. We hope to have the closing of Jerome completed precisely at the close of this fiscal year; this timing would allow the growth of spring and early summer vegetables and the completion of the normal school year at Jerome.

In closing Jerome we save 87 positions. The gross saving in administrative cost for the next fiscal year is \$832,000 against a probable cost of moving of \$300,000.

Mr. Whitaker was asked to provide directors of projects receiving groups from Jerome with the names of leaders among the people being welcomed.

Friday, March 10, 1944

### Problems Confronting Evacuees

Japanization of the centers as relocation and selective service remove more of the young and fit, leaving behind more of the elderly and the very young was acknowledged to be a problem with no ready solution. The fact that as things now stand the issei have nothing to look forward to in America unquestionably encourages the trend toward Japanization. The strongest hope for blocking this trend lies in the probability of legislation to remove, at least in part, restrictions now in effect. Another counter move to the Japanizing trend is implied in the rise of Service Clubs and organizations of mothers of soldiers on the centers.

One of the most vital of the service clubs now functioning in the centers was inspired by a letter from a boy at Camp Shelby. The genesis of this club suggests the potentialities of other letters from nisei boys in the service. This possibility was regarded with hopefulness and enthusiasm, and certain constructive ideas were set forth; final recommendations included a plan to send a qualified WRA man to Camp Shelby to lay a pattern for subsequent action, and, close on the heels of this man, to send a qualified nisei (or issei) to follow up and see that the plan is carried through. It was recognized that the mothers of the soldiers represent the most vulnerable point of attack for our Americanization program.

The question of when the segregation movement would be completed was not answered definitely. It was estimated that six weeks should complete the leave clearance cases. Transportation of small groups to Tule Lake is complicated by interstate tariff and ODT rulings and the problem of adequate military guard.

### Evacuee Community Government

At present all centers except Manzanar -- and of course Tule Lake -- have elected Councils under the manual provisions. With the progress of relocation, it is observed that the Councils tend to be made up of people who are not interested in relocation. There was some discussion on the question of whether it is necessary to have both block managers and councilmen. At Heart Mountain the duties of block manager are about to be assumed by councilmen. However, it was generally felt that the functions of block manager and councilman were too distinct to permit of combination. There was about a 50-50 split in opinion on the effectiveness of judicial commissions.

### Future Policies on Agriculture, Industry, Maintenance and Construction.

Agricultural production that allows a center to be partially self-supporting was considered the possible exception to a general policy of curtailment. Industries, except those that manufacture products used on the center, should be abolished. Construction should be limited to a minimum, with no capital construction at all. On maintenance, opinion wavered between a minimum of repair work and doing the amount necessary to make the centers livable and sound as long as they shall be occupied. Directors were advised to make plans on the theory their centers will continue at least through the coming fiscal year -- even though in all cases this may not be true.

### The Administrative Examination System

Criticisms of WRA growing out of various investigations pointed to the need of systematic examinations. We now have traveling field auditors to get at the facts and produce regularly full, objective reports on project administration, reports that indicate precisely the extent of deviations from procedures. The work of the auditors is of paramount importance to WRA both as protection and as a means of maintaining sound administration.

Saturday, March 11, 1944

The last session of the conference opened with a summary of the proceedings of previous meetings by Mr. Tozier, chairman of the Reporting Committee. The rest of the session was devoted to two subjects held over from the previous day, and to miscellaneous matters not on the agenda.

### WRA Relations with the Military

The Army, in view of the manpower situation, wishes to reduce the military guard at the projects to a minimum. Tentative plans provide for a guard of 15 men at Rohwer, Heart Mountain, Granada, Central Utah and Minidoka; half a company each at Colorado River and Gila River -- because of the number of communities involved; 35 men at Manzanar; a battalion at Tule Lake. The Directors asked for opinions on this change, and suggestions. At the end of the discussion the Director enumerated the points to be made in a letter to Colonel Nash on the subject of the reduction of the guards; We do not think it timely to remove all the guard from any center, but have no objection to reduction at any center. However, we hope for 12 guards plus their service staff and a commissioned officer as a minimum. Heart Mountain, because of the highway division of the project, needs 20 men. Manzanar asks for half a company. We will request that the reduction be postponed at least 30 days because of the current selective service problem.

## Western Defense Command Restrictions

The Director determined that WRA should not handle requests of evacuees to enter the restricted area unless the evacuee is a center resident or a person of Japanese descent who wants to visit one of the projects in the restricted area. Requests from other evacuees should go directly to the military.

## The Evacuee National Conference

The original purpose of the proposed Conference was to provide the evacuees with opportunity to have their problems considered at the national level. The discussion revealed decided differences of opinion as to whether the Conference should be under WRA control throughout, or whether a preliminary closed meeting should be allowed the evacuee delegates. The Director expressed his belief that it was the evacuees' right as free American citizens to have a preliminary closed meeting if they wished one. He promised a decision on this point within a few days.

## Evacuee Property

Mr. Cozzens of the San Francisco Office summarized the property situation and stressed the fact that there is still misunderstanding by the evacuees of precisely what they can expect of WRA. He defined our services: We do pick up personal property and put it into government storage if the evacuee asks us to do so. Requests for this service are still increasing. He recommended setting a deadline on receiving such requests, naming September, so that we may have some basis for estimating budget and storage requirements. It is reiterated that we should not solicit the handling of real property, and that we must under no circumstances give the evacuee advice on the disposition of his property---only information.

## Miscellaneous Matters

A discussion on what to do about providing food for social functions at the centers resulted in complete agreement that the evacuees should procure at their own expense all items of food for such occasions except rationed foods. They should avoid rationed foods as far as possible. The rationed foods and their points can be withdrawn from project supplies, with the sanction of the council. A regulation to cover this matter is forthcoming.

The Director brought to the group's attention a book, New Sun, by Taro Yashima, published by Henry Holt. It is largely pictorial and depicts methods of secret police in Japan. It has good propaganda value, and if interested projects can acquire Japanese translations from the publisher.

The Board of Appeals for Tule Lake has been set up. The recommendations of the panel are subject to the approval of the Director. Only persons segregated in their own right and wishing a review of their cases are processed through this panel. Those with no count against them, who merely accompanied the real segregant to Tule Lake and now wish to leave, simply go through the usual leave clearance procedure.

Closing Words by the Director

The Director announced his satisfaction that we could have such a harmonious meeting after nearly two years of carrying out a difficult and controversial program, and that he has found the staff still alert, not stale on the job, but wearing a justified air of confidence. He was pleased that this conference, called not so much to devise new policies as to examine the ones we have and to tighten up chinks and sweep out corners against the day of the next investigation, has revealed fewer corners to be swept out than might be expected. He regarded as very encouraging the news that the Bureau of the Budget has recommended a WRA budget of \$40,100,000 (only negligibly less than the figure we asked for) and characterized ours as an "honest budget". Such action constitutes a vote of confidence in the soundness of WRA by the Bureau of the Budget.

After enumerating briefly the problems set forth and discussed during the week of meetings, renewing his promise to work for measures that will remove or at least modify present restrictions and discriminatory practices that obstruct our program, and stressing the necessity of WRA to develop better public relations, the Director closed his address with two instructions to the Project Directors returning to the field: first, to convey to the residents that we are pushing to remove restrictions and discriminatory practices, and that the only thing that will block progress in that direction is evacuee resistance to selective service; and second, to assure the staff that they need have no fear of unemployment through possible closing of other centers.