



HUMAN RELATIONS IN SAN DIEGO

CITIZENS INTERRACIAL COMMITTEE

1501 SIXTH AVENUE

SAN DIEGO, CALIFORNIA 92101

239-0871

SPECIAL REPORT

ON

HUMAN RELATIONS

Prepared for

BOARD OF SUPERVISORS
SAN DIEGO COUNTY

by

STAFF

of

CITIZENS' INTERRACIAL COMMITTEE
OF SAN DIEGO COUNTY
1501 Sixth Avenue
San Diego, California 92101
239-0871

SEPTEMBER 25, 1969

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PRIOR TO AND AFTER 1964

BOARD MEMBERS
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C.I.C. was incorporated in June, 1964. The following persons served on the C.I.C. Board prior to August, 1964:

J. J. Kimbrough	George Scott
Paul Peterson	Dr. C. Hampton
Helen Cobb	DeGraff Austin
Ramon Castro	Chancellor H. York

BOARD MEMBERS
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The following persons served on the C.I.C. Board for a period of time after June, 1964:

Dr. William Rust	Alpha Montgomery
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In addition to those listed above, some of the original Board members are still serving on the C.I.C. Board and are listed on the Roster of present Board Members. Others who are no longer San Diego County or City residents are not listed.

TABLE OF CONTENTS

INTRODUCTION	1
Human Relations and Government	1
Human Relations in San Diego	3
The Need	3
The Responsibility	4
THE NATURE OF INTERGROUP RELATIONS	5
General Goals	6
Specific Goals	6
Methods	7
A Professional Agency is Essential	8
ORGANIZATIONAL STRUCTURES FOR INTERGROUP RELATIONS AGENCIES	10
Agency Base	10
Statutory Base	10
Selecting the Statutory Base of an Intergroup Relations Agency	15
Relationship Between Agency and Government	16
Selection of Board Members	17
Size of Board	19
Getting Broad Community Support for Agency and Its Programs	20
PROGRAMS AND SERVICES	23
Programmatic	23
General Services	24
SCOPE AND LIMITATIONS	27
CIC: PAST, PRESENT AND PROJECTED	30
CIC Past	30
CIC Present	31
Some examples of CIC Programs and Services	33
Who Uses CIC Services	36
CIC Projected Program	39
Chart of Activities	41
Budget Summary	43

TABLE OF CONTENTS (Continued)

RECOMMENDATION	44
The Alternatives Recommendation	46
Recommendation	49
APPENDIX A	52
APPENDIX B	58
APPENDIX C	59



INTRODUCTION

Human Relations and Government

Human relations, as a professional discipline, has been in existence less than thirty years. The National Association of Intergroup Relations¹ Officials (NAIRO), the professional association of human relations workers, was founded in 1947, just twenty-two years ago. Human relations with governmental sanction and involvement is even more recent.

Human relations work began under private auspices. One result of the accelerating urbanization and increased complexity of modern American society has been to move the emphasis of intergroup relations work more and more toward government involvement, primarily at the local level.

Local governmental involvement in human relations activities is a relatively new development in California. The 1968 State of California Directory of Human Relations Commissions, compiled by the State of California Fair Employment Practice Commission, lists 32 official local human relations organizations. The pioneer agency in the state is the Los Angeles County Commission on Human Relations, established in 1944. Undoubtedly, the fact that Los

¹For the purposes of this report, the terms "human relations" and "intergroup relations" will be interchangeable.

Angeles was the largest city in California and began to experience the effects of massive urbanization and increased open racial tension before other cities in California had an influence upon the early establishment of its human relations agency.

The second such municipal agency in California was established in San Jose in 1958. All of the other thirty municipal agencies listed in the Directory were established during the 1960's, with 28 of those being formed during the last six years.

The sudden proliferation of municipal intergroup relations agencies in California, and the concomitant growth of the profession of intergroup relations can perhaps be explained by viewing these developments as a result of an "idea whose time had come." As Eleanor Blumenberg, of the Anti-Defamation League, Los Angeles, has indicated, "professionalization . . . does not occur in a vacuum. It can either be an antecedant or a consequence of significant social movements."² Human relations has evolved as a consequence of the societal change that is occurring in the United States; it has evolved in response to an urgent need for expertise in the area of social change, both through consensus and conflict, and in the areas of intergroup and interracial relationships.

²"The School Intergroup Relations Specialist," Sociology of Education, (Spring, 1968), citing Howard M. Volmer and Donald L. Mills, Professionalization, New Jersey: Prentice Hall, Inc., 1966.

Human Relations in San Diego.

In San Diego, the concept of a professional intergroup relations agency with municipal sanction is less than six years old. Human relations has now moved to a position of prime consideration among the dominant concerns of municipal government.

As a recent example, the San Diego League of Women Voters' Election Extra of September, 1969, found that 10 out of 15 prospective candidates for City Council placed human relations as either Number 1 or Number 2 concerns, in order of priority, with which government must concern itself.

The Need

The need for an intergroup relations agency in this city was substantiated by the Mayor's Citizens' Interracial Committee Evaluation Guidance Committee in its Report to the Mayor dated June 6, 1967. The Report was based upon a study conducted at the Committee's request by the Community Welfare Council. The Council received communications from and held discussions with interested citizens in both the majority and minority portions of the community in conducting its study.

The Committee concluded, in part, that "there is no question that San Diego needs an agency specifically active in race relations. Our racial problems are not unique. As in most major cities in the United States, our

racial minorities live in a concentrated area and evidence the effects of inadequate mobility in employment and housing."

The Responsibility

The Committee's conclusions also stated that, "It [the intergroup relations agency] must have the sanction, financial and active moral support of government to make clear to everyone that the entire community intends to face its responsibilities with respect to the problems of a part of the community."

This conclusion is in agreement with the position taken by the International City Manager's Association to the effect that mayors or other chief administrators bear prime leadership responsibilities for making it clear and unequivocal that local government "is committed to working toward the goal of equal opportunities for all."³

³Management Information Service Report No. 229.

THE NATURE OF INTERGROUP RELATIONS

"Responsible citizenship is the foundation of democracy. Full rights and privileges of citizenship must be extended to all, but these rights and privileges have no meaning except as all citizens exercise them in a responsible and mature manner."⁴

Human relations as a discipline involves the systematic approach to solving, or aiding in the solution of, complex problems arising out of the interaction of individuals and groups who differ in some obvious manner and because of these differences do not share in the full rights of citizens. Such differences are typically those of race, color, religion, national origin, or economic status; and are presumed to be significant factors in the understanding and acceptance of persons as full citizens with all the rights which are guaranteed in the Constitution of the United States.

This systematic approach seeks to identify feelings which underlie tension situations, develop techniques to effectively handle such feelings, and attempt to set into motion long-range programs designed to reduce the possibili-

⁴George Schermer, Guidelines: A Manual for Bi-Racial Committees, New York: Anti-Defamation League of B'nai B'rith, 1964.

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ties for conflict.

General Goals

The primary objectives of a human relations agency are: To create and foster a community climate in which better understanding and relationships between and among various racial, religious and ethnic groups can easily and naturally take place; and to educate and assist citizens of the community in securing the constitutional rights which are theirs by virtue of being American citizens.

Specific Goals

1. To promote amicable relations among the racial and cultural groups within the community.
2. To interpret social changes and provide more effective channels of communication between and among all groups of citizens.
3. To aid in the co-ordination of the activities of private organizations concerned with intergroup relationships.
4. To serve as a forum for open discussion on all subjects related to inter-faith, inter-ethnic, and interracial matters.
5. To receive complaints and grievances, serve as mediator when necessary, conduct investigations if needed and make referrals to other agencies if required.

6. To serve as a resource of objective information; to assemble, analyze, and disseminate authentic and factual data relating to interracial and other group relationships.

Methods

By their very nature, human relations problems are in the realm of the "private person," often fraught with strong negative feelings liable to erupt into open warfare unless handled with the delicacy of a skilled artist. Because of the private nature of many of these problems, coupled with the attendant confidentiality, an agency dealing in human relations matters works primarily "behind the scenes" with little publicity. This latter condition--working behind the scenes--is of singular importance. If the various groups, organizations, governmental officials, civil rights groups and representatives and other private citizens, who are constantly seeking the services of such an agency, do not feel that their concerns and problems are treated with professional respect and confidentiality, the services of that agency will not be sought and its usefulness will be highly questionable.

It is for these and other reasons that much of the work of a human relations agency remains un-publicized. This does not imply, however, that the effectiveness of a human relations agency cannot be measured. It does mean that the criteria used must be of a different nature than those used

typically to determine how well an agency is or is not performing its defined functions.

A Professional Agency is Essential

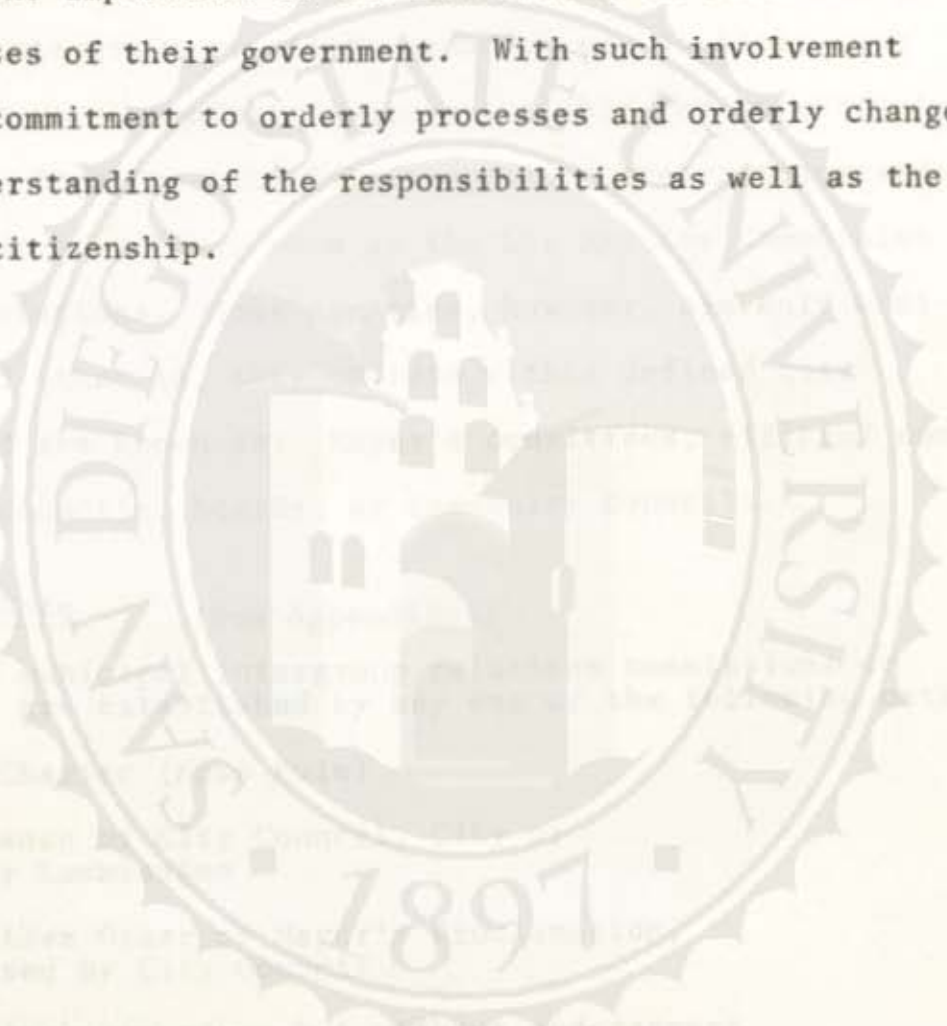
George Schermer, an experienced and respected intergroup relations expert, has emphasized that an agency or organization is essential for the performance of the primary task of human relations, that of communication. Communication, Schermer points out, rarely "just happens." It requires knowledge, skill, and experience and therefore "should not be taken for granted." Additionally, it is necessary to have the sponsorship and approval of respected and authoritative community leadership. Most important of all, a strong organizational structure is necessary both to keep the communication process going and to provide the necessary personnel, expertise, and imaginativeness to deal with human relations problems.⁵

Establishment of a human relations agency which has local governmental sanction sets, as the National Association of Intergroup Officials has pointed out, "an official tone-- a public policy--signifying that the community is concerned about and committed to peaceful, rational methods of resolving differences among its citizens. This action demonstrates that local leaders recognize their responsibility to try to solve the problems of their citizens on a local basis, with

⁵Schermer, Guidelines: A Manual.

local leadership and initiative."⁶

The goal in professional human relations is a stable, prosperous, wholesome community. Human relations is founded upon the traditional backbone of American democracy, the belief in the importance of the involvement of citizens in the processes of their government. With such involvement comes the commitment to orderly processes and orderly change, and an understanding of the responsibilities as well as the rights of citizenship.



⁶Guidelines for Municipal Human Relations Committees, Washington, D. C.: NAIRO, 1964.

ORGANIZATIONAL STRUCTURES FOR INTERGROUP RELATIONS AGENCIES

Agency Base

Some intergroup relations agencies use as their base the largest governmental structure suitable for an effective operation. These operate in metropolitan areas, comprised of a cluster of cities, such as the Los Angeles Commission on Human Relations. Most agencies, however, are only municipal-based--that is, they operate within defined city limits, and are known as: Mayor's committees, official commissions, councils, boards, or community councils.

Statutory Base [See Appendix A]

These municipal intergroup relations commissions or committees are established by any one of the following methods:

City Charter (Home Rule)

Ordinance of City Council, City or
County Commission

Executive Order or Mayor's Proclamation,
endorsed by City Council

Identical structure but without endorsement
by City Council

Private Corporation with contractual
agreement with City or County

Self-organized group with official
recognition and endorsement

Examples of each of these different statutorily based agencies are provided in the accompanying diagrams.

TYPE A

Statutory Basis: Contractual Authority

Private non-profit corporation by
State and Federal Incorporation

Independent Board of Directors

STAFF: Selected according to
Board Personnel Committee

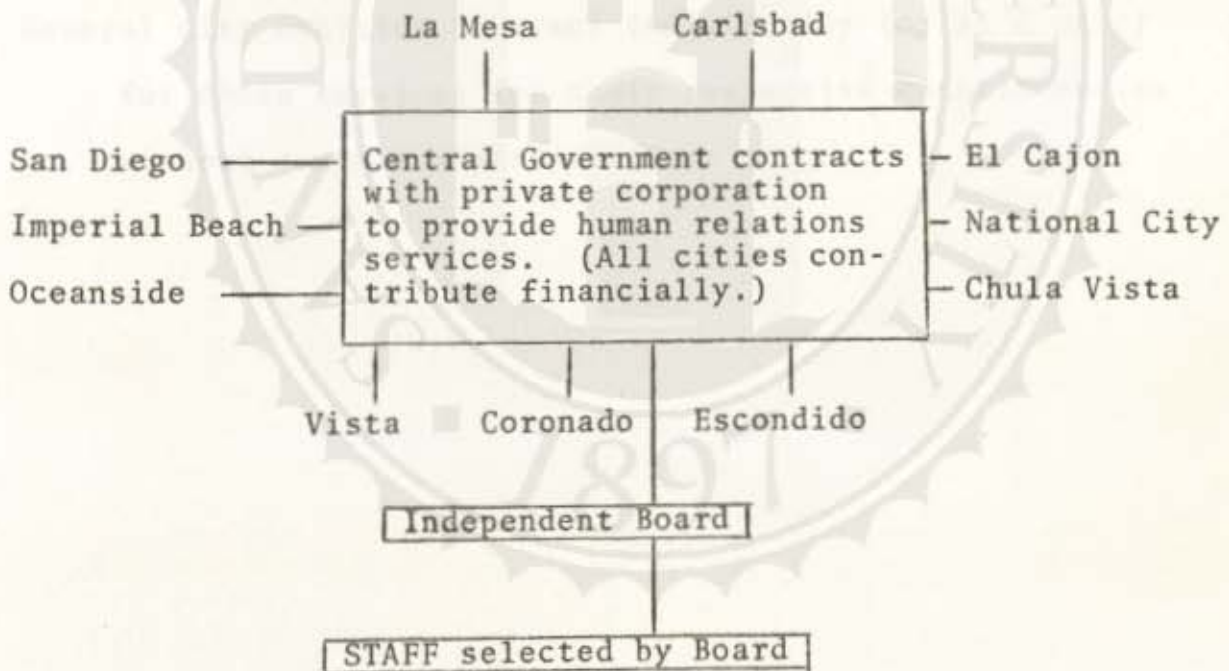
Examples:

1. CIC Incorporated, San Diego
2. Mayor's Friendly Relations Committee of Cinn., Ohio

Explanation: There are several possible variations of contractual arrangements as illustrated below.

Variation I

San Diego County Illustrated



Explanation: This arrangement allows for all city entities to contribute financially to central government which does the actual contracting.

Variation No. II (Type A) San Diego until 1969

One city alone contracts with private corporation to provide human relations services for that city only as was true in San Diego from 1964 through 1968.

Variation No. III (Type A) No known examples

Several city entities contract individually (or as a unit) for these services for their respective constituencies without central administration.

- 1. City and County of San Diego
- 2. Los Angeles County
- 3. Chicago
- 4. Berkeley
- 5. Philadelphia
- 6. Detroit
- 7. Salt Springs
- 8. New York
- 9. Dallas
- 10. Cleveland
- 11. San Jose

Continuation
 Los Angeles County Commission to be established 1970
 American Formula: Each member of the appointing body is
 allowed to select (appoint) a given number of persons
 to be Board Members.

TYPE B

Statutory Basis: Charter or ordinance



Examples:

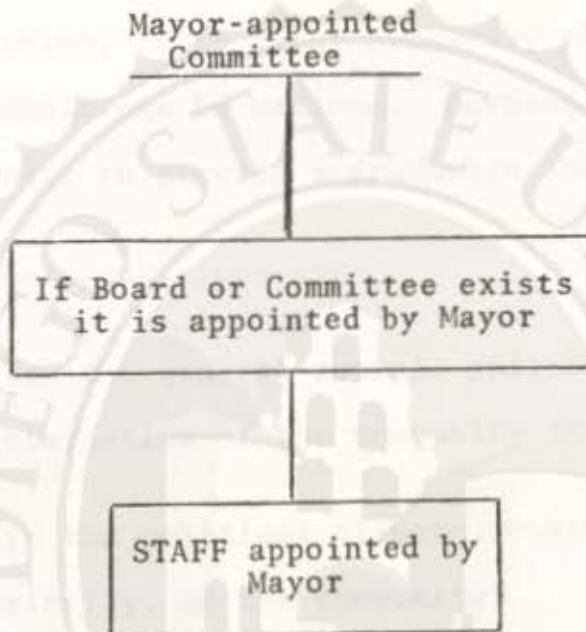
1. City and County of San Francisco
- *2. Los Angeles County Commission
3. Chicago Commission
4. Berkeley
5. Philadelphia
6. Detroit
7. Palm Springs
8. New York
9. Palo Alto
10. Cleveland
11. San Jose

Explanation

- * Los Angeles County Commission is an autonomous body.
Numerical formula: Each member of the appointing body is allowed to select (appoint) a given number of persons to be Board Members.

TYPE C

Statutory Basis: Mayor appointed



Examples:

1. Chico
2. Inglewood
3. Long Beach

Explanation: Most instances under this structure are "one man" operations.

Selecting the Statutory Base of an Intergroup Relations Agency

In order to make a selection of the structure of an agency in terms of what would be the most effective type and statutory basis in any given municipality or other governmental jurisdiction, it is first necessary that the local problems and conditions be defined. Certain questions must be raised in order to provide a framework for decision-making.

Some of these questions are:

1. What are the general social, political and economic characteristics of the community in question?
2. What is the political climate, currently and historically, of the community?
3. What is the political climate for public officials taking an aggressive stance with regard to human relations problems?
4. To what degree is the citizenry of the community aware of, and concerned about, the existence of intergroup and interracial problems and tensions?
5. To what extent is the citizenry supportive of governmental human relations services?
6. What are the purposes, political or otherwise, for public officials taking any action in the field of human relations?

7. What are the general social, economic and political characteristics of the minority communities in the jurisdiction in question? How do these characteristics compare to those of the majority community in the area?
8. To what extent does racial segregation on a geographical basis exist in the area?
9. And finally, to what degree is there racial and ethnic discrimination through exclusionary practices in employment, housing, education and other institutions?

It is often true that any individual or group of officials may favor one type of intergroup agency over another because of individual preferences. In making an analysis, however, it is necessary to recognize personal preferences as such and then move the consideration to the level of making an objective decision about the structure and basis of the type of agency which will be most effective in accomplishing the goals of justice, equity, and mutual esteem among the citizenry.

Relationship Between Agency and Government

There are three distinct views popularly held with regard to the role of government in its intergroup relations agency activities.

First: This view holds that the government should be the regulator and overseer; and should establish a body to administer the law and require compliance with regard to fair practices.

Second: This view holds that the agency should be a promoter and expediter of communications and provide public forums and vehicles through which groups can meet and work out their differences.

The second view also holds that the agency should not regulate, coerce, nor require compliance, but rely on other persuasive means to accomplish its goals.

Third: This view holds that both of the above functions can and may be performed by the same agency.

Numerous examples of operating agencies could be cited for each view. Basically, however, experience indicates that there is no "best" functional philosophy for all agencies, but rather, each agency's operating philosophy must be determined by the individual and unique needs of the community which it serves.

Selection of Board Members

The methods by which board members are selected and appointed are just as important as who is chosen; and in many instances, these methods are much more important than either who does the selecting or who is selected.

It is agreed that the primary rationale for the existence of any human relations agency is that of providing additional machinery for redress of past and present injustices suffered by racial and ethnic minorities perpetrated by white-controlled establishments. Within this rationale, it is crucial that the minorities feel that this body (agency) designed to guarantee them previously denied constitutional rights not be governed and controlled by persons "against them from the beginning." The methods by which board members are selected also tell the minorities much about how the appointing or selecting body feels towards them as people.

For such an agency to operate initially with confidence and success with reference to the minorities, the latter must be involved in this initial selection process or they will rightly feel that the "cards are stacked against them already." Equally important in today's climate, is how these minority representatives are chosen, and who they are. This process must extend to all the groups, black, white, brown and others as well as to all the other facets of board operations. In sum:

The methods (or process) by which the agency is brought into being is often MORE IMPORTANT than what the publicly stated philosophy is of the governmental body.

"Prestige founded upon wealth, ancestry or power has little value unless the person is conversant with the prob-

lems and sensitive to the needs and feelings of both the inarticulate and the dissident."⁷

In contrast to the expressed philosophy and activities of the ethnic/racial minorities prior to 1950, the present ethnic/racial philosophy during the past twenty years with the accompanying emphasis on "demands" and more self-determination, strongly suggests that these additional dimensions of protest and dissent must be taken into consideration in the selection of board members.

Some of the many factors which must be considered in selecting board or commission members are: sense of responsibility, sensitivity to the needs, interests, and feelings of all people with an added awareness of the changing moods of the youth, and black and brown vocal minorities; concern and dedication to bringing about the necessary positive changes; and a sensitivity to the needs and feelings of those minorities who are the least articulate about their plight.

Size of Board

Boards vary according to many factors. Ultimately, the size of the board or commission must be based upon an analysis of all the factors which relate to the problems of the local community and the climate for change within the political

⁷Schermer, Guidelines: A Manual.

atmosphere of local government.

"A desirable and useful arrangement is to have a small administrative board, fully clothed with power to act; and a larger advisory committee which serves both as a sounding board and as an aid to communication with the many segments of the community."⁸

Getting Broad Community Support for Agency and Its Programs

It is of primary consideration that the human relations agency, program, and organizational structure have broad community support. There is hardly any other structure in government through which it can effectively communicate its genuine concern and commitment to all its citizens; nor is there any other structure through which citizens, especially minority citizens, can begin to feel and be included in the total governmental process.

Therefore, community support is needed for two reasons:

1. To enable the total community to feel it has a representative voice in the formal structure of the agency, and
2. To secure ongoing support for the programs, personnel, and policies of the agency.

In order to have the broadest possible base of repre-

⁸Schermer, Guidelines: A Manual.

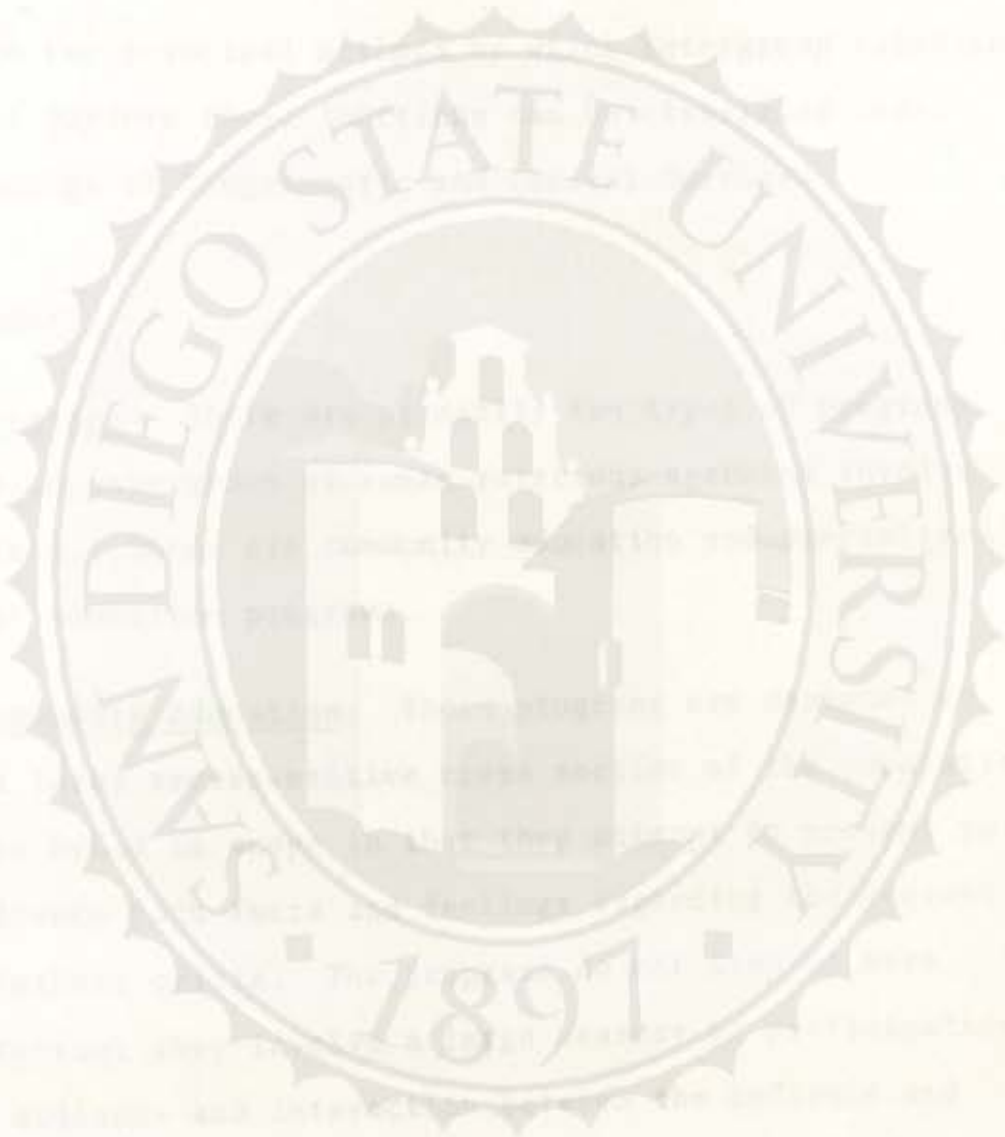
sentation, there must first be a method devised specifically to achieve this goal. One example of such a method is that described below.

In San Diego, the present board of the Citizens' Inter-racial Committee is being expanded to insure that broad representation of ethnic, racial, geographical, socio-economic, occupational groups and individuals are included. The plan and its numerical formula is as follows:

	A. (15) County Reps.	B. (15) Community Action Councils	C. (15) At-Large Members	D. (15) S.D. Orgs.	E. (15) Gov't & Establ.	TOTAL 75
A. White	(26) 4	-	10	1	11	26
B. Black	(21) 5	6	2	6	2	21
C. Brown	(21) 4	7	3	6	1	21
D. Asiatic	(3) 1	1	-	1	-	3
E. Indian	(3) 1	1	-	-	1	3
F. Samoan	(1) -	-	-	1	-	1
	(75) 15	15	15	15	15	75

The next type of community support is somewhat more difficult to outline. It involves gaining community acceptance and support by providing services and programs in line with the defined needs and desires of the total community. The best barometer for ascertaining whether these community needs are being met would be to gauge how widely the services of the agency are being requested and utilized by the community at large.

One indication of the extent and importance of how total community involvement affects agency operations is illustrated in the section of this report "Users of CIC Services" (again using San Diego as an example).



Reggie Kimpus is San Diego the "Chief
for Understanding" and let
represented by a program.

PROGRAMS AND SERVICES

The two principal methods by which intergroup relations agencies perform their functions can be classified under the headings of Programmatic and General Services.

Programmatic

Programs: There are primarily two types of programs with which intergroup or human relations agencies involve themselves. These are community education and specialized interest education programs.

Community Education: These programs are designed to reach a large representative cross section of the population. They are broad in scope in that they attempt to present to the audience both facts and feelings regarding the current racial/ethnic crisis. The programs do not stop at mere presentation; they involve a large measure of participation by the audience and interaction between the audience and program participants. By this interaction, the audience is afforded an opportunity to examine their own knowledge and feelings regarding the program material presented.

Program Example: In San Diego the "Design for Understanding" series represented such a program.

Specialized Interest: This type program is a more specialized one. Programs within this category are special human relations training programs geared to groups with specific concerns. Informational input is then geared around these interests. If at all possible, the components of participation and interaction are retained as part of the format.

These programs are often labeled as seminars, training sessions, human relations courses, etc.

Examples of groups making use of this type program are: professional groups, governmental and educational institutions, businesses, neighborhood groups, and community organizations.

Program Example: Human relations training for Navy personnel, teacher human relations seminars.

General Services

General services are extended to a clientele ranging from individuals and small groups through organizations and institutions.

A human relations agency serves as a communications link between majority and minority groups by providing an information and referral service; forums for discussion of community concerns and increasing goodwill among citizens; issuing publications and reports of investigation; maintain-

ing and creating channels of communication between groups and between citizens and government; and by holding conferences and other public meetings.

A human relations agency provides resource services to governmental agencies and to private groups and citizens. This is done by consultation with individuals, groups, businesses and government; or by referral of qualified individuals to provide such services. Bibliographies, records, films, speakers and panelists are but some of the resources used.

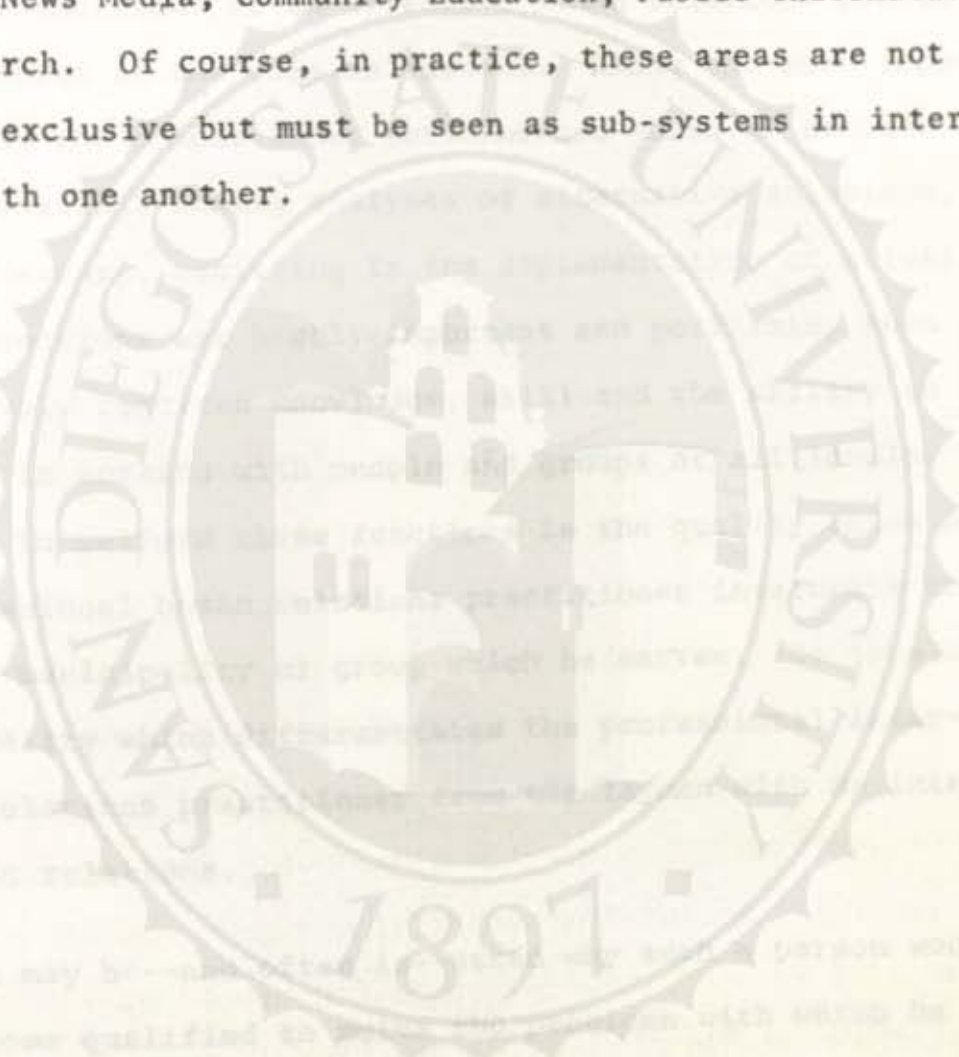
A human relations agency serves as a catalyst for community groups by assisting them in clarifying and articulating their concerns and by assisting them in opening new opportunities in communication and community service with other groups.

A human relations agency acts as a clearinghouse for all forms of complaints involving human relations throughout the entire community. It attempts to improve the ability of local government to respond to the needs and problems of its citizens, to open lines to improve communication between public and private institutions and the people they serve, and to demonstrate to citizens the public accountability and concern of their officials.

A human relations agency, finally, inquires about incidents of tension and conflict among or between various racial, religious or ethnic groups, and takes action by means of conciliation, conference and persuasion to alleviate such

problems.

Functional Divisions: Most of the programs and general services fall within broad divisions which might be categorized as follows: Education, Housing, Employment, Law and Justice, News Media, Community Education, Public Information and Research. Of course, in practice, these areas are not mutually exclusive but must be seen as sub-systems in interaction with one another.



It may be... person would
 not become qualified to... with which he
 becomes an... For, on night... the very
 qualities needed to become a good... are also
 needed to become an... The main
 objection to attempting to perform both roles at all times is
 the identification that the community which is served places

SCOPE AND LIMITATIONS

The functions of an effective human relations practitioner are inherent in the role he assumes. Among the most important functions the practitioner performs are those of problem identification, making analyses of alternative solutions, and, when necessary, assisting in the implementation of solutions. These functions are highly important and performing them effectively requires knowledge, skill and the ability to gain rapport in working with people and groups at all levels. The ability to perform these functions is the quality which makes a professional human relations practitioner invaluable to the agency, municipality or group which he serves. It is also this quality which differentiates the professional inter-group relations practitioner from the layman with an interest in human relations.

It may be--and often is--asked why such a person would not become qualified to solve the problems with which he becomes so familiar? For, one might reason, the very qualities needed to become a good problem identifier are also needed to become an effective problem solver. The main objection to attempting to perform both roles at all times is the identification that the community which is served places

upon the practitioner. The professional human relations expert finds himself in a position between institutions and citizens, both of which are recipients of his services. So long as he confines himself to the articulation of problems and the engagement of existing machinery to communicate and recognize those problems, he is the spokesman of anyone with a problem. He can be trusted to find the appropriate door and knock on it: his primary identification with problem definition assures his objectivity, otherwise his impartiality comes into question and his special effectiveness lost. The professional's role is to work with not on groups.

Solution programs must be initiated and managed by some other agency--even though it also must have many of the same characteristics. Or, if initiated through the human relations agency, such programs should later be given over to some other organization.

Another dimension to be considered is the securing of personnel who can effectively operate within the scope of a human relations agency with the articulated philosophy, without being labelled either as an "activist" or as a "mere figurehead." Rather than one of those extremes, he must be a catalyst. It is a staggering problem in and of itself to find individuals who are capable of functioning in the professional role of problem identification.

If the necessary characteristics of such persons were to be examined, they would read somewhat as follows:

1. The ability to achieve rapport with minority groups-- including the most activist and militant organizations.
2. The ability to achieve rapport with, and to work with all segments of the majority population:
 - a) Business and professional groups
 - b) Government officials
 - c) Youth
 - d) Activist groups
 - e) Ordinary citizens
3. The maturity and articulateness to be able to translate the urgent, young, militant, and minority viewpoints into terms that can be comprehended, and responded to, by the total community.

CIC: PAST, PRESENT AND PROJECTED

CIC Past

CIC was organized in 1963 as a response to requests from several citizens' groups in the community who were deeply concerned about mounting racial tensions and discrimination. In addition, events were taking place all over the United States which indicated that the time had come to face more realistically the many issues and conditions which gave impetus to the Civil Rights movement and which were in need of immediate attention.

San Diego, just as all other American cities, large and small, began to recognize the great discrepancies between our beliefs on the one hand and what is actually expressed in actions on the other.

CIC was initially organized as a citizens' group concerned with human relations matters throughout the County of San Diego, but without paid staff or separate quarters. Its functions were to be performed by volunteers who also had other responsibilities. It was operated in this fashion for almost a year until it became apparent that in order to do the kind of job required of any such agency, a professional staff and an

increased budget would be needed.

So, one year after CIC came into being, the City of San Diego agreed to finance it on the conditions that the County of San Diego would also match the amount appropriated by the City and the condition that CIC itself would be responsible for raising the final one-third of its budget. With this as the basis for operating, CIC began its full-time existence as a professional agency on Sept. 1, 1964. Because of the immediate problems facing the staff and needing prompt attention, the agency was unable to launch its own fund-raising campaign. The County did not participate in funding. Nevertheless, the agency was able to function from Sept. 1, 1964, through the fiscal year ending June 1, 1965, on the allotted budget; and the City again appropriated the same amount for this fiscal year ending in 1966.

CIC Present

During the past fiscal year (July 1968-July 1969) CIC continued to function under the same contractual arrangement with the City of San Diego with the addition of financial support from the County. Its total City and County budget for this year was \$135,000.00.

The staff, at the present is composed of the Executive Director, 6 professional consultants, 2 administrative staff members, 4 clerical staff members, and 1 N.Y.C. (Neighborhood

Youth Corps) enrollee. In addition, CIC employs two work-study students. In the fall several graduate students will be assigned to the agency in field placements. Several volunteers assist in the work of the Agency.

CIC, as all other human relations agencies, concerns itself primarily with those problem areas which are most apparent and highly symptomatic of racial-ethnic conflicts. Typically, these areas include education, employment, housing, law enforcement, communications, and public education.

The first of the following two charts highlights activities in the above-mentioned areas. It is only a very brief synopsis designed to enable one to see more clearly the broad scope of activities of CIC as a human relations agency.

The second chart illustrates the broad spectrum of community groups who requested and received services from CIC over the past four months from May through August 1969.

NOTE: Chart 2 represents only groups. It does not represent the many private individuals who requested and received a wide variety of general services over the same period of time.

It should also be noted that during this four-months period of time CIC staff was engaged in:

- moving to its new location
- expanding the Board of Directors
- preparing the special report "Sunday in the Park-July 13" for public distribution

CHART I

SOME EXAMPLES OF CIC PROGRAMS AND SERVICES

[The chart presents only a few recent examples of the many human relations programs and services, provided to various community groups in San Diego County by CIC.]

A. EDUCATION

SPECIFIC CONCERN	PROBLEM ANALYSIS	CIC INVOLVEMENT
Lincoln High School Student Walk-out	<ul style="list-style-type: none"> --Need for responsiveness on part of the San Diego Unified School District to provide equal and quality education in schools with a high minority enrollment. --Need for responsiveness on part of faculty to student needs. 	<ul style="list-style-type: none"> --CIC requested to moderate first meeting of school administration, students and community people on school site. --Met with community groups to explain role of citizens in helping to effect necessary changes. --Made available a Special Report on Education outlining and documenting school problems in the minority community. --Consulted with school district officials.
Lemon Grove School District responds to community concerns and growing tension regarding minorities moving into community	<ul style="list-style-type: none"> --Need for Lemon Grove to adjust to a racially changing school population. 	<ul style="list-style-type: none"> --Met with Lemon Grove School District Superintendent, administrative staff and concerned parent groups to define problems and seek solutions. As a result, the CIC "Design For Understanding" program is being presented in the Lemon Grove District for educators. The Program is being given for college credit through UCSD Extension to start in late September. --Gave a preschool workshop for all district teaching personnel at the Lemon Grove Education Center. --Staff maintains on-going liaison with the Lemon Grove District personnel and concerned parents.
Poway School District desired to find way to offset effects of racial isolation in an all-white community and school area.	<ul style="list-style-type: none"> --Need to educate and familiarize students and teachers in an all-white community to the needs and concerns of minorities. --Need to know how to integrate classroom materials by making use of resources about minority contributions in San Diego. 	<ul style="list-style-type: none"> --Presented teachers human relations series, "5 Steps in Understanding," to Poway Faculty Association. --Provided consulting services and resources such as speakers, book lists, movies, panels. --Helped plan and carry out field trip to Southeast San Diego community. --Helped plan and present public forum to promote interracial understanding. --Helped establish Black Studies class for 1969 Summer School curriculum.

B. HOUSING

SPECIFIC CONCERN	PROBLEM ANALYSIS	CIC INVOLVEMENT
South Bay Terrace Housing Development sought approval to proceed with building project.	<ul style="list-style-type: none"> --Need to create an awareness of the importance of a social responsibility planning component to be included in all phases of city planning --Need to call to the attention of government officials the importance of making social planning an integral part of all environmental planning. 	<ul style="list-style-type: none"> --Worked with City Planning in its analysis of the South Bay Terrace proposal. --Provided specific ecological data to HUD, state and local officials. --Presented position paper on project proposal before City Council and Planning Commission designed to raise necessary questions and proposing safeguards to keep the project from becoming a ghetto.
Minority individual needed to find housing in an area where few minorities live.	<ul style="list-style-type: none"> --NCR employee (Rancho Bernardo Plant) unable to find housing in an area near his work. Had been denied housing due to his color. 	<ul style="list-style-type: none"> --Made need known to Escondido apartment owners who were attending the Poway-Escondido Design For Understanding program at the time. --Arranged for employee to meet apartment owner who rented an apartment to him and made commitment to handle any community repercussions in a positive way.

CHART I
(CONTINUED)

C. COMMUNICATION

SPECIFIC CONCERN	PROBLEM ANALYSIS	CIC INVOLVEMENT
Minority community in need of positive, effective communication devices to transmit news, publicity and information to the entire community.	<ul style="list-style-type: none"> --Minority community and news media are isolated and alienated from each other, causing wide gap in inclusion of minorities in news or utilization of media by minorities. --Need to know more about media procedures and personnel to make full use of media opportunities. 	<ul style="list-style-type: none"> --Proposed idea for workshop in communication and news media to Urban Coalition's Task Force. --Co-sponsored in conjunction with the Urban Coalition a 2 day workshop in March, 1969 for minority community groups conducted by media personnel and a communications specialist provided by CIC. --Printed abstract of workshop for participants which is also available for distribution as a basic guide for all interested persons.
News media reports of disturbance in Mountain View Park inadequate in presenting WHY the events happened; therefore, communicating only negative or distorted image to total community.	<ul style="list-style-type: none"> --Need to clarify the issues relating to Mountain View Park and place in context for greater community understanding of the problem and involvement in its solutions. 	<ul style="list-style-type: none"> --Issued a report, "Sunday in the Park," July 13, 1969 to the public on Aug. 11, 1969. --Worked with KEBS-TV to plan format and personnel for one hour film dealing with the subject of the Park as presented by people from and representatives of the Southeast community. --Had film prepared for distribution. --Now have complete study guide: the film and the report available for use by community groups.
Request from El Capitan High students for a method of communication to be established for white and black students.	<ul style="list-style-type: none"> --Because of the racial isolation, these students had little direct contact with those of different racial backgrounds. 	<ul style="list-style-type: none"> --CIC arranged for group of black Lincoln High students to meet with group of white El Capitan students. --CIC staffer acted as facilitator. --CIC prepared a tape of the discussion which was used by El Capitan as a basis for group discussions.

D. PUBLIC EDUCATION OF COMMUNITY

SPECIFIC CONCERN	PROBLEM ANALYSIS	CIC INVOLVEMENT
Requests from many groups in majority community to learn about minority problems and what can be done to aid in solutions	<ul style="list-style-type: none"> --Need to find educational vehicle by which members of the majority community could become familiar with the problems, feelings, and perceptions of minorities as a background for positive action. 	<ul style="list-style-type: none"> --Designed a community education program called "Design For Understanding." During an 18 month period this program involved approximately 4,000 people and 16 different sponsoring groups from throughout the city and county.

E. LAW & JUSTICE

SPECIFIC CONCERN	PROBLEM ANALYSIS	CIC INVOLVEMENT
Awareness on part of County Marshall's office that human relations training was important to the quality of performance of all its personnel.	<ul style="list-style-type: none"> --Need for inclusion of human relations in their education and training. 	<ul style="list-style-type: none"> --Conducted the human relations phase of the training program at the academy to prepare officers for employment as deputy marshalls.
Increased awareness of importance of human relations as a necessary phase of training for law enforcement officers.	<ul style="list-style-type: none"> --Need for law enforcement officers to understand more fully the long-standing antagonisms between the minorities and law enforcement and how this increased understanding aids the officers in the performance of their duty. 	<ul style="list-style-type: none"> --Worked in the establishment of a course for law enforcement officers at Southwestern Junior College. --Provided the program for the human relations segment of this training. --Provided panelists and speakers for this course.

CHART I
(CONTINUED)

F. EMPLOYMENT

SPECIFIC CONCERN	PROBLEM ANALYSIS	CIC INVOLVEMENT
<p>Lack of opportunity for equal employment for minorities in many areas of the city and county.</p>	<p>--Community groups interested in many aspects of employment needed coordination of efforts in order to increase employment opportunities for minorities.</p>	<p>--CIC established Employment Task Force made up of over 30 organizations whose primary concerns are in the area of employment. This group has met twice a month for 2-1/2 years and has many accomplishments to its credit.</p>
<p>Lack of opportunity for minorities in the building and construction trades.</p>	<p>--Lack of opportunity for minorities in these fields because of "closed door" policies of unions regarding minorities.</p>	<p>--CIC formed Affirmative Action Committee made up of representatives from business, government, construction and trade unions and minority groups. This led to the establishment of the apprenticeship training program in San Diego called "Better Jobs Through Training."</p>
<p>Federal legislation and Executive Orders to eliminate discrimination in armed services facilities (civilian and military).</p>	<p>--Need to institute regular training programs on equal employment opportunity for Navy personnel.</p>	<p>--Staff conducted series of equal employment opportunity seminars for all the Navy facilities in the greater San Diego area as well as some other military facilities. --Helped them organize their equal employment opportunity committees as required by Federal guidelines.</p>

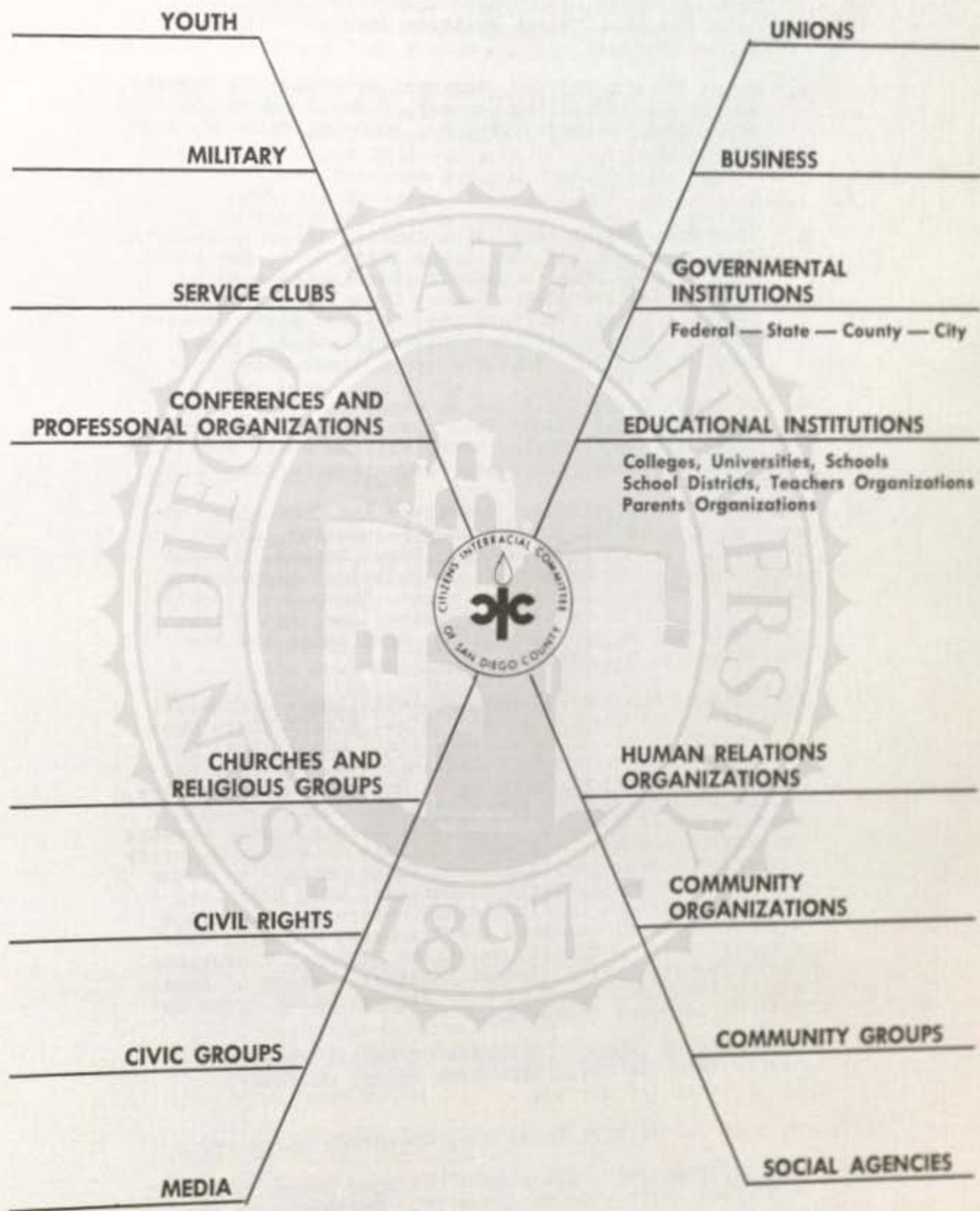
**WHO USES
CIC SERVICES**

?

**DURING THE PAST
FOUR MONTHS
THESE GROUPS DID**



COMMUNITY GROUPS AND ORGANIZATIONS



AMONG THESE



USERS OF CIC SERVICES

MAY-AUGUST 1969

I. EDUCATIONAL INSTITUTIONS

A. COLLEGES AND UNIVERSITIES

1. UCSD: Educational Opportunity Program, Urban Affairs Department, Urban Affairs Advisory Comm., Third World College
2. SAN DIEGO STATE COLLEGE: Minority Recruitment Committee, Ethnic Studies Committee, Minority Placement Committee, Chicano Studies Committee, Work Study Program, Educational Opportunity Program, School of Social Work, Financial Aids
3. USIU: Financial Aids
4. UNIVERSITY OF SAN DIEGO: Educational Opportunity Program

B. SCHOOLS AND SCHOOL DISTRICTS

1. SAN DIEGO UNIFIED SCHOOL DISTRICT: Workshop on Minority Education, Black Curriculum Committee, Education Center Careers Development, Inservice Education
 - a. Junior Colleges: San Diego City College, Mesa College
 - b. High Schools: Lincoln, Crawford, Patrick Henry, San Diego, Kearney
 - c. Junior High Schools: Taft, Horace Mann, Montgomery, O'Farrell, Memorial
 - d. Elementary Schools: Linda Vista, Balboa, Lowell
2. SAN DIEGO COUNTY BOARD OF EDUCATION: County Superintendent of Schools, Lemon Grove Superintendent of Schools, Lemon Grove School Board, Escondido School District, Poway Superintendent of Schools
 - a. Junior Colleges: Grossmont College, Grossmont Vocational Consultant, Palomar College, Southwestern
 - b. High Schools: Poway, El Capitan, Sweetwater, Mar Vista, Castle Park
 - c. Junior High Schools: Lemon Grove
 - d. Elementary High Schools: Poway, Casa de Oro, Lemon Grove

C. TEACHERS' ORGANIZATIONS: San Diego Teacher's Association, American Federation of Teachers, Black Educators, Mexican-American Educators

D. PARENTS' ORGANIZATIONS: Lemon Grove, Linda Vista, Mar Vista, Castle Park, Chula Vista, National City, Lincoln, Memorial, Crawford

II. BUSINESS

A. COMPANIES: National Steel and Shipbuilding Corp., Carnation Company, Control Data, Xerox, Foodmaker Corporation, Western Behavioral Sciences Institute, Philco-Ford, Continental Baking Company, Ryan Aero Company, Union Carbide, San Diego Transit Corporation, Private Employment Agencies, Yellow Cab Company, U.S. National Bank, IBM, Training Table Restuarant, Philips Ramsey, Security Pacific Bank, Montgomery Ward

B. BUSINESS ORGANIZATIONS: San Diego Chamber of Commerce, National Alliance of Businessmen, Urban Coalition (National Urban Coalition, Employment Task Force, Communications Task Force, Law and Justice Task Force, Housing Task Force, Task Force on Youth)

- III. MILITARY: Naval Regional Office of Civilian Manpower Management, Naval Civilian Employment Supervisors, Camp Pendleton Human Relations
- IV. CHURCHES AND CHURCH GROUPS: FOCUS, METRO, Col lege Lutheran Church, Calvary Presbyterian Church, Catholic Diocese, Greater Parish Ministry, St. Paul's Episcopal Church, Catholic Priests Senate, Christ the King Catholic Church, Bay Vista Methodist Heights, Episcopal Community Services, Bethel AME, Southeast Ministerial Alliance
- V. SOCIAL AGENCIES: Family Service Association, Urban League, Community Crisis Center, Neighborhood House, San Ysidro Clinic, Comprehensive Health Planning Association, San Diego Children's Home, Department of Public Welfare, American Friends Service Committee, United Community Services, Community Welfare Council, Sheltered Workshops of San Diego
- VI. SERVICE CLUBS: Lions, National Conference of Negro Women, Club Latino Social, Rotary, Optimist
- VII. HUMAN RELATIONS ORGANIZATIONS: Anti-Defamation League, NAIRO (National Association of Intergroup Relations Officials), Escondido Human Relations Organization, Poway Human Relations Council, Linda Vista Human Relations Council, University City Human Relations Organization
- VIII. GOVERNMENT INSTITUTIONS
- A. FEDERAL
1. ECONOMIC OPPORTUNITY COMMISSION
 - a. Community Action Councils: Golden Hills, Harbor, Logan Heights, Emerson, Area E, Border, Imperial Beach, Linda Vista, National City-Lincoln Acres, Normal Heights-City Heights
 - b. Projects: ACCESS (Ocean View, Otay), Headstart, Jobs Now, Neighborhood Development (Neighborhood House, Chollas Center, Harbor Center), Self Help Through Neighborhood Leadership, TAC Starter, Mexican-American Advisory Committee
 - c. Inservice training
 2. OTHER FEDERAL AGENCIES: VISTA Community Relations Service, Department of Defense, Office of Federal Compliance Commission, Peace Corps Training, Inter-agency Board of U.S. Civil Service Examiners, Neighborhood Youth Corps, Project Outreach (Department of Labor), Equal Employment Opportunity Commission, Department of Justice, U.S. Commission on Civil Rights
- B. STATE: Unemployment Insurance Benefits Referee, State Board of Examiners, Fair Employment Practices Commission, FEPC Advisory Commission, State Personnel Board, San Diego Service Center, YOC Advisory Commission, State Human Resources Commission, California Department of Industrial Relations, California State Officials Association
- C. COUNTY: Probation Department, Personnel, CIC Employment Task Force, Juvenile Court, Superior Court, Administration, Juvenile Hall, Escondido City Manager, Escondido Mayor, Chula Vista Mayor, Carlsbad City Administration, County Chief Administrative Officer
- D. CITY: San Diego Police Department--Community Relations Division, Personnel, Mayor's Committee on Summer Employment, Mayor's Council on Youth Opportunity, City-Community Dialogue, Mayor's Committee for Jobs, Inc. (Manpower Development), Model Cities, City Planning Department, Fire Department, City Manager, Zoo

IX. MEDIA

- A. NEWSPAPERS AND PERIODICALS: San Diego Independent, Voice-Viewpoint, San Diego Union, Chula Vista Star News, San Diego Evening Tribune, Christian Science Monitor, Los Angeles Times, New York Times, Los Angeles Sentinel, Daily Californian, Escondido Times-Advocate, Poway News-Chieftain, Miami Tribune, Newsweek, Black Politics Journal, North Shores Sentinel
- B. RADIO AND TELEVISION: National Broadcasting Company, American Broadcasting Company, Federal Communications Commission, KEBS-TV, KFMB-TV, KOGO-TV, KABC-TV, KDEO, KCBQ, KGB

X. YOUTH

- A. STUDENTS: MECHA MAYA, MAYA Central (Mexican-American Youth Association), San Diego State MAYA, San Diego City College MAYA, UCSD MAYA, Mesa College MAYA, San Diego State Black Student Council, UCSD Black Student Union, San Diego City College Black Student Union, Southwestern Black Student Council, Black Student Alliance, Southwestern College MAYA
- B. OTHERS: Young Christian Workers, Linda Vista Teen Post, San Ysidro Teen Post, Otay Teen Post, Southeast YMCA, Copley YMCA, William Oakes Boys' Club, Southeast San Diego Recreation Center

- XI. COMMUNITY ORGANIZATIONS: Committee for Community Control of Schools, IMPACT, Chicano Federation, Black Panther Party, US Organization, Brown Berets, Chicano Legal Defense, Mexican-American Political Association, Narcotics Prevention and Education, Stomp Out Stumblers, Chicano Church Restitution, Japanese American Citizens League, Grape Boycott Committee, Drug Abuse and Rehabilitation, G.I. Forum

- XII. CONFERENCES AND PROFESSIONAL ORGANIZATIONS: Technical Advisory Committee on Testing, B'nai B'rith State Conference, MAPA State Convention, State Educational Opportunity Conference, FEPC Chicano Youth Problems, San Diego County Medical Association Human Rights Committee, National Conference of Christians and Jews, National Association of Social Workers, California Social Workers Organization, San Diego State College Crisis in Minority Education Conference, San Diego Black Conference, Jack and Jill California State Conference, UCSD Black and Brown Conference, YWCA National Conference, San Diego State Vocational Guidance for Teachers, Michigan University Police Community Relations National Conference, Jewish Welfare Board (Western States), League of American Cities, Conference of U.S. Mayors, State Human Relations Agencies Conference

- XIII. CIVIL RIGHTS GROUPS: Congress of Racial Equality, NAACP, American Civil Liberties Union, Defenders Inc., Legal Aid Society

- XIV. UNIONS: Local 127, Local 535, Operating Engineers

- XV. COMMUNITY GROUPS: Clairemont Dialogue Group, Poway DFU, San Diego State Faculty Dames DFU, Kearney Mesa Town Council, Memorial Cinco de Mayo, Project Uplift, Community Opportunity Programs in Education

- XVI. CIVIC GROUPS: San Diego Young Republicans, Cabrillo Foundation, Charles Drew Foundation, San Diego Taxpayers Association, League of Women Voters, Grossmont Community Concert Association, Watts Summer Festival

PROJECTED: CIC PROGRAM PROPOSAL - 1969-70

Citizens' Interracial Committee uses citizen participation, public education, the communications media and the law as means to accomplish its stated goals.

The services and programs of CIC are concentrated along the lines of:

1. Effecting liaison with County and City governmental personnel;
2. Engaging local groups in the establishment of community organizations;
3. Training local residents in leadership roles and functions;
4. Initiating new vehicles for public education programs;
5. Compiling, analyzing, and publishing research data on county-wide problems and submitting appropriate recommendations.

A Rationale For Human Relations Programs and Services

As a human relations agency, CIC addresses the community primarily as a request-for-service agency. Just as

the County provides its citizens certain specific health related services through the County Hospital, so do the City and County governments provide certain specific human relations services to its citizens through CIC. Again, just as most of those services of the hospital are set into motion via a request of some kind, so too are those of CIC set into motion by a citizen request--almost exclusively by request.

Because of other community agencies offering services to the same general public, the question often arises as to duplication, overlap, and diffusion of efforts of these many agencies. This is a legitimate concern. It was one of the many to which the Community Welfare Council addressed itself in its 1967 study of human relations in San Diego County. Its conclusion on this specific question was an unequivocal "no."

The following Chart of Activities is intended to outline some of the program and service areas of the agency, define the specific problem of concern, show total community resources available, and indicate CIC's role and responsibility in each example.

CHART OF ACTIVITIES

I. Effecting liaison with County and City governmental personnel.

PROBLEM:	--A need for citizens to participate fully in use of governmental processes to offset basic alienation which leads to frustration and community conflict. --A need to provide channels of communication for these citizens to ruling governmental units and elected officials, so the responses of government can be made in line with the real needs of the people affected; thereby making government relevant to its constituency, especially its minority constituency on certain concerns.
CIC'S ROLE:	--To work as a two-way communication facilitator, creating devices to bring the people to the government and the government to the people. From this communication, to help establish on-going working relationships. Also, to provide ways by which the governmental representatives can perceive existing problems from the standpoint of the minority citizen.
RESOURCES OTHER THAN CIC:	--No community agencies provide this service as their main function or emphasis.

II. Engaging local groups in establishment of community organizations.

PROBLEM:	--Need for local neighborhood residents to have an organized and structured approach to aid in the solution of localized human relations matters, i.e., minor school conflicts of a racial nature, communication between local area residents of differing racial/ethnic background, creating a local community awareness of intergroup problems, needs, and solutions, etc.
CIC'S ROLE:	--To provide the expertise and "know how" for the structural formation of such groups; helping them formulate goals; providing methods for accomplishing goals; and providing on-going resource services for the group. This may be consultation or providing specific resource materials and personnel when needed.
RESOURCES OTHER THAN CIC:	--No other community agency has as one of its major functions that of working in all aspects of ethnic-racial concerns; or providing local citizen's groups with studies and other data related thereto. --Each community agency deals with a given aspect of human relations but does not offer total, coordinated human relation services.

III. Training local residents in leadership roles and functions.

PROBLEM:	--Need to have systematic training of local citizens to assume role of leadership in the many areas of human relations.
CIC'S ROLE:	--To work with all aspects of community problems, and with all segments of the community, to provide local citizens with enough knowledge and skill to effectively perform many of the services which otherwise CIC staff would do: they become an "extension" of CIC or "lay" human relations workers.
RESOURCES OTHER THAN CIC:	--No other agency has the personnel or resources to train others in this capacity. --Community human relations involvement is a spin-off from a professional, central human relations agency.

IV. Initiating new vehicles for public education programs.

PROBLEM:	--Need to inform total community, especially majority segment, of the basic causes for racial/ethnic unrest and tension.
CIC'S ROLE:	--To provide a vehicle that will promote understanding among different racial/ethnic groups and especially to communicate to the majority community in an attempt to bring about this understanding. From this public concern and constructive action result in helping to alleviate these conditions. These vehicles of communication and understanding come about through innovative and meaningful public education programs either for community groups or specialized interest groups (i.e., professional groups, teachers, lawyers, etc.)
RESOURCES OTHER THAN CIC:	--No other agency has this as its function or have the resources with which to do this on an on-going basis.

V. Compiling, analyzing, and publishing research data on County-wide problems and submitting appropriate recommendations.

PROBLEM:	--Need to define problems accurately in order to plan and implement effective solutions; thereby reducing costs and efforts expended in experimental approach to problem solving. --Need to bring sub-surface problems out in the open. Research and analysis are the avenues by which to accomplish this. Need to provide this information to governmental bodies, community groups, and professional agencies. --Need to have a central source for past and current written materials on the multiple problems of our urban crisis: access to those presently engaged in such research.
CIC'S ROLE:	--To make available to community groups, agencies, universities, colleges, school districts and others, raw and finished data on the many problems in human relations of a local, national, and international scope, including up-to-date newspaper articles relating to these problems. --To formulate appropriate recommendations to governmental units as guidelines for correcting problem situations.
RESOURCES OTHER THAN CIC:	--Other agencies do much of the research which becomes part of our libraries. None serves as a central source for all such data. None performs the task of doing <u>specific</u> research on human relations programs or making recommendations.

BUDGET SUMMARY

Employment Salaries	\$156,484.00
Employment Cost (8% x \$156,484.00) (FICA: 4.8%) (Payroll Insurance: Other)	12,518.72
TOTAL EMPLOYMENT	\$169,002.72
Other Expenses	63,775.00
Additional Expenses Re: Expansion of Staff and Quarters	12,341.45
TOTAL BUDGET NECESSARY	\$245,119.17

* * * *

Explanation: This budget summary represents a projection of the cost for operating CIC County-wide as an effective human relations agency for this fiscal year (through June 30, 1970).

Staff activities which are broken down into categories by cost are not included in this draft. They are contained in our regular 1969-70 Budget Proposal with appropriate explanation. It is felt that a complete review of the total budget with these breakdowns will be necessary at the proper time for understanding the basis of this budget proposal.

RECOMMENDATION

The League of Women Voters, in its report of September, 1969, "Government and the People: A Study of Representation in San Diego," states that "the fundamental problem in local government today is the crisis in unmet human needs." The report goes on to say that the standards of governmental success are no longer measured only in terms of efficiency, freedom from corruption, frugality and quality of schools. "It is currently recognized that government must also measure up to human standards. Is government representative of all the people? Does it respond to the needs of all segments of the complex urban area? Do all groups of citizens have a feeling of identity with the community's political leadership? Do they believe they have access to local decision-making machinery?"

The questions of representativeness, identity with, and access to government for all groups of citizens and all segments of the community are crucial questions within the context of human relations. They are especially crucial with regard to the minority and disadvantaged segments of our population.

The need for the existence of a human relations agency

centers around the ineffectiveness and inadequacy of established and traditional governmental procedures and responsiveness to the minority groups. The Civil Rights Acts, Economic Opportunity Act, Educational Opportunity Act, Voting Rights Act, and other legislation are indications of that condition of our national life that is articulated in the basic conclusion that the National Commission on Civil Disorders reached: "Our nation is moving toward two societies, one black, one white--separate and unequal."

While this statement does not mention literally the Mexican-American, the Puerto Rican, and other visible minorities, its reasoning includes all of the groups. The conditions under which the blacks live extend also to the other minority groups. Racial and ethnic minority groups in our country have the impression that governmental processes in the United States have always, and do now, operate to exclude them, not to include them. This impression is shared by many experts in the fields of human relations, government, and social and behavioral sciences. It is rooted in the historic experiences of the ethnic minority groups in their relationship with government. They know that they are not in possession of the power or the effective channels of communication to influence public (and private) decisions and policies that affect their communities and their lives.

The question becomes: How can local government provide for the machinery to meet the unmet human needs of that seg-

ment of its citizenry known as "the minorities," while recognizing that most of the expressed complaints of these groups are against local government insitutions? Such entities are the governmental institutions with which minority residents have the most contact. They are also the agencies which the minority and disadvantaged groups view as having the most considerable and direct impact upon their lives. Thus, local governmental entities become the symbol of the estrangement of minority and disadvantaged groups from all levels of government.

The Alternatives

Essentially, two alternatives emerge from these recommendations for providing human relations services to the citizens of the County of San Diego.

The first alternative is for an autonomous board to direct the activities of the agency, funded through some type of a contractual agreement with the County government. The second alternative is some form of commission, with authority vested in the governmental body. (See Appendix A.)

Human Relations Commission

A human relations commission is local government--a department or a division, just as are the other operational units of local government. The commissioners, who constitute a group analogous to a board of directors, are directly appointed by the County. In this way, the governmental

entity has direct control over appointments, funds, staff, and policy.

Human Relations Commissioners: Political Appointees.

Human relations commissioners, as political appointees, serve in the traditional governmental manner. They operate under the rules which have tended to exclude minorities and disadvantaged persons from the processes of government.

Staff: Civil Servants. The staff of such a commission is retained through the Civil Service system. Since they are in a direct relationship to the County government, they would perhaps not pursue their tasks with the same independence of purpose that they would were they in a more autonomous position. Also, the personnel would perhaps tend to become the advocates of government instead of the impartial arbiters that are necessary in performing human relations functions.

Since the agency would be another department of government, questions of jurisdiction and appropriateness would arise. It is an accepted practice, for example, that a County department would not be expected to "look into a complaint lodged against another governmental entity." It's not appropriate. More significantly, those citizens wishing redress would not come to the same governmental body to request this type of service; their past experience would preclude their believing that "government will be critical of government." In effect, this means that citizens who have

grievances against the County would have to go to County and/or other governmental entities for redress. Finally, the perception of effectiveness that minority and disadvantaged groups would have of the agency would be circumscribed by the perception that these groups have of the representativeness of, their identity with, and their access to the local governmental entity.

The decision to create a commission in contrast to entering in a joint powers contractual agreement would thus be viewed by the minorities and disadvantaged persons (recipients of the services of the commission) as based upon a design to meet needs other than those expressed by the persons requesting service. In summary, a commission, in the opinion of the Board and staff of CIC, would very likely be looked upon with the same degree of skepticism that minority groups generally hold about government.

A Contractual Arrangement -- Joint Powers Agreement

A contractual arrangement such as a joint powers agreement would insure, and more importantly, demonstrate the independence of the human relations agency. Citizens, especially minorities, would be more likely to look upon the agency as a valid avenue to attempt to obtain communication, recourse, and redress. The machinery to guarantee the confidence of the citizens in the agency's integrity would be built in from the beginning.

The fact that the agency came into being because of governmental actions, yet is viewed to be clearly not a part of government would enhance its effectiveness. The human relations organization would be able to function in a way that a governmental institution would not be able to. It also removes the inhibition of real or imagined governmental intimidation, allowing citizens to become involved freely in communication with the institutions of government.

The Kerner Commission, among many other knowledgeable groups and individuals, advocates the setting up of alternative structures for the political participation and advocacy of minority and disadvantaged groups, precisely because present institutional arrangements serve to exclude these groups. This is the direction of the future, both for human relations agencies presently being established, and for those existing ones that are being restructured. Such an independent structure serves to extend the accountability of public officials for public acts to all segments of the community, including those most difficult for the government to understand and communicate with.

Recommendation

A viable human relations agency is one that effectively assists in the communication of the opinions, needs, and desires of the groups which are excluded from the regular channels of communication with government in our society. The concept of "effective assistance" includes whether or not the agency is a legitimate one in the eyes of those groups it

purports to assist. Government has the responsibility of commitment to and assisting such communication. It can demonstrate its commitment by showing confidence in the agency through the granting of an autonomous status on a contractual basis. Such an agency is a necessary requirement for the achievement and maintenance of the goal of all citizens, white, brown, black, yellow and red, civil peace with justice.

A shift in the form of San Diego's human relations activities, from independent consultation, to a government-appointed commission, would be interpreted (regardless of the intent) to be a shift from human relations to public relations, from creative human response to pressing community problems on the one hand to regular institutional response on the other. Within this context, the legitimacy of governmental intent, as well as that of the agency itself, would come into serious question, no matter what the real intent might be. It is obvious that years of time must be spent by an agency to gain the confidence of, and a legitimacy in the eyes of, the citizens. An entirely new commission would be starting from the beginning of the long, hard road to gaining acceptance.

Based upon all the considerations of this report and upon specific deliberations with regard to the nine questions raised relative to providing a framework for making a decision about which statutory base should be used in creating a

human relations agency (See Appendix B), the Citizens' Inter-racial Committee of San Diego, Incorporated recommends a structure based upon a joint powers agreement and similar to that envisioned for CIC in the report prepared for the Board of Supervisors. This selection is based upon the belief of the CIC Board that such an agency and statutory base allow for the broadest possible citizen participation in human relations activities. It is also based upon the belief that such an agency would reflect the needs and wishes of all segments of the County population. (See Appendix C.)

APPENDIX A

ORGANIZATIONAL STRUCTURING FOR HUMAN RELATIONS ACTIVITIES IN SAN DIEGO COUNTY

The foregoing report, entitled "Special Report on Human Relations," dated September 25, 1969, and commencing on page 10, discusses organizational structures for inter-group relations agencies. This Appendix amplifies the structuring therein discussed and sets forth various alternative methods with brief discussions of legal implications. It is not intended to be a definitive legal analysis with accompanying citations of authority. It suggests possibilities and perhaps raises questions as to which the opinion of legal counsel for governmental and private agencies should be sought in the event a particular course of action is selected.

1. Private organization. Human relations activities may be carried out in a community through the use of a private organization which can be an unincorporated association, a fraternity, or a non-profit corporation. Typically, the members are selected by the organizational group and, hopefully, constitute a broad spectrum of community interest. To afford continuity and assurance as to legal format, the non-profit corporation is the best vehicle through which to carry on activities under this heading. It has broad powers

under California law, the rights and liabilities of members are carefully spelled out, and corporations organized for profit and public agencies may deal with non-profit corporations which have found wide acceptance throughout California as the vehicles through which to conduct many kinds of governmental agencies, particularly those activities requiring funding through issuance of long-term indentures, which otherwise would require to have the approval of the electorate.

San Diego Transit Corporation is an example of the use of this technique in the public-transportation field. Citizens' Interracial Committee, of course, is an outstanding example of a non-profit corporation, organized by private individuals, funded with public monies, engaging in human relations activities.

The City of San Diego, as a matter of law, may and has contributed to the support of C.I.C. Other charter cities in the county doubtless have the power to fund activities, should they decide to do so.

Under the law, there is a substantial question as to whether the County of San Diego, or a general-law city, may contribute public monies in support of human relations activities carried on by a private organization. This is so because these entities are limited in their powers under the law, more so than are charter cities. Present Government Code as indicated below empowers counties and general-law cities to form through ordinance a human relations commission.

Most public agency lawyers would feel that the expression in the law of this specific means to carry on this work excludes the funding of this work through other agencies. In any event, until the matter were tested in court, counties and general-law cities would be well advised to defer contributions for fear of unlawful expenditure of public funds.

2. Governmental agencies. As indicated in the Report itself, human relations activities may be carried on through agencies of government itself. Thus, the City of San Diego could establish within the framework of city government itself a Human Relations Department to which could be consigned such activities which would be funded with public monies, through the budget, and staffed by city employees, including those in the classified and unclassified service. The activities of this department could be guided and directed by a board or a commission established by the Mayor or City Council.

By ordinance, charter cities such as San Diego, general-law cities, and the County of San Diego, could establish human relations commissions and assign to them responsibility for these activities. Funding could be accomplished through budget appropriations. These organizations could be empowered to hire their own staffs, with, however, a substantial question concerning applicable Civil Service provisions of various charters and state law as to the hiring of personnel by official agencies constituted by ordinance outside the usual

Civil Service procedures. Alternatively, the agency created by such ordinance could contract with a private organization of the sort described under Paragraph 1 above, to accomplish for it and on its behalf human relations activities.

The Joint Powers Act of California enables entities of government who have a particular power to join together and create a third political entity, referred to as a "joint powers agency," which is empowered to perform that function as to which each of the contracting agencies possess in common. An example of this use of joint powers is the San Diego Stadium Authority, a juridical entity created through the execution of a Joint Powers Agreement between the City and the County. In the Agreement establishing the agency, the contracting parties may spell out with great detail the powers they choose to place into the agency. They may determine its membership and the terms of the members, may prescribe the number of directors and officers, and may otherwise set forth in the creating instrument such items of detail as they choose to guide and direct the policy and administrative activities of the agency.

Because the County of San Diego has the power by ordinance to create a Human Relations Commission, it is believed that the County would have the power to enter into a Joint Powers Agreement with the City of San Diego, or any other cities, either individually or collectively, a Joint Powers agency to act for and on behalf of the contracting

agencies in the field of human relations. It is entirely legal for the agency so created to accomplish its purposes through entering into a contract with a private organization of the kind described in Paragraph 1 above. The agency would derive its funding from contributions made to it from time to time by its participating members.

The San Diego Unified Port District is an example of a governmental agency created by statute. It is vested with title to tidelands property and with the power to levy taxes on real property to support its activities. The members of the San Diego Unified Port District are appointed by the participating cities in the district. They serve for specified terms without compensation. However, by virtue of the authority granted them in the enabling legislation, they act in an autonomous fashion, and while some cities may conceive that the Commissioners are responsible to the appointing authority, in law, at least, the Commissioners exercise independent powers in the fulfillment of the duties of their office. Thus, it is entirely conceivable that a Joint Powers agency structured to give autonomy to the directors thereof, could accomplish work in this field which would be essentially independent of the policies and practices of the participating agencies. The difficulty, however, would lie in the funding of the agency. It may be that some technique could be worked out under which the participating agencies would bind themselves from year to year to appropriate monies to support the activities to avoid suggestion of financial

controls over work which may be from time to time distasteful to the participating cities.

3. Combination public-private agency approach. As suggested above, it is possible to use a private organization to furnish staff and supporting activities in the human relations field through engaging such a firm to work directly for and under some governmental agency; such as the Office of the City Manager, City of San Diego, the County Administrator, the Mayor or City Council or Board of Supervisors, or the creation through ordinance of a Human Relations Commission. If accomplished through ordinance, then the County of San Diego could participate at least in funding the work. Without being certain of the point, it would appear that the City and the County could each enact an ordinance having a common purpose to create a common Human Relations Commission. In effect, this would be sidestepping the technique provided to accomplish this under the Joint Powers Act, but would seem to be feasible. From this brief discussion, it is apparent that so far as law is concerned, ways and means can be developed to carry out a course of action deemed to be feasible by those political decision-making bodies charged with the responsibility of carrying forward human relation activities within the county.

APPENDIX B

FRAMEWORK FOR DECISION-MAKING

1. What are the general social, political and economic characteristics of the community in question?
2. What is the political climate, currently and historically, of the community?
3. What is the political climate for public officials taking an aggressive stance with regard to human relations problems?
4. To what degree is the citizenry of the community aware of, and concerned about, the existence of intergroup and interracial problems and tensions?
5. To what extent is the citizenry supportive of governmental human relations services?
6. What are the purposes, political or otherwise, for public officials taking any action in the field of human relations?
7. What are the general social, economic and political characteristics of the minority communities in the jurisdiction in question? How do these characteristics compare to those of the majority community in the area?
8. To what extent does racial segregation on a geographical basis exist in the area?
9. And finally, to what degree is there racial and ethnic discrimination through exclusionary practices in employment, housing, education and other institutions?

APPENDIX C

GETTING BROAD COMMUNITY SUPPORT

It is of primary consideration that the human relations agency, program, and organizational structure have broad community support. There is hardly any other structure in government through which it can effectively communicate its genuine concern and commitment to all its citizens; nor is there any other structure through which citizens, especially minority citizens, can begin to feel and be included in the total governmental process.

Therefore, community support is needed for two reasons:

1. To enable the total community to feel it has a representative voice in the formal structure of the agency, and
2. To secure ongoing support for the programs, personnel, and policies of the agency.

In order to have the broadest possible base of representation, there must first be a method devised specifically to achieve this goal. One example of such a method is that described below.

In San Diego, the present board of the Citizens' Interracial Committee is being expanded to insure that broad representation of ethnic, racial, geographical, socio-economic,

occupational groups and individuals are included. The plan and its numerical formula is as follows:

	A. (15) County Reps.	B. (15) Community Action Councils	C. (15) At-Large Members	D. (15) S.D. Orgs.	E. (15) Gov't & Establ.	
A. White (26)	4	-	10	1	11	26
B. Black (21)	5	6	2	6	2	21
C. Brown (21)	4	7	3	6	1	21
D. Asiatic (3)	1	1	-	1	-	3
E. Indian (3)	1	1	-	-	1	3
F. Samoan (1)	-	-	-	1	-	1
	(75)	15	15	15	15	75

The next type of community support is somewhat more difficult to outline. It involves gaining community acceptance and support by providing services and programs in line with the defined needs and desires of the total community. The best barometer for ascertaining whether these community needs are being met would be to gauge how widely the services of the agency are being requested and utilized by the community at large.



CIC STAFF



CARROL W. WAYMON became the Executive Director of CIC in 1964. In this capacity, he has become well-known and sought after locally and nationally as a lecturer, teacher and consultant in the fields of human relations and human behavior.

He received a B.S. degree from Howard University in Washington, D.C., a Masters degree in psychology from Temple University in Philadelphia and another Masters from Temple in Education. He has completed most of the requirements for a Ph.D.

CARROL WAYMON'S diversified occupational background includes teaching on the high school and college levels, directing his own tutoring service, organizing and directing a free clinic in a neighborhood hospital, and organizing the community Block Clubs in Philadelphia. He was also with the Los Angeles County Probation Department and was a consultant with the Los Angeles County Commission on Human Relations.

Communications is a vital factor in good human relations and his continued dedication to the art of communication has been



CARROL W. WAYMON
Executive Director

demonstrated in many ways. He has served as moderator of the widely known San Diego City-Community Dialogue; has initiated dozens of inter-racial home dialogues; has acted as human relations consultant to numerous professional, civic and community groups; has been guest lecturer and instructor at many of the local colleges and universities; has presented papers and speeches to various local and national organizations; has contributed papers and articles to publications; and is presently authoring a series of articles entitled "The Anatomy of a Minority Community," which analyzes current community tensions, and a comprehensive textbook on intergroup techniques and training.

His organizational memberships include Urban League, NAACP, NAIRO, CPPCA, among others. He also serves on the Board of Directors of various community organizations and activities.

CARROL WAYMON is the recipient of many civic and professional awards as well as the Cabrillo Foundation's Annual Communication Award.



Alfonso R. Caudillo
Consultant
Employment Project
Development

Post. He is a member of NAIRO, the FEPC Advisory Council, Council of Latin American Clubs, and VFW. He has served as District Commander of the VFW.

AL is married and has five fine young children.



Frank Kastelle
Consultant
Research and
Program Development

Association of Social Workers, Friends of Welfare Rights and ACLU.

As a CIC staffer, FRANK devotes most of his energies to research and report writing. However, he also finds the time to act as liaison to and consultant to various groups and assist them in developing programs and projects.

SUSIE is a graduate of Cathedral Girls' High and San Diego State where she received an A.B. in Sociology. After college graduation, she stayed at State in the Sociology Department working with a research project on high school dropouts and delinquents.

As CIC's Public Information Officer, SUSIE is responsible for our news releases, newsletter, "CIC Speaks" column, and the coordination of materials made available for public distribution.

Because of their related fields, SUSIE works closely with ROSEMARY'S many public education programs.



Rosemary Layng
Public Education
Specialist
Consultant
Education and Youth

many programs in the area of Public Education, most notably the Design For Understanding series.

ROSEMARY is a member of NAIRO, CPPCA, California Counselors Association, and is active in many civic organizations. Her two teenage daughters keep her involved in school and community activities.

ROSEMARY is a graduate of Butler University in Indiana with a A.B. in Music Education. She received a Masters in Counseling and Guidance from the U.S. International University.

Her varied background encompasses the fields of education, probation, social service, business and human relations.

ROSEMARY joined the CIC staff after completing her work as coordinator of Project SummerTime in 1967. She has developed



Oscar C. Jackson, Jr.
Consultant
Employment
Community
Development

Most recently, OSCAR worked as a counselor with the Watts Labor Community Action Committee.

At CIC, OSCAR'S main functions are in the area of employment. He serves as the convener of CIC's Employment Task Force.

Hailing from Salt Lake City, OSCAR graduated from West High and the University of Utah where he obtained a B.S. degree in Sociology.

He brought to CIC eight years of experience in the field of manpower development and utilization. With the California Dept. of Employment, his assignments included vocational counseling, conducting in-service training, doing community relations work and planning, directing and coordinating the operations of a Department local office.



Jose V. Becerra
Consultant
Community Liaison
and Development

JOSE is a member of NAIRO, S.D. Personnel & Guidance Association, MAPA, and is the President of IMPACT and Secretary of the Chicano Federation.

With CIC, JOSE works mainly in the area of community liaison and development. He also confers with various groups and organizations and does much of CIC's speaking engagements.

Born and raised in Chula Vista, JOSE graduated from Chula Vista High and received an A.B. from San Diego State in Latin American Studies. He is currently working towards a Masters degree in counseling.

Prior to and during college, JOSE worked as an electrician. After obtaining his degree, he became an employment counselor at the Youth Opportunity Center mainly counseling youths from minority ethnic groups.



Jimmie Estrada
Consultant
Youth and
Student Affairs

CIC, he continues to pursue his main goal—working toward the improvement of employment, education and other conditions for the Chicano in the United States. Currently his energies have been directed at Chicano education, drug abuse programs, MAPA, Barrio Center, along with numerous other related activities.

After attending Lincoln High and Midway Adult, JIM served a tour of duty with the U.S. Air Force. He is currently enrolled at San Diego State where he just finished a semester on the Dean's List. He hopes to obtain a liberal arts degree with an emphasis in Sociology, Psychology and Spanish.

JIM is a member of MECHA-MAYA and the Chicano Federation and past vice president of MAPA.

As a staff member at



Susie Kastelle
Public Information
Officer



Maria I. Erickson
Clerical Supervisor,
Bookkeeper

Born in Mexico, MARIA'S education began in Mexicali. She was in an accelerated program at Calexico High where she was graduated in advance of her class. She has also had additional keypunch and stenograph shorthand training.

She came to CIC with a wealth of experience in such areas as clerical work, book-keeping, and supervision.

MARIA supervises the clerical staff, coordinates clerical functions, does CIC's book-keeping, and in general, sees that office operations are running smoothly.