



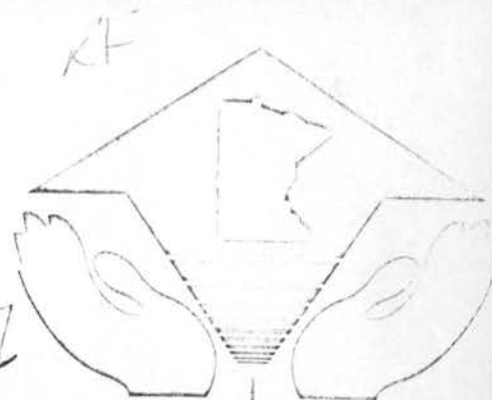
Irene Gomez-Bethke Papers.

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Hispanos en Minnesota

Formerly Migrants in Action



December 28, 1979

Commissioner Robert Orth
Board of Ramsey County Commissioners
Ramsey County Courthouse
St. Paul, Minnesota 55102

Dear Sir:

I am in receipt of a letter distributed by Mr. Carmen Rodriguez in which allegations and charges have been raised against Hispanos en Minnesota. The copy of a letter addressed to Ms. Lee Gartner, Minority Coordinator for the State Welfare Department's Chemical Dependency Division was forwarded to my office on December 18, 1979. Although I personally do not harbor any ill will toward Mr. Rodriguez or his rights to liberty, I do feel it is important to provide some sense of logic and objectivity to this matter.

The Board of Directors and employees of Hispanos en Minnesota are, in fact, becoming wearily accustomed to Mr. Rodriguez's sporadic attacks and unyielding perpetration of charges against the agency. I am, therefore, lodging a formal protest of this individual's actions and am submitting an accounting of events that have led to the culmination of Mr. Rodriguez's most recent events.

Mr. Rodriguez is a former employee of Hispanos en Minnesota's Chemical Abuse Service Agency. His period of employment was for approximately one year, after which the decision was made to terminate Mr. Rodriguez's employment with Hispanos en Minnesota.

The decision to terminate was made by the Board of Directors based on charges made against Mr. Rodriguez's activities as an employee of the Chemical Abuse Service Agency and which included several sufficient to terminate an employee.

The suspension hearings were upheld by the Board of Directors, and, on August 27, 1979, Mr. Rodriguez was informed of the decision by the Chairman of the Board of Directors. The determination for dismissal was based on overall gross misconduct charges according to specific points

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An Equal
Opportunity Employer

A United Way
Agency



Serving Minnesota's
Largest Minority
Hispanics
Latinos
Chicanos

Commissioner Robert Orth
December 28, 1979
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initially set forth to Carmen Rodriguez in a letter from Alberto Hernandez-Alcala on July 27, 1979. A more intense investigation of actions not covered in the initial charge substantiate and intensify the same grounds specified for suspension: Improper workshops, pattern of lack of cooperation with staff and going out of channels to embarrass the agency.

Carmen Rodriguez's behavior while under suspension much intensified the grounds for termination:

- a. Going out of channels to embarrass the agency;
- b. Slandering the agency and staff on the basis of ethnicity;
- c. Releasing confidential information about staff salaries;
- d. Appealing to outside investigators, possibly through "intermediates";
- e. Falsely claiming to be on strike;
- f. Distributing a flyer which claims that people not supporting his position are supporting it in attacking Hispanos en Minnesota.

At an impartial hearing convened by the Minnesota Department of Economic Security, Mr. Rodriguez was given the opportunity to present his case. Mr. Roy Garza, Ramsey County Mental Health Department, was subpoenaed to appear. Under testimony, Mr. Garza refuted the allegations of fraud made by Mr. Rodriguez. During the same hearing, Mr. Rodriguez refused to present names of members belonging to the Chicano Community Committee on the grounds that he would be revealing confidential information.

This very condensed accounting of Mr. Rodriguez's activities brings us to his most recent actions; a letter addressed to your attention. By appealing to those who have not been involved with his case, I believe Mr. Rodriguez hopes to muster enough support to eventually destroy Hispanos en Minnesota. Let me conclude by reiterating that Carmen Rodriguez has received ample opportunity to present his case, and that he alone has waged a personal campaign against Hispanos en Minnesota, without any visible support from the community.

We are not about the task of discrimination, but are, in fact, attempting to provide the most optimal services available for our target population.

Respectfully,

RICARDO FLORES
Acting Director

RF/km

IN RE THE SUSPENSION OF

CARMEN RODRIGUEZ

To: Carmen Rodriguez
Marc Zimmerman, Coordinator, C.A.S.A.
Alberto H. Alcala, Executive Director, H.E.M.

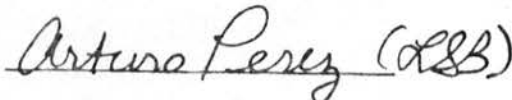
Carmen Rodriguez, employee of C.A.S.A. was suspended on July 27, 1979. Pursuant to Section G-5 of the Interim Personnel Policy the matter was reviewed by the Personnel Committee of the H.E.M. Board of Directors on July 31, 1979.

After careful deliberation of all the facts presented, we feel that Mr. Rodriguez has intentionally followed a course of conduct which has severely damaged the C.A.S.A. agency. While recommendations from staff should and are welcomed, such recommendations must be considered in light of what is best for the people that are served and the program itself. Mr. Rodriguez' conduct has hurt both and his activities have seriously drained the time and efforts of fellow staff members from the primary effort of helping those individuals C.A.S.A. is designed to help.

Although Mr. Rodriguez claimed ignorance of the formal grievance procedure in effect and his own duties, his tenure as Coordinator of C.A.S.A. renders this argument unpersuasive.

During the review, statements were made by Mr. Rodriguez indicating that other members of the C.A.S.A. staff supported him in his endeavors. After discussions with staff and one former employee, while separate concerns were raised, these statements were found to be inaccurate.

Accordingly, in light of the conduct of Carmen Rodriguez prior to July 27, 1979, we the undersigned find his suspension to be justified. Please note that this decision may be appealed to the full Board of Directors by submitting in writing a statement of this intention to the President of H.E.M.



Arturo Perez



Salvador M. Rosas

Personnel Committee
H.E.M. Board of Directors

Dated: August 9, 1979

August 14, 1979 Tues.

RE: REQUEST COMMUNITY PARTICIPATION IN EMPLOYEE* SUSPENSION APPEAL

1. On June 8, 1979, a Chicano CASA employee, in an effort to stem the mounting sentiment of discrimination felt by Chicano staff, filed a formal grievance contesting the unequal and arbitrary performance evaluation given him (and other Chicano staff) by the non-Chicano employees.
2. On July 13th, he requested written fair hearing procedures. He received no response.
3. On July 20th, the Chicano received a written assessment of his grievance, and assessment which demonstrated to him and other Chicanos the unequal, arbitrary and discriminatory treatment accorded Chicano staff.
4. On July 26th, the Chicano was subjected to another written letter which again demonstrated the unequal and discriminatory treatment of Chicanos. He wrote a memo to the executive director, Alberto Alcalá, asking for that his grievance be processed forthwith and assurances of fair-hearing and cessation of discriminatory treatment be given to halt further counter measures to ensure a fair hearing. The CASA Coordinator, Marc Zimmermann, recommended immediate suspension on grounds of seeking outside redress.
5. On July 27th, the Chicano, Carmen Rodriguez, was officially suspended and
6. On July 31st, a review committee of four high ranking H.E.M. Inc officials reviewed the grounds of suspension with the employee. To this date, August 14th, the employee has not heard or received any word as to the disposition. The employee felt the review to be unfair, unequal, and demonstrative of the contempt and discriminatory treatment accorded Chicanos.
7. On August 13th, an emergency fair-hearing meeting was called by community-minded Chicano spokesmen to seek constructive alternatives to the scheduled August 14 boycott of Hispanos En Mn Inc.. A proposed alternative of including two Community Chicano representatives in a re-review of the grievance and circumstances surrounding the suspension of the Chicano employee was accepted and the boycott was suspended pending prompt acceptance and notification by you. The employee to abide by the findings and recommendations of the two Chicano representatives period. By this week ended August 8th, 1979. We await your reply.

Carmen Rodriguez, August 14th, 1979
cc Alberto Alcala, Nick Castillo

INSTITUTIONAL RACISM & OPPRESSION IS BEING PERPETRATED ON CHICANOS BY:

HISPANICS IN MN Inc 1162 Selby 646-4566
CASA PROGRAM 203 Prescott Av 227-0831

These agencies are funded (\$840,000.00) to provide services to Chicanos BY CHICANOS! Instead, the large Chicano population is exploited to provide jobs for non-Chicanos. In fact, Chicanos are discriminately excluded from their effective dominant roles and subjugated into a marginal role through unequal and discriminatory policies & practices.

YOU can help restore Chicanos, CHICANISMO & Chicano VALUES in these agencies. We need YOUR help to end the exploitation & discriminatory treatment of Chicanos, to provide equal employment opportunities, and quality services to CHICANO CLIENTS.

HOW? DO NOT PATRONIZE THESE AGENCIES
DO NOT REFER CLIENTS TO THESE AGENCIES
DO NOT GIVE SUPPORT TO THESE AGENCIES.
DO JOIN THE STRUGGLE TO NEGOTIATE.
WE NEED: *PHONERS, *STUFFERS *PICKETS
*CARRIERS *DRIVERS *COOKS
*ORGANIZERS *CLERKS

NACHO
BRICCO

JOSE CORTES

FRANK GALLEGOS

MARYLIND McCLINE

yearly
income:

EMPLOYEES H.E.M INC

NATIONAL ORIGIN

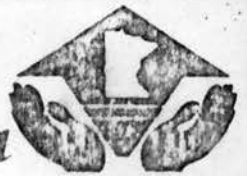
\$24,000	Alberto Alcala	Americanized Executive Director Of HEM Inc
\$11,000	Marta Mayaguena	peru
16,000	Dorothey Royston	Non-Chicana
12,000	Gail	Non-Chicana
11,000	Lulu	Non-Chicana
10,000	Elaine G	Non-Chicana
15,000	Pam Alexander	Non-Chicana D.O.L. Coordinator
14,000	William Reyes	Non-Chicano Administrative assistant
14,000	David	Non-Chicano
11,000	Delia Metcalf	Non-Chicana
11,000	Olga Geyrick	Non-Chicana
13,000	Kay Frainey	Non-Chicana
???	Greenberg	Non-Chicano

CASA PROGRAM

13,000	Marc Zimmermann	Non-Chicano CASA Administrator
11,000	Kathy Nasi	Non-Chicana Administrator assistant
10,000	Kathy M.	Non-Chicana Administrative Secretary
11,500	Jeanne Peters	Non-Chicana Counselor
11,500	Leonire Brandt	Non-Chicana
12,000	Ted Guzman (Gazzman)	Americanized
12,000	Yassin Overlid	Non-Chicana
11,000	Isabelle Torres	Non-Chicana

AND MORE

Hispanos
en
Minnesota



SHITTY JOBS & SHITTY SERVICES
IS GIVEN CHICANOS HERE.

CASA Program

1162 Selby Avenue • St. Paul, Minnesota 55104 • (612) 646-4566

(a racial discrimination charge has been filed through the MN HUMAN RIGHTS Dept. but this is our struggle.) JOIN US TODAY.

BOYCOTT
EN HUELGA

UNTIL CHICANOS COMMUNITY
NEGOTIATIONS: NICK CASTILLO 225-4786
CARMEN RODRIGUEZ 871-0928
JUAN FLORES
JOSE TREJO
ROY GARZA
PABLO DAVILA

4 CHICANOS QUIT
LAST MONTH.
IN PROTEST. (CASA.)

STATEMENT OF SITUATION

By C Rod.

Carmen was hired to coordinate the CASA program in June 1978. HEM Inc. confiscated and refused to make available the essential budget & contract information. This deliberate withholding of information caused a general confusion among all staff as to roles and functions. HEM Inc. also sat on the manual on Personnel policies & procedures so all were confused further about how to have issues and concerns properly resolved.

HEM Inc was solely concerned with the achievement of the numbers required by the Ramsey contract, a goal that can be totally achieved by one person working but 35 hours per month. The rest of the time he and the rest of the staff can look out the window.

- 6-08-78 CASA's new staff composed of 8 non-Chicanos & 2 $\frac{1}{2}$ Chicanos.
- 6-14-78 Carmen implements an client-outcome accountability system
- 14-78 Unqualified non-Chicana told to get working or get fired. resigned.
- 8-12-78 Carmen demands another non-Chicana be fired for gross negligence of clients. 45 unopened 'active files' ignored. Demand denied.
- 8-25-78 Administration places staff needs over client needs. Scuttles accountability standards. Has staff shit on Carmen for 8 hours to get him to go along with exploitation of clientele.
- A two-month research of staff activity conducted to show HEM Inc. that clients were being underserved was totally ignored. Administration stressed 'good employee relations' first, clients second.
- 8-28-78 Carmen requests arbitration on issues undermining services to Chicanos/Latinos. NADA! No response.
- 9-11-78 Carmen gets commitment of support from administration for setting minimal work standards. He writes new standards.
- 9-20-78 Administration reneges on commitment. Scuttles all work standards. Has staff shit on Carmen for 7 hours to help him go along with exploitation of Chicanos.
- 9-00-78 Carmen & advisory board confront administration about its interference with coordination of services. Adm. posture defended.
- 10-05-78 All day conference with administration to establish staff standards.
- 10-19-78 Carmen asked that two unqualified non-Chicanas be fired. Refused.
- 10-19-78 Carmen raised issues resulting in poor service to Chicanos. Chided.
- 10-19-78 Carmen again raised divisive issues with administration. Got bullshit.
- 11-06-78 HEM staff confronted HEM Board on mismanagement, exploitation and poor service to clients. Four Chicanos fired. CASA finally got a look at budget & Personnel policy manual.

- 11-09-78 Carmen handed HEM director a sheaf of grievances to be addressed. Told the new in-coming director would address them.
- 11-20-78 Carmen protested the use of the bullshit quarterly reports as the standards to evaluate services to Chicanos. Negative.
- 12-04-78 Again the need for an individual, measurable standards was raised.
- 12-07-78 Statement of the confusion at CASA caused by administration's lack of commitment to stated goals was submitted to Administration. NADA!
- 12-07-78 The CASA advisory board drafted a letter protesting being used for nothing but funding purposes by HEM administration.
- 12-08-78 Staff work performance evaluations rejected by administration on grounds of being too upsetting. **Too STAFF**
- 12-18-78 Alcala also rejected staff evaluation.
- 12-20-78 Carmen told by new Director that many expected he fire Carmen. Carmen briefed Alcala on issues needing immediate attention.
- 1-02-79 New administrator assures Carmen of support for accountability. All staff with grievances must follow chain of command.
- 1-03-79 Carmen confronts employee with terrible track record of work attendance.
- 1-04-78 Carmen urges disgruntled employee to file grievance. Carmen is fired.
- 1-10-78 Carmen files grievance to address divisive issues at board level. NADA.
- 1-13-78 Administration encourages Carmen to avail himself of any external resources, even an attorney.
- 1-19-79 Carmen contacts funding source, & Chicano agencies.
- 1-23-79 Administration gives Carmen a lateral transfer and assurances that issues would be addressed and resolved.
- 1-30-79 Carmen ^{WRITES} letter assuring funding source that all will be resolved.
- 3-20-79 Carmen protests services being provided Chicanos. Shitty. Requests job clarification. Gets vague description & later breakdown.
- 3-27-79 Carmen complains that not enough being done for clients. Staff is confused about roles and functions.
- 4-04-79 Carmen complains to RCMH Dept about broken promises to deal with issues. Asks for arbitration with exec. director.
- 4-0 -79 Exec director issues a muzzle policy. or termination.
- 4-19-79 Carmen serves notice to HEM Inc administration of intent to go outside to have needs of clients addressed. Ignored.
- 4-27-79 Met with Francisca Vega & Alcala went briefly over Carmen's concerns.
- 5-17-79 On-site review of CASA program.

Pacist

- 5-24-79 Carmen's requesting a non-Chicana to clarify the purpose of her workshop was seen as highly inappropriate and harshly condemned by the non-Chicano CASA administrator.
- 6-07-79 Harsh confrontation of Chicanos by non-Chicanos. All Chicanos' work performances were the baddest and all non-Chicanos were found to be faultless or excused by non-Chicano Administrative.
- 6-08-79 To save the non-Chicano's administrative butt from a charge of ethnic discrimination, Carmen filed a formal grievance protesting the unfair, unequal and discriminatory treatment accorded him.
- 6-13-79 General Staff HEM Meet minutes. CASA administrator stated that CASA had met all contractual goals for the year.
- 6-14-79 Chicano advocates complained to administrator about the marginal role they were being subjugated to.
- 6-20-79 A Chicano resigns to work for a Chicano agency. _____
Another Chicano takes vacation to look for another job. _____
- Carmen and advocates directed to give top priority to readying the United Way proposal. — ?
- 7-05-79 Carmen, submitted a highly critical critique of Marc's RCMH proposal; in effect, assessing it as another 'numbers' exploitation of Chicanos.
- 7-11-79 Carmen demonstrated how the new proposal could work to the disadvantage of Chicano clients.

Carmen submitted an analysis of the new proposal demonstrating how Chicanos would be exploited & victimized if implemented. The services proposed would be inappropriate and, in many instances, illegal.

- 7-20-79 Marc, at last, responds to Carmen's original grievance protesting his conference work evaluation. Marc's letter is indicative of the general contempt, unequal and discriminatory treatment accorded Chicanos in the CASA program.
- 7-23-79 Carmen request that Marc furnish him with a written statement as to the number of referrals expected of him each month. Carmen feels that he is being unfairly asked to do five times the work required of other advocates. NADA! gets the memos back. *unanswered.*
- 7-23-79 Marc replaces a Chicano group leader with a non-Chicana. He is now to work under her in an assistant capacity. — ?
- 7-26-79 Marc fires another memo highly indicative of the contemptuous and discriminatory treatment Chicanos are being subjected to at CASA program.

The Chicano asks immediate processing of his original grievance. Citing consequences of not getting a fair hearing and of discriminatory treatment not stopping.

Marc, again, misses the big picture and siezes on a detail. He asks for immediate suspension of the Chicano on grounds that he stepped out of place; of going outside administralve channels.

- 7-27-79 Suspension of Chicano is approved by Administration.
- 7-31-79 Suspension of Chicano review by four high ranking HEM officials
- 8-09-79 Chicano gets word his suspension was upheld. He joins in boycott.
- 8-13-79 Chicano community meeting attended by HEM officials. Boycott suspended pending negotiations.
- 8-16-79 Exec Director recommends immediate termination of Chicano for gross conduct? Chicano holds back.
- 8-22-79 Chicano resumes boycott.
- 8-23-79 Hearing set to review termination requested by director. ??

TO KATHY NASI.
TO MARC ZIMMERMANN:

6-5-79

RE: NUMBER OF REFERRALS FROM COURT LIAISON/ADVOCATE

In as much as my job duties have not been defined as to what is a referral, and also because of the confusing and variety of criteria used to define a referral, and also because I question the ability to gather data pertinent to my job, I want to set forth my own perception of quantity of referrals, for the record and for my upcoming work evaluation:

IN JANUARY started 1-23-79
I claim 9 referrals

IN APRIL
I claim 24 statistics

IN FEB 1979
I claim 41 statistics

IN MAY
I claim at least 50 statistics

IN MAR 1979
I claim 40 statistics

IN JUNE 1979
I hope to claim 60 statistics.

I am responsible for all Ramsey statistics and court referrals for a total of 28.

KATHY NASI, I gather a sense that your statistics and my statistics may not be in line, so I would like to get together with you to review and assess the figuers. I want to have this matter clarified prior to my upcoming work performance evaluation. Thank you.

updated 6-8-79
Carmen Rodriguez 6-5-79

646-7817

C.A.S.A.

Chemical Abuse Service Agency

a bilingual/bicultural Minnesota program

St. Paul, MN.

227-0831

24 hours: 227-7000

TO: Carmen Rodriguez and Jeane Peters

FROM: Marc Zimmerman *Marc Zimmerman*

DATE: July 20, 1979.

RE: Grievance filed against Jeane Peters and Marc Zimmerman by Carmen Rodriguez dated June 8, 1979 and Response by Jeane Peters dated June 20, 1979.

It is very difficult to do a critique of a five-act play when one enters the theater in the fourth act. This is my situation vis-a-vis Carmen's grievance and Jeane's answer. The matter is even more compounded when the play is a complex one and when all the issues and purported facts seem to get lost in subjective judgments.

Nevertheless, I will take it upon myself to play Solomon in your dispute, and give my own perception not of each and every charge and counter-charge noted in your teeming arguments, but of what I take to be the essence of the matter at hand. I should further preface my comments by indicating that since part of Carmen's grievance was directed not at Jeane but at me, that my answer should be filed as part of the overall discussion in the event this matter will go on to higher levels at H.E.M. Whether either one of you contests my answer and takes the matter up with higher H.E.M. authorities is, of course, your right.

Further, I should like to speak to the tone of the letters received. In spite of Carmen's claim that his grievance is meant in a positive way, it is full of what I consider insulting remarks, and by what I find a very annoying and objectionable habit of calling what can only be his perception or opinion "fact". His letter is governed by a self-righteousness and defensiveness that the circumstances do not warrant. Because he felt himself under attack, he speaks to an "orchestrated" conspiracy meant "to confront line staff with...pent-up emotionalism." I deny that there was such a conspiracy on my part--perhaps others sought to so orchestrate our conference debriefing. But I, myself, decided to have such a session to end my staff honeymoon, to begin to lay the groundwork for some critical openness and thus begin getting to the root of some staff problems. One of these problems to my mind was my sense of Carmen's sluggish and lacklustre contribution to the conference effort. I believe a poll of staff and observers would indicate some objective basis for my sense that certainly during my time at CASA, Carmen was one of the least effective staff contributors to the conference effort--first, in the planning phase and then in the conference itself. I believe the "pent-up frustration" to which Carmen alludes has some objective basis (more on this later). But here I should like to note that while claiming that it is Jeane who is trying to blame others, Carmen is, in fact, doing the blaming. At no point did Jeane

Carmen Adriguez and Jeane Peters
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complain to me about Carmen's conference performance, so that Carmen's claim of Jeane's blaming seems to me unfounded. Besides, why should she have blamed anyone when the workshops she led were well-received? Of course, Carmen speaks very highly of his own workshop, but I must sadly report, and it is painful to say this, several people whom I respect made jokes to me about a recruitment of neighborhood kids off a playground for a very poorly organized and apparently meaningless workshop run by Carmen.

In fact, Carmen both denies a lacklustre performance and then tries to explain it by blaming Jeane and then, in passing, explaining that he had a babysitting problem. That is, we are to explain and excuse all of Carmen's problems but not Jeane's. Carmen's babysitting problem may well account for the fact that he was in and out of sessions, that he left early and frequently attended to his family situation while others had to carry a heavier burden of work than they would have had he found some way to more adequately deal with his personal problems, as all workers were under instructions to do so during this crucial public exposure period for CASA. Carmen's babysitting problems are understandable, but they are not Jeane's fault, nor should they have been her burden, as in the instance when Carmen attempted to integrate his young child into Jeane's workshop. It was Jeane's right to object to this, and even if we should excuse Carmen on the grounds that he was attempting to resolve the problem of his child's possibly interfering with his conference performance, anyone can clearly recognize that Jeane had the right to object, and probably used good judgment in doing so. As far as Jeane's "fuddy-duddy" attitude, I believe Carmen's description of this matter casts him in a unfortunate light. I concur with Jeane's objections to his smoking in the children's sessions. And I am a smoker. That Carmen does not seem to see the correctness of this objections casts doubt on all his arguments, on his sense of judgment and perspective.

In fact, Carmen's letter shows a decisive inability to see anything at all wrong or even possibly doubtful in his performance and attitude. Since my coming to CASA, Carmen has criticized virtually every staff member for their utilization of time and their performance. I believe it is time that Carmen raise questions about his own performance, attitude and behavior. I believe his letter shows him to feel that he is in a position of superior knowledge, skill, etc. to judge others. I believe he is sadly mistaken.

He is also mistaken about a lack of philosophical difference between himself and Jeane. Those differences clearly emerged prior to the conference when Jeane objected to Carmen's use of piñatas and "goodies." Jeane sees Carmen's techniques as slipshod bribes which falsify the group experience and cause a loss of credibility for the group facilitator. Carmen sees these devices as keys to success with kids. This is a clear difference of philosophy. I have not yet had the opportunity to see Carmen's technique in action. But philosophically, I have a sense that Jeane's view is more convincing--and comments by other staff indicate a dissatisfaction with Carmen's approach to workshops. I myself find Carmen's use of the "Super Yo" concept to be highly questionable. I have objected to (and rewritten) letters of thanks he has written merchants

Carmen Rodriguez and Jeane Peters
Marc Zimmerman
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Page Three

which claim that the piñatas and goodies are the highlight of the children's group experience. I suppressed Carmen's effort to use his "Super Yo" printout as integral to our recent proposal to United Way. It should be clear that I have very grave doubts at this point about his philosophy and approach to children's workshops and groups. I certainly object to his smoking in them, and, as CASA Coordinator, I will enforce a policy that one cannot facilitate a group or count as group participants members of one's own family, as Carmen has done in the past.

My own sense continues to be, and is only more confirmed by the tone of Carmen's letter, that Jeane tried, with all good grace, to perform, prepare and execute her conference duties while having to put up with problems stemming from Carmen's problems and defensiveness.

As indicated, I cannot speak adequately to matters which took place prior to my coming to CASA. But a perusal of the minutes from January to March indicate that Jeane's version of the story seems closer to the reality than Carmen's. This is especially so because CASA was virtually without a coordinator during the time prior to the conference. Committee heads appointed in January were given inadequate direction. Committees named were speculative and hard to work with. Conference arrangements were made more chaotic and difficult than they would have been otherwise because of our on-site review two weeks prior to the conference. The responsibility for these difficulties must in great part rest with Carmen. His complaints of poor CASA functioning were instrumental in the on-site review, and I must say that several of his complaints can ultimately only be with his own performance as coordinator for failing to be able to implement a program that would resolve some of the problems. Of course, Carmen lays this fault at the door of CASA staff and H.E.M., but the real problem may well lay in his inability to win staff to his positions and to work in functional ways with others to accomplish meaningful goals. The matter is central to the circumstances surrounding the conference and the question of Carmen's grievance.

A rather edgy, demoralized staff prepared for a conference that was going to put them in a public spotlight. But as we focused on this major priority, Carmen seemed most intent on giving me input about how he thought our overall program should be run. However valuable this input may eventually turn out to be, I must say I was amazed how Carmen could be so concerned about these matters when we had conference plans to make. While I may have been over-polite in my efforts to put him in focus in relation to the conference priorities, I did point out to him on at least two occasions that I thought there were more pressing concerns which all staff should address. In addition, I observed two times when Jeane scheduled meetings with Carmen and he did not show up. In fact, Carmen seems to have constant problems in addressing office priorities, and several staff members have complained about his tendency to get off the subject at hand and to consume staff time and energies in matters stemming from his own inability to relate to or accept given office policies and directions.

As the preparations went on for the on-site review which he largely precipitated, and as we then went on a crash program to get ready for the conference, Carmen

Carmen Rodriguez and Jeane Peters
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had a series of medical appointments so scheduled that he could only be marginally involved in the plans and preparations. Further, he utilized considerable time during this period on matters that would only become priority concerns later.

By the last week prior to the conference, it became clear that we had several matters which needed to be attended to with great urgency. I had urged Carmen and Jeane to meet together to work out final plans for their workshop. It is rather obvious that preparations for the on-site review and her normal counseling load (which was considerable) had prevented Jeane from giving as much attention to workshop preparations up to that point. But it was also obvious that she had given more time and concrete planning to workshop preparation than any other CASA staff member. Whatever failure she may have had in the period previous to my coming to CASA in establishing a well-functioning workshop committee (and I believe her account is highly credible), she more than compensated for that problem through her own energies in preparation. In the last week, I observed her abilities to line up volunteer aids and to get them to work functionally in terms of a workable plan of action. I also saw foot-dragging from Carmen, and a dogged insistence on his own criteria and principles of purpose and direction. I, myself, was satisfied with Jeane's stated purposes and mode of implementation. Then and now, I consider Carmen's evaluation of a lack of purpose to be a matter of his own subjectivity, his own lack of adequate comprehension and, in a word, his own problem.

When it became apparent to me that Carmen's unpredictable comings and goings and his harping over underspecified philosophical principles were, in effect, blocking the crystallization of final workshop plans, when I also saw Jeane struggling to keep her patience with what seemed to constitute a virtual last-minute sabotaging of the children's workshops, I called for a meeting with both parties to attempt to resolve the problem.

In the meeting Carmen indicated his overall unhappiness with Jeane's plans and Jeane indicated her general satisfaction with them, as well as her sense of urgency about achieving a final program format. My own determination was that if the two workers could not agree, I would ask Carmen to resign from the committee and his workshop responsibilities. However, during the meeting, I offered what I thought was a reasonable compromise proposal that Jeane's format be finalized and used as the basis for most of the workshops, and that Carmen be given one Saturday afternoon workshop to implement his own program, this with the understanding that he would fully cooperate in the workshops Jeane planned. I offered Carmen the right to withdraw from the workshop without penalty, and I indicated to Jeane after the session that if she felt that Carmen would create problems in her sessions, she should inform me and I would revert to my first plan and ask that he resign from the session.

In view of what apparently happened in the workshops, I must now say that I fault Jeane for not having had better judgment or less willingness to cooperate with a pattern of obstructionism that she should have anticipated. Actually,

Carmen Rodriguez and Jeane Peters
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however, this is said half in jest, because it is obvious that Jeane would not precipitate any action that would tend to exclude a fellow worker. A graver fault, then, was my own for not having insisted on Carmen's withdrawal. I, therefore, believe that I should be reprimanded for allowing Carmen to go through with a workshop format which he openly contested and which, by his own account, he executed in a rather questionable way. In the last analysis, however, no reprimand for Jeane or Marc can compare with the one which I believe should be rendered to Carmen for his performance prior to, during and after the conference.

With respect to the latter question, let me state unequivocally that I consider Carmen's grievance to have been inappropriate in principle, and another indication of his general lack of perspective. Criticisms of Carmen were in a context in which I myself received criticism for lack of adequate direction and leadership. Lee Bowman and Pedro Roybal were criticized more severely than Carmen. Kathy Nasi was rather severely attacked. None of the attacks were to be the basis of punitive action, but as a part of an air-clearing, self-criticism process that was designed to help our program in the future. In this context, I assert, a grievance was inappropriate. If instead of learning and growing from the criticism session, Carmen chose to press a petty grievance against a fellow worker, then I can only see Carmen's sense of personal injury as an indication of an inability to take criticism and ability to find fault with everyone but himself, even when it is obvious that a large part of the problem he is addressing lies in his own attitude and conduct. There is already documentation to substantiate this assessment in our files. And I believe it is reprehensible for Carmen to have us spinning wheels in this agency to justify ourselves constantly over problems of his own functionality which he then tries to project onto other staff and the agency as a whole.

In fact, since the conference, I have seen only the intensification of Carmen's negative attitudes, first indicated by his bogusly "positive" step in filing his grievance and then, by his repeated objections to steps aimed at correcting matters over which he, himself, has publically criticized the agency. Carmen can slice his arguments and distinctions however he may like, but the fact remains that to me and most of his fellow staff members, his proliferation of contradictory criticisms, of memos and counter-memos, his over-ready and unceasing objections and qualifications, his demands for quality and criteria and his objection to them when they are proposed (as well as his inability to, in fact, substantiate such quality in his own performance) have long passed the point where they could even faintly be taken as stemming from a real desire to improve this agency and our efforts to serve the community we are mandated to serve. Carmen may, of course, feel in himself that his posture is one in behalf of Minnesota's Hispanics and their need for a decent chemical abuse agency. But I maintain that his assessment stems from what I have been pointing to from the beginning of this memo: His lack of perspective and self-criticism. I maintain that Carmen's grievance is an instance of his doing actual harm to this agency and its efforts to serve its target population. I maintain that considerable responsibility for what he finds wrong with Jeane, with Marc, with Kathy Nasi and other staff members must be laid at his own door.

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It is, of course, unfortunate that so negative a critique of an employee must come in a letter addressed to anyone in addition to the employee himself. However, Carmen initiated this grievance and I must say that he must bear the responsibility for receiving a negative assessment, since he knew my view of his performance before his grievance left me no other choice but to put my negative views into writing, and since any effort to articulate a position on this particular matter would inevitably have to be set in a broader context. It is, perhaps, best since we have gone this far to take the next step. Rather than criticizing Jeane as Carmen suggests, I hereby criticize Carmen both for his performance during the conference and I hereby formalize my criticism of Carmen, both for his conduct in relation to the CASA conference (preparation, participation, critical debriefing) and for his overall staff conduct and attitude out of which I contend his particular difficulties with respect to the conference flowed as inevitable consequence and instance. To be more specific, I hereby criticize Carmen for his conduct on the grounds of what I consider to be his recalcitrance, his poor judgment in setting of priorities, his lack of self-criticism, his divisive attack on fellow staff members and, flowing from this, a public posture which is frequently an embarrassment to this agency.

I wish to apologize for my long delay in responding to these memos--I am indeed worthy of criticism on this score. But I have felt the need to ponder the particulars and attempt to get them in larger perspective.

Carmen is, of course, free now to take his grievance higher through the grievance procedure, in view of my ruling as CASA Coordinator that it is an unfounded and ill-advised document, and the fact that I have chosen to see this opportunity as a fitting one for leveling serious charges at him as a CASA employee. I would, however, suggest to Carmen that whether he proceeds with his grievance or not, it would be appropriate at this time for him to consider the substance of my critique in all honesty, and to find appropriate ways to respond to it, in action at least as much as word. I would urge him to establish a new basis for working in CASA's program, and of relating to staff in a more constructive and functional way, so that our agency can go on to facing its important mission of service to Hispanics in the coming year.

cc: Alberto Hernandez-Alcala
Executive Director

MEMO

TO: Carmen Rodriguez and Marc Zimmerman

FROM: Jeane M. Peters

DATE: June 20, 1979

RE: Response to Grievance from Carmen Rodriguez dated June 8, 1979

First, I would like to state one thing before I begin about this response. As I understand it, I am asked to respond to this grievance and I will do just that, since there are certain "facts" alleged that are very serious and left unclarified are damaging to my credibility. Since I have never before answered to any grievance charges, I hope I am responding in the correct form and apologize if I do not do so.

Carmen states that I was assigned Chairperson of the Children's Committee in January, 1979. Although the staff did meet to discuss the conference, no committees were formed and assigned until March 6, 1979. At this meeting, I was on vacation and did not find out about my assignment until a week later, on March 13, 1979. This was approximately 2½ months before the conference, half of the five months that Carmen alleges. Pat Sepeda was unaware, when I contacted her, that she was on my committee and said she would be willing to help at the conference, but was unable to attend the meetings and didn't feel she had any knowledge about planning a workshop for children. Adelina also felt she knew nothing about C.D. nor about planning a workshop but said she would sit in on the meetings. I do not feel Carmen is correct in saying we never met as a "valid committee" unless I am misunderstanding what "valid committee" means.

Carmen states, "The committees were not limited to the original four staff members...Jeane's insistence that she would schedule a meeting with the original four first, etc...."

Fact: I never stated that other people could not be on the committee. I simply felt that if I had a lot of problems getting the original four together for a meeting, I did not want to worry about digging up other people. I personally did not know of anyone to ask to be on the committee. If anyone would have come to me and requested to help in planning the children's workshop, I would have welcomed them. Carmen never approached me with a name of anyone interested in being on the committee.

Carmen states, "I attempted to get together with Jeane on 4 occasions and was brusquely put off with I am too busy to deal with it now."

Fact: When Carmen would come down to my office and ask to meet with me, I was too busy in that moment. I had appointments and other things to take care of and was not sitting around doing nothing. Each time, however, I told Carmen I would be willing to meet at an alternate time, and I suggested a time to meet. Once or twice, we did meet later, but Carmen had conflicts the other times.

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Carmen alleges, "At our Spring Conference, her main theme was that, etc." This statement makes no sense to me since at the Spring Conference, I was done gathering materials and was presenting my workshop.

Carmen states, "Jeane and I met about 3 times by ourselves and attempted to address or identify goals. These were rather informal and were not recognized by me as valid meetings."

Fact: Carmen and I did meet as he states 3 or more times. One of the first times, Adelina Miranda was also present and afterwards she stated to me that she didn't feel she wanted to meet with the committee until the goals and procedure were identified. I was okay with that because I understood how she felt. Carmen and I seemed to have 2 different philosophies, or ideas if you will, about implementing the workshop. Adelina did not want to take sides on which ideas were best since she did not feel she knew, but until that was decided, she felt it was wasting her time at the meeting.

Carmen states my grasp of committee work was poor because I made all the decisions myself and did not go through the "tedious process" of hammering out goals and voting. If this were so, then I would have mandated my ideas from the beginning. Instead, since the votes of those committee members I was able to get together was deadlocked at 1-1 (Carmen and myself) and because I had respect for committee practices, I took our deadlock to the larger conference committee, Alberto and the rest of the staff. They disagreed that it was realistic for Carmen to think of 2,000 children being brought to the conference and also disagreed that the purpose was to have a carnival.

After this issue was supposedly settled, I approached my committee members to find an appropriate meeting time. Adelina stated that it was really too difficult for her to find time during the day, but she would be willing to meet after work. Pat Sepeda even thought she would be able to get together at this time if I was able to provide transportation. I asked Carmen if he would be able to meet at 5:30 at McDonough projects on Monday (since he had a group there until that time) or at CASA any other day. Carmen stated that he was unable to meet even twice a month after work because his wife was getting on his case about working late. He had no obligation to meet after work, but this I feel is my proof that I attempted to get the committee together.

I have stated to Carmen and will state here again that many times I explained my purpose as best I could, and if he failed to understand me or if I failed to grasp what Carmen meant by "purpose", he should have told me at that time instead of nodding his head and letting the subject drop until the next meeting. I still maintain that my purpose for the workshop was explained to Carmen as well as I was able to explain it. If it made no sense to him, I realize that he is not to blame for not understanding but rather going along with what I was doing instead of asking for another committee. Besides, I don't feel that my lack of understanding of "purpose" is the reason for

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Carmen's dissatisfaction. I had already apologized to Carmen about completing late the typewritten copies of my agenda and schedule for both days. I am not a typist and since our secretary wasn't even here the majority of the time before the conference except for the last month, she was swamped with last-minute details and I decided to type my own materials myself. However, my agenda and schedule of activities for Friday (and we used basically the same activities for Saturday) had been reviewed with Carmen, twice that I recall, before the conference. Carmen states, "My own workshop, in which I outlined my contents and agenda, was 90% rejected," etc. The only outline I ever saw from Carmen was the outline of activities for his group therapy, scheduled for Saturday afternoon, and I cut nothing out of this agenda. Carmen presented his Saturday afternoon group therapy without any interference from me. I did not change the workshop time, although Carmen alleges that I did. The time was changed because the morning speaker spoke longer than expected and lunch was moved up to a later time.

I never complained that Carmen was not helping me. I was not being "fuddy-duddy", as Carmen alleges, but simply trying to have the workshop run as smoothly as possible. I recall trying to be as tactful as I knew how because I did not want him to take any criticism personally, as I have felt he has done in the past. But I did ask him not to smoke with all the school children ^{there}. I have seen in Carmen's group at McDonough Homes that the kids get upset when Carmen smokes and they get on his case to put out his cigarette. I didn't want that happening at the conference. As far as my comment about his daughter being too young, I asked Carmen if his youngest daughter was going to be at the conference all day and stated that if he needed to be out of the workshop at times to watch her, it would be all right with me. Carmen explained that his wife had been called to work suddenly and he was left to babysit, and I stated to Carmen that I understood and the only reason I ask about his youngest daughter was because I wanted him to know that most of my activities would probably be geared for an older child and his younger daughter might become restless. This conversation lasted all of 30 seconds, was without emotion, and at the time Carmen appeared to understand my question and did not appear offended.

Furthermore, I challenge the statement Carmen makes about buying "seven dollars' worth of goodies and put on a workshop that demonstrated effective outreach and group process". To me, Carmen's group process contained no real process at all, and if it had been effective, its effectiveness would not be evaluated by the seven dollars' worth of goodies.

I had decided before the staff conference meeting that any discussion concerning the children's workshop would not be discussed at that meeting. I felt that any confronting concerning the children's workshop was not something the rest of the staff needed to spend time on. The subject was not brought up by me - I had to take an important phone call and when I returned the subject had been thrown in for discussion and some confronting had been done. As I sat down, I was asked for my opinion and since the subject had been brought up and I had evidently received some confrontation in my absence, I felt I should respond, although I didn't want the other staff members involved.

MEMO

Carmen Rodriguez and Marc Zimmerman

June 20, 1979

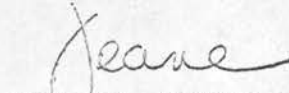
Page Four

The statement made by Carmen that I, Kathy Nasi and Kathy Maldonado have prejudiced Marc against Carmen is an insult to Marc. I would hope that Marc is more intelligent and more open-minded than to have his opinion of me influenced by my friends and enemies and if Carmen's grievance is supposedly objective and given in a positive way, then there is no good reason that either Kathy Nasi or Kathy Maldonado be brought under attack. They are not supposed to be attacked in a memo concerning Carmen's assessment of the children's workshop.

It is difficult to respond to the wrap-up sections of Carmen's grievance. The grievance supposedly (according to its contents) is directed towards my attitude of our committee and lack of fulfilling my responsibilities. Yet, Carmen jumps back and forth between this item and discussing my assessment of his performance. Carmen states, "She never asked for help..." I probably did not ask for as much as I should have. But then again, I asked for as much as I felt I could expect to receive. To use the word "never" makes Carmen's statement false. And the statement that I never scheduled any meetings because the committee would have voted me out is absolutely absurd. I will challenge that I am not that insecure, and I also feel that I tried quite often to get together whichever committee members were available. The fault of other people's conflicting schedules does not rest with me.

And, finally, I would like to state that I do not feel that the grievance was given in a positive sense. I do not disagree with the grievance procedure, and I agree with Carmen that the procedure is good for getting facts and assessing problems. However, petty blaming of others who should not be even mentioned in this context, and statements about my personality and my character (which, Carmen admitted to me, he felt I would probably find insulting) give me a gut feeling that the grievance was not totally objective and definitely not only to provide a learning experience for me. I am talking about how I feel, i.e., opinions, and therefore, after the manner in which some of these grievances were presented to me, I don't feel I could accept Carmen's statements that he likes me and that he is giving it to me in a positive sense. If he intended to do this, and he may have, I feel he fell short.

Respectfully submitted,


JEAN M. PETERS

JMP/km

Chemical Abuse Service Agency

Children's Workshop

Friday 1:15- 2:15

My purpose in this workshop is to introduce three of the basic concepts in the area of drug abuse prevention. Although time does not allow for us to introduce a group therapy experience, the children will have a chance to work in groups and therefore have somewhat of an introduction to the group experience.

There will be three main themes during the hour. First the children will explore the idea of a positive self concept through the introduction of the I.A.L.A.C. sign, which stands for I Am Loved And Capable. Then there will be an exercise on feelings, using pictures of other people and therefore non-threatening. Hopefully this will stimulate a discussion about describing feelings. The last theme will be a very basic introduction to the word "chemicals" and will deal with proper use and misuse of different types of chemicals.

The schedule will be as follows:

- 1:15-1:40 Introductions, IALAC signmaking, and story (A)
- 1:40- 2:00 Feelings (B)
- 2:00- 2:15 Discussion of Chemicals (C)

Jane Peters

INTRODUCING KIDS TO THE BASIC CONCEPTS OF DRUG PREVENTION IS MEANINGFUL/
GOOD BECAUSE...???

INTRODUCING KIDS TO THE BASIC CONCEPTS OF DISEASE PREVENTION IS MEANINGFUL/
GOOD BECAUSE...???

- A
- B
- C

THAT WORKSHOPS ARE A GOOD MEANS TO INTRODUCING IS EVIDENT BY:

- 1
- 2
- 3.

THIS IS BORNE OUT BY:

- A
- B

C number of requests for enrollment.

6-7-71

Jean P.

PURPOSE: refers to the result which one chooses to direct her activity. PURPOSE may ~~with~~ suggest either a resolute deliberate movement toward a result or the desired result itself: filled with high purpose; explaining the purpose of the tedious exercises. The specific overtone of purpose in either use is that of meaningfulness.

MEANS: This word refers to anything serving or used to accomplish a purpose.

I am taking the time to clarify my position for the purpose of helping you see in many respects; to open you up to other peoples' viewpoints. Your sense of being always right makes it difficult to work with you, for me, that is. And it was this very trait of your that undermined attempts to bring off the children's workshops.

To introduce is not a purpose. To introduce is an activity. But what is the purpose of the activity? To introduce is the means to a purpose. To introduce kids to three basic concepts of drug prevention for the purpose of ??? Why introduce kids to these concepts?? The importance of stating the purpose of the kids workshops may escape you, but is essential to planning...it becomes the basis for other activity. Introducing; i.e., the act of introducing may have many purposes.

Introducing kids to Spanish language may have many purposes, but the act of introducing kids to Spanish is not the purpose. Why introduce kids to Spanish language??

- A. For language appreciation
- B. for culture awareness
- C. for communication
- D. for social needs
- E.
- F.
- G.

} outcome evaluation
A
B
C
D

Once the purpose is stated, then begins the process of selecting a means or hopefully the best means for attaining the purpose. This is one issue that you successfully avoided. Try as I might, I could not get you to commit yourself to any purpose, you always went back to the means. You wanted me to agree to the means, to go along with the activities, alright, but what for, for what purpose??

- A. for drug prevention appreciation
- B. for skill development in applied principles
- C. appreciation of drug prevention field, methods,
- D. etc.

} outcome evaluation
A
B
C
D

If you had stated your purpose for introducing kids to the concepts, then the committee would have had the basis for selecting the best means to the given purpose. You had the cart mistaken for the horse.

CR. XZ

Comments

TO: MARC ZIMMERMANN, PROGRAM COORDINATOR

FROM: CARMEN RODRIGUEZ

DATE: JUNE 8, 1979

RE: JEAN M. AND YOUR ASSESSMENT OF MY PARTICIPATION IN SPRING CONFERENCE

On June 7th, 1979, during a three hour assessment of staff participation in conference, a continuing and disturbing pattern of attempting to confront and resolve personnel problems through peer group emerged. Group pressure and consensus does not lend itself to dealing with certain issues and this is why resorting to the grievance procedure is a healthy option in addressing complicated grievance issues. With this positive view of the merits of grievance procedures as a welcomed and long-needed option, I list the following issues in support of my contention that I was not given a fair consideration of the factors involved in the assessment of my participation:

JEAN FELT THAT I WAS UNCOOPERATIVE.

Jean was assigned chairperson of the children's committee in Jan 1979. The committee of four was to develop a program for the conference. We were to meet as Jean directed, we met once during the five month period as a valid committee and then it was agreed to cancel the meeting as we were one person short. Jeane was to reschedule another meeting. The meeting NEVER took place. She basis this or justifies this on the grounds that she could not effect a committee meeting because of the uncooperativeness of the members.

FACT: The committees were not limited to the four staff members, in fact we were encouraged to involve as many other people as we could to form the committee. I was stymied by Jean's insistence that she would schedule a meeting with the original four first, that in the meantime she would gather material.

FACT: I attempted to get together with Jeane on four occasions and was brusquely put off with I am too busy to deal with it now.

FACT: At our spring conference, her main theme was that she was working on gathering materials and trying to get the committee members together.

FACT: Jeane and I met about three times by ourselves and attempted to address or identify goals. These were rather informal and in no way recognized by me as valid meetings.

I BELIEVE SHE SHOULD BE REPRIMANDED FOR DIRECTION OF RESPONSIBILITIES ON THIS POINT, RATHER THAN SUPPORT HER RATIONALIZATION.

What were they

II

JEAN'S grasp of committee work was poor. Committee's are formed to hammer out goals, objectives, etc, it is a long tedious, frustrating process and I feel she did not or choose not to go through this process. She wanted to make all the decision and in fact did, contrary to accepted committee practices, wherein, decisions are made by votes. I feel she ~~was~~ should be faulted on this rather than your assessment of finding no fault. *perception light*

TIMELINESS

Marc's position that, putting aside past differences because of the imminent conference, makes me out as the scapegoat, overlooking the crucial issue at hand. Clarification of our purpose was essential to effective participation and helpfulness in the children's workshop. It wasn't (as Jean distorts) that I was rejecting or not going along with her decision or program planned, it was that at the last minute she finally came up with her agenda and contents and because this was the first time that I had seen it, there was no other time prior in which to address myself to the matter. A situation she created. *With her agenda*

POINT OF CONTENTION

Jean and you make it out that our difference was of approaches or philosophies. This was not the case, I was trying to define the purpose of the workshops, here. See attached addendum. She was not able to grasp, and still isn't, the significance of defining the purpose of workshop as a basis for selection, integration of activities both for the participants and facilitators. Without this, results confusion.

ATTITUDE

I was willing to go along with her project even though I was confused and uncertain. My own workshop, in which I outlined my contents and agenda was 90% rejected and she included it in her own, what was left. I was OK with saying nothing about this as time was short.

I was on time for the workshops, and tried to help but she became fuddy-duddy on many occasions. No smoking! There is craft supplies in there (stay out) Let's leave the room, She is too young (my daughter) Nonetheless I made a pinata, bought seven dollars worth of goodies, and put on a workshop that demonstrated effective outreach and group process. She, without consulting me, changed the (mine) workshop time and inconvenienced not only me but other participants. I believe that my attitude and performance were appropriate and that she should be confronted with her own inappropriate attitudes and behaviors prior, during and after the conference. I was willing to let things go, but I feel that she has prejudice you against me, not only Jean, but Kathy Nari, and also Kathy Maldonado. Based on what was said at the debriefing. I further believe that the debriefing meeting was orchestrated to confront line staff with this pent up emotionalism.

III

I SHOULD HAVE RESIGNED from the committee

On the contrary, for to me the workshops were no big deal. It was doing exactly what I have been doing all along. I felt confident that in spite of what Jean did or did not do, I could put on a credible kids' workshop. I rested assured or resigned that she must be coming up with something that I could help with, like a movie, or whatever. My own ability to move in with a workshop at the last minute if the need arose was never a question in my mind.

TO WRAP IT UP

I felt that Jean does me a disservice in her assessment.

SHE WAS THE CHAIR
SHE HAD THE AUTHORITY

SHE NEVER ASKED FOR HELP NOR DID I FEEL SHE NEEDED OR WANTED IT. I am contending that she wanted to ram her own version of a program. That in a committee setting she would have been voted out. That this is the reason that she never scheduled any meetings.

So that rather than give her a big, fat A, she should be reprimanded on:

1. Her lack of carrying out her responsibilities.
2. Her negative attitude toward others. i.e. negating the worth of others.
3. Her defense of her irresponsibility. Blaming others.

I sincerely hope that this grievance is taken in the positive sense it is given. To get the facts and to assess problems. Writting it out helps a person to re think and look at issues. I would like to process this grievance as a learning approach. I like Jean, she has much potential, and she services our clients, however, I find her too controlling and wants things her way.

sincerely
Carmen Rodriguez 6-8-79

cc. Jean M.
Marc Z.

The 14 month struggle with Hispanos En Minnesota to achieve (1) appropriate services to Chicanos. (2) Equal employment opportunities and treatment. (3) Cessation of exploitative policies and practices of Chicano community and individuals, has not only failed to achieve the above objectives but has polarized the situation into potentially explosive and damaging factions that will affect not only the Chicano Community but other minorities in their own struggle.

ALTERNATIVES OPEN TO H.E.M./C.A.S.A. program

1. Agree to the formation of an impartial board to examine & arbitrate the issues.
2. Continue the suspension of the employee until issues are resolved or have reached an acceptable compromise.
3. Terminate the employee immediately.
4. Reinstate the employee with retroactive pay.
- 5.

ALTERNATIVES OPEN TO EMPLOYEE

- 1 Boycott immediately picket, leaflets ✓
- 2 Petition/canvass community ✓
3. Reprisal action. Human Rights. ✓
- 4 Mn Civil Liberties. Action. freedom of speech ✓
- 5 Generate Minority pressure, agencies & individual ✓
- 6 Class action discrimination based on National Origin
7. All Radio Stations
- 8 All newspapers
- 9 all TV stations
- 10 Advise referral network agencies-followup-update
- 11 Advise funding sources of actions & boycott
"Why are you supporting programs that discriminate against Chicanos" 1. National, State, County, City,
- 12 Lobby & protest at legislative levels.
- 13 Three high-level officials at HEM/CASA will be responding to accusations of collusion and fraud. Data being compiled.
- 14 DFW CD Div/RCMH will also be responding to collusion & fraud.
We need answers and data for appropriate program planning for Chicanos.
- 15 Lawsuit against HEM Inc.

This is an outline of the actions that I will use to pressure (legally) HEM Inc into (1) giving me a fair hearing
(2) Resolve exploitive, and discriminatory treatment of Chicanos.

If HEM Inc Fires I see no other alternative but to fire back.
The choice is HEM. Inc.

ALTERNATIVE PROPOSALS FROM CONCERNED CHICANO COMMUNITY. ?

1. ?
2. ?
- 3/?
- 4
- 5

Carmen Rodriguez 871-0928

Todo EL
PUEBLO
ESTA
COVIDADO

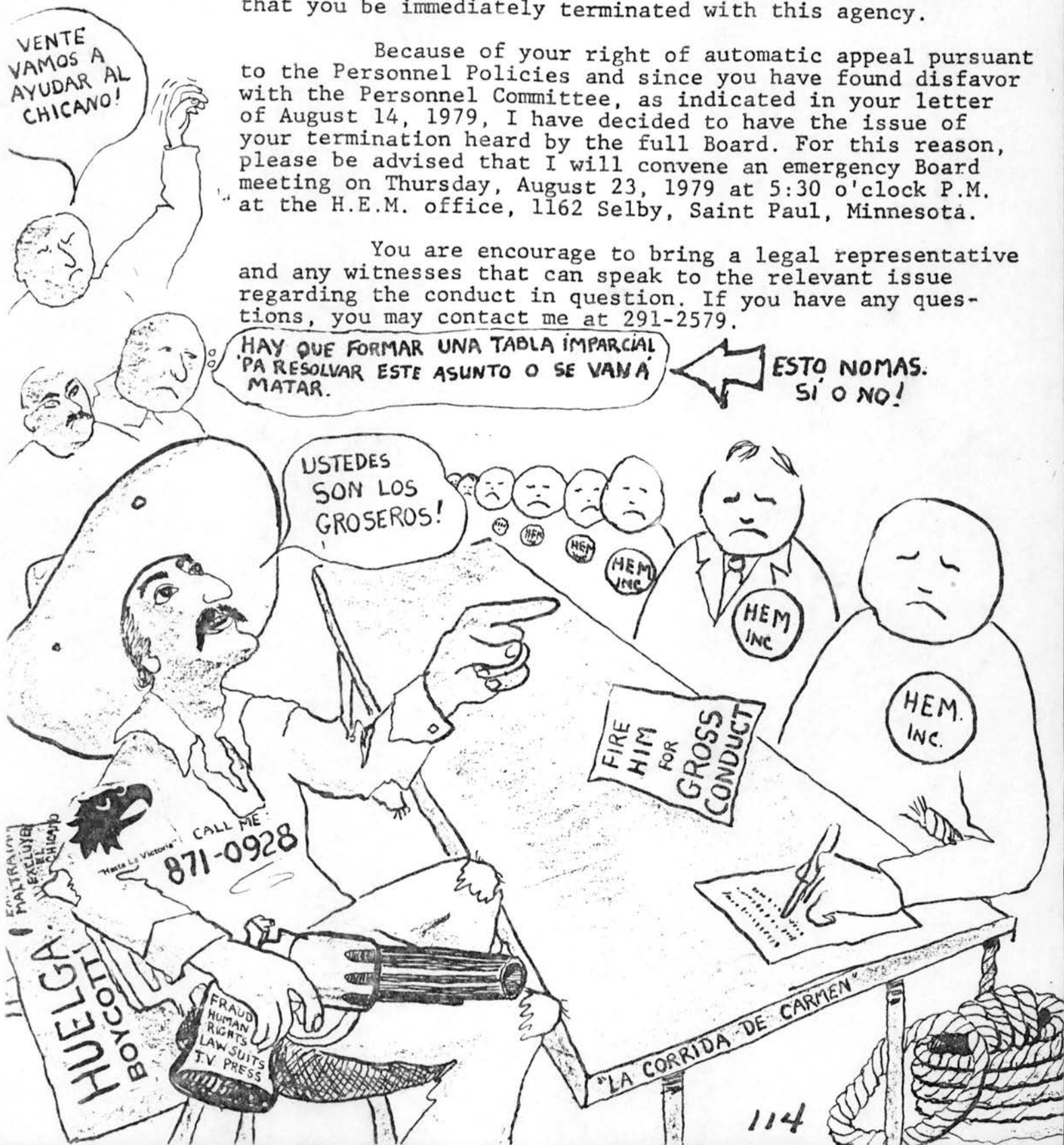
I have received notice on this date that your immediate supervisor, Marc Zimmerman, and the Executive Director of H.E.M., Alberto H. Alcala, have recommended that you be immediately terminated with this agency.

Because of your right of automatic appeal pursuant to the Personnel Policies and since you have found disfavor with the Personnel Committee, as indicated in your letter of August 14, 1979, I have decided to have the issue of your termination heard by the full Board. For this reason, please be advised that I will convene an emergency Board meeting on Thursday, August 23, 1979 at 5:30 o'clock P.M. at the H.E.M. office, 1162 Selby, Saint Paul, Minnesota.

You are encourage to bring a legal representative and any witnesses that can speak to the relevant issue regarding the conduct in question. If you have any questions, you may contact me at 291-2579.

HAY QUE FORMAR UNA TABLA IMPARCIAL
PA RESOLVAR ESTE ASUNTO O SE VANA
MATAR.

ESTO NOMAS.
SI O NO!



Charge of Discrimination: Any person claiming to have been discriminated against because of race, color, creed, religion, national origin, sex, marital status, disability, age, public assistance, aiding and abetting and obstruction, reprisals, and credit, sex discrimination as provided for in Chapter 363 of the Minnesota Statutes in the areas of employment, real property, public accommodations, public services or education may file this form within six (6) months after the alleged discriminatory act with the Minnesota Department of Human Rights, 240 Bremer Building, St. Paul, Minnesota 55101.

Have you filed this charge with any federal or local agency? ☐ Yes ☐ No
If yes, name agency and date.

Case Number

RP287-PARP3-2C

FILED

AUG 7 1979

STATE OF MINNESOTA
Department of Human Rights

Designated Official's Signature

Date

3. Your name, address, zip code, and phone number:

Carmen Rodriquez
2121 Colfax Ave. South
Mpls. Mn 55405

Telephone: 871-0928

4. Respondent organization, name, address, and phone number.

Hispanics in Minnesota
1162 Selby
St. Paul, Mn 55104

Alberto Hernandez-Alcala', Exec. Director
Telephone: 646-7817

5. Was the discrimination because of: (Please check one)

- ☐ Race ☐ Color ☐ Creed ☐ Religion ☐ National Origin
☐ Sex ☐ Marital Status ☐ Disability ☐ Public Assistance
☐ Age ☒ Reprisal

6. In what area did the discrimination occur? (Please check one)

- ☐ Employment ☐ Real Property ☐ Public Accommodations
☐ Public Services ☐ Education ☐ Credit, sex discrimination
☐ Aiding and abetting and obstruction ☒ Reprisals

7. Set forth in statutory language the violation of Minnesota Statutes Section 363.03 and a brief statement setting forth the discriminatory act.

I am a Chicano employee of the above named respondent. I was suspended on July 26, 1979. I believe that this suspension was caused by my protest of what I considered to be discriminatory treatment of Chicanos in the CASA program. I was informed that I was being suspended for, among other things, going 'outside established channels' which I take to mean contacting the State Human Rights Department.

I therefore allege that the respondent has engaged in and is continuing to engage in retaliatory actions against me for protesting actions that I believe to be in violation of the Mn. Human Rights Act and that, therefore, the respondents are in violation of M.S. 363.03 sub. 7 (1).

August 16, 1979, Carmen was recommended he be terminated

August 23, 1979 Termination recommendation will be reviewed
at 5:30 pm at 1162 Selby 646-4566
Public invited.

I need your support. See ya' there.

Subscribed and sworn to before me this

DIANE K. WISCEK

My Commission Expires

Sept 13, 1982

I swear or affirm that I have read this charge and that it is true to the best of my knowledge, information, and belief.

Carmen Rodriquez

(Sign your name)

8-6-79

(Date)

Sr. Antonio Gonzalez
2121 Colfax Sur.
Minnapolis, Minesota

Augusto 12, 1979

Dear Sirs;

I have recive communication that were mistakes made in the poster publish in 8-9-79. I am making another new one and will be happy to correct all mistakes. Please correct the included poster and mail back to me. If you have list of names included in poster by other, send me a copy so I can include them in public statement of not being invole. Persons not involed were-

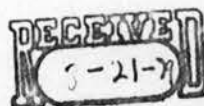
Jose Trejo
Juan Luna
Roberto Avina
Sam verdeja
and many others.

Mr. Nick Castillo and Mr Carmen Rodriguez agreed only to act as community representative. Any questions regards to the poster I am responsible alone.

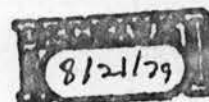
Sinceremente

Antonio Gonzalez

Antonio Gonzalez



Alberto Alcala
Hispanos En Min Inc
1162 Selby Ave
St Paul MN 55104



ESPAÑOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO: Alberto Alcalá FROM: Peter Zimmerman DATE: 8/21/79

Re: Carmen Rodriguez hearing scheduled by Sal Rosas with Board tonite. The Personnel committee upheld the suspension on the basis of the grounds specified in our presentation. Those grounds were reason to believe that C had committed violations of personnel regulations that were so acute as to constitute basis for disciplinary action...Some of those violations are clearly specified as bases for termination. Since the suspension hearing, Carmen has added further grounds for termination: His community campaign, especially his flyer (including his foto-copying of HEM stationary) are in violation of personnel policies for going out of channels and embarrass organization. He also violated the terms of suspension, it seems to me,

ACTION REQUESTED

In that he acted as a casa employee after being told that he could not. How else interpret a sign that says "Huelga" or the use of HEM stationary. Carmen's behavior has been so blatant, flagrant, malicious and deceitful, that I would not only recommend immediate termination, But the filing of a libel defamation suit as soon as possible.

Yours, A.A.

REPLY REQUESTED

yes

no

☐☐

ADITY

MEMO

TO: Alberto Alcalá

FROM: Marc Zimmerman

DATE: 8/20/79

SUBJECT:

I was very sorry that I could not attend the meeting you and Ricardo Flores held with the Castillo family on 8/17 about Carmen Rodriguez. I made every effort to attend and called the Castillo household, your home phone and every other number I could think of to find out where the meeting was being held. But with no success. I hope we are successful in preventing community people from participating in Carmen Rodriguez's campaign of vilifying our agency, since when the truth is known about the personalistic basis for Carmen's attack, they will be embarrassed and but also since in the course of learning the truth, they ~~would~~ may potentially damage our programs and their own community standing.

ACTION REQUESTED

RE: A.S.

REPLY REQUESTED

yes

no

☐

☐

ADDITIONAL

ISPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO: Alberto Alcalá FROM: Marc Zimmerman DATE: 8/16/79

ATTN:

Thank-you for your copy of Marilyn McClure's letter stating Carmen Rodriguez's Human Rights Complaint against HEM/CA. I was surprised that I did not receive such a letter specifically addressed to me. ~~Because~~ since Carmen had indicated he was going to ~~send me~~ file a discrimination suit against me. I should tell you that I am contemplating filing one against him, especially since I think he will wait till my departure date to Nicaragua to press his charge against me at a time when I can't answer...to make it seem as if I was fleeing from his charge. With respect to Carmen's charge, to Human rights, dated Aug. 7, a few points should be noted immediately: First, Carmen's grievance dated June 8, 1979 in no way mentions any protest of what I considered to be discriminatory treatment of Chicanos in the CASA program, but rather deals with his sense that I favored Jean over him. The broader question of ethnicity is not broached...nor is my response in these terms. Of course I favored Jean, in the sense that

ALIC - REQUESTED

I agreed with her ~~recommendation~~ grievance response and not Carmen's grievance. It seems to me that Carmen's ethnic campaign was a later idea, as he attempted to build a case for himself that would get beyond and in fact obfuscate my displeasure with him as an individual employee. Further, Carmen's previous "going out of channels" did not really center on discriminatory matters, but on agency efficiency. Further, I did not recommend his suspension for going to Human rights ~~(as per his memo to you of 8/7/26)~~, it should be noted

that at that time, Carmen alleged three things he'd done. And my rec ☐ ☐

REPLY REQUESTED

that at that time, Carmen specified three actions of going out of channels, only one of which was going to Human Rights, not about HEM but about me personally. The basis for my ~~my~~ suspension recommendation was mainly on his point of turning to an investigative reporter...and even more specifically, the fact that Carmen was attempting to threaten the organization. But of course behind this specific matter is ~~the~~ Carmen's long record of disservice to HEM/CASA. In view of his blunderous flyer, I believe that Carmen has finally revealed his mode and method, his personal dishonesty, his instability, his complete incompetence to represent any community oriented service program.

MEMO

TO: CARMEN RODRIGUEZ

FROM: SALVADOR M. ROSAS, PRESIDENT, H.E.M. BOARD OF DIRECTORS

RE: YOUR EMPLOYMENT WITH H.E.M./ C.A.S.A.

DATE: AUGUST 17, 1979

I have received notice on this date that your immediate supervisor, Marc Zimmerman, and the Executive Director of H.E.M., Alberto H. Alcala, have recommended that you be immediately terminated with this agency.

Because of your right of automatic appeal pursuant to the Personnel Policies and since you have found disfavor with the Personnel Committee, as indicated in your letter of August 14, 1979, I have decided to have the issue of your termination heard by the full Board. For this reason, please be advised that I will convene an emergency Board meeting on Thursday, August 23, 1979 at 5:30 o'clock P.M. at the H.E.M. office, 1162 Selby, Saint Paul, Minnesota.

You are encourage to bring a legal representative and any witnesses that can speak to the relevant issue regarding the conduct in question. If you have any questions, you may contact me at 291-2579.

cc. Alberto H. Alcala, Executive Director, H.E.M.
Marc Zimmerman, Coordinator, C.A.S.A.

SMR/sr

SPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO: Mr. Zimmerman

FROM: Kathy Malconado

DATE 8-17-79

While reviewing the material regarding Carmen Rodriguez for filing, I noticed that the date on the Affidavit of Receipt of the Notice of Suspension is written as 5-27-79. The actual date of the receipt was 7-27-79. Please make a note of this and notify any appropriate parties. I would also urge that Pedro Roybal, who acted along with me as witness, be notified of the discrepancy and write a memo to you regarding this discrepancy.

cc: Pedro Roybal

REPLY REQUESTED

Please make a note of the above.

REPORT DATE 8-17-79

REPLY REQUESTED

yes

no



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Memorandum

To: Marc Zimmerman
From: Kathy Nasi ~~K.A.~~
Re: Actions of Carmen Rodriguez
Date: 8-22-79

I am concerned because on a number of circulated articles written by Carmen Rodriguez, either my name or my job title (research analyst) has been mentioned in a derogatory fashion. At this time I would like to specifically address a letter dates 8-11-79.

Mr. Rodriguez has stated that I have been "ineffectual in the position of research analyst". I consider this to be a very subjective, unproven, and damaging statement. In protest I would like to simply offer this. If Mr. Rodriguez truly felt that I was "ineffectual" then he should have filed that complaint in a formal manner while he was my supervisor. He was my direct supervisor for six months from June 1978 through January 1979. Personally, I cannot think of a more opportune, nor appropriate occasion to terminate a so-called "ineffectual employee". I was not terminated, nor was there any type of written request for my termination; while Mr. Rodriguez was the program coordinator at C.A.S.A. However, since his dismissal from the coordinator's position, he has on a number of occasions written negative statements regarding me.

I would also like to speak to the statement in the 8-11-79 letter, where he states that "I was promoted to the assistant administrator while more competent Chicanos were not even considered". Where are his fact to make such a statement? Is he suggesting that because I am Anglo that I do not deserve any rights to a promotion? He fails to address the fact that there is only one other staff member that has stayed with C.A.S.A. longer than myself. Nor did he mention that even though I am not Chicana that I have acquired an invaluable amount of knowledge about the Chicano culture and chemical dependency during my 15 months with C.A.S.A. I don't mean to imply that these two reasons should be automatic justification for a promotion. But Mr. Rodriguez is continually attempting to portray me as an outsider that has no useful function, or contributions to offer C.A.S.A.

Marc, as you know, I have contributed a number of services to this agency. For my own defense I feel compelled to at least mention these two facts. I performed the research and was given the major responsibility of developing a proposal to Ramsey County Mental Health to refund C.A.S.A. and its services to the Hispanics on the West Side. This I did and we are refunded. He also failed to mention that I coordinated the C.A.S.A. conference in June of 1979. I did not push my way into this position. Two Chicano members of the staff had been elected to chair the conference activities. For whatever reasons, neither of

8/22/79

Nasi/Zimmerman

Memo: Carmen Rodriguez's actions, continued

them were able to fulfill that responsibility. I was the third choice, not the first choice. At that point I could have "passed the buck", but I did not. The conference was held. This conference was part of our contractual agreement between C.A.S.A. and Ramsey County Mental Health.

The important point to make here is that I feel that Mr. Rodriguez's omissions and exaggerations whenever he is addressing my work at C.A.S.A., to say the very least, is extremely slanted. I'm tired of being put on the defensive by a man who was relieved of his program coordinator's position, and is now suspended from his position as a Court Liaison.

I would like to ask some questions. What has Mr. Carmen Rodriguez contributed to C.A.S.A. and the Hispanics of the West Side? Why is he being allowed to flagrantly disgrace the efforts of fellow staff members and myself?

No, I am not Chicana, nor am I bilingual. These two criteria have never been part of the Research Analyst's job description. I have no direct client contact in my job. I state here for the record as I had previously stated to Mary Jessen and Roy Garza when they questioned me on this issue during the On-Site Review. My resume was never falsified in any way to misrepresent my qualifications. It is of my opinion that the individuals that interviewed me (members of the C.A.S.A. Advisory Board, Members of the ((M.I.A.)) H.E.M. Board of Directors, and the Deputy Director of ((M.I.A.)) H.E.M) found that after reviewing all the applicants, I was the closest to fitting the job qualifications.

I am frustrated and enraged that Mr. Rodriguez has chosen to try to discredit my work with C.A.S.A. Marc, at no point in my employment at C.A.S.A. has any other H.E.M./C.A.S.A. staff written any complaints against my work performance. I am distressed about Mr. Rodriguez's liberal use of derogatory comments regarding myself. I have no way of knowing the depths that these circulated materials have reached. Nor how many people might be influenced by these mudslinging articles. I fear that my credibility has been placed in jeopardy.

It is for the above reasons that I have started proceedings with the Human Rights Department and am seeking legal counsel against Mr. Rodriguez. Marc, I do this reluctantly because I feel it is an irreplaceable amount of valuable time and energy has already been wasted on this man's personal crusade to portray half-truths, and blatant lies about me, C.A.S.A. and H.E.M. But I need to

8/22/79

Nasi/Zimmerman

Memo: Carmen Rodriguez's actions, continued

take some type of personal action to protect myself and my credibility.

I feel confident that you will understand my position. Please forward this information to H.E.M.'s Executive Director.

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MEMO

TO: Marc Zimmerman

FROM: Kathy Maldonado *KM*

RE: Actions of Carmen Rodriguez

DATE: 8-16-79

This memo is to express my concerns over the situation that has developed with the suspension of Carmen Rodriguez and the resultant boycott attempt and flyer.

First, my time and energies as an HEM/CASA employee have, of necessity, been focused on the above issue for quite some time. As a result, my effectiveness as a member of an agency funded to provide services to the Chicano/Latino community has been severely curtailed. The provision of these services is the priority of my position and I resent the fact that this provision has been hindered by another employee's activities.

Second, the actions of Carmen Rodriguez has placed the agency by which I am employed in jeopardy. I have two issues to raise here. I sincerely believe in the necessity of services to the community provided by HEM and CASA and have devoted my time, experience and dedication to this agency because of this belief. I resent the fact that one fellow employee has, in effect, nullified my efforts and the efforts of many others by his actions. I also resent that this employee has, in effect, jeopardized my livelihood.

I am especially concerned about the flyer which Carmen Rodriguez has been providing the community. Carmen did not provide my last name on the flyer for the obvious reason that it is Hispanic. Yet anyone with whom I have been in contact as an employee of this agency is aware that I am the person to whom he is referring. I do not deny the fact that I am non-Chicana and that, under the new proposal, my position at HEM/CASA is an administrative one. But I am concerned about the impression Carmen has given the community. As administrative personnel, I have very little, if any, client contact. My job involves the documentation of services provided by other staff members, intra- and inter agency communications. My job description has been made available to Carmen Rodriguez when he received a copy of the FY80 proposal. Regarding the fact that a non-Chicana is holding this position to the intentional exclusion of Chicanas, I state that I am now supervising two Chicanas who have been placed in the agency for work experience. You, my coordinator, instructed me to train them in all areas in which I have knowledge and, in effect, to train myself out of a job. None of this information was made public. Yet an exaggerated salary figure for my position was made public in violation of my right to confidentiality of records. Also, if Mr. Rodriguez is saying that non-Chicanos are better paid, even the exaggerated salary figure for my position is lower than any other CASA staff position listed.

Carmen Rodriguez' flyer is exaggerated, slanted and racist. It is a negative reflection on the agency for which I am employed and on myself. Carmen Rodriguez, to my knowledge, has never criticized my competence or job performance. When I was employed with the agency in the position of secretary to the Deputy Director, Carmen had no criticisms of my performance. I was then laid-off.

Memo

Barre Zimmerman

8-16-79

Page Two

When the position for secretary for the CASA component became available, it was Mr. Rodriguez who nominated my name to fill that position. Now Mr. Rodriguez states he is concerned about the number of non-Chicanos working for the agency. He, himself, nominated a non-Chicana, myself, to fill an HEM/CASA position.

Because of this, I feel any criticism he is making is based on his personal situation in regards to the agency and his need to vindicate himself of any reprimands he may have received.

I would like to see some action taken on the part of this agency to attempt to correct the false accusations made and impressions given; to attempt to salvage and strengthen community-agency relations.

I am also requesting that you forward my concerns to the Executive Director of Hispanos en Minnesota.

August 15, 1979

To: Marc Zimmermann
From: Dionicio Puente

This letter is simply to reflect my feelings concerning the flyer that has been distributed to the community, accusing H.E.M. and C.A.S.A. of discriminating and exploiting the Chicano population. As a new member of the C.A.S.A. staff I feel somewhat threatened, not knowing of what is going on. Something should be done to clear the atmosphere between staff members and the community. Feel free to forward my concern to the H.E.M. director.

Sincerely,

Dionicio Puente

Hispanics in Minnesota

Formerly Migrants in Action



August 16, 1979

Germán Rodríguez
2112 Colfax Ave. SE, #2
Minneapolis, MN 55405

Dear Germán Rodríguez,

I am hereby serving notice of my intent to recommend your immediate termination as an employee of H.I.M. for gross misconduct. My recommendation will go directly to the H.I.M. Board of Directors. I am going to recommend that the Full Board will address your case in emergency session as soon as possible.

Sincerely,

Alberto Hernandez Aleida
Executive Director
Hispanics in Minnesota

cc: Ruth Zimmerman
cc: Salvador Rosas
cc: Arturo Perez

Board of Directors
Salvador Rosas *
President
Miguel Gutierrez
Vice President
Francisco Vega
Treasurer
Irene Villarreal-Gonzalez
Secretary
Marta Ochoa
Mary Hodge
Alberto Hernandez, Jr.
Arturo Perez
Max Von Rosenberg

Executive Director
Alberto Hernandez Aleida

Services Provided
 migrant services
 migrant training
 housing
 employment
 education
 community development

Grassroots Action Council
Agency

Education
Research
Counseling
Intervention

An Equal
Opportunity Employer

A United Way
Agency

Serving Minnesota's
Largest Minority
Hispanics
Latinos
Chicanos

PANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

DATE

FROM

TO:

MESSAGE:

Handwritten message area with faint, illegible text.

ACTION REQUESTED

Empty box for action requested.

yes ☐ no ☐

REPLY REQUESTED

BY WHAT DATE

REPLY

Handwritten circle around the word "REPLY".

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PS Form 3811, Aug. 1978

RETURN RECEIPT, REGISTERED, INSURED AND CERTIFIED MAIL

● SENDER: Complete items 1, 2, and 3. Add your address in the "RETURN TO" space on reverse.		
1. The following service is requested (check one). 45		
<input checked="" type="checkbox"/> Show to whom and date delivered. 45		
<input type="checkbox"/> Show to whom, date, and address of delivery. c		
<input type="checkbox"/> RESTRICTED DELIVERY		
Show to whom and date delivered. c		
<input type="checkbox"/> RESTRICTED DELIVERY.		
Show to whom, date, and address of delivery. \$ c		
(CONSULT POSTMASTER FOR FEES)		
2. ARTICLE ADDRESSED TO:		
3. ARTICLE DESCRIPTION:		
REGISTERED NO.	CERTIFIED NO.	INSURED NO.
B59500011		
(Always obtain signature of addressee or agent)		
I have received the article described above.		
SIGNATURE	<input type="checkbox"/> Addressee	<input checked="" type="checkbox"/> Authorized agent
4. DATE OF DELIVERY		
8/15/79		
5. ADDRESS (Complete only if requested)		
6. UNABLE TO DELIVER BECAUSE:		
CLERK'S INITIALS		

Minutes of CASA Staff Meeting of 8-15-79

Page Four

F.- Counselors Report. Jeane stated that she wanted to set a time for the training of the Advocates. She was concerned because Pedro was not in attendance at the meeting and stated that she did not want to wait to set up the training because of the difficulty in clearing all the schedules of staff involved. She stated that she did not want to do the training in sessions longer than 1 1/2 hours at a time. The training would be divided into 1) pre-orientation to roles, 2) list of organizations they would be contacting, 3) accompanying counselors as an introduction to agencies, 4) orientation as to processes, i.e. court system, treatment, etc. The first meeting is scheduled for Friday, 8-17-79 at 3:00 p.m. Dora and Elizabeth are to try to attend this meeting.

Regarding the letter on enabling, Jeane is still working on the letter. Marc stated that all staff should give input to Jeane. Jeane should write up a rough draft and discuss it with Marc so that letter can go out the end of next week.

G.- Marc stated that he is pleased with the work of Leonor and Jeane and that they are covering many areas in their work and the responsibilities of other staff positions in this emergency situation.

H.- Kathy Maldonado reported on her attendance at the Advisory Board meeting of La Oficina Legal del West Side. She stated concerns raised at the meeting and that she would now be attending those meetings as part of CASA advocacy rather than a personal basis. She will write a report of the meeting that will be available to staff.

I.- Report of Systems Review Committee. Changes in form use are tabled. Kathy M. reported on the new filing system to be set up. She requested staff to put service records in Dora's or Elizabeth's mail box. Marc and Kathy M. stated that the daily activity log is available for review by staff.

J.- Regarding the issue of Carmen Rodriguez and his activities, Marc has been in contact with the persons listed on the hand-out. Juan Flores stated that he did not have anything to do with the hand-out, and Marc, H.E.M. or Ricardo Flores have yet to receive a letter from him stating that. Ricardo Flores and Marc have asked the persons listed to send a written statement to the effect that they were not involved. Jose Cortez will be drafting a letter, Frank Gallegos has signed and sent an affidavit and possibly will sue. All the others have written or are drafting such a statement. Marc did see Mr. Castillo and informed the staff of the meeting with him. Marc stated that he believes the hand-out is a racist document, and that it omits the names of almost every Chicano employed by the agency listing only two and stating that they are "Americanized". Marc, as Program Coordinator feels that this action has endangered the livelihood of staff and asked that staff address a letter to him expressing their concerns. He also stated that members of the staff who are Latinos may have special concerns. A discussion on this issue followed. He mentioned the possibility of addressing a letter from the staff to Alberto Alcala with a copy to Sal Rosas indicating our "consternation" over the document and stating that we do serve the community and we actively seek positions to train Chicanos/Latinos who can advance in this agency. Staff discussed the policy of going through the proper channels and addressing their letters to Marc who can forward them to Alberto with a cover letter.

Minutes of CASA Staff Meeting of 8-15-79

Page Five

- K.- Rick S. asked if the hospital had been contacted regarding this issue. Marc stated that he will ask Alberto Alcala for a statement to provide the hospital.
- L.- Marc stated that Carmen had a hearing before the H.E.M. Board of Directors Personnel Committee which Carmen stated he felt had been a fair one. Regarding the suspension, Marc informed staff that the suspension had been upheld and we had received written notice of this decision, a copy of which had been mailed by certified mail to Carmen. Marc stated that the next step is a recommendation by Marc and Alberto A. for Carmen's immediate dismissal. Carmen can appeal the dismissal before the full H.E.M. Board of Directors. Marc stated that the protest by Carmen occurred while he was still considered an employee of the agency, under suspension. Marc stated that the community has asked what the organization is intending to do to assure hiring and employing Chicanos. At the meeting Marc and Ricardo Flores attended, Mr. Castillo stated that he wanted input into the suspension and that Sal had stated that the issue has been decided upon and that the committee would not reopen that issue. Marc had informed the Castillo family that the Board of Directors meeting of H.E.M. were open to the public (except for executive sessions) and stressed that they could attend.
- M.- After further discussion, the meeting was adjourned.

cc: Alberto Hernandez Alcala
CASA Advisory Board

SPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

Alberto Alcalá

FROM MZ

DATE 8/15/79

AT :

CASA Staff meeting (see attached minutes)...Staff expressed anger and frustration over Carmen, expressed their wish to protest. Rick Sepeda sat in on the meeting, he was furious too. As their coordinator charged with looking out for their career interests, I suggested that they address letters of concern to me, about what I was doing to protect their livelihoods. As component head, I asked their And I also suggested that they consider whatever action which they thought would protect their careers. I indicated that I would be writing you a memo expressing my individual concerns. But And I told them that Accounting, AA WEP and the Migrant staffs also indicated they would taking individual actions. But as component head, I asked what we should do together. They urged me to write you expressing out concern about the future of CASA, and their sense that Carmen Rodriguez's campaign was dangerous for CASA and the community and HEM as a whole. I hereby

ACTION REQUESTED

express this concern. I believe we need a total staff meeting, and we as the HEM community within the Chicano/Latino community should decide on a collective course of action against the slander and embarrassment that Carmen Rodriguez is ~~now~~ initiating. We need you to take our concerns to the Board so that this situation does not get worse for all of us. That is, as CASA Coordinator, I ask you to ~~develop~~ utilize your authority to convene both the staff and a special meeting of our Board of Directors to deal with the

WHAT A.S.

REPLY REQUESTED

yes

no

☐☐

the reply

potential threat posed to our agency by Carmen Rodriguez.

Mr Alberto H. Alcal Executive Director
Hispanos En Minnesota (612) 646-4566
1162 Selby Avenue
Saint Paul, Minnesota 55104

August 14, 1979 Tues.

RE: REQUEST COMMUNITY PARTICIPATION IN EMPLOYEE SUSPENSION APPEAL

STATEMENT OF PROBLEM AS PERCEIVED BY THE EMPLOYEE.

1. On June 8, 1979, a Chicano CASA employee, in an effort to stem the mounting sentiment of discrimination felt by Chicano staff, filed a formal grievance contesting the unequal and arbitrary performance evaluation given him (and other Chicano staff) by the non-Chicano employees.
2. On July 13th, he requested written fair hearing procedures. He recieved no reponse.
3. On July 20th, the Chicano recieved a written assesment of his grievance, and assesment which demonstrated to him and other Chicanos the unequal, arbitrary and discriminatory treatment accorded Chicano staff.
4. On July 26th, the Chicano was subjected to another written letter which again demonstrated the unequal and discriminatory treatment of Chicanos. He wrote a memo to the exectutive director, Alberto Alcalá, asking for that his grievance be processed forthwith and assurances of fair-hearing and cessation of discriminatory treatment be given to halt further counter measures to ensure a fair hearing. The CASA Coordinator, Marc Zimmermann, recommended immediate suspension on grounds of seeking outside redress.
5. On July 27th, the Chicano, Carmen Rodriguez, was officially suspended and
6. On July 31st, a review committe of four high ranking H.E.M. Inc officials reviewed the grounds of suspension with the employee. To this date, August 14th, the employee has not heard or recieved any word as to the disposition. The employee felt the review to be unfair, unequal, and demonstrative of the contempt and discriminatory treatment accorded Chicanos.
7. On August 13th, an emergency fair-hearing meeting was called by community-minded Chicano spokesmen to seek constructive alternatives to the scheduled August 14 boycott of Hispanos En Mn Inc.. A proposed alternative of including two Community Chicano representatives in a re-review of the grievance and circumstances surrounding the suspension of the Chicano employee was accepted and the boycott was suspended pending prompt acceptance and notification by you. The employee to abide by the findings and recommendations of the two Chicano representatives period. By this week ended August 8th, 1979. We await your reply,

Carmen Rodriguez, August 14th, 1979
cc Alberto Alcalá, Nick Castillo

SPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO: Alberto Alcalá FROM: Marc Zimmerman DATE: 8/13/79

SUBJECT:

Received a call from Nick Castillo Sr. urging me to come to a meeting at his house to discuss charges made by Carmen Rodriguez. Consulted with Sal Rosas and Ricardo Flores. They both said I should go. Ricardo said he would come with me. Tried to contact you, but couldn't make connection. Asked Jose Trejo to go but he couldn't make it. Went to meeting (on half hour's notice). Mr. & Mrs. Castillo, Jose Cruz, Nick Castillo Jr. and Carmen Rodriguez were there. Later Ricardo came in. The Castillos very supportive of Carmen, very angry about ~~last~~ flyer--seemed to believe allegations. I tried to point out the lies and distortions. They listened ~~about~~, but still felt that the general point of flyer had validity. Nick Jr. said he was ready to launch the boycott tomorrow, but we were concerned about its impact on CD services which he admitted the community needed. He said he didn't want to start something that would just show further community disunity, etc. Jose Cruz asked if we tried to hire community people. I indicated our ~~training program~~ ~~including~~ ~~our~~ ~~MMC~~ ~~work~~ ~~experience~~ ~~people~~, the recent hire of Nick Puente etc. I pointed to our training program and provisions for employing and upgrading community people. The Castillos indicated lack of interest in migrant employees/ or outofstate chicanos. They wanted more Westsiders--of long standing...Mr. Castillo asked about a job for his son... He did point out that his nephew worked in HEM/WEP--and that Carmen had left his name off the list...Carmen, by the way, denied putting the endorsement names on the flyer--some one was trying to do him in, he said (he was dressed as a Vera Cruz conjunto player, speaking for the community

WAS DATE

REPLY REQUESTED

yes

no

☐☐

REPLY

I said, Carmen, you're not even in the community--now you're the community's great defended... I commended him on his tailor--asked who'd done such a great rush job on his costumes... Finally, the Castillos insisted on their support for their new friend. They were not satisfied with the suspension hearing... They urged a new hearing with them as witnesses...I told them (as did Ricardo, that I had no power to determine HEM policies, but would convey their wishes to you. I did speak to Sal after the meeting, and Ricardo Flores indicates that he will attempt to set up a meeting with Cruz & the Castillos that does not include Carmen so they can hear our side as they have heard Carmen's.

SPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO: Alberto Alcala

FROM MZ

DATE 8/13/ 79

MESSAGE :

Went on radio (KDAN) as part of CASA's program of outreach into the community. Talked about the misleading slanders and picketing, urged community to think twice before believing charges against HEM/CASA... Spoke in behalf of community support for grassroots organizations... Explained role of CASA, the importance of chemical dependency services for a community that had to struggle against oppression and discrimination--what drugs did to the poor and oppressed...What would happen if one of our grassroots organizations was brutally attacked. Did not mention Carmen Rodriguez by name. But I did point out that there were some trying to drive a wedge between chicanos and latinos, and trying to discredit on racial grounds those non-Chicanos who were rendering important service to the community beyond any job description... ~~Announced the fact that I personally was going to be requesting a leave of absence shortly to go to Nicaragua to help rebuild that nation, that my~~ ACTION REQUESTED ~~leaving had absolutely nothing to do with any purported problems at HEM-CASA, that I had informed people of my decision to leave some weeks ago, and that I only regretted that some people would attempt to claim that I was leaving because of the heat. I urge that we be very clear about this--that I believe in my work in the community, through HEM/CASA, and that only the fact of a revolution which none of us could have predicted with certainty has caused this decision on my part...~~ I urged that the community face the fact that some community problems (including

DATE

REPLY REQUESTED

yes

no

☐☐

REPLY

the recent killings) were drug-related...that CASA specifically took the position that we must wage war on community enabling, that we must face and resolve community problems...

MEMO

TO: Alberto Alcala
FROM: Ricardo Flores *R Flores*
RE: Carmen Rodriguez
DATE: August 11, 1979

On Friday, August 9, 1979, Carmen Rodriguez distributed flyers announcing a Boycott against Hispanos En Minnesota. The flyer contained the names of several key Hispanos who purportedly endorsed the Boycott. Since the distribution of the flyers' I have contacted most of the individuals mentioned as supporters and have been informed by all that at no time did they support the action taken by Carmen Rodriguez. Letters confirming their positions have been requested and will be forthcoming.

I believe the agency may have some legal recourse in this matter, as well as individuals mentioned in the flyer. This matter I believe has been somewhat resolved, however, I urge your to take any immediate action necessary to ensure this will not happen again.

THE ABOVE AGENCIES ARE BEING BOYCOTTED FOR THE FOLLOWING OBJECTIVES:
H.E.M. INC refused to address these issues:

1. THE RIGHT TO CHICANO DIGNITY.

Chicano, Chicanismo and Chicano values are not given much worth within these agencies. The personhood of Chicanos is treated with blatant contempt by non-Chicanos. The insights, suggestions, approaches of Chicanos is scorned. Forty years of living the Chicano Experience means nothing to these agencies. Non-Chicanos with a piece of paper are prized out of proportion to their effectiveness. We are boycotting to correct these indignities.

2. THE RIGHT TO EQUAL EMPLOYMENT OPPORTUNITIES.

The qualifications sought by these agencies systematically excludes the Chicano Community's competent human resources: Its leaders. Non-Chicanos are hired who don't know where Robert Street is situated; who claim knowledge of Chicano Community resources but never heard of Nick Castillo. The policies and programs developed by these non-Chicanos have proved out inappropriate and ineffective for Chicano clients. Non-Chicano Staff is upgraded while Chicanos are being subjugated to oppressive treatment. In the drug abuse component, CASA, 227-0831, a non-Chicana, Kathy Nasl, who was ineffectual in the position of research analyst due to not knowing any Spanish, no drug abuse experience and no experience in research, was promoted to Assistant Administrator while more competent Chicanos were not even considered.

3. THE RIGHT TO EQUAL TREATMENT IN EMPLOYMENT.

Chicano staff is subjected to unequal and highly discriminatory treatment. A chicano is held in contempt, to higher standards, is given no latitude in initiative or performance. The converse is accorded Non-Chicano staff. Both may fall short but only the Chicano is held accountable. Say, both are a half hour late due to domestic problems. The Chicano should deal with family problems so as not to impinge on work, should have anticipated a need for a backup sitter. Nothing is said to the Non-Chicano.

4. THE RIGHT TO DECENT CLIENT SERVICES.

The lack of sensitivity to Chicano needs in programs developed by Non-Chicanos is indicated by low utilization rate, no shows, lack of follow through. A recent program evaluation tells CASA Program in nice words that it was not doing shit for clients except counting them.

5. THE RIGHT TO FREEDOM OF SPEECH. HEM INC & CASA PROGRAM both have muzzle policies. In Nov 1978, four Chicano staff were fired for expressing concern about poor services to Chicano clients. In Jan 1979, a Chicano coordinator was fired for speaking out against policies adversely affecting services to clients. In June 1979 three Chicanos quit and 1 was suspended for protesting about discriminatory practices against Chicanos. Their position is:

*The Boycott is "GIVE US RIGHTS OR GIVE US NOTHING"
But one phase
of a massive Campaign.*

CARMEN RODRIGUEZ 871-0928

To join, support or contest.
94



STATE OF MINNESOTA
DEPARTMENT OF HUMAN RIGHTS

240 BREMER BUILDING • (612)296-5663 • SAINT PAUL, MINNESOTA 55101

AUGUST 14, 1979

REF: RP287-PARP3-2C

Carmen Rodriguez

VS.

Hispanics in Minnesota

Alberto H. Alcalá, Exec/Dir.
Hispanics in Minnesota
1102 Selby Avenue
St. Paul, MN 55104

Dear Alberto H. Alcalá:

A charge alleging that Hispanics in Minnesota has committed an unfair discriminatory practice in violation of the Minnesota Human Rights Act, Minn. Stat., Chapter 363, has been filed with the department. Any person claiming to be aggrieved by an unfair discriminatory practice may file a charge with the Department of Human Rights. Acceptance of a charge by the department does not mean that the act has been violated, but that the department will conduct an impartial inquiry into the matter to determine whether the evidence will credit or disprove the allegations in the charge. Also, the charging party has the right to bring a civil suit in state district court 45 days after filing this charge which begins on September 21, 1979.

Minnesota Statutes 363.06, subdivision 4, requires the Commissioner to promptly inquire into the truth of the allegations raised by this charge. Pursuant to this requirement, the department will, within 30 days of this notice, schedule an investigative fact-finding conference. The purpose of this conference is to inquire into the truth of the allegations of the charge. This inquiry can result either in a determination of dismissal, withdrawal, no provable cause, probable cause, no-fault settlement or cause for further investigation. The department encourages the parties to settle this charge on terms which are mutually agreeable by means of a no-fault settlement prior to the making of a determination by the Commissioner as to whether the allegations made in this charge are true. The department will work with the parties to attain such no-fault settlement and if a settlement is made between the parties, the Commissioner will not issue a finding on the merits of this charge and will agree not to process this charge further.

Prior to the fact-finding conference you should submit a written reply to the charge. Your reply can include information which you believe should be included in the department's record prior to the Commissioner's determination in this matter. Such information can include documents or witnesses from whom testimony or statements can or will be taken. Documents herein include any written, printed, typed or other graphic matter of any kind or nature including, but not limited to, memoranda, reports, notes, studies, policies, notices, instructions, minutes, or all other communications of any type. Witnesses mean any individual person by their full name, their present or last known address, their present

AN EQUAL OPPORTUNITY EMPLOYER



STATE OF MINNESOTA
DEPARTMENT OF HUMAN RIGHTS

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or last known telephone number, their present or last known business affiliation, and their business affiliation title at all times relevant to this matter.

If you have any questions regarding this matter, please contact Barbara S. McCarty at (612) 296-5674.

Respectfully,

Marilyn E. McClure
Commissioner

Charge of Discrimination: Any person claiming to have been discriminated against because of race, color, creed, religion, national origin, sex, marital status, disability, age, public assistance, aiding and abetting and obstruction, reprisals, and credit, sex discrimination as provided for in Chapter 363 of the Minnesota Statutes in the areas of employment, real property, public accommodations, public services or education may file this form within six (6) months after the alleged discriminatory act with the Minnesota Department of Human Rights, 240 Bremer Building, St. Paul, Minnesota 55101.

1. Have you filed this charge with any federal or local agency? ☐ Yes ☐ No
If yes, name agency and date.

3. Your name, address, zip code, and phone number:

Carmen Rodriguez
2121 Colfax Ave. South
Mpls. Mn

Telephone: 871-0928

5. Was the discrimination because of: (Please check one)

☐ Race ☐ Color ☐ Creed ☐ Religion ☐ National Origin
☐ Sex ☐ Marital Status ☐ Disability ☐ Public Assistance
☐ Age ☒ Reprisal

7. Set forth in statutory language the violation of Minnesota Statutes Section 363.03 and a brief statement setting forth the discriminatory act.

I am a Chicano employee of the above named respondent. I was suspended on July 26, 1979. I believe that this suspension was caused by my protest of what I considered to be discriminatory treatment of Chicanos in the CASA program. I was informed that I was being suspended for, among other things, going 'outside established channels' which I take to mean contacting the State Human Rights Department.

I therefore allege that the respondent has engaged in and is continuing to engage in retaliatory actions against me for protesting actions that I believe to be in violation of the Mn. Human Rights Act and that, therefore, the respondents are in violation of M.S. 363.03 sub. 7 (1).

Case Number

HP287-PARP3-2C

FILED

AUG 7 1979

STATE OF MINNESOTA
Department of Human Rights

Designated Official's Signature

Date

4. Respondent organization, name, address, and phone number.

Hispanics in Minnesota
1162 Selby
St. Paul, Mn 55104

Alberto Hernandez-Alcala', Exec. Director
Telephone: 646-7817

6. In what area did the discrimination occur? (Please check one)

☒ Employment ☐ Real Property ☐ Public Accommodations
☐ Public Services ☐ Education ☐ Credit, sex discrimination
☐ Aiding and abetting and obstruction ☒ Reprisals

Subscribed and sworn to before me this

DIANE K. WISCEK

My Commission Expires

Sept 18, 1982

I swear or affirm that I have read this charge and that it is true to the best of my knowledge, information, and belief.

Carmen Rodriguez
(Sign your name)

8-6-79
(Date)

91

IN RE THE SUSPENSION OF

CARMEN RODRIGUEZ

To: Carmen Rodriguez
Marc Zimmerman, Coordinator, C.A.S.A.
Alberto H. Alcalá, Executive Director, H.E.M.

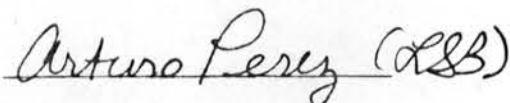
Carmen Rodriguez, employee of C.A.S.A. was suspended on July 27, 1979. Pursuant to Section G-5 of the Interim Personnel Policy the matter was reviewed by the Personnel Committee of the H.E.M. Board of Directors on July 31, 1979.

After careful deliberation of all the facts presented, we feel that Mr. Rodriguez has intentionally followed a course of conduct which has severely damaged the C.A.S.A. agency. While recommendations from staff should and are welcomed, such recommendations must be considered in light of what is best for the people that are served and the program itself. Mr. Rodriguez' conduct has hurt both and his activities have seriously drained the time and efforts of fellow staff members from the primary effort of helping those individuals C.A.S.A. is designed to help.

Although Mr. Rodriguez claimed ignorance of the formal grievance procedure in effect and his own duties, his tenure as Coordinator of C.A.S.A. renders this argument unpersuasive.

During the review, statements were made by Mr. Rodriguez indicating that other members of the C.A.S.A. staff supported him in his endeavors. After discussions with staff and one former employee, while separate concerns were raised, these statements were found to be inaccurate.

Accordingly, in light of the conduct of Carmen Rodriguez prior to July 27, 1979, we the undersigned find his suspension to be justified. Please note that this decision may be appealed to the full Board of Directors by submitting in writing a statement of this intention to the President of H.E.M.

 (ASB)

Arturo Perez



Salvador M. Rosas

Personnel Committee
H.E.M. Board of Directors

Dated: August 9, 1979

HISPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO: Alberto Alcala

FROM: MZ

DATE: 8/10/79

late afternoon

MESSAGE:

Sal Rosas called to indicate that the investigation of GR's charges made at the Personnel committee hearing (that is, the interviews conducted by he and Arturo Perez with CASA staff) is ended and that the Personnel Comm. will be sending a letter ~~concurring~~ concurring with suspension of Carmen. I tried to notify CR of this but he left his picketing action before I could talk to him. In the meantime, Ricardo Flores indicates that Roberto Avina, Marilyn McClure, Jose Trejo and others whose name appear on Carmen's flyer are now writing letters indicating they are not ~~endorsing~~ endorsing CR's memo. They are furious. But I have received a call from Nick Castillo Jr. indicating that CR visited him with damaging "evidence" about HEM and HEM/CASA... I invited him to CASA, but he says he would like to have a special meeting ~~on~~ Mon 8/13. He asked if I would come. I said I would unless you told me no, but I indicated that ~~only your word could be taken as official agency stance. I also invited him to~~ talk to staff members at CASA--including Linda Romero and Lee Bowman, i.e., those who have left CASA recently--to see if there was any substance to a claim that they quit in protest.

DATE:

REPLY REQUESTED

yes

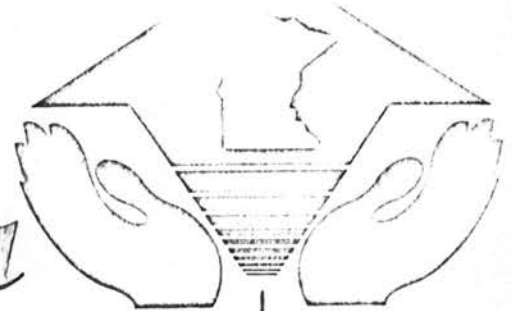
no

☐☐

REPLY

Hispanos en Minnesota

Formerly Migrants in Action



August 20, 1979

Jose Cortez
Chicano Latino Supportive
Service Center
Dome City Room 310A
1507 University S.E.
Minneapolis, MN 55455

Jose,

I am pleased to have had an opportunity to discuss with you the rather precarious situation of Mr. Carmen Rodriguez' Boycott announcement. In as much as you and others mentioned on the list have indicated that your names were used without your concurrence, I am sure the letter we have requested confirming the unauthorized use of your names will assist us in resolving this matter.

The information developed by Carmen Rodriguez has been misconstrued and if allowed to be distributed may adversely affect Hispanos En Minnesota. As per your request we are submitting the information in question and will appreciate any recommendations or assistance your office maybe able to provide.

Respectfully,

Marc Zimmerman

Marc Zimmerman
C.A.S.A. Program Coordinator

MZ/dm

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HISPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO:

A A H

FROM

MZ

DATE

8/14/79

MESSAGE:

Re: Carmen Rodriguez

Second conversation w/ JUAN FLORES of St. Paul
LEAP — denies being party to C.R.'s charges.
Says he will write letter to that effect.
Denies rumors saying ~~that~~ that he is a
party to this. Recognized that he is not at
LEAP (or Black Agency?) is threatened by a
racist campaign.

ACTION REQUESTED

BY WHAT DATE

REPLY REQUESTED

yes

no

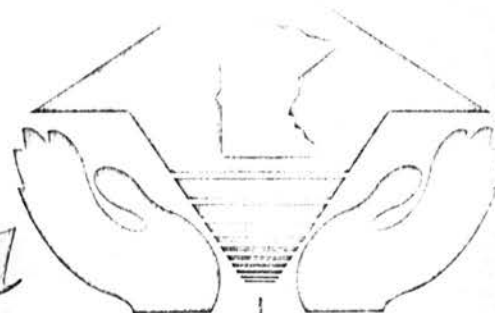
☐☐

REPLY

87

Hispanos *en* Minnesota

Formerly Migrants in Action



August 20, 1979

Ignacio Briseno
466 S. Robert
St. Paul, MN 55107

Ignacio,

I am pleased to have had an opportunity to discuss with you the rather precarious situation of Mr. Carmen Rodriguez' Boycott announcement. In as much as you and others mentioned on the list have indicated that your names were used without your concurrence, I am sure the letter we have requested confirming the unauthorized use of your names will assist us in resolving this matter.

The information developed by Carmen Rodriguez has been misconstrued and if allowed to be distributed may adversely affect Hispanos En Minnesota. As per your request we are submitting the information in question and will appreciate any recommendations or assistance your office may be able to provide.

Respectfully,

Marc Zimmerman
C.A.S.A. Program Coordinator

MZ/dm

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HISPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO:

A A H

FROM

112

DATE

8-12-79

MESSAGE:

for record

contacted Ignacio B. Busea 2465977
+ he says he wasn't even contacted
by Carmen Rodriguez to put
his name on Carmen's note
about HEP
at all. about HEP

ACTION REQUESTED

Will sign note to effect.

BY WHAT DATE

REPLY REQUESTED

yes

no

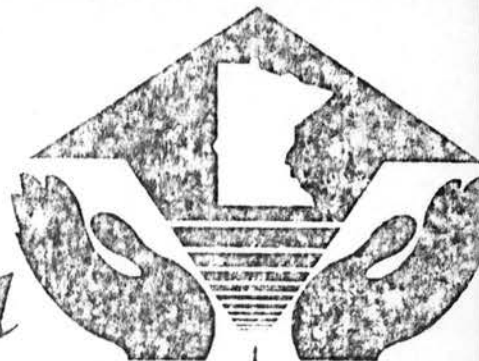
☐☐

REPLY

85

Hispanos en Minnesota

Formerly Migrants in Action



August 13, 1979

Mr. Roy Garza
American Center Building
160 E. Kellogg Blvd.

Roy,

I am pleased to have had an opportunity to discuss with you the rather precarious situation of Mr. Carmen Rodriguez' Boycott announcement. In as much as you and others mentioned on the list have indicated that your names were used without your concurrence, I am sure the letter we have requested confirming the unauthorized use of your names will assist us in resolving this matter.

The information developed by Carmen Rodriguez has been misconstrued and if allowed to be distributed may adversely affect Hispanos En Minnesota. As per your request we are submitting the information in question and will appreciate any recommendations or assistance your office maybe able to provide.

Respectfully,

A. Hernandez-Alcala

Alberto Alcala
Executive Director

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HISPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO:

AA/H

FROM

MZ

DATE

8-14-79

MESSAGE:

Discussion w/ Roy Garcia about Carmen Rodriguez flyer
expressed his anger and "racist" attack on HEM
Garcia + indicated he would be drafting a letter indicating
he would in no way ~~personally~~ accept the
embarrassed use of his name on this document

ACTION REQUESTED

BY WHAT DATE

REPLY REQUESTED

yes

no

☐☐

REPLY

23

Pablo Davila
842 Lovell Avenue
St. Paul, Minnesota 55113

August 16, 1979

Mr. Alberto Hernandez-Alcala
Executive Director
Hispanos En Minnesota
1162 Selby Avenue
St. Paul, Minnesota 55104

Dear Alberto:

This is to confirm our telephone conversation in regard to the boycott activity of Mr. Carmen Rodriguez. As I stated to you, I had no previous knowledge of either the boycott or of the flyer which bears my name, intimating that I support this effort. This was an unauthorized use of my name and an invasion of my privacy. I am considering legal action against this violation of my rights.

I categorically disassociate myself from the efforts and allegations being made by Mr. Rodriguez. I authorize you to use this letter to counteract his activity as you see fit.

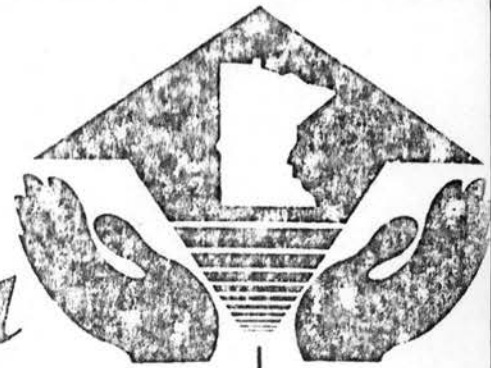
Sincerely Yours,

Pablo Davila

Pablo Davila

Hispanos *en* Minnesota

Formerly Migrants in Action



August 10, 1979

Mr. Pablo Davila
American Center Building
160 E. Dellog Blvd. 55101

Pablo,

I am pleased to have had an opportunity to discuss with you the rather precarious situation of Mr. Carmen Rodriguez Boycott announcement. In as much as you and others mentioned on the list have indicated that your names were being used without your concurrence, I am sure the letter we have requested confirming the unauthorized use of your names will assist in resolving this rather irritating matter.

The information developed by Carmen Rodriguez has been misconstrued and if allowed to be distributed may adversely affect Hispanos en Minnesota. As per your request we are withdrawing the information in question and will appreciate any recommendations or assistance your office maybe able to provide.

Respectfully,

Alberto Alcala
Executive Director

Board of Directors

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August 14, 1979

Alberto Alcalá, Director
Hispanics en Minnesota
Saint Paul, Minnesota 55107

Dear Mr. Alcalá:

I was informed by Mr. Richard Flores on Friday August 10th 1979 that Mr. Carmen Rodriguez had been disseminating literature in the Hispanic Community naming me as a supporter of his cause. I want to assure you and the Board of Directors that I am neither a supporter for Mr. Rodriguez nor, was I informed of his intentions to use my name in any literature.

I hope this will serve as clarification on the matter but if I can be of further service, feel free to contact me.

Sincerely,



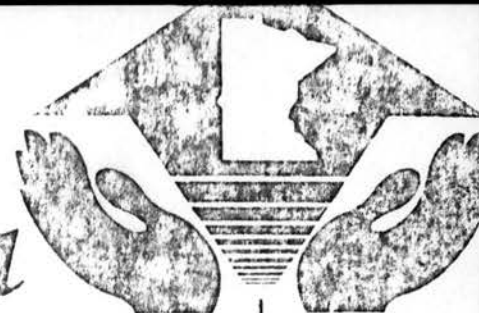
Roberto E. Avina

Paz-Libertad y Progreso

RRA/gjr

Hispanos en Minnesota

Formerly Migrants in Action



August 10, 1979

Mr. Roberto Avina
Department of Human Rights
Bremer Building
St. Paul, Mn. 55101

Roberto,

I am pleased to have had an opportunity to discuss with you the rather precarious situation of Mr. Carmen Rodriguez Boycott announcement. In as much as you and others mentioned on the list have indicated that your names were being used without your concurrence, I am sure the letter we have requested confirming the unauthorized use of your names will assist us in resolving this rather irritating matter.

The information developed by Carmen Rodriguez has been misconstrued and if allowed to be distributed may adversely affect Hispanos en Minnesota. As per your request we are submitting the information in question and will appreciate any recommendations or assistance your office maybe able to provide.

Respectfully,

Alberto Alcalá
Executive Director

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Executive Director

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Main Office • 1162 Selby Avenue • St. Paul, Minnesota 55104 • (612) 646-4566
CASA • 203 Prescott Street • St. Paul, Minnesota 55155 • (612) 227-0831

SPANISH SPEAKING ADVISORY COUNCIL
State of Minnesota
504 Rice Street
Saint Paul, MN 55103

Aug. 13, 1975

Mr. Alberto Alcala
Executive Director
Hispanos En Minnesota
1152 Selby Avenue
Saint Paul, MN 55104

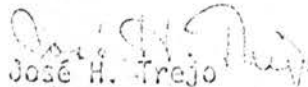
Dear Alberto:

Enclosed you will find a flyer that was recently circulated by Mr. Carmen Rodriguez. As you know, my name as well as the names of several other individuals appear on this flyer. I would like to inform you that my name was placed on this flyer without my knowledge or consent. I understand that the names of other individuals were similarly placed.

It's very unfortunate that this flyer has been distributed because it only serves to further polarize this sensitive issue. Mr. Rodriguez visited me last Wednesday, August 8th, and requested the Council's assistance in his complaint with Hispanos En Minnesota. I informed Mr. Rodriguez that this issue was an employer/employee matter and that he should follow the steps prescribed in Hispanos En Minnesota Personnel Policies.

Please rest assured that I will not recommend that the Council be involved in the administrative affairs of non-state agencies. Personally, I'm very concerned that my name and the names of other individuals were placed on this flyer. This is very damaging, since it may destroy the integrity and objectivity needed to resolve this conflict.

Most respectfully,


José H. Trejo
Executive Director

INSTITUTIONAL RACISM & OPPRESSION IS BEING PERPETRATED ON CHICANOS BY:

HISPANICS IN MN Inc 1162 Selby 646-4566
CASA PROGRAM 203 Prescott Av 227-0831

These agencies are funded (\$840,000.00) to provide services to Chicanos BY CHICANOS! Instead, the large Chicano population is exploited to provide jobs for non-Chicanos. In fact, Chicanos are discriminately excluded from their effective dominant roles and subjugated into a marginal role through unequal and discriminatory policies & practices.

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DO NOT REFER CLIENTS TO THESE AGENCIES
DO NOT GIVE SUPPORT TO THESE AGENCIES.
DO JOIN THE STRUGGLE TO NEGOTIATE.
WE NEED: *PHONERS,*STUFFERS*PICKETS
*CARRIERS*DRIVERS*COOKS
*ORGANIZERS-*CLERKS

Nacho
Briceno
Jose Cortez
Frank Gallegos
MARILYN MacLure

yearly income: EMPLOYEES H.E.M INC NATIONAL ORIGIN

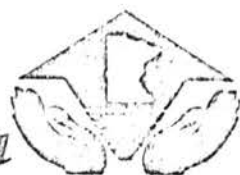
\$24,000	Alberto Alcala	Americanized Executive Director Of HEM Inc
\$11,000	Marta Mayaguena	peru
16,000	Dorothea Royston	Non-Chicana
12,000	Gail	Non-Chicana
11,000	Lulu	Non-Chicana
10,000	Elaine G	Non-Chicana
15,000	Pam Alexander	Non-Chicana
14,000	William Royes	Non-Chicano...D.O.L. Coordinator
14,000	David	Non-Chicano...Administrative assistant
11,000	Delia Metcalf	Non-Chicana
11,000	Olga Geyrick	Non-Chicana
13,000	Kay Frainey	Non-Chicana
???	Greenberg	Non-Chicano

CASA PROGRAM

13,000	Marc Zimmormann	Non-Chicano...CASA Administrator
11,000	Kathy Nasl	Non-Chicana...Administrator assistant
10,000	Kathy M.	Non-Chicana...Administrative Secretary
11,500	Jeane Peters	Non-Chicana...Counselor
11,500	Leonire Brandt	Non-Chicana
12,000	Ted Guzman (Gazzman)	Americanized
12,000	Yacmin Overlid	Non-Chicana
11,000	Isabelle Torres	Non-Chicana

AND MORE

Hispanos en Minnesota



SHITTY JOBS & SHITTY SERVICES
IS GIVEN CHICANOS HERE.

CASA Program

1162 Selby Avenue • St. Paul, Minnesota 55104 • (612) 646-4566

(a racial discrimination charge has been filed through the MINN. HUMAN RIGHTS Dept. but this is our struggle.) JOIN US TODAY.

BOYCOTT ENIHWELGA

COMMUNITY 225-4700
UNTIL CHICANOS NEGOTIATIONS: NICK CASTILLO 871-0928
CARMEN RODRIGUEZ 871-0928
JUAN FLORES
JOSE TREJO
ROY GARZA
PABLO DAVILA

4 CHICANOS QUIT
LAST MONTH.
IN PROTEST.(CASA.)

STATE OF MINNESOTA)
) ss.
COUNTY OF RAMSEY)

A F F I D A V I T

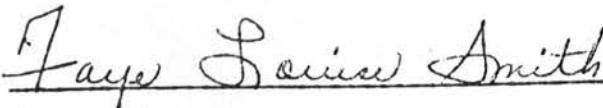
Please let it be known that a flier attacking the employment practices of Hispanos En Minnesota has my name appended as an endorsement.

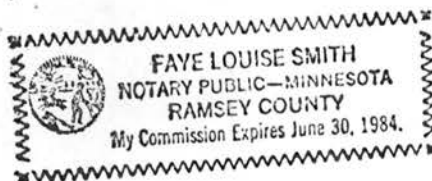
Let it be known that I have not been contacted nor in any way given my approval for my name to be used for such a purpose.

I hereby express that I strongly support the work of Hispanos En Minnesota. I continue to do so.


A. FRANK GALLEGOS

Subscribed and sworn to before me
this 10th day of August, 1979.


Faye Louise Smith



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Nacho - Jose Carter
Skeeto - Frank Gallegos
MARILYN MacLone

Yearly: EMPLOYEES H.E.M INC NATIONAL ORIGIN

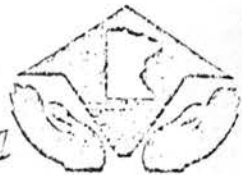
\$84,000	Alberto Alcala	Americanized Executive Director of HEM Inc.
\$11,000	Marta Mayaguena	peru
\$6,000	Dorothea Royston	Non-Chicana
\$2,000	Gail	Non-Chicana
\$1,000	Lulu	Non-Chicana
\$10,000	Elaine G	Non-Chicana
\$5,000	Pam Alexander	Non-Chicana
\$4,000	William Royes	Non-Chicano...D.O.L. Coordinator
\$4,000	David	Non-Chicano...Administrative assistant
\$1,000	Delia Metcalf	Non-Chicana
\$1,000	Olga Geyrick	Non-Chicana
\$3,000	Kay Frainey	Non-Chicana
???	Greenberg	Non-Chicano

CASA PROGRAM

\$3,000	Marc Zimmermann	Non-Chicano...CASA Administrator
\$1,000	Kathy Nasl	Non-Chicana...Administrator assistant
\$10,000	Kathy M.	Non-Chicana...Administrative Secretary
\$11,500	Joane Peters	Non-Chicana...Counselor
\$11,500	Leoniro Brandt	Non-Chicana
\$2,000	Ted Guzman (Cazzman)	Americanized
\$2,000	Macin Overlid	Non-Chicana
\$11,000	Isabelle Torres	Non-Chicana

AND MORE

Hispanos
en
Minnesota



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ENIHUELGA

COMMUNITY 225-4700
NICK CASTILLO
CARMEN RODRIGUEZ 571-0928
JOSE TREJO
ROY GARZA
PABLO DAVILA


4 CHICANOS QUIT
LAST MONTH.
IN PROTEST.(CASA.)

August 10, 1979
4:30 p.m.

TO WHOM THIS MAY CONCERN

Before I leave for vacation, in case it should be of any importance,
I wish to state with complete sincerity that I do not believe or have
ever noticed any form of racial discrimination exists in either C.A.S.A.
or H.E.X.

Sincerely,

A handwritten signature in dark ink, appearing to read "Ted Guzman", with a long, sweeping horizontal line extending to the right.

Ted Guzman

SPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO: Alberto Alcalá

FROM: Marc Zimmerman

DATE: 8/10/79

RE: CASAS

Now Carmen carries a sign saying "On Strike" Various people have called me to say that he is personally distributing a flyer with a copy of IEM letterhead stating that "IEM is a shitty organization." He claims that 4 ~~principales~~ Chicanos quit CASA in protest in the last month--a patent lie: In the last month only Linda Romero quit--over personal problems. A month or so earlier, Lee Bowman left CASA to take a job with Centro...That's it... Carmen also lists "IEM by purported national origin and salary. He purposely excluded all Chicanos in our organization but you and Ted G. who he calls "Americanized". All Latinos are listed as "non-Chicanos" ...He is releasing salary information (false) & racially slurring staff, threatening people livelihoods, slandering the or-anization...On top of this, one version of the flyer lists certain wellknown Chicanos/Latinos as if they are endorsing Carmen's slanders. I have called Ignacio Briseno, Jose Cortez, Juan Flores (of Leap)--and ~~with these~~ people deny having signed or even having seen such a flyer. Frank Gallegos says he's REQUESTED be sending over an affidavit, denying any knowledge of the flyer. He talks about suing. I myself am now considering suit, as are several staff members. I know Ricardo Flores is contacting other people on Carmen's endorsement list. ~~much~~ I wonder how long we'll want to put up with this kind of business...

DATE

REPLY REQUESTED

yes

no

☐☐

REPLY

MEMO

TO: Alberto Alcalá

FROM Marc Zimmerman

DATE 8/10 9/79

RECAP:

Carmen Rodriguez has been seen by several people "picketing" in front of HEM and CASA offices, wearing sombrero and sarape, carrying a sign which says: "Ya vienen" or something like that. Some people have called our office and asked: is there really a strike going on? This supposed strike by a suspended employee is perhaps more embarrassing for him than for us, but at a certain point it may become a problem. Word is that Carmen is going all over town slandering the organization, seeking support. He ~~now~~ has asked every Chicano/a in our organization to join him in protest (including Linda Romero). All have indicated they do not share his feelings. Many have asked how long we are going to tolerate CR's actions. Mary Jessen of Ramsey County Mental Health indicates that a tv station has contacted her department asking about On Site

Review coverup charges--a strange claim in view of our feeling that the report was ~~harsh on our program...~~ She also indicated that the investigative reporter seemed to have lost interest soon, because there seemed no basis to complaints. However I wish to point out that these activities by a suspended employee begin to indicate further violations of Personnel policies beyond those upon which we based our previous disciplinary actions. Carmen is not even waiting for suspension hearing results. While he had denied that he personally ~~had planned any strike or boycott, now he is the only boycott.~~ When he understood

that he was suspended and not fired, he said "then my actions are suspended as well" ~~that is, he had the power to initiate and terminate outside appeals, complaints, etc~~ I have issued a memo to staff indicating how they should act in the face of Carmen's picketting.
But I am fearful that some poorly informed souls may pick up on Carmen's campaign.

REPLY REQUESTED

yes

no

☐☐

MEMO:

TO: Pam Alexander, Acting Director

FROM: Marc Zimmerman, CASA Coordinator

DATE: August 9, 1979

RE: Picketing

It has been rumored that there will be picketers at CASA and H.E.M. today for reasons of which we are not aware.

CASA has taken the position that in the event of such an occurrence, CASA staff is directed not to fraternize, argue or in any way engage in conversation with the picketers nor with any newspeople which the picketers may have contacted.

Either the Administrative Intake Specialist or the Administrative Assistant (CASA) is to call the Program Coordinator or, in the event they cannot reach him, the Chairman of the Board of Directors of H.E.M. All CASA staff is to go on about their work as usual.

I have informed CASA staff that citizens picketing in front of an office are not strikers who could only be employees of the office (associates of a union, etc.) and that they would not be crossing any bona fide picket line by going to work.

MEMO

TO: All Staff

FROM: Marc Zimmerman MZ

DATE: August 9, 1979

RE: Pickets

It has been rumored that there will be picketers at CASA (St. Paul) today for reasons of which we are not aware.

In the event of such an occurrence, staff is hereby directed not to fraternize, argue or in any way engage in conversation with the picketers nor with any newspeople which the picketers may have contacted.

Either the Administrative Intake Specialist or the Administrative Assistant is to call the Program Coordinator or, in the event they can not reach him, the Chairman of the Board of Directors of H.E.M. All staff is to go on about their work as usual.

Remember citizens picketing in front of an office are not strikers who could only be employees of the office (associates of a union, etc.). You are not crossing any bona fide picket line by going to work.

Self,
Paul, MN 55104
646-7817



a bilingual/bicultural Minnesota program

205 West
St. Paul, MN 55107
227-0831
24 hours: 227-7001

June 19, 1979

Dear Marc:

I have been officially informed that I have been selected to be the Research Associate for Centro Cultural Chicano and they want me to begin July 2, 1979.

I have accepted the job but not without a heavy heart. I will miss you and the staff very much and will be wishing that all of your efforts be blessed with good results.

CASA will have a special place in my heart. If I can be of some help to you or your agency, please call on me.

Sincerely,

LEE BOWMAN

LB/km

cc: Alberto Hernandez-Alcala

TO: ALBERTO H. ALCALA
FROM: ROSA LINDA ROMERO
RE: RESIGNATION
DATE: JULY 27, 1979

THIS LETTER OF RESIGNATION IS TO NOTIFY THE AGENCY FOR WHICH I AM EMPLOYED, C.A.S.A., COMPONENT OF H.E.M., THAT I AM NO LONGER SATISFIED WITH THE DUTIES I MUST PERFORM. MY RESIGNATION IS NOT FORCED/COERCED, AND IS NOT IN PREJUDICE OF ANY MEMBER OF THE STAFF AT C.A.S.A. OR H.E.M. I JUST QUIT WITHOUT REASON OR FAULT TO ANYONE.

SINCERELY,



ROSA LINDA ROMERO

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AND MORE

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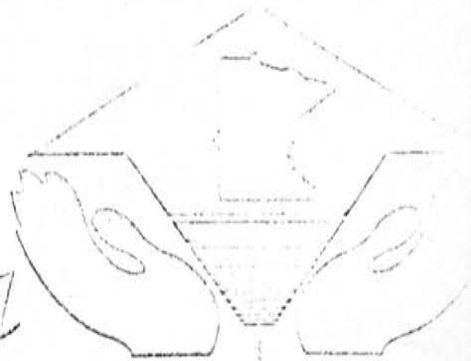
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NICK CASTILLO 225-4730
CARMEN RODRIGUEZ 871-0928
JUAN FLORES
JOSE TREJO
ROY GARZA
PABLO DAVILA
R. AVILA

4 CHICANOS QUIT
LAST MONTH.
IN PROTEST (CASA)

Hispanos en Minnesota

Formerly Migrants in Action



August 6, 1979

Ms. Mary K. Jessen, Manager
Planning Division
Ramsey County Mental Health Department
150 E. Kellogg Boulevard
St. Paul, Minnesota 55101

Dear Ms. Jessen:

Thank you very much for your document, compiled with Roy Garza, Summary Report and Recommendations, Site Review, Chemical Abuse Services, Hispanos en Minnesota, which you sent to us early last month. I am sorry to have taken so long in response to your report, but I am sure you will understand the necessity of our reviewing this document with great care, given its implications for H.E.M./C.A.S.A.'s future. The response which follows my extended commentary here is a synthesis of inputs we have received from C.A.S.A.'s staff and Advisory Board, as well as H.E.M.'s Board and my own administrative staff. Marc Zimmerman, C.A.S.A. Coordinator, is responsible for assembling much of the detail in the response per se, so that questions referring to such detail may be addressed to him. However, answers to the broader questions and, indeed, final responsibility for this overall response rests with me as Executive Director of Hispanos en Minnesota.

Before turning to our formal point-by-point detailing of the report, I should like to set forth some general concerns about the overall context surrounding the review and the circumstances leading up to it.

The C.A.S.A. Review was conducted on May 17 and 18, 1979 (not 16 and 17 as stated in the report itself), primarily to investigate "complaints and concerns expressed about aspects of the HEM/CASA program." The complaints (cf. Report, bottom of p.2.), we feel it should be noted, were mainly ones originated by a CASA employee who had

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Agency

Serving Minnesota's
Largest Minority
Hispanics
Latinos
Caucasians

Ms. Mary K. Jessen, Manager
August 6, 1979
Page Two

been CASA Coordinator for roughly half of FY79, and whose discontent, whether justified or not, may well have stemmed from his own frustration with his inability to implement a successful program as coordinator, and, subsequently, with his having been removed from his coordination role as a result of this assessed inability. In addition, it should be noted that said employee expressed his concerns and complaints in clear violation of H.E.M. procedures--i.e., without having appealed to the appropriate internal authorities who might well have been able to correct any internal CASA matters that were, in fact, found to be in need of correction.

That the problems with CASA resulting in the employee's complaints may well have been a reflection of the employee's own failure to implement a viable program, and his own inability to utilize HEM/CASA channels to have his concerns addressed is, we would contend, exemplified in his going out of channels after all. HEM's failure may well have been in having allowed said employee to function ineffectively as long as he did. However, it should be noted that said employee's failure to utilize channels left H.E.M. somewhat unapprised of CASA problems; indeed, this employee was able to function ineffectively as long as he did precisely because he did not fully utilize H.E.M. channels in the first place--a matter exemplified by his filing of complaints against the program without H.E.M. having any internal notification of the complaints, or the complaint process which ultimately led to the review.

In spite of the channel leaps, however, it may be asserted that H.E.M. Board and staff became aware of CASA problems before the site review took place. Indeed, we would contend that the majority of the valid concerns expressed in the report came to be shared by CASA staff, and that it was not the persistence of these concerns but the effort to implement solutions contrary to the employee's liking (specifically, his removal as coordinator) which led to his channelling his complaints beyond even our immediate source of program monitoring, Ramsey County Mental Health.

Of course, this is not the first time that problems have been brought to light by a prime source of the problem in an effort to deflect blame from himself. Our own contention is that H.E.M. may be positively cited for having attempted to rectify one of CASA's greatest functional problems by removing the FY79 CASA Coordinator from his position of authority and having taken some care to find a replacement who

Mrs. Mary K. Jessen, Manager
August 6, 1979
Page Three

seemed qualified not only to analyze and express concerns about functional problems but to find and implement viable solutions.

In sum, then, H.E.M. does not contest all of the concerns expressed or problems found with CASA. It has shared most of the concerns, had already made much the same internal analysis as set forth in the review report prior to the review, and had already begun a process which is now much further along: The revamping of CASA's program for the sake of improved services to Minnesota's Hispanic population.

However, H.E.M. feels that whatever defects may be found in CASA's program for FY79, the report should note and indeed stress the fact that in the midst of a difficult year, CASA met and in fact well surpassed all but one of its annual contractual goals. As Marc Zimmerman's report (7/26/79) from CASA for H.E.M.'s Board states:

CASA completed its FY79 program, meeting and surpassing all contractual goals with one, we feel rather minor, exception. While we exceeded the requirement for clients by 149 (we were contracted to deal with 550 clients and we actually dealt with 699), we were three clients short of the number of individual clients we had contracted. We consider this exception to be minor because we were only contracted to serve 300 in group and we actually served 502. I believe it could be easily maintained that CASA sacrificed a statistical bullseye for designing programs for our clients that were the most appropriate for their given situations. Of the 699 clients served, CASA served 97 outstate--that is, 47 above the contractual goal, which should provide some measure of our growing effectiveness statewide even on our modest budget.

Given the fact that CASA's review came less than a month and a half before program's end, it should be evident (and can be confirmed by study) that CASA was well on its trajectory toward contract compliance at review time. Further, while we would agree that there are inadequate records supporting some of our statistics, for the most part, and in the most crucial service-related areas, CASA did have adequate documentation to back-up the Saunders forms.

In spite of having functioned for half its program year under a coordinator whose subsequent charges against CASA can only constitute charges against his own performance as coordinator,

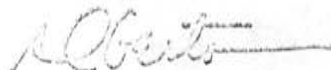
Mr. Mary K. Jessen, Manager
August 6, 1979
Page Four

In spite of having no full-time coordinator in the weeks preceding the On-Site Review, the NEM/CASA record is nothing to be ashamed of, and is indeed a tribute to the commitment of NEM/CASA staff during the period in question. For these reasons and that fact that CASA met and surpassed almost all of its contractual goals, we believe that the tone of the review in crucial places should have been more positive. We shall attempt to point to specific places where matters of tone and vocabulary tend to give a darker picture of CASA than the facts warrant. But we should also note, that we will point to various passages which we believe to be descriptively incorrect and which tend to place CASA in an unjustifiably unfavorable light. Our hope is that the reviewers will see the correctness of our stance in most of the crucial points and will seek to amend their review accordingly.

In view of the seriousness of some of the matters touched on in this letter, I would hereby request that for now it be considered a confidential document to remain in your agency only to be used as a guide in helping you to contextualize and hence perhaps, re-think some of the points to be incorporated in your final report of the Site Review.

Although the purpose of the document which follows is to point to discrepancies we have with details of your report and to assist you in your developing a final draft, I wish to emphasize our pleasure in having before us so thorough a critique of our CASA program, one which should help us to improve CASA services in the years to come. We look forward to your revised report, to your on-going input in future CASA program developments, and your help in seeing that CASA constantly improves in its capacity to deliver quality services to Minnesota's Hispanic community.

Sincerely,



ALBERTO HERNANDEZ-ALCALA
Executive Director

AAA/KM
Enclosure

cc: Salvador Rosas, Chairman
H.E.M. Board of Directors

Rick Heatherston, Chairman
C.A.S.A. Advisory Board

Marc Zimmerman, Program Coordinator
C.A.S.A.

Roy Garza
Ramsey County Mental Health

H.E.M./C.A.S.A. Response to H.E.M.H.
C.A.S.A. Site Review Report of July 2, 1979

NOTE: The response which follows, dated August 6, 1979, consists of two sections. The first part, entitled "Questions, Problems and Details," is a commentary which follows the review report page by page making criticisms and observations about particular points in the report. The second part, entitled "Final Comments," addresses the report as a whole and should be read in conjunction with the Report Summary, page 15. Part I. was drafted by Marc Zimmerman, C.A.S.A. Coordinator, part II. by Alberto Hernandez-Alcala, H.E.M. Executive Director. For convenience in reading, we have noted the pertinent page and passage of the report in the left-hand margin of our corresponding comment.

I. Questions, Problems and Details.

Section I.A. Does contract specify 550 Latinos or 550 Latinos and/or concerned others of Latinos? The issue has never been resolved, in spite of our efforts to resolve it. Our stand is that the figure refers to Latinos and their concerned others. But as always we look forward to a larger target number.

Section I.C. The review was May 17-18, 1979. Specific concerns (pp. 2 & 3) will be addressed as they emerge later in the document.

Section II.A.1. Management. There was never a dual administrative structure established by H.E.M.'s Board of Directors. Both Executive Director and Planning Coordinator were told to be directly responsible to the Board for a short emergency period because of the priority given to grant-writing at this period. In no way did the Planning Coordinator have authority over C.A.S.A. Hence it is inaccurate to speak of a "dual administrative authority structure." And it is therefore equally inaccurate to say that the Board "rescinded its previous decision and re-established a single Director for the organization" since the Board could not rescind a decision it had never taken, and it could not re-establish a single director, because it had never "de-established" one. What might be said is that on April 16, 1979, the Board no longer felt it was necessary for the Planning Coordinator to report to it directly, and that the erroneous impression created in some minds by its earlier decision no longer had any basis.

Interrelationship between C.A.S.A. and other H.E.M. Programs. We question the impression of C.A.S.A. as a separate organization. This is again an impression fostered by C.A.S.A.'s separate

...C, and spurred on by some recalcitrant staff in the past. However, CASA is firmly a component of H.E.M., and its stationery and forms established before the On-Site Review demonstrate H.E.M./CASA's effort to offset this false impression. Further, during the period when CASA was without a Coordinator, the H.E.M. Executive Director directly coordinated CASA activities.

Just as CASA's relation to H.E.M. is not an informal one, so CASA's relation to the other components is also not informal. The CASA Coordinator, like all other component heads, reports directly to the Executive Director, and all component heads have periodic component coordination meetings, and all component staff members come together for a weekly meeting where questions about component inter-relationships are addressed and formally specified by the Executive Director. The flow of referrals between CASA and the other H.E.M. components has been considerable. The interaction and input-sharing between CASA and Planning staff had been growing in the weeks before the On-Site Review, especially in view of the absence of a regular CASA Coordinator. All these relations are written-up in varying degrees in H.E.M.'s organizational documents and are being given greater and more precise enunciation in the proposed revisions to the organizational documents already written-up prior to the On-Site Review. To gloss over the relationship among H.E.M. divisions as "informal" is to foster an impression of greater looseness than actually exists, and is to pressure perhaps a greater formalization process than is the healthy norm among agency components.

Roles and Responsibilities of Staff within CASA. (Paragraph 2) Again, a problem with the word "informal". At the time of the review as now, it is clear that the CASA Coordinator is responsible to the Executive Director, that no major document affecting CASA goes out of CASA without review by the Executive Director; that the Coordinator is responsible for the day-to-day functioning of the component, and may raise programmatic questions with all components and with Ramsey County Mental Health, but that all issues out of the routine, all those involving overall agency policy are to be referred to the Executive Director. Further, all aspects of CASA's program, including the most mundane, are subject to the Executive Director's approval. Finally, while CASA's unique function gives it certain regulations and program features distinct from all other H.E.M. components, there is no policy of CASA's which does not have the approval of the Executive Director and, in turn, H.E.M.'s Board. Inversely, all responsibility for the CASA program ultimately rests with the Executive Director. While the Coordinator may disagree with the Executive Director, the only way he/she can implement policies not approved of by the Director is to violate H.E.M. regulations. Any disputes between Coordinator and

Director go to the Director's decision, which can only be overruled by the Board of Directors. Much was the chain of command under the previous CASA Coordinator, with the intervening step of the Deputy Director, a position that is now defunct. That this was the chain and that there should be no leaping the chain is something which should have been clear to all personnel, as a review of CASA/H.E.M. staff minutes would indicate. The reviewers' impression of informality may be based largely on the Coordinator's newness to his responsibilities (less than two weeks) or his failure to articulate the formal bases of an existing formal relation.

Paragraph 3.

The impression of confusion about responsibilities and boundaries among CASA staff is addressed further on in the Program Section; we will comment extensively there. But here we should note that the same confusion about staff responsibilities may exist in the minds of the reviewers and be the source of some inaccurate impressions about CASA's program for FY79.

Advisory Board.

We agree with this assessment, but we should note that the new Coordinator had already taken some steps to improve this situation prior to the review. The overall movement toward greater utilization of Advisory Board input prior to the On-Site Review and the Review Report is well-documented and should perhaps be noted.

Policy and Procedural Development.

It seems contrary to fact to say that "CASA has no established mechanism for the development of policies and procedures." This is the Coordinator's responsibility. He is to implement policies and procedures in keeping with H.E.M.'s contractual and overall goals. Any policy or procedure generated by a component coordinator is bounded by these limits. Obviously any policy which a coordinator invokes may be appealed by staff to the Director and further up the channels. Inversely, the Director may repeal, veto or otherwise block a policy or programmatic change begun by a coordinator. Even prior to the On-Site Review, the new coordinator had begun to implement new policies and procedures. He continued to do so while awaiting to see the Review Report; he continues to do so. Nevertheless, he has had no need to establish any new mechanism to enable him to start implementing new policies and procedures. In sum, at the time of the review, such mechanisms must be said to have been in existence.

2. Personnel: Policies and Procedures.

It would have been useful to spell out the questions raised about the consistency with which policies and procedures were carried out. Furthermore, while no written policy or the sobriety period for the chemically dependent existed at CASA, such a policy was in effect and was, in fact, utilized

over time the issue of sobriety surfaced in the agency.

Position Description.

It would have been valuable, perhaps, to have spelled out the "inconsistencies (found) in a number of areas between the job description and the staff member's qualifications" so that the seriousness of this problem could be more adequately evaluated. The final statement about the research position is particularly underdeveloped, at least in view of the comments made especially by Mary Jessen at the time of the Review--specifically that the description was probably unrealistic given the salary scale for this position, and that, as in most agencies, H.M.H.'s personnel committee after conducting an extensive search, hired the person whose background and experience most closely fit the job description. A virtual campaign has developed by one CASA staff member to attack the individual filling this position; efforts to shift the job title and responsibilities to be more in line with her qualifications and actual job duties have met with the attack that we are abrogating an essential CASA function (research) to satisfy the needs of the employee--when she should really be terminated. This matter may still come up, in view of CASA's new proposal, which indeed does modify the Research Analyst's job title and responsibilities, and has led to the charge that we are abandoning research. Really, the reviewers should have taken a more careful and detailed position on this matter. At its inception, CASA was very much research oriented; the ongoing workshop format (more so than later) kept the matter of research very much central to CASA functioning. However, to the degree that CASA's modest budget is honed for service delivery, can CASA afford to utilize roughly eight per cent of its budget for primary research, especially given the On-Site Review perspective of a need for greater data collection, etc. Is an extensive research component at all realistic or even desirable given CASA's increasing emphasis on direct service? We would argue that this is no longer the case. CASA has a knowledge of research resources (journals, publications, etc.). We believe that the entire staff should be involved in keeping up professionally. The Coordinator and Administrative Assistant (formerly Research Analyst) should coordinate and facilitate in-house research for all staff. In this regard, we should note CASA's discussions with Ramsey County Mental Health about paying for consultants and training as opposed to the more wasteful conference line item--this even prior to the On-Site Review.

Data Collection.

The report seems totally accurate here--except for a typo on the next to last line--not contracts but contacts. However, CASA should develop and is now in the process of developing data collecting and recording procedures which distinguish between individual and duplicated clients. But it should be noted that even before the review, CASA made no effort to

lack the use of numerical numbers, and unnecessarily sought simplification on the issue of counting discrepancies. This is not to deflect from the essence here: CASA should develop more differentiated counting methods.

The further point should be stressed in relation to the third three of the five points raised, top of page 7. It is correct to say that CASA had a poor system for recording advocates/client contacts. However, that system was poor because the contract with CASA did not genuinely stress client contacts. No numerical number was set in this regard, while there was very careful detailing of workshop requirements. In effect, advocates felt bound by the workshop demands and were unclear on the relation between workshops and client service and, in fact, whether their job involved client service except in the most peripheral way. Since workshops were aimed primarily at service providers and gatekeepers, there could be only the most tenuous connection between workshops and client referrals and service. Since CASA was meeting and surpassing most of its client goals even without advocates focusing on client matters, and since the advocates were having difficulty meeting the workshop requirement and preparing for the upcoming workshops, the service aspect of their work received inadequate attention. Therefore, the review addresses the issue at hand in the most superficial way imaginable. Instead of focusing on the recording system, the report should have more thoroughly assessed and conceptualized the question of the program vision: the recording system was to record. Once positing workshops as a means to client service rather than as an end, the reviewers could have more successfully raised issues which they expressed verbally--that is, whether the workshops were the best means for client service and whether the H.M.N./CASA contract should have been reconceptualized to highlight service rather than workshops per se. More on this issue in relation to Program concerns.

But we would say here that the report seems to put the cart before the horse. Finally, we should note that even prior to the On-Site Review, the new Coordinator had sent memos (which could have been reviewed) indicating his concern for record-keeping matters and especially case disposition at closing. Records on cases addressed in the two weeks prior to the On-Site Review were much better in this regard than in the earlier part of the year--i.e., during the period about which the complaints were made, (the same period when the complainant really had ample opportunity to do something about the problems of data collection).

ii. Program.

The general description is correct, mainly, we would assert, for the reason spelled-out in the previous point.

Description of Service Delivery.

As object to the statement that "H.M.N./CASA serves as one of the primary sources of chemical dependency services to

...in Minnesota." We are all primary workers. No other agency can make this claim. To accept the report's wording opens the door to false claims, impressions, etc. This sets up a negative framework that would give opportunity to unwarranted funding competition from other sources without N.E.X./CASA's history, experience and commitment in developing a Chicano/Latino chemical dependency program. Again, we believe if the extensive workshops for non-Latino social service providers are the best means by which to meet our liaison function while still offering quality services with a small staff to our target population.

Counseling Services.

It is somewhat debatable if our non-Chicana/Latina counselor is not somewhat bicultural.

Under findings about counseling, point 1. indicates a lack of adequate coordination, a problem already being addressed at the time of the Review. One of the criteria for case assignment is geographical--since Pedro Roybal is our Hennepin County and Out-state counselor.

Point 2.

There is a debate in the chemical dependency field if any particular model is superior to others. Is lack of uniformity necessarily a fault? Does it not possibly indicate a positive quality--especially if client caseloads were to be adequately distributed in relation to a consideration of appropriate models for given clients. One of the factors of divergence is degree of cultural and social class emphasis which corresponds to the reality of our clients. Nevertheless, we agree that a general framework encompassing (without limiting) variations would be desirable.

Point 3.

We agree to this point, but it is a problem built into the old contract which places so great an emphasis on workshops which may not be adequately related to service delivery.

Point 4.

What happened to point 4.?

Point 5.

This was also the assessment of the new Coordinator prior to the On-Site Review. For this reason, counselors were required to be participant/observers in a workshop held on N.E.X. a week before the review. The discussions stemming from that workshop were already modifying CASA's conception of its workshops at the time of the Review. Further, counselors and advocates were already slated as observer/participants in each other's workshops at the CASA conference.

Service Delivery and Record-keeping.

Point 1.

"Prior to making initial contact"--not clear. Prior to whose making initial contact--Advocates or Counselors? A matter of English usage which should be corrected. The problem here is lack of "pre-client records," and reporting mechanisms; also the fact that advocates' meetings with "pre-clients" had no essential contractual priority, as noted above.

Point 2.

Not clear. Does this mean that counselors had no specific form or mandate to develop plans for individual clients? Probably true. But the word, "treatment" seems inappropriate, since CASA cannot provide treatment, and merely refers to treatment with recommendations.

Point 4.

We believe the wording is inaccurate here. Follow-up is and was provided; what was lacking was a consistent follow-up system as well as follow-up record-keeping. The new Supervisor had already noted this in his meetings with staff--he had already indicated his commitment to developing an adequate follow-up system.

Agency and Training.

CASA had only one staff member assigned to internship--on a contract with Dakota County Cdn. CASA also had two active volunteers who in varying degrees took on responsibilities somewhat comparable to internship positions.

We have already addressed the problem of the advocates' relation to the total delivery system. They delivered workshops, the counselors delivered counseling. Rarely did the two meet. This must be the basis for considerable contract modification, as well as internal goal and service delivery modification. Again, we feel that the reviewers share this view. We believe that if this is the case, they should articulate the position.

It is not clear from our review of the records that "many of the (workshop) sessions are planned and provided on a much more informal basis". Plans seem consistent, but execution varies situationally. To a certain degree, this flexibility may be a virtue more than a vice. It is not true that information regarding the training sessions is not kept in any central location. An examination of CASA files in this respect would have revealed the existence of such files. However, it is true that there is not enough of this information and that follow-up evaluations are not adequate. Unfortunately, this may be because little direct flow back into CASA occurred from workshops--either through lack of adequate and consistent CASA follow-up or because some workshops provided were not ones likely to result in such a re-

attend. Now. The records we have indicate the agencies and workshops were offered to, but participants fail to have consistent records of specific attendance. We agree we should have had better records, but we believe what we did have was sufficient to corroborate claims made on Saunders. This question is particularly important in relation to the points made in the first line of the final paragraph on p. 10.

"The manner in which some 'training' sessions have been conducted is not consistent with the intent of the contract." Such a blanket statement should be specified. It created a very bad, perhaps false impression about OASA's good faith. Actually we have already stated our position on workshops above. Two questions persist: Are workshops for non-Chinese/Latino gatekeepers the best utilization of staff energies to establish the necessary linkages to agencies for client services? Can we expect much workshop feedback given the emphasis on the number rather than the purpose of workshops within the OASA contract for FY79? It was the problem of compliance to this contract term that caused the schism in OASA client service delivery. The intent of the contract is not adequately specified; the matter of workshops is grossly overspecified. Thus, we feel that the Report makes one case in relation to the essential weakness in the OASA program.

paragraph 2. "The role and relationship between the advocates... Again, the report assumes the existence of functions that happened only "informally" because of the priorities of the past contract.

3. Paragraph 2. "counting informal meetings as workshops." The question whether there is actual evidence of this. Much of it hinges on the definition of the word "informal"--cf. our first entry about page 10. And we would assert here that the reviewers really have no basis for leaving the charge of "informal" and "inappropriate" workshops as unchallenged and unexamined as they do. Additional, indeed fairly extensive, documentation was available on this matter; the reviewers simply did not request it.

Again, OASA does have information that would help reviewers to approximate or verify duration (length) of workshops and (approximate) number of participants.

Final paragraph.

OASA had not developed an additional internal mechanism that would provide them with the type of feedback necessary for monitoring their services and clients served. But mechanism there was. Hence it is patently incorrect to say that "OASA apparently has not attempted to supplement this (Saunders report) with data that would allow them to monitor workloads, performance or outcomes." OASA had attempted to do this several times, had even succeeded to a certain degree. Indeed,

... of CASH's own internal regulatory structure and its improvement in those areas at the time of the review. Between the review time and the submission of the review report, considerable progress was made in this area, as in many others. Nevertheless, we agree with the general gist of the report; that CASH had, at review time, failed to adequately supply the Saunderson Mechanisms with its own internal system.

Recommendations.

In spite of our objections to countless details in the Review Report, H.E.M./CASH agrees with the general thrust of the report and the specific recommendations made on pp. 12-14. Indeed, most of our discrepancies stem from the fact that we were already moving in the direction of the recommendations prior to the review--and this is a distinction which the Report fails to note, to our disadvantage, we feel. Furthermore, we feel that the Report could have better laid the groundwork for its recommendations by taking into account the perspectives we have attempted to note in our response. Particularly, the weaknesses of the Ramsey County Mental Health-H.E.M./CASH contract and the effect of those weaknesses especially in the areas of staff roles and interrelations.

In this framework, we believe any examination made of our program today would show that we have already moved a long way in the areas indicated. The single single proof of this is our contract proposal for FY66 drafted several days before receiving the On-Site Review Report, and now approved as a working paper subject to review and negotiation with Ramsey County Mental Health by the H.E.M. Board and CASH's Advisory Board. We believe that the proposal addresses most of the recommendations made, but there are other important indications at least two of which are worthy of note:

The institution of many new recording systems, procedures and forms, in quadruplicate, designed to aid in communication, recording and coordination of the service delivery system set forth in the CASH Proposal.

The active interaction of the CASH Coordinator with H.E.M.'s Board and the CASH Advisory Board--including the Coordinator's recent request to his Director that a member of the Advisory Board be made a member of H.E.M.'s Board.

Minnesota welcomes the opportunity to revise its contract with Ramsey County Mental Health so that we develop a new contract more in tune with our mutual sense of actual programmatic and contractual goals; H.E.M. also welcomes a return visit in November by R.C.M.H. officials to view the progress made by H.E.M. in the areas indicated under the recommendations section. Indeed, both of these matters are addressed in our FY66 proposal, drafted prior to seeing the

On-Site Review Report. However, in showing our response to the report draft, there are some issues which we feel compelled to address.

II. Final Comments.

The On-Site Review took place only a few weeks before the end of H.E.M.'s contractual year with Ramsey County Mental Health; the report only became available to H.E.M. some days after the new contractual period was to have begun. In effect, we would argue that the review came far too late in the year to have had any meaningful effect in motivation of CASA's FY79 performance; also, that CASA had exceeded its contractual goals in almost all categories and that the timing of the Review led to a situation in which a successful year was made to appear quite the opposite. In addition, we would argue that since the complaints which precipitated the review were largely made in violation of H.E.M.'s internal policies, H.E.M. should have been notified about the substance and source of the complaints at an earlier date. We would also contend that the ensuing complaints and concerns about CASA stemmed from leaks in our organization, also made in violation of H.E.M. personnel policies, which are fairly standard agency policies in this regard.

The result of this situation is that H.E.M. did not have the opportunity to properly address the concerns set forth in the On-Site Review on its own behalf. Had H.E.M. had that opportunity, perhaps the complainants would have had no basis for their complaints and the special review of CASA could have been avoided or carried on in a very distinct atmosphere. As it is, CASA's successful year was placed under a cloud.

This situation has led to staff disaffection and, in one or two cases, may be responsible for staff resignations as individuals felt they were on a sinking ship. This atmosphere persists, and is only intensified by a review report which in its summary, however well intended, has been perceived by some staff members as making them out to be well-meaning incompetents. H.E.M./CASA board and workers are trying very hard to counteract this atmosphere and generate the changes that will improve CASA's reality and image. In this context, the final form which the review report takes may itself have an impact on H.E.M./CASA's efforts to improve its program in the months to come.

We agree with the reviewers that the problems indicated in the report are not insurmountable; in fact, we believe we have long been on the road to surmounting them. H.E.M. staff is indeed quite willing to modify the CASA program for the sake of client services; all of us are concerned for the quality of services.

...irreconcilable, we believe the findings out of such a review would be unnecessary; we believe the reviewers themselves knowing that we ourselves were not already in the process of addressing and indeed, they in some cases understated, and in other cases, overstated, the problems to which they pointed. We believe that a two-day review of many grassroots organizations would have revealed similar problems in recording and follow-up systems. We believe that a two-hour review of any program is inadequate; we believe that as mentioned, Henry Gowing, David Reich should review all programs with that frequency and thoroughness in friendly advisory visitations. Therefore, H.E.M. laments the fact that what could have been a friendly consultative review turned into an investigation that was to determine whether this component would continue or not. Finally, H.E.M. is concerned about specific points mentioned above in which we feel a more favorable impression should have been forthcoming, given the existence of records and materials on which to base review findings.

Our concerns are not simply those of an agency attempting to preserve its work and its future existence. H.E.M. only exists because Minnesota's Chicano/Latino need this agency; that is, it exists because our target population needs the services we offer. No other organization can easily take the place of H.E.M. or its program, CASA. The elimination of one or the other would see back Chicano/Latino services for a number of years. Therefore, while we welcome several of the criticisms and recommendations made by the reviewers, especially insofar as many of them confirm, articulate and elaborate our internal assessment, we are very concerned about the effect this review may have on future funding of the CASA program. We would like these matters clarified. Further, we would like to know the official basis for the reviewers' power to make a determination regarding continuation of funding for CASA. We would like to know the appeal channels that may be available to us, etc. Most specifically, we would be interested in input into the review of people credentialed in the areas of CASA's core responsibility: Chemical Abuse/Dependency and aspects of Chicano/Latino culture pertinent thereto. While we have every hope of complying with every recommendation in the Report by November, we also wonder what criteria will constitute the basis for determining the successful degree(s) to which H.E.M. has moved toward implementing recommended changes--especially in view of the staff demoralization which the review itself has generated.

In conclusion, we should note that the only way H.E.M. can move toward meeting the review recommendations is on the basis of a program so different from the FY79 contract that compliance with the new program would lead to non-compliance with the contract as it now applies to the first six months of FY80. We require a clear policy statement and the final review draft seems the most appropriate place to do so. We

SPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO: Alberto Alcalá

FROM: Marc Zimmerman

DATE: 8/1/79

SUBJECT:

note of concern about Carmen Rodriguez suspension hearing. I am glad that Carmen finally indicated that he believed the hearing was fair--though I would not be surprised if he changes his mind if he senses things going against him. I myself felt the Personnel comm. leaned over backwards to enable Carmen to make his case--I left our four-hour meeting not at all sure that his suspension would be upheld. Sal Rosas now wants to interview staff about this matter, and I have informed CASA staff about this, and send word to both Linda Romero and Lee Bowman and also to Paul Sanchez (who still works with us as a volunteer through Centro Cultural) that they may wish to talk to Personnel committee also. I myself am very concerned about the hearing. I felt the format enabled me to make my immediate case, but did not at all address Carmen's long-standing efforts to sabotage HEM and HEM/CASA--how ~~immediately~~ he was using his own racial background to set a shield for the most reprehensible and anti-Chicano community campaign, basically to vindicate himself personally. ~~THESE ARE CLEARLY MY OWN SUBJECTIVE VIEWS, BUT I WANTED TO YOU TO KNOW~~

REPLY REQUESTED

THAT I WOULD HAVE SAID IF I'D HAD A CHANCE TO SPEAK AGAIN IN THE SESSION. Carmen skirted around even his immediate going out of channels by claiming he didn't understand HEM's procedures, but the record shows that he knows them well. He denied that he personally went outside of channels others were ~~immediately~~ initiating the actions he was merely reporting. But on Friday, when I discussed his suspension with him, he said that, well, we would then suspend his actions.

REPLY REQUESTED

REPLY REQUESTED

yes

no

☐☐

and courage he denied this in the hearing--he denied ever having told me (which he did) that he personally had gone outside the agency. I am very frustrated in my work, Alberto. Carmen is paralyzing our agency. Two thirds of my time is being taken up addressing the troubles he brings us. Even if we succeed in proving Carmen wrong, the damage done to CASA, HEM and service to the community may be irreparable...

Hispanos en Minnesota

Formerly Migrants in Action



To: Alberto Hernandez-Alcala
From: Carmen Rodriguez
Date: 5/27/79

I hereby acknowledge receipt of your letter informing me of my suspension as an employee of HEM-CASA.

Carmen Rodriguez
Signature (Carmen Rodriguez)

[Signature]
Witness

Kathleen R. Maldonado
Witness

5-27-79
Date

4:55 p.m.
Time

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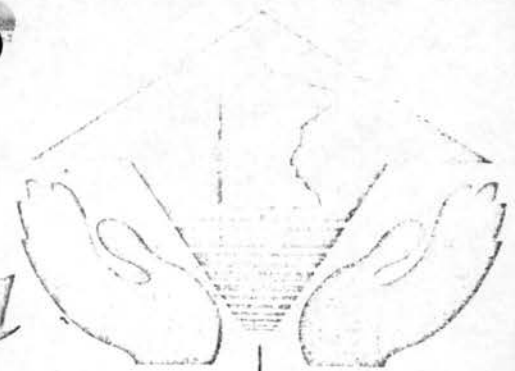
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Largest Minority
Hispanics
Latinos
Chicanos

Hispanics en Minnesota

Formerly Migrants in Action



To: Carmen Rodriguez
From: Alberto Hernandez-Alcala *Alberto Hernandez-Alcala*
Date: July 27, 1979

In response to your memo to me dated 7/26/79 and Marc Zimmerman's subsequent memo to me and the enclosures as stated in that memo, I am hereby suspending you as an employee of HEM CASA, and informing you that, as of last night (7/26/79), HEM's Board of Directors was apprised of my decision. In effect, then, I am supporting Mr. Zimmerman's reprimand of your performance. I believe he has been more than fair. The documentation I have received indicates that he had no recourse but to reprimand you and make the recommendation which I am now honoring.

The grounds for suspension, as well as the bases, terms, procedures and processes of appeal involved, are stipulated in our currently active document, PERSONNEL POLICIES AND PROCEDURES OF MIGRANTS IN ACTION. I know that Marc Zimmerman issued a copy of this document to each CASA employee soon after his appointment as Coordinator, so I assume you may refer to it (if not, please notify my office and you will receive a copy).

In any event, the suspension is based on there now existing a marked question of your having violated any or all of the bases for suspension indicated under the following section of the PERSONNEL POLICIES: Section V-B and C; Section IX-A, B, C and G (especially G-1 and 2-a and b), H-3-a, b, c and d.

A violation of any one of these points would constitute grounds for action beyond suspension. The possibility of such violation is the basis for suspension. The suspension is now in effect, to be governed by policies specified under Section G-3, 4, 5, 6 and 7. Specifically this means that effective 7/27/79 at 5 p.m., you are no longer to report to your job site at CASA or HEM, except to pick up your pay check or hand in materials belonging to this agency; nor are you to represent or claim to represent HEM CASA in any way. You are to turn in all office keys you have and any office materials you have (or equipment)--effective upon reading this letter.

In keeping with our procedures, a special meeting of HEM's Board of Directors Personnel Committee will meet at our Selby office, Tuesday, 7/31/79 at 5:30 p.m. to consider the automatic appeal of this suspension. Marc Zimmerman and I will be present to share our documentation and reasons for suspension at this time; you may also attend and/or submit whatever documentation you wish. At that time, the Personnel Committee will consider further action--again according to the stipulated categories and procedures set forth in our PERSONNEL POLICIES AND PROCEDURES. I have authorized Marc Zimmerman to hand this letter to you before a witness on the afternoon of this day, and to send you another copy to your home by certified mail. You may call me if you have any questions.

cc: Salvador Rosas, Marc Zimmerman

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Largest Minority
Hispanics
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HISPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

13. Américo Medala-H.

FROM

M. Zimmerman

DATE

7/26/79

Enclosed please find the following documents: 1. memo to C. Rodriguez, dated 7/26; 2. letter-memo to C. Rodriguez, dated 7/26; 3. memo to C. Rodriguez--on his letter to clients dated 7/26 4. Mammam Copy of memo to you from C. Rodriguez (sent personally), 7/26. 5. Memo from me to C. Rodriguez noting a formal request and my intention to request his suspension from you.

Now, I believe the record will sustain my position in every way. I have not sought C's name, rather he has sought CASA's and his own. I can only recommend the most possible action in view of his employment history with CASA and the fact that he has sought to do to the agency. My own belief is that the CD has been more than fair to C's men; I believe we may only be faulted for having looked over backward to tolerate his activity. As the CD specialists say, "the agency of 'enabling.'" ~~I hope it is not too late now to avert~~

~~that C's men has attempted to do CASA and the Hispanic community.~~

REQUESTED

Immediate suspension. Grounds: going out of administrative channels as an "activity in opposition to the stated aims and goals of the agency." (Personnel Policies & Procedures, p. 17, point G-b.)

1. DATE today 7/26/79

REPLY REQUESTED

yes

no



Américo Medala-H.

47

CHICANOS IN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO: Carmen Rodriguez

FROM:

Marc Zimmerman

DATE 7-27-79

I wish to thank you for your having shared with me your memo to Alberto Alcalá dated 7/19/79 in which you express your determination to carry forth your grievance about your conduct and performance, and the steps you are carrying forth against CASA, RCM and myself. I wish to note that I verbally indicated to you that I did not believe that there was any basis for your charges, that in the supposed name of serving Chicanos and Latinos, you were embarking (and had long embarked) on a campaign that could potentially destroy their existing/developing grass roots CD organization--all because of what you consider to be undue criticism of your own performance, in effect, for the sake of your personal vindication. I wish to note that this memo was handed to me after I had issued you a "verbal warning" about your abusive behavior--one which also expressed my wish not to be pushed toward further penalties. You have immediately so pushed. There is no basis for your action, I believe any fair hearing will bear out my contention. But this aside, my greatest fear is that

your actions are purely personal and egoistical. In the name of personal vindication--over a matter in which you had been in now way penalized, and there was no basis on your part, you will succeed in putting CASA in a dubious light--as you have already caused us great embarrassment. Further note that the action you are taking is a violation of the channels for grievances clearly established by MEM to which all employees are held. You have not exhausted administrative remedy before making this a public matter. I am hereby, then issuing you a formal reprimand

yes no

to Alberto Alcalá. I am hereby recommending that you be suspended from your job until such time as you are either reinstated and terminated. For your reference I refer you to MEM, pp. 17-18. I wish to say that I am very saddened that the situation has come to this. As I noted earlier today in my "verbal warning to you", this is just what I was trying to avoid. However you have already gone too far. The damage you are inflicting to do against the Chicano/Latino community is inexcusable and

cc. Alberto Alcalá

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HISPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO: Alberto Alcala FROM: Carmen Rodriguez DATE: 7-26-79

MESSAGE:

I would like to process the greivance initiated by me on June 8, 1979 about the assessment of my conference performance made by Jeane P and Marc Z. The evaluation ~~revealed~~ of the greivance written by Marc Z revealed quite clearly the subjective and discriminatory double-standard used to evaluate employees.
seriousness

I had written Marc about the scope and importance and purpose of my greivance and also about the consequences of giving me the fast shuffle. He either did not read it or choose to ignore my concerns. His rashness has precipitated the following acts that had been pending: 1. A meeting has been scheduled with an investigative reporter to examine the issues of the on-site review. (2) RCMH/DPW CD division will be charged with coverup practices in their on-site review procedures.

(3) A charge of racial discrimination has been initiated against HEM/Marc Z.
ACTION REQUESTED Human rights and Equal Employment commission.

Immediate steps demonstrating good faith and due care policies and procedures assuring me of a fair hearing, that discriminatory practices will cease,

BY WHAT DATE by tomorrow REPLY REQUESTED ☐ yes ☐ no

REPLY

15. Alberto Alcalá / Board of Directors
FROM: CARMEN RODRIGUEZ
7-25-79

OBJECTIVE: To examine the qualification of Marc Zimmermann for the position of CASA coordinator.

1. Chicano/Latino cultural awareness, sensitivity and appreciation. ???
2. Judgment: ability to make sound decisions.
 - a. Job performance evaluation (basis & criteria)??
3. Perception (sense) ????

Ability to identify and address issues effectively ????

- a. Program needs and goals
Proposal writing abilities. ???
- b. Staff relationships, problems-resolution. ???
Ability to relate to Chicanos/Latinos ????
 1. Chicanos ????
 2. Agringados or highly acculturated

4. OPENNESS

- a. To new or different views & recommendations ??
- b. To constructive criticism ????

RECOMMENDATIONS : 1 To identify and resolve basic problem areas in roles and relationships.

2. To define a process which provides an opportunity for maximum Chicano/Latino participation.

3. To develop model agreements for CASA staff supervision.

STATEMENT OF PROBLEM

The Chicanos staff members (perhaps not the highly acculturated) feel that they are being discriminated against at CASA Program, i.e., their views, values and personhood are being suppressed, devalued or ignored in the areas of program planning and assessments of appropriateness of services.

The views, values and personhood of non-Chicanos are being sought, highly valued and acted on in the areas of program planning and service delivery and effectiveness of same.

IMMEDIATE GOOD FAITH AND DUE CARE PROCEDURES FROM H.B.M. ARE NECESSARY TO DISCONTINUE FURTHER PROCESSING OF THE FOLLOWING:

1. Scheduled appt with KSTP-TV investigative reporter Monday 7-30-79. Broad coverage.
2. Racial discrimination charge against Marc Zimmermann.
3. Cover-up charge against RCMH/DFW-CD Div. re: on-site review.

cc. M.Z.

HISPANOS EN MINNESOTA, INC.
Chemical Abuse Service Agency

MEMO

TO: Carmen R. FROM mz DATE 7/26/79

MESSAGE:

Excellent service records on Ruiz, Poblano, Gonzalez, Cardenas.
Just some technical corrections needed before processing:
Ruiz should be specified under Client as lead
Gonzalez is client, & should be so identified. If you have time,
you can ask KM for client #, in such cases.
On Poblano: Is Eddie Macknie a CASA Client? If not, why not
cross out: CASA client, so thing would read: Dep. or Concerned Other
of : ... Again, if recipient's a client, pre-client or lead,
so indicate. Probably could have combined 7/25 and 7/26 forms.
Cardenas: Status...
Very good & shows much activity and eval. Make minor corrections

ACTION REQUESTED

Make minor corrections and send back records to me for processing.

BY WHAT DATE 7/26/79 REPLY REQUESTED ☐ yes ☐ no ☐ not nec

REPLY

Corrections made.

mz

7/27/79

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32 S. Ave
St. Paul, MN 55104
646-7817

203 Prescott
St. Paul, MN 55107
227-0831
24 hours: 227-7001

a bilingual/bicultural Minnesota program

TO: Carmen Rodríguez

FROM: Marc Zimmerman *Marc Zimmerman*

DATE: 7/25/79

RE: The Memo from Jeane Peters of 7/2/79; Your answer of 7/3/79

First let me indicate that your response to Jeane sidesteps the very serious matter she addresses toward a series of technical issues relating to CASA program development that are really not your primary responsibility, and were not, under our old RCMH contract.

Jeane is raising a question about what was your primary function as Court Advocate. Her question really asks: Have you adequately developed your referral network, so that the courts call you? It is, I believe, rather serious, if Hispanics are coming up in court and we (you) are not called, and CASA does not get the word. The question is: Have you adequately established your referral network? Are you doing your job?

When you answer, "the system has been in abeyance, somewhat, to enable the agency to address..." you are indicating that on your own initiative, you have willfully neglected one of CASA's prime functions. Let me be absolutely clear on this. In late June, I urged the staff to enter into no new commitments for CASA in the realm of workshop development, new projects, etc. However, in no way was this meant to imply that workers were to abrogate their essential functions related to service of Chicanos/Latinos. The notion that such functions are to be in abeyance while we settle policy and philosophical disputes, which could go on for several months, is untenable. Policy and philosophy must evolve in the midst of activity. The notion that you could unilaterally "somewhat" curtail your court advocacy, that is, the very core of your old job description, is, I believe, outrageous. Never once, I should add, did you inform me of this determination on your part, whereas you did hold several conversations with me about a secondary aspect of your responsibilities with CASA: your children's workshops. In fact, never once since my coming to CASA have we discussed court advocacy, so that my impression was that you considered it a very minor aspect of your job--when it was, in fact, the core.

Your specific questions, then, are not really central to the question raised by Jeane. CASA has clearly had some norms of service, if not always written policies. We are evolving such written policies--almost on a daily basis. But your insistence on having every issue clarified beforehand (and I might add, of objectivizing matters that may frequently have to remain somewhat "subjective") is a danger to this agency. In effect, I find in your answer to Jeane a knit-picking attitude, and I must unhappily add that I find this answer typical of your work and approach. I will not attempt to answer your particular questions, then, because we have been

Memo
Carmen Rodríguez
Marc Zimmerman
7/25/79
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developing answers on a day-to-day basis. However, I will take this opportunity to inscribe what you may take to be a formal "verbal warning" about your performance on staff.

The warning consists of the following: You are warned that engagement in activities and disputes which deflect your work from the core of your responsibilities as I have laid them out in the new contract proposal and as I intend to lay out in greater detail in the days to come will be viewed as dereliction of duties, subject to reprimand and further penalties as laid out very clearly in H.E.M.'s existing personnel policies. Most specifically, for now you may take this to mean that your first priority is to establish and maintain a referral network in relation to Chemical Dependency Concentration Points as defined in our new proposal. You are responsible to seeing that all Chicanos and Latinos who surface in these settings (the Courts, Detox Centers, Halfway Houses, etc.) are matters of your knowledge and have your services on behalf of CASA available to them. You are responsible to seeing that all of these people so surfacing have the opportunity to achieve CASA pre-client or client status. You are responsible for determining what status and subsequent action is appropriate to each lead, according to your certified knowledge in Chemical Dependency and your growing rapport with the lead in function of your knowledge of and practice in working with Chicano/Latino behavioral norms in relation to Chemical Abuse matters. You are responsible for availing yourself of whatever supportive action you may require from in-house counselors and our advocacy component, to see that Chicanos/Latinos you service receive again what you as a professional consider service that is appropriate--referral to extended CASA counseling, groups, non-CASA services, whatever is essential.

For now, your primary area of development is Ramsey and Dakota counties. You are to serve also as a back-up available to Hennepin County Detox and Court Services as called upon by our Minneapolis office. In relation to this goal, I would urge you to speak to Pedro Roybal about his firming-up your relation with whatever Hennepin County C.D. concentration points he can help you with. And you should keep Pedro as well as myself informed about any plans and actions for developing services in Hennepin County. Finally, you should note that you are responsible directly to the Coordinator and that you should arrange to meet with me in mapping out specific details and plans of action.

Carmen, extended "memo wars" result in the death of service agencies. There are only so many hours in the workday. You cannot hope to perform your duties while sitting in your office cranking out extended documents on every aspect of CASA's program. Your input is respected, will continue to be respected. But we must work toward limits that do not drown us in paper, when our emphasis must be people. You have long expressed dissatisfaction with CASA functioning. You, yourself, did not succeed in improving matters. Your disputes with staff plunged it into deeper morass. I come

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Carmen Rodríguez
Mara Zimmerman
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with a mandate to bring us out of that morrass. This means action. Our priorities must now shift in that direction, and all our further questions, philosophies, etc. must take a less central role as matters to be dealt with as we develop our program of action.

I have been amazed by some of your recent objections to CASA's new plans. At a staff meeting you indicated that calling in when not able to return to the office as predicted impeded staff initiative--this after having complained to Ramsey County Mental Health about accountability. I was amazed to hear you begin defending the workshop approach of our previous contracts, when you, yourself, had screamed that advocates were spending too much time with their workshops and were not developing client services. There will be an end to that. Workshops will only be developed when they serve our central focus: Client Services. The job of all staff will be extensive, appropriate client service--and my job will be to see to it that staff and CASA as a whole meets this commitment.

Since your return from vacation on Monday, I am happy to report that I have noted the will and actual implementation of an effort to focus in on the core of your job. This is the kind of behavior which you should attempt to develop. I would ask that you limit your activity to the normal office working hours and that the bulk of your time be spent developing your core job functions. In this way, we can attempt to correct older patterns and proceed to a new pattern that is healthy for CASA's growth as an agency able to help Chicanos and Latinos. However, extensive deviations from your core commitments will be viewed as detrimental to the program, and you will be held accountable.

Finally, I should note that your apparent new will to act in function of your core responsibilities comes when you are clearly under my fire. I realize it is hard to keep working in the midst of negative feedback. So I wish to note for the record your ability to carry on while under duress and your apparent willingness to attempt to modify your approach and do good work. In this regard, I wish to make it perfectly clear, Carmen, that I am not seeking to harrass you out of a job. I am, in fact, attempting to establish the framework by which you can more adequately work with us and avert the severance that I must frankly tell you many in and outside our organization have felt has been long overdue.

cc: Alberto Hernandez-Alcala'

To Juan H,

In response to your memo, dated 7-2-79, in which you requested information on the court referral system that I use, . The system has been in abeyance, somewhat, to enable the agency to address and resolve specific issues that have deterred the development of an effective court referral system. The issues that the system is contingent on, are:

ISSUES: Phone, field, brochure, Both cities? *Yes*

ACCOUNTABILITY: Are prior appointments required?

ISSUE/EFFECTIVE: Type of services provided clients vs referrals? Covering both cities can burn up a lotta gas & time.

REFERRALS: What is considered an appropriate referral?

TRANSFER PROCEDURE: At what point may a referral be made and a transfer of case take place?

OUTREACH: What are the outreach approaches of counselors toward clients? In the past, counselors assumed little responsibility for referee outcome. Phone counseling was not deemed appropriate.

Are counselors to be held accountable for the outcome of referrals?

CONTRACT: What are the new terms for CASA program.

I was hoping that all of these issues would have been largely resolved by now. However, if you are open for business I am willing to go ahead and take care of issues at a later date or on an on-going basis. OK/?

Carmen Rodriguez. 7-3-79

TO: _____ FROM: J. E. [unclear] DATE: 1-11-78

Hi, Today and on Friday I was in court in St. Paul looking at the calendar. I noticed some Chicagos on the calendar, and 2 of them on Friday and one today with alcohol related charges. I was wondering if you go regularly to court, or if you only go through court referrals. I know it is hard to go to the courthouse every day but there have been many prospective clients through these systems.

REPLY REQUESTED
I would like you to inform me about your system for dealing with prospects through the courts, and if there is anything you can't do with court referrals, how can I help?

REPLY REQUESTED
YES ☒ NO ☐

The system is to call Ramsey Jail - Project Lawrence?

225 2nd St. N.
St. Paul, MN 55104
227-7617

200 Prescott
St. Paul, MN 55107
227-0831
24 hours: 227-7001

a bilingual/bicultural Minnesota program

MINUTES

C.A.S.A. Staff Meeting of 7-25-79

Present: Marc Zimmerman, Kathy Nasi, Ted Guzman, Carmen Rodriguez, Kathy Maldonado

Absent: Jeane Peters, Leonor Brandt, Linda Romero, Elizabeth Morales

- Kathy M. was instructed that the minutes of staff meetings were top priority for staff.
- Marc Z. informed staff that Leonor's class was handled under what probably will be policy for training. CASA petty cash paid 3/4 of the tuition and will purchase the textbook (\$9.00) if CASA retains it. She is to take notes and make a presentation to the staff. CASA will reimburse the remaining 1/4 cost if Leonor remains with CASA an additional three months after the class ends.
- Regarding the Advocates, the letters are going out. They had commented that the letters were stale. A follow-up may be contact by the Advocates and Field Liaison Counselor. Marc Z. discussed the fact that we received few responses on the job (only 5-6 applicants). It was possibly a mistake that the salary was not indicated on the description. There followed a discussion on pay scales. Kathy N. is to contact Dakota County CETA to ask if they would pay for Linda's training. Marc Z. stated one Advocate should be part of the Spanish Speaking Affairs Council's Communication's Task Force.
- Regarding Counselors, Marc Z. stated that the policy on carry-over clients is that until a formal termination is made, the client is active. Only a new intake is needed in that case and a service record indicating the rationale for carry-over. Minutes of the Counselor's meeting of 7-13-79 were reviewed and discussed. Marc Z. stated brainstorming should occur and the letters to agencies on "enabling" should be sent. Marc Z. stated that this letter should be provocative and controversial. The Counselors should share their list of C.D. contacts with the Advocates and jointly inform Marc as to which contact points should immediately have an individual file. Marc Z. wants a further meeting on resources and referrals to include Fermina Hernandez, W.E.P., M.M.C. and CETA people. Discussion followed regarding referrals to H.E.M.
- Regarding the Field Liaison Counselor, Carmen had questions on the numbers of referrals in the new proposal. Discussion followed. Pedro suggested we should establish C.D. points for Hennepin County and one copy of form goes to Carmen so he is aware of contact. Marc Z. stated that the mass outreach is basically the responsibility of Advocates. All Counselors and Advocates should call on Carmen on any court, detox and/or treatment center activities. If only interpretation is needed, it should be assigned to the Advocates.

Minutes

CASA Staff Meeting of 7-25-79

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- Regarding the Systems Review Committee, new groups were described as 1) Orientational Education (1-4 weeks), 2) C.D. Education and Self-Growth Group, 3) Family Systems, 4) Co-Dependent, and 5) Dependent, and the referral process. Pedro suggested that a list of leads and pre-clients be available to all staff. Regarding the status change form, only a primary worker can file the form. The form may be used for change of address, phone number, etc. Pedro and Carmen are to review the proposed Status Change Form.
- Regarding Time Logs, the last copy is unreadable, staff are to keep both the pink and gold copies. Also, if an agency calls not regarding a specific client, the memo form is used. Marc Z. stated staff will receive racks for the forms and one more basket, the top basket for "in", the second for "out", the third for "copies" and the fourth for "pending". The copy basket can be used for filing logs, mileage, etc. and for follow-up. Staff should carry service record forms with them. All service records are due every Wednesday morning. Work Logs for Monday through Friday of the previous week are also due on Wednesday morning. Kathy M. restated that staff are to sign out all files they need.
- Kathy N. reported on meeting with Henry Counts and stated that she will be meeting with Counselors on the proposed intake form and status change form at 1:30 on Monday, 7-30-79. Kathy N. also reported that Roy Garza had asked if CASA staff were covered by liability insurance and auto insurance. She verified that insurance coverage is from January to December. She will reply to Roy.
- Marc Z. stated he has drafted an emergency procedure (staff received copies on 7-25-79) that are in effect. They will be reconsidered at the meeting on Monday. Regarding the beeper, a rotating weekly schedule will be drawn up which will include a back-up person. Riverview Hospital will receive a list of staff names, addresses and phone numbers.
- Marc Z. stated he is trying to negotiate for PSE positions through Ramsey County CETA and St. Paul CETA. Rick Sepeda may be considered "Liaison to Riverview" with appropriate job description.
- A meeting to review the C.D. articles will be held 8-03-79 from 1:00 p.m. to 3:00 p.m. and will be facilitated by Pedro.
- Ted asked why Lee Parks did not have a bilingual counselor at Mounds Park.
- After discussion, the meeting was adjourned.



TO: Carmen Rodríguez

FROM: Marie Zimmerman *M. Z.*

DATE: 7/25/79

RE: Upcoming Grievance Hearing--Jean Versus Carmen

I am very surprised to see that you consider your highly personalistic grievance against Jean and myself (now referred to as a grievance of "Jean vs Carmen") as a matter of general principle meant to shake up HBY into having a more adequate grievance procedure and staff evaluation mechanism.

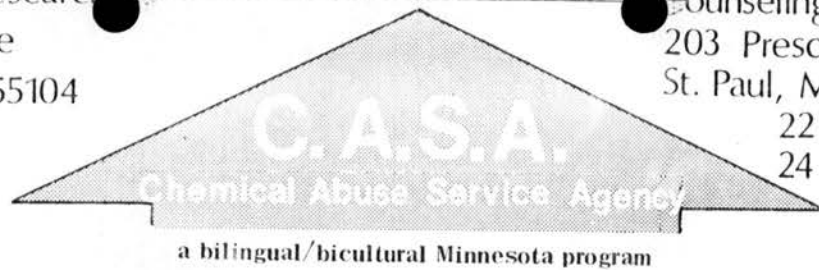
I believe that most of the matters you refer to, however, are beyond my authority. I have already issued my answer to your grievance. Now, if you wish to pursue it, you should take it up with Alberto Alcalá, HBY Director. I would imagine that you might best address your concern for having representation to support and present your case to Mr. Alcalá himself.

I wish to thank you here for having honored my request not to fire any more memos with respect to your initial grievance until the two parties mentioned answered. I know I took a great deal of time with the initial charge, and I have only now taken up the memo you wrote after our informal discussion as to what my answer would contain.

CC: Alberto Alcalá-Hernández

Education & Research
1162 Selby Ave
St. Paul, MN 55104
646-7817

Counseling & Intervention
203 Prescott
St. Paul, MN 55107
227-0831
24 hours: 227-7001



TO: Carmen Rodriguez and Jeane Peters

FROM: Marc Zimmerman *Marc Zimmerman*

DATE: July 20, 1979

RE: Grievance filed against Jeane Peters and Marc Zimmerman by Carmen Rodriguez dated June 8, 1979 and Response by Jeane Peters dated June 20, 1979.

It is very difficult to do a critique of a five-act play when one enters the theater in the fourth act. This is my situation vis-a-vis Carmen's grievance and Jeane's answer. The matter is even more compounded when the play is a complex one and when all the issues and purported facts seem to get lost in subjective judgments.

Nevertheless, I will take it upon myself to play Solomon in your dispute, and give my own perception not of each and every charge and counter-charge noted in your teeming arguments, but of what I take to be the essence of the matter at hand. I should further preface my comments by indicating that since part of Carmen's grievance was directed not at Jeane but at me, that my answer should be filed as part of the overall discussion in the event this matter will go on to higher levels at H.E.M. Whether either one of you contests my answer and takes the matter up with higher H.E.M. authorities is, of course, your right.

Further, I should like to speak to the tone of the letters received. In spite of Carmen's claim that his grievance is meant in a positive way, it is full of what I consider insulting remarks, and by what I find a very annoying and objectionable habit of calling what can only be his perception or opinion "fact". His letter is governed by a self-righteousness and defensiveness that the circumstances do not warrant. Because he felt himself under attack, he speaks to an "orchestrated" conspiracy meant "to confront line staff with...pent-up emotionalism." I deny that there was such a conspiracy on my part--perhaps others sought to so orchestrate our conference debriefing. But I, myself, decided to have such a session to end my staff honeymoon, to begin to lay the groundwork for some critical openness and thus begin getting to the root of some staff problems. One of these problems to my mind was my sense of Carmen's sluggish and lacklustre contribution to the conference effort. I believe a poll of staff and observers would indicate some objective basis for my sense that certainly during my time at CASA, Carmen was one of the least effective staff contributors to the conference effort--first, in the planning phase and then in the conference itself. I believe the "pent-up frustration" to which Carmen alludes has some objective basis (more on this later). But here I should like to note that while claiming that it is Jeane who is trying to blame others, Carmen is, in fact, doing the blaming. At no point did Jeane

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complain to me about Carmen's conference performance, so that Carmen's claim of Jeane's blaming seems to me unfounded. Besides, why should she have blamed anyone when the workshops she led were well-received? Of course, Carmen speaks very highly of his own workshop, but I must sadly report, and it is painful to say this, several people whom I respect made jokes to me about a recruitment of neighborhood kids off a playground for a very poorly organized and apparently meaningless workshop run by Carmen.

In fact, Carmen both denies a lacklustre performance and then tries to explain it by blaming Jeane and then, in passing, explaining that he had a babysitting problem. That is, we are to explain and excuse all of Carmen's problems but not Jeane's. Carmen's babysitting problem may well account for the fact that he was in and out of sessions, that he left early and frequently attended to his family situation while others had to carry a heavier burden of work than they would have had he found some way to more adequately deal with his personal problems, as all workers were under instructions to do so during this crucial public exposure period for CASA. Carmen's babysitting problems are understandable, but they are not Jeane's fault, nor should they have been her burden, as in the instance when Carmen attempted to integrate his young child into Jeane's workshop. It was Jeane's right to object to this, and even if we should excuse Carmen on the grounds that he was attempting to resolve the problem of his child's possibly interfering with his conference performance, anyone can clearly recognize that Jeane had the right to object, and probably used good judgment in doing so. As far as Jeane's "fuddy-duddy" attitude, I believe Carmen's description of this matter casts him in a unfortunate light. I concur with Jeane's objections to his smoking in the children's sessions. And I am a smoker. That Carmen does not seem to see the correctness of this objections casts doubt on all his arguments, on his sense of judgment and perspective.

In fact, Carmen's letter shows a decisive inability to see anything at all wrong or even possibly doubtful in his performance and attitude. Since my coming to CASA, Carmen has criticized virtually every staff member for their utilization of time and their performance. I believe it is time that Carmen raise questions about his own performance, attitude and behavior. I believe his letter shows him to feel that he is in a position of superior knowledge, skill, etc. to judge others. I believe he is sadly mistaken.

He is also mistaken about a lack of philosophical difference between himself and Jeane. Those differences clearly emerged prior to the conference when Jeane objected to Carmen's use of pinatas and "goodies." Jeane sees Carmen's techniques as slipshod bribes which falsify the group experience and cause a loss of credibility for the group facilitator. Carmen sees these devices as keys to success with kids. This is a clear difference of philosophy. I have not yet had the opportunity to see Carmen's technique in action. But philosophically, I have a sense that Jeane's view is more convincing--and comments by other staff indicate a dissatisfaction with Carmen's approach to workshops. I myself find Carmen's use of the "Super Yo" concept to be highly questionable. I have objected to (and rewritten) letters of thanks he has written merchants

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which claim that the piñatas and goodies are the highlight of the children's group experience. I suppressed Carmen's effort to use his "Super Yo" printout as integral to our recent proposal to United Way. It should be clear that I have very grave doubts at this point about his philosophy and approach to children's workshops and groups. I certainly object to his smoking in them, and, as CASA Coordinator, I will enforce a policy that one cannot facilitate a group or count as group participants members of one's own family, as Carmen has done in the past.

My own sense continues to be, and is only more confirmed by the tone of Carmen's letter, that Jeane tried, with all good grace, to perform, prepare and execute her conference duties while having to put up with problems stemming from Carmen's problems and defensiveness.

As indicated, I cannot speak adequately to matters which took place prior to my coming to CASA. But a perusal of the minutes from January to March indicate that Jeane's version of the story seems closer to the reality than Carmen's. This is especially so because CASA was virtually without a coordinator during the time prior to the conference. Committee heads appointed in January were given inadequate direction. Committees named were speculative and hard to work with. Conference arrangements were made more chaotic and difficult than they would have been otherwise because of our on-site review two weeks prior to the conference. The responsibility for these difficulties must in great part rest with Carmen. His complaints of poor CASA functioning were instrumental in the on-site review, and I must say that several of his complaints can ultimately only be with his own performance as coordinator for failing to be able to implement a program that would resolve some of the problems. Of course, Carmen lays this fault at the door of CASA staff and H.E.M., but the real problem may well lay in his inability to win staff to his positions and to work in functional ways with others to accomplish meaningful goals. The matter is central to the circumstances surrounding the conference and the question of Carmen's grievance.

A rather edgy, demoralized staff prepared for a conference that was going to put them in a public spotlight. But as we focused on this major priority, Carmen seemed most intent on giving me input about how he thought our overall program should be run. However valuable this input may eventually turn out to be, I must say I was amazed how Carmen could be so concerned about these matters when we had conference plans to make. While I may have been over-polite in my efforts to put him in focus in relation to the conference priorities, I did point out to him on at least two occasions that I thought there were more pressing concerns which all staff should address. In addition, I observed two times when Jeane scheduled meetings with Carmen and he did not show up. In fact, Carmen seems to have constant problems in addressing office priorities, and several staff members have complained about his tendency to get off the subject at hand and to consume staff time and energies in matters stemming from his own inability to relate to or accept given office policies and directions.

As the preparations went on for the on-site review which he largely precipitated, and as we then went on a crash program to get ready for the conference, Carmen

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had a series of medical appointments so scheduled that he could only be marginally involved in the plans and preparations. Further, he utilized considerable time during this period on matters that would only become priority concerns later.

By the last week prior to the conference, it became clear that we had several matters which needed to be attended to with great urgency. I had urged Carmen and Jeane to meet together to work out final plans for their workshop. It is rather obvious that preparations for the on-site review and her normal counseling load (which was considerable) had prevented Jeane from giving as much attention to workshop preparations up to that point. But it was also obvious that she had given more time and concrete planning to workshop preparation than any other CASA staff member. Whatever failure she may have had in the period previous to my coming to CASA in establishing a well-functioning workshop committee (and I believe her account is highly credible), she more than compensated for that problem through her own energies in preparation. In the last week, I observed her abilities to line up volunteer aids and to get them to work functionally in terms of a workable plan of action. I also saw foot-dragging from Carmen, and a dogged insistence on his own criteria and principles of purpose and direction. I, myself, was satisfied with Jeane's stated purposes and mode of implementation. Then and now, I consider Carmen's evaluation of a lack of purpose to be a matter of his own subjectivity, his own lack of adequate comprehension and, in a word, his own problem.

When it became apparent to me that Carmen's unpredictable comings and goings and his harping over underspecified philosophical principles were, in effect, blocking the chrystalization of final workshop plans, when I also saw Jeane struggling to keep her patience with what seemed to constitute a virtual last-minute sabotaging of the children's workshops, I called for a meeting with both parties to attempt to resolve the problem.

In the meeting Carmen indicated his overall unhappiness with Jeane's plans and Jeane indicated her general satisfaction with them, as well as her sense of urgency about achieving a final program format. My own determination was that if the two workers could not agree, I would ask Carmen to resign from the committee and his workshop responsibilities. However, during the meeting, I offered what I thought was a reasonable compromise proposal that Jeane's format be finalized and used as the basis for most of the workshops, and that Carmen be given one Saturday afternoon workshop to implement his own program, this with the understanding that he would fully cooperate in the workshops Jeane planned. I offered Carmen the right to withdraw from the workshop without penalty, and I indicated to Jeane after the session that if she felt that Carmen would create problems in her sessions, she should inform me and I would revert to my first plan and ask that he resign from the session.

In view of what apparently happened in the workshops, I must now say that I fault Jeane for not having had better judgment or less willingness to cooperate with a pattern of obstructionism that she should have anticipated. Actually,

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however, this is said half in jest, because it is obvious that Jeane would not precipitate any action that would tend to exclude a fellow worker. A graver fault, then, was my own for not having insisted on Carmen's withdrawal. I, therefore, believe that I should be reprimanded for allowing Carmen to go through with a workshop format which he openly contested and which, by his own account, he executed in a rather questionable way. In the last analysis, however, no reprimand for Jeane or Marc can compare with the one which I believe should be rendered to Carmen for his performance prior to, during and after the conference.

With respect to the latter question, let me state unequivocally that I consider Carmen's grievance to have been inappropriate in principle, and another indication of his general lack of perspective. Criticisms of Carmen were in a context in which I myself received criticism for lack of adequate direction and leadership. Lee Bowman and Pedro Roybal were criticized more severely than Carmen. Kathy Nasi was rather severely attacked. None of the attacks were to be the basis of punitive action, but as a part of an air-clearing, self-criticism process that was designed to help our program in the future. In this context, I assert, a grievance was inappropriate. If instead of learning and growing from the criticism session, Carmen chose to press a petty grievance against a fellow worker, then I can only see Carmen's sense of personal injury as an indication of an inability to take criticism and ability to find fault with everyone but himself, even when it is obvious that a large part of the problem he is addressing lies in his own attitude and conduct. There is already documentation to substantiate this assessment in our files. And I believe it is reprehensible for Carmen to have us spinning wheels in this agency to justify ourselves constantly over problems of his own functionality which he then tries to project onto other staff and the agency as a whole.

In fact, since the conference, I have seen only the intensification of Carmen's negative attitudes, first indicated by his bogusly "positive" step in filing his grievance and then, by his repeated objections to steps aimed at correcting matters over which he, himself, has publically criticized the agency. Carmen can slice his arguments and distinctions however he may like, but the fact remains that to me and most of his fellow staff members, his proliferation of contradictory criticisms, of memos and counter-memos, his over-ready and unceasing objections and qualifications, his demands for quality and criteria and his objection to them when they are proposed (as well as his inability to, in fact, substantiate such quality in his own performance) have long passed the point where they could even faintly be taken as stemming from a real desire to improve this agency and our efforts to serve the community we are mandated to serve. Carmen may, of course, feel in himself that his posture is one in behalf of Minnesota's Hispanics and their need for a decent chemical abuse agency. But I maintain that his assessment stems from what I have been pointing to from the beginning of this memo: His lack of perspective and self-criticism. I maintain that Carmen's grievance is an instance of his doing actual harm to this agency and its efforts to serve its target population. I maintain that considerable responsibility for what he finds wrong with Jeane, with Marc, with Kathy Nasi and other staff members must be lain at his own door.

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It is, of course, unfortunate that so negative a critique of an employee must come in a letter addressed to anyone in addition to the employee himself. However, Carmen initiated this grievance and I must say that he must bear the responsibility for receiving a negative assessment, since he knew my view of his performance before his grievance left me no other choice but to put my negative views into writing, and since any effort to articulate a position on this particular matter would inevitably have to be set in a broader context. It is, perhaps, best since we have gone this far to take the next step. Rather than criticizing Jeane as Carmen suggests, I hereby criticize Carmen both for his performance during the conference and I hereby formalize my criticism of Carmen, both for his conduct in relation to the CASA conference (preparation, participation, critical debriefing) and for his overall staff conduct and attitude out of which I contend his particular difficulties with respect to the conference flowed as inevitable consequence and instance. To be more specific, I hereby criticize Carmen for his conduct on the grounds of what I consider to be his recalcitrance, his poor judgment in setting of priorities, his lack of self-criticism, his divisive attack on fellow staff members and, flowing from this, a public posture which is frequently an embarrassment to this agency.

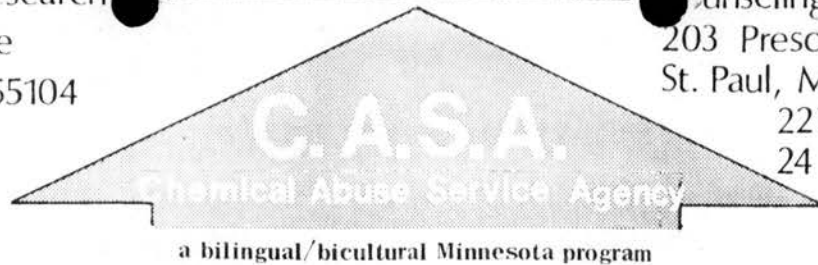
I wish to apologize for my long delay in responding to these memos--I am indeed worthy of criticism on this score. But I have felt the need to ponder the particulars and attempt to get them in larger perspective.

Carmen is, of course, free now to take his grievance higher through the grievance procedure, in view of my ruling as CASA Coordinator that it is an unfounded and ill-advised document, and the fact that I have chosen to see this opportunity as a fitting one for leveling serious charges at him as a CASA employee. I would, however, suggest to Carmen that whether he proceeds with his grievance or not, it would be appropriate at this time for him to consider the substance of my critique in all honesty, and to find appropriate ways to respond to it, in action at least as much as word. I would urge him to establish a new basis for working in CASA's program, and of relating to staff in a more constructive and functional way, so that our agency can go on to facing its important mission of service to Hispanics in the coming year.

cc: Alberto Hernandez-Alcala
Executive Director

1162 Selby Ave
St. Paul, MN 55104
646-7817

203 Prescott
St. Paul, MN 55107
227-0831
24 hours: 227-7001



To: CASA Staff
From: MZ
Re: CASA PROGRAM

7/11/79

There seems to be considerable confusion regarding CASA's functioning while awaiting negotiations on On-Site-Review and approval of CASA's interim program for FY 80. This memo will attempt to clear the air; it should be taken as your official word pending any later reversals or modifications.

1. The On-Site-Review is not an official document until we have responded to it and RMCH has responded to our response with a final draft.
2. CASA's proposed program cannot be formally submitted to RMCH until it has been formally approved for submission to HEM's board--this may not take place until 7/26, and we assume that it will take RMCH at least a couple of weeks to respond to our proposal.
3. The On-Site Review currently states that we will be evaluated in terms of our movement toward meeting their recommendations, but the review also states that until then we are to follow an extension on the old contract. Nevertheless, the implication is clear that CASA will not be refunded if it does not show substantial movement in function of a program (what I call a new program) which embodies concerns expressed in the review.
4. In spite of comments from some staff that our new proposal does not correspond to the On Site Review, I persist in my opinion that it does. Questions of job titles and functions, of advocacy roles, of unprofessional workshops, of inadequate service delivery to our target group, etc. are specifically addressed. Obviously we cannot have a decent reporting system until we have a system to report on, and therefore that concern in the review is in process of being addressed.
5. There are several questions to be addressed about the new proposal, but my position is firm in this regard: We cannot afford to spend days and weeks discussing it. Days and weeks have now gone by. And we must begin to implement our program. Since we have no fixed contract in any event, we may confidently await being judged on the implementation of this program and on any modifications we choose to make in it before achieving a new contractual agreement with RMCH in six months. THEREFORE, THE NEW PROPOSAL IS NOW IN EFFECT. People are free to make objections, the HEM Board will suggest changes, RMCH will suggest some, we will suggest some. But we will do so in process. Any one is free to protest, but until the day I am over-ruled by those above me, staff will perform according to and be judged according to the new proposal.
6. Those who feel they have not had adequate input into the new proposal are probably mistaken, since we have countless staff and individual meetings since my appointment. In addition, staff input will be called upon time and again between now and the time a final contractual agreement is reached with RMCH. Input will be welcomed, heeded and respected. But not all of it will be accepted, and that should be understood. In the meantime, any

effort by staff to impede or sabotage the testing of this new proposal in action will be subject to reprimand and, if such action persists, grounds for termination.

7. What this means most immediately is that while counselors will continue to function as a committee in the manner established some weeks ago, the advocates (that is, Linda and Leonor) will now report directly to me and be under my supervision. Carmen will also report directly to me. All counselors should begin a file review of their existing case load of individual clients, as per our contract proposal on carryovers. That is, followup and determination should be now made with all active clients, and new intakes should be done on those who will be continuing on with us in any capacity. Counselors should schedule a meeting with me on this for Thurs. or Friday of this week.

8. Several specific objections to our program proposal were submitted by Carmen Rodriguez to our staff meeting today. We will be addressing these concerns in our staff training session on Friday, at which time (1:15) we will also address the On-Site Review. By the end of Friday, I will assume that our new program is in effect. The recording and communications systems to deal with our service delivery system will be developed in the next few weeks.

Adelante con la nueva honda.

TO: MARC Z
FROM: CARMEN R
& 7-12-79

RE: UPCOMING GRIEVANCE HEARING JEAN VS CARMEN

In our brief discussion about the above matter on 7-11-79, you stated that you had found my allegations in the grievance to be groundless and that my work performance at the Spring Conference to be poor, this I already knew. What distresses me is your seemingly having missed the main thrust or scope of the grievance charge.

intent

CASA Program, since its inception, has been plagued with inability to establish and maintain organization; dissatisfactions, grievances go unaddressed and lead to cliques and factions and insurrection. The former CASA coordinators: Connie Basquez, Rudy Nunez and myself all had this problem with staff vs Coordinator. The staff would gang up and evoke support from HEM, undermining the authority of coordinator.

At the one and only grievance filed in January against me, at my insistence, HEM swept it aside without considering the matter and ousted me.

A similar faction was gathering momentum against you for racial discrimination, it was a continuation of the same pattern: The same old shit, leading to internal turmoil and divisiveness.

THE WHOLE POINT TO THIS MEMO IS: That until CASA establishes measurable employee standards the pattern is going to persist. What we have at CASA is a situation whereby everyone goes around using their own subjective standards with which to measure their own and others performance evaluation and whoever agrees with one begins to form a faction.

In an effort to cut this shit out, I filed my grievance. This put a stop to the pattern and brought a wait and see attitude.

So the scope of my grievance is much broader than Carmen vs Jean issue. I see it as the cornerstone to the establishment of an effective organization. The response given my grievance by administration may well cast the future of the agency. A positive response to grievance filing itself and if this is demonstrated by the establishment of fair hearing procedures (in writing) then we have a good channel for redress. Or the response can be viewed as an attack and delt with in kangaroo court fashion and discourage its use by others.

FAIR HEARING PROCEDURES SHOULD INCLUDE:

- Written Grievance policies and procedure.
- Written standards
- Written measurable criteria to assess standards
- Appeal channels. (usually the first two levels are biased, that is, it is difficult for adm. to see its role in the issue)

In attempting to provide me with a fair hearing, admin. will be forced to face some deficiencies and hopefully address them.

Page two.

I believe I should have the right to bring a representative to support and plead my case, if this is the case, I am requesting permission to do so, at this time.

Also the procedure should have time constraints given and all responses should be in writing.

I also would like clarification on who I may bring for my representative.?

I also would like to have my grievance processed as soon as possible and have made myself available during my vacation time. Give me an advance notice and I will be there.

It is my contention that as we move through the grievance procedure, all of us will be found to be victimized by not having an established accountability system.

That the informal system in use is in many areas unfair and inappropriate.

That the system makes it exceedingly difficult to communicate among staff and administration.

That this inability to communicate underlies APPROPRIATE staff relations.

1175

TO: Carmen Rodriguez and Yare Zimmerman

FROM: Jeane M. Peters

DATE: June 20, 1979

RE: Response to Grievance from Carmen Rodriguez dated June 8, 1979

First, I would like to state one thing before I begin about this response. As I understand it, I am asked to respond to this grievance and I will do just that, since there are certain "facts" alleged that are very serious and unclarified and damaging to my credibility. Since I have never before answered to any grievance charges, I hope I am responding in the correct form and apologize if I do not do so.

Carmen states that I was assigned Chairperson of the Children's Committee in January, 1979. Although the staff did meet to discuss the conference, no committees were formed and assigned until March 6, 1979. At this meeting, I was on vacation and did not find out about my assignment until a week later, on March 13, 1979. This was approximately 2 1/2 months before the conference, half of the five months that Carmen alleges. Pat Sepeda was unaware, when I contacted her, that she was on my committee and said she would be willing to help at the conference, but was unable to attend the meetings and didn't feel she had any knowledge about planning a workshop for children. Adeline also felt she knew nothing about C.D. nor about planning a workshop and said she would sit in on the meetings. I do not feel Carmen is correct in saying we never met as a "valid committee" unless I am misunderstanding what "valid committee" means.

Carmen states, "The committees were not limited to the original four staff members...Jeane's insistence that she would schedule a meeting with the original four first, etc...."

That: I never stated that other people could not be on the committee. I simply felt that if I had a lot of problems getting the original four together for a meeting, I did not want to worry about digging up other people. I personally did not know of anyone to ask to be on the committee. If anyone would have come to me and requested to help in planning the children's workshop, I would have welcomed them. Carmen never approached me with a name of anyone interested in being on the committee.

Carmen states, "I attempted to get together with Jeane on 4 occasions and was strictly put off with I am too busy to deal with it now."

That: When Carmen would come down to my office and ask to meet with me, I was too busy in that moment. I had appointments and other things to take care of and was not sitting around doing nothing. Each time, however, I told Carmen I would be willing to meet at an alternate time, and I suggested a time to meet. Once or twice, we did meet later, but Carmen had conflicts and other times.

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Carmen alleges, "At our Spring Conference, her main theme was that ..., etc." This statement makes no sense to me since at the Spring Conference, I was alone gathering materials and was presenting my workshop.

Carmen states, "Jeane and I met about 5 times by ourselves and attempted to address or identify goals. These were rather informal and were not recognized by me as valid meetings."

"I did meet as he states 3 or more times. One of the first times, Adelina Miranda was also present and afterwards she stated to me that she didn't feel she wanted to meet with the committee until the goals and procedures were identified. I was okay with that because I understood how she felt. Carmen and I seemed to have 2 different philosophies, or ideas if you will, about implementing the workshop. Adelina did not want to take sides on which ideas were best since she did not feel she knew, but until this was decided, she felt it was wasting her time at the meeting.

Carmen states my grasp of committee work was poor because I made all the decisions myself and did not go through the "tedious process" of hammering out goals and voting. If this were so, then I would have mandated my ideas from the beginning. Instead, since the votes of those committee members I was able to get together was deadlocked at 1-1 (Carmen and myself) and because I had respect for committee practices, I took our deadlock to the larger conference committee, Alberto and the rest of the staff. They disagreed that it was realistic for Carmen to think of 2,000 children being brought to the conference and also disagreed that the purpose was to have a carnival.

After this issue was supposedly settled, I approached my committee members to find an appropriate meeting time. Adelina stated that it was really too difficult for her to find time during the day, but she would be willing to meet after work. Pat Sepeda even thought she would be able to get together at this time if I was able to provide transportation. I asked Carmen if he would be able to meet at 5:30 at McDonough projects on Monday (since he had a group there until that time) or at OASA any other day. Carmen stated that he was unable to meet even twice a month after work because his wife was getting on his case about working late. He had no obligation to meet after work, but this I feel is my proof that I attempted to get the committee together.

I have stated to Carmen and will state here again that many times I explained my purpose as best I could, and if he failed to understand me or if I failed to grasp what Carmen meant by "purpose", he should have told me at that time instead of nodding his head and letting the subject drop until the next meeting. I still maintain that my purpose for the workshop was explained to Carmen as well as I was able to explain it. If it made no sense to him, I realize that he is not to blame for not understanding but rather going along with what I was doing instead of asking for another committee. Besides, I don't feel that my lack of understanding of "purpose" is the reason for

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Carmen's dissatisfaction. I had already apologized to Carmen about completing late the typewritten copies of my agenda and schedule for both days. I am not a typist and since our secretary wasn't even here the majority of the time before the conference except for the last month, she was swamped with last-minute details and I decided to type my own materials myself. However, my agenda and schedule of activities for Friday (and we used basically the same activities for Saturday) had been reviewed with Carmen, twice that I recall, before the conference. Carmen states, "My own workshop, in which I outlined the agenda and agenda, was 90% rejected," etc. The only outline I ever saw from Carmen was the outline of activities for his group therapy, scheduled for Saturday afternoon, and I cut nothing out of this agenda. Carmen presented his Saturday afternoon group therapy without any interference from me. I did not change the workshop time, although Carmen alleges that I did. The time was changed because the morning speaker spoke longer than expected and lunch was moved up to a later time.

I never complained that Carmen was not helping me. I was not being "fuddy-duddy", as Carmen alleges, but simply trying to have the workshop run as smoothly as possible. I recall trying to be as tactful as I knew how because I did not want him to take any criticism personally, as I have felt he has done in the past. But I did ask him not to smoke with all the school children ^{present}. I have been in Carmen's group at McDonough Homes that the kids get upset when Carmen smokes and they get on his case to put out his cigarette. I didn't want that happening at the conference. As far as my comment about his daughter being too young, I asked Carmen if his youngest daughter was going to be at the conference all day and stated that if he needed to be out of the workshop at times to watch her, it would be all right with me. Carmen explained that his wife had been called to work suddenly and he was left to babysit, and I stated to Carmen that I understood and the only reason I ask about his youngest daughter was because I wanted him to know that most of my activities would probably be geared for an older child and his younger daughter might become restless. This conversation lasted all of 30 seconds, was without emotion, and at the time Carmen appeared to understand my question and did not appear offended.

Furthermore, I challenge the statement Carmen makes about buying "seven dollars' worth of goodies and put on a workshop that demonstrated effective outreach and group process". To me, Carmen's group process contained no real process at all, and if it had been effective, its effectiveness would not be evaluated by the seven dollars' worth of goodies.

I had decided before the staff conference meeting that any discussion concerning the children's workshop would not be discussed at that meeting. I felt that any confronting concerning the children's workshop was not something the rest of the staff needed to spend time on. The subject was not brought up by me - I had to make an important phone call and when I returned the subject had been thrown in for discussion and some confronting had been done. As I sat down, I was asked for my opinion and since the subject had been brought up and I had evidently received some confrontation in my absence, I felt I should respond, although I didn't want the other staff members involved.

MEMO

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The statement made by Carmen that I, Kathy Nasi and Kathy Maldonado have prejudged Marc against Carmen is an insult to Marc. I would hope that Marc is more intelligent and more open-minded than to have his opinion of me influenced by my friends and enemies and if Carmen's grievance is supposedly objective and given in a positive way, then there is no good reason that either Kathy Nasi or Kathy Maldonado be brought under attack. They are not supposed to be attacked in a memo concerning Carmen's assessment of the children's workshop.

It is difficult to respond to the wrap-up sections of Carmen's grievance. The grievance supposedly (according to its contents) is directed towards my attitude of our committee and lack of fulfilling my responsibilities. Yet, Carmen jumps back and forth between this item and discussing my assessment of his performance. Carmen states, "She never asked for help..." I probably did not ask for as much as I should have. But then again, I asked for as much as I felt I could expect to receive. To use the word "never" makes Carmen's statement false. And the statement that I never scheduled any meetings because the committee would have voted me out is absolutely absurd. I will challenge that I am not that insecure, and I also feel that I tried quite often to get together whenever committee members were available. The fault of other people's conflicting schedules does not rest with me.

And, finally, I would like to state that I do not feel that the grievance was given in a positive sense. I do not disagree with the grievance procedure, and I agree with Carmen that the procedure is good for getting facts and uncovering problems. However, petty blaming of others who should not be even mentioned in this context, and statements about my personality and my character (which, Carmen admitted to me, he felt I would probably find insulting) give me a gut feeling that the grievance was not totally objective and definitely not only to provide a learning experience for me. I am talking about how I feel, i.e., opinions, and therefore, after the manner in which some of these grievances were presented to me, I don't feel I could accept Carmen's statements that he likes me and that he is giving it to me in a positive sense. If he intended to do this, and he may have, I feel he fell short.

Respectfully submitted,


MARC ZIMMERMAN

5/22/80

TO: MARC ZIMMERMANN, PROGRAM COORDINATOR
FROM: CARMEN RODRIGUEZ
DATE: JUNE 8, 1979

RE: JEAN M. AND YOUR ASSESSMENT OF MY PARTICIPATION IN SPRING CONFERENCE

On June 7th, 1979, during a three hour assessment of staff participation in conference, a continuing and disturbing pattern of attempting to confront and resolve personnel problems through peer group emerged. Group pressure and consensus does not lend itself to dealing with certain issues and this is why resorting to the grievance procedure is a healthy option in addressing complicated grievance issues. With this positive view of the merits of grievance procedures as a welcomed and long-needed option, I list the following issues in support of my contention that I was not given a fair consideration of the factors involved in the assessment of my participation:

JEAN FELT THAT I WAS UNCOOPERATIVE.

Jean was assigned chairperson of the children's committee in Jan 1979. The committee of four was to develop a program for the conference. We were to meet as Jean directed, we met once during the five month period as a valid committee and then it was agree to cancell the meeting as we were one person short. Jeane was to reschedule another meeting. The meeting NEVER took place. She basis this or justifies this on the grounds that she could not effect a committee meeting because of the uncooperativeness of the members.

FACT: The committees were not limited to the four staff members, in fact we were encouraged to involved as many other people as we could to form the committee. I was stimied by Jean's insistance that she would schedule a meeting with the original four first, that in the meantime she would gather material.

FACT: I attempted to get together with jeane on four occassions and was brusky put off with I am too busy to deal with it now.

FACT: At our spring conference, her main theme was that she was working on gathering materalials and trying to get the committee members together.

FACT: Jeane and I met about three time by ourselves and attempted to address or identify goals. These were rather informal and in no way recognized by me as valid meetings.

I BELIEVE SHE SHOULD BE REPRIMANDED FOR DIRELICTION OF RESPONSIBILITIES ON THIS POINT, RATHER THAN SUPPORT HER RATIONALIZATION.

II

JEAN'S grasp of committee work was poor. Committee's are formed to hammer out goals, objectives, etc, it is a long tedious, frustrating process and I feel she did not or choose not to go through this process. She wanted to make all the decision and in fact did, contrary to accepted committee practices, wherein, decisions are made by votes. I feel she ~~was~~ should be faulted on this rather than your assessment of finding no fault.

TIMELINESS

Marc's position that, putting aside past differences because of the imminent conference, makes me out as the scapegoat, overlooking the crucial issue at hand. Clarification of our purpose was essential to effective participation and helpfulness in the children's workshop. It wasn't (as Jean distorts) that I was rejecting or not going along with her decision or program planned, it was that at the last minute she finally came up with her agenda and contents and because this was the first time that I had seen it, there was no other time prior in which to address myself to the matter. A situation she created.

POINT OF CONTENTION

Jean and you make it out that our difference was of approaches or philosophies. This was not the case, I was trying to define the purpose of the workshops, hers. See attached addendum. She was not able to grasp, and still isn't, the significance of defining the purpose of workshop as a basis for selection, integration of activities both for the participants and facilitators. Without this, results confusion.

ATTITUDE

I was willing to go along with her project even though I was confused and uncertain. My own workshop, in which I outlined my contents and agenda was 90% rejected and she included it in her own, what was left. I was OK with saying nothing about this as time was short.

I was on time for the workshops, and tried to help but she became fuddy-duddy on many occasions. No smoking! There is craft supplies in there (stay out) Let's leave the room, She is too young (my daughter) Nonetheless I made a pinata, bought seven dollars worth of goodies, and put on a workshop that demonstrated effective outreach and group process. She, without consulting me, changed the (mine) workshop time and inconvenienced not only me but other participants. I believe that my attitude and performance were appropriate and that she should be confronted with her own inappropriate attitudes and behaviors prior, during and after the conference. I was willing to let things go, but I feel that she has prejudice you against me, not only Jean, but Kathy Nasi, and also Kathy Maldonado. Based on what was said at the debriefing. I further believe that the debriefing meeting was orchestrated to confront line staff with this pent up emotionalism .

III

I SHOULD HAVE RESIGNED from the committee

On the contrary, for to me the workshops were no big deal. It was doing exactly what I have been doing all along. I felt confident that in spite of what Jean did or did not do, I could put on a credible kids' workshop. I rested assured or resigned that she must be coming up with something that I could help with, like a movie, or whatever. My own ability to move in with a workshop at the last minute if the need arose was never a question in my mind.

TO WRAP IT UP

I felt that Jean does me a disservice in her assessment.

SHE WAS THE CHAIR
SHE HAD THE AUTHORITY

SHE NEVER ASKED FOR HELP NOR DID I FEEL SHE NEEDED OR WANTED IT. I am contending that she wanted to ram her own version of a program. That in a committee setting she would have been voted out. That this is the reason that she never scheduled any meetings.

So that rather than give her a big, fat A, she should be reprimanded on:

1. Her lack of carrying out her responsibilities.
2. Her negative attitude toward others. i.e. negating the worth of others.
3. Her defense of her irresponsibility. Blaming others.

I sincerely hope that this grievance is taken in the positive sense it is given. To get the facts and to assess problems. Writing it out helps a person to re think and look at issues. I would like to process this grievance as a learning approach. I like Jean, she has much potential, and she services our clients, however, I find her too controlling and wants things her way.

sincerely
Carmen Rodriguez 6-8-79
cc. Jean M.
Marc Z.

John P.

PURPOSE: refers to the result which one chooses to direct her activity. **PURPOSE** may ~~with~~ suggest either a resolute deliberate movement toward a result or the desired result itself: filled with high purpose; explaining the purpose of the tedious exercises. The specific overtone of purpose in either use is that of meaningfulness.

MEANS: This word refers to anything serving or used to accomplish a purpose.

I am taking the time to clarify my position for the purpose of helping you see in many respects; to open you up to other peoples' viewpoints. Your sense of being always right makes it difficult to work with you, for me, that is, and it was this very trait of your that undermined attempts to bring off the children's workshops.

To introduce is not a purpose. To introduce is an activity. But what is the purpose of the activity? To introduce is the means to a purpose. To introduce kids to three basic concepts of drug prevention for the purpose of ??? Why introduce kids to these concepts?? The importance of stating the purpose of the kids workshops may escape you, but is essential to planning...it becomes the basis for other activity. Introducing; i.e., the act of introducing may have many purposes.

Introducing kids to Spanish language may have many purposes, but the act of introducing kids to Spanish is not the purpose. Why introduce kids to Spanish language??

- A. For language appreciation
- B. For culture awareness
- C. For communication
- D. For social needs

} outcome evaluation
A
B
C
D

Once the purpose is stated, then begins the process of selecting a means or hopefully the best means for attaining the purpose. This is one issue that you successfully avoided. Try as I might, I could not get you to commit yourself to any purpose, you always went back to the means. You wanted me to agree to the means, to go along with the activities, alright, but what for, for what purpose??

- A. for drug prevention appreciation
- B. for skill development in applied principles
- C. appreciation of drug prevention field, methods,
- D. etc.

} outcome evaluation
A
B
C
D

If you had stated your purpose for introducing kids to the concepts, then the committee would have had the basis for selecting the best means to the given purpose. You had the cart mistaken for the horse.

Chemical Abuse Service Agency

Children's Workshop

Friday 1:15- 2:15

The purpose in this workshop is to introduce three of the basic concepts in the area of drug abuse prevention. Although time does not allow for us to introduce a group therapy experience, the children will have a chance to work in groups and therefore have somewhat of an introduction to the group experience.

There will be three main themes during the hour. First the children will explore the idea of a positive self concept through the introduction of the I.A.L.A.O. sign, which stands for I Am Loved And Capable. Then there will be an exercise on feelings, using pictures of other people and therefore non-threatening. Hopefully this will stimulate a discussion about describing feelings. The last theme will be a very basic introduction to the word "chemicals" and will deal with proper use and misuse of different types of chemicals.

The schedule will be as follows:

1:15-1:40 Introductions, IALAO signmaking, and story
1:40- 2:00 Feelings
2:00- 2:15 Discussion of Chemicals

Jane Peters

INTRODUCING KIDS TO THE BASIC CONCEPTS OF DRUG PREVENTION IS MEANINGFUL/
GOOD BECAUSE...???

INTRODUCING KIDS TO THE BASIC CONCEPTS OF DISEASE PREVENTION IS MEANINGFUL/
GOOD BECAUSE...???

A
B
C

THAT WORKSHOPS ARE A GOOD MEANS TO INTRODUCING IS EVIDENT BY:

1
2
3

THIS IS BORNE OUT BY:

A
B
C

Number of research for enrollment.

Community
TYPE ORP Educational

MONTH Sept. DAY thurs TIME 8-9 pm

FACIL Carmen Rodriguez

CO-FACIL

BACK-UP

PARTICIPANTS

date

started

DATE

9-7

DATE

9/14

DATE

9/21

DATE

9/28

DATE

OUTCOME

ANSELMO QUINTERO

9-7

here

here

here

here

^{3708 OAKLAND}
LYDIA RODRIGUEZ

9-7

here

^{3708 OAKLAND}
ALBERTO RODRIGUEZ

9-7

here

MASTO RODRIGUEZ

9-7

here

here

here

here

JOSE PULIDO

9-14

here

TYPE ORP EDUCATIONAL MONTH AUG DAY THURS TIME 8-9 PM

TACIL CARMEN RODRIGUEZ FACIL

BACK-UP

PARTICIPANTS DATE started DATE 3 DATE 10 DATE 17 DATE 24 DATE 31 OUTCOME

PATTI OLMOS

3641 33rd AVE S. 8-31

Mona OLMOS

8-31

Vince OLMOS

8-31

Georgie OLMOS

8-31

LINDA Martinez

8-31

Barbara Schwartz

8-31

Rita Rodriguez

8-31

Lisa Rodriguez

8-3

Cristina Rodriguez

8-31

Rampsey County McDonough Homes 1516 KLAIRERT #D.

FACIL Carmen Rodriguez 971-0928 CO-FACIL

BACK-UP

PARTICIPANTS	DATE STARTED	5 th DATE	12 th DATE	19 th DATE	26 th DATE	DATE	OUT-COME
Barbara Garcia ^{no}			No show	Call No show	No		488-9422
Roberto Garcia ^{no}			No show	No show	No		"
Luis Garcia ^{no}			No show	No show	No		"
Nicolas Garcia ^{no}			No show	No show	No		"
MRS Abraham Villanueva ^{no}			Ben's Stk	Call No show	No		488-8755
Jose Villanueva			here	here	here		5-30-66
Julio Villanueva			here	here	no		2-4-72
Natahe Contreras			no Baby	No show	No		488-2985
Maria Villanueva			here	here	here		8-14-69
Marta Miranda ^{no}			No show	No show	No		489-7856
Elba Miranda ^{no}			No show	No show	No		"
Manuel Villanueva	3-12-79		here	here	here		11-1-67
Michael Fisher	3-12-79		here	here	—		3-25-68 487-1994
Diana Escobedo ^{7 yrs}	3-12-79		here	here	here		7-13-72-1 488-9301
Maria Rodriguez ^x	3-12-79		here	No show	here		7-9-69 489-3001
Beatriz Rodnigas ^x	3-12-79		here	No show	here		9-11-70 "
Daniel Rodnigas ^x	3-12-79		here	No show	here		4-13-67 "
Jaime Rodnigas (Jaime) ^x	3-12-79		here	No show	here		4-17-68 "

St. Paul, Minn. 55107
227-6331



A Comp. M. I. A.
Mpls. Office 870-8657
24 Hours: 227-7001

TO: Emma & Luis Turo
AGENCY: Casa Del Pueblo Restaurant
ADDRESS: _____

DATE: 6-21-79 55102

DEAR Emma & Luis

The Chemical Abuse Service Agency (CASA) would like to extend our appreciation for your generous contribution of Candies for some children's groups. The breaking of the crafted pinata with your for the Chicano kids!

over 150 Chicano kids are participating

Our CASA approach is a grass roots effort in which direct contributions and support are received 100% by the children.

Again, thank you for your generous response to the opportunity to help in drug prevention in our community.

Sincerely,

CARMEN RODRIGUEZ
Advocate

enclosed attached

CR/km
6-6-79

*Change
forklift*

*Can you
possibly
mean
this?
How?
What?*

M.J.

Domestic & Intervention

100 Fremont

St. Paul, Mn. 55107

227-6667

A component of M. A.

Mpls. Office 870-6657

24 Hours: 227-7001



To: Pat Lynn Morgan
Agency: El Estero Surridge
Address: 173 Concord St.
St. P. MN 55102
Date: 6-21-79

Dear Pat

The Chemical Abuse Service Agency (CASA) would like to extend our appreciation for your generous contribution of Novelty and

Novelty and
for 4-10-12-14-16-18-20 children's groups. The breaking of the stuffed pinata, with your Candies is the highlight for the Chicano kids!

Over 100 children are participating.

Our CASA approach is a grass roots effort in which direct contributions and support are received 100% by the children.

Again, thank you for your generous response to the opportunity to help in drug prevention in our community.

Sincerely,

Carmen Rodriguez

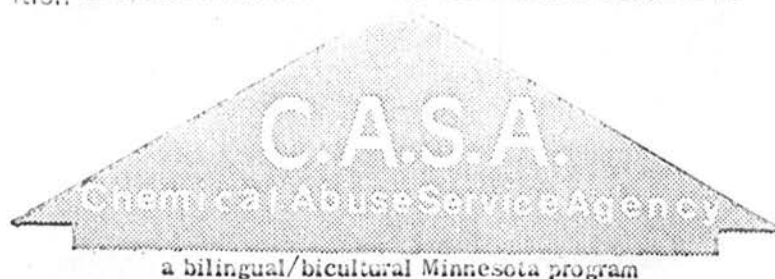
CARMEN RODRIGUEZ
Advocate

enclosed attached

CR/km
6-6-79

203 P.
St. Paul, Minn. 55107
227-0831

ent of M. I. A.
Mpl. 870-3657
24 hours: 227-7001



May 14, 1979

Mr. Roy Garza
Ramsey County Mental Health
160 East Kellogg Blvd.
Saint Paul, Minnesota 55101

Re: Discussion of C.A.S.A. Review

Dear Mr. Garza:

On May 8, 1979, C.A.S.A. Research Analyst, Kathy Nasi and I met with you at your invitation to discuss the reasons and procedures for Ramsey County Mental Health's on-site review of C.A.S.A. Hispanos en Minnesota Director Alberto Alcalá was also invited, but could not attend.

The following are what I see to be the major points covered in our discussion:

1. The purpose of the review is to evaluate C.A.S.A. along the lines set forth in your letter and program review outline of May 3, 1979.
2. The areas of examination designated would be evaluated primarily with the end of improving the C.A.S.A. program and "fine-tuning" any subsequent contracts between R.C.M.H. and H.E.M.
3. A similar evaluation would be made of two other C.D. components subject to R.C.M.H. monitoring, but the particular review of C.A.S.A. stems in part from written complaints by two C.A.S.A. staff members which you believe must be investigated. In fact, the competence of H.E.M. and/or C.A.S.A. as the agent for Chicano-Latino chemical dependency services will be in question in this review, on the basis of which your unit will make recommendations with respect to refunding and the contract terms with H.E.M. if C.A.S.A. is refunded.
4. As C.A.S.A. coordinator, I welcomed an evaluative review aimed at improving our agency functions and service delivery, stated my commitment to smoothing out and refining C.A.S.A.'s functioning to the point where, in concert with your office, we could more effectively address the task of increasing the range and quality of our services, as

Mr. Roy Garza
May 14, 1979
Page Two

- well as the definition of clearer and more detailed evaluative criteria.
- a. However, I expressed some concern about a possible punitive evaluation on the eve of refunding consideration where there had been no prior on-site review nor any timetable set up to correct any possible problems.
 - b. I indicated that we were aware of the complaints made by one staff member and we were quite willing to address them; but we were not aware of any second complaint, nor of the substance of his/her charges. Further, that in the instance of both complaints, there may have been failures to exhaust internal C.A.S.A. and H.E.M. administrative remedy before addressing your office or other authorities; that at least some of the complaints we know of were, valid or invalid, not relevant to the issue of compliance with our existing contract and would, if heeded, involve a post facto penalization of C.A.S.A. for matters which we know now have little chance of correcting in the one month plus before our current contract's end.
5. You indicated that these concerns would be given due consideration in the course of the R.C.M.H. review, that you were not at liberty to release the name of the second C.A.S.A. staff complainant, but that the question about the possible procedural improprieties in the complaints received might have some validity.
- a. Further, you indicated that the program would be evaluated in relation to the current contract, although one charge relating to a C.D. educational possibly occurring in the previous fiscal year would also be investigated.
 - b. We agreed to a revision of the evaluation schedule as follows:
Wednesday, May 16, from 9:00 a.m. to 2:00 p.m.
Thursday, May 17, from 9:00 a.m. to 5:00 p.m. with an option to return Monday, May 21, if further details required examination.
 - c. A third party would join you and Ms. Mary K. Jensen in the review.
 - d. We agreed, as provided in your letter of May 3, 1979, that this revision does not preclude any further changes in the review schedule resulting from your welcoming us to request that the review cover other concerns not specified in your outlined schedule.

Kathy Nasi has reviewed this summary and has expressed concurrence with its accuracy and comprehensiveness. C.A.S.A. staff has been briefed on your review schedule, and they will receive a copy of this letter. Please let us know in writing if you have any discrepancies with this account.

Mr. Roy Garza
May 14, 1979
Page Three

We believe that we will be ready for your review. However, in view of some of the issues raised in point 4. above, I should like to suggest that some time be set aside in your review schedule for a discussion of R.C.M.H. - H.E.M. - C.A.S.A. linkages -- patterns of responsibility, accountability, communication and cooperation. I believe this may be included under I.A. of your proposed schedule. In addition, I would appreciate information about the official positions of your on-site review committee and their specific, particular roles and responsibilities in the review process.

Finally, I should like to thank you for your sensitivity (embodied in your schedule and in the substance of our meeting) to my situation as the new C.A.S.A. coordinator in his first week of service. I believe you are aware that I was hired with a clear mandate from the H.E.M. board, director and staff to see to it that C.A.S.A. operate to provide responsible, quality services. I wish to confirm my willingness to work with you, as we have worked in the past, so that the Chicano-Latino community receive the services they require and deserve.

Sincerely,

MARC ZIMMERMAN
Program Coordinator

MZ/km

cc: Alberto Alcala
Salvador Rosas



MIGRANTS IN ACTION

Migrants in Action
1162 Selby Ave.
St. Paul, Mn. 55104
Ph. 612-646-4566

TO: STAFF AND BOARD OF DIRECTORS

FROM: ALBERTO ALCALA, EXECUTIVE DIRECTOR *A.A.A.*

DATE: JANUARY 2, 1979

RE: ORGANIZATIONAL STRUCTURE

Effective as of January 2, 1979, all agency business must be approved directly through the Executive Director. All staff, personnel must request from the Executive Director approval to meet with the Board of Directors on official business. All Board of Directors are expected to follow the same procedure - Example: information needed from accounting or any other department of this agency must have prior approval of the Executive Director. It will be in accordance to the American Fair Labor Practice Law and M.I.A. Personnel Policy and Procedure.

TO ALL CASA STAFF
FROM: CARMEN RODRIGUEZ,
RE: ADMINISTRATIVE POLICIES AND PROCEDURES
DATE: 1-3-78

OUTCOME OF COORDINATOR'S MEETING WITH THE EXECUTIVE DIRECTOR THIS MORNING.
THE NEW OFFICE HRS FOR THE TOTAL AGENCY WILL BE FROM 9-5:30 pm Mon-FRI.
LUNCH BREAK SHALL BE FROM 12-1pm FOR ALL STAFF. NO EXCEPTIONS EXCEPT FOR
EMERGENCIES.

NO COMP TIME FOR LUNCH TIME. WE WORK TILL QUITTING TIME.

WHEN LEAVING WORK SITE, STAFF MUST SIGN IN & OUT SCHEDULING SHEET AND
LEAVE PHONE NUMBER WHERE YOU CAN BE REACHED. THIS IS A MUST. IT IS THE
BEGINNING OF PROFESSIONALISM BEING IMPLEMENTED ON AN AGENCY LEVEL.
ACCOUNTABILITY FOR TIME, WORK, RESULTS.

RESUME, APPLICATION, MUST BE SUBMITTED BY ALL STAFF AS SOON AS POSSIBLE
OR CHECKS WILL BE HELP UP.

GRIENCE PROCEDURE: THE CHAIN OF COMMAND IS IN EFFECT IMMEDIATELY.
NO JUMPING RANK. ALL DISSATISFACTIONS OR COMPLAINTS MUST BE DISCUSSED
WITH COORDINATOR. IF NOT SATISFIED: YOU WRITE OUT THE GREVIENCE AND GIVE
TO THE COORDINATOR WHO WILL RESPOND IN WRITTING. IF THE MATTER IS STILL
NOT SETTLED, YOU THAN SUBMIT THE WRITTEN GREVIENCE TO THE EXECTUTIVE DIR.
ONLY THAN WILL HE HEAR YOU.

*whatever
napped
& that
M. J.*

MIGRANTS IN ACTION IS ON AN AUSTERITY PHASE. BECAUSE CASA OVERSHOT
THE MILAGE ALLOWANCE BY ABOUT 80 DOLLARS IT HAS BECOME NECESSARY
TO LIMIT MILAGE USE TO EMERGENCY TYPE USE.

1 USE THE PHONE FIRST

2 USE THE MAIL

USE THE BUS ESPECIALLY TO DOWNTOWN CALLS

CAN IT WAIT FOR NORMAL CHANNELS?

DO WE NEED IT?

COST/EFFECTIVE ?

FOR THE NEXT TWO WEEKS ALL MILAGE USE MUST HAVE PRIOR APPROVAL FROM
COORDINATOR. NO PRIOR APPROVAL: NO MILAGE PAY.

all above effective immediately
Carmen Rodriguez

CHEMICAL ABUSE SERVICE AGENCY
component of
MIGRANTS-IN-ACTION

MEMORANDUM

NOVEMBER 6, 1978

ADMINISTRATIVE ACTIONS OF MIGRANTS-IN-ACTION

CHARGE: To examine and resolve specific issues affecting CASA's ability to provide quality care to its Chicano/Latino clientele. These issues are the role and relationships between MIA/CASA, accountability of MIA to CASA, planning and resource allocation. Unless these issues are resolved, CASA has no viable alternative but to appeal to outside arbitration.

- OBJECTIVES: ^{CASA}
1. To define a process which provides an opportunity for maximum participation at administrative levels.
 2. To develop a draft of policy guidelines which addresses:
 - a) Up and down communication within the organization. *already expected*
 - b) specific relationship issues mentioned above.
 3. replaces the person accountable for the mismanagement.

STATEMENT OF PROBLEM

CASA has been beset with much internal problems largely stemming from the lack of direction at administrative levels. The confusion has resulted in CASA's inability to provide quality care. There is substantial confusion regarding the roles and relationships between MIA/CASA. This situation has made it extremely difficult to achieve cooperative efforts between program components.

ACCOUNTABILITY What is MIA accountable to CASA in services?
Resource allocation. To date CASA has been denied access to how the money is spent. CASA has to make blind decisions because it lacks data.

HIRING POLICIES: Why does it take so long to replace a worker? It takes anywhere from 30-to-60 days to replace. What happens to the money not paid in salary? Conflict of interest may be the result.

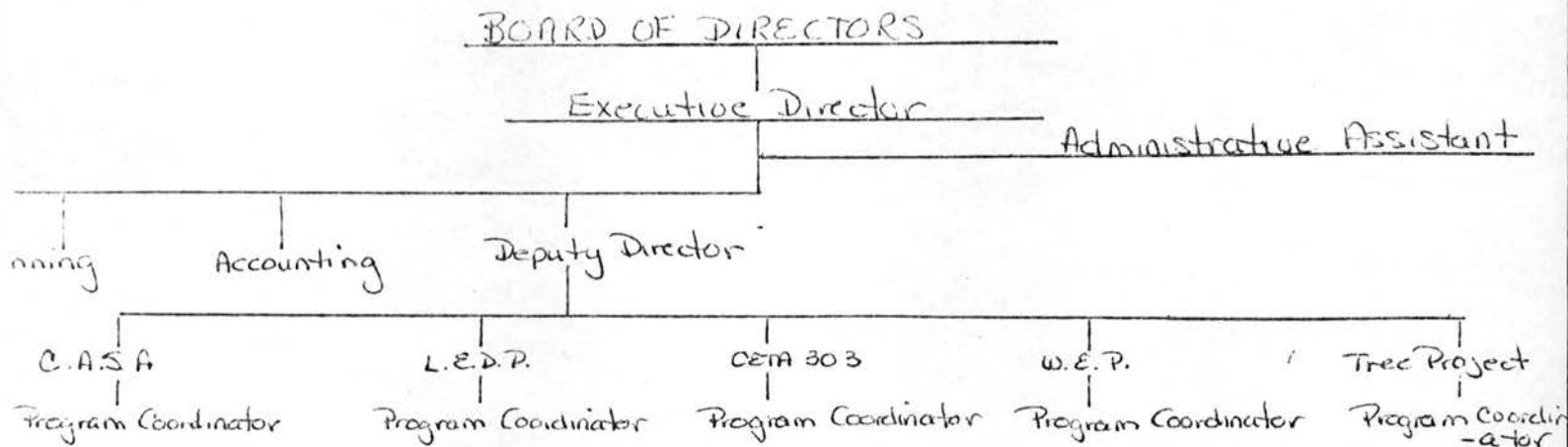
Why does no one get any raises?

PLANNING CASA HAS NEVER SEEN THE CONTRACTURAL RAMSEY AGREEMENTS. MS McCLURE GAVE THEM TO CASA AND THESE WERE IMMEDIATELY TAKEN AWAY.

COMMUNICATIONS: There is no open channels of communication or appeal in the system. These has to be develop immediately. Without this channel, the way is left open for more of the same abuse.

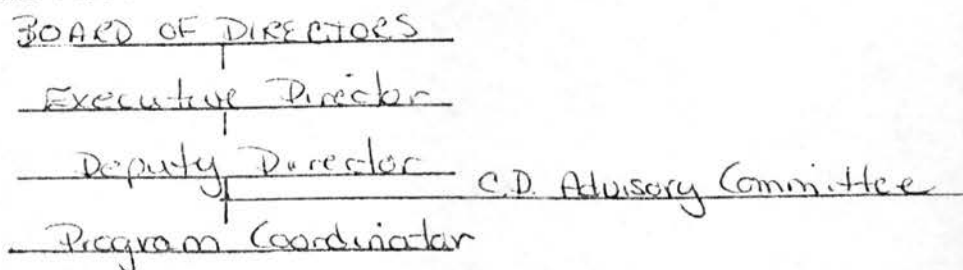
Really?
m3
4

Roberto explained and diagrammed the structure of M.I.A. as regarding accountability as follows:



The C.D. Advisory Committee has advisory capacity to C.A.S.A. only. A mission statement is given by the Executive Director to the Board of Directors, i.e. if Carmen makes a recommendation that C.A.S.A. go for primary and secondary treatment, to the Deputy Director, he, in turn, makes the recommendation to the Executive Director who brings it to the Board of Directors. This same action is a change in policy and licensing is also required. Because the Board of Directors has ultimate responsibility, the Chairman of the Board of Directors would sign any contract but the Program Coordinator (Carmen) would be responsible for the day-to-day activity and the Deputy Director (Roberto) would be responsible for supervising the fulfillment of the goals and objectives. When the Board of Directors approves a policy change, a contract or licensing, they also approve the allotment of monies.

Roberto explained the possible future structure of C.A.S.A. when and if they secure the new proposal. He also explained, as below, the structure of the administration of C.A.S.A. and the role of the C.D. Advisory Committee.



Emphasizing that the C.D. Advisory Committee had advisory capacity only.

Minutes
Carmen Rodriguez
October 25, 1978

Roberto reviewed the authority at C.A.S.A. for the allocation of monies including monies for training, workshops, etc. Roberto stated that Ramsey County Mental Health does supervise the use of the monies provided through their budget for training. That line item has now been depleted. In such cases, management package monies (to be used for administration purposes) can be drawn upon to secure approved training for staff. The use of the monies in the C.A.S.A. budget is supervised by the Program Coordinator and the Deputy Director (who also can approve or request use of the management package).

Roberto explained that C.A.S.A. staff can use the other programs (L.E.D.P., CETA 303, etc.) as resources and vice-versa. When a new project is considered by a program, the recommendation is made to the Deputy Director who brings it before the Executive Director who can utilize the Planning and Accounting Departments for drawing up a proposal to present to the Board of Directors.

Roberto and Carmen discussed the issue of the qualifications of C.A.S.A. staff. Roberto stated that an ideal is established for the fulfillment of job positions and that those positions are filled by applicants coming closest to the ideal in qualifications.

Carmen and Roberto are to confer again after the October report is completed to discuss possible modifications in the C.A.S.A. budget (i.e., for training and conferences, etc.)

Carmen and Roberto both expressed the need for written policies.

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RELATIONSHIP

How is MIA, the MIA advisory Board coordinating its work with CASA goals and objectives?

How is MIA's goals congruent with CASA expectations.

What is MIA's relationship & responsibility to MMC, the latino community and CASA.

referrals

ACCOUNTABILITY

What is the overall structure, the flow of money, the accountability, the parameters of authority, the manner of implementation and the delegation visualized at the MIA/MIA board level?

ROLE

What is the role of MIA/MIA Board in program development?

Is this an appropriate function?

RESOURCE ALLOCATION

BUGETING administration.

Hiring policies? Who sets the standards? What are the standards? recruitment
Employee retention policies?

ADMINISTRATIVE FUNTIONS?

What can casa expect from MIA?

In time, how much time is allowed
When?

In services?

What kind of services?

PROGRAM PLANNING

FROM MIE

FROM MIA BOARD

EVALUATION

Upward communication procedures

RECOMMENDATION: WRITTEN POLICIES AND PROCEDURES

AGENDA

I GOALS & OBJECTIVES 550 Latinos
60 Workshops

staff
Not a treatment program
Not employment agency
Not a social club
Not a training school

II PROCEDURES

Contact & Document

III PERFORMANCE EVALUATIONS

Cost/effectiveness
ACCOUNTABILITY

IV STAFF REACTION APPROPRIATENESS

Hurt
Resentment
Confusion

V PROGRAM COORDINATOR EFFECTIVENESS

APPROPRIATENESS
ACTIONS
ATTITUDES

VI RESOLUTION:

> K...

C...

Rob...

FR...

...

...

...

...

...

...

...

...

...

- Function
Money Budgeting

Chemical Abuse Service Agency

Special Staff Meeting held on 8/25/78

Meeting attendants other than regular CASA Staff:

Roberto Avina, Deputy Director Migrants In Action.

Lee - talked about his understanding of what CASA is doing
He thought that expecting referrals from agencies that we have educated and sensitized to meet chicano/latino needs, was not too realistic.
?Why should they send us referrals if we have educated & sensitized to treat chicano/latino?.

Jeane - talked about her knowing her role. Her expectation of working together hasn't been there. She shared that she feels that she cannot share her feelings. She feels confused and attributes it as lack of communication. There isn't a feeling of working together.

Olga - Confused and says Carmen doesn't listen. Carmen doesn't allow her to do her job. He takes over. X

Kathy- Carmen has been trying to do the whole staff job; not being a coordinator. Always new forms, procedures. Not communicating. There's much separation. Everyone sees the problem but they can't agree on anything. Feels that Carmen should get some feedback from staff. X

Isabelle - Confused about the way of bringing clients into CASA. Ignore Carmen statements because she knows he will change his original. X

Joe - Concerned about bringing numbers in. Feeling inadequate about his job. He feels that he cannot spend much time on developing the workshops. Concerned about the duplication of forms and informations. Feels that the quality of workshops are good but that this isn't of any value because he isn't getting any clients in. Feeling low about himself and his performance. Questioned the education-prevention components of CASA. Divertions Carmen have brought in have not been accurate for evaluation because they change so often. His need to be at CASA is not valid. Concluded he was confused and that's why he approached Robert. X

Carmen - Staff needs to go back to Goals & Objectives. He saw when he first got to CASA a need for accountability, provide service; saw a staff resistant to work; people being manipulated. Feels people don't want to work, Doesn't know what his role is. He sees goals that are to be accomplished. X

Roberto - responded that there were 3 major points staff was concerned mostly about:

- 1.- Clarity in roles
- 2.- Confusion in drastic changes
- 3.- Erroneous assumptions to do something because something cannot happen.

Hopes is to clear some of the roles. Weights on service CASA will provide. As long as we can document that we have been doing our job; we cannot be held responsible for reaching the goal. You cannot force the people to get services.

Two unique components for the contract.

- 550 - direct services
- 60 - presentations

50% and 50% of the contract; they are of equal weights. These were divided into numbers of groups, and individuals; further broken into outstate, Ramsey and Hennepin. Further broken down into school, courts, social service, C.D. specialists.

Out of 60 (20 will be long range)
40 (short range)

1 counselor Aide will be responsible for outstate. Other 2 counselors responsible for Metro Area.

The planning for the 60 workshop should be shorter. If there are other delegated responsibilities by the Program Coordinator its acceptable.

The phone contact and workshop are of equal value.

- #1. - Priority for workshop
- #2. - Also responsible for the conference
- #3. - Any other unique presentations, training, anything.
- #4. - Assistance in program, phone contact.

This is the order of priority for advocates. These could be rearranged in any way staff feels comfortable with. For the advocates the referrals take second priority to workshops. Advocates were hired for the 60 workshops and for the first State Wide Conference.

Counselors are responsible for day to day activity of clients, doing follow-ups. Phone contacts with clients are important because of potential referrals of other clients. Other staff should assist in doing this.

Joe is to meet the objectives and goals outstate first, then Hennepin and Ramsey.

X Roberto sensed a lot of mistrust in the staff.

If Anselmo is at the court in Mpls. and talks to someone who wants a presentation, he refers this to Isabelle. She, then follows up, and sets up an appointment for that presentation. After she does this she can then do some telephone contact.

The way to evaluate her performance is to find out if she has been doing her job. Not the numbers coming in. The advocate cannot be held responsible for not having clients coming into CASA. The way to evaluate the job of a staff is to see if people are doing their contacts.

Roberto is being realistic that counselors will be overburden this month, because of having one counselor on vacation and only having two on staff presently.

The goals in the contract are estimates of what we can accomplish. At the end of six month if the numbers cannot be reached then they could be C

modified.

Carmen - insisted on having a method for accountability purposes of staff.

Roberto did a breakdown on how many presentations are to be done by each advocate for the fiscal year.

		<u>Modules</u>	<u>work</u>
Soc. Ser.	= 7	1-7	hr.
Gatekeeper	= 4	8-24	
schools	= 6		
outstate	= 3		

He gave advocates a deadline of this modules of sept. 15.

og.

D

MEMO

TO: ALL H.E.M. DIRECTORS
FROM: S.M. ROSAS, PRESIDENT
RE: EMERGENCY BOARD MEETING
DATE: AUGUST 20, 1979

Please be advised that an emergency Board meeting will be convened on August 23, 1979 at 5:30 o'clock P.M. to discuss two critical items, one of which is the recommended termination of Carmen Rodriguez. Because of Mr. Rodriguez' recent conduct, I feel that the full Board should immediately resolve the problem for the good of the agency.

Enclosed please find the most recent correspondence relating to this matter. I will provide a more complete packet at the meeting. It is imperative that everyone attend this crucial meeting.

MEMO

TO: CARMEN RODRIGUEZ
FROM: SALVADOR M. ROSAS, PRESIDENT, H.E.M. BOARD OF DIRECTORS
RE: YOUR EMPLOYMENT WITH H.E.M. / C.A.S.A.
DATE: AUGUST 17, 1979

I have received notice on this date that your immediate supervisor, Marc Zimmerman, and the Executive Director of H.E.M., Alberto H. Alcala, have recommended that you be immediately terminated with this agency.

Because of your right of automatic appeal pursuant to the Personnel Policies and since you have found disfavor with the Personnel Committee, as indicated in your letter of August 14, 1979, I have decided to have the issue of your termination heard by the full Board. For this reason, please be advised that I will convene an emergency Board meeting on Thursday, August 23, 1979 at 5:30 o'clock P.M. at the H.E.M. office, 1162 Selby, Saint Paul, Minnesota.

You are encourage to bring a legal representative and any witnesses that can speak to the relevant issue regarding the conduct in question. If you have any questions, you may contact me at 291-2579.

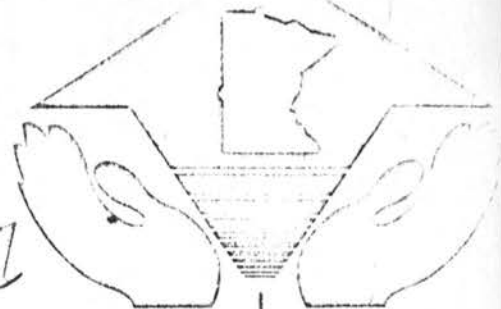
cc. Alberto H. Alcala, Executive Director, H.E.M.
Marc Zimmerman, Coordinator, C.A.S.A.

SHR/sr



Hispanos en Minnesota

Formerly Migrants in Action



August 16, 1979

Carmen Rodriguez
2121 Colfax Ave. So., #1
Minneapolis, MN 55405

Dear Carmen Rodriguez,

I am hereby serving notice of my intent to recommend your immediate termination as an employee of H.E.M. for gross misconduct. My recommendation will go directly to the H.E.M. Board of Directors. I am going to recommend that the full Board will address your case in emergency session as soon as possible.

Sincerely,

Alberto Hernandez Alcala
Executive Director
Hispanos en Minnesota

cc: Marc Zimmerman
cc: Salvador Rosas
cc: Arturo Perez

Board of Directors

Salvador Rosas
President
Manuel Cervantes
Vice President
Francisca Vega
Treasurer
Irane Bothko-Gomez
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Maria Castor
Mary Head
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Executive Director
A. Hernandez-Alcala

Services Provided
Migrant Services
Manpower Training
Housing
Employment
Education
Community Development

Chemical Abuse Service
Agency

Education
Research
Counseling
Intervention

An Equal
Opportunity Employer

A United Way
Agency

Serving Minnesota's
Largest Minority
Hispanics
Latinos
Chicanos

IN RE THE SUSPENSION OF
CARMEN RODRIGUEZ

To: Carmen Rodriguez
Maurice Zimmerman, Coordinator, C.A.S.A.
Alberto L. Alcalá, Executive Director, H.E.M.

Carmen Rodriguez, employee of C.A.S.A. was suspended on July 27, 1979. Pursuant to Section G-3 of the Interim Personnel Policy the matter was reviewed by the Personnel Committee of the H.E.M. Board of Directors on July 31, 1979.

After careful deliberation of all the facts presented, we feel that Mr. Rodriguez has intentionally followed a course of conduct which has severely damaged the C.A.S.A. agency. While recommendations from staff should and are welcomed, such recommendations must be considered in light of what is best for the people that are served and the program itself. Mr. Rodriguez' conduct has hurt both and his activities have seriously drained the time and efforts of fellow staff members from the primary effort of helping those individuals C.A.S.A. is designed to help.

Although Mr. Rodriguez claimed ignorance of the formal grievance procedure in effect and his own duties, his tenure as Coordinator of C.A.S.A. renders this argument unpersuasive.

During the review, statements were made by Mr. Rodriguez indicating that other members of the C.A.S.A. staff supported him in his endeavors. After discussions with staff and one former employee, while separate concerns were raised, these statements were found to be inaccurate.

Accordingly, in light of the conduct of Carmen Rodriguez prior to July 27, 1979, we the undersigned find his suspension to be justified. Please note that this decision may be appealed to the full Board of Directors by submitting in writing a statement of this intention to the President of H.E.M.

Arturo Perez (ASB)

Arturo Perez

Salvador M. Rosas

Salvador M. Rosas

Personnel Committee
H.E.M. Board of Directors

Dated: August 9, 1979

3310 Douglas Drive, North
Crystal, Minnesota 55422

August 23, 1979

Board of Directors
Hispanos en Minnesota
1162 Selby Avenue
St. Paul, Minnesota 55104

Gentlemen:

The community has become keenly aware of the conflict that exists between Mr. Carmen Rodriguez and Hispanos en Minnesota (C.A.S.A.). It is felt that to present this issue to the general public can only be detrimental to the efforts of the Chicano/Latino/Hispanic community.

Some examples are:

- 1) To hang dirty linen in public as is now happening will set the social endeavors of the Chicano/Latino/Hispanic community back ten years.
- 2) To reveal such division within a Raza agency could jeopardize public funding of all social service agencies serving the Chicanos/Latinos/Hispanics, as well as public confidence.
- 3) It could also have an adverse effect on the political influence that has been attained by the Chicano/Latino/Hispanic community.
- 4) To further alienate and divide the Chicano/Latino/Hispanic community from one another.

It is time for La Raza to mature, to step out of personal resentments and conflicts within our own beautiful people and to deal with issues in a more carnalismo as well as professional manner.

There could be an internal mechanism to resolve this issue (or issues).

One possible way of accomplishing this is to form an impartial, fact-finding, board of arbitration. The findings of the board could evolve into recommendations that both contending parties can abide by. The board can consist of a good cross-section of community representatives or members chosen by each party.

Whichever method you choose to resolve this issue, it is imperative that it be given priority.

Respectfully,

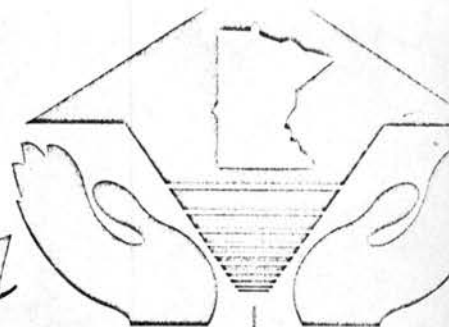


LEE BOWMAN

LB:pc

Hispanos *en* Minnesota

Formerly Migrants in Action



December 31, 1979

Rita Burns
Oppenheimer, Wolff, Foster, Shepard and Donnelly
Attorneys at Law
1700 First National Bank Building
St. Paul, Minnesota 55101

Dear Rita:

I have enclosed a copy of the letter addressed to Lee Gartner, Minorities Coordinator for the State Welfare, Chemical Dependency Division. If you would review it and provide me with your legal opinion on this matter, I would greatly appreciate it. Many of our contacts at different levels within the state have received copies of this letter. I believe the contents of the letter can only add more damage to our credibility and would, therefore, like to explore what legal recourse may be available to us. Based on your recommendations, I will confer with the Board of Directors to decide upon a plan of action.

Respectfully,

RICARDO FLORES
Executive Director

RF/km
Enclosure

Board of Directors
Salvador Rosas
Chairperson
Manuel Cervantes
Vice Chairperson
Francisca Vega
Treasurer
Irene Bethke-Gomez
Secretary
Maria Castor
Mary Head
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Serving Minnesota's
Largest Minority
Hispanics
Latinos
Chicanos

Ms Lee Gartner Minority Coordinator
4th Floor Centennial Office Bldg
St Paul MN 55155

December 10th, 1979

Dear Ms. Gartner

The Chicano Community Committee 871-4229 requests your support to halt the fraudulent exploitation of chemically dependent Chicanos by Hispanos En Minnesota Inc. We have witnesses and documents to substantiate our charge that the reports filed by the public funded agency have been grossly over-inflated. Efforts to have our allegations addressed have met with strong resistance by the responsible authorities, therefore, we are contacting individuals, like yourself, to enlist their help in correcting a situation that does a disservice not only to the Chicano but to taxpayers, public officials and to workers in the field of chemical dependency. Contact RCMH 298-5630

In part, the failure of Ramsey County Mental Health Department Latino Div., to provide adequate monitoring allowed the highly questionable data submitted to manipulate dispersment of funds now amounting to half million tax dollars. The consequences to chemically dependent Chicanos of this "paper program" has been severe underserving.

We, of the informed Chicano Community Committee, strongly urge your support of the following suggestions:

1. That the allegations of fraud be investigated. No other action will give better assurances of services to clients than an impartial accounting of contract compliance. As recently as November 9th, 1979, the program director stated under oath that the fraudulent duplicate counting of clients is still the ongoing practice.
2. That the person directly responsible for monitoring the Chicano CASA Program NOT be politically involved in Chicano affairs. The Latino Program has not been able to perform this function effectively over the past four years.
3. That the agency, Hispanos En Minnesota Inc. no longer be selected as the vender of services. A recent program review describes its staff and services as "confused (298-5630) The recent Legislative Audit Commission (296-8503) describes the program as "problem ridden", the Chicano population's rejection of the shoddy services offered underlies the agency's need to resort to misrepresentation.

At your service;

Carmen Rodriguez

Carmen Rodriguez, Chicano Committee Chairperson
2417 10th Avenue South
Minneapolis MN 55404
871-4229

RAMSEY COUNTY
MENTAL HEALTH BOARD

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Department Head



Ramsey County Mental Health Department

MEMORANDUM

TO: Roberto Avenia, Deputy Director

FROM: Roy Garza, Clinical Social Worker - Latino Program 298-4665

RE: Status on CASA - Quarterly Report

DATE: November 21, 1978

As you are aware, September 30, 1978, marked the end of Migrants In Action - CASA first quarter activities through the Governor's Bill on Chemical Dependency. **CASA Program: 227-0831**

The following is a brief summary of the status on the progress toward the accomplishment of the quarterly goals as specified in the purchase of service agreement. This information can serve as a guiding post to assist you in the management and direction of CASA.

Of the total Chicano/Latino clients serviced through assessment, intervention, advocacy and counselling -

Ramsey County

- a) 59 received services through
group contacts Quarterly Goal: 54 (Exceeded by 5)
- b) 35 received services through
individual contacts Quarterly Goal: 30 (Exceeded by 5)

Hennepin County

- a) 26 received services through
group contacts Quarterly Goal: 27 (Exceeded by 1)
- b) 15 received services through
individual contacts Quarterly Goal: 15 (Goal attained)

Out-State

- a) 35 received services through
group contacts Quarterly Goal: 9 (Exceeded by 26)
- b) 5 received services through
individual contact Quarterly Goal: 6 (Goal unattained by 1)

MOST FIGURES WILL PROVE TO BE INVALID OR
DUPLICATE COUNTING.

MEXICAN-AMERICAN - Migrants in Action
January 1 - March 31, 1978

GOVERNOR'S BILL QUARTERLY REPORT

1. Goal/Objective (As specified in contract)	2. Quarterly Performance Expectancy			3. Actual Accomplishments For Quarter	4. Cumulative Accomplishments Toward Goal/Objective	5. Comments
	Minimal	Goal	Maximal			
1. Counseling to 200 Chicanos/Latinos	135	153	180	25 individuals 63 in groups = 88	225 - 97 individuals 128 in groups	Accomplished and exceeded by 25
2. 40% Accept Referrals	54	63	72	20	90 - 93% ?!	Above Target
3. 30% Hennepin County (60 people)	45	54	63	4 individuals ?	11	20% of goal accomplished
4. Process to be developed for Albert Lea, etc. areas	Contact Out-state treatment centers	Presentation to groups	Network developed	Presentations made to groups throughout state	Presentations made to groups throughout state	On Target
5. 30 Chicanos/Latinos to receive counseling intervention outstate	18	27	36	5	7 ?	25% of goal accomplished. Data system not totally openable. Discrepancy between these figures and Walker form counts.
6. 100 persons from Churches, Civic Groups in depth education	50	75	100	161	176	Goal accomplished & exceeded by 76
7. Education to 75 social service providers	63	72	81	26	112	Accomplished and exceeded by 37
8. 500 Chicanos/Latinos in depth education on C.D.	378	405	450	1,000 ??	1,433	Easter Dance Activity Walker Form - 1,000 C.D. presentation conducted at that time
9. In depth training of 100 C.D. specialists	63	72	90	53	118	Goal Accomplished
* Additional Activities						
OVERALL COMMENTS: Goals - 1,6,7,8,9, have been achieved for the year. Goals 2,4, are progressing on target. Counseling efforts to outstate Hennepin clients (265) need lots of attention. Overall effort is commendable.						
				Counseling to 21 non-Latinos 61 limited contacts 15 subsequent referrals	Counseling to 23 non-Latinos 106 limited contacts 39 subsequent referrals	

PURCHASE OF SERVICE AGREEMENT

THIS AGREEMENT, made between Migrants-In-Action, Inc., 1162 Selby Avenue,
St. Paul, Minnesota 55104 (now named Hispanos En Minnesota, Inc) 646-4566

hereinafter referred to as the "Contractor", and the COUNTY OF RAMSEY, STATE OF MINNESOTA, hereinafter referred to as the "County", by and through the Ramsey County Mental Health Department. 298-5630

W I T N E S S E T H :

WHEREAS, the County, acting through the Ramsey County Mental Health Department, has a responsibility of coordinating chemical dependency programs in Ramsey County and may, under the authority of the Ramsey County Board of Commissioners, enter into contracts for the provision of services, by public and private agencies and organizations, and

WHEREAS, the State of Minnesota has made available funds for the provision of services related to the prevention of chemical dependency, facilitation of gaining access to care and/or the provision of care to underserved populations, and

WHEREAS, the Contractor has agreed to provide chemical dependency services under the conditions set forth,

NOW THEREFORE, in consideration of and in reliance upon the mutual covenants and agreements contained herein, the parties hereto do covenant and agree as follows:

1. TERM AND AMOUNT OF AGREEMENT

In consideration for the cost of this Agreement, not to exceed \$146,519.00, the Contractor agrees to provide services on behalf of the County. Such services shall commence on the 1st day of July, 1978, and terminate on the 30th day of June, 1979. X 4

2. SERVICES TO BE PROVIDED

In order to provide services to the chemically dependent Chicanos/Latinos, Migrants-In-Action will provide outreach, advocacy, identification, intervention and counseling services on behalf of the Chicano/Latino population in the State of Minnesota at the following levels:

- a. A total of 550 Chicanos/Latinos will be serviced through assessment, intervention, advocacy and appropriate counseling services for the abuse of alcohol and other drugs.
 - 1) 350 persons of the total will be serviced through group contacts.
 - 2) 200 persons of the total will be serviced through individual contacts.
 - 3) 335 persons of the total will be Ramsey County residents.