

TAPE THREE

JOSE VILLA- ORAL HISTORY

Question: What do you know about the conception of the Mexican-American political association, MAPA?

Jose: I started working with MAPA in Phoenix and there was a lot of activity in Phoenix from MAPA and the G.I. Forum to get some funding or to try and get some funding for job training programs. So, a lot of the activity in terms of leadership and in terms of the needs of Chicanos came from MAPA and the G.I. Forum. And I helped draft a proposal to get some of the first manpower training funds to look at the needs of the inner city residents in Phoenix, Arizona which was a very heavy Chicano ?? and I worked directly with MAPA, in MAPA organization and G.I. Forum and their leadership. Julia ??? and her husband, I remember those names but, they were heavy into MAPA. And on the G.I. Forum, there was ??? Revera, that I remember and some other people, but, what I'm saying is that we needed some kind of a political groups or organizations that said, yea, we support getting manpower training funds for Chicanos and they

were at the forefront of really... manpower training program funding. In Phoenix. I don't know about here.

Question: How was it founded?

Jose: I'm not familiar with the history of the early founders of MAPA and the G.I. forum. So I can't give you names or dates as such. I can only tell you that I worked with the organizations that were there.

Question: But, what was its goal?

Jose: The G.I. Forum goal was really founded around the Little School of 400 as I mentioned. I think it comes from Dr. George L. Sanchez in Texas. And their concern is always focused around educational programs for Chicano kids. And the Little School of 400 and the G.I. Forum really was the prototype model for the HeadStart programs and the poverty programs. And the G.I. Forum here in San Jose has been maintained that kind of focus and still gathering monies and allocating funds for scholarship for Chicano students to go to college and to help with their school.

Question: How about MAPA, what was its goals?

Jose: The goal was really to focus more on political influencing, political process, trying to get Chicanos interested in running for public office and finding out for public elected officials, ??? issues affecting the Chicano community. So it was really more a politically oriented organization to attract Chicanos into the political arena. To get people elected to school boards and to other public bodies, to train and prepare people to go into public bodies, that's the whole thing. That's why it's called the Mexical-American political association.

Jose: So they strictly dealt with just politics?

Question: Politics, just in terms of influencing the actual political arena. Both in elected matters but, also on issues that politicians were looking into, but, I think also just in generally in benefitting and helping the cause of the Chicano community. That's why, they, I think saw that they could influence to some degree the decisions..... they saw that as really a training ground. People without jobs don't get advanced and without jobs don't go to school and things like that. One follows the other.

Question: Were you ever involved with them?

Jose: I helped them write proposals to get ????

Question: That was it?

Jose: Pretty much. I had been a member off and on and currently I'm not a member of either one.

Question: Do you know about the conception of Mexican-American Community Services Association. MACHA?

Jose: MACHA was founded in San Jose, in Santa Clara County by Lima Lopez? ?? , a guy who came here from Colorado. And MACHA was founded under the auspices of the United Way of Santa Clara County because in Denver. And Lima Lopez brought this experience and this knowledge. There had been a Chicano based community service agency, he helped to get started in Denver, Colorado under.. with United Way funds. United Way sponsorship. So, when Santa Clara county tried to get a similar operation going, he heard about this place, I guess they came together and Lima was hired to help to get MACHA started as the United Way Agency and that was before my time also. Because back in 1964, 65, the reason I say that or maybe even earlier, '64, it's because Lee ?? been here as Director of MACHA, five

years and he was an older person and went back to Colorado because of family and illness and other people continued the work of MACHA. I know a guy named Pete ??, Director of MACHA, ??? Alvarez was Director of MACHA, Leo Revera ???, was Director right before me and then I became Director of MACHA in 1973. And I was Director for six years.

Question: What were their goals?

The goals were very broad. The mission of MACHA was to provide assistance to the Mexican American community of Santa Clara County. And to provide assistance in all areas of social need including education, housing, health, employment, etc. But, it focused mostly on youth services. If I'm not mistaken, Leno ?? helped to establish MAYA group through MACHA. And MAYA groups in couple of the high schools. I don't remember... I don't know if my memory is correct in this but, I think Leno helped form a MAYO group at LICK High School and maybe San Jose High School, but, it was through Leno and his efforts through MACHA that MAYA groups were established at the high schools cause part of their emphasis or focus was around youth and their education.

Question: Could you tell me a little bit about your tenure as Director? What issues came up? What was done?

Jose: Six long years. It's going to take a long time. That's a big chunk of my life.

Question: Pick the important points.

Jose: As I mentioned when I first came to San Jose, the first thing that I first heard about was the remarks by Gerry S. Sarden about Mexicans possibly being just like animals who should be killed. At MACHA, at that time, 1969, it was my first, when I first bumped into MACHA, organized people to protest against ??????. So that was my first knowledge of MACHA. I had heard about the agency. But, in the meantime, I was hear at San Jose State and then I moved to San Jose Unified for two years and that was.... I was at San Jose Unified from 1971 to 1973, then some people came to me and they knew that I had had experience working for United Way in Phoenix, Arizona and that I had ??? a Chicano agency organized through United Way over there too. Just like Lima had done here, I had done in Phoenix. So when the ??? I worked for, was very directly Jack ???, Jose Carrasco, knew about me and knew about my experience and they knew that MACHA was starting at that time.

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MACHA ?? United Way allocation of about \$95,000 in 1973. That they had somehow not adequately accounted for some funds they had received from Model Cities or some other agency. I'm not quite sure which agency at this time. So they were in a bad shape and they only had five staff people. So ??? your kind of help. I think that the question has to do with MACHA and my tenure there, the period of time I spent there. I went there actually to work in August of 1973. And I went there because, as I started saying last time, people knew of my past experience with United Fund, United Way, in Phoenix, Arizona where I had had the Chicano organization started and then MACHA was here too, which had been helped to get started by Lima Lopez and there were several Chicanos that had occupied the agency before me. I know that Leo Revera?? was the Director, right before I took it over and then there was ???? Alverez and then there was a Pete Silva and I can't remember anyone else, other than those three before my time. Other than Lima, Lima been about five years including the agency I start with. The agency was established originally from the mission and the charter that I remember, the bylaws and its nonprofit corporate standing, it was established specifically to address and to try and find out what the needs of the Mexican-American community were in Santa Clara County and it focused very strongly around youth. Types of services and programs. It focused strongly on these

services and programs because, Lima Lopez that helped develop first MAYO groups in the schools, Mexican-American Youth Organizations. It had a lot to do, of course, at that time with how the schools were treating Chicano kids and punishing kids for using Spanish and high drop-out rates and things like that. But, it also addressed other major issues, as I mentioned in some other part, the issue that they were addressing when I got here in 1969 was surrounding this Gerald S. Sarden Superior Court judge who had made some very racist remarks against Mexicans and I won't go into it because that can be covered by someone else or I discussed it earlier. It also help support the Community Alert patrol and the Community Alert patrol were people who were documenting the activities of police brutality.

And I remember that one of the issues that MACHA faced with United Way for supporting Community Alert Patrol was that United Way threatened to cut them off and the police threatened to stop giving contributions to United Way which continued to support MACHA. So, I guess what I'm indicating is that MACHA had already assumed an activist role to advocate a social justice for Chicanos and to develop programs and services which institutions that ??? weren't addressing. The needs of the Chicano youth. So, when people came to me and said, Jose, you've had experience in this area, why don't you take a look at

it. I did and I decided to move from San Jose Unified there and I was particularly interested in moving out of San Jose Unified because I had blown the whistle on them; how badly Chicano kids were not.. were being treated and how ineffectively they were in reaching Chicano kids at San Jose Unified. So I became in effect, a whistleblower, you blow the whistle on somebody they don't like you around. So, I decided I could be more effective some place else and MACHA was the place. When I started there MACHA had a budget of about \$95,000 from United Way; it had five or six staff members and they had just lost some funding from some program....Model Cities or something else. So they needed somebody to rebuild the Board and to rebuild the agency and to try and get more funds from United Way. That's what I started with. And I left there six years later, we had a budget of almost a million dollars, 60 staff and we had programs and services that we had developed in a six year period that had consisted of anything from Los Amigos, which was a program for elderly in Gilroy, also the ??? Daycare program and daycare for migrant workers in Gilroy. We've help develop the greenhouse project for ??? Daquez and his campasinos in South County; Jack ??? had developed the Casa Libra for ex-offenders which he still continues to head as a separate agency and is very successful at that. We developed MACHA law clinic because we found out that every day of the

week, almost, there were Chicanos walking into our doors, with some kind of legal hassle, repossessions, being hassled, gas turn-offs, evictions and you name it. It seems that every Chicano family was running into some kind of... so we established a MACHA law clinic. And we continued programs and services for youth in the schools. We got...we even had an organizer that helped organize teachers in Morgan Hill to look at the fact that the school teachers were not being organized. When I say an organizer, it's someone from ??? foundation; it was Steve T???. We also, got a good Board of Directors. We had on our Board of Directors people like Dr. George Castro, IBM, Dr. ?? Sanchez, who was then Dean of the School of Social Work. We had Chicanas that were working ?? right now, I'm kind of blocking the names, but we had a Chicana manager from Hewlett-Packard. We also had ??? Gonzales who is now the current Director, who was on my Board. I recruited her for my Board. We had, as I indicated, an Advisory Board, one of the things that I saw at MACHA, was that although we were established to serve the Mexican-American community and all of our Board members were Chicano; I felt it was very important and we needed help from the broader community that power community establishment was people that were simpatico; were willing to help us to also serve as advisors, as executive advisors. So I developed a little group of executive advisors and

they included people like Wayne Kingsbury who was then the District Manager for PG&E, as an executive advisor. Jeff Bryant who was a manager for IBM. D??? Mac??? who was then on the Board of Supervisors. Diane, I forget her last name, there was a Diane, a lawyer with the City, legal Dept. So, what I guess I'm indicating is that I reached out to enlist the active support of significant leaders in the majority community, the gringo community to also... that were supportive of us and that were simpatico and that were knowledgeable about the needs of the Chicano and yet.. we'll help the way we can. We'll ????? , lend support, we'll raise money for you. We'll lobby for you, whatever??? And our job became,... we did this because a lot of people wondered how can Jose sit down with people from PG&E, IBM and those people that oppress our people, people have these stereotypic images of some of the corporate attitudes towards us and they were accurate in most of their things, but, what I recognized was that there were good people in all settings. And I reached out to find them to enlist them and to have lunch with them and break bread with them. Make small talk and get whatever it took to get them to come around, so we could show the broader community that we were not just nationalistic or ethnocentric. That we were concerned with working with other elements of the community. I also reached

out to major groups and organizations. Like the League of Women Voters, like the Sierra Club, like the Junior League.

Question: What role would they have played?

Jose: Well, again, I reached out in terms of informing them about the work of MACRA. About getting them to help us with fund raising, about getting them to also help us to understand what the need of the Chicano community were. You see, one of the important roles, I figured I had to play, not only myself, our Board of Directors and myself, was that we had to inform and educate the broader community about the needs of the Chicano community and no one had really worked at that before me to my knowledge. They stayed within the community only. I reached out outside the community. I reached out in an educational format. Informational format. To raise the consciousness and to find out who would be willing to support us. And be with us on the key issues. And if you don't reach out to these organizations.... what I knew about these organizations, I learned very well from my experiences in Phoenix is that in order to get to the people who make the critical decisions, like in United Way, like in the City Council and the Board of Supervisors, one way we had been used to from the '60s was to go and confront them in public meetings. But,

another way in process terms, in planning terms, in organizing terms, is to appeal to their good will, to appeal to their social conscience, to their sense of justice. And that's what we have to do. And that's what I set out to do through these groups and organizations. And that's what, I think, that some of the people who knew me, knew I had done in Phoenix and needed to be done here. So, obviously, it worked. We went as I said, from a \$95,000 budget, in six years, to almost a million dollars budget. We received a lot of support.

Question: That's how you're so effective, huh?

Jose: Well, that's one way. As I said...

Question: What were other strategies used?

Jose: Well, other strategies were confrontational? We... the most confrontational, I had to keep, it seems to me that in strategic terms, the one hand we have set goals for an organization, that everybody agrees are necessary to reach. How to get there is another matter. And so I saw that from a standpoint of tactics and technique, strategies had to emerge that included the active assistance of a broader community and also had to do with justice or educational or??? housing.

Question: Specifically?

Jose: So in that regard, we had to reach to other constituent groups that had similar concerns and the work that needs to be done there, you see, is .. entails a negotiated process. And what it means is that when you have very limited resources, what I would call the gringo game was, that they would throw the bone out for minorities to fight over. And I saw that. And I had experienced it in Phoenix and in Albuquerque and in other places I worked. So, what I did was I went and set out to identify key actors in the community who has similar concerns. But also key actors in the Chicano community who might be willing to work with those other key actors in the outside community. You start matching people up. You start developing relationships. You start sharing information and in that process, there's always going to be testing and finding out and checking each other out. But in that process, you got to have people feed back to you, how they are coming along with other folks and whether or not there's trust being built. Whether or not, there is relationship and respect being built. And when we saw that people were willing to work and trust and respect, it started some good relationship building.

Question: So actually networking?

Jose: Network, what you call networking, yea, it's what I call relationship building, but, it's also something else. When you start competing for limited resources, you have to again start thinking of trade-offs. And you have to give up a little of something to get something else. And somebody may be willing to give up a little something to get our support on some things. So we started that by working with some of the Chicanos that sat in on different Boards and agencies, too. With the manpower Board. Cause manpower training and jobs was a big issue and still is for Chicanos. But at that time, we did have some good monies coming through CETA and through the manpower training act into the whole arena of job training and job placement. So some of us sat in on key Boards and key committees that had to do with manpower training. And then through those of us that sat there, then we started talking to others, the nonChicano, that could help us in negotiating how to get funding and how to get priorities for projects that we thought were important to us. So that process, what I'm saying is that process was really pushed out of MACRA because through our Board of Directors and through our staff, people like ??? Maria, and Jack ???, and Umberto Garza was there for awhile and ??? Reno was there for awhile, we had other people that helped us and so,... we covered

different bases and we then shepherded, we staffed certain ??? to make sure that people were communicating together on information and basic research in a way, but, it's also relationship building. Then, that would get to us to understanding the broader picture, how you negotiate the pieces of the pie. So that you bring it together. That's called strategic planning. That's called developing strategic relationships.

Question: So it based more on inclusion instead of exclusion. And it's a power building process.

Jose: Quite frankly, MACRA became a power base and it became a very influential power base. We hadn't seen an agency develop that much power, or be that influential before or since. That is one thing that we did do. A powerful agency that influenced many, many levels of the community, both within the Chicano and outside the Chicano. Now, there were several instances where MACRA played a key role in confrontational matters. I was already talking about that. One of those had to do with the killing of Denny ??? in 1976. That was January 22, I believe, of 1976. And that was a very key issue because of police brutality and ???? and this and that. And the Conferation de la Raza knew this specifically, ???? Garcia who was then the President and then Jeff ???? , who was working

with her and was former President. Both came to me and said, right after the killing, and said to me that it was very important that I attend the meeting at Gualalupe Parish to see what we could do about this matter. And they wanted me to work with the Conferation and bringing together people that could help address that issue. It was a critical issue because in a span of seven years there had been fifteen police homicides in San Jose and of fifteen police homicides, eight were Chicano, six were black and one was gringo and so, Benny ??? was the Chicano that was blown away by two cops and he was unarmed. It came to the ??? community, both scared and also I think reaching what I would call a, conflagration point, a flame point, because when people are really scared, it's like a desperate person; a desperate person commits means. And it was at that stage for maybe, things were really ????? and I was asked to intervene with the resources of MACHA ???.

Question: What were the circumstances surrounding his death?

Jose: He was a Chicano that had been at a tavern and had gotten drunk, quite frankly, went to his ..., went to his girlfriend, he was a married guy but, he had a girlfriend... he went to his girlfriend's house and got into an argument with her, told her to get in the car with him, went down the block from where she

lived on Ruzerais, not far from here, and just was beating her up for, really yelling at her, the mother of the women called the police and said that her daughter was being beat up by this drunk guy. And he was in an older Lincoln car parked down the block. The police came there, one parked in front of him, one in back, asked him to get out and he wouldn't. The girlfriend was right in the front seat, of course, and he was slumped over the driver's wheel because he had been drinking so much that he was just out of it. He was slumped down with his hands hanging on the front of the seat and then the.... the one cop was, with their pistols drawn, one from each side of the car, pointed toward him and at one point the woman jumped out of the car, opened the door and jumped out of the car to the right of the car and he was slumped over with his hands in front of the seat and he was.... and the police say that he brought his hand up as if he had a gun in it... and they thought that he was going to shoot her. And they both shoot at the same time and killed him and what he was doing probably was reaching out to grab her to keep from going out because there was no gun. But, they were quick on the trigger and that incident, described that way, even in the Police Report what was what set the community on fire. And as I said, it was because it was the fifteenth police homicide in less than seven years. And no policeman had ever been found guilty and then people were experiencing a lot of brutality and

so, what happened was fear of the police and police also were afraid of Chicanos and that ???? thing.

Question: Why would they be in fear of Chicanos?

Jose: Well, that's a good question, they just... it has a lot to do also with the fact that there have been gang activity and other activity and they felt might be related to it. They claimed that he had been into drug dealing too, and other things which were never come out if they were true or not.

Question: And that was never proven?

Jose: No. He had been around and he was not with his wife and this and that, so he may have. They may have had some things on him. I don't know. We don't know. But, we do know that ???? and that he was the 15th ???? that's what we do know. So anyhow the community was very upset. There was a big meeting that took place the very next night at Guadalupe Parish. I was there, a lot of people were there, about 400 people were there.

Question: That's quite a group.

Jose: 400 people showed up. And I was there because some of us... all of us that were there were really tired of what the police were doing to us. We wanted to do something about it. But, I saw at Guadalupe Parish were not a bunch of radical Chicanos with red bands around there heads. What I saw were fathers and mothers, older people with babies in their arms saying: Why ???? They're killing us; they're beating us. We are afraid of the police and this is not right. This is not just. So there was real concern. There was also some radical types and were saying, let's go after those cops and let's hang them up. That's what they do to us. So, there was a situation where you have two extremes. And what happened out of that ??? is that they appointed a committee of 9 people to investigate and to direct the communities effort to addressing the injustice of police brutality and police ???. And to confront City Hall and right there on the spot, we decided we would have a big march on City Hall, the very next Tuesday. And we did. About 5000 people. And the subcommittee appointed me as Chair and Henry Gage?? as Co-Chair, and Henry Gage is black. But, it had to do with the fact that police still ???? black who was a Manager at IBM, a business person and he was beat up with tire irons and also with police dogs onto him. But two off duty policemen and they beat him up and killed him too and a very brutal way because they claimed he was in dope, or selling dope, but, the

fact of the matter is that he had been seeing a girlfriend of his wife. So the black community was very upset and there had been a big reaction to that too. ????? and before that there was not a Chicano that was blown away that hijacked a plane and he was killed by a sniper, a police ???? or sharpshooter. So all these things led up to this ??? incident and the question did not become one of ????? was or was not dope trafficking or whether he was or was not f??? or a married man. The issue was the fact that police were too quick on the trigger. That they were being brutal to Mexican people. That their form of control was force and violence.

Question: Shoot first and ask questions later?

Jose: That's right. One of the people who was killed, one of the first people who was killed by police and ??? was a guy named ????? and I forget his.... anyhow, he was a cripple. And police had stopped him at a car on the freeway and he had gotten out of his car and because he was walking away from the car, they shot him in the back, and he was running away. How could a cripple run? So, all of this lead to some very tense feelings and the fact that something had to be done finally. And that's what we took on. On a confrontational basis. Goddam it, ????? And we went to City Hall and I had a speech I gave at City Hall that

?? Mendoza and ??? that what I had to say was recorded as written and there are tapes on City Hall. There are reports on City Hall too. News reports... that incident got a lot of press coverage, lots of press coverage and we wound up going before City Hall for fifteen straight weeks until we had some assurances that there was going to be some justice carried out. And we had demands that we had on City Hall.

Question: Do you recall the demands?

Jose: Well, I'm not sure that I recall all the demands but, I have a list... the big row we had after that first initial confrontation at City Hall and then we organized another march. A big march. We were seeking justice for ????? it says here. And our demands were 1) that we jail the cops that killed Denny ??? and set \$100,000 for each, we said \$1,000,000. 2) Have the District Attorney prosecute them for murder, 3) we want an independent investigation and access to evidence 4) payment of damages to ????? widow and children, 5) independent autopsy and blood analysis, 6) complete review of police training procedures, 7) an open Grand Jury hearing, 8) San Jose City Council was asked to seek removal of a biased Grand Jury member, such as Tanner?? and Barton Cons??? who are former police officers, 9) establishment of a citizen police review

board. Now those were the demands and some of them are impossible. But, we had to make it and see what we could negotiate.

Question: Still had to make a statement?

Jose: Sure. And a lot of that stuff we got. And we sure had a lot of respect, we developed a lot of respect very quickly for the work we were doing.

Question: Who was Mayor at the time?

Jose: Janet Grey Hayes was the Mayor and she had been quoted in the paper as saying the most difficult part of her administration was this police killing. It was difficult for her because she herself was not used to being confronted and handling issues of this type. But, Al Garza was on the City Council at that time, Susie Wilson was on the City Council, Larry B??? was on the City Council and he's a former policeman. I'm saying those things because one of the things that the City Council established right away was a subcommittee of the City Council to work with our executive, what we call our steering committee, our committee of nine in looking at what things we needed to understand and give most attention to because of the

severity of the situation. So we had sit down with ??? and Al Garza and Susie Wilson and then we walked out on them too, because we felt that it was just a ploy on their part to stall and to let the people get calmed down and ??? anything. And so we told them to go to hell, basically. And decided that we wanted to... we would not...what they were trying to do also was to keep the people from coming to the City Council meetings every Tuesday, because we were totally disrupting their lives. And so we saw that right away. So we decided to tell them that we decided not to meet with them and to kept going to City Hall Council meetings until they did something more specific.

Question: So how was the issued pursued?

Jose: We kept going to City Council, I remember that we kept asking also as a demand, public demand, but, it's not listed here is the firing of the Chief of Police.

Question: Who was?

Jose: Who was then Bob Murphy. And Ted Tadesco was the City Manager at the time. But the other thing we did was that I meet with Ted Tadesco, me and Henry Gage or whoever could get rid of???? to meet with City Manger and City Council meeting

and formally just to keep communications open. And I know that Ted Tadesco at one point told us that we shouldn't keep asking, demanding ??? for the head of the Chief of Police because he say no self-respecting manager is ever going to bow to any outside pressure for either hiring or firing key people, so we talked about that through ourselves and at church meetings and the next we went to a City Council meeting, we did make a demand for the firing, but, it was not for the Chief, we asked for the head of the City Manager.

Question: That must have been interesting?

Jose: That was, and, we had fun with it because everybody loves when ????? we listened to him all right, we didn't ask for the head of the Chief of Police so ????? for this. And that left him ??? to fire the Chief which happened later.

Question: How so? I don't understand.

Jose: The Chief of Police was in a weak position. One of the things that we found out from our own investigation was that, and it was obvious too, that his officer association had him under their thumb. Like on assignments for police beats and this and that. The police union, peace officer association, established

the criteria for who would get those. And it turned out that most other people who would get the key choice assignments were white cops. And we also knew that there weren't enough minority cops or women there so, a lot of our demands that we put up, resulted, for instance, in negotiating with ??? affirmative action hiring of Chicanos and women and minorities. They also negotiated that the internal affairs division of the Police Dept hire a Chicano and be taken out of the Police Dept. And that the training of police officers in the academy include a lot of cultural training and sensitivity. So we got a lot of concessions out of the demands, but, most of all we got the Chief of Police fired.

(end of side one)

Question: So you mentioned that you asked for the head of the City Manager?

Jose: Yea, and then got the Chief of Police.

Question: How so?

Jose: Well, as the City Manager said, as soon as we took the heat off of asking that we fire someone, ???? his firing, he was free to move on the Chief.

Question: I don't understand how that would work.

Jose: Because then he himself had... was free to reveal some of the information he had on Bob Murphy that he considered in the management and evaluation sense that he was being ineffective, such as his manner of succumbing to the peace officers association criteria for assignment of beat officers and other things. He saw that, of course, that he was being effective because in a management sense, he also don't bow to the wishes of your employees. You do what is right. Not what appears to be right to other people. What I'm saying is that internally he already had collected information on the Chief's ineffectiveness but, politically, he could not bow to the pressures from the outside which ??? fire the son-of-a-bitch. So by asking for his head, he was free to carry out his own actions.

Question: OK, to justify his own position.

Jose: Otherwise, politically, he would have seemed to... because he was set to fire him anyhow. But, politically because we were asking for the head of the Chief of Police, it would seem as if he had bowed to our pressure, instead of using information that was gathered already on his ineffectiveness.

Question: OK, I understand.

Jose: So, but, I hope you see through this. That other people had to know is that for me getting in public confrontations and when you get into negotiating, you have to understand how the systems work. How decisions are made. Not only dynamics, the procedures. The ??? as Olinski says if you're going to play the game, you got to know the rules. And you got to understand how to use those rules against the man himself. To make him live with his rules. That's the point here. That we saw, the dynamic. Basic principles.

Now I can continue on Trevino?? there were a lot of other things that happened. The reason that we were effective is on the one hand, that we got the Chicano community organized and organized to make peaceful demands, to march, to observe their rights on freedom of assembly and to register grievances. Freedom of speech, etc. But, along with that and because of...

some of us... I had been on the Grand Jury, I knew there workings of the Grand Jury. I knew the workings of the District Attorney. Then again, it gets to understanding how systems work and so that's where, I shared this information with the committee of nine about working with the systems and others did to about where they worked. Like we had people, ??? over the County, that understand the workings of the County, the City and so one thing we did very effectively is that we gathered information and we organized a committee of nine very carefully.

Because it wasn't just a matter of Jose Villa being in a leadership role. It was because Jose Villa worked with a group of people. We had a leadership of nine that were then.... that then assumed specific responsibilities to cover different basis. And Sophia Mendoza was a member of that committee. And Sophia Mendoza was totally responsible for the community organizing activities. Like finding people to develop leaflets for the marches, to inform people about whatever we want to inform them about, to distribute them to the community and then we had somebody else that was responsible for communications that we issued public releases that would develop information through use of the media, to keep the media informed about what was going on. We had another

person responsible for fund-raising. Because in order to put up hundreds of thousands of leaflets and this and that, we needed money too. And we couldn't use, for instance, although it worked at MAXCHA, we couldn't use resources that could be seen as coming out of public demonstrations and things like that. We had to be careful about how we associated our individual professional roles to this very public kind of activity.

Question: That was one of the questions that was on my mind. Being from my understanding, MAXCHA, is supposed to be nonpolitical, yet and in reality, it was, how so did that happen?

Jose: Well, for one thing, I took a leave of absence. On the other hand, I still was influential in the decision making. With all that was going on. So there, it all gets to a whole understanding about of playing formal and informal roles. And how they are played and how you stay out of conflict situations. I mean, in role playing, in conflict in role playing, ... and it had to do very..... the streets. ???? And those are kind of things that we to do very discrete. Those are the kinds of things that we learn from each other and again in, how we carried out our planning and organizing within the committee and spread that out to other groups. For instance, one of the things and I have ??? , we all turned to people outside for advice, especially someone with his

stature, with his knowledge and with his experience. Cause he had been in early organizing stuff for farmworkers and international confrontations. So advised on handling some of the stuff. And so did others, like Jose Carrasco and Jack ?? , I stayed in close touch with people that were not directly into the heat of the conflict, but I learned a very valuable lesson from those people. And that is when one of us is into the heat of conflict, some of us have to stay outside so we can look at things dispassionately. At a distance, so we can be more objective in looking at what's working, what's not working and what might be better to work. So in that sense a very valuable lesson I learned was to rely on outside sources of counsel and advice and that those people should purposely not be themselves part of the field of conflict. I assumed that ????? . And it's a very valuable lesson to keep in mind because we then had one other person that for instance, was Mary ???? that developed a group of five lawyers, five or seven lawyers that were also on the side, constantly looking at the legal implications of every step we took, so that we didn't have to get into legal hassles. And so, we had a team of lawyers that ???? be sure and have march permit, be sure and have public address system permits, be sure and get the support of this group and that group, be sure and have people that are expert in health care available in case somebody gets hurt. Be sure and have a

group of internal security people around you because you can't trust the cops; you can't trust others. So it was very key that we understand the roles people had played from outside and keeping you legal, in keeping your head straight. And keeping you, in terms of planning and process on line and using.... and keeping your head clear and remembering basic procedures as part of process and the basic underpinning that an organizational approach needs, so what I'm saying is that something valuable, if I were to write this up, and I guess, it will come out at sometime, I hope; that there are some very valuable lessons that we learn and things that came together in this ??????. For one, we did carry out all of this process over ????? out on some very key legal issues on a nonviolent basis. But I want to tell a story about how we kept it on a nonviolent basis because at one of the marches, for instance, we had what we called crazies and the crazies were people from outside like from Black Panthers or the Weatherman who literally wanted to take a gun and shoot the cops or hang them. And wanted to get the people riled up. The other thing about crazies is that you know that there are very radical types that wanted violence to erupt because once violence erupts that's the key thing of anarchy and of other people moving in to say, if you start burning or if you start throwing bricks as was in the case in many instances of the black civil rights movements in Detroit,

New Jersey and other areas. Then you have a national thrust and you have ????, but, not for the cause of settling a local issue but for the cause of other people that were not even Chicanos, but, wanted to use us. And in that instance for their own agenda, whatever that was. So internally, we had to gather that kind of intelligence. We had to pinpoint people who were outsiders or who were affiliated with outside groups and we had to be careful. On one march, I remember one guy saying, let's kill the cop that killed Denny Trevino, an eye for an eye. I personally went to him and said, You stop that shit. And because, we didn't want to get the people excited. You know people drink, a lot a crazy things can happen. We didn't want innocent people to get hurt because we did have the support of the community. When I say community whether because they were really seeking justice and they wanted to do something that would remain for them as a security that wouldn't happen again. So when we identified about five or seven of what we called the radical crazies, I asked them ????? or never again. And naturally, they got there ... I had asked what we called our security guard to come in also. About 18 black berets that were karate experts and people like that and so we sat down at the table and about a half hour later after we started discussing then our security guard came in, our own people, and then I stood up and I told them, Look you sons-of-

bitches, one of you gets out of line, just one, and you bring the ship down, because you don't have to worry about cuts.???? we'll do it. That something people don't know happens in the middle, in back rooms or... We had to establish the basis for what it would take to have nonviolence and we had to let people know who was in control of this total ???? And it takes that kind of stuff to do it.

Question: That's what it takes to maintain the control.

Jose: That's right and people don't understand the extra time, the extra energy, the vigilance and the research, the attention, the critical conditions that make for an effective community organizing process of this kind.

Question: It appears to me that it's not so much the basic issue or events that happened or specific details that need attention...

Jose: But, look at another thing, one of the things that had been discussed and helped bring about the.... a couple of other key things that happened, in the process of bringing people together to address a single issue that was very important to the communities health and safety, other issues as to what people think, why has this happened? And in answer to that question

was it's happened because we're not organized, because we're not driven. What do we need to get organized, we don't have enough city representation. What will it take to have adequate city representation????? We ought to have council districts, and it was out of that area that a lot of support from the Chicano community and the broader community came together around the whole question of council districts and subsequently that ???? too, it was not expected to happen. But, we were able to reach a lot of people both Chicano, non-Chicano about why do these things happen. It's because the community, in fact, is not in control or is not holding public officials accountable for what happened. And we decided out of that group that districts needed to be supported and subsequently ??? . And I say the Chicano, nonChicano community, the other thing we did that I spoke about that MAXHA had been doing, reaching out to the broader community groups, reaching out to... The other thing we did in the communications, we had one person in charge of public relations and part of what all of us did a lot was that we went and spoke to different groups... the Jewish community people, the black community, we went to the Catholic Church group on social justice. We went to Protestant Churches also that dealt with justice. Pretty soon, we had, in fact, organized, informed, educated and brought in a lot of representatives from other groups that were very concerned

that just saw this as a justice issue. And that, this shouldn't be allowed to happen because they became informed as to what happens to the ????. before Denny Colino. And what had happened to all Chicanos and the documentation that Community Alert had gathered and after other peoples saw this, they said, this is not right. We have to support???. So, it took a lot of intense attention, personally, it took a lot of my time. One thing I did about the Valarso??? suggestion, for instance, is that we used to meet like at 4:00 o'clock at ????, 7:00 o'clock, we changed ????. But I would get up at 4:00 or 5:00 o'clock, Friday morning or that evening and I would literally right a report to the committee in Spanish and in English and I would literally have that typed, run off and ready for distribution at the committee meetings to report to them our progress or lack of progress or share with them information that was critical for them to understand, so they would continue to support the work of the committee. That was ??? a very important step in this process that was very crucial. You cannot rely on the public media to report fairly on the Chicano. So we developed our own communications instrument. It was a simple little, one or two page bilingual newsletter. And we used that as an educational tool, too. ??? prosecutor, etc., the Grand Jury is ???, bla, bla, in very brief, short kinds of messages informed the community

about the role of the Grand Jury, the role of the District Attorney, etc, etc, etc.

Question: For informational purposes.

Jose: Yea. So that people would ???? let us know we're trying to reach these people or those people, or look into this area, or kind of, have information about what other people have done someplace else about this. We also agreed we should call in the Justice Department to investigate the situation and ???? all kinds of matters and then we called the U.S. Civil Rights Commission to come in and we got Congressman Don Edwards to make sure that someone came in to listen to us. And things like that, so a lot of things were popping all over and being done. But, they were not by accident, they were planned, they were agreed upon. They had the support of the Committee, the Committee reported to the community. We had ourselves ?????. What I'm saying, is that out of that time of coordinated process, I think we developed better leadership. ???? Robinson?? was one of those committee members and later on she started ???? , she ???? . Jim MacIntere ???? . committee. We had several other people, I'm blanking on the names. I have a lot of written information on that reports that were written, but, I remember, there was a representative from the American Indian

movement. We had Banks, the leader at that time from South Dakota that ????. Dennis Banks was one of our speakers. We had the Rev. Cecil Williams from San Francisco. So we brought in speakers and we kept people informed and we kept them at a high emotional level to satisfy the discontent on the one hand, the anger, to dissipate the anger but, also to channel it. ??? the committee. So all of this happened in that process. And I think I want to say, I personally played a role in another way that the community may or may not have understood. But, I made it my business. I made it my personal responsibility to sit down with key leaders in the broader community. And when I say key leaders, I'm talking about people like Tony ?????, Jack Bunzel, who was the President here. Wayne Kingsberry who was ???? of PG&E. I went to them and I said. Have you read the papers? Do you understand what's happening? They would say Yea, you're doing a good job there. I said, Well, you understand, what it takes to do that kind of work. And, you understand what's really involved? I made it my business, my personal responsibility to inform critical leaders of the community about what I was doing and that I needed their support and understanding. Because I know how those people move in their own circles and I wanted to make sure that the work got out. And the whole process was being responsibly directed and responsibly supported and there was a key issue of

justice and that they understood that. And in that regard, I felt it was very key, so that not only were people informed through the newsletter in our community, but from a bulletin and the broader community for public information but that key leaders heard very directly from me as one of the key actors in this whole thing exactly why it was necessary for them to understand how important of an issue it was. How critical it was and ultimately how important it was to San Jose, not just to the Chicano community. And to their own businesses. To their own sense of justice. That step was something that a lot of people would be very critical about. And very critical because, oh, you're informing them about our thing. Well, it wasn't a matter of informing them, like snitching on what was going on. It was a matter of enlisting again, their support, their sympathy, their assistance, informal. It was going to be very key, like in their arenas and if they're at a social country club setting. If they're at some key business community setting that they would have in their minds what Jose Villa told us about this. They would be thinking about it. If something came up about it, that they as individuals could say, You know, that isn't a ??? issue. It's important to all of us.

Question: Those you say who were critical of your actions, did you explain to them that perhaps you were selective in what you were telling them? And so forth?

Jose: I did explain to the key members of the committee that I'd spoken to key people. And I think they trusted me, but, I'm saying, it's difficult on the one hand to handle something like that that's sensitive within a small and how, if it leaks out, how would it been seen? It appears as if I'm doing CIA type work.

Question: Well, it was no secret that you were meeting with these people was it?

Jose: No. Well, it wasn't a secret, but, you just didn't want to tell people, well I'm going to go visit Tony ???, or I'm going to go visit Jack ???, because Jack' ??? wasn't very popular with Chicanos here either. So, you have to be discrete again, you have to be selective. On the one hand, carrying out an activity, on the other hand, reporting it, and in fact it would been seen as a negative thing. By some groups, like the students on San Jose State campus that were marching on ?????, hoping that Jack Bunzel???. They would say, their reaction would be, What the fuck are you doing, talking to the son-of-a-bitch?

Question: So you took this upon yourself then?

Jose: Yea, I took it on myself, in fact, it was a very important step and it paid off later on and I'll tell you how.

Question: How influential were your meetings with these people?

Jose: I knew how the power structure worked. I know how the power structure worked and that's no big secret either. Because it's in some of the organizing books. Olinski doesn't have this explained as well as Syd?? C in the book, entitled, "Organizing". Syd C?? 's book that addresses this area is called, "People Get Power" and so, all I'm saying is that in any issue that has broad social repercussions, we've got to inform and educate those that are vital to decision making at the high levels. That makes it the establishment power structure or decision making level. And in educating them then you also get them to be informed people. It's the reverse of what we ask for ourselves from the power structure. We ask them to inform us about things that effect us, so that we can decide what's best for us, right? We turn it around and we say, I'm informing them about matters that will effect them or the whole community or their businesses, probably, they will respond positively, they will

see that it is a plus, rather than a minus. So, my feeling about that is that whenever you look at one side of the coin, you always have to look at the other, always. Doesn't mean you have to like it, doesn't mean you have to go with flipping a coin and when you make a decision; it doesn't land the right way, but, it means, you take a chance. ???? And, but, the risk is that there will be benefits, more benefits that will accrue from that, that will come at you from, rather than...

Question: In the long run, rather than immediate.

Jose: That's right. And later on, I'll tell you how this paid off, because there was another confrontation, where I needed the power structure. Out of this one step I took.

Before I leave Denny Trevino, I want to discuss something, a little personal, what did it do to me? And I think, it's important for people to understand to when a person gets deeply involved and deeply committed to this, it takes a tole. It takes a tole on family, it takes a tole on personal relationships. It takes your time and energy away from things that you want to do. Because this becomes a 24 hour job. Seven days a week. And I'll tell you what, I had all kinds of people at my doorstep with all kinds of things, because when you become a celebrity and that's what

happens with a person that's out in the press, out in the media, a lot. That's what I became. When you become a folk hero, people see you as a shining example, there's our champion, people make demands on you. They make a lot of demands; they ??? demands on you. From anything, a little, a couple of bucks, like ??? because of your importance, your influence too. Well, there's other issues. I've ??? issues ??? with anything from, I've heard a lot of people have been hassled by police, that were ??? because they didn't want to get personally involved but, they want me to know, yes, it's true. This happens and that happens. So there were a lot of demands on my personal time; not only at the agency but, on my personal time, as I said, people would knock on my door at all hours and for many, many reasons. But there was also a fact that you get so strung out. Funny things start happening to you. I remember one time, that I got so agitated, so nervous, I didn't know what was happening to me. I almost started trembling. And I went... I was worried that my wife would not see me that way. You have to stay strong. You can't see people in a weak position. But, I know that I literally had to almost go and hide myself and shake almost uncontrollable and started crying. And it's a terrible thing. I don't know what you would call it, if it was a breakdown,

Question: Due to the pressures of everything?

Jose: Sure. It's just all the demands, the pressures, all the shit you deal with, the composure you must maintain, publicly. That takes a toll, that has an effect personally. On family relations, on personal well-being, on your mental health and health, so, all I can say is that happened to me and I've never really talked about it before, but, since, this is a gathering about what happens to a guy who gets caught in this kind of stuff, people ought to know. A lot of families have needs too and that it hurts a lot.

Question: What do you mean by hurt?

Jose: It just hurts. Almost (Spanish) . Everything hurts. It's close to burned out, I guess. I don't know. But, it's a hurt. It's... you feel very tired. Sometimes, you feel like screaming at people, leave me alone. I've had it. The point is, I never did that. But, I went through so much shit. I just ??? that ??? And the only thing you have to lean on, quite frankly, my wife was there for me, my family was there for me. I'd scream at them. You'd start screaming, leave me alone. The only people you can holler at is your own. Your wife and your kids, on the one hand, you want to be available to hug them, to love them, to be there

for them. On the other hand, you got too much demand from the outside to be available for them. So the only thing that you can say is, leave me alone, I need a little rest. Sometimes, you scream at your loved ones. The same things happen with personal relationships. you want to tell people, I'm tired of hearing your voice. It's just like a bell; it's something that sets me off. Get the hell out of my life. And so what I'm saying is that it takes a lot of... not only understanding, perceptiveness; it takes real love and respect, too to support somebody in that position and ??? People should say, let's give Jose his space. Some of my friends did that for me, but, ??? close friends.

Question: Those who understood what you were going through and experiencing.

Jose: Sure. I wanted to, while this was fresh in my mind, I wanted to discuss, how my relationship building and informing some key people in the establishment thought??? the Trevino incident was important. Not only was it important for them to support. What it turned out was... my gamble was that if they would support us in our demands with the City Council on some key things, I'm sure that in their circles, golf playing, card playing, social hour or whatever, they talk to each other about these things.

Question: Definitely.

Jose: And my gamble was that they would talk on a positive responses and everything that happened up to this shows that there was a lot of support by key people for us. But, I found out personally, that there was support because, later on, 1977 or '78, I was approached to support a group of Chicanas, mostly Chicanas working in a small electronic firm in Silicon Valley about unionism. And, I spoke with them and I wrote them a letter encouraging them that they had the right to form a Union and, of course, the big Unions set their own agendas for confronting business and I helped them and I helped them because they were Chicanas that were being paid minimum wages and were being treated unfairly. Being made to work in a production line like slave labor. Because of that action, I did write them a letter of support, the corporate lawyer for that firm called the Executive Director of United Way who was Tom Bayce?? and it's still Tom Bayce and told them that I had written that letter and what is a United Way agency executive doing interfering in the their business and it's political. And there is a Charter by those United Way agencies cannot take political positions and support for or against business. So, the call I got from Tom Bayce, he asked me, he said, Hey, I got this lawyer

who was very upset and very disturbed about your writing a letter to his employees. I said, it's true, I did. He said, Well, you're not supposed to do that. I said, Well, I think that we are supposed to, because this is the Mexican-American Full Services agency and these are Mexican-American women and it's not a political matter, it's a matter of justice, again. Well, Tom said, Well not in out line, the way that we see it. He says, I think you better stop it. And I think you better write a letter of apology to that corporate lawyer. And I said, well, what if I don't? He said, we'll cut off your hands. So, I said, Well, I'll talk to my Board of Directors about this. He said, Well, you do that. And you better act on it very quickly. So, I ... we had an emergency board meeting and I explained everything and that was one of the times that I know that the board without even having to discuss it very far, said, tell him to go to Hell. Everybody was unanimous that we had to take a position and that we had to speak up for the Chicano community, so I wrote a letter to Tom Bayce, saying that in a board meeting, they were unanimous in supporting the decision I had made and this agency reserves the right to determine what's in the best self interest of Chicanos and that was that. And so this lawyer was so upset, not only did he cut off his contributions to United Way, he called the national corporation, the national umbrella corporation which is Semiconductor and was going to have them stop their gift giving

contributions to United Way in America, the whole national thing. And that's what he threatened to do. And so it put United Way on the spot and Tom Bayce wrote me a letter. I don't know if there is a copy at MAXCA or what that said, OK, we talked about this, you admitted to this and we got the letter from the board of directors confirming that you had put yourself in a position of ???, so because of that we got some people informed about it. We talked to some people on the United Way panel, but, more important, I talked to some people that were accepted?? at the board of the United Way, the President of the board of directors for United Way happened to be Juan ???? . He was one of the people I approached before. And there were other very key people too. So when, United Way threatened to cut us off, I called those same people and I said, you remember that I was very responsible in helping the City of San Jose not... I kept the City of San Jose from getting burned down, was what I said to them. Now I want your part on this??? and getting??? And they did. So that was one of the trade-offs.

Question: So that your relationship building from the past...

Jose: Relationship building and establishing respect. I think MAXCA still gets a lot of respect, but it had a lot to do with that kind of foundation laying, groundwork and that kind of,... the

garnering of support, the building of support ... so, those are some major MAXCA stories. There are many other major ones, I'd like to say, the programs and services and the successes we had weren't just because I was the Director, it was because of the Board of Directors, because of Jack Greco??, to a major degree who was my social director who was a real partner, he kept me straight on a lot of stuff. We both worked together very closely on key issues and Jack was the kind of guy that never pulled any punches. Extremely honest, sometimes brutally honest. I learned a lot from him and I hope he learned something from me, but, that relationship was very important to the success of MAXCA. People ought to know. Jack and I formulated a formidable team. Jack became.. we played a good cop, bad cop role. Jack could tell people to go to hell and would show them how to get there. And they liked it, so.... well, I don't want to play down the fact that I had key people working with me. ??? Hernandez was the organizing force behind the Latino Police Officers Association. It started right here in San Jose, now it's a state wide organization and ????. Jack and Rosa both, but, particularly, Jack and people like Sophie Mendoza were very key in formulating the lawsuit against the peace officers against the Santa Clara County Sheriff's Dept., against the San Jose Police Dept. Jack was the driving force behind Casa Libra and also other major programs and services such as Casa

??? which was an alcoholic recovery house ??? also. And he had his own relationships that he had developed and power bases and networks that he developed were very ??? work we did. He was a very strong influential force in the Chicano movement. He was appointed for instance by Gov. Brown to the highway commission, that's a very key prestigious position. Jack had particular expertise in prisons. He had a son that was in prison and he became an expert on prisons. Now to this day, if there is anyone I would say is an expert on every phase of the penal system, there's no Ph.D. or group of Ph.D.s I would trust more than I would Jack Rico?? . I, so I guess what I'm saying is that people have to understand, it was not Jose Villa that by himself got MARCA developed or built up. It was Jose Villa, that people like Jack Rico and R?? Hernandez and the Board of Directors and other key staff, that we had that had to make sure that things happened. Like I said, Steve ?? was good at organizing unions and movements?? , started with the teacher?? union organizing stuff. ??? Campasinos through Geno?? Vachez and people like that. We also continued very close liaison working relationships with key public officials and we had people, continued people like Jose Carrasco that we contracted to continue working with Ernesto Valarsa?? and ??? through MARCA , San Jose Unified School District. Many, many others, all I am saying is that the degree to which I was

effective was totally dependent upon the degree to which I had good staff relationships and support, too. And that the leadership was a shared leadership; it was not just Jose, it was Jack Rico, Rosa and others.