

A COMMUNITY RELATIONS ANALYSIS OF THE INDIAN WELLS VALLEY

by

Herbert R. Larsen

Management Research Group, Central Staff

ABSTRACT. This report presents data obtained from three of the four Community Relations Laboratories held at the U. S. Naval Ordnance Test Station during the summer of 1961. The background and organization of the laboratories are described and the reactions of the participants presented in tabular form. Brief descriptions of these reactions are also given, with interpretation kept to a minimum.



U. S. NAVAL ORDNANCE TEST STATION

China Lake, California

August 1962

U. S. NAVAL ORDNANCE TEST STATION

AN ACTIVITY OF THE BUREAU OF NAVAL WEAPONS

C. BLENMAN, JR., CAPT., USN
Commander

WM. B. McLEAN, PH.D.
Technical Director

FOREWORD

This report presents some of the more quantifiable data provided by the first three of the four Community Relations Laboratories held during the summer of 1961 at the U. S. Naval Ordnance Test Station, China Lake, under joint sponsorship of the NOTS Community Relations Office and the Management Research Group of Central Staff.

The data are presented with a minimum of interpretation in the hope that the participants of the laboratories and others who receive the report will reflect deeply on the findings and make their own interpretations. As these data are, in fact, highly subjective, it is desired that a number of additional studies be made by community groups to supplement the data of this study or to correct the findings where subjective bias seems evident. In this light, it is anticipated that this report may be a preface to the continuous process of community study that characterizes healthy community life everywhere, especially in rapidly developing areas. No community can assume, in an era of social and technological change, that the answers of the past to community problems will suffice for the future. Studies such as this are a part of the effort needed to keep abreast of the times.

This report has been reviewed and approved for publication by John A. Quense, Capt., USN, as of 17 July 1962.

R. W. BJORKLUND
Head, Central Staff

NOTS Administrative Publication 110

Published by Publishing Division
 Technical Information Department
Collation Cover, 9 leaves, abstract cards
First printing 380 numbered copies
Security classification UNCLASSIFIED

BACKGROUND

Increasing attention has been given in recent years to the apparent interdependence of work, which is one of the major human activities, and a group of other activities often referred to collectively as community life.^{1,2} These activities include portions of family life, recreation, education, religious worship, clubs and associations, politics, health, and welfare.

Previous studies, by the Naval Ordnance Test Station (NOTS) and by the Civil Service Commission, of former NOTS employees have suggested strongly the role of the community in the decisions of employees to remain at or to leave NOTS. Insofar as the families of Station employees are involved in such decisions, the community in a broad sense is probably decisive in most cases.

Although this study was conceived originally as a part of a larger study to be directed by several faculty members at Case Institute, the NOTS portion of the study grew in scope as the other portions of the study that were to be made elsewhere were dropped.

As the interdependence of work and community are especially intimate at China Lake, it was felt by those interested in the China Lake phase of the original project that this problem was one of critical importance both at China Lake and as a sort of pilot project in the field of American industrial relations. Many studies using different methods have been made of small rural communities, but no prior studies of scientific-industrial communities are known using the methods proposed for this study.

As a matter of fact, the interdependence of work and community factors in general had been so thoroughly established in a number of previous studies that this point hardly seemed problematic to the investigators here. What seemed necessary at China Lake was to involve a sizeable number of actual or potential community leaders in an analysis of the special conditions of community life at China Lake, which might conceivably militate against a maximum effort in the accomplishment of the Station's mission. It was hoped also that the prospective participants in this task could be given some leadership skills that would improve their effectiveness as leaders or change-agents.

¹Form, William H., and Delbert C. Miller. *Industry, Labor, and Community*. New York, Harper & Brothers, 1960.

²"Do Community Relations Programs Pay Off?" *IND RELATIONS NEWS*, IRN Special Report, May 1961.

It will be recognized that these dual objectives placed the study in the category of research known as "action research." The emphasis in this type of research is on the involvement of a number of key people in the study in capacities that give them a commitment to action while they are involved in generating the information on the basis of which action may be taken. Studies of this sort are not typically characterized by a high degree of methodological rigor, but they often produce impressive personal and organizational changes.

ORGANIZATION

In general, the plan for the study was to conduct a series of activities described in the leadership training field as laboratories. Many of the technical and management personnel at NOTS have attended such laboratories at Bethel, Maine, in Utah, and at various locations in California, including China Lake. Typically, the lab has no leader in a strict sense, no agenda, and no firm timetable or schedule. Commonly, trainers, process observers, or resource people of various kinds are present in the so-called unstructured groups to assist in focusing attention on crucial group processes or other relevant subject matter.

It was known in advance that enough experienced trainers would not be available to staff all the groups desired for the study, so the decision was made to attempt the use of written instruments in place of live trainers. This technique had been employed previously in management training and as a therapy device in a mental hospital. It was not known whether the method had been employed with community groups.

More specific details of the organization of the labs included careful attention to sampling of various groups in the Indian Wells Valley where China Lake is located and where its employees live. One source of participants for the labs was the nomination of individuals by a number of organizations with broad community involvement, such as the PTA, the Boy and Girl Scouts, the Rotary, Lions, and Kiwanis clubs, and the Women's Club. Other participants were nominated by the various Departments at NOTS. A list of high school students was provided by a school counselor. Military organizations, church groups, and chambers of commerce were invited to propose the names of possible lab participants.

An open invitation to Valley residents was issued through the Station newspaper, the Rocketeer. Despite countless problems of vacations, illnesses, work schedules, official travel, and so on, it was remarkable that a fairly representative selection was possible along several major dimensions of the Valley population, such as youth-adult, military-civilian, male-female, and places of residence (Table 1). In some other critical dimensions, such as per annum employees-per diem employees, the sample was not representative. Additional data were gathered from per diem employees through group interviews during the summer of

TABLE 1. COMPOSITION OF THE POPULATION
OF THE FOUR COMMUNITY RELATIONS
LABORATORIES

Type of participant	Number	Percent
Male	89	55
Female	74	45
	163	100
Adults	121	74
Youth	42	26
	163	100
Civilian	132	81
Military and dependent	31	19
	163	100
China Lake	121	74
Wherry Housing	16	10
Ridgecrest-Inyokern	26	16
	163	100

1960 and again in 1961, and there is some evidence that this group entertains rather strong negative feelings about the community, which were not expressed during the labs in 1961.

Another major problem connected with the labs was the utilization of the limited staff available. The problem was resolved in a variety of ways. In the first lab, participants were divided into three "D" (for development) groups. Each of these groups was provided with a participant observer. Two of these observers were from the Management Research Group of Central Staff, and one was a social worker assigned to the Community Relations Office. In addition to assisting with operating the tape recorders and other mechanics of group operation, these people were instructed to participate as community members. As all three observers were fairly well identified with their official roles in the NOTS organization in the minds of the other group members, this assignment did not work very well and was abandoned in subsequent labs. Instead, one staff member, a veteran lab trainer, served as a roving observer and assisted with the mechanics of the lab as well. During July, with outside temperatures approaching 110 degrees, this latter task became a major one when it was necessary to move the three labs to a location better suited for these excessive temperatures.

The second and third labs were largely trainerless insofar as "D" group activities were concerned, though the professional staff trainer provided oral instructions from time to time to the entire lab assembly, as was done in the first lab. Also, written instruments were devised for the use of participants to focus attention on crucial phases of the group development process. These instruments varied from lab to lab, but in general were used to encourage introspection and mutual sharing at the personal level at first, then, as the major objective of the labs, to focus

on community attitudes, values, and problems. Some process analysis guides were also provided orally and in written form. Data gathering instruments were used also and will be described below. In spite of what appears to be considerable structuring of the groups, a great amount of freedom of expression and of selection of topics was allowed. Even though some hypotheses about the community were posed for consideration by the first lab, the groups in this and other labs discussed to a large degree what was uppermost in their minds.

To some extent, the impact of the labs on their members was cumulative. Members of the first lab discussed their experiences with other community members during the week of the lab and during the subsequent week before the second lab began. Certain themes seemed to have been communicated in this way from the first lab to the second. At any rate, lists of community problems prepared by participants of the first two labs were so much alike that some communication from one to the other appeared likely.

As a result of this seeming consensus on the key community issues by the first two lab groups, it was decided that the third lab would be slanted toward problem solving rather than identification. After the usual personal sharing and leveling experience that characterized the four labs conducted during July and August, the participants of the third lab divided themselves into task groups to work on their own preselected problems. Built into this phase of the third lab was a training game to demonstrate the impact of win-lose situations on group members and their leaders or spokesman in intergroup competition.

The fourth lab was so different in design and intent that it will not be considered in this report. It was a heavily task-oriented lab with membership selected in terms of their interest or involvement in problems relating to the unmarried teenage population, with special reference to the military-civilian and the youth center (RAFT Club) issues. A distinctive feature of this lab was the use of expert resource people from the outside to facilitate problem solving. Although much of the spontaneity of earlier labs remained in this one, the range of subjects discussed was fairly limited. Youth participation was greater numerically in the fourth lab, constituting nearly half the total membership. The youth were fairly evenly divided among the military and civilian, including dependents of military personnel.

Although each lab had a fairly broad spectrum of the community represented, it was not always possible to have the same breadth in each "D" group. Most groups had military and civilian, male and female, youth and adult, and residents of the China Lake community and other communities, including Wherry Housing, represented.

Occupational, racial, and religious representation, to mention only a few dimensions of the community, would not have been found in each "D" group. In a sense, the results of the first three labs to be discussed below, as well as the fourth lab, need to be considered as a total package if distortion is to be minimized. The materials included in this report,

taken as they are from written documents, do not give the whole or even the most substantial part of the discussions that were recorded on tape and remain to be analyzed.

FINDINGS

As noted above, data were gathered using three principal methods. The method to be exploited for purposes of this report was the use of documents prepared by lab participants. Other sources of data to be used in subsequent reports were tape recordings, as noted above, and staff observations in a variety of situations, including "D" group participation, luncheons, coffee breaks, and post-meeting reactions.

Not all documents are covered by this report. Use is made chiefly of those documents that yield material that can be summarized in tabular form. Some valuable background material on lab participants was contained in the brief life sketches prepared and exchanged among "D" group members by lab participants.

As it is intended that this report be given wide distribution locally in the hope that it will stimulate discussion and interpretation by community members and leaders, analysis will be kept to a minimum. Naturally, any classification presupposes a certain amount of analysis and categorization of raw data. The categories used in this analysis are fairly conventional for the most part.

The real problem for the analyst was to decide in which category a particular item belonged. Some items doubtless could have gone in several categories. The categories themselves are not exclusive. Still, in each case, items were placed in the category where they seemed most appropriate. The brevity of statement for many items made it impossible to know the intent of the author of the item, so errors are possible here. However, consistency in sorting of items was attempted insofar as was possible.

FIRST LABORATORY

Data were obtained for this lab from several documents. A document not reported here in detail was the Personnaire, which provided some biographical data about participants valuable to the lab process itself. The chief source of information from this lab was a document in which participants were asked to list the ten features they liked best and the ten they liked least about the Indian Wells Valley and also the ten most critical problems of the community. These data are given in Tables 2 and 3.

Best and Worst Features

Way of Life. It should be noted that participant opinion was almost evenly divided as to whether this was one of the things they liked most

TABLE 2. BEST AND WORST FEATURES OF THE
INDIAN WELLS VALLEY AS REPORTED BY
PARTICIPANTS OF THE FIRST LABORATORY

Feature	Best		Worst	
	Number	Percent	Number	Percent
Way of life	48	17.0	42	16.9
Geography	39	13.8	22	8.9
Social life	32	11.9	44	17.8
Education	31	11.0	13	5.2
Work conditions	30	10.6	1	0.4
The people	28	9.9	4	1.6
Recreation	25	8.9	7	2.8
Economics	21	7.5	5	2.0
Housing	9	3.2	28	11.3
Enthusiasm (apathy)	6	2.2	28	11.3
Medical facilities	5	1.8	9	3.6
Security	4	1.4	2	0.8
Public transportation	3	1.1	3	1.2
Public utilities	1	0.3	4	1.6
Community services	0	0	17	6.9
Youth employment	0	0	5	2.0
Highway litter	0	0	6	2.4
Mass media	0	0	8	3.2
	282	100.0	248	100.0

TABLE 3. PROBLEMS OF THE INDIAN WELLS VALLEY
AS SEEN BY PARTICIPANTS OF THE
FIRST LABORATORY

Problem	Times reported	Percent
Intergroup relations	55	30.0
Commercial facilities	25	13.7
Apathy	20	10.9
Housing	19	10.4
Recreation	17	9.3
Economic factors	12	6.6
Medical services	9	4.9
Family life	8	4.3
Education	6	3.3
Cumshaw	5	2.7
Recruitment	4	2.2
Law enforcement	3	1.6
	183	100.0

or least. The things they liked most about the way of life were such things as the "small town" atmosphere, easy pace, friendliness, freedom, casualness, individualism, proximity to work, intellectual atmosphere, and lack

of congestion. Things liked least about the way of life were "socialist tendencies," gossip, lack of parental control, sloppy dress, lack of control over community life, a general lack of local government, "cumshaw,"³ alcoholism, divorce, class distinctions, and too much "togetherness." Many of the things liked most were rooted in geography; things liked least tended to be more strictly social in origin.

Geographic Location. While much is heard about the "isolated" location of China Lake, almost twice as many comments were favorable to the geographic location as were unfavorable. In spite of the fact that these responses were given during July, with outside temperatures well over 100 degrees, people still cited the climate or weather as a favorable feature. Openness of the country, clean air, mountain and desert scenery, and proximity to a large city when necessary were additional positive factors. Negative features of the area, geographically, were the isolation, the hot and dry climate, and the wind.

Social Relationships. While this category ranked narrowly as the third thing liked most about the Indian Wells Valley, it also was the thing that was most criticized from another perspective. Half of the favorable responses mentioned the large number of clubs and organizations one could join at both youth and adult levels. Specific mention was made of the Concert Association, the Film Society, and the variety of churches that are available.

The negative features of the situation referred to most often were caste and class distinction, poor military-civilian relations especially among those under 21 years of age, ill feelings between Ridgecrest and China Lake (9 references out of 44), conflicts among organizational goals and objectives, cliques, prejudices, and lack of communication among groups through mass media such as radio, television, and the press.

Education. The laboratory's reaction to education was favorable by a margin of more than two-to-one. While a number merely mentioned "good schools," several comments specified adult education, training in science, and good libraries. On the negative side, the inadequate library facilities were mentioned, along with problems of discipline in the schools, poor counseling, and poor attitude toward school on the part of students.

Working Conditions. The only negative comment made in this respect referred to industrial accidents. The favorable comments related to the community were mostly in terms of the proximity of work to housing, so that the men could go home for lunch or could walk to work leaving the family car for the rest of the family to use. Also, the creative and significant task of the Station was thought to carry over into the community, giving people a feeling of importance. Pleasant working conditions were felt to have a favorable impact on family and community life.

³Cumshaw, in its literal sense, means "grateful thanks," an expression heard around Chinese ports where it is used by beggars. In more traditional usage, it means a tip, a present or bonus. At China Lake, the expression appears to be very ambiguous.

The People. The reaction here was favorable by a margin of seven-to-one. Friendliness was most frequently mentioned in this connection, but intelligence, cooperativeness, and helpfulness also rated high. Willingness to face community problems was noted several times. Unfavorable comments mentioned the "grippers," superficiality, provinciality, lack of leadership qualities in the community, and immorality.

Recreation. Unfavorable comments mentioned lack of teenage facilities both in China Lake and Ridgecrest, overorganization of the youth activities that do exist, lack of parks, and inadequate recreation for single military men. Comments about recreation split about evenly between the favorable and unfavorable, but 18 out of 25 favorable comments referred to natural recreation areas such as the mountains, Death Valley, lakes, and ski areas. References to local recreational advantages were rare and vague.

Economic Factors. Favorable comments were better than four-to-one on this subject. High incomes, job stability, low cost of living, fringe benefits, and the industrial potential of the area were all noted. Negative comments referred chiefly to the one-industry basis of the community.

Housing. Unfavorable comments predominated by a more than three-to-one ratio. A common complaint was about the housing-assignment practices on the Station. Other comments concerned the quality of maintenance of housing, both by tenants and by the Public Works Department. Smallness of houses, lack of closet space, lack of sidewalks, and inadequate housing for enlisted naval personnel were other typical comments. Favorable aspects of the housing picture included low rents, adequate maintenance, an improving outlook in Ridgecrest for home ownership, plenty of water, and all the "essential" comforts.

Apathy. When compared with enthusiasm, lab participants complained of apathy by a nearly five-to-one margin. Comments mentioned political indifference, lack of pride in the appearance of homes and yards, failure to support the United Fund and other community activities (including cultural), overdependence on the Navy, lack of concern for the future, and absence of community pride. A few comments noted recent community facilities improvements and showed optimism for the growth of the surrounding area.

Other Problems. Other aspects of community life that met with mild favor were medical facilities and a sense of security in living within the confines of a military reservation.

Disliked features remaining were more numerous and included fairly strong criticism of medical services, mass media such as radio and the press, lack of youth employment opportunities, and the cluttered appearance of the countryside toward Trona and Inyokern. A major remaining issue was the lack of adequate commercial facilities in Ridgecrest, including shops, stores, garages, eating places, and entertainment.

Community Problems

In general, the community problems noted by the participants of the first laboratory tended to approximate the items listed above as worst features. They were often stated somewhat differently, however, and served as a check on the features people did not like but thought could be corrected. For example, some noted that they did not like the weather, but, as they realized nothing could be done to alter or improve this situation, they did not list it as a problem. On the other hand, the intergroup relationship situation was listed as a worst feature and also a community problem, as lab participants realized this as a problem area that could be improved.

Intergroup Relations. This issue easily outranked all others with about 30% of all responses being in this category, with many other responses related to it. Most commonly named specific aspects of the problem were poor China Lake-Ridgecrest relations, poor military-civilian relations (mostly at the enlisted level, not the officer level), and failure of groups and organizations to communicate and agree on goals and objectives. Related issues were the lack of effective local self-government, rumors and gossip, class distinctions and barriers, and lack of machinery for solving community problems.

Apathy. This item is probably closely related to the one above, as some of the answers seemed to suggest that apathy was a function of what appeared to be a hopeless situation on the organizational front. That is, the proliferation of clubs and special interest groups was seen as rendering the community impotent in dealing with the larger issues that concern everybody. The natural leaders are often overinvolved in the scores of special interest groups and have no energy and time left for general community efforts.

Specific reference was made toward apathy in community projects such as the United Fund, cultural activities, neighborhood improvement, and the Family Service Agency. Several noted lack of understanding or appreciation of the mission of the Station. Too much "individualism" was cited as a problem. Drinking was thought to be a reaction to monotony and a form of apathy.

Commercial Facilities. This item covered a rather broad range of complaints, the most common being the lack of adequate shopping facilities in the area. Other things noted were the lack of banks, motels, garages, public transportation within and outside the Valley, appliance repair shops, and ample competition to bring clothing prices down. Telephone service on the Station was also mentioned as a problem.

Housing. Here again the complaint pertained to housing maintenance and the general appearance of the housing areas. Housing allocation again was criticized. Lack of housing for all employees on the Station was mentioned along with the absence of sidewalks, difficulty in getting lawns to grow, trash collection, and policing in the housing areas.

Recreation. The chief items mentioned here were teenage facilities, single enlisted men's recreation, cultural activities for children, and parks and other family-type recreational facilities. The lack of information about what recreation was available was mentioned several times. Children playing on the street in the housing areas were observed to be a problem.

Other Problems. Considerable concern was expressed for the narrow economic base on which the community rested, that is, the one-industry situation. Note was made also of the high taxes in Ridgecrest in relation to its industrial development.

Medical services and facilities were held to be significant problems that seemed to be within the range of solution. Some criticism was present here of the educational program of the Valley, with non-accreditation of the high school noted along with an inadequate counseling system. Lack of participation in school affairs was also mentioned.

"Cumshaw" hardly was mentioned in this lab although this was one of the items listed as issues in the instructions sent out in advance to participants. "Cumshaw of time" was discussed in one group, though this did not show up to any degree in the written documents.

Several matters relating to law enforcement were listed, including traffic control in Ridgecrest at intersections, animal control on the Station, and lack of parental control of juveniles.

SECOND LABORATORY

The chief source of data from the second lab was a list prepared at the beginning of the lab and another near the end, in which participants were asked to describe the problems of the Indian Wells Valley. Table 4 provides a comparison of these two lists in brief form. The number of problems listed grew somewhat, but the percentage distribution of problems also showed some interesting changes.

Intergroup Relationships. This category led all others and corresponded well with the findings of the first lab. Not only were responses half again as high as the next highest category, but they increased their lead as a result of the lab, as participants became more aware of this as a problem.

Initially, 29% of the responses in this category were critical of Ridgecrest-China Lake relationships. At the end of the lab, this dropped off slightly in percentage terms to 27% of all responses but was up in absolute numbers, as the total number of responses was considerably greater. Almost half the participants in the lab observed problems in this area at the end of the lab.

A second aspect of the problem of intergroup relations was military-civilian relationships. The number of references to this problem increased from 16 at the beginning to 24 at the end, although the percentage of all responses remained about the same. Many of the references

TABLE 4. PROBLEMS REPORTED BY PARTICIPANTS AT THE BEGINNING AND THE END OF THE SECOND LABORATORY

Problem	Beginning		End	
	Number	Percent	Number	Percent
Group relations	41	21.0	74	28.2
Recreation	32	14.0	47	17.9
Apathy	31	13.5	27	10.3
Housing	20	8.8	30	11.5
Commercial services	18	7.9	16	6.1
Education	13	5.7	8	3.0
Medical services	11	4.8	6	2.3
Law enforcement	11	4.8	11	4.2
Local government	9	3.9	4	1.5
Youth employment	7	3.1	6	2.3
Transiency	7	3.1	2	0.8
Public transportation	7	3.1	3	1.1
Pet control	5	2.2	7	2.6
Economic base	4	1.8	1	0.4
Cumshaw	2	0.9	18	6.8
Miscellaneous	3	1.3	2	0.8
	228	100.0	262	100.0

were general in nature, while others specified a problem at the enlisted-man level or the single enlisted man-teenage civilian level. No specific mention was made of officer-civilian difficulties.

One important insight in connection with Ridgecrest-China Lake relations is that the problem is probably largely psychosocial rather than geographical or physical. A number of references were made to the cliché of the "the fence" at the beginning of the lab, but these substantially disappeared at the end. Lack of communication became the real barrier rather than anything physically inherent in the situation. The "gate" remained as a problem, possibly because of the nuisance it causes some Station residents.

Other problems noted again were the proliferation of clubs and organizations until it is impossible for people to find time for the more important matters that concern the entire Valley, poor intercommunication among groups and organizations, and conflict and destructive rivalry among groups with related objectives. Some reference was made to faulty employee-management relations, the role of gossip in undermining good relationships in the face of inadequate news coverage, and a lack of clear goals for the community because of a lack of understanding of the mission of the Station and of the hopes and aspirations of the people themselves.

Much attention was given at the end of this lab to the problem of communication and the need for coordination of effort. While the first and third labs came up with specific recommendations in this respect,

this lab stated the problem only in general terms, but saw it as very pervasive and central to many of the other issues they talked about. Some felt that the labs were excellent communication devices and should be continued year-round or repeated annually during the summers.

Recreation. Awareness of this as a Valley problem rose during the lab from 14% to nearly 18% of all responses. This problem is doubtless related to the intergroup relationship problem and overlaps in many areas. It may well be that the patterns of recreation here may even cause some of the problems in the field of intergroup relations, while it probably solves others or softens their impact.

Teenage recreation was mentioned most often as a problem, although references were made to lack of family-type facilities such as parks and an outdoor public swimming pool. Awareness of the plight of single enlisted men grew a great deal during the lab, although most of the military participants of the labs were married.

Lack of cultural programs was noted more frequently at the end than at the beginning of the lab. This applied to the needs of both adults and youth.

Apathy. Attitudes toward this problem shifted noticeably. A comparison of responses at the beginning and the end of the lab suggests that the frequent references to apathy here are in fact based on a misunderstanding. In the opinion of participants of the second lab, people are not so much apathetic as ineffective. They dissipate their energy on minor issues and have none left for the larger problems that arise.

Some of the attitude that was initially mistaken for apathy was charged to the "let the Navy do it" tradition here. The lack of effective local self-government was lamented by several participants. Lack of work incentive on the job was thought to spill over into community life.

The false security of the "fence" was commented upon as a factor for making people apathetic. Also, the lack of effective social machinery for getting things done on a community level rather than a club or organization level was noted by several participants. Some saw the problem as a part of a larger problem in American life, wherein personal responsibility is being lost.

Housing. Although the number of references to the housing problem went up a half during the lab, the kinds of problems noted remained essentially the same. These were too few houses in the Valley, houses that are too small, poorly designed houses, poor housing maintenance, inadequate trailer spaces, drab appearance of the housing area, dumpsters in the housing area, and poor housing assignment policies. Inadequate housing for enlisted naval personnel was also mentioned a number of times.

Commercial Services. There was little change in the number of references to this problem during this lab. Typically, the problems cited were those related to shopping facilities in Ridgecrest, the

services offered in the stores, and the distance to more adequate shopping centers.

Several questions were raised by other than the civilian residents of the Station about the necessity of continuing the Navy Exchange, Theater, and Commissary privileges for civilians. It was noted that if these were discontinued, shopping facilities in Ridgecrest would likely be improved.

Education. Complaints here were relatively few and declined at the end of the lab after the groups had been exposed to some very able students from the local schools. Actually, more than half of the original group of problems related to higher education on the junior or senior college level. Other complaints related to public library facilities, driver education, and apprentice training. The usual complaints about discipline in the schools were missing.

Mention was made at both the beginning and the end of the lab about lack of local control of education. At the end of the lab, some mention was made of inadequate teachers, poor counseling systems, and curriculum problems such as the teaching of foreign languages.

Medical Facilities and Services. A variety of things were mentioned here including several types of specialized services that were needed, such as orthodontia. References to the need for expanded hospital facilities dropped from seven to three with better insight shown as to what the hospital needs were by the three remaining respondents.

Other Problems. These problems included law enforcement, the need for local government, youth employment, and public transportation within and out of the Valley. Transiency was noted as a problem at the beginning of the lab, but disappeared at the end. That is, some entertained the myth that many people have been here 15 years and still do not feel that they are here to stay. When this was discussed with lab participants, the myth was dispelled by the reality that transiency in and out of the Indian Wells Valley does not appear to be exceptionally high.

Another problem that did increase noticeably in recognition was "cumshaw." Other groups discussed this problem, but one group in this lab made a "cause" of "cumshaw" and proposed a resolution to the community. The issue did not get the publicity as hoped by this group, but it continues to be a topic of discussion and study.

COMBINED FINDINGS, FIRST AND SECOND LABORATORIES

No effort will be made here to add further to the analysis of the top categories of this combined list (Table 5), as the elements of these categories have been detailed in the previous sections. It should be pointed out, however, as a rough measure of the reliability of the labs as a research tool, that the same items occupied the top five places

TABLE 5. PROBLEMS CITED BY PARTICIPANTS DURING THE MIDDLE
OF THE FIRST LABORATORY COMBINED WITH THOSE CITED
AT THE END OF THE SECOND LABORATORY

Problem	First lab, number	Second lab, number	Both labs, number	Percent
Group relations	55	74	129	29.0
Recreation	17	47	64	14.4
Housing	19	30	49	11.0
Apathy	20	27	47	10.5
Commercial services	25	19	44	10.0
Cumshaw	5	18	23	5.2
Law enforcement	3	18	21	4.7
Medical services	9	6	15	3.4
Education	6	8	14	3.1
Economic base	12	1	13	2.9
Family life	8	0	8	1.8
Youth employment	0	6	6	1.3
Transiency	4	2	6	1.3
Local government	0	4	4	0.9
Miscellaneous	0	2	2	0.4
	183	262	445	100.0

on each list, although in different order. Intergroup relationships were at the top of all lists. Recreation, which was second in the first lab and fifth in the second lab, retained second place on the combined list. Housing, which was fourth on the separate listings, went to third place on the combined list. Apathy dropped from third on the separate lists to fourth on the combined list.

Items below the top five varied widely in the positions they occupy on the three lists, indicating they may have been based more on the individual characters of the participants than were the top five categories.

THIRD LABORATORY

Because the first and second laboratories had defined the major problem areas with reasonable accuracy, it was decided that another problem census by the third lab would not be profitable. Participants of this lab were asked instead to suggest who they thought should take the initiative in solving the problems and what their strategies should be on each of four problems (Table 6).

It was realized that the problems may not have been the best for this type of study, but the responses did give some very interesting clues as to who was seen as the agent to take action on community problems. Although the suggestion was made in a variety of ways, "the people" were seen as the prime initiators of action in the community. At the end of a week, this conviction had grown rather than diminished.

TABLE 6. SUGGESTED INITIATORS OF ACTION NAMED BY PARTICIPANTS
AT THE BEGINNING AND END OF THE THIRD LABORATORY

Agent	Beginning		End	
	Times noted	Percent	Times noted	Percent
The people	40	17.8	48	21.9
China Lake Community Council	28	12.2	29	13.2
Command	28	12.4	21	9.6
Civic groups	26	11.3	21	9.6
Ridgecrest businessmen	21	9.2	14	6.5
Station management	19	8.3	15	6.9
Churches	15	6.6	10	4.6
Teen parents	12	5.2	8	3.7
Enlisted men	9	3.9	7	3.2
Teenagers	9	3.8	9	4.1
Special Services Officer	4	1.7	0	0.0
Law enforcement	4	1.7	3	1.4
Civic leaders	4	1.7	0	0.0
"Washington"	3	1.3	1	0.4
Unions	2	0.9	3	1.3
Chaplain	1	0.4	2	0.9
High school student council	1	0.4	0	0.0
Indian Wells Valley Council	1	0.4	20	9.1
Ministers	1	0.4	0	0.0
Schools	1	0.4	1	0.4
Recreation Department	0	0.0	4	1.8
Press	0	0.0	3	1.4
	229	100.0	219	100.0

In spite of the fact that this lab featured the presence of a number of members of the China Lake Community Council, they were seen no more responsible for serving as initiators of action after the lab was completed than they were when it began. Although the problems to which they were addressing themselves were all items that might very well be brought before the Council, and some were indeed before the Council at the time, the number of "votes" cast for the Council as an action agent could have been accounted for by Council members themselves, with no help from any of the other members in the lab.

References to Command declined a fourth during the lab as the case for "the people" taking action improved. Command was mentioned in a variety of ways such as the Commander, COMNOTS, the Navy, military officers, or Command Administration.

Rather surprising was the small number of references to civic groups, which were interpreted broadly to include service clubs, P.T.A., Women's Clubs, the American Association of University Women, the Women's Auxiliary of the Commissioned Officers' Mess, and others. Even with representatives of most of these groups present in all the "D" groups of the lab, they lost ground during the week.

Ridgecrest businessmen were mentioned almost entirely in connection with one of the problems relating to Ridgecrest-China Lake relations. It was felt that commercial relations were crucial here, and that the merchants should take the initiative in correcting a bad situation. Confidence in this approach fell off during the week in spite of the presence of several Ridgecrest Chamber of Commerce members in the lab.

Station management also declined as a likely initiator of community action. References were made here to Management, Department Heads, the Community Relations Office, the Housing Office, the Personnel Department, and other managerial designations.

Because most of the issues had a fairly obvious moral aspect, it was rather conspicuous how seldom the churches collectively were mentioned as action initiators. In fact, the number of times they were mentioned dropped a half during the lab.

The most noticeable increase in attention was given to a proposed body called the Indian Wells Valley Council. One of the task groups spent some time with this concept and came up with fairly specific recommendations for future action. Two subsequent meetings were held to discuss this idea.

Other data collected during this lab consisted of statements as to strategies that might be employed by the proposed initiators. These were too varied to be tabulated and reported in concise form but are worthy of separate consideration.

POST-LABORATORY REACTIONS

In the week following the third lab, a brief questionnaire was sent to all participants of the first three labs. Though no follow-up was made to ensure a high percentage of returns, about 40% of the questionnaires were returned. Actually, the early returns showed such a high degree of consensus concerning the personal and organizational impact of the labs that it appeared doubtful that obtaining more responses would significantly change the results.

The data are reported in considerable detail in Tables 7 and 8, and, therefore, will not be further elaborated. It will be noted that the responses were almost unanimously positive and supportive of the entire project. Nearly everyone believed they had changed personally as a result of their participation in the labs. Although the impact may have been painful or disturbing at the time, the assessment was still generally positive. In spite of some negative personal reactions, it was felt that, as a whole, the impact on the group was positive. Almost no one found the labs totally unproductive.

In spite of the fact that this feedback instrument was given to some participants less than a week after the termination of their lab experience, and in no case had more than a month elapsed, about half of

TABLE 7. PERSONAL CHANGES REPORTED BY PARTICIPANTS
OF THE FIRST THREE LABORATORIES

Reactions were taken immediately after the end of the third laboratory.

Type of change	Times noted	Percent
<u>Positive</u>		
Growth in understanding of community	16	19.1
Growth in awareness of problems	14	16.7
More willing to participate	12	14.3
Understanding of group process	11	13.1
Growth in self-confidence	10	11.9
More interest in community	10	11.9
Convictions strengthened	4	4.8
Gained new friends	2	2.4
More tolerant	2	2.4
	84	100.0
<u>Negative</u>		
More aware of greed and selfishness	1
Less eager to participate	1
Loss of confidence	1
<u>Neutral</u>		
No increase in motivation	6

TABLE 8. ACTIONS TAKEN OR PLANNED BY PARTICIPANTS AS A RESULT OF THE
FIRST THREE LABORATORIES

Reactions were taken immediately after the end of the third laboratory.

Action taken	Number of responses	Actions planned	Number of responses
Work on RAFT project	5	Work on park project	4
Attend youth group meet	4	Youth Center project	2
Improve neighborhood	2	Work with Indian Wells Valley Council	9
Combat cumshaw	2	Help Mil-Civ teen relations	3
Attend Indian Wells Valley Plans Meet	2	More community activity	7
Attend China Lake Community Council	1	Am. Assoc. Univer. Women communication project	2
Assist youth bowling	1	College facilities	2
Share lab results on job	1	Promote lab findings	1
Attend housing meeting	1	Improve own family	1
Enlarge circle of friends	1	Urge individual action	1
Study needs of fellow employees	1	Work on Fair	1
Assist Desert Area Community Hospital Association	1	Cultural improvement	1
Complain to Ridgecrest Chamber of Commerce	1	Incorporation	1
	23	Vote more wisely	1
No action planned	7	Apply methods at school	1
		Join the PTA	2
		Work with China Lake Community Council	2
		Assist newcomers	1
			42

the participants had already taken some new action in the community and nearly all had some proposed action in mind. Some had rather elaborate plans to move on several fronts. Almost none had planned nothing new.

It is proposed that a similar instrument be submitted to participants after approximately six months have elapsed to determine whether concrete actions have indeed followed from the plans made during the labs. The question in the minds of critics of the project seemed to be whether personal changes apparent in these and other human relations labs can be transmitted to the organizations of which the lab participants are a part. The data on this matter are very limited to date.

ABSTRACT CARD

U. S. Naval Ordnance Test Station

A Community Relations Analysis of the Indian Wells Valley, by Herbert R. Larsen. China Lake, Calif., NOTS, August 1962. 18 pp. (NOTS AdPub 110), UNCLASSIFIED.

ABSTRACT. This report presents data obtained from three of the four Community Relations Laboratories held at the U. S. Naval Ordnance Test Station during the summer of 1961. The background and organization of the laboratories are described and



(Over)

1 card, 4 copies

U. S. Naval Ordnance Test Station

A Community Relations Analysis of the Indian Wells Valley, by Herbert R. Larsen. China Lake, Calif., NOTS, August 1962. 18 pp. (NOTS AdPub 110), UNCLASSIFIED.

ABSTRACT. This report presents data obtained from three of the four Community Relations Laboratories held at the U. S. Naval Ordnance Test Station during the summer of 1961. The background and organization of the laboratories are described and



(Over)

1 card, 4 copies

U. S. Naval Ordnance Test Station

A Community Relations Analysis of the Indian Wells Valley, by Herbert R. Larsen. China Lake, Calif., NOTS, August 1962. 18 pp. (NOTS AdPub 110), UNCLASSIFIED.

ABSTRACT. This report presents data obtained from three of the four Community Relations Laboratories held at the U. S. Naval Ordnance Test Station during the summer of 1961. The background and organization of the laboratories are described and



(Over)

1 card, 4 copies

U. S. Naval Ordnance Test Station

A Community Relations Analysis of the Indian Wells Valley, by Herbert R. Larsen. China Lake, Calif., NOTS, August 1962. 18 pp. (NOTS AdPub 110), UNCLASSIFIED.

ABSTRACT. This report presents data obtained from three of the four Community Relations Laboratories held at the U. S. Naval Ordnance Test Station during the summer of 1961. The background and organization of the laboratories are described and



(Over)

1 card, 4 copies

NOTS AdPub 110



the reactions of the participants presented in tabular form. Brief descriptions of these reactions are also given, with interpretation kept to a minimum.

NOTS AdPub 110



the reactions of the participants presented in tabular form. Brief descriptions of these reactions are also given, with interpretation kept to a minimum.

NOTS AdPub 110



the reactions of the participants presented in tabular form. Brief descriptions of these reactions are also given, with interpretation kept to a minimum.

NOTS AdPub 110



the reactions of the participants presented in tabular form. Brief descriptions of these reactions are also given, with interpretation kept to a minimum.

INITIAL DISTRIBUTION

2 Chief, Bureau of Naval Weapons (DLI-31)
75 On-Station Codes
162 Participants in Community Relations Laboratories
88 Attendants of Lecture by Dr. Herbert R. Larsen