

THE ESSENTIAL ORGANIZER

A Training Manual For Eastern Farm Workers
Association

Edited by: Mary Seeber
Polly Gardner

TABLE OF CONTENTS

SECTION ONE.....Introduction

SECTION TWO.....The Theory of the Practice

SECTION THREE.....Systems '73

SECTION FOUR.....Affiliated Organizations

SECTION FIVE.....Documents and Reports

SECTION SIX.....Update

SECTION SEVEN.....Glossary of Terms

SECTION EIGHT.....Mandatory Reading List

SECTION ONE
INTRODUCTION

Introduction

I'd like for you to pretend for a moment that this page is the first time you have ever seen or heard anything about Eastern Farm Workers Association. This is very important, because the things I want to say here will help both you ...and EFWA... if they are taken as simple stepping stones toward a task for you, or even more important, toward a future for all of us.

EFWA is the culmination of a combination of organizing careers that began in California in 1958. There are those of us here who experienced our first heartbreak there, winning strikes and losing battles, learning new techniques, and strange terms. We felt bewilderment then, and many of us still feel it at times now. We hope this in part can alleviate some of that bewilderment.

During the late 60's, the term "organize" acquired a superficial facade of glamour it had lost since the tinselly grapes of wrath days of the 30's. Rev. Martin Luther King, Cesar Chavez, and Father James Groppi were organizers, so were Gloria Steinham and Tom Hayden, and hundreds of thousands of erudite words were written about the charm, charisma, and personal brilliance that surrounded organizing and organizers. Those of us who came early and stayed late found ourselves facing a whole generation of excited, delighted young people who fell upon the so-called "movement with missionary zeal", determined to bless it with their own particular talent--or torment, and help reshape others into an image each and everyone of them felt within themselves to be the proper and correct perspective for the world in general and themselves in particular. The cult of the individual preference, and the singular difference entered the collective presence once known as an

organization. An organization is not a procenium through which a talent or a genius is radiated to which an enchanted public is drawn to kneel in veneration of the TRUTH to the accompanying strains of the Holl-ywood RKO theaters great Wurlitzer Pipe organ. If anyone reading this has any of those notions, for heavens sake, go join the Charisma Corps, or whatever particular counter-culture phenomena the United States government is offering these days to "give the helpless a hand"heros. Or take a look at the box scores of successes piled up by the one big happy family people during the civil rights sixties and the simpering seventies. Those organizations aren't with us anymore, or if they are, they've deteriorated into middle class hand-holding societies. The ethnic sympathy lost their constituency, the religious experience labor people lost their contracts, and the anti-warers went home or to graduate school. So much for the great collective individuality of doing your own thing at the poor's expense. If I sound a little bitter, I am, I had to live through it and I had friends and relatives die from it...so much for the hard facts designed to hit soft spots. We're very happy you are here with us at EFWA, we hope you like it, we're here to stay and we're here to win. The others can have their learning experiences and their moral victories, we are poor and we cannot afford the luxury.

Those first few paragraphs were put there to discourage the diletantes, they have closed the cover by now and we can talk to the organizers. This booklet is about systemic organizing. It is a new method and is based on the principle that an organization is strong because it is an organization, not because of the individuals in it. The basic idea is simple. When there is a wrong committed, there is a group of people wronged. They know better than any organizer what they need as

an end result of the rectification process because they are suffering from the lack of that rectification. If they can see that others too suffer, and that sufferers are there because no one person can cure their suffering alone, they will join the organization. If they join that organization for any other reason than eventual clear alleviation of that problem, like admiration of the organizer, they have joined for the wrong reason. An organization offers a material manifestation of hope. If it does not, it misrepresents itself.

We call the current EFWA approach systemic organizing, and the particular pattern of interorganizational labor, Systems '73. It is simple, in fact it is its very simplicity that makes it complicated. As you learn the various integral units of the system, you learn a different organizing skill. All of the skills are simple, but they are different. The first skill you must learn is the skill of emulation. Emulation means that you feel happy when you see another worker do a job well, and you go to that worker and try to learn from them. Most organizations work on a competition basis. Each worker tries to be a star, and tries to outdo the other workers. We have a long hard pull ahead of us. In less than a year we have grown from a simple idea shared by 27 people into the largest effort of our kind in the United States. Do not let that thrill you, do not let that frighten you, we aren't worthy of that responsibility. Nobody is; we'll talk more as we go along. We hope you like some of the talk, it's personal and down to earth. I hope I meet and talk to each and everyone of you; not for you, for me. Each time a new organizer steps into the world, I know that that organizer will outdo me in worth and value by a thousandfold. A new organizer has the collective experience of the old-timers and the strength of the future.

The great sculptor Michaelangelo was once asked how he moulded the

statue of a horse and he said it was easy, you just cut away all the
marble that doesn't look like a horse and there it is. Let the system
cut away the marble that doesn't look like an ^{organizer.} A That's all we can
do for you-- and we wish there was more because there is so much more that
you are going to do for us. You have to-- you have to for you are the
only hope we have in the whole wide world. Thank you so much for coming,
I hope you enjoy your stay.

Love and Solidarity

Eugenio Mario Perente
State Field Co-ordinator
Eastern Farm Workers Association

A BRIEF HISTORY OF EFWA

I Origins

The first operational meetings of the Eastern Farmworkers Association Organizing Committee took place in the spring of 1972. The origins of the Association, however, go back a few years.

In the late 1960's an outburst of militant activism was taking place among students, minority groups, unions, and the anti-war movement in the United States. There was also a good deal of restiveness growing among the black farmworkers in Suffolk County. For the first time many other concerned citizens in the area became aware of the problems facing farmworkers.

A lot of interest was aroused by a documentary film called, "What Harvest for the Reaper?". A Lutheran minister from Greenport, Rev. Arthur Bryant, produced the film in 1968. Bryant was later to become one of the original supporters of EFWA, until his church transferred him to Chicago.

Inspired by the recent successes of Cesar Chavez's United Farmworkers in California, many local people looked to unionization as the only practical solution to the plight of the farmworkers. This suggestion was strengthened by the failure of the dozens of expensive poverty programs and charity services that were operating in the East End. These programs were proving to be often condescending, sometimes corrupt, and always ineffective. It was realized that farmworkers did not deserve charity; they deserved decent pay and conditions for the difficult and socially vital labor they performed.

So various farmworkers, community organizers, and committed individuals approached the UFW and asked, "When can you organize in Suffolk County?". Gino Perente, then statewide coordinator of the UFW boycott, was interested, but the UFW had too many commitments in Texas, Florida, and Michigan to start organizing in Suffolk. In November 1971 a personal conference was held with Cesar Chavez in Ossining, New York. Chavez stated that not for another decade could the UFW even consider taking action in Suffolk County.

At this point it became evident that any farmworker union in Suffolk County would have to originate in Suffolk County. For almost a year information was gathered, alternatives considered, and opinions solicited. Then in 1972 the Organizing Committee held its first meeting, and the Eastern Farmworkers Association became a definite entity.

Perente, who had done organizing with Chavez in California and Texas, resigned his position with the UFW and became Executive Director of the new association. He was joined by several other organizers from the UFW. A number of leaders from the ranks of the migrant farmworkers became immediately involved. Some of the volunteers from the controversial Farmworkers Service Center in Riverhead were enlisted. Many of the original Organizing Committee members had been leaders in just about every aspect of the fight for social justice in Suffolk County; people such as Rev. David Bos of the Smithhaven Ministries and Helen Ackley, who was elected President Pro-Tem.

II The First Organizing Drive

The form of a membership organization was used to build a stable base among the seasonal farmworkers. (Seasonal farmworkers, unlike migrants, live in Suffolk County as permanent residents. Many seasonals used to be migrants, or are descendants of migrants.) A benefit program, stressing dental and legal services, was offered to prospective members. A newsletter, "The Long Island Farmworker" helped to tie the new organization together.

The most important means of contact, however, was the canvass. Dozens of fulltime and part-time volunteers went door-to-door in just about every low income neighborhood in the County. They explained the benefits program and the wider purposes of a union. Block meetings were held, and field offices were set up in half a dozen towns. Using this method, over a thousand members signed up in the summer and fall of 1973.

At the same time, the Association was making contacts with all kinds of people and groups across Suffolk County. From the start, an effort was made to base the Association on people, and not on money. No large grants were solicited. Full-time cadre worked without pay, receiving only room, board, and expenses. The other needs of the association--cars, office equipment, dental and legal services, etc.--were contributed by sympathetic individuals. While the EFWA was obtaining the necessities of organizational existence it was also educating people and building a network of supporters.

Because the seasonal members rarely were concentrated in a single workplace, the social and community aspect of EFWA predominated over its strictly labor aspect. EFWA was especially concerned with the community issues which membership saw as being important. The most outstanding issue was police brutality and the Association took a leading role in the widespread protest which took place in August and September.

III Strike!

Canvassing activity opened in Brentwood and Northport in the summer of 1972 and slowly moved eastward. The central office also moved east, from Brentwood to Bellport.

In the first week of October, canvassing was begun in the East End migrant labor camps. The response was favorable, and the decision was made that the Association had enough strength and influence to sustain a strike. In November the camp crews initiated strike agitation.

At a spontaneous meeting held on December 2 migrant farmworker employed by the I.M. Young Company unanimously voted to strike. At the same time they contacted the Association and signed up as member

thereby authorizing the EFWA to act as their bargaining agent with I.M. Young. A mass picket line with over fifty workers was established the next day, and the Department of Labor registered the strike as a bona fide labor dispute.

The immediate cause of the strike was that I.M. Young had not provided work or pay for the migrants for five weeks, despite the fact they had signed a contract covering that period. The company, which employed migrants to run several potatoe graders, was waiting for the price of potatoes to rise in the next few months. In the meantime, the employees were falling deeply into debt, and the public was paying higher prices for potatoes.

Two days after the labor action began the Town Police assisted I.M. Young in kicking the strikers out of their camp. EFWA volunteers lawyers immediately obtained an injunction against this illegal eviction. Although the injunction was eventually overturned in a Long Island court, there was enough time to find alternative housing for the workers. As of this writing (July 1973) preparations are underway to appeal the case in the Federal District Court.

Besides locating emergency housing for the strikers, the Association has been providing food, clothing, legal services, and money for heating and medical expenses. By maintaining a strictly legal, disciplined picket line in constant telephone contact with the central office, harassment of the line has been kept under control.

The significance of this is that the EFWA has through an organization, objectively proven that the most exploited and vulnerable farmworkers can stand up to their oppressors and still support and defend themselves. Because of community support, I.M. Young has been unable to hire more than a few scabs, and production over the winter grading season has been severely restricted. Other union members, such as Teamster truck drivers and telephone workers from the CWA, have respected the picket line. The impact all this has made on other migrants and the general community cannot be underestimated.

In general the strike is a focal point for publicity, fund-raising, and recruitment. It demonstrates to our membership that EFWA is a fighting organization, not just another hand-out program.

IV.

Expansion and Diversification

The word "organization" is very similar to the word "organism". The meaning of each is very similar--an entity with separate parts that have separate functions but still work together and form a unified whole. An organization, therefore, is not just a glob of people; it is a group of individuals who do different things, but do them in unity and with a common purpose.

In this sense, the first half of 1973 has been taken up with notable progress in further "organising" EFWA. The most important step came in March when "Systems '73" was instituted. Under this

arrangement the functions that EFWA needs to keep alive (input) and carry out its purpose (output) are classified in systems such as CDR, FIIN, BENE, etc. The coordination is provided by OPS.

The institution of the systems coincided with a moving of the EFWA Office Central in Bellport from 1735 Montauk Highway to 58 Beaver Dam Road. The new facility is the largest office space that EFWA has occupied, and has allowed for expansion and greater efficiency while maintaining the rustic atmosphere that has characterized the Association since it began.

In the spring EFWA went statewide, opening two field offices in upstate New York. Gino Perente became the Association's statewide coordinator. Contacts are being made in preparation for farm labor organizing in the area. This move opens up many strategic possibilities. For example, if favorable contracts were won in a certain area, migrants from another area could be sent there, creating a temporary labor shortage which would make strikes in the second area more effective.

The benefits program has been consolidated and expanded. In May an emergency food and clothing facility was opened adjacent to Office Central. Plans are underway to open health care clinics in Brentwood and Riverhead.

In the first part of the summer two groups affiliated to EFWA came into being. The Coalition of Concerned Medical Professionals held its first meeting June 6. CCMP is involving doctors, nurses, and students in health related fields in precautions against a typhoid epidemic among the farmworkers of Suffolk County. The Suffolk Committee for Community Arts received funding in July for the purpose of utilizing music as an organizing tool.

Finally, research is being undertaken for the purpose of setting up the Eastern Industrial Organizing Committee. This is in recognition of the fact that not only do farmworkers and employees of small, non-unionized shops share very similar problems, they also are very often the same people (when seasonal farm workers are laid off they often look for jobs as factory workers, and vice-versa).

The formation of the EIOC underlines an important principle of the Association. The Association has never been limited to just raising wages, improving hours, etc., as important as these things are. There are many other connections that have to be considered. Community and social conditions are directly related to conditions of work. The situation that farm workers are in is directly related to the situation of the poor, and of all the working people in Suffolk County. The process of organizing the EFWA has meant being aware of these connections, and taking action accordingly.

CHRONOLOGY

- November 21, 1971...Ossining conference with Cesar Chavez
- May 1972...Organizing Committee initiates operation of new unaffiliated farm worker organization in Suffolk County-E.F.W.A.
- May 20, 1972...Brentwood office opened; first community meeting
- May 28, 1972...First member signed in Brentwood
- June 1972...Field offices open in East Setauket, Huntington, Northport
- July 15, 1972...EFWA member beaten by police; EFWA enters brutality protest
- August 1972...Field office opens on North Fork-Southhold
- September 1972...Field office opens in Riverhead
- October 1972...first canvasses of migrant camps
- November 1972...Strike agitation crews begin working in migrant camps
- Thanksgiving 1972...Office Central established at 1735 Montauk Highway, Bellport
- December 2, 1972... I.M.Young workers decide to strike
- December 3, 1972...Benefit dinner for EFWA; first organized agricultural strike on Long Island is announced
- December 4, 1972... I.M.Young workers walk off jobs-STRIKE BEGINS
- December 8, 1972...Strikers illegally evicted from labor camp
- December 9, 1972...EFWA obtains injunction against illegal eviction-workers return to labor camp by court order
- January 1973...Riverhead court cancels injunction; injunction temporarily reinstated by Appellate Division at Brooklyn Court
- March 1973...Office Central moved to 58 Beaver Dam Road, Bellport: Systems '73 instituted.
- March 6, 1973...Bellport office entered by 17 police officers and unidentified individuals; 16 year old EFWA volunteer arrested and released on bail.
- June 6, 1973...First meeting of Colalition of Concerned Medical Professional
- June 10, 1973...Opening of emergency food and clothing facility in Bellport
- July 17, 1973...Community meeting announces renewal of canvassing and formation of Eastern Industrial Organizing Committee and Suffolk Committee for Community Arts

SECTION TWO
THE THEORY OF PRACTIICE

(THE ORGANIZING COMMITTEE
ITS THEORY AND FUNCTION IN PRACTICE)

E.F.W.A. IS AN ORGANIZED ENTITY OF ACTION OPERATING AROUND A PARENT NUCLEUS OF AN ORGANIZING COMMITTEE. THE ORGANIZING COMMITTEE IS LISTED ON THE LEFT-HAND COLUMN OF E.F.W.A. STATIONERY. IT WAS FOUNDED BY ORGANIZER CONTACT WITH FARM WORKERS AND COMMUNITY PEOPLE WHO HAD OPERATED IN THE PAST WITH ATTEMPTS TO AID FARM WORKERS. THE UNION APPROACH WAS EXPLAINED TO THEM, AND IF THEY AGREED THEY WERE INVITED TO PARTICIPATE IN FORMING A WORKING SUPPORT GROUP TO BEGIN THE DRIVE. AT A SERIES OF MEETINGS, A WORKING STRATEGY WAS AGREED UPON. IT WAS DECIDED THAT THE ORGANIZATION BE MOTIVATED BY A FIELD DIRECTOR, WHO WOULD BE DEPENDENT ON THE COMMITTEE FOR ALL AID THAT COULD NOT BE DEVELOPED THROUGH A CADRE SYSTEM. IT WOULD FUNCTION IN THIS MANNER UNTIL ENOUGH ACTION-GENERATED WORKER PARTICIPATION COULD BE GENERATED TO GUARANTEE A REPRESENTATIVE PLEBISCITE, OR UNTIL EITHER THE COMMITTEE OR THE FIELD DIRECTOR DECIDED THAT THE CURRENT STRATEGY WAS NOT WORKABLE. AT THAT TIME THE COMMITTEE WOULD RE-CONVENE ITSELF AND DECIDE ON A NEW COURSE OF ACTION. IF THE COURSE OF ACTION CONTEMPLATED ORIGINALLY CONTINUED TO MEET SUCCESS, THE COMMITTEE WOULD DISSOLVE ITSELF AS AN ENTITY CAPABLE OF GOVERNING AT THE FIRST WORKER PLEBISCITE, AND IF NEEDED, CONTINUE TO FUNCTION AS SUPPORT CADRE WITHIN THE NEW FRAMEWORK. DECISIONS RELATING TO TACTICS IN THE INTERIM WOULD BE MADE BY THE FIELD DIRECTOR AND CADRE DEVELOPED BY THE FIELD DIRECTOR. AN ORIGINAL WORKING CADRE OF SIX BEGAN THE OPERATION.

DECISIONS IN THE PRELIMINARY PERIOD OF PRE-PLEBISCITE, ORGANIZING WILL BE AT THE DISCRETION OF INTERIOR CADRE. INTERIOR CADRE WILL BE CREATED BY AN INDIVIDUALS ABILITY AND DESIRE TO MOVE WITHIN THE MECHANISM OF THE PRELIMINARY FRAMEWORK, AND THE WILLINGNESS OF THE INDIVIDUAL TO DEVOTE TIME AND CONTRIBUTE ABILITY.

THEORY OF ROLES: DURING THE PRELIMINARY ORGANIZING PERIOD E.F.W.A. TACTICS WILL BE IMPLEMENTED BY THE FIELD DIRECTOR, WHO SHALL BE RESPONSIBLE TO THE ORGANIZING COMMITTEE, PERSONIFIED BY THE PRESIDENT AND SECRETARY OF THE ORGANIZING COMMITTEE, FOR THE ACCEPTABILITY AND PROGRESS OF THESE TACTICS. THE FIELD DIRECTOR SHALL BE AIDED IN THESE DECISIONS BY AN UNDEFINED AMOUNT OF ADMINISTRATIVE ASSISTANTS WHO WILL BE CHOSEN BY THE DIRECTOR OR THE O.C. ON THE BASIS OF ABILITY, INTEREST, AND TIME AVAILABILITY. AA'S WILL ALSO BE RESPONSIBLE FOR CADRE TRAINING AND DEVELOPMENT.

ALL SECTIONS OF E.F.W.A. WILL BE UNDER THE DIRECTION OF CADRE, RESPONSIBLE TO THE AA'S AND THE FIELD DIRECTOR FOR ASSIGNMENT AND DIRECTION. A CADRE IS AN INDIVIDUAL OF SUFFICIENT TRAINING AND MOTIVATION TO ACCEPT RESPONSIBILITY AND ASSIGNMENT, INTERESTED IN ACHIEVING ENDS PROFESSED BY THE O.C. FROM THE RANKS OF CADRE AND AA'S, THE FIELD DIRECTOR SHALL SELECT INDIVIDUALS TO FILL CERTAIN STRUCTURAL ROLES UNTIL THE PLEBISCITE.

STAFF MEETINGS WILL ENCLUDE ALL THE ABOVE MENTIONED INDIVIDUALS PLUS PART TIMERS AND SUPPORTERS. AT THE TIME OF A STAFF MEETING, ABE PRACTICES AND METHODOLOGY WILL BE OUTLINED. OBJECTIONS NOT AIRD AND CLAIRIFIED AT A STAFF MEETING TO THE SATISFACTION OF A GENERAL CONCENCUS OF PARTICIPANTS WILL BE REGARDED AS BREACHES OF DISCIPLINE.

IT IS THE ACKNOWLEDGED AIM OF EACH AND EVERY PARTICIPANT IN E.F.W.A. TO PREPARE THROUGH THE TRADIONAL UNION-BUILDING APPARATUS OF AN O.C. TO DELIVER A PLEBISCITE OF FARM WORKER MEMBERS IN A MANNER MEETING THE APPROVAL AND STRATEGY OF THE ORGANIZING COMMITTEE.

IF A DISAGREEMENT INVOLVING CADRE OR AA'S IS NOT SETTLED IN A MANNER AGREEABLE TO THE PARTICIPANTS BY THE FIELD DIRECTOR, RECOURSE MAY BE SOUGHT BY REQUESTING AND ARRANGING FOR A GENERAL STAFF MEETING. IF THE MEETING DOES NOT PRODUCE THE REQUIRED RESULT, A REQUEST FOR INQUERY MAY BE MADE TO THE PRESIDENT OR SECRETARY OF THE O.C. ALL PRINCIPALS WILL BE FORMALLY MADE AWARE OF ALL STEPS TAKEN.

(an explanation of cadre, and the cadre system.)

An organization does not just happen. Sometimes, a catalyst or disaster of sufficient proportion disturbs mass conscience to the extent that experienced individuals, with experience relating to the disaster, can form a group dedicated to aid in a disciplined manner. This created the American Red Cross. On occasion, the breakdown or dismantling of another organization leaves a group of disgruntled ex-members convinced they know a better course. This resulted in Communist Party U.S.A. Sometimes membership groups are merely organized. In this case, an organizer, or organizing Entity will seek a solution in an area of concern. He, or they, will outline a solution method to remedy the situation, outline the geographic confines of the problem, and approach individuals of similar concern within the area, explaining their concept of solution, and on finding agreement, asking the individual to join in the effort. Eastern Farm Worker Association is an example of this; a preplanned, organized entity. It then remains for the organization to define itself structurally and philosophically in regard to its operation. In some, a board of directors handles decisions. In others, a plebiscite of membership is relied on. In the case of most organized entities, where the duty of the organization lies in the arena of building another organization, and the majority of strategic questions were preplanned, the cadre system is established. Under a cadre system of decision making, trained individuals capable of both operating the basic mechanics of the group and training other individuals to perform the same tasks, agree to tactical solutions regarding strategic goals by the consensus approach

that is, submitting positive information from key areas within the organization to approachable leadership, and then confer on policy evolving from the leadership analysis. The criterion of approval lies in obviating a denial of correctness from any of the participants. In this case, the participants are cadre. Leadership is furnished by either the operations structure of the organization or the originator of the approved strategy. Eastern Farm Workers Association is then, a cadre based organization operating as a preplanned entity of Original Committee approval. It is dedicated to raising a membership plebiscite of farmworkers, who will, at the time of the plebiscite, determine the structure of the final entity.

A cadre is either an individual of the type described above, or of collection of individuals within the organization dealing with a specific task in unison. Cadre come from two areas, they are either exterior cadre, or interior cadre. Exterior cadre come to the organization, because goals and abilities expressed by the group co-incide with those of the cadre. Interior cadre come to the organization from the ranks of sympathisers, supporters, members, and other associates, who, in continuing their association with the group, subscribe to the methods and goals espoused by the organization to the extent that they both desire to abide by all preplanned policy and discipline, and second, fulfil the standards for participation subscribed to by participating cadre, at least to the extent that cadre consensus does not exclude them.

Cadre are goal motivated. The ends; the final solution offered by the organization, is the primary concern prior to participation. If the solution seems correct. The structural facets of the group in respect to flexibility and strategic dexterity must be correct. Leadership should exhibit approachability, awareness, and a logical dispassionate ability in analysis.

A goal motivated individual considering cadre status within a group is concerned with solutional analysis, structural correctness, and leadership understanding. A potential exterior cadre examining an organization as a potential host for personal goals is interested only in ascertaining if any condition exists currently that proves conclusively the attempt will not work. The cadre is aware of, and unconcerned by, the fact that the vehicle CURRENTLY won't work. One thing is lacking. Individuals, of sufficient skill, determination, discipline and devoid of ulterior motivation or interest to operate the vehicle of organization. In short, the organization must fit only two descriptions. It must have correct goals and it must not be structurally incorrect. Success from that point is determined by Cadre motivation, ability, and training.

It is the basic concept of the cadre-oriented activist; that a reasonable plan, with no logical flaw, and no basic structural imperfection, will eventually triumph in struggle with a strongly entrenched adversary, possessing even the minimal faults needed to qualify as an oppressor, contradictions in practice or performance, and divided areas of self interest. The basic role of cadre is not one of position, but one of power within any position.

SECTION THREE
SYSTEMS '73

SYSTEMS 1973

Output & Input: How They Work

Eastern Farmworkers Association systems are divided into two categories. Output systems deal with the basic work done by the organization expressed in its various goals and programs. Input systems provide the resources and people the union requires to maintain the output function. Ultimately, the function of even a single output system requires the establishment and maintenance of several input systems. For example, the output required to merely open and operate an E.F.W.A. field office requires established input systems dealing with CADRE, VOLUNTEERS, MONEY, OFFICE EQUIPMENT AND SUPPLIES, AUTOMOBILES, FUEL, FOOD and eventually CLOTHING AND MEDICINE.

The basic output system of E.F.W.A. is operational. The operational output system guarantees that if all organizing, benefit, and informational output are suspended, the basic life pulse of the association will continue -- plus retain the potential to rejuvenate the dormant output systems as rapidly as possible.

To insure this ability, the operational output system must first include structural input, described in the first two pages. Second, a cadre input must be functional to secure and train persons to operate all other systems needed for full operation. Money input must be first quantitatively ascertained and then procured to fill emergency operational needs. A transportation input must furnish rudimentary cadre movement and begin to produce organizational life. A morale input must forestall additional loss of cadre and suggest reason and resolve to newcomers. Add a procurement cadre, to alleviate the need for a heavy cash flow and to provide the necessary preliminary community contact essential for rebuilding by simple solicitation. And the continued exist-

ance of a functioning entity is ensured.

Simple as it seems, E.F.W.A. needs 6 (six) multifaceted input channels--open and functioning-- to maintain the basic requirement of keeping its doors open and its hope alive. When these systems are functioning, and all available work time is not devoted to keeping them running, then the additional organizational output systems may begin to add function to mere survival.

In our organization, obviously a benefit output system must be devised. First, an organization must offer an inducement to prospective members. The output system itself must include, administration, to weigh desirable benefits, and the tactics to obtain them, cadre to implement the tactics, and operate the benefit program. It must also contain the ability to inform the interested in as advantageous terms possible.

For the latter output, new input is needed. A printing input must list the benefit, forms must be designed and delivered, for more information, and signatures, and display areas for benefit announcements and agitation procured. All existing input systems must take on at least one additional duty, and two new systems must be added. The new input will require all existing input be broadened according to the new need. In addition, a membership file system, a newsletter input team, and a volunteer procurement system to handle parttime work demands must commence. Strike agitation outputs, maps, file and industry information input. Strike maintenance, introduces legal input, publicity systems, and data systems. In addition to each new system, each old one must increase in production.

When a new system is devised, the mechanics must be first designed. It may need a map, or a file card system, or a list of methods. In short to even live, an organization must develop systemic identities

it in to the state indicated as desirable to the strategy. Example; a volunteer comes in and you need a bucketdriver. A volunteer is a volunteer, not a bucket driver. If you call the volunteer a bucketdriver and wonder why you don't get any money...you are not a cadre. The newcomer is still a volunteer...to make the VOL viable to bucketdriving you perform the process of giving the VOL a bucket, literature, a location, transportation, a time schedule and what to say...now you have the bucketdriver you need. A tab bucketdriver. When the tab fiin can perform the process you have a viable bucketdriver cadre.

SYSTEMS '73 BASIC STRUCTURE

INPUT SYSTEMS

CODE INDEX

INPUT SYSTEMS	CODE INDEX
MONEY	<u>FIIN</u>
CADRE	CDR
TRANSPORTATION	TRX
PROCUREMENT	<u>PRO</u>
MORALE	MOR
PRINTING	<u>PRT</u>
HOUSING	HUS
OFFICE MEETING	OF-ME
DESIGN & ADVERTISING	DE-AD
DATA	<u>DATA</u>
FILES INTERIOR	FL-IN
FILES EXTERIOR	FL-EX
VOLUNTEERS	<u>VOLS</u>
ADDITIONAL ARENAS	AD-AR
SPEAKING ENGAGEMENTS	<u>SPEG</u>

SYSTEMS '73 BASIC STRUCTURE

OUTPUT SYSTEMS

CODE INDEX

OPERATIONAL

OPS

BENEFIT

BENE

MEMBERSHIP

MMBR

PROPAGANDA-NEWSLETTER

PR-NE

STRIKE AGITATION

STK-A

STRIKE MAINTAINENCE

STK-M

ADDITIONAL ARENAS

AD-RE

PROCUREMENT SYSTEM

Workers involved with the procurement system will compile information elicited from incoming mail, phone calls, personal contacts, FIIN, TRX, PRT, and OPS systems. They will prepare analysis sheets of supply and depletion on the basis of their findings, and will attempt to forestall cash outlay in specific areas by obtaining direct aid rather than employing purchasing power. PRO will function continuously in all areas involving consumable resources, such as food, clothing, office supplies, and equipment. PRO will design drives, campaigns, ads and publicity to this end. Additional duties will be proposed by PRO directly to OPS or to general concensus, via staff meetings. PRO will also accept OPS or concensus assignments. The master card file system will be used for solicitation contact. PRO will develop major donation campaigns; such as cars, office space, etc. A resource and PRO contact card file will be maintained. Handouts shall be distributed by mail and personal contact. The card file will also contain free resources of publicity, promotion and group direct aid assistance. PRO will also procure storage space.

Mechanics

- A. Four part card file:
 1. PRO contacts
 2. Resource aids
 3. Free promotion
 4. Group direct aid.
- B. Handout fro PRO.
- C. Group solicitation letter.

CONCERNING FOOD DRIVES

SINCE THE SCHOOLS HAVE CLOSED DOWN, FOOD DRIVE CONCENTRATION MUST BE SWITCHED TO NEIGHBORHOODS, USING METHODS OF DOOR-TO-DOOR CANVASSING IN TERMS OF SOLICITING. MEETING WILL BE ARRANGED, HELD IN PUBLIC PLACES SUCH AS LIBRARIES OR COMMUNITY CENTERS IN ORDER TO FORM GROUPS OF INTERESTED VOLUNTEERS.

MEETING:

A CANVASS OF THE FILE CARDS WILL PROVIDE A LIST OF CONTACTS IN DIFFERENT LOCALITIES. THESE PEOPLE WILL BE ASKED TO ORGANIZE A DRIVE. THEY WILL ALSO BE ABLE TO MAKE SUGGESTIONS AS TO STORAGE, MEETING PLACES, AND INFO ON NEIGHBORHOODS. A MEETING SHOULD BE ARRANGED WITH THESE VOLUNTEERS, ALL OF WHO LIVE IN ONE LOCAL VICINITY, AND ALL OF WHO RELATE TO, OR COULD RELATE TO SUCH EFWA ACTIVITIES SUCH AS FOOD DRIVES. AT THIS MEETING, AN EFWA ORGANIZER WILL EXPLAIN TO THEM THE MECHANICS OF A FOOD DRIVE AS LAID OUT IN THIS REPORT. FROM THIS MEETING, THEY CAN THEMSELVES SOLICIT FOR VOLUNTEERS TO HELP THEM, THRU CONTACTING LOCAL GROUPS OR INVOLVING THEIR FRIENDS.

NEXT A SECOND MEETING WILL BE HELD, WITH ALL THE INTERESTED VOLUNTEERS OUR CONTACTS PROCURED. AN EFWA ORGANIZER SHOULD BE PRESENT, BUT THE SHOW SHOULD BE RUN BY THE PRELIMINARY CONTACTS, THE ORGANIZERS OF THE DRIVE. AFTER AN EFWA PITCH, THEY WILL DISCUSS AND OUTLINE THE DRIVE, SET DATES, MAKE ARRANGEMENTS, AND ASSIGN THE VOLUNTEERS.

MECHANICS:

1) SOLICITING A TEAM OF VOLUNTEERS WILL ENTER AN AREA AND DISTRIBUTE THROUGHOUT THE SELECTED STREETS. A RELATIVELY SMALL AREA SHOULD BE SOLICITED FIRST, SO THAT WHEN THE PICKUP IS MADE, THE AREA CAN BE COVERED. VOLS SHOULD TRY AND HAND THE LITERATURE TO THE PEOPLE DIRECTLY, RATHER THAN STUFF MAILBOXES. THEY SHOULD KNOW ENOUGH ABOUT FARMWORKERS AND THE ORGANIZATION AS TO BE PREPARED TO ANSWER SIMPLE QUESTIONS. A RUNNER SHOULD BE KEPT REFERING TO THE HOUSES DONE, IF PEOPLE WERE HOME, AND THEIR RESPONSE. THE HANDOUT WILL CONTAIN A LINE ON EFWA AND FARMWORKERS, A PITCH, AND THE DATE OF THE PICKUP. THE PICKUP SHOULD BE ARRANGE ABOUT ONE WEEK LATER, AND BOTH CANVASSES SHOULD BE DONE ON THE WEEKENDS WHEN PEOPLE ARE MORE LIKELY TO BE HOME.

2) PICKUP THE RE-CANVASS OF THE AREA MUST RELATE TO THE PRIMARY RUNNERS. BOXES WILL BE CARRIED BY THE VOLUNTEERS TO COOLECT THE LOOSE CANS, ECT. A TRUCK/ VAN SHOULD BE AVAILABLE DURING THE PICKUP. SECONDARY RUNNERS WILL BE KEPT RECORDING NAMES, ADDRESSES, DONATIONS, AND ADDITIONAL INFORMATION. IF FOLLOW-UP IS NECESSARY, PHONE NUMBERS SHOULD BE INCLUDED.

3) STORAGE THE ARRANGEMENTS SHOULD BE MADE BEFORE THE SOLICITING BEGINS. THE LONGER SPACE IS AVAILABLE, THE MORE TIME WE HAVE TO FIND ADEQUATE STORAGE IN THE BELLPOT VICINITY.

4) TRX TRANSPORTATION SHOULD BE ARRANGED BY THE VOLUNTEERS NOT ONLY FOR THE PICKUP, BUT ALSO FOR SHIPPING THE GOODS TO AN EFWA LOCATION AT A LATER DATE.

* THE PRIMARY PURPOSE OF THE DRIVE IS THE COLLECTION OF FOOD. ALSO STRESSED WILL BE HOUSEHOLD GOODS, APPLIANCES, AND CONTACTS FOR OFFICE SUPPLIES AND EQUIPMENT. THE NEED FOR MONEY AND VOLUNTEERS. BUT IT WILL BE MADE CLEAR THAT AT THE PRESENT TIME, NO CLOTHING WILL BE SOLICITED FOR AND THAT NONE WILL BE ACCEPTED!

RECIPTS

IF RECIPTS (CONCERNING INCOME-TAX RETURNS) ARE ASKED FOR, THE VOLUNTEER SHOULD CONTACT THE MAIN OFFICE INSTEAD OF MAKING THE ARRANGEMENTS THEMSELVES. THE NAME, ADDRESS, AND PHONE NUMBER CAN BE CALLED IN AND AN EFWA ORGANIZER WILL CALL BACK AND DEAL WITH IT.

IDENTIFICATION

THE VOLUNTEERS WILL RECEIVE VOLUNTEER ORGANIZER CARDS BEFORE THE DRIVE BEGINS, TO ADD TO THEIR CREDIBILITY WHILE SOLICITING.

POLICE

IF THERE IS ANY POLICE HARRASMENT REGARDING ORDINANCES, THE VOLS WILL BE NICE AND RESPECTFUL, AND DO WHATEVER THE COP SAYS. ONLY THE PERSON IN CHARGE WILL TALK TO HIM, WHO WILL EXPLAIN TO HIM THE NATURE OF THE DRIVE, AND REFER THE OFFICER TO THE EFWA MAIN OFFICE. THEN THE VOLUNTEER IN CHARGE SHOULD IMMEDIATLY CONTACT US.

REPORTS

AT THE END OF THE DRIVE, A REPORT WILL BE DRAWN UP, EITHER BY THE DRIVE ORGANIZER OR AN EFWA ORGANIZER. THE REPOT WILL BE SUBMITTED TO OPS, WHER INFO CAN BE RIPPED FOR 3x5s, THEN RETURNED TO PRO, ADDED TO THIS REPORT AND FILED FOR FURTHER REFERENCE.

THE REPORT WILL INCLUDE:

- 1- LOCATIONS COVERED (SPECIFICS RELATING TO ANALYSIS)
- 2- VOLUNTEERS INVOLVED(NAMES, ADDRESSES, PHONE #)
WITH BREIF PERSONAL PROFILE
- 3- RECORD OF LARGE DONATIONS INCLUDING NAMES AND ADDRESSES
(THANK- YQU NOTES SHOULD BE SENT TO THEM)
- 4- INTERESTED PEOPLE MET ON DRIVE INCLUDING NAMES, ADDRESSES,
AND PHONE NUMBERS. SPECIFIC FOLLOW-UP SHOULD BE INCLUDED.
- 5- UNUSUAL INCIDENTS WITH DETAILS SUCH AS TIME, PLACE,
PEOPLE, AND OUTCME.
- 6- ADDITIONAL INFO

AN ANALYSIS SHOULD ALSO BE WRITTEN, CONCERNING METHODS USED IN THE DRIVE; i.e. WHAT WENT WRONG, WHAT WENT RIGHT, AND WHAT DIDNT GO AT ALL. ALL INFORMATION THAT WOULD BE USEFUL FOR REFERENCE IN FURTHER DRIVES SHOULD BE INCLUDED.

ADDITIONAL SUGGESTIONS:

TRANSPORTATION INPUT SYSTEM

This system will attack the problems surrounding vehicles, EFWA and volunteer, full time and part time, acquisition and maintenance, safety and availability. It will maintain a card file (cross referenced) of volunteers and workers with available cars-----with data. It will authorize, control and record, transportation expenditures and needs, on the basis of this information, it will conduct, alone or in conjunction with systems of allied interest, fund raising activities to fill these needs, with the knowledge and approval of interested systems. It will also contain a listing of EFWA cars, repair and insurance data.

The system will maintain a daily list of car stops and co-ordinate cars to these needs. It will catalogue, solicit, and utilize free repair services, economy insurance packets, inexpensive parts sources, discount fuel and service, and vehicle donations as part of its card file. It shall also file storage and driver potential. It will analyse and provide other systems vehicular needs. A TRX BULLETIN BOARD will exist.

SCHEDULES WILL BE DEvised EACH SUNDAY.....

MECHANICS: A: SECTIONED CARD FILE

- A- 1- available cars and datafull and part time.
- 2- service needs , etc. filed alphabetically by service
- 3- volunteers with cars and data.

B: CAR STOP COORDINATION SHEET

C: POST TRANSPORTATION REQUEST AREA

D: FUND RAISING LETTERS TO CAR ALIGNED PEOPLE

E: FUND RAISING PARTICIPATION; UP TO DATE FOLDER LISTING OF AUTHORIZED CARS.

F: WEEKLY POSTED SCHEDULE

G: WEEKLY CAR INTERIOR SCHEDULE

I
II
It will be the duty of the morale cadre to provide an outline of each cadre, their current status, needs, and expectations from E.F. W.A. These outlines will be begun, not when cadre become enrolled in the organization, but when they approach OPS with a special need or request. At that time, an entire inside benefit program will be worked out by MOR, kept in a folder under MOR and worked with to provide benefits.

IV
Each output system will contain a morale analysis, as assigned by OPS.... The systems will be analysed as to the number of viable cadre, Tab cadre, and volunteers needed to run it consisganily, and also the nmber of training situations and demoralizing situations will appear.

MOR will as often as possible operate with a viable cadre in charge. The Viable will select a volunteer or other cadre to learn the functions of morale, or will accepted assigned personale from OPS.

III
ALL SECURITY CHECKS WILL BE HANDLED BY MORALE.... SECURITY CHECKS WILL BE KEPT IN A SECRET SECTION, THAT WILL BE NOT WITH THE BULK OF TEE OFFICE FILES. ONLY OPS WILL KNOW OF THE WHEREABOUTS OF THIS FILE..

I
Morale personale will be in charge of the training section of system '73; They will give classes in the booklets already attached to the reference section of the system, and will write and devise additional booklets as needed or directed. An anaylis and runner will be kept to present at staff meetings. A notation on training material will be presented at training sessions and the requests from consensus regarding mroale will be acted upon.

Moral wille also keep a special assignment section, which will accept assignments from OPS, CDR, VOLS, DATA, AND SPEG.

MECHANICS.....

Manila folder file, cadre morale outlines, runner, inside benefit program. 2. manila folder file, individual oupp-ut morale folders. non-viable security check file. 4. cadre class schedule on systems and training programs..staff meeting runner...staff meeting analysis..

SPEG Functions

Speaking engagements are a vital means of maintaining contact and influence with the general community EFWA operates in, and with outlying regions. The SPEG system is supportive to input systems CDR (recruitment), FIINS (financial input) and PRO (procurement). Even when these inputs do not emerge directly from a speaking engagement, contacts can be made, which will eventually provide them. /

As output, SPEG influences the general community to be aware of and supportive to EFWA. Each speaking engagement, if done well, can create an area of support which EFWA can return to and utilize in the future. Generally speaking, the more the general populace is educated to the farmworker situation and the underlying issues, the easier it is for EFWA to operate.

Finally, speaking engagements are an aid to cadre education, which in turn enables them to function more efficiently and responsibly. Speaking about EFWA helps clarify the understanding of the speaker as well as the audience. If the EFWA cadre is deficient in understanding a particular aspect of farmworker organizing, he or she would become (painfully) aware of this after several engagements. In addition, contact with diverse sectors of the local populace increases cadre knowledge of the structure and nature of EFWA's political environment.

SPEG Instruments

Speaking engagements calendar

records past and future speaking engagements, with vital information (time, place, objectives, speakers, contacts, etc.).

Instructions notebook

contains supplementary information needed by the EFWA speaker. The appropriate page will be given to the speaker, or the information from it relayed by phone. These pages do not have to be saved or filed.

Analysis sheets

provides cadre analysis of what went down at the speaking engagement and coordinates the follow-up. These will be provided in advance to cadre going speaking. After the engagement, it is to be filled out by one of the speakers and sent to OPS. OPS processes it and returns it to SPEG for filing.

SPEG Procedures

1) Check SPEG box for notices of upcoming speaking engagements. Record these on the SPEG calendar. Find out information which is missing or incomplete and include it on the calendar. Most entries should include the following information:

time, date, and place
group to be spoken to; a contact from that group
EFWA cadre who set up the date
information from #2 and #3 (see below)

Supplementary information, such as directions, type of dress, length of speech, notes about the audience, etc., should be marked down in the instructions notebook.

2) Determine who it is from EFWA that should speak, if OPS has not already made a selection. Criteria are the nature of the audience, individual expertise, individual schedules, proximity, etc. Experienced speakers should be selected for crucial appearances; otherwise, inexperienced speakers should be given opportunities to practice. Add the names of the speakers to the calendar entry.

3) Determine the primary objective(s) of the engagement, and make a note of it on the calendar entry (criteria are the kind of audience and current EFWA strategy).

F indicates fund-raising
E indicates education and gaining sympathy and support
R refers to recruitment in general
 VR refers specifically to volunteer recruitment
 CR refers specifically to cadre recruitment

4) Go through calendar listings for the upcoming day, and then the upcoming week, and make the necessary arrangements:

Notify the speakers. Give them, or relay by phone, the appropriate page from the instructions notebook.
When necessary, coordinate with other systems (with Citizens for Migrants on high school dates, with FIMS on fund-raising events, with ODR on recruitment, etc.)
Arrange for transportation (through TMI when this system is initiated).

Oversee any other logistical details (leaflets, files).

A check (✓) next to the entry indicates that all arrangements are finalized.

5) If an engagement is postponed or cancelled, note this on the original entry.

SPEAKERS CO-ORDINATOR

(1 hour per day - Monday through Friday - 4 hours Saturday. 9 hours per week. Sunday optional assignment.)

The Speakers Co-ordinator will locate and train speakers from the organisation, confer with the director or the central committee on group policy, and educate those to participate in agitation on approaches and ideas advanced by the organization. The Speakers Co-ordinator will solicit for, secure, publicize politicize and advertize all speaking engagements of the group. He will assign all individuals to engagements. Upon approval of field cadre, he will conduct a campaign within his effective area. He will be assigned one trainee four hours a week, and one assistant 4 hours a week. He may request regular duty cadre from operations.

OPERATION CAMP CREW

I. THE FUNCTIONS OF EFWA CAMP CREWS

A camp crew is a team of EFWA organizers who go into the migrant labor camps to talk with the crew leader and the workers. The camp crew is the main vehicle of communication between the migrant workers and EFWA, and for this reason it is important that the organizers always appear sympathetic, knowledgeable and professional in their dealings with the workers.

There are four primary functions to a camp crew:

- a. Signing up new members
- b. Making the benefit program available to the members
- c. Agitation
- d. Sharing information with the workers about EFWA activities and obtaining information about conditions in the camp

The focus of the activity on the crews (ie benefit work, agitation around a specific point) will be determined by the overall organizing strategy that EFWA is following at that time. Participation of the camp membership in EFWA activities should always be encouraged, and the organizers should make a special effort to look for leadership among the workers.

II. MECHANICS

- a. EFWA literature
- b. Authorization form
- c. Membership card
- d. Benefit form
- e. Benefit information sheet
- f. Camp crew analysis sheet
- g. Camp roster
- h. Membership letter
- i. Calendar of camp visits
- j. Map of camp locations
- k. Camp profile

l. Camp file

m. Internal files

III. CAMP CREW PROCEDURES

A. Preparation for a camp crew

The camp crew leader should make sure that camp crew folders - each containing (1) agitational and benefit literature (2) authorization forms (3) membership cards (4) benefit forms and (5) camp crew analysis sheets - are in order. If the available inventory of any of these forms is low, the Printing System should be notified and requested to supply new forms.

The camp crew leader should set up a weekly schedule of camps to be visited. A calendar will be kept indicating when camps have been visited.

When the camps are selected, the file for each camp should be checked. Each camp file will contain a camp profile, giving a general description of the camp and crew leader and their relationship to EFWA, the camp membership roster, and camp crew analysis sheets from previous camp visits. These should be checked over. The latest camp crew analysis sheet will list benefits the workers asked for. The Benefit System will provide OCC with a benefit information sheet for each camp to be visited for the week. This sheet lists the status of each benefit requested by the camp members, and indicates any help the Benefit System needs from OCC in providing the benefit (ie additional information). If clothing or food is to be taken to the camp, the OCC leader must make sure these are ready when the crew is about to leave.

The direction of the camp crew should be worked out in coordination with Permanent Ops and other systems working with the camps. This might be done at the weekly staff meeting before the following week's camp visits.

A schedule should be worked out with the cadre who will comprise the camp crews, including their transportation to the camps. If additional help is needed from TRX, this should be requested in advance of the week's schedule. Special cadre might be selected depending on the focus of the camp crews or special needs, such as Spanish speaking organizers.

Drivers should check the location of the camps on the map, and make sure they understand where the camps are.

B. The Camp Crew Visit

The crew should select one person who is in charge of that visit. That person will approach the crew leader on the camp,

set the tone of the camp visit, and make any decisions should the need arise. Before he takes his crew onto the camp, the leader should go over the information from the camp file, answer any questions about the camp, and be explicit about the reason we are going to the camp.

At the camp, normally the camp crew leader will talk to the crew chief and get his permission to talk to the men. This may be flexible, depending on the immediate situation. If it is a first visit to a camp, or if there are new people on the camp, we should sign them up those people, filling out two copies of the authorization. The carbon copy of the authorization and a membership card are given to the new member. The organizers should ask who needs benefits, and if a benefit is needed they fill out a benefit form for each person. Using the benefit information sheet, the organizers should discuss with members who had previously requested benefits what the status of those benefits, and get any additional information necessary to process the benefits. The camp crew organizers should rap with the workers, talking to them about living and working conditions, telling them about different EPWA activities and what is happening in other camps. It is important to be sensitive to the workers attitudes about EPWA and about what is happening in the camps, because this is the way EPWA gets information to be used in setting up our organizing strategy.

III. Camp Crew Follow-up

a. Immediate Follow-up (paper)

1. The camp crew should fill out the camp crew analysis sheet, listing as much information from the visit as possible.
2. Authorization forms should be handed in to TQPS.
3. Benefit forms should be handed in to BENE.
4. The camp crew visit should be marked on the calendar.

b. Follow-up to be coordinated with TQPS

1. TQPS will make necessary master card file additions based on the camp crew analysis sheet, then return the sheet to OCC to be filed in the camp file.
2. The authorizations should be rostered. The camp roster is kept in the camp file.

3. Each person who signed an authorization should be set a membership letter and a copy of the benefit booklet.

4. The authorizations will be filed in a permanent file.

c. Weekly follow-up

A written report to POIS should be compiled each week from the camp crew analysis sheets, and any other information that has been gathered. The report can include new information on working conditions, responses to EFWA, suggestions for additional follow-up or new tactics. On the basis of the report, possibly to be given at the weekly staff meetings, the direction for the next set up camp crews can be discussed and agreed upon. These reports, and any additional information gathered from other sources, will become part of the OCC internal files.

PROG Box-Mail box for requests and ongoing communications to PROG

PROG File-Lists names of artists, typists, writers

Calendar of periodic and Day-to-Day deadlines

Notebook recording receipt and delivery of literature

PROG Research Files-includes Picture File in manilla folder

Periodic Printing Schedule Form- to be filled out by PROG with instructions for PRINT

PROG Procedures

Procedures are divided into those pertaining to Day-to-Day Requests and Procedure B referring to Standing Projects.

Procedure A: Production of Mechanics Requested Day-to-Day by Other System

1. Check PROG Box for requests.

Requests will contain specifications as to general layout, nature of leaflet, quality needed (offset or mimeo) and deadline for completion. Requests may call for the creation of a letter, graphics design, lettering, layout, writing, etc.

2. Assign volunteers from the PROG File or from ODR to write, design or do whatever is necessary in carrying out the task.

3. Completed layout is returned to the requesting system to determine whether specifications have been met.

4. PROG sends the approved layout to POPS for final approval.

5. When POPS returns layout with final approval, PROG becomes responsible for assigning PRINT its task in the realization of the project.

6. PROG must record receipt of printed materials.

7. PROG delivers printed materials or notification of completion to the requesting system.

Procedure B: Standing Projects

Standing projects are assigned once and are perpetual and periodic until notification of change from POPS. These include the newsletter and the weekly bulletin.

1. Check Periodics deadline calendar.
2. Check PROG Box for general specifications from POPS.
3. Assign volunteers from PROG File or CDR to write, design or type. Each assignment will include a deadline for submission to PROG.

example: PROG may request that BENE write an article on Typhoid.

The typhoid article becomes a mechanism for PROG-Newsletter Div

4. Although PROG is responsible for output of information, its output depends on an initial input. Sources of input are research, discussion with organization and non organization members and alertness to news. Such input is stored in PROG Research File.
5. PROG will coordinate, compile and edit copy.
6. Layout is submitted by PROG to POPS for final approval.
7. Upon final approval, PROG sends copy to PRINT.
8. PROG must send a Periodic Printing Schedule to PRINT at the start of a Standing Project.
9. PROG will record receipt of printed material in Notebook.
10. PROG is responsible for distribution of these printed materials.
11. For the Newsletter:
PROG assigns volunteers to carry out mailing-
 1. xerox master mailing list
 2. attach names to newsletter
 3. sort by zip number
 4. record quantity of mailing
 5. secure bulk mailing permit or stamps from POPS.
 6. record deposit at Post Office.
12. Send copies requested by other systems such as POPS or TOPS directly to them.

and ideas. It provides the written mechanics for all systems including PRO, FIIN, CDR, OCC, BENE, and SPEG. Bucket drive literature for FIIN and Authorization forms for OCC are examples of mechanics provided by PROG. Publications of PROG make the attitudes and set the intellectual/emotional atmosphere necessary to put the gears of input spinning.

Besides producing mechanics for other systems, PROG has a number of periodic, standing tasks initially assigned by POPS. These include the newsletter and the weekly bulletin.

PROG serves as a vehicle of EFWA visibility. It is largely on the basis of PROG performance that the organization is judged by the community, for it is PROG that tells what is being done and what needs doing.

PROG also produces and circulates information restricted to the organizational cadre. In this capacity PROG provides important mechanisms for internal morale and intra-organizational communication.

ADMINISTRATIVE SUPPLEMENTS

Mailing and Shipping Cadre.

I = (1 hour per day. 3 hours Saturday - 2 hours Sunday. Time Total per week 12 hours)- Needed skills - must be able to type. Must know various standard business and personal letter forms. Have neat handwriting. Must have impeccable grammar and a flare for positive presentation. Duties = will collect or arrange to collect all EFWA mail from different offices.

Postal person shall arrange for a deposit box of outgoing mail, from which he shall type, address, arrange for signing all mail office correspondence each day. The postal person will arrange for bi-weekly pickup in all field offices. The postal person shall keep a daily runner of all outgoing mail. In addition to filed carbon copies of all official EFWA correspondence the postal person will advise and assist field offices in mail systems to insure adequate record. The postal person will purchase all main office stamps, stationery envelopes and all postal needs. The postal person will submit an itemized budget. The postal person will advise, instruct, train and appoint all field office postal persons. The mail postal person, by nature of his job, will when off duty function as ordinary cadre, with no other administrative full time job. However, in the event a trained experienced cadre cannot be found, the P.P. I will function as circulation manager of any or all group publications - with the assistance of the general staff comrades.

As P.P. I trainee 9 hours per week. In circulation - 3 on approval, 36 hours per week.

HOUSING CADRE will maintain and constantly add to a card file of available rooms, for both cadre and members. it will add all pertinent data as it comes in. IT WILL publicize and solicit for more available housing. This will be a constant practice, and the current procedure to be followed will be outlined on the practice sheet in the folders.

CADRE WILL ALSO continue to maintain a card file on additional office space, both full time and temporary, and will constantly practice to add both types of space. IT WILL publicize and solicit for more available space. This will be a constant practice, and the current procedure to be followed will be outline on the practice sheet of the folder.

CADRE WILL ALSO attend all staff meetings and maintain a projection sheet as to possible housing and building needss to arise in the future. Housing study programs will be maintained in cooperation with other involved coded cadre, and a schematic of fund raising and building needs will also be maintained.

CADRE WILL ASLO be responsible for all facilitie maintainance costs the deposits and other expenses incurred in line with the practice of obtaining housing and office space.....

MECHANICS.....

PART CARD FILE LISTING ROOMS, HOUSES, OFFICES, CURRENTLY AVIAL
ABLE TO EFWA.... 2.a practice sheet of acquiring more listings. 3/pract
sheet for finding avialable offices. 4. prodjection sheet on coming
housing needs. 5. practice sheet on projection sheet. UPRIGHT FILE...
housing study file programs....and other coded cadre assignments involv

FINANCIAL INPUT SYSTEM

The financial input system will be responsible for obtaining all funds needed to maintain the current tactical operation, and to meet increasing strategic needs. It will operate in cooperation with all existing systems, and its strategy and tactics will at all times reflect the policy and profile current in EFWA. The File system will serve not only to procure funds, but to publicize the work of the Association, to recruit new volunteers and cadre through fund raising events, and to train new volunteers and cadre in systemic organizing.

The system will include a permanent record of funds obtained, an analysis of all current methods used to obtain money, a card file of volunteers, organizations and individual supporters useful in fund raising, a fund raising calendar, and an internal file system containing all fund raising proposals and follow-up information. The FIIN system will be a formal point of discussion at staff meetings, and suggestions and decisions entered in the file.

Vehicles

These are the fund raising vehicles currently in use by the EFWA FIIN system, as well as an analysis and method sheet explaining each vehicle. This list is by no means exhaustive, but rather reflects the methods that are available to us at this stage of our operation. As our stature and potential change, it is the task of the FIIN system to devise new fund raising methods to fully exploit the growth of the Association. These new methods will be added to the system as they are implemented.

1. Bucket drives
2. Institutional funding
3. Fund raising letters
4. Benefits
5. Speaking engagements
6. Filling paid engagements
7. Membership dues

Mechanics

Mechanics are the tools that make it possible to carry out a fund raising assignment efficiently. The ones listed below are regularly in use for record keeping purposes and by FIIN cadre. It is the job of the FIIN system to make sure these mechanics are available to cadre, that they are kept up to date, and that all relevant information is transferred to the Master File. If new or special mechanics become necessary, either for a specific assignment or on a regular basis, the system can create and maintain them. Requests from cadre for specific mechanics not available can be made at weekly staff meetings.

1. FIIN card file
2. Daily Cash Account Sheet
3. Interior files
4. Check Receipt Runner
5. Weekly-Systems Expenditure Sheet
6. Fund Raising Calendar
7. Thank you letter form
8. Permanent record book
9. Membership dues book
10. EFWA receipt
11. Fund raising literature
12. Weekly-staff meeting report & notes

Accounting

EFWA does not employ a double entry bookkeeping system. FIIN, in particular, is responsible for incoming monies. It must record output only in general ways, that is, to make sure that the monies either go into the bank or toward general expenses. Any incoming funds are either cash or checks. All cash input must be recorded on the Daily Cash Account Sheet. This sheet also indicates how this money is used. Checks are recorded on the Check Receipt Runner and go directly into the bank.

It is the job of FIIN to keep a permanent record book for incoming monies. All data needed to keep this book up to date can be found on either the Daily Cash Account Sheets or the Check Receipt Runner. FIIN must enter amounts from these sources in the Permanent Record Book, at least every three days, indicating whether the source is donations, bucket drives, or membership dues. To keep an accurate record, it is imperative that checks or cash received and disposed of outside of Office Central be reported to Office Central, so that the amounts can be entered on the appropriate sheet.

Projections and Planning

In order for the FIIN system to efficiently provide for the needs of the current operation, and to coordinate funding for new projects with the desired timetable of operations, it is necessary to regularly analyze the needs of EFWA in conjunction with the current and projected FIIN proposals.

In order for FIIN to have an accurate idea of daily expenditures, each system should fill out a Weekly Systems Expenditure Sheet and hand this sheet in at weekly staff meetings. If cadre feel that FIIN is not meeting their needs, this should be discussed at weekly staff meetings, and notes from the meeting will be filed in the FIIN interior file system. A brief report by FIIN on the weeks operations shall be the basis of the discussion, and shall also be filed.

The fund raising calendar can be utilized to visualize the numbers of benefits and speaking engagements that will realize immediate donations. If there are obvious gaps in the FIIN timetable, FIIN can work on filling in those particular areas, and, if necessary, request help from another system.

For projections of an overall nature, FIIN will receive requests from OPS. In addition to the proposals sent to OPS outlining all FIIN strategies, FIIN will prepare a general report for OPS at least bimonthly, describing the status of all current fund raising projects.

1. Bucket Drives

A bucket drive is the direct solicitation of money from an individual, usually in a supermarket or on a busy street where many people congregate. It involves, simply, approaching an individual with literature and a bucket, explaining the work of EFWA, and asking for a contribution.

Bucket drives can be conducted by either EFWA cadre or by volunteers. The FIIN system must keep an inventory of suitable literature available for bucket drives, and make sure enough is kept in stock. If more is needed of a currently used piece of literature, the Printing System should be notified and asked to supply more literature. If a new piece of literature is needed, the Propaganda System should be asked to supply one, and then pass it on to Printing.

When EFWA cadre do bucket drives, the amount of monies received should be recorded on the "Daily Cash Account Sheet". The number of bucket drives cadre need to do should be clarified and discussed at weekly staff meetings. The FIIN system can utilize the "Daily Cash Account Sheets" to determine the numbers and amounts of bucket drives currently in progress, and see if these meet the needs previously decided, or if a new analysis of daily financial needs is merited.

Whenever possible the FIIN system shall organize groups of volunteers to do bucket drives, particularly in areas where EFWA cadre are not working. These groups shall be trained by the system, which will supply them with literature, maintain supportive contact with the group, and collect the funds from the group. Potential volunteers will be supplied to FIIN through speaking engagements and general recruiting of part-time volunteers. A file shall be kept of all groups doing bucket drives and the locations they are operating in.

Mechanics utilized: fund raising literature
FIIN card file
Daily Cash Account Sheet

Additional systems involved: PRIG
PROG
SPEG
CDR
TRX

2. Institutional Funding

Institutional funding efforts represent the attempts of the FIIN system to obtain long range or large grants of money to provide a secure financial base for the operations of the Association and to make possible a wider area of operations. This might be requesting funds from a church body, foundation or other funding agency. The request could be for general operating expenses, for a specific expense, project or person involved in the functioning of the Association.

It is the job of FIIN to research all likely possibilities for this type of funding. The internal file system should include information, literature and analyses on any organizations that are potential sources of funding.

When appropriate, FIIN shall make a proposal to Operations analyzing the current possibilities for requesting long range funding and suggesting a strategy for obtaining those funds. Since no one gives away something for nothing, this area of fund raising is particularly sensitive and can involve EFWA in long range commitments. Therefore, no decisions should be made by FIIN without consulting Operations at every step of the funding procedure. FIIN is responsible for making sure that all facts involved in requesting funding are available to OPS.

When approval on a potential request for funding is received, FIIN shall make the contacts necessary to implement the request and write the necessary proposals. If helpful, volunteers in strategic locations may help with making contacts or in research in a specific area. FIIN should utilize the Master Card File in searching out these people. If any supportive literature is needed, FIIN should request this of Propaganda. If mass reproduction of materials is needed, Printing should be notified.

For each proposal submitted, the FIIN internal file system must have a file containing the proposal, accounts of any follow-up, relevant reports to OPS, and an analysis of why we did or did not receive the grant written by the person primarily responsible for making the key contacts. Any reports received by OPS from other cadre who receive information regarding our status with the funding organization should be copied and kept in this file.

For grants received, the FIIN system is responsible for keeping files of correspondence with the funding agency. FIIN shall immediately upon receipt of the grant supply OPS with all relevant information in regard to accounting procedures required by the funding agency, and shall work out, in conjunction with OPS, an accounting system that will make sure all information received is kept on file for the duration of the period of the grant. If periodic correspondence is necessary, FIIN will handle this, sending copies to OPS and keeping a copy in the file.

Mechanics utilized:	Internal files	Add. Systems:	ERIC
	Master card file		PROG
	Literature		OPS

3. Fund Raising Letters

A fund raising letter is a request for funds either from EFWA or from an EFWA support group that is mailed to a selected list of people. It can contain either a general request for funds, or a request for some specific purpose of an immediate and popular nature.

FIIN shall decide when a fund raising letter is an appropriate tactic, and write a proposal to OPS containing an analysis of the purpose of the letter and the target group that will receive it. Additionally, FIIN may receive a request for such a letter from another system. When the proposal is approved, FIIN shall ask PROG to write the letter, including specifics to be mentioned. Prig will be responsible for reproducing the letter. FIIN will put together a mailing list, either using names from the FIIN card file, the Master card file, or a list obtained from an outside source (ie Stony Brook faculty). For the mailing of the letter, FIIN will use volunteers from its card file, requesting additional volunteers if necessary from CDR. If stamps are necessary, funds should be requested from OPS. If possible, FIIN will try to find another group to send out the mailing free of charge.

Checks received from the mailing will be noted on the Check Receipt Runner. A thank you note will be sent, and the donor placed in the Master File and FIIN card file. Most fund raising letters contain a tear-off sheet indicating the donor's interest in doing more with the Association. FIIN will keep these on file, as well as making the names available to CDR. After a suitable period of time, FIIN should write a brief report to OPS indicating the success or failure of the letter. This report, the initial proposal and a copy of the letter should be kept on file.

Mechanics utilized: FIIN card file
Master card file
Check receipt runner
Thank you letter form

Additional systems: PROG
PRIG
CDR

Analysis and Method Sheet

4. Benefits

A benefit is any event - ie a concert, dinner, party - where admission is charged and the money is donated to EFWA. A benefit can either be totally planned and executed by FIIN, or FIIN can encourage other groups or individuals to organize a benefit for us. The latter method is usually more successful, both in terms of cadre time expended and money raised.

FIIN should search out groups to do benefits on a regular basis, using contacts in the FIIN card file supplied from various speaking engagements. FIIN should also continuously research additional possibilities for groups to contact to do benefits, as well as persons, such as musicians, who can perform at benefits. Whenever a group agrees to do a benefit, a report should be filed briefly describing the benefit, and the date should be put on the fund raising calendar. FIIN will provide any necessary supportive facilities - ie space, literature, EFWA speaker, entertainment - in coordination with the appropriate systems. At least one EFWA cadre should attend the event, even if a speaker is not requested, and a thank you letter should be sent to the group following the benefit.

Mechanics utilized: FIIN card file
Fund raising calendar

Additional systems: As necessary

Analysis and Method Sheet

5. Speaking Engagements

Although all speaking engagements include a pitch for money, and fund raising literature is taken to most SPEGS, there may be times when the FIIN system wants to request specific speaking engagements. It might be that fund raising in a specific area or town could be enhanced by speaking engagements at that particular time in that area, or it might be that a specific issue - ie the Court case - is good for a focus for speaking engagements in terms of raising money. In either case, the SPEG system should be notified of what speaking engagements are desired and for what reason. OPS should receive a proposal containing the general strategy being utilized, an analysis, and the request made to SPEG.

As SPEG schedules these speaking engagements, they should be noted on the FIIN calendar. FIIN will provide the cadre handling the speaking engagement with the appropriate literature and information on the purpose of the engagement, and any information the speaker needs to feel comfortable with his ability to fulfill his function. A copy of the SPEG Analysis Sheet should come to FIIN, and be filed with the original proposal.

Mechanics utilized: Fund raising calendar
SPEG analysis sheets
Fund raising literature

Additional systems: SPEG

Analysis and Method Sheet

6. Filling Paid Engagements

There are some opportunities, particularly around universities and schools, to provide entertainers or speakers who are given fees or honorariums that will be donated to EFWA. It is the job of FIIN to gather information on all possibilities for such engagements, and to find a suitable person to fill these slots. If the engagement is an honorarium for attending a conference as an "expert", or something equally out of the ordinary, this requires a policy decision as to whether EFWA should participate, and no commitments should be made without consulting OPS. FIIN should also continuously look for people, such as musicians, to fill these slots.

If such an engagement is found, FIIN should check its card file for a suitable person and make arrangements with them. If necessary, FIIN can provide transportation and housing through the appropriate systems. If FIIN cannot find a suitable person, CDH should be notified and asked to help. When the arrangements are finalized, the engagement should be entered on the fund raising calendar. FIIN should check with the person a few days before to make sure the arrangements are carried out. A thank you letter should be sent to the persons and organizations involved. If possible, it should be announced that it is an EFWA benefit, and an EFWA cadre should be present with literature.

Mechanics utilized: FIIN card file
Fund raising calendar

Additional systems: CDR

Analysis and Method Sheet

7. Membership Dues

EFWA does not depend on membership dues for substantial funds because of the extreme poverty of our membership. The amount of dues charged, and the effort we make to collect these dues, is a policy decision that must be made by OPS in regard to our general strategy for working with our membership.

Some members do pay dues. These monies should be recorded on the Daily Cash Account Sheet. The member's name and the amount paid and the date should be recorded in a membership dues book which can then be transferred to other relevant records. The member should be given an EFWA receipt. If the dues are paid on a camp crew or canvas, the cadre receiving them should record the amount on the Daily Cash Account Sheet, and provide FIIN with the necessary information.

Mechanics utilized: Daily cash account sheet
Membership book
EFWA receipt

Additional systems: OCC
Canvas

The Chief Fund Raiser shall set his own schedule, providing no single five day period contains more than one four hour day, and at least two other days contain at least 9 hours. The Director shall have knowledge of two figures - one - the amount required to sustain the organization, and the amount required to enable the organization to attain its desired rate of growth.

The Director shall meet with field grade cadre or the central committee once a week unless specially excused. At that time he will review in full local intake, including comparisons with equitable fund drives in other weeks. He shall be apprised of the current weekly need of local funding, the coming weeks needs and the past weeks. He shall develop statistics and records on previous local efforts. During the weekly meeting, the Director shall present 3 plans. One: his current fund campaign, two: a previously approved plan with modifications designed to gear it to the present moment, and, three: an original or re-entitled plan or concept, designed - complete with vehicles - offices - personnel - cash outlay and time involved. At that time the director will request additional primary cadre and administrative people. The director shall also coordinate and advise the daily drives, such as bucket drives, cake sales, direct mail, etc. Each week he will hand in an itemized budget and an itemized, dated receipt.

I. Analysis: The picket line serves the function of a physical manifestation of the strike. It informs the public and those doing business with the company of a labor dispute, and is a concrete expression of support of workers by the Association and concerned citizens. It also serves as an example and encouragement to other workers of the feasibility and effect of a strike. The first picket line is also a test line which serves to gauge reaction to picket line tactics, both by the public, law enforcement, press, and all affected parties.

The line is also an organizing tool to arouse public awareness and support, and to maintain itself by recruiting new cadre. It can be a vehicle for involving interested volunteers in strike activity. The presence of a picket line concretizes and advertises a strike, and is an integral part of strike maintenance. It is a good training for potential NWA cadre.

II. Workings:

A. Definition of Cadre:

1. Picket Captain: Each line has one picket captain whose function is to maintain the line, arrange for cadre presence, handle or assign others to handle dealings with outsiders, (eg police, onlookers, truckdrivers, press, company officials, hecklers, etc.), to make decisions such as when to break the line or what to spend money on, and to keep order. The captain is responsible to OPS for handing in a daily report and for informing it of who on the line is capable of doing other functions. He/she must train others to fill the position.
2. Police and Press spokesperson: The picket captain appoints one person to help handle dealings with press or police. Only this person and the captain should say anything in those situations. If another picketer is directly addressed or questioned, he or she should refer the person to the spokesperson.
3. One or two people are appointed each day to prepare lunch.
4. One person takes note of all vehicles that enter or leave through the line to do business with the company.
5. All other line cadre walk the line (or in the case of bad weather, sit in cars) unless directed to do other tasks such as following trucks or bucket driving by the captain. All line cadre are expected to do enough bucket drives to maintain the line.

B. Interconnecting Systems:

1. FIIN: The line is expected to maintain itself by bucket drives. If it is unable to do this for one day or more, it puts a request through OPS to FIIN for feeds.
2. TRX: If there are not enough cars provided by line cadre, a request for transportation goes to TRX.
3. CDR: The line has a projected number of people on the line each day. If for some reason that number of people is unavailable either temporarily or permanently, the line

requests additional cadre for that day from GOR. The number of people on the line is at the discretion of the picket captain.

4. BENefits: Since the line has contact with workers, the captain carries benefit forms and refers all needs to the BENefit system.

5. OPS (office central): The line reports into office central when necessary, at least twice before the line breaks.

C. Rules: There are legal guidelines set by the State for peaceful picketing. In addition, there are rules imposed as internal discipline. A copy of these rules and an explanation are to be given to each new line cadre as volunteer by the picket captain. A copy of these rules is included in the folder containing LIN vehicles.

D. Food: Lunch is procured with money from bucket drives and prepared either at the line or at the house of local members or sympathizers.

III. LIN vehicles: The picket captain carries one or more copies of each at all times. In addition, there are copies in the LIN folder in Office Central.

A. Press releases: The latest and all previous releases relating to NAWA or the strike.

B. Rules of the picket line.

C. Authorizations, membership cards, benefit booklets and forms.

D. Leaflets for truckdrivers and informational/discount leaflets.

E. Law enforcement sheets- to be handed to police at any local interchange.

F. Map of the area and a list of emergency phone numbers and addresses. (location of nearest phone, bathroom, jail, etc.)

G. Cadre projection and daily line report.

IV. Mechanics of Extra: The following are included in the (1st) folder:

A. All formal complaints; either for or against us.

B. All previous daily LIN reports.

C. Copy of all the above articles.

D. Weekly projections of GOR, TRX, etc.

Notes: 1. Picket captain is responsible for keeping OPS up to date on personal profile additions.

2. The line will carry a booklet containing location of line and map of surrounding areas, directions to nearest hospital, jail, precinct house, phone, bathroom, cigarette or candy, and other emergency help facilities.

I. Functions of Office Central

Office central is the main contact point for all EFMA cadre and serves to coordinate all activities of EFMA. All systems traffic goes through office central. All output functions operate out of office central. Office Central is open and staffed 24 hours a day by temporary operations cadre (TOPS). It is the responsibility of TOPS cadre to:

- a) Maintain contact with all cadre. This means that all cadre are required to call in to office central as often as necessary each day to inform the office of their whereabouts. TOPS must also keep cadre informed about meetings, new procedures and relevant events.
- b) Coordinate day-to-day activities. This includes arranging for transportation, relaying messages, getting incoming information to the appropriate system, and dealing with any emergencies that come up.
- c) Insure that all systems are functioning smoothly by providing them with all necessary information, supplies and volunteers.
- d) Keep the office clean and presentable and enforce all office rules.

II. Mechanics

A. Card files

1. Master files
2. System files

B. Folder files

1. Interior files
2. Exterior files
3. Periodicals

C. Phone and message numbers

D. Mailboxes

E. System boxes

F. Daily cash sheets

G. List of volunteer tasks

H. Office rules

I. EFMA literature

III. Procedures

A. Phone and Message numbers

Much of office central business is conducted by telephone. All messages and information coming in over the phone must be channeled to the appropriate cadre or system. This is done with the use of a phone number change board. All

cards and received the card. When the message is delivered, the date and time are recorded. Information for the master files or relating to a particular system will be written up separately and filed appropriately.

B. Files

There are two types of files, each of which is broken down into master files and system files. The card file is used for general information about contacts, both individuals and groups, who have any connection with EFWA. These can be volunteers, supporters, sympathetic groups or organizations, professional services or simply people who have asked to be on the mailing list.

The master card includes the date, person's name, address, phone number, EFWA contact and all information about that individual or organization as well as indicating what systems he/she/it relates to. The master file is divided into individuals and organizations.

Systems cards include only the name, system code, and information pertinent to that system. This means that in order to contact someone in a system file you must check the master file for their address and phone number. At that time the master card should be read to determine whether the individual in question is already being utilized by another system. If so the coordinator of that system should be checked with before requesting additional work of that person.

Each individual or organization has a master card and one card for each system they are connected with.

Each system maintains its own card file of people, services, contacts and resources. System file cards are prepared by TOPS at the same time as the master cards and are then submitted to the appropriate system by being placed in that systems mailbox.

Office central also maintains folder files which contain documents, reports, analyses, research, correspondence, projections and other information not included in the card files. Each system has its own folder file. The master folder file is broken down into interior files, exterior files and periodicals.

Interior files deal with systems, cadre, internal communications and traffic, and organizations or individuals whose practice interacts directly with that of EFWA. Exterior files cover organizations which have little or no direct connection to EFWA but which maintain minimal contacts. The periodicals file is for publications of non-affiliated organizations, usually newspapers, newsletters and magazines.

C. Mailboxes

Mailboxes are used for routing of traffic between cadre, systems and OPS. File cards, directives, and all internal written communications are distributed through the mail boxes. There is a box for each system and each cadre. All cadre should check their mailboxes (personal and systemic) whenever they are in office central to insure that important communications are not lost in transit for days or weeks. If any cadre has not been in the office for a few days, they should request that TOPS cadre check their mailboxes and read to them any important messages found there.

MASTER FILE CARDS

INDIVIDUAL

date	phone #
last name, first	contact:
address	
Information, including job title and affiliations.	
system codes	

ORGANIZATION

date	phone #
name of organization	contact:
address	
Information, including names of officers	
system codes	

SYSTEM FILE CARDS

INDIVIDUAL

last name, first	system code
information relevant to that system	

ORGANIZATION

name of organization	system code
information relevant to that system	

SECTION FOUR

AFFILIATED ORGANIZATIONS

COALITION OF CONCERNED MEDICAL PROFESSIONALS

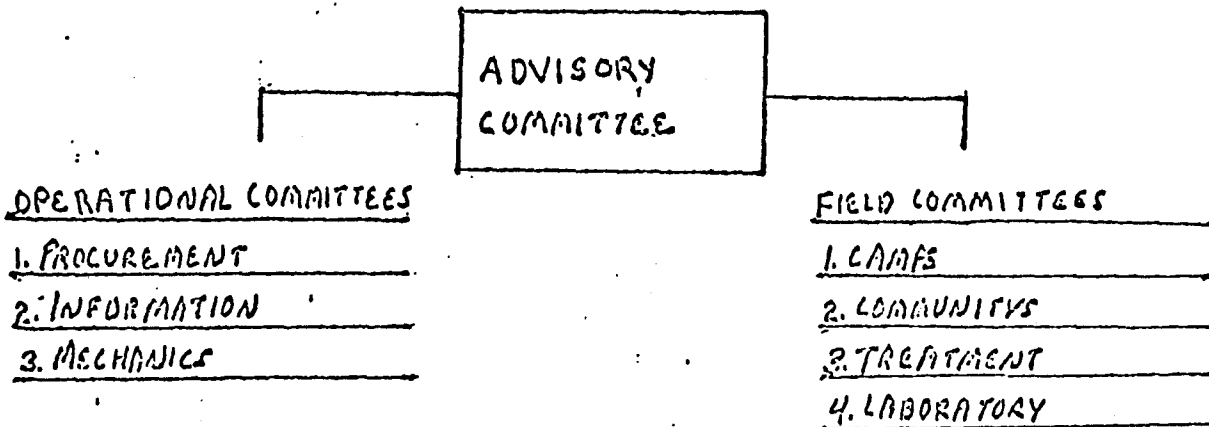
The Coalition of Concerned Medical Professionals was created for several reasons.

A. The benefit program, which is EFWA's base, is vital to our existence. If we are ever the victims of full-scale attack, some of our activities may be destroyed and/or suspended. But we will never die, because we always have the base of EFWA the benefit program to crawl back into. The benefit program (and therefore EFWA as an entity) cannot be successfully attacked (who would claim nuns and doctors were whores and drug addicts). Because of this crucial aspect of the benefit program it was necessary that it expand and solidify in accordance with EFWA's growth. That meant something had to be created, something new to the benefit program because we found the old pre-strike methods did not work well enough in a strike situation.

B. The reason CCMP specifically was chosen as the entity to create are ;

- 1) the medical profession and nuns have a position of status within the community.
- 2) typhoid is specific and the way this county deals with farmworker health is an explosive issue.
- 3) CCMP more than pays for itself. In other words, we had an entity that not only could sustain and expand itself but also helped sustain and expand EFWA.
- 4) all the necessary components to create CCMP already existed.
 - a. input-volunteers and medical professionals
 - b. issue-there was a typhoid epidemic already
 - c. output-EFWA must canvass and do camp crews and the structure is there
 - d. extras- money, canvassers publicity credibility safety.

CCMP
HOW THE STRUCTURE OF CCMP RELATES TO EFWA



The structure of CCMP is systemic. It is extremely similar to EFWA. Think of the Advisory Committee as OPS, the Operational Committees and INPUT, and the Field Committees as OUTPUT. When CCMP was structured this way, several things had to be kept in mind;

1. who would control, or want to control
2. how best to collect the necessary resources
3. how best to treat and/or inoculate the farmworkers.

It was obvious that doctors and other medical professionals would have to take care of the medical end of it, but it was equally obvious that they had no vehicle with which to;

1. get in touch with the potential typhoid victims
2. to maintain their trust.

This is where EFWA serves its function and the connection starts in terms of structure.

Many materials would be needed if we were to successfully test, treat and inoculate the whole farm worker population of Suffolk County. These could only be procured two ways;

1. with money (which meant government funding on some level)
2. the EFWA way (mass donations and bucket driving)

Medical professionals, being generally very well-off do not often think of the second alternative as an effective method. We in EFWA, however, know it is effective, and that accepting government money or any other money with strings attached is the first step on a short road to death.

Therefore, the field committees, or output of CCMP consists almost wholly of medical professionals whereas the operational committees, or input is mostly EFWA cadre.

The most important factor was "control of the group". By precedent and class origin, medical professionals think highly of themselves and their ability. EFWA's ends and goals are the same as farm workers; their interests lie in the same. For this reason, not only the advisory board, but the Board of

CCMP STRUCTURAL OUTLINE

- I. The Advisory Committee: collects and analyzes information from the preliminary investigations of the field committees. Then, any one of several operations can be activated:
 - a. procurement of necessary supplies, money, etc.
 - b. inoculation and testing procedures
 - c. treatment

- II. The Field Committees: constitute the output of the organization.
 - a. Camp Committee: deals with the migrant workers and is made up of teams, consisting of three organizers and two medical professionals. EFWA will keep watch on the camps and as the crews come in, they will notify the Advisory Board. A team is then sent out to the camp and collects information on who currently is suffering from or may have been in contact with typhoid. They then either inoculate, test or treat people, as necessary.
 - b. Community Committee: deals with the seasonal workers and is made up of teams of one organizer and one medical professional. EFWA will inform and maintain contact with seasonal workers through their newsletter, canvasses, etc. and will notify the Advisory Committee of situations they should investigate. They then act as outlined in the Camp Committee.
 - c. Treatment Committee: deals specifically with victims of typhoid. When victims are found, they will be taken to a doctor who will treat them and/or see that they are admitted to a hospital. Many of these may be indigent patients,
 - d. Laboratory Committee: analyzes samples to determine if in fact an individual does have typhoid.
 - e. In communities where there are large concentrations of farm workers, it may be necessary to set up more permanent teams, perhaps on a weekly basis. This can only be determined after preliminary investigation.

- III. The Operational Committees: are responsible for providing the necessary facilities, records, communications and funds to maintain the activity of the field committees.
 - a. Procurement Committee: obtains the necessary medical supplies through donations and/or fund raising, as directed by the Advisory Committee from the field reports.
 - b. The Information Committee has two functions. The first is to inform people most vulnerable to typhoid of the oncoming epidemic, and where they can receive inoculations, etc. The second is to involve the surrounding community in helping control this problem. This committee will also print literature.
 - d. Mechanics Committee: records everything that happens, maintains communications, and, in short, takes care of all paper work and files.

CITIZENS FOR MIGRANT WORKERS

C.F.M.W.

HISTORY AND CAUSE

CFMW is an organization of junior and senior high school students who raise money and volunteer time for farmworkers. Their basic goals are the same as those of EFWA, but their functions are limited. In this way they are similar to CCMP; they have the ability and potential to give EFWA a large amount of input, with very little output necessary to keep this organization functioning.

The original reasons CFMW was created two years ago are the same reasons we continue to utilize the organization today.

1. H.S. and JHS students who work for good causes such as farmworkers are generally approved of. A structure that they work in which is separate from EFWA also causes less trouble with their parents.
2. It is easy for HS and JHS students to get teachers, parents, ministers etc. to sponsor them in working with such groups. This provides a respectable front for collecting money.
3. It is often possible to recruit full-timers from among these students, either when they graduate from school or they quit.
4. They are more open to learning the EFWA systemic organizing method than the veterans of other struggles, who come in with the attitude "well, we used to..." to which the only response is "If your way is better, than why the fuck did you fail?"
5. They are often willing to spend Sat. or Sun. doing jobs such as addressing envelopes or stapling newsletters that do not necessarily have to be done by trained cadre.
6. Many, many students in HS and JHS are disillusioned and bored, but not yet totally apathetic, such as college students. Some of them are also very political, but do not have any outlet to express this or any way that they can feel productive in fighting the aspects of our society that they see as wrong.

HS and JHS students have all the necessary components to do a tremendous amount of fund raising etc. for farm workers; what must be done in order to utilize this potential input is to collect and guide students thru various projects which also serve to train them as organizers.

METHOD

The method used to do the above is;

1. locate and contact in a school a student and have them set up a SPEG at their school. It is usually best to speak to classes, but anything will do as long as you keep away from assemblies. If you can't find a contact for a school then speak to the head of the Social Studies Dept. Let your contact go thru the administration red-tape necessary to obtain permission for you to speak.
2. Send around a sign up list after you speak.
3. Have either your original contact or locate one from the SPEG who is especially interested and have that person call all the students for a meeting.
4. At the meeting, explain more about farm workers and ask the students

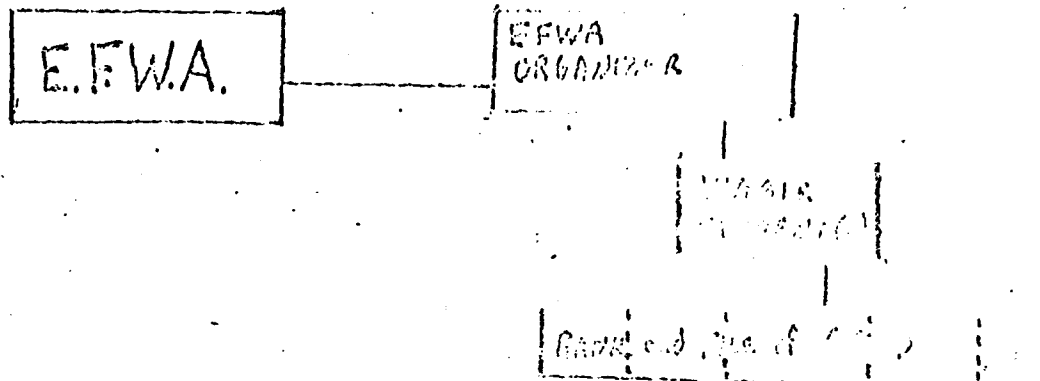
...farther west. Chances are that the students will engage in food, clothing, and money drives. What you do is encourage them to do which ever they want to do.

5. Talk to the one or two who you have picked as most viable, and suggest a systemic way to do the project to ensure its success. Supply the students with leaflets, etc. and back him/her up at meetings.

6. Make sure the students make at least one mass excursion trip to both the picketline and the office. Continue to encourage them to come back as often as they can or will.

7. Don't let the students feel as if there is no future beyond the project; talk about more projects they can do; keep them informed of what's happening in the area and make sure they do not stay on one level. If you do not keep bringing them one step further in their organizing activities, if you keep them on a steady diet of drives, and similar material then you will lose them. Never stop teaching them new concepts.

STRUCTURE



Think of EFWA as output of the organization. It follows that the organizer is PQRS, and the viable students function as OPS. The work of the group can at first be undivided, but it is usually advisable to create systems, so that other viable students who feel themselves in charge in the OPS have responsibility's where they feel they are doing well. Always let the students decide by informal agreement what they will do as a project. You can always control this by letting the work be divided. If the students see the results of their project; i.e. if they have helped to get a food drive given to. Remember that they are not workers, and do not treat them as such unless they consent to it.

Ensure that there is as much work for the students as they will do, but there is always another level of organizing to do. This is done by the more sure comrades. They are, more than anything else, the backbone of the group.

II. SWEDESBORO, NEW JERSEY:

The community is located in the southern most part of the state and takes about three and half hours to reach it by car from New York City. Most of residents are descendents from Sædish settlers going back many generations. The area is primarily an agricultural region which cultivates row crops such as peppers, beans, tomatoes, etc. The remainder of the population which was rather visable to us just from walking down town was Black and Latin. This is a result of a certian percentage of Migrant workers remaining in the area and doing seasonal harvest work just a couple of late summer and early fall months out of the year and the rest of the year doing whatever comes their way in the line of employment , including welfare.

There are approximately 125 migrant camps in operation during the harvest season which house between 7 and 15 workers on the average. These workers are mostly single men much like the Suffolk set up and Puerto Rican and Black in the majority, which creates a definate communications barrier due to the language differences.

The farms in Swedesboro and the surrounding towns are rather small and operate on a semi-familial basis. According to the group 2,000 growers own and operate the regions farms and businesses.

A. Federal Programs:

- 1-Migrant Health Center
- 2-Farmworkers Corporation (609) 467-3151

OCCUPATIONAL HEALTH PROJECT

The occupational health project is closely associated with the following systems: Benefits
CCMP
Camp Crews

The occupational health project is concerned with documenting and solving health problems that relate to farm workers' work conditions and to migrant housing conditions. Such problems include job related accidents---such as amputations, job related illnesses---such as pesticide poisoning, and sanitation.

This project is designed (a) to provide immediate, individual benefits to EFWA members, and (b) to provide long term organizing tools around which EFWA can develop.

Accident and illness report forms are available, and should be filled out by camp crews and benefits personnel. Their purpose is to document the type and extent of illness faced by farm workers.

This documentation can be used to refute Suffolk County migrant health figures, which minimize problems, and to help CCMP develop health services. It can also help workers document workmen's compensation and disability claims and Medicaid and Medicare records.

A file of occupational health related materials is in the Bellport office. It contains material on occupational health laws and how workers can use them for their own benefit, a resource list, and information on particular job related health hazards. A pesticide fact book is available. It gives information on pesticides used in Suffolk and what type of health problems they cause, how dangerous these are, and how they should be treated.

As part of an expanding benefit program, the occupational health project has gathered information on how to file for workmen's comp-

occupational health project, page 2.

benefits for workers who are hurt on the job, and survivor's benefits for their families.

Eligibility requirements and application forms are available in the benefit box.

The occupational health project is working with CCMP and hopes to become part of the medical program it develops.

The occupational health project is also working with the typhoid project to determine whether the Federal Occupational Safety and Health Act, which sets standards for migratory housing, can be used to improve camp conditions. By law an outbreak of typhoid constitutes a serious health danger demanding immediate inspection and correction of sub-standard housing conditions.

MUSIC PROJECT - SUFFOLK COMMITTEE FOR COMMUNITY ARTS

The formation of the Suffolk Committee for Community Arts as an entity with a board of directors, cadre, fund raising potential and an organizing mission utilizing music will benefit EFWA and the farmworkers in the county in a number of ways. First, music is and has been demonstrated to be an excellent organizing tool. People like to sing and play, and they like to sing and play about the things that are happening in their lives. Songs about the farmworker struggle have unified people in that struggle and helped to keep morale high. The farmworkers struggle in the South is built on the heritage of the corridos from the Mexican Revolution. Here on Long Island, we have the heritage of the South to draw on, and the professional folksingers committed to working with the project are skilled in bringing that heritage out in people and making it work to build a struggle.

In organizing for the music project, we will be seeking out musicians and folk singers - from Suffolk, Nassau and New York City - and many of these will be people with previous movement and organizing experience. We should be able to interest some of these people in the long term goals of EFWA, and to recruit them to continue to work with us. We can also draw on their contacts to increase our base of support in these three locations.

The music project can also provide a more attractive profile for liberals and cultural people who may types to admit the need for the kind of organizing EFWA is doing, but are not sufficiently attracted by the goal itself to become involved. In a word, it provides the "soul".

The project is doing fund raising in its own right, and the appeal of music and art will give us a broader area to work in than farmworker organizing alone. Working with musicians will allow us to use our group of entertainers who will do benefits for EFWA, and these contacts will be fed into the EFWA FLOW System.

Finally, by organizing publicity, facilities and other things for the project, we will be able to interest new people in the area and include them in our work. We will also be able to involve new friends of the community as supporters; the first thing that we will do is to visit the black churches on the island.

DESCRIPTION OF THE MUSIC PROJECT

This project is initially conceived as a travelling one, using local musicians and professional musicians whenever they can be found to give small concerts in the labor camps and in the towns where farmworkers live. Beginning in August, there will be a schedule of concerts. These should take place in the labor camps whenever possible, and in towns where EFWA or a related group has meeting space (to the full, part office), the concerts will take place there. If no place is available,

one will be found in the community, if necessary in the local park. The musicians will stress folk music and political themes, making sure that a connection is made between the music and farmworker organizing. An EFWA speaker will attend every concert. The focus of the project is to create a group of local musicians who can carry on the coffee houses and become spokesmen for the Association. To facilitate this, donated instruments, such as guitars and harmonicas, will be taken into the camps and concert places and distributed to anyone who wants to use them. The project will attempt to keep a large supply of these, so that a person genuinely interested in playing his music can keep the instrument. The musicians will, of course, work out with the farmworkers, a time when interested individuals can work with them to form a local group. The project will facilitate this by making space and transportation available.

If the local musicians begin to take part in the coffee houses in other camps or other towns, they will be paid an honorarium by the project (\$5-10 a night) to give them a feeling of professionalism. Funds will be raised for this purpose. This group or groups will be invited to attend all meetings and rallies and parties for EFWA and to perform there, and we will help them to fill professional engagements as this becomes possible. Ideally, such a group might be able to do fund raising outside the community for EFWA.

Incidentally, depending in part on the success of organizing in the camps in August and the possibility of a unity of a strike, we are planning a big concert in September, drawing in many of the professional musicians, and the local musicians, to raise money for EFWA. We might be able to get Pete Seeger to come to this concert. The Methodist Voluntary Services has offered their support in this venture.

OPERATIONS

There are two initial stages of the project. The first is to get the project a name and volunteer base to carry out the project. One is the building of a board of directors. The second is the building of a board of directors.

The additions to the board will be made individually, and recorded in the board file, and a letter will be made up utilizing the names of the board members.

Color posters, announcing the project and asking for instruments, and people to work with the project, will be screened. These posters will be placed in key locations with musicians and community people will see them. They will include phone numbers for volunteers to call. A meeting will be held to discuss this, a meeting will be held to involve the musicians in the project. Additionally, small leaflets will be distributed to EFWA and

if this seems advisable. This will be coordinated through the CDR System, which can advise the project of the need to use new EFWA volunteers as well as providing volunteers for project needs.

The volunteers recruited through the poster campaign and through contacts will be divided into Operations Committees to work on filling immediate project needs. Although this will depend in part on the response, the committees will probably be divided as follows:

PROCUREMENT: this committee will be responsible for getting donations of instruments, and for securing space for concerts and rehearsals in places where it is not readily available.

TRANSPORTATION: Volunteers and vehicles will be needed to transport musicians and instruments to the concert location; to transport farmwork to rehearsal places and to concerts in other areas if this is planned; and occasionally to assist local people to reach a concert location.

MUSIC AND ART: Musicians will be encouraged to recruit fellow musicians and other artists to work with us on the project. An effort will be made to expand beyond music, and to include theatre, dance, etc. in the coffee houses, especially where local groups are available.

PUBLICITY: Volunteers will be responsible for printing leaflets, posters, securing other means of announcing the coffee houses as they are scheduled.

ORGANIZING: Volunteers will go on EFWA camp crews and canvasses to inform interested farmworkers about the coffee house and to coordinate meetings between local musicians and professionals, as well as make arrangements for performances of local musicians. They will leaflet the community announcing concerts, when appropriate.

FUND RAISING: Volunteers will raise funds for transportation and expenses for professional musicians and local musicians, and for camp crews. Funds will be needed for printing for publicity purposes, sheet music, and honorariums for local musicians. This will be done both by community based fund raising and researching the possibility of long range funding. The committee will work with the local group to help it secure professional engagements that will support both the musicians and the project. It also may be possible to charge admission to "non-poor" persons attending the coffee houses to cover the expenses of the project, or to pass the hat at such gatherings.

SECTION SIX

UPDATE

This part of The Essential Organizer is for your records of changes in systems, new reports that you need record of, notes from any meetings, reference material in regards to your work, etc. The best way to make sense of it is to keep it in dot form and on any system change note on the original the new dot and then you can keep record of the progression.

SECTION SEVEN

GLOSSARY

GLOSSARY OF TERMS

This is the language of "System 73". It is the language of cadre and work meanings, not a jargon. It signifies special needs and special situations.

ANALYSIS a written study of a situation, contained in data. An analysis contains all the details involving a certain problem and all of the tactical implementation currently available to rectify the situation, along with all the strategic need for additional material currently not available.

CADRE a member of the organization, as opposed to an organization member. A cadre is goal oriented that is believes in the same goals as the organization purports and believes the organization has the best tactics and strategy to reach those goals. A cadre accepts assignments, does minute tasks, will give orders or take orders with the same efficiency. A cadres life goal and the organization's goal are the same. A cadres life style is the same as the organization's life style. In opposition, a member joins an organization for personal ego or gratification reasons, to be fulfilled, to be educated, to meet people, etc.....

CODE a systemic, prearranged, delineated order of marking or arranging data, documents, by prearranged description to render it easily identifiable to those familiar with the schematic of the coding.

CONCENSUS a method of reaching decision whereby 100% of the participants concur in the decision as opposed to majority rule where only 51% of the participants must agree. In a concensus, one member presents, the remainder line, that is, express approval or disapproval. The ones who express approval continue to add ramifications to the concept until it either pleases the dissenters or the dissent is proven adamant. If the dissent is proven adamant, the idea is dismissed. A person in a concensus organization apprises himself with all previous positions held by the organization without committing to membership, for previous decisions are final. This is to eliminate the bickering and infighting of the central shit majority rule people and to continue progressive action for the cause or goal involved, rather than embroiling themselves in the hopeless infighting of the self-serving centralists and the parliamentarians.

DATA the material written on documents, vehicles, and reports.....systemic information, that will be used to transact organizational business.

DEVICE a superficial tactic...one that is used in the case of surprise or phenomena in place of a tactic. Example; a person who lies when caught by surprise in order to cover up, who had not planned on lying in the first place. The device is a method of dialectical motivation that renders a strategy unsound. It is opportunistic because it fails to take an analysis into consideration.

LECTIC a life motion. The dialectic of a strike is all the movement of strike from its inception to its end. The dialectic of the U.S.A. is all the movement in the country from its beginning to end in relation to the opposition the rest of the world. Dialectics are the cause and effect of parallel or opposing motions in relation to one another. It can be said to be a theory that proven either scientifically or thru practice.

DOCUMENTS written descriptions of entire strategies within strategies that are used as vehicles of traffic in the system.

DOT Nixons boys call this one "timeframe" (they incidentally are cadre too, some of the few others in the country... BAD CADRE). Dot means, the time any gradeability change is made. If you become an EFWA VOL on June 10 and become a cadre on July 4, your dot is July 4. It is used to judge time frame in relation to your job. Example; In a guerilla army if you dropped your rifle, and you had been a rifleman a week and a communist 10 years, a cadre would scream at you call you an idiot and ask you your dot. You would say a week, and it would be easier on you than if you said 10 years. enough dots and you change your role position.

ENTITY an organizational framework; a membership group, a corporation, a partnership, a cadre based entity are all entities.

INPUT material needed and collected by cadre to make an entity or loco function. Example; money, new cadre, cars, documents etc.

LOCO either a complete entity or the beginning of one. An entity has to be specific a loco does not. It can also be an area in which an organizational need can be filled. The industrial area of Suffolk is a loco for an industrial union

INSPIRATION to make data become systemically inductive. Example; a new cadre signs up with the operations unit. The material is inspired to CDR which consults with the cadre and maps out a training program. The data is then inspired to DATA for interior filling. It is then inspired for example, to FIIN where the cadre will undergo training in the financial matters of the group.

NEWS news is straight news copy for news release. To inform members, the public etc. of happenings involving EFWA.

OUTPUT is outgoing cadre tasks, such as picketing (moan), paying bills (groan) or newsletters (curse).

PAPER is the stuff you used to write on. You don't anymore, or won't when your cadre gets through with you. You write notes only on paper and then the ones you use you transcribe to vehicles of traffic...NO PAPER IS ALLOWED IN EFWA OFFICES.... IT GETS IN THE WAY.

POSITION an organizational attitude. We regard outside inquiry from a position of distrust. Our position on inside inquiry is to relay usable information. Do not burden with useless information. Never ask to know more than you need to know if you agree with the goals and strategy of the group. It's unfair to burden a comrade with unneeded information, and also unprofessional. The standard answer to any question you have not been instructed to answer is "It's not my department." Unless you have been instructed to answer... no other answer is in order and no other answer is fair. There is a department to answer questions. Shut your fucking mouth unless you are told to impart the information as cadre assignment. It is nobodies fucking business, not even yours.

PROCESS is the combination of a certain group of tactics brought together designed to care for a certain need. Example; if the building catches fire everyone knows you are supposed to SCREAM...JUMP IN THE AIR...RUN IN CIRCLES...PISS...MOAN...AND RUN OUT THE DOOR AND INTO THE NIGHT. Now you may do any of these things by themselves, that is scream or moan or run or piss, they are independent tactics. But when you do them all together, programmed in that order, that combination of tactics is known as the FIRE PROCESS. (a process parallels availability to cope with an eventuality.)

PROGRAM the entire dialectic of a strategy ie. what will the CCMP do when all its tactics are applied to its strategy.

PROPAGANDA information released in a time or a manner to sustain, create, or reinforce an effect. Example; for us to write in the newsletter nice things about reformist groups is propaganda, because by doing it we hope that the reformists realize we are willing to talk or at least establish polemics, even if they are ignorant. self-serving assholes...or they think we are, whichever the current dialectic of position may be.

PUBLICITY a printed written or broadcast material designed to bring about an increase of unput for the entity.

STATUS current timeframe of importance granted any entity within a loco, or any vehicle, within the loco...the written notice EXTERIOR on a document means that it can be circulated outside cadre circles...EYES ONLY means just read it don't copy it or refer to it. A viable cadre is capable of status to head a cadre unit. Example; Spots status is: INTERIOR TABULAR FULL TIME OUTPUT FULLTIMER VIALLE TO PRT SUSPENDED IN SYSTEMIC INDUCTION VIA INTERIOR LOCO ENTITY TRAFFIC VIA CADRE STATUS STRATEGY CHANGE. In English...the dog lives and eats in the office without doing anything he didn't do the first day he came here until the head of our graphics department changes his mind as to the most logical place for a dog to stay, or someone buys the dog from Van and takes him to a new home. (Spot has the longest status of all of us).

STRATEGY a plan of action that is consistent with the goals of an organization and not inconsistent with its current resources.

SUSPENSE an item in a strategy that requires action at a later date. Referred to as a time delay tactic or inter tactical suspension of a strategy. If for instance it is found out now that a certain university will allow us to hold cadre recruiting sessions, the report on that knowledge and the strategy and tactics of the meeting have to be held off until the school opens again;
1) this is a directors duty...to dispense tactics and strategy within the dialectic framework of the analysis at the time most appropos of success. All plans we can use were laid out before we started. It just now remains to utilize the acceptable ones at the proper time.

SYSTEMIC in reference to work being done within the system or in a manner or pattern insited by the procedure of the system.

TAB a person who has volunteered to accept a certain status, who is functioning within the role of the status but has not been made viable to that role...in other words, the cadre is not yet a party of origination within the role.
Tabular is passive practice

TACTIC a method of changing position toward a goal in a strategy. The first tactic in EFWA was to get cadre, the second was to get an office, the third was to run a canvas, the fourth was to hold a meeting of members contacted in the canvass...etc. Each tactic is a success unto itself, until the step is complete and other step is taken. Thats why in a cadre based organization the forgone conclusion is success because the method is a series of tactics within a strategy with each tactic allowing a time delay at its completion. We just take a little longer than the lucky ones.

TEMPORAL refers to information not in traffic or suspense. Reports or strategies or documents whose interior strategies have been concluded and are placed in the files are temporal. Paid bills are temporal; we keep the record and paid are traffic.

TIME SUSPENDED VIABILITY see suspense.

TRAFFIC work that the system must do and the inspiration direction it takes. The inspirations stops in an input dialectic. Example; new cadre care... OPS FILE...CADRE FILE, CADRE FILE TO DATA FILE, CADRE ASSIGNMENT TO SUSPENSE DIRECTIVE...SUSPENSE DIRECTIVE TO TACTICAL ASSIGNMENT, ASSIGNMENT TO STATUS CHANGE. THAT IS THE ROUTE ONE CARD TRAVELS AS A PERSON JOINS EFWA, ACCEPTS A JOB, REPORTS TO THE JOB, IS INSTRUCTED IN THE JOB, DOES THE JOB, AND PROGRESSES TO TAKE ON MORE RESPONSIBILITY ON THE NEW KNOWLEDGE ACQUIRED WHILE DOING THE JOB.

VIABLE the process of changing a loco or an entity from the state you found

to the state indicated as desirable to the strategy. Example; a volunteer comes in and you need a bucketdriver. A volunteer is a volunteer, not a bucket driver. If you call the volunteer a bucketdriver and wonder why you don't get any money...you are not a cadre. The newcomer is still a volunteer...to make the VOL viable to bucketdriving you perform the process of giving the VOL a bucket, literature, a location, transportation, a time schedule and what to say...now you have the bucketdriver you need. A tab bucketdriver. When the tab fiin can perform the process you have a viable bucketdriver cadre.