

sample

NETWORKING in San Francisco

A study of communications among
selected community-based organizations
and businesses.

VILLAGE DESIGN
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Berkeley, CA 94701

May, 1979

"Networking," (making connections) is an activity which today is being consciously discussed and intentionally practiced by community-based organizations and people and groups interested in social change. "Networkers" believe that making and maintaining connections among peers can help people find and attain mutual goals, and that real power can develop from a network's organizational base.

Much networking is carried out by professionals (staff, paid or unpaid) from nonprofit organizations and takes place at conferences and meetings. As always, loose coalitions around current issues form and fade out, increasingly, more permanent links seem to be forming between the most active (and longest-term) workers.

What today is called networking is somehow reminiscent of connection-making among the counterculture of the 60's. Then, travellers could usually come to a new town and find a place to crash, a friend, a ride, etc. During the anti-war movement, informal networks were vital elements in both political organizing and in the "underground railroad" of people harboring draft dodgers and helping them out of the country.

Today, when times are relatively peaceful and the left seems to have moved into a state of skepticism about just how (or whether) the movement should move, organizations' reasons for making connections are often more practical than political. Funding, for example, is a common and particularly pressing reason for networking. And it works - a coalition of local groups can indeed form a formidable force in the eyes of the funding sources.

Such action-taking coalitions, whether around funding or some other issue, are often temporary. However, there now seems to be a great deal of interest in making longer-term connections for a variety of reasons. The Open Network in Denver, for example, provides a means for people with similar interests to find each other. The Open Network is just one of many skills-exchange or interest-matching services which are institutionalizing the grassroots activity of networking.

As discussed in theory, networking is held to be an activity which can actually change society, not just give a sense of 'community' within an unalterable social/bureaucratic framework. In practice, the phenomenon of networking seems to have had only intermittent short-term results.

NETWORKING IN SAN FRANCISCO.

Between June and December of 1973, Village Design conducted a study of information-snaring and networking in San Francisco. Twenty-three groups and individuals, most of whom provide 'alternative' services of some type, were interviewed.

As a Berkeley-based group, Village Design had the advantages and disadvantages of an "outsider's" perspective. Most of us have lived in the Bay Area for many years and are somewhat familiar with who's-who and who-does-what-where in San Francisco. However, we are not intimately involved in the day-to-day life of the City. Our study, therefore, reflects an image which surfaced in a particular journey through the social labyrinths of San Francisco.

STARTING POINT, PARAMETERS.

The limitations of our time and resources (and interests) required that we draw political and geographical boundaries around our inquiry. It might have been useful, for example, to investigate the formal and informal mechanisms by which realtors in San Francisco "network" -- share information and take collective action. However, our interests centered on people at the other end of the power spectrum. In fact, our primary purpose was to look at networking as a mechanism by which powerless and alienated people move toward political power and community. We hoped to gain a better understanding of how informal and formal modes of networking help or hinder that process.

As might be expected, many of the groups and individuals providing 'alternative' services are located in the less affluent neighborhoods of San Francisco. Our interviews took us to the Mission, the Haight, Potrero Hill, Noe Valley and the Tenderloin. We wished to interview people engaged in a fairly broad spectrum of community activity, including services, businesses, and political organizing. Our questions focused on 1) the group's genesis and structure (internal information flow and decision-making); 2) what the group does and what it hopes to accomplish in the short and long term; and 3) how it relates to and works with other individuals and groups in the City.

Rather than a detailed (or quantitative) account of the interviews, we have chosen to synthesize them and present them in narrative form, as comments toward beginning to describe the 'state of the art' of networking in San Francisco.

WHAT IS A NETWORK?

"There is absolutely no networking going on in San Francisco," commented Gary Warne of the San Francisco Suicide Club (and formerly of Communiversity). Yet, nineteen of 22 groups responded positively when asked if they are in a network; another thirteen said further that their network was connected to other networks. However, often as not, an interviewee wanted to know what a network WAS before s/he answered yes or no to being in one. Clearly, there is some difference of perception as to what constitutes a network.

In one definition, the term "network" describes the relationships between formal and informal groups, particularly at a grass-roots level. It is also commonly understood to mean simple informal associations between individuals as well as groups. Key to the concept of a network is that there is no center or "prime controller" and no single objective. The network partners sustain and coordinate themselves.

Informal networks accomplish information transfer in a haphazard, though often effective, fashion. Typically, such a network depends on the happenstance of time and place, as well as on individual initiative. In essence, an informal network is a grapevine.

Formal networks, on the other hand, regularize the flow of information from person-to-person or group-to-group via meetings, phone calls, newsletters, etc. Sometimes an individual is designated to be a liaison to other members in the network. A formal network can also synchronize action, often in response to a particular issue or event.

A network is distinguished from a coalition by the fact that a coalition sets common policy and develops coordination and accountability mechanisms. In addition, a coalition connotes a diversity of interests and beliefs among groups that have come together to pursue one specific objective. A good coalition is well-networked -- that is, information is transferred rapidly and effectively to all the groups which are part of it and further, to all the

individuals who comprise the groups. Unlike networks, coalitions have some kind of mechanism to make group decisions and set policy (e.g a coordinating committee or conference). At its best, a coalition structure maximizes directly democratic participation and advances the level of political effectiveness and analysis. At its worst, it can take on a bureaucratic and authoritarian life of its own.

THE SAN FRANCISCO GRAPEVINE(S).

Informal networks abound in San Francisco. The major grapevines operate along neighborhood, work or political lines.

The neighborhoods of San Francisco are like small towns. Many residents identify first with the Mission or Potrero Hill or the Haight and secondly with San Francisco as a whole. Cafes, bars and community-service centers are laden with bulletin boards announcing a whole range of community events. Some bars and cafes serve as community centers where one can catch up on the latest gossip as well as find out about a neighborhood meeting, a bargain sale, or a good party. The high level of cafe and street-culture inspires a strong sense of community...and information is passed as much by word-of-mouth as by posted announcements. Judging from the responses of several interviewees in the Haight and the Mission, one of the best ways to "spread a word" in the neighborhood is by making it down to the local bar or cafe at the appropriate time.

Some neighborhoods also have more traditional community centers, like the Potrero Hill Neighborhood House. The House puts out a regular paper, runs programs for children, senior citizens, etc., and facilitates the process of informal neighborhood association. (Groups such as Catholic Social Services have community organizers whose task is to pull people together around specific neighborhood improvements such as installing a street light at a dangerous intersection, or to fight for a service that is being threatened, such as the closing of a childcare center. Once the problem has been resolved, the network typically dissolves back into a more diffuse form.)

Political activists in San Francisco have a grapevine of their own, although it overlaps in some cases with the neighborhood networks. The lines are strongest between people involved in similar issues:

housing, medical care, safe energy, etc. Communication between groups often depends on the initiative of particular persons who recognize each other as important or "key" information-holders and organizers. Typically, such people have worked together in the past; their continued contact is based on trust, political pragmatism, and often, friendship. Regular phone contact is the most usual way such people link up to each other, though they may occasionally attend each other's meetings. Often, social circles mirror political-work circles so that a party or dinner becomes a time to catch up on the latest news. These informal ways of linking are often the backbone of more formal attempts to coalesce around a particular issue, such as the district elections or the anti-Briggs initiative.

FORMAL NETWORKS.

The abundance of informal networks is a stark contrast to the paucity of formal networks. While San Francisco houses "nodes" (chapters) of many state, national, and international networks (e.g. the Abalone Alliance, Friends of the Earth) there are few grids which systematically link the many individuals and groups within the City who are working on similar or related issues. A pressing issue -- e.g., the Briggs initiative -- will activate the informal networks and inspire new coalitions and alliances, but these tend to dissipate once the issue has been resolved.

There are, however, a few self-conscious, formal networks in the City whose existence continues beyond (or without) a single issue and which do not so strongly depend on the continued involvement of a few "key" people.

BRIARPATCH.

Briarpatch, according to coordinator Michael Phillips, is a "network of people in business who share common values." In order to be in the network, one must 1) not be in business (primarily) to make money; 2) make books and records open to the public; and 3) be willing to share resources of people and skills.

Formed in 1973, Briarpatch now has approximately 250 businesses in its net, the main bulk of which are in San Francisco. Other members are scattered throughout the Bay Area, the state, and the world.

The kinds of businesses involved seem to be primarily of the "New Age" variety -- holistic health, weaving -- although the network also encompasses such "basic" enterprises as bakeries and delis, political groups like Earthwork and Coyote, and community-service groups, such as the Haight-Ashbury Switchboard.

The primary objective of the network is economic survival in a context that maximizes cooperation and happiness. Michael emphasized that Briarpatch is not a vehicle for any person's gain, any group's politics, or any political direction. Two coordinators are funded by contributions from members and subscriptions to the Briarpatch Review. The coordinators offer marketing, accounting and other business and personal advice to a developing or shaky business. Since network members agree to share what they have, any one member has available to him/her a substantial pool of free or cheap resources.

Internal communication in Briarpatch is done through the Briarpatch Review and through mailings. Occasionally there is a need to make a decision as a network, e.g., where the Christmas party should be (a minor decision), or whether to open a storefront office (a major decision). The mechanism employed is that the coordinators select Briarpatch members at random -- five for a minor decision, 15 for a major one -- who make the decision by consensus. Spokespeople, e.g. for press purposes, are also selected at random on a rotating basis (and by consent), a procedure which seems to discourage media attention. Briarpatch members do not proselytize, reasoning that anyone who doesn't understand the benefits of networking as they do doesn't belong in Briarpatch. Neither does Briarpatch seek publicity, feeling that those who are interested will find it.

Michael stated that the network is operating "excellently". He feels that the vitality of the network can be maintained through "more infrastructure", meaning more day-to-day social interaction, more sense of community. This might mean a skills-sharing weekend for members at the Zen Center (a Briarpatch member) with plenty of time left open for people to talk and play.

The interview with Michael concluded with his perception that, to date, Briarpatch has faced no external threat to its existence. He intimated that if such a threat came, the skills, resources, and relationships that Briarpatch members have developed might prove crucial not only economically but to their physical survival as well.

THE PEOPLE'S FOOD SYSTEM.

Under the banner "Food for People Not for Profit!" the People's Food System is a network of wholesale and retail food outlets in the Bay Area. Thirteen businesses, including six stores and seven support collectives, constitute a system which is "anti-profit and worker-controlled."

Most of the community stores are small operations, though the Haight Community Food Store, the largest in the System, has 20 full-time workers and about 3000 customers per day. The stores buy much of their food from other groups in the System, such as Red Star Cheese, the People's Bakery, and the San Francisco Common Operating Warehouse. The Warehouse, a primary wholesaler for System stores, serves 50 stores throughout California and beyond (including a large, well-organized coop system in Minneapolis). Another link in the network is Earthwork, a support collective which works with small farmers to distribute food without the "middle-men" who drive up prices. Earthwork is "committed to the concept of 'people gaining control over their lives'" with food as a primary focus. They are building a farmer-labor-consumer alliance which would produce and distribute health food in a decentralized manner.

Although the individual businesses in the System seem to be at least secure, if not thriving, the status of the network is presently somewhat shaky. Regular monthly meetings (two representatives from each group) have been discontinued since mid-1977. The groups in the System remain in contact with each other, but the pressures of day-to-day work now consume most of the energies and time necessary for closer networking.

The thrust of the Food System, in contrast to Briarpatch, is explicitly political as well as economic. Their shared political understanding and continuing close economic interaction makes this a powerful and effective network.

THE COMMUNITY COALITION.

In early March, 1976, the (Glide Church) Center for Self-Determination sponsored an all-day workshop to inform community groups about the nature and procedures of funding institutions. The result of this workshop was the formation of the Community Coalition.

The Coalition is now a consortium of 65 community-based human service groups. Its functions are, among others, to "support requests for funding by member groups, facilitate the sharing of information and resources among member groups, and foster a climate of coordination among groups active in similar areas." One victory claimed by the Coalition was the allocation of Housing and Community Development Act funds to four member groups. On a related issue, the Coalition supported the International Hotel Tenants Association in its struggle for self-determination.

Glide Church helped form the Coalition and contributed an office for the "No on Proposition 13" campaign. Though Prop. 13 passed in the state as a whole, it failed in San Francisco, and the effort to defeat it strengthened the Coalition. However, since the campaign the Coalition has stopped meeting regularly. "The priority of survival obstructs further coalition-building," said Lloyd Wake. Lack of funds and of a clear, unifying issue also hamper the development of solid, city-wide alliances, according to Wake.

Networking is a crucial part of Glide's work, which it defines as "working for the political and economic empowerment of people who are outside the mainstream." Individuals on Glide's staff work with many other coalition efforts, such as the Northern California Ecumenical Council and the (Filipino) Anti-Martial Law Coalition. Glide was also instrumental in the formation of Briarpatch, which until recently used an office in its building. (Michael Phillips, Briarpatch coordinator, is one of the 30 executive staff of the Glide Foundation.) Though the status of the Community Coalition is presently unclear, Glide's commitment to some vision of self-determination insures that networking efforts will continue.

THE MISSION: THE CITY'S CROSSROAD.

The area of the most intense concentration of all kinds of social, economic and political interaction in San Francisco is the Mission. Besides housing a settled and an immigrant Hispanic community, the neighborhood attracts low-income people of all colors and ages who are seeking relief from high rents in other parts of the City. A strong sense of community accounts in part for the stability of the neighborhood.

Community service centers of all sorts abound in the Mission, many of them bi- (or tri-) lingual. Some serve only the Latino or Filipino community. The La Raza network, composed of four centers, is dedicated to "the preservation and development of La Raza culture, in a social and economic sense." In the short term, this fight for self-determination translates into fighting housing speculation, rent increases, evictions, etc. In this effort, the La Raza network works with other groups such as the S.F. Housing Coalition.

The Mission Neighborhood Health Center offers ambulatory care for low-income people. The Center uses a sliding fee scale and offers a full range of walk-in medical treatment, including free family planning, medical transportation and emergency care. Close to three hundred people, mostly from the Mission and mostly Latino, use the Center's services every day. The Center also has conference rooms which it makes available to other community groups.

Though not a member of a formal network, the Center's by-laws require that 14 out of 21 members of its Board of Directors be community representatives. Some of these are directors of other community programs. The Board itself, which meets regularly, is a kind of information-sharing network of its own.

People's Law School (PLS) is a community legal education project that provides legal counseling in tenant, immigrant and unemployment law. Workers at PLS are involved in other networks and coalitions as individuals, though the group itself is not a formal member of any network.

The women's movement also has a home in the Mission in the form of the Women's Centers, which provides "information, technical assistance and support for existing and emerging Bay Area women's social change groups," according to Roma Guy. The Centers is housed in the new Women's Building, which is envisioned as a "spiritual and physical home of the women's movement and a platform from which many organizations and individuals can gain strength." The Centers is comprised of several groups working on different issues and maintains regular contact with other groups such as the S.F. Housing Coalition and the Zimbabwe Medical Drive. Funding comes primarily from pledges from members, which means that the Centers is accountable to its constituency rather than to a state or federal agency.

CONCLUSION.

The sheer volume of interaction among individuals and groups in San Francisco is impressive. Whether in terms of seeking fun and friends, economic survival, or political power, many people in San Francisco devote themselves energetically and enthusiastically to improving the quality of life and bringing about social change.

The most striking similarity among all the groups interviewed -- even the most traditionally organized -- was a stated antipathy toward hierarchical structures. Many groups organize themselves as collectives; others have regular avenues to encourage input and participation from workers and community people. An often-expressed sentiment was that no boss or "central committee" should be permitted to usurp decision-making powers or monopolize access to information.

Many interviewees equated "hierarchy" with "centralization," an equation that reflects a widespread revulsion against the bureaucratic and authoritarian social orders that dominate the world today. It is clear, however, that the art of non-hierarchical organization needs further development and that decentralization must not degenerate into a fetish that precludes effectiveness or simple coordination.

The networks that have sprung up are the expression of the impulse toward non-hierarchical forms of organization. Networking offers a means to connect and act in concert with wide circles of like-minded people in a democratic fashion. A self-conscious development of the networking model could enrich this participatory ethic, increase its effectiveness, and sharpen our vision of a transformed society.



LNS/cpf

Thanks to:

Briarpatch
 Potrero Hill Neighborhood House
 S.F. Common Operating Warehouse
 Maight Community Food Store
 Earthwork
 Glide Foundation/Church
 La Raza Silkscreen
 People's Law School
 Pride Foundation/Gay Community Ctr.
 The Meat Market
 People Against Nuclear Power
 Catholic Social Services
 Mission Neighborhood Health Center
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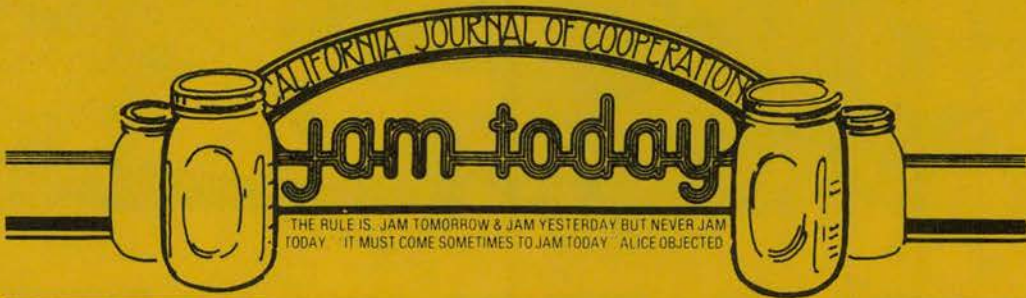
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ASSOCIATED COOPERATIVES

Associated Cooperatives (AC) is a regional consumer cooperative, providing a great variety of goods and services to its members in California. 1979 sales exceeded \$55,000,000. AC services consumers cooperatives in many ways, primarily through its Richmond facilities.

Distribution Center

This center is in Richmond, California. Its current inventory exceeds \$2,500,000 and includes a full line of staple groceries, health and beauty aids, beer and wine, fresh produce, whole grains, fresh meat, delicatessen items and tobacco products.

Cost-Plus and Working Funds

To best serve its members AC offers a cost-plus contract. This provides that AC will supply its members at its cost prices and will allocate its overhead costs on a separate invoice. The overhead costs are determined quarterly and are allocated in proportion to purchases. Included in the overhead are sufficient funds to cover required reserves and provision for a year-end patronage refund of approximately 6% of the capital used in the business.

Cost-plus is supplemented by a working funds contract by which members invest their proportion of the needed working funds of AC. The general plan is to provide the real estate assets and the equipment from borrowings from financial institutions or from individuals and to secure the funds for inventory and receivables (less payables) from the deposits of members. Currently the requirement for working funds is 2.55 times each member's average weekly purchase for the preceding year. At the present time twelve members are using the cost-plus service.

Cash and Carry Program

Over 100 small co-ops and buying clubs throughout California who are not cost-plus members regularly make purchases from AC through this program. Cash and carry prices are set at current market wholesale levels and require no capital investment. Some non-co-op retail stores also purchase through cash and carry.

CO-OP Label

One of the major functions of the warehouse is to supply the members with a selection of more than 700 CO-OP label products which include both staple and perishable items. As the "consumer's label", CO-OP products emphasize quality, value, product identification, ingredient and nutritional information. The CO-OP brand is owned by Universal Cooperatives of Minneapolis, Minnesota. Universal is an inter-regional cooperative which pools the buying power of its members nationwide. Co-op grocery products are purchased under national contracts developed by Universal.

If no national contracts exist, products are purchased locally that must meet Universal's specific quality standards. Universal maintains a central label supply for regionally purchased products. Here again, quality standards have been carefully spelled out to assure uniform quality nationwide.

Quality Control

AC employs a professional home economist to follow up on complaints from consumer use of Co-op products, help establish the initial quality standards, and check shipments regularly to see that they are observed. A streamlined reporting program from the stores back to this department provides a continuous review of the quality of CO-OP brand products. Among member co-op customers there has been excellent acceptance of the CO-OP brand. In staple groceries the ratio of sales of CO-OP brands approaches 40%.

Data Processing

AC provides computerized ordering procedures and detailed pricing, merchandising, inventory and billing information on warehoused products. In addition it provides full membership listings, news mail labels, patronage records, payroll and accounting reports for large co-op members who use those services. Current plans are to make these services available to all members.

Co-op Camp Sierra

AC sponsors each summer a two-week co-op camp in the high Sierras east of Fresno. This is not only a family recreation camp but an important opportunity for leadership of cooperatives to meet together to discuss problems and opportunities and become more informed about cooperatives and cooperation. Each year a resource person from outside the area is invited to share ideas and skills in the discussions.

Employee Benefits

Pensions, group life insurance and health plans are available to employees of AC member cooperatives, through various plans arranged by AC.

Co-op Development Department and Resource Center

AC maintains a planning and development department to assist cooperatives with their plans. It maintains a Resource Center with numerous publications, manuals, and audio visual materials to provide assistance. This department is prepared to assist in the organizational process, in financial advice, store site selection, merchandising plans, personnel selection and training, retail accounting, and operations assistance.

Ownership and Control of Associated Cooperatives

AC is owned and controlled by its 20 member cooperatives, and as noted above, provides goods and services to them on a cooperative basis. AC member co-ops comprise a constituency of 139,000 members

owning and operating 17 supermarkets, 7 direct-charge style markets, 6 natural foods markets, 2 large buying club depots, a savings and loan association and a book co-op. Collectively, the food operations gross \$119,000,000 annual revenues.

AC is governed through a representative Delegate Assembly that meets at least once a year. Member cooperatives are entitled to one vote plus additional votes based on their membership and patronage. No member can have more than 24% of the authorized delegates. The Delegate Assembly elects a Board of Directors of nine. Three are elected each year for three-year terms. The Board, in turn, selects a General Manager who operates the business in accord with the policies which the Board determines.

The Importance of Cooperation Among Cooperatives

It is important that cooperatives use their buying power for its maximum impact in the marketplace. The aggregate economic strength of the cooperatives can best be demonstrated by this pooling activity. Distributing and promoting CO-OP products is the most effective way in which cooperatives throughout the country, and particularly in California, can achieve their common objectives.

Affiliation

AC is an active member of the Cooperative League of the U.S.A. with headquarters in Washington, D.C. The League is a common bond organization for all kinds of cooperatives and it coordinates and carries on public relations, legislative, and informational activities. In turn, it is the U.S. member of the International Cooperative Alliance, with headquarters in London, and of the Organization of Cooperatives of America, with headquarters in Lima, Peru.

How To Get Started With AC

If you are a cooperative, AC offers goods and services that could be of value to you, or if you are in a buying club or other non-profit institution with the same needs, write the Development Department, Associated Cooperatives, Inc., 4801 Central Avenue, P.O. Box 4006, Richmond, CA 94804 or telephone 415-526-0440.

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Brief Historical Perspective

AC was incorporated in 1936. It began operations with a full-time employee in 1942.

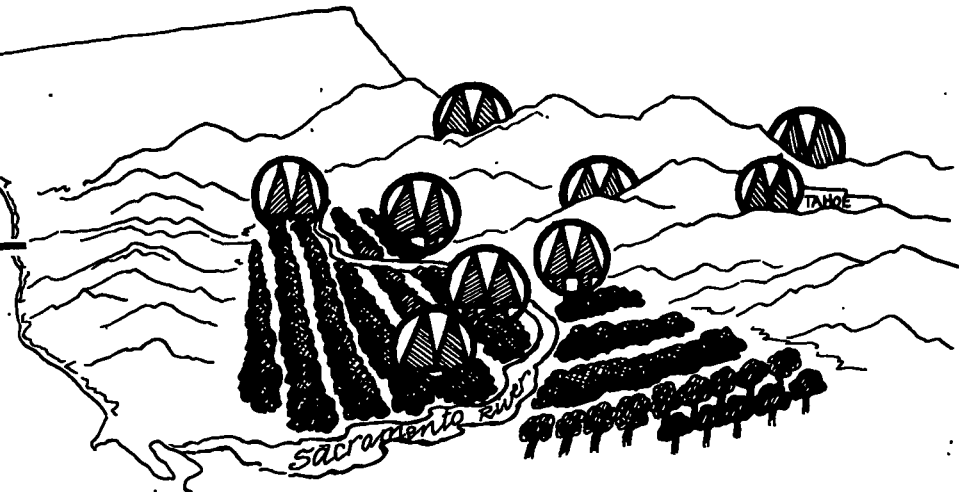
In the period 1943-1949 AC developed an extensive farm supply, building materials, lumber, and hardware business, along with groceries, to supply farm cooperatives as well as urban cooperatives. It failed to get the support of the general managers and boards of the farm cooperatives in this project and in 1949 transferred this activity to the Central Cooperative. AC then concentrated solely on the grocery business, along with automotive supplies and other urban-related goods.

In the 1940's and 1950's AC supplied many cooperatives in Southern California, as well as in the north, and at one time purchased property to establish a warehouse in the south. These groups gradually ceased operations, however, and currently there are only three AC members in Southern California.

Full-time warehousing started on Lydia Street in Oakland in 1942 and continued on Second Street from 1947-1955. After the State of California took the Second Street warehouse for a right-of-way in 1955, the warehouse was moved to Anthony Street in Berkeley where it operated until completely wiped out by a fire in 1962. In 1963 a new warehouse was built on Central Avenue in Richmond. It has been expanded twice since that time.

Initially AC handled only CO-OP labeled goods and high-margin products. At the time of the move to Anthony Street in Berkeley, a full line of groceries was added. Health and Beauty Aids were added in the late 1950's. Tobacco/Candy was acquired in the early 1960's through the purchase of a tobacco distributing company. Produce was added in 1968, Meat-Deli in 1972, and a Cash-and-Carry department in 1977.

ON THE MARKET REACH.* 1976-80



*Research, Education & Assistance for Coops & Health

Volume VI, Number 3

September

COOPS FOR ALL REASONS

When people talk about co-ops in California, they usually mean food co-ops. But a profound change is occurring with impetus from the strength of the California co-op movement and the innovations of the National Consumers Cooperative Bank. Now all kinds of co-ops are forming--housing co-ops, energy co-ops--whatever the need, a co-op can be formed to meet it. This issue of *On the Market* explores the variety of co-ops developing in our region. If you thought the only kind of co-op was a food co-op, read on . . .

Restaurants

One restaurant collective and two restaurant coops are located in the service area of REACH member coops. These are The Blue Mango Collective, The Juice Bar of Lake Tahoe, and the Sacramento Natural Foods Drive-In.

The Blue Mango of Davis is almost one year old and employs 40-50 people. Workers include members who have voting privileges and employees who do not. To become eligible for membership, a person must work full-time for six months or for 1,000 hours. Decisions on running the Blue Mango are made by worker consensus.

Membership meetings are held every other week, and team meetings, such as dishwashers and bookkeepers, are held on alternate weeks. The workers earn minimum wage, plus a share of pooled tips--about \$4/hour. Salaries will raise as the Blue Mango's debts are repaid.

The restaurant is looking for committed people who would like to become long-term members.

The Juice Bar is part of the We the People Food Coop at Kings Beach. It began when the coop moved into new quarters 2 1/2 years ago and found it had the extra room. Although it began serving just juices, it now serves breakfast and lunch six days per week and brunch on Sundays. Dinners are served on Fridays and Saturday nights. Cuisine is vegetarian.

Restaurant manager Karen Unger does end-of-the day bookkeeping and sets worker schedules, but most decisions about the restaurant are made collectively. The members of We the People have a choice of fulfilling their 4-hour requirement in the store or in the restaurant. Paid staff, however, is always present. The seven paid employees are chosen after a trial work experience and hired by the board.

Currently, their business is doing fine. Their small profit is used to repay debts and to replace make-shift equipment. Ms. Unger thinks the biggest problem is a lack of publicity among the Lake Tahoe community of their excellent fare at such reasonable prices.

The Sacramento Natural Foods Coop Drive-In is similar to We the People's Juice Bar in that members of the coop may choose to join the Drive-In Team to meet their monthly work requirement.

Unlike the Juice Bar, however, employees of the SNFC Drive-In have joined a union and at one time were seeking to convert the consumer-owned business into a workers collective. Profit sharing among the employees was a goal. Attempts to sell the Drive-In to the workers have failed, but a small group of interested coop members may soon purchase the Drive-In from the store and allow the workers to manage the business as they wish. Until then, workers report to the same General Manager as the store staff and negotiations between the union and the Store's Negotiating Committee continue.

Housing

At least three housing coops are forming or have been formed in our REACH region. One in Davis was built by students and other people looking for an alternative to the existing students-only housing coop on campus. With a loan from the campus housing coop, and advice from solar home developer Mike Corbett they designed and built their own eight-bedroom home.

Living in a housing coop has its advantages, claims Barbara Wezelman, a housing coop veteran of eight years. Pooled rent and food expenses and supportive roommates makes living there very comfortable. They rotate household chores every month and eat together about 6 meals per week. Rent is \$90 per month. Their garden provides fresh vegetables and staple foods come from the Davis Food Coop.

The coop recently received word from the National Consumers Cooperative Bank (NCCB) that their application for a \$65,000 loan had been approved. They will use the money to pay off a \$50,000 construction loan.

Another housing coop with an energy-wise architect is the Sacramento Housing Coop. David Mogavero, winner of the state's passive solar design competition, said they already have six families who have each contributed \$2,500 toward development of the coop. Between 60 to 80 percent of the up-front capital will be from "internal funds." The remainder will come from grants and maybe a loan from the NCCB.

The group will ultimately have 25 to 40 families. So far they have finished their corporate documents for non-profit, mutual benefit status and have worked out a preliminary budget. They are now looking for a building site and will compete for one of four lots within the Capitol Area Redevelopment Plan. If successful in obtaining a parcel, the housing coop would obtain a 99-year lease and save a lot of money by eliminating the need to buy private land.

Mogavero has already begun preliminary 2-story town house designs which will range in price from \$30,000 to \$100,000. The design will be simple to keep down the cost, but will be flexible to suit the owners' wishes. Membership will be recruited by word of mouth or via local media, if necessary.

Chico Housing Coop

Another housing coop is taking a different approach in financing their project. On a 16 acre parcel in Chico, CA, once known as "The Commons," a 94 unit housing cooperative will be constructed for low-income families. The land once served as cooperative pasture land utilized by early Chico residents. Its new cooperative use has been initiated by the Chico Housing Improvement Program (CHIP), a non-profit, tax-exempt housing program.

CHIP is committed to improving the availability of low-cost home ownership opportunities in Butte County. They reviewed federal grant programs of Farmers Home Administration and Housing and Urban Development, discovered the only viable option for low-income home ownership was in housing cooperatives.

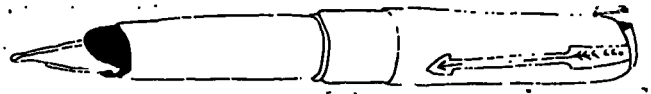
The results of thorough research on housing cooperatives indicated that in order for a housing coop project to succeed, substantial technical assistance is required. With the help of a \$5,000 Catholic Diocese Grant they retained a technical advisor from Community Economics, and according to CHIP director, Fran Wagstaff, the money was well worth the investment.

Community Economics' evaluation concluded that a decentralized housing structure lacked the cohesiveness desired, and rehabilitating older homes and apartment houses was not economically feasible. The only option left was to purchase land and construct a new complex.

They identified a 16-acre site and approached the owners. Negotiations brought the original price of \$450,000, down to a one dollar option with a final purchase price of \$225,000 and a large tax deductible donation for the owners.

Continued on Page 3

PRESIDENT'S MESSAGE



THE COOPERATIVE DREAM

Imagine a place where you could acquire all your basic needs--food, housing, clothes, health care, etc.--from a cooperative. You could live in a cooperatively owned house, fill your car with gas at the coop garage, pick up a snack at your local food coop before heading off to shop at the coop department store. And this COOPERATIVE DREAM isn't restricted to consumer goods and services. Imagine cooperatively owned and operated manufacturing plants.

Does this sound like a far-fetched dream? Its not to the people of Britian, Japan and Sweden. In fact, cooperatives have come to play a significant role in their national economies, bringing the principles of economic democracy to a large part of their populations.

In America, the cooperative economy is not as developed, except for our farm coops and credit unions. But things may be changing. In recent years a surge cooperative activity has begun. A number of food coops nationwide are maturing and becoming economic powers in their local communities. Consumers are broadening their influence in the energy and housing fields. Community credit unions have sprung up giving local residents alternative banking and credit systems. Small farmers and farm workers are developing production and marketing coops.

Despite all this, coops are still weak and have little or no impact on the larger picture. Why haven't America's coops played a larger role in our country's economic system? Certainly the lack of finances and government support was one reason. The apathy and sometimes hostility of the public to the coop message was another. Also contributing to the problem has been the inability and reluctance of the different coop sectors to work together.

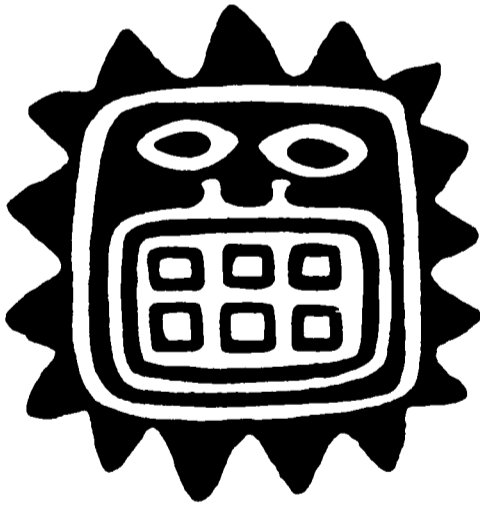
Another important factor limiting cooperative development in America has been our own lack of vision. Too often we let the burden of our local problems overwhelm us; too often we are too preoccupied with our own interests; too often our own limited ideas of what a coop is blinds us to the work being accomplished elsewhere, and the great potential that exists. I am not solely criticizing our coop sector, it's all of our faults.

For the Rochdale pioneers, the future in the beginning must have appeared a bleak, lonely road fraught with fear and great obstacles to overcome. For the first Japanese and Swedish cooperators, it was undoubtedly an equally hard and lonely venture. Yet against all odds, these people built the most successful coop systems found today.

How did they do it? They did it not by having limited, pessimistic visions of the future, but rather by sharing a common vision of cooperatives serving every citizen and by working toward this goal together.

I am reminded of the words of Jerry Voorhis, America's most imminent cooperator, who has spoken of one need for America's cooperators to have a vision. He said that without thinking grand dreams our movement will be destined to insignificance. If we are to build a democratic, just, and humane economic system, then we must be guided by a vision that will make this DREAM reality for all Americans.

The Rochdale pioneers had such a DREAM. Where is our dream? What is our vision? When will we make these dreams and visions real?



CALIFORNIA CO-OP FEDERATION 7th ANNUAL CONFERENCE

Set aside the weekend of October 11-12 for CCF's dynamite conference to be held in Oakland (Laney College). Saturday and Sunday are packed with panels, workshops and speakers on technical assistance, food co-ops-buying clubs, housing co-ops, the National Consumer Cooperative Bank, CA Co-op Law, and more. Cooperators from across California and the nation will be in attendance. Registration fee is \$35; for more information, write Terry Baird, CCF Conference, P.O. Box 4009, Richmond, CA.

Two special events will occur this same weekend.

Board of Director Training

First, Module #1 of Associated Co-ops, University of CA: Cooperative Extension, Department of Consumer Affairs' Board of Director Training will be conducted Friday, October 9, at Berkeley Co-ops' Shattuck Ave. meeting room. An application to attend is required; if interested, call (916) 322-7674.

NCCB Regional Office Grand Opening

Second, the National Consumer Cooperative Bank's Western Regional Office will hold its grand opening Friday October 9 with Carol Greenwald, NCCB President, and Senator Alan Cranston in attendance. For more information call (415) 865-7111.

reprint from: california coop leadership

THE TWO WORLDS OF CONSUMER CO-OPS: CAN WE UNITE IN SOLID ADVANCE? by Max Awner

California's consumer co-ops live in two worlds. Each world hides inside high walls and most of the people within the walls hardly know the other world exists.

That feeling has been growing in me for several years. It was pointedly confirmed by a co-op education conference I attended last month in Chico.

The conference was sponsored by Research, Education & Assistance for Cooperatives & Health--popularly known as REACH--a coalition of Northern California groups seeking to advance the cause of cooperation, physical and mental health, and economic democracy in general. The full-day conference was attended by about thirty individuals representing eleven of REACH's members organizations. Most of the eleven are small natural foods co-ops or buying clubs, but there was a co-op housing group from Chico and a co-op restaurant from Davis with the intriguing name of Blue Mango. All eleven would be called small--at least in relation to the "giants" in Berkeley, Palo Alto, or Arcata. Five of the eleven were totally unknown to me, sitting comfortably inside my stout walls in Richmond.

And that's exactly the point I'm trying to make. In thirteen years with the co-op movement in California I thought I had learned a little about our co-ops. It's only in the last half-dozen years or so that I've begun to realize how much I don't know. But it took this conference--at which I was just an observer, not really a participant--to give me a genuine insight into the co-op world I don't know. And also to show me how little that world knows about our co-op world.

Five of the eleven participating organizations belong to Associated Cooperatives. But I would bet that most of the remaining six never heard of AC until last month. It's a little more likely they've heard of Berkeley, Palo Alto or Arcata--mainly because to most of them these three are the big baddies. A couple of people from the Sacramento Natural Foods Co-op, largest of the eleven represented at the Chico meeting, know absolutely nothing about the Sacramento Co-op, which to those who've heard of it belongs to the other world.

Why this provincialism, this isolation/insulation? It's certainly not because leaders of small co-ops wear blinders or are redneck know-nothings. Nearly all of those I know are among the most alert, most socially enlightened people I've ever met. Within their own communities they are informed, deeply concerned and committed, some even sophisticated in the best sense. Nor can anyone say that most leaders of the large, established co-ops are ignoramuses or muddleheads. They are very much aware of what's going on in the wider world; many of them are doing things to improve that world. Yet the gap between the two co-op worlds seems to get wider rather than narrower.

Is there no hope? I think there is. I think there is because in the last few years several agencies have appeared on the California cooperative horizon whose main mission is to build bridges between the two worlds and help them unite in solid advance toward a more cooperative world. One of these agencies is REACH itself. Another is California's Department of Consumer Affairs and especially its cooperative development wing. Another is the California Cooperative Federation. Another is the Cooperative Educators Network of California.

ON THE MARKET

Published March, June, September, and December by Research, Education and Assistance for Cooperatives and Health (REACH). Jointly edited by Gail Mancarti, Mignon Marks and Lori Austin. Letters to the Editors may be sent to:

REACH - ON THE MARKET
P.O. Box 161684
Sacramento, CA 95816.

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Arts & Crafts

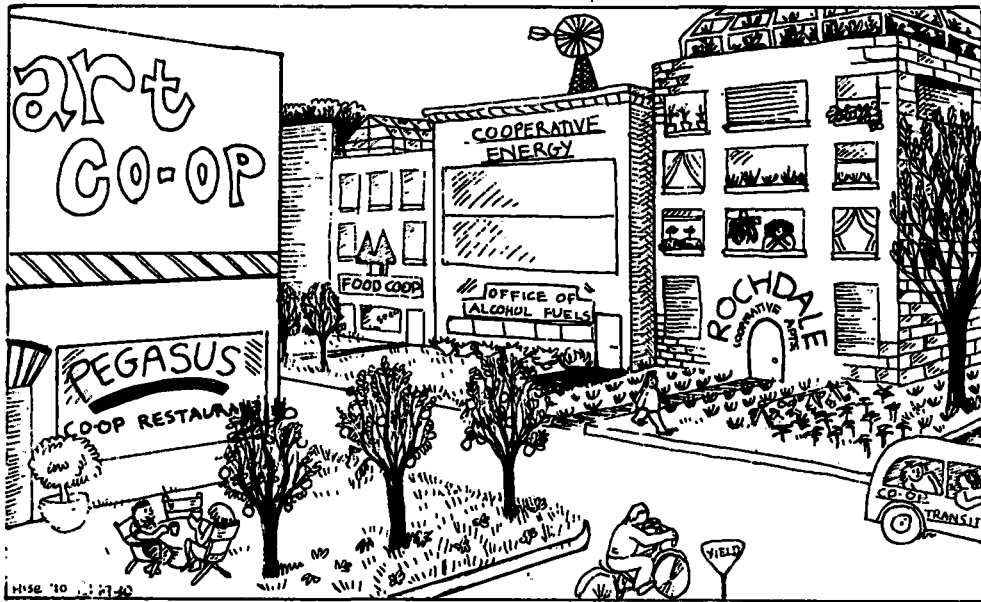
Artists are another group that is becoming collectivized. The Artist's Collaborative has been in existence for 3 years and has 30 members. It has two locations in Sacramento and sells all types of arts and crafts: paintings, prints, ceramics, stained glass, jewelry, batik, metal work, clothing and fabrics. The members share rent and work about 28 hours per month. They get the profits from the sale of their artwork.

The Artery, in Davis, has 32 members. Like the Artist's Collaborative, the Artery sells a variety of items. Potential members are screened by the Board of Directors for a particular type of artwork, and can only provide the store with their designated art or craft. Members share rent and work about 5 hours per month, more during the holiday season.

Ag Production

Two agricultural cooperatives are becoming established in Woodland. Both of these coops are composed of farm workers displaced by mechanization. The 5-member group, Esperanza (Hope), rents 25 acres of land from a Woodland farmer. The 14-member Cooperativa Colonia Mexicana Unida (United Mexican Neighborhood Cooperative), farms 200 acres of State land. The coops started with 10 families 3 years ago and now have 15 families. Their goal is 30 families.

Unlike agribusiness operations, the agricultural coops grow labor-intensive crops, practice multiple cropping, and use IPM (Integrated Pest Management). Crops produced include corn, tomatoes, tomatillas (mexican tomatoes), and green beans. Produce is sold to businesses ranging from Safeway to farmers' markets. Members are paid by the patronage advance system. As yet the coops do not have sufficient income to support their members, many of whom have outside jobs or work for VISTA.



Energy

Energy coops are one solution to rising gas and electricity bills. The potential for collective small-scale energy production and cooperative energy conservation projects in our region is expanding.

A group of organic farmers, for example, will soon pool their waste fruit to produce alcohol fuel. The Alcohol Fuel Producers Association (AFPA) of Fair Oaks has been advocating and organizing alcohol fuel coops in our region for over a year. They provide technical assistance in setting up a solar still and coordinate bulk purchases of low-cost still equipment and alcohol producing enzymes.

The alcohol can be used to operate machinery and vehicles or to heat homes. All it takes is crop wastes which contain natural sugars for the fermentation process. The still, however, poisons the brew discouraging consumption.

A number of people may be interested in producing alcohol fuels, but do not have the space or supplies to build a still on their own. APFA brings individuals living within close proximity of each other together with local farmers who have excess land and crop residues. The farmers not only dispose of plant material they might otherwise burn, they acquire extra labor to operate the still. Groups generally contain up to ten people.

Another kind of energy coop serves the city dweller. Cooperative methods of supplying, installing and servicing solar and conservation equipment can provide for many what the individual cannot afford alone.

One example of a potential energy coop in our region is for bulk insulation purchases. Although it would take a lot of capital to start an insulation buying coop, it would be a fine member service for existing food or housing coops.

An insulation coop in Boston provides information on how to calculate insulation needs and how to install it safely. They deliver the insulation and rental cellulose-blowing equipment to the site, and do on-site how-to demonstrations. Members have saved up to 50 percent of the cost of professionally insulating their homes by buying through the coop and doing the work themselves.

Community-scale development of alternative energy resources and conservation technology is just one side of the same energy coop coin that brought electricity to the sparsely populated countryside in the 1930's. One of the most successful coops in modern America was the rural electrification coops. These were formed when power companies could not provide electric service profitably to the farmers of the midwest. Today these coops still remain, but ironically are vocal advocates for expansion of nuclear power, a very centralized form of energy.

Credit Unions

In California, over 1800 credit unions provide banking services and easier access to credit than commercial banks for their members. Unfortunately, not everyone can join a credit union because their memberships are frequently restricted to employees of certain companies or to specific types of professions. Also unfortunate is the fact that many credit union members do not even know that a credit union is actually a financial co-op.

In our region, there are hundreds of credit unions. Postal employees, electrical workers, teachers, graphic artists, farmers, automotive parts workers, optometrists, state and federal employees each have their own financial co-ops.

We, as co-op members, can form our own credit union. In Southern California, a food co-op created the Santa Monica Consumers Credit Union which was open to all. Although the food co-op eventually folded, the credit union still exists. In our region, some discussion about forming a credit union has begun, but it will take about two years of planning and a core group of people committed to the idea. Technical assistance is available, but basic research must be conducted. In the meantime, the Credit Union Register of California in Tustin can help people find out about the credit unions in their area. Their number is (714) 832-0451.

Chico Housing Coop (Cont'd)

Various governmental and public non-profit groups (Housing Assistance Council and the California Department of Housing and Community Development) provided loan money to secure the property.

Currently an Advisory Committee consisting of low-income, potential coop members has been formed to assist in developing the membership and the organizational criteria of the coop. Additionally an incorporating Board of Directors has been formed in order to facilitate further loan requests (eg., NCCB loan) and grant applications to FmHA and HUD.

For community sponsored housing coops to succeed, the Chico model provides a good example: affiliate with a non-profit organization with a good reputation and track record. CHIP has been successful in securing close to \$300,000 in grants and money commitments and VISTA volunteers. Although a lot of work went into this multi-million dollar project, the entire Chico community will reap the long-term benefits.

WELCOME SOUTH TAHOE FOOD GROUP

The newest member of REACH is a group of energetic folks from the shores of Lake Tahoe. Their food buying club, called So. Tahoe Food Group, is growing in number and strength. It's wonderful to have them as part of REACH's cooperative activities. Look for Alan Gregory, Mick Anderson and Jan Hevron at the next REACH event.

INTERNATIONAL CO-OP DAY CELEBRATED ON JULY 5th

Where were you on International Co-op Day? We hope you were among the hundreds of cooperators who attended the celebrations in Sacramento or Chico.

Members of Sacramento Natural Foods Co-op, Alcohol Fuels Co-op, Davis Food Co-op, Yolo Consumers, Woodland Co-op, and the Blue Mango came to a big pot luck picnic in Miller Park along the Sacramento River. They played softball, did New Games, sang songs and danced. A storyteller told about Hopi Indians and their group celebrations in appreciation of the earth and in being together. The evening ended with music from a New Wave band.

The Biggs, Gridley, Live Oak Co-op joined members of the Chico Natural Foods Co-op for a picnic in Bidwell Park. Their afternoon festivities included a volleyball game and a ceremonial circle of cooperation in recognition of the occasion.

Also on that day, an ad in various local newspapers around the Sacramento/Davis area proclaimed that it was International Co-op Day and invited members of their communities to visit local co-op stores.

MANAGERS' MEETING

Employees and organizers from ten REACH member food co-ops attended the first in a series of manager meetings in August. The meetings will provide a forum for information exchange and problem solving and will facilitate the development of a regional trucking service.

Co-ops from Sacramento, Davis, Yolo, Auburn, Grass Valley, Lake Tahoe, Redding, and Biggs spent the morning session exchanging business statistics and setting up a tentative delivery schedule with Mountain People's Produce. Mountain People's will supply Associated Co-ops products. The schedule is "tentative" until they expand into a larger warehouse at the first of the year.

Everyone then walked over to the Blue Mango Restaurant for a delicious lunch and informal discussions. The afternoon workshop was a presentation by the Kings Beach Co-op on its computerized inventory system, linked to their cash register. It is used for both conducting inventory and determining gross margins. Several co-ops were excited by the idea and saw potential applications in their own stores. The Biggs-Gridley-Live Oak buying club also talked to Yolo Consumers Co-op about a joint buying arrangement.

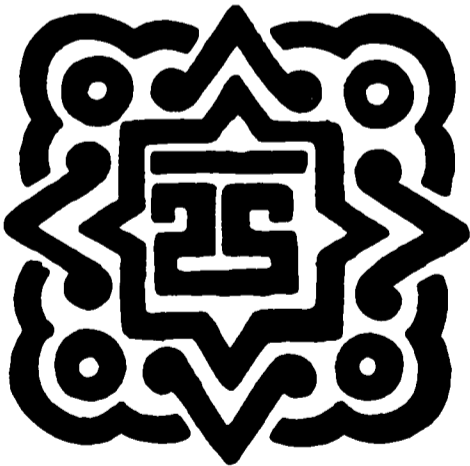
The next Managers' Meeting will be in Auburn in early December. The tentative agenda includes two workshops: planning and merchandizing.

No other co-ops in California provide regional manager meetings for their staffs. These meetings will contribute to promoting cooperation between co-ops, upgrade staff managerial skills, provide support throughout the region for professional cooperators and help managers get to know each other and exchange experiences.



Co-op active in R.E.A.C.H. and the primary support for ON THE MARKET are located in the general vicinity of the twin pines on the masthead. These co-ops are: Yolo Consumers, Davis Food Coop, Blue Mango Restaurant, Sacramento Natural Foods

Coop, Consumers Cooperative of Sacramento, Tree of Life (Auburn), Briar Patch (Grass Valley), We The People Natural Foods (Kings Beach), Chico Natural Foods, Pennywise (Oroville), People of Progress (Redding), BGL Consumer Coop (Biggs, Gridley, Live Oak), Washoe-Zephyr (Reno), and Lassen Natural Foods (Susanville). Other coops in the region are welcome to join !!!



Letter TO Editor

Dear Friends:

I was delighted to see a whole issue devoted to cooperative education.

It sounded very much like PR stuff, which is too bad. I suppose you didn't mean it to sound that way, but so much of the educational thrust sounds like getting those bucks walking in the door. Too bad. I hope I'm wrong.

I find more and more cooperators excited about the Idea of cooperation. I suspect that the profoundest purpose of co-ops is to encourage people to consider Cooperation (not co-ops) as an alternative...an alternative to competition, money-grubbing, pushing over others.

Now, if Cooperation---the spreading of that Idea---is our purpose, then the best way is for people to try it. So little businesses result. But other kinds of attitudes and associations can result: a new way of talking to people, a renewed commitment to all persons as persons of worth and dignity. The cooperative spirit can become an all-encompassing one---a way of life.

I think the fix on businesses that characterizes an awful lot of so-called educational work is too limited, too demeaning, too insignificant. Businesses may be a result of a new attitude; I doubt that businesses---unless they are committed to teaching it---do much for strengthening commitments to the Idea.

I hope you will forgive me for writing in this vein without an invitation, but I am a fanatic about co-ops. Or so I have been told. Rather, a fanatic about Cooperation. And I find lots of people who are deepening their commitments, enlarging their visions, opening up their souls to a view that does not exclude cheap cheese but welcomes a whole new perspective on life---as he/she ought to be!

What troubles me a lot these days, and I don't like to admit it, is seeing how much the New Wave imitates the Old Wave. They are capable of office politics, hates, throat-cutting, cutting down people---just like the Old Wave. I see many Old Wave people, on the other hand, really struggling to absorb some of the powerful and good ideas among the New Wave folks, and that is good.

Cheers, despite it all,
Ray Arvio, Executive Director
Coop Education Guild, Inc., Pomona, New York

CONFERENCES :

RECAP OF REACH'S REST AND RECREATION RETREAT IN REDDING

The Ranch, a collectively owned working enterprise about an hour's drive outside of Redding, was home for the weekend. Saturday afternoon was spent at a mountain swimming hole fed by water cascading 20 feet into a deep pool. Sunset time was spent basking in natural hot springs adjacent to the Pit River. With a hearty dinner under our belts, an early bed time was called for. Sunday brought a morning meeting, a fine lunch, and a quick afternoon dip in the swimming hole before heading down the Valley to our respective homes and co-ops.

This retreat was in the spirit of rest and recreating with co-op friends.

Thanks Big Wheel Ranch and People of Progress!

NEXT REACH CONFERENCE: NOVEMBER

This is the final portion of a "Triad Approach" to technical assistance conferences sponsored this last year by REACH. The previous two sessions were in staff and education/general membership training; November's conference will deal with Board of Directors.

Yolo County REACH member coops (Davis, Yolo Consumers and Blue Mango) have volunteered to sponsor the conference. The event will be held in Davis which will give you an opportunity to visit a number of coops throughout Yolo County. Be ready to set aside Saturday, November 15. The topics will be: Board Responsibilities; Coop Structure and Organization; Coop History and Principles; Group Process; How to Set Up an Investment Share Structure for Your Coop.

Be sure to have at least one of your Board members in attendance. The cost is \$10 for REACH members, \$16 for non-members. A materials charge may be added. For more information call Gail at (916) 322-7674 or Mike at (916) 442-0380.

Reach Reps.

Blue Mango Restaurant - Dawn Delapp
 Yolo Consumers Co-op - Jean Eastman
 Davis Food Co-op - Mahavirra
 Sacramento Natural Foods Co-op - Mike Keesee (President)
 Sacramento Consumers Co-op - Julie Serences
 Sacramento Housing Development Corporation (co-op) -
 Bob Chase
 Briarpatch, Grass Valley - Robert Shipman
 Tree of Life, Auburn - Jan Gaudin
 We The People, No. Tahoe - Meri McEneny
 So. Tahoe Food Group - Mick Anderson
 Washoe-Zephyr, Reno - Greg McKenzie
 Pennywise, Oroville - Dan Robles
 Biggs, Gridley and Live Oak (BGL) - Naomi Nelson
 Chico Natural Foods Co-op - Jean Greenfield
 People of Progress, Redding - Lynn Dorroh
 Lassen Natural Foods Co-op
 Members At Large - Mateo Munoz, Denni Collettine (Secretary)
 Bob Nelson (Treasurer), Gail Mancarti (Vice-President)

Reach Annual Meeting!!

Every October brings the Annual Membership Meeting of our non-profit, educational corporation. This is a time to survey past accomplishments, give thanks to outgoing BOD members, pay annual dues, elect new BOD officers, and set our collective sites on a successful and productive new year. With REACH membership well over 15 organizations and individuals, the Annual Membership Meeting takes on special significance as a time to gather support of our mutual cooperative interests and friendships.

PLACE: Auburn - Placer County Library
 350 Nevada Street

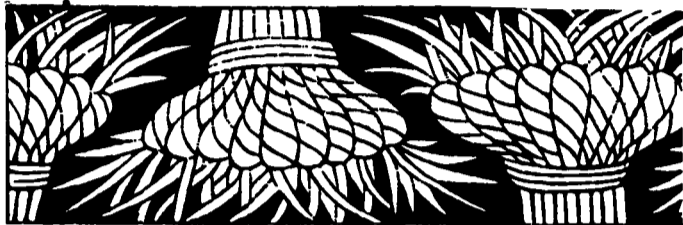
DATE: Sunday, October 5

TIME: 10 a.m. - 4 p.m.

If you have questions, call Mike Keesee at (916) 442-0380 or (916) 455-6477.

REACH Board of Directors officer nominations for October 1, 1980 - September 30, 1981:

President - Mike Keesee
 Vice President - Jean Eastman
 Secretary - (OPEN)
 Treasurer - Meri McEneny



REACH YOUR MARKETS!!!

Your ad will run in the next issue of On the Market and will be seen by all the co-ops in our association, if you meet the November 15th deadline for the December 1980 issue.

Make your check or money order payable to: On the Market, P.O. Box 161684, Sacramento, California 95816.

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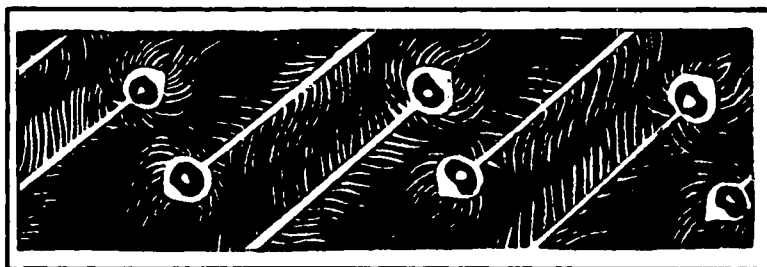
PERMACULTURE TWO - PRACTICAL DESIGN FOR TOWN AND COUNTRY IN PERMANENT AGRICULTURE, by Bill Mollison

This fully illustrated book explains techniques in the fine art of sustaining the land's productivity through the use of trees and perennial plants. "A truly appropriate technology giving high yields for low-energy inputs, and using only human skill and intellect to achieve a stable resource."

Available from: International Tree Crops Institute*, P.O. Box 888-A, Winters, CA 95694.

For: \$10.95 plus 66¢ sales tax (Add \$2 for airmail postage.)

*The I.T.C.I. is a non-profit, tax exempt organization devoted to research and public education on tree crops and forest farming (agroforestry). For more information about their program and activities, send a stamped, self-addressed envelope.



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Dharma Distributing can bring your coop or Buying Club a wide variety of organic produce, bulk commodities, Raw cheeses, milk and milk products, juices, teas and much more, call (916) 383-8602

ON THE MARKET

Research, Education and Assistance
for Cooperatives and Health (REACH)
P. O. Box 161684
Sacramento, CA 95816

Mrs. Effie Bays

644-6080

Senior Centers
(various)

Contact: Louis Labat 667-3063

Position/title:

Alameda Co. Dept. of Aging
Hours: 1234 P. 144 #207
of staff San Leandro, CA 94577

PHYSICAL SITE

Size: _____

Lighting _____ Elect. Outlet _____ (yes, no, how far?)

Noise level: _____

General impression (right, wrong, etc) _____

Albany Senior Center
Jean Allen (Dir.)
528-5728

Space for sign? How big? _____

DEMOGRAPHICS

Neighborhood _____

Clientele _____

Berkley Gray Panthers 10-2
Marta Sakovich 527-3790

South Berkley Senior Center

New Light Senior Center

740 A.M. 2139 Ellis St.
94703

South Berkley YMCA
2901 California St.
94703

Dr. Robert Marshall 644-6109

549-2666

West Berkley
1900 6th St.

Wednesday
3:30 -
174h

East Bay Japanese Four Action
2126 Channing Way

94704

Robert Yamada 848-3560

Emment Jones
~~Glenn Lynch~~
644-6459

Asst. City Manager
for Health + Human
Services

North Berkley
1901 Havest St.
94709
644-6107

The Vintage Library
Sandy Dennette 540-4475 T+W. 10-4

Ms. Silver Ward 94710
644-6036

Suzanne Ryan

TASK FORCE ON ELDERLY HEALTH IN NORTHERN ALAMEDA COUNTY COMMUNITY FORUM

July 25, 1986

Maflly Room
Herrick Hospital and Health Center
2001 Dwight Way
Berkeley, CA 94704

PROGRAM

- 8:30 - 9:00: Registration and Coffee
- 9:00 - 9:30: Results of Task Force Needs Assessment and
Overview of Task Force Recommendations
- 9:30 - 9:45: Experiences with an Automated Information and
Referral System
- 9:45 - 10:00: Benefits of a CCODA (like On Lok Senior Health Services)
Consolidated Model
- 10:00-10:15: The Need for a Community Respite Program
- 10:15-10:30: BREAK
- 10:30-11:15: Recommendations Action Committee Work Groups
- Information and Referral Action Committee Group
- CCODA Action Committee Group
- Respite Action Committee Group
- 11:15-12:00: Reports from Recommendations Action Committee Work Groups
R.S.V.P. to Mitchell Zahn
(415)652-5566

The Maflly Room is located on the bottom floor of Herrick Hospital and Health Center. From the Main Entrance of the hospital, go to elevator "B" and press floor "A".

Public parking is available at the corner of Milvia Street and Dwight Way.

TASK FORCE ON ELDERLY HEALTH IN NORTHERN ALAMEDA COUNTY

FINAL REPORT

EXECUTIVE SUMMARY

A. Introduction

Long-term care services in Northern Alameda County have developed incrementally over the past two decades, resulting in a system that is highly fragmented and duplicative. This system is comprised of a variety of health and social services, each with its own entry point into the system and with its own eligibility requirements and service delivery process. Many refer to this labyrinthian maze of services as a "non system." Even healthy older people who are somewhat familiar with the system have difficulty finding the services they need; for those who are seriously limited, it is all but impossible. Assessment, service provision, and followup are complicated by the fact that there is little coordination between service providers. Furthermore, there are serious service gaps in the system because few in-home services are reimbursed under Medicare, Medicaid, or private insurance. The result is a system that is highly biased toward institutionalization because, among other reasons, nursing home care is reimbursable under Medicaid.

In July 1985, a group of consumers and providers met to address these problems, and formed the Task Force on Elderly Health in Northern Alameda County. The goal of this group is to "design and facilitate the implementation of a comprehensive system in which health and social services are appropriate, affordable, and accessible and also promote the health and independence of the elderly."

Over the past year, Task Force staff conducted a provider/consumer survey, reviewed the results of other current long-term care planning efforts in the county, and collected and analyzed the socioeconomic and health status data which reflect need in the Northern Alameda County senior population. Task Force members also held discussions with persons involved with model programs for seniors. These included representatives from French Hospital Health Plan, a TEFRA health maintenance organization; SCAN, a social health maintenance organization; On Lok Senior Health Services, a community care organization for dependent adults; and Firemen's Fund, a private insurance company offering long-term care insurance. This report contains the findings of these undertakings and recommendations for followup that derive from the findings.

B. Provider/Consumer Survey

The consumer survey indicated that many elderly individuals are unaware of existing services, including information and referral. It was also found that, because of the fragmented nature of the system, many elderly end up not receiving any services at all. In

addition, the survey revealed that family caregivers of the elderly often need support from community-based programs and are not receiving it. The lack of social day and adult day health programs, as well as the lack of in-home and other supportive services, in Northern Alameda County, for example, may force some families to place their elderly relatives in nursing homes.

The provider/consumer survey highlighted other barriers to obtaining services, which include the following:

- o many elderly persons are unable to pay for health and social services, especially those who live above the poverty level but who are ineligible for MediCal;
- o there is a lack of systematic coordination between service providers in Northern Alameda County;
- o multiple eligibility criteria for different services result in much client confusion; and
- o transportation services are inadequate and inaccessible for many Northern Alameda County elderly.

C. Local Long-Term Care Planning Efforts

Concurrent with the first year's work of the Task Force, three other long-term care-related planning efforts were underway in the county. The Alameda County Health Care Services Agency formed a task force to develop a long-term care policy and plan for the agency and to determine the agency's role in providing long-term care services. It is not a broad-based community-wide planning effort. The Geriatric Mental Health Task Force of the Alameda County Mental Health Department conducted a needs assessment of senior-oriented mental health services. It was charged with identifying needs, targeting geographic areas where the elderly population was most at risk for psychiatric impairment, and identifying program priorities for current and future funding. Finally, Legal Assistance for Seniors was designated as the focal point agency by the East Bay Elder Abuse Prevention Consortium to plan for the development of services that will decrease the incidence of elder abuse in Northern Alameda County. All of the local efforts, including the Task Force on Elderly Health, identified seniors as a vulnerable group, in need of many services that are not currently available.

D. Socioeconomic and Health Status Data

In 1980, the U.S. Census identified 90,967 persons age 60 and older living in Northern Alameda County, 30% of whom lived alone and 32% of whom were members of a racial or ethnic minority. The number of persons 60 and older is projected to decrease through the year 2000, but those 75 and older will increase 26% and those 85 and older will increase 42%. The oldest old, minorities, and persons living alone are at greatest risk of institutionalization and are major users of long-term care services.

In 1983, 33,450 persons age 50 and older living in Northern Alameda County were discharged from acute care hospitals. Of these discharges, 8% were discharged to a provider of long-term care services. These included 2,747 persons discharged to skilled nursing facilities, 1,072 to home health services, and 123 to intermediate care facilities.

In addition to persons hospitalized, there are many older people who have chronic diseases and need long-term care services, but who do not require acute care hospitalization. Data on a sample of senior citizens age 65 and older receiving care at county primary care clinics indicate that over half of senior citizens seen at these clinics have diseases of the circulatory system or diseases of the skin.

E. Recommendations

As a result of the above data gathering process, the Task Force recommends that planning efforts begin on the following projects:

- 1) a coordinated, highly publicized, centralized, automated information and referral system;
- 2) a community care organization for dependent adults (CCODA) serving the frail elderly of all income levels; and
- 3) a coordinated community respite care and broadened in-home service program which would include services provided in social day care programs, in the home, in nursing homes, and in hospitals.

To begin work on the implementation of these recommendations, the Task Force further recommends that an action committee be established for each recommendation. These committees will be comprised of consumers, providers, and other interested individuals. The current organizing committee will be maintained to oversee the general business of the Task Force and will monitor and coordinate the activities of the action committees, as well as consider new recommendations. To obtain funding for the work ahead, it is also recommended that the Task Force incorporate as a 501(c)(3) nonprofit public benefit corporation.

Projects

INFORMATION FLEAMARKET

The information fleamarket is a computerized bulletin board to assist the flow of information between people in the Bay Area. It is a project of Resource One, a non-profit community computer group. It is ment to be a central datq bank for cataloguing and storing all the small bits of information that are currently scattered among switchboards and bulletin boards or do not yet exist because no place has been established to keep them. Specific examples are: ride sharing information, houses for rent, locations of clinics, garage sales, animals to be given away, cars for sale, a stove tobe swapped for a refrigerator, data collected on someone running for mayor, of the time and place of a play, a demonstration, or a meeting.

Terminals (typewriter like machines which communicate to the computer over telephone lines) will eventually be scattered about the bay making it easy to add of obtain information from the Fleamarket. To supply information to the flea you'd go to a terminal and have a short dialogue with the machine. First you'd answer a few questions about the data you were entering such as how long it should be remembered. Then you'd type in your item and finally you might supply a few words or phrases which describe the item so that it can be catalogued for easy access. For example " VW BUS PRICE = \$300 1964 WHITE REBUILT-ENGINE." (currently our computer speaks only ^{upper} ~~lower~~ case!).

Now someone looking for a VW bus would go to a terminal near her and type "FIND VW BUS PRICE LESS THAN \$400.". She'd then be told how many items in the flea match that description. They would include the one entered above. Then if this were more than she wanted to see she might type something like ~~1966~~ ~~OR~~ ~~1967~~ ~~OR~~ ~~1968~~

AND (1967 OR 1967 OR 1968) which would eliminate items (including the one above) that did not have that date describing them. If the number

remaining is not adequate she might type OR 1964 which would return the item above to the list. When she's happy with the number found she can have them all ~~printed~~ typed out.

Information entered anywhere will be immediately available from any other terminal. Thus the fleamarket would be more than a central filing cabinet for the Bay community, it is an instrument for communication from an individual to a specific interest group or within a group to itself at telephone speeds. But now we must pay for this wonder of science. We want the information to be available to everyone, but want to keep control from ending up with a monied group so grants and other forms of charity are out. It is very difficult to say what would work, it will probably require a considerable amount of experimentation to find out. Our first attempt will be to classify the information in the flea as commercial and non, where commercial= money exchanged. Adding and accessing commercial information will be taxed adding and accessing non-commercial information will be free. Thus the monied sector will pay for the rest. However it is important that the tax be low enough not to prevent people from using the system for economic purposes even if their means are small. It may be necessary to make the tax progressive if it can not be kept small enough to satisfy the above requirement and still support the Fleamarket. Only experience will complete the details. We'll start by charging 25¢ to enter an item and 5¢ to print an item. You will pay only for the information left at the end of the searching process, that is you pay only for the information which is of some use to you.

It is our hypothesis that in making the already already existing information more available we'll stimulate more direct transactions between people helping to facilitate the growth of a more human level economy under the shadow of the corporate exploiters. The basic form of the argument is that the more ~~that is contained in the flea~~ information there is contained in the flea the desirable it becomes for people to add their information to it. The more you have the more people look at it first. As the traffic in information increases the ease of accessing it will increase because we will be able to scatter more terminals about the countryside. It will become worth the trouble for people to use the system for smaller and smaller transactions. Transactions which would not have existed at all before. If you were going from Berkeley to Fresno tomorrow and would like to split the gas with someone there would be little point in posting a notice on a ride board, there are too many boards to check so people only look when they're traveling considerable distances or over popular routes. However the flea would collect it all in one place and make it available immediately to everyone everywhere. Listing rides across the bay ; " I am leaving in 20 minutes anyone want to split the toll with me?" is reasonable. Once people come to expect the system to carry a certain form of information they will supply it. (Efrem's Maxam) We hope a similar effect could be had by listing skills for labor exchanges or just to help people work for themselves, selling their skills directly to others at a reasonable rate. Consider how expensive plumbing is yet how many people have acquired the skill. Probably many things are never built or repaired because the cost of technical help is beyond most people. One of the greatest potentials for the Information Fleamarket is as a fleamarket. A place to sell

an almost new 3 lb down bag when you move to Baja. A way to increase the recycling of things so we get more use out of them at less energy and monetary cost.

Some physical details. The computer is an SDS 940 Time-sharing machine located in the Resource One space at Projct One 1360 Howard S.F. The people assembling the fleamarket will work out of the Berkeley office at 2001 Channing Way. Grossly we'll proceed in two stages the first being the implimentation of a pilot data gathering system functioning from only a few locations (the first will start at Leopolds the beginning of August). For this stage we will use an existing information retrieval prgram called Rogirs. Using the system will require the presence of an operator since the languaged used takes a little time to learn. We will then begin to experiment with machine directed dialogue so that no one will stuck baby sitting terminals.

For the second stage well use the ~~INXXXXXXXXXX~~ data obtained on peoples needs and reactions to design a system which requires no operators, can run on ~~xxx~~ any available computer especially cheap machines so that the virus may be spread, and which will support hundreds of terminals acessing the same collection of information.(the 940 probably has a limit of 64). The major part of the second stage will be propagating the use of the information fleamarket throughout the bay are, making it a viable, self suffcient service.

**PROPOSED BY-LAWS OF
CALIFORNIA COOPERATIVE FEDERATION**

(Draft presented for ratification by Delegate Assembly at
Fifth Annual California Co-op Conference)

ARTICLE I Name

The name of this association shall be **CALIFORNIA COOPERATIVE
FEDERATION.**

ARTICLE II Location

The Federation shall be located and have its principal office in the
county of _____. A majority of the officers of the
Federation shall reside in the state of California.

ARTICLE III Principles of Cooperation

The Cooperative principles as referred to in these by-laws are:

- A. Membership of a cooperative society should be voluntary and available without artificial restriction of any social, political, racial or religious discrimination, to all persons who can make use of its services and are willing to accept the responsibilities of membership.**
- B. Cooperative societies are democratic organizations. Their affairs should be administered by persons elected or appointed in a manner agreed by the members and accountable to them. Members of primary societies should enjoy equal rights of voting (one member, one vote) and participation in decisions affecting their societies. In other than primary societies the administration should be conducted on a democratic basis in a suitable form.**
- C. Share capital should only receive a strictly limited rate of interest.**
- D. The economic results arising out of the operations of a society belong to the members of that society and should be distributed in such a manner as would avoid one member gaining at the expense of others. This may be done by decision of the members as follows: (a) by provision for development of the business of the cooperative; (b) by provision of common services; or, (c) by distribution among the members in proportion to their transactions with the society.**
- E. All cooperative societies should make provision for the education of their members, officers, and employees and of the general public, in the principles and techniques of cooperation, both economic and democratic.**
- F. All cooperative organizations, in order to best serve the interest of their members and their communities should actively cooperate in every practical way with other cooperatives at local, national, and international levels.**

36 **ARTICLE IV Purposes**

- 37 A. To promote a better understanding of the principles and practices of
38 cooperation and mutual aid.
39 B. To promote the cause of cooperation and encourage the establishment and
40 maintenance of cooperatives of all kinds.
41 C. To conduct research and educational activities about the philosophy, prin-
42 ciples and history of cooperation.
43 D. To provide technical and legal training and assistance to its members and
44 interested groups.
45 E. To represent its member organizations in matters affecting their mutual
46 interests, including legislation, public affairs, and legal matters.
47 F. To facilitate communication among its membership and to carry on public
48 relations activities.
49 G. To provide any services to its members which will aid their operations.

50 **ARTICLE V Powers**

- 51 To carry forward its general purposes without limiting them in any way,
52 the Federation has these specific powers:
53 A. To engage in educational, teaching, and training activities.
54 B. To aid in organizing cooperatives and related groups.
55 C. To research, collect, compile, and publish or otherwise distribute infor-
56 mation relating to cooperation and cooperatives.
57 D. To aid in bringing about arbitration of differences between cooperatives
58 and related groups.
59 E. To purchase, lease, sell, mortgage, or otherwise acquire real and personal
60 property as needed for its own or its members' use, and to receive real
61 and personal property by gift, will, devise, bequest, or legacy.
62 F. To borrow and to draw, use, execute and discount any negotiable instru-
63 ments of any kind; to issue evidences of indebtedness and secure them by
64 mortgage, deed of trust or otherwise.
65 G. To engage in any other lawful activities which further the goals and ob-
66 jectives of the Federation.

67 **ARTICLE VI Membership**

68 **SECTION I. Classes of Membership**

69 There are three (8) classes of membership: Voting, Associate, and Individual.

70 **SECTION 2. Qualifications**

- 71 A. Voting membership shall be open to any consumer cooperative organization
72 doing business in California which subscribes to and operates under the
73 principles of cooperation as per ARTICLE III of these By-Laws.
74 B. Associate membership shall be open to any organization operating on a
75 not-for-profit basis doing business in California which supports the inte-
76 rests and objectives of the Federation.
77 C. Individual membership shall be open to any individual or family interested
78 in advancing cooperation among people.

79 D. An applicant for any class of membership shall complete an application in
80 form prescribed by the Board, and agree to abide by the Articles of Incorporation and the By-Laws of the Federation. A member shall pay annual
81 membership dues as provided for in Section 3 of this Article. All applica-
82 tions are subject to approval by the Board of Directors.
83

84 SECTION 3 Membership Dues

85 A. Annual membership dues and the time and manner of their payment are
86 determined by affirmative vote of a majority of the full Board of Directors.
87 The membership year is the calendar year.

88 SECTION 4. Representatives

89 A. It shall be the responsibility of each voting member organization to choose
90 one representative and at least one alternate to represent and cast votes
91 for the organization at statewide meetings.

92 B. Each organization must provide written authorization to the Federation's
93 secretary to qualify the representative or alternate to vote.

94 SECTION 5. Withdrawal

95 A member may withdraw from membership by written statement of
96 withdrawal.

97 SECTION 6. Expulsion

98 The Board of Directors will hear and determine all charges against any
99 member at any meeting of the Board provided written notice of charges
100 has been given to the member at least ten (10) days before the meeting.
101 The member may appear in person or by counsel. If, after due inquiry
102 and hearings, the Board, by majority vote of the full Board, finds and
103 determines that the member is ineligible for membership or has violated
104 any provisions of the By-Laws or rules, or has done anything prejudicial
105 to the interest of the Federation, the Board may then censure, suspend,
106 or expel the member. The decision of the Board shall be final.

107 SECTION 7. Term, Assignment, Transfer, and termination of
108 membership.

109 Membership begins on the date the Board of Directors accepts the appli-
110 cation for membership, and terminates on withdrawal or expulsion. Mem-
111 bership is nonassignable and non-transferable. All rights of members in
112 the business, property, assets, management, and affairs of the Federation
113 terminate on termination of membership.

114 ARTICLE VII Meetings

115 SECTION 1. Annual meetings

116 The regular annual meeting of the Federation shall be held in [month]
117 of each year at such time and place in the State of California as may be
118 determined by the Board of Directors. Notice shall be given to voting
119 members by mail at their last known addresses not less than thirty (30)
120 nor more than sixty (60) days prior to each regular meeting.

121 **SECTION 2. Special Meetings**
122 Special meetings may be called by the President with the consent of a
123 majority of the Board of Directors upon giving written notice of the
124 voting members not less than seven (7) nor more than thirty (30) days
125 prior to each special meeting. Notice shall state the purpose for which
126 the special meeting is called. Upon written demand signed by at least ten
127 per cent (10%) of the voting membership or a majority of the full Board,
128 the president shall call a special meeting for the purpose to which the
129 demand relates. No business may be conducted at a special meeting
130 which does not relate directly to the purpose for which the meeting was
131 called.

132 **SECTION 3. Quorum**
133 Thirty (30) authorized delegates or twenty per cent (20%) of the author-
134 ized delegates, whichever is smaller, shall constitute a quorum for the
135 official conduct of business at the annual meeting of the Federation.

136 **SECTION 4. Rules of Order**
137 All proceedings of the Federation shall be conducted by a consensus decision-
138 making process as far as this is practicable. Roberts Rules of Order, latest
139 edition, however, shall prevail as the final authority in cases not otherwise
140 covered in these By-Laws.

141 **ARTICLE VIII Board of Directors**

142 **SECTION 1. Powers**
143 Unless otherwise provided by these By-laws, all corporate powers and busi-
144 ness of the Federation shall be exercised, conducted, and controlled by the
145 Board of Directors.

146 **SECTION 2. Number**
147 The Board of Directors shall consist of nine (9) directors.

148 **SECTION 3. Qualifications**
149 Nominees must be certified as a member of a voting member organization
150 of the Federation by the member organization's governing board.

151 **SECTION 4. Nominations**
152 A. Before the regular annual meeting, or before any special meeting at which
153 State Directors are to be elected, the Board of Directors shall appoint a no-
154 minating committee of five (5) or more members and designate one as
155 chairperson.
156 B. This committee shall meet and nominate for the state at least two (2) can-
157 didates for each office or director whose term will expire or which shall be
158 vacant at the coming election. The nominating committee shall report the
159 names of approved board nominees at least thirty (30) days prior to the
160 date of the election. Additional nominations may be made from the floor
161 for these positions.

162 **SECTION 5. Elections**
163 Directors shall be elected at the annual Federation meeting by the mem-
164 bership at large.

- 165 SECTION 6. Voting
166 Each member organization shall have one (1) vote.
- 167 SECTION 7. Term of office
168 Directors shall serve for three (3) years. The terms shall be staggered so that
169 approximately one-third (1/3) shall be elected at each annual meeting. All
170 directors shall be eligible for reelection. No Director may serve more than
171 two (2) consecutive terms.
- 172 SECTION 8. Absence
173 Three unexcused absences of a director from the Board of Directors' meetings
174 will automatically terminate his/her term in office. The directorship shall be
175 declared vacant and filled as provided herein.
- 176 SECTION 9. Meetings
177 The first meeting of the Board of Directors shall be held immediately after
178 the first annual meeting of members. The Directors shall hold a regular
179 meeting at least once every six (6) months at such time and place as the
180 Board shall fix. The president may call an additional meeting at any time;
181 and shall do so upon demand of a majority of the directors [with due notice
182 to all directors][with due notice to the membership].
- 183 SECTION 10 Notice
184 Fifteen (15) days notice of all directors' meetings shall be given
185 to each director, or a meeting may be held on written waiver of
186 notice signed by all the directors.
- 187 SECTION 11 Quorum
188 A majority of the directors shall be a quorum at a board meeting.
- 189 SECTION 12 Compensation
190 Directors may receive reimbursement for necessary and proper
191 expenses. No director during the term of that director's office
192 shall be a party to any contract with the Federation differing
193 in any way from the business relations accorded members or
194 others generally, or different from terms generally current. A
195 director may enter into a contract with the Federation except
196 as prohibited above.
- 197 SECTION 13 Employees
198 The directors may employ a manager and other employees as
199 appropriate and shall determine their duties and compensation.
- 200 SECTION 14 Bonds
201 Every officer, manager, and employee to whom property of the
202 Federation is entrusted, or who is empowered to disburse or
203 authorize the disbursement of its funds, or is charged with making
204 or keeping its records shall be bonded, at Federation expense, in
205 such amounts as the directors shall determine.
- 206 SECTION 15 Insurance
207 The directors shall provide for the adequate insurance of the
208 property of the Federation and property in its possession or
209 stored by it, and not otherwise adequately insured, and for ade-
210 quate insurance covering liability to employees and the public.

211 SECTION 16 Informal Action without Meeting

212 Any action required or permitted by the Articles of Incorporation
213 or By-Laws may be taken without a meeting if a consent in writing,
214 setting forth the action so taken, shall be signed by all of the di-
215 rectors or executive committee members entitled to vote on such
216 action. Such consent shall have the same force and effect as a
217 unanimous vote at a meeting.

218 SECTION 17 Audit

219 The Board of Directors shall select a competent auditor who shall
220 submit a written annual audit report at the end of the year.

221 SECTION 18 Vacancies

222 In case of a vacancy in the Board of Directors for any cause, the
223 remaining directors may, by a majority vote of those present,
224 elect a successor to hold office until the next annual membership
225 meeting.

226 SECTION 19 Resolutions

227 Resolutions adopted by a group of members shall be forwarded
228 to the Board of Directors. The Board of Directors shall consider
229 such resolutions and report back to the general membership
230 within ninety (90) days.

231 ARTICLE IX Committees of the Board of Directors

232 SECTION 1 Executive Committee

233 The Board of Directors, by a two-thirds (2/3) vote of the full Board,
234 may elect an Executive Committee of at least five Board members to have
235 charge of the business of the Federation as specifically empowered by the
236 Board. The Board may at any time issue specific instructions to the Exec-
237 utive Committee. The Executive Committee shall report its actions to the
238 Board.

239 SECTION 2. Other Committees

240 Such other committees of the Board may be appointed or elected as may
241 be provided for by resolution adopted by a majority vote of the Board
242 members present at a Board meeting, or by the Executive Committee,
243 subject to the approval of the Board at its next regular meeting. The
244 powers and responsibilities of such committees shall be delegated by
245 resolution of the Board.

246 ARTICLE X Officers

247 SECTION 1 Election

248 A. The directors, at their annual meeting, shall elect from their number,
249 a president and a vice-president. They shall also elect a secretary and
250 a treasurer or secretary-treasurer and such other officers as may be
251 necessary, who may or may not be a director. Non-director officers
252 shall have no voting rights.

- 253 B. Directors shall elect officers by ballot. Each director shall be given a
254 nominating ballot on which each director may write the name of one
255 nominee for the officer being elected. If no nominee has a clear major-
256 ity on the informal ballot, the chairperson may declare the two high
257 as candidates.
- 258 C. The President and Vice-President may serve no more than two (2)
259 consecutive years.
- 260 D. The directors shall elect any eligible person as an officer to the unex-
261 pired term for which there is a vacancy.

262 **SECTION 2. Duties of Officers**

- 263 A. The principal duties of the president shall be to preside at all meetings
264 of the Board of Directors and Executive Committee, and all the regular
265 and special meetings of the members, and have supervision of the
266 affairs of the Federation. He/she shall sign all certificates, contracts
267 and legal instruments, unless otherwise provided by the Board of
268 Directors.
- 269 B. The principal duties of the vice-president shall be to discharge the
270 duties of the president in the event of the absence or disability for any
271 cause of the latter.
- 272 C. The principal duties of the secretary shall be to keep a record of the
273 proceedings of the Board of Directors and the proceedings of the
274 members of the Federation at their regular and special meetings; also,
2751 to safely and systematically keep all books, papers, records, docu-
276 ments and correspondence belonging to the Federation, or in any way
277 pertaining to the business thereof.
- 278 D. The principal duties of the treasurer shall be to keep and account
279 for all monies, credits and property of any and every nature of the
280 Federation which shall come into his/her hands and keep an accurate
281 account of all monies received and disbursed and proper vouchers for
282 monies disbursed, and to render such accounts, statements and inven-
283 tories of monies received and disbursed, or money and property on hand
284 and generally of all matters pertaining to this office as shall be
285 required by the Board of Directors.

286 **ARTICLE XI Membership Dues**

- 287 The Board of Directors shall have the power to establish and regulate
288 a dues structure for all classes of membership.

289 **ARTICLE XII Books and Accounting**

290 **SECTION 1. Fiscal Year**

- 291 The fiscal year of the California Cooperative Federation shall be the
292 twelve-month period ending December 31.

293 **SECTION 2. Reports**

- 294 Officers and employees shall make regular and annual reports to the
295 Board; also, shall report to the annual meeting on matters entrusted
296 to them.

297 **ARTICLE XIII Initiative, Referendum, and Recall**

298 **SECTION 1. Mail Ballots**

299 Regulations for conducting mail ballots under this article shall be made
300 by the Board of Directors.

301 **SECTION 2. Recall of Directors**

302 Any director may be recalled by the following method: Upon petition
303 of at least ten percent (10%) of the voting members, the Secretary or
304 other officer specified in the petition shall conduct a recall election by
305 mail ballot. The ballot sent to each member shall contain two state-
306 ments of not more than 400 words each, one by a proponent and one
307 by an opponent of the recall. [A majority of ballots received in the
308 election up to the time limit set shall determine the election]¹ [The
309 election shall be determined by a majority of the votes cast for or
310 against recall of a given director within the time limit set.]²

311 **SECTION 3. Removal for Cause**

312 In accordance with the law governing cooperatives, a majority of the
313 entire voting membership, at any regular or special meeting, duly called,
314 may remove any director for cause and fill the vacancy.

315 **SECTION 4. Referendum**

316 Any official action taken by a membership meeting or by the Board of
317 Directors shall be submitted to a referendum mail ballot upon the filing
318 of a petition for the same by at least ten percent (10%) of the voting
319 members.

320 **ARTICLE XIV Amendments to the By-Laws**

321 [By a majority vote of all Federation members entitled to vote]³ [By a
322 majority vote of Federation members casting votes on the amendment,]⁴
323 (whether at the meeting or by mail before the meeting) these By-Laws
324 may be enacted, amended, or repealed at any regular meeting or special
325 meeting called for that purpose provided that such proposed changes
326 have been sent to each member at least thirty (30) days prior to such
327 meeting.

FOOTNOTES:

¹ Implies that abstentions count in total vote.

² Implies that abstentions do not count in total vote.

³ Makes by-laws difficult to amend or repeal.

⁴ Makes by-laws easier to amend or repeal.

COMMUNITY ECONOMICS

A NON-PROFIT CORPORATION

PUBLICATION LIST

BOOKS:

- The Cities Wealth: Programs for Community Economic Control in Berkeley, California, Community Ownership Organizing Project, 1977, ed., 83 pages \$3.50
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Memorandum

To : Consumer Cooperatives and
Interested Parties

Date : October 5, 1978

File No.:

From : **DIVISION OF CONSUMER SERVICES**

Ann Evans, Consumer Cooperative Specialist

Subject: Implementation of the Consumer Cooperative Bank Bill
Upcoming 5th Annual California Co-op Conference (October 14-15)
Upcoming UC Co-op Extension Course, "Developing Consumer
Cooperatives" (February 2-3)

CONSUMER COOPERATIVE BANK BILL PASSED

As most of you know by now, President Carter signed the National Consumer Cooperative Bank Bill into law August 20, 1978. With minor exceptions, the Bill is the same version that was passed by the Senate. The Department would like to thank all of you for the many letters of support you sent to Congress throughout the two year struggle for passage. Without such letters as yours, the Congress would have thought the Co-op Bank to be simply the perceived needs and wild dreams of a few people; instead, the coalition which came together to support the Bill impressed many on the hill as the most diverse and enthusiastic group they had seen since the sixties. Now the ominous task of implementing the Bill is at hand.

BANK IMPLEMENTATION

Events leading up to implementation which have already occurred are the following:

1. CLUSA (Cooperative League of the USA) as the primary sponsor of the Bill has appointed a 34-member "Implementation Commission." Commission members include representatives of all types of consumer cooperatives, non-cooperative groups which helped to pass the Bill, and low income and minority groups. California members are Morri Lippman, President, Associated Cooperatives (Richmond), and Helen Nelson, past Board member and nationally known consumer expert, Mutual Service (Mill Valley.) The purpose of the Implementation Commission is to increase communication between co-ops and government agencies concerned with the Bill, and provide co-op input into the drafting of the regulations.

2. The Federal Government has created an "Interagency Task Force" to draft the regulations of the Bill. The Task Force is chaired by Treasury, and co-ordinated by Carter's Domestic Policy Council. Members include HEW, HUD, ACTION, Business and Commerce and the White House Office of Consumer Affairs. At the Task Force's first meeting it divided responsibilities for writing policy papers on the Bank which are due at the end of November. They expect to have a rough draft of the Bank Regulations by January 31, 1979.
3. National organizations are in the process of submitting their recommendations for the Bank's Board of Directors. All 13 Board members will be appointed by President Carter. (6-cooperatives; 7-cabinet.)

REGIONAL MEETINGS

At the first meeting of the Implementation Commission, September 28-29 it was decided that there would be six Regional meetings sponsored by the Cooperative League to discuss the Bank Bill. San Francisco (Berkeley) will be the site of the Western Regional Conference which includes the 8 western states (Colorado, Arizona, New Mexico, Utah, Nevada, Oregon, Washington, California.) The purpose of the meeting, is to inform people on the Bank's structure as written into the Bill and to gather information on the needs of co-ops and groups wishing to form co-ops. This information will be used in writing the draft of the regulations. It is expected the Regional Conference will be held sometime in the end of November or early in December.

WHAT YOU CAN DO:

1. Come to the 5th Annual California Co-op Conference (see following paragraph) and participate in the Co-op Bank Bill Workshop, 10:30-12:00, Saturday morning (October 14.) Initial plans for the Bank Bill Regional meeting will be discussed.
2. Come to the Bank Bill Regional Conference. (If you do not receive more information on this by mid-November, contact the Department of Consumer Affairs, or Associated Cooperatives, 4801 Central Avenue, Richmond, CA 94110.) The most valuable input you can give is what your needs are, what you would use the money for, how much you would need, on what terms you would like it, what kind of technical assistance you require, what form you would like to receive it in. A written summary of your answers to these questions and any additional thoughts you may have is recommended. Send a copy to the Cooperative League, 1828 L Street, NW, Washington, DC 20036. (For a copy of the National Consumers Cooperative Bank Act, write Senator's Hayakawa or Cranston: United States Senate, Washington, DC 20510.)

To: Consumer Cooperatives and
Interested Parties

Page 3

3. Send in recommendations for the Bank Board. (Cooperative League, 1828 L Street, NW, Washington, DC 20036.) The Bank Implementation Commission passed a resolution urging associations to make Board recommendations on the basis of geographic region, sex, race, competency and experience in co-ops and co-op finance, rural and urban mix, emerging and non-emerging co-ops, and income.

UPCOMING 5th ANNUAL CALIFORNIA CO-OP CONFERENCE:

This year's annual co-op conference will be held October 14-15 in Palo Alto at Palo Alto High School. The informal theme of the conference is "keeping our co-ops going and growing." The conference is especially important this year due to the passage of the Consumer Cooperative Bank Bill and the proposed establishment of a California Cooperative Federation. Friday, October 13 will be an all day education institute held at the Palo Alto Co-op (164 S. California Avenue.) For more information contact the Conference Organizing Committee, c/o Michael Goldstein, 966 Commercial Street, Palo Alto, CA 94303, (415) 494-3322.

UPCOMING UC EXTENSION COURSE, "DEVELOPING CONSUMER COOPERATIVES":

The Department of Consumer Affairs is cosponsoring a course on cooperative development with the UC Davis Cooperative Extension Program. The two-day short course will be held in Davis, February 1-2 (Thursday and Friday) 1979. The first day will focus on technical aspects of development, the second day on social aspects of development. In cooperatives successful growth requires development in both areas. More information can be obtained by writing UC Extension, Chem Annex, UC Davis, Davis, CA 95616, or the Department of Consumer Affairs at the letterhead address.

OCTOBER IS NATIONAL "COOPERATIVE MONTH".

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CO-OP CONFERENCE '78

Cubberley High School
4000 Middlefield Rd.
Palo Alto, CA

PROGRAM

Oct. 13-15, 1978

\$ 15 Registration

<u>BEGIN</u>	<u>END</u>	<u>PLACE</u>	<u>EVENT</u>
<u>FRIDAY, OCT. 13</u>			
5:00 - midnight		Pav.Lobby	REGISTRATION/INFORMATION/HOUSING DESK OPEN
7:30 - 9:00 pm		Theatre	WELCOME TO CONFERENCE Conference Facilitators: Cindy Stapenhorst, Arcata Bob Reeves, We The People, Tahoe Introductions (round-the-room)
9:00 - midnight		Cafetorium	REGGAE MUSIC & DANCE!!! with "RIDD'M" band Fantastic! -donation requested-

<u>SATURDAY, OCT. 14</u>			
7:30 am - midnight		Lobby	REGISTRATION/INFORMATION/HOUSING DESK OPEN
7:30 - 9:00 am		<u>Pavillion</u>	BREAKFAST (provided free)
8:00 - 9:00 am		Room M-2	WOMEN'S CAUCUS Ann Hoyt, Consumer Economics Instructor, Kansas State University
9:00 - 10:30 am		Theatre	SPEAKERS: Ann Evans, Consumer Co-op Specialist, Calif. Dept. of Consumer Affairs Willie Thompson, Chair, North Oakland Center Council, Berkeley Co-op

<u>10:30 - 12:00 noon WORKSHOPS I:</u>			
		Theatre	CO-OP BANK: UP-DATE & DISCUSSION Don Rothenberg, Co-op Consultant David Thompson, Board Member, Assoc. Co-ops; CoOpportunity Morris Lippman, Member, Implementation Commission; Pres.AssocCoops Ann Evans, Consumer Co-op Specialist, D.C.A.
		Room M-2	OVERVIEW OF CO-OPS -- INTRODUCTION Moderator: Willie Thompson, Chair, N.Oakland Center, Brekeley Co-op Brief introduction to seven types of co-ops, each of which will be covered in more detail Sat.1:30-3:00 pm in separate workshops.

---More WORKSHOPS I---
next page

<u>BEGIN</u>	<u>END</u>	<u>PLACE</u>	<u>EVENT</u>
--(continued- Sat.Workshops I - 10:30 am - 12:00 noon)			
		Room A-8	PLANNING & GOAL-SETTING FOR CO-OP EDUCATION Trudy Cooper, Organizers Clearinghouse, S.F.
		Room A-7	DIRECT CHARGE CO-OP DISCUSSION Facilitator: Jerry Kresy, Assoc. Co-ops
		Room A-6	FINANCIAL MANAGEMENT OF CO-OPS Lawrence Wodarski, Small Business Admin., SF Bruce Ito, " " "
		Room A-4	EQUIPMENT/TOOLS INFORMATION SHARING Terry Merz, Mtn. View Briarpatch
		Room A-3	POLITICS OF ECONOMIC COOPERATION Bob Girling, Professor of Management, Sonoma State University
		Room A-2	ASSERTIVENESS TRAINING FOR WOMEN FILLED BY PRE-REGISTRATION -- NOT OPEN Ailsa Steckel, New School for Democratic Management, S.F.

12:00 - 1:30 pm		<u>Pavillion</u>	LUNCH (provided free)

<u>1:30 - 3:00 pm</u>		<u>WORKSHOPS II</u>	
		Theatre	EFFECTIVE LONG-RANGE PLANNING David Thompson, Bd.Member, Assoc.Co-ops; CoOpportunity
		Room M-2	DIRECT MARKETING Kathy Cecil, Earthwork, S.F. Mark Leinwand, Dept. of Consumer Affairs

		Room A-8	AGRICULTURAL PRODUCTION CO-OPS Jackie Lundy, Agricultural Policy Seminar, U.C. Davis
		Room A-7	CREDIT UNIONS Bob Burgess, Milpas Food Co-op, Santa Barbara

---More WORKSHOPS II---
see next page

(continued- Sat. Workshops II - 1:30-3:00 pm)

<u>BEGIN</u>	<u>END</u>	<u>PLACE</u>	<u>EVENT</u>
		Room A-3	HEALTH CARE CO-OPS Halsted Holman, MidPeninsula Health Service, Palo Alto
		Room B-7	HOUSING CO-OPS Ed Kirshner, Community Ownership Organizing Project, Bkly.
		Room B-6	LEGAL CO-OPS Pat DeVito, Consumer Group Legal Services, Berkeley
		Room A-7	CO-OP SCHOOLS Bear Barnes, co-director, Peninsula School, Menlo Park

		Room B-3	NEWSLETTER EDITORS' MEETING Bob Schildgren, editor, Co-op News, Berkeley
		Room A-2	ASSERTIVENESS TRAINING FOR WOMEN FILLED BY PRE-REGISTRATION -- NOT OPEN Ailsa Steckel, New School for Democratic Management, S.F.
1:30 - 2:00 pm		Room I-2	MOVIE: <u>Fight Against Black Monday</u> When the steel mill closed in Youngstown, Ohio, workers and community groups tried to gain control of the plant to keep it open and save thousands of jobs.
2:00 - 3:00 pm		Room I-2	SLIDE SHOW: <u>Discover America</u> About Westlands Water District, by National Land for People.
3:00 - 4:00 pm		Room I-2	SLIDE SHOW: <u>Agriculture in China</u> Jackie Lundy will show her slides from recent trip to China.

3:30 - 5:30 pm		Theatre	DISCUSSION -- CALIFORNIA COOPERATIVE FEDERATION Moderator: Terry Merz, Mtn.View Briarpatch

4:00 - 4:30 pm		Room I-2	MOVIE: <u>Formula Factor</u> Jamaica's Public Health Program vs. multi-nationals promoting infant formula.
4:30 - 5:00 pm		Room I-2	SLIDE SHOW: <u>New Wave Co-ops</u> by Greg McKenzie & R.E.A.C.H.

(see rest of Sat. schedule -- next page)

-- (continued- Sat.10/14)

<u>BEGIN</u>	<u>END</u>	<u>PLACE</u>	<u>EVENT</u>
5:30 - 8:00 pm			DINNER - <u>not</u> provided. Cafetorium will be open for food taken out-- see Information Desk for location of local restaurants.
8:00 - 10:00 pm	Theatre		<u>SPEAKERS:</u> Ann Hoyt, Consumer Economics Instructor, Kansas State University Don Rothenberg, Co-op Consultant Elaine Nesterick, Education Director, Intra Co-op Community, Madison
9:30 - 10:00 pm	Room I-2		MOVIE: <u>The Harvest Comes Home</u> about direct marketing, by state Dept, of Consumer Affairs
10:00 - 10:30 pm	Room I-2		MOVIE: <u>Moses Coady</u> about famous Canadian cooperators
10:30 - 11:00 pm	Room I-2		MOVIE: <u>Why Work</u> , part 1 Bill Moyers Journal from PBS explores experiments in worker self-management in Europe & U.S.
10:00 - midnight	Cafetorium		Social Hour(s) / Free Time

SUNDAY, OCT. 15

7:30 am - 6:00 pm	Lobby		REGISTRATION/INFORMATION/HOUSING DESK OPEN
7:30 - 9:00 am	<u>Cafetorium</u>		BREAKFAST (provided free)
9:00 - 10:30 am	Theatre		VOTE ON BY-LAWS & RATIFICATION: CALIFORNIA COOPERATIVE FEDERATION Moderator: Terry Merz, Mtn.View Briarpatch
9:00 - 10:00 am	Room I-2		MOVIE: <u>A Day Without Sunshine</u> about Florida farmworkers.
10:00 - 10:30 am	Room I-2		MOVIE: <u>Why Work</u> -(see above)
10:30 - 11:00 am	Room I-2		MOVIE: <u>Moses Coady</u> -(see above)

(see next page for Workshops III - Sunday a.m.)

(SUNDAY)

<u>BEGIN</u>	<u>END</u>	<u>PLACE</u>	<u>EVENT</u>
<u>10:30 - 12:00</u> <u>WORKSHOPS III:</u>			
		Theatre	CO-MANAGEMENT & SELF MANAGEMENT IN CO-OPS Walter Schenkel, Mtn. View Briarpatch, Sacramento
		Room M-2	CONFLICT RESOLUTION Becky Jenkins & Beth Roy, Radical Psychiatrists
		Room A-8	CO-OPS & THE LAW Jan Hoover, Mtn. View Briarpatch
		Room A-7	CO-OP DEVELOPMENT FUND FOR CALIFORNIA David Thompson, Bd. Member, AC / CoOpportunity Bob Leibenluft, A.C. Development Committee Fred Guy, University Students Coop. Assoc,
		Room A-6	LOBBYING Don Rothenberg, Co-op Consultant
		Room A-3	BOARD & COMMITTEE STRUCTURES IN CO-OPS Alice Newton, Menlo Park Briarpatch Co-Mngr. Bonnie Fish, Bd. Member, Berkeley Co-op
		Room A-2	APPLYING TECHNOLOGY IN CO-OPS Joshua Goldstein, Sunrise Community Services President, Palo Alto Co-op
11:00 - 11:30 am		Room I-2	MOVIE: <u>Formula Factor</u> --(see page 3)
11:30 - 12:30		Room I-2	SLIDE SHOW: <u>Discover America</u> --(see page 3)

12:00 - 1:30 pm		<u>Cafetorium</u>	LUNCH (provided free)
12:30 - 1:00 pm		Room I-2	MOVIE: <u>The Harvest Comes Home</u> - (see p. 4)
1:00 - 1:30 pm		Room I-2	VIDEOTAPE: Co-ops & Agribusiness Art Hendriques
1:30 - 2:00 pm		Room I-2	SLIDE SHOW: <u>New Wave Co-ops</u> (see page 3)

<u>1:30 - 3:00 pm</u> <u>WORKSHOPS IV:</u>			
		Room M-2	BURN-OUT Audrey Switzer, Monterey Co-op
		Room A-8	GRANT-WRITING & FUNDING SOURCES Mateo Munoz, Chico Natural Foods Co-op & Butte County Legal Services Robin Nahin, Long Beach Food Union Pat Marrone, Nor-Cal Public Interest Research Group & San Jose Coop

(see next page for more WORKSHOPS IV)

<u>BEGIN</u>	<u>END</u>	<u>PLACE</u>	<u>EVENT</u>
-- (continued- Sun. 1:30 - 3:00 pm Workshops IV)			
	Room A-7		LEGAL RESPONSIBILITIES OF BOARDS OF DIRECTORS David Kirkpatrick, National Economic Development Law Project
	Room A-6		FUTURE OF <u>JAM TODAY</u> (statewide co-op journal) Ann Evans, J.T.staff, Consumer Co-op Specialist, D.C.A.

3:00 - 4:00 pm	Theatre		SPEAKER: David Thompson, Bd. Member, A.C./ CoOpportunity CONFERENCE EVALUATION & CLOSING

4:00 - 5:30 pm	Room M-2		ASSOCIATED CO-OPS SMALL CO-OPS QUARTERLY MTG. (all co-ops welcome)
- 6:00 pm	FACILITIES CLOSE.		WE DID IT!!!

PHONE NUMBERS AT INFORMATION DESK ARE: 856-0404 and 856-0717

Please don't smoke inside at the conference.

Child care -- you should check in at the Boy's Gym and see whether you will be asked to help for part-time.

Meals on Saturday will be in the Pavillion, in the Cafetorium on Sunday.

Students are taking S.A.T. tests from 8:00 - 1:00 Saturday in most of the school, including the Cafetorium. Please be quiet during these times and avoid those areas.

Come early Saturday morning for most convenient parking.

No alcoholic beverages allowed on campus.

For information after the conference, call (415) 494-3322.

Thank you for coming!

Alliance of Warehouses and Federations

% ACA
BOX 6022
MINNEAPOLIS, Minn.
55406

August 7, 1978

At the summer '78 conference of the Consumers Cooperative Alliance*, a committee was organized to look into the possibility of forming a federation of North American food coops and warehouses. The idea for this organization grew out of several workshops concerning new wave food coop federations, networks, and regional warehouses. In those workshops, we found that there were many needs listed by us that required communication between federations and between coops on a continental scale.

needs

Some of those needs come from our size:

Our networks have grown to the point (and, in some cases, well past the point) where intra-regional communication is insufficient for our operations. Our buying needs and power are now of a continental scale. Many warehouses have the ability to buy direct from distant suppliers, and so need more contacts and information about sources.

Conversely, many producer coops and collectives are beginning to look to national markets -- they need to be able to locate and contact buyers as well as to have an efficient system for distribution of their products.

And we have the ability to move goods from the producers and from warehouse to warehouse on our own trucks, to form an interlocking trucking system; but we need to coordinate that physical network.

We are running into legal problems and could profit from shared information about how to deal with them. Why not have one group research federal trucking regulations, for example, instead of duplicating each other's efforts? There are now enough of us that we could be trading equipment and workers through a central sales and job openings listing. We need to tighten up many of our technical skills -- bookkeeping, financial planning, democratic management, taxes, capitalization -- to deal with our ever-increasing size. A central clearing house for exchange of technical information (for example, how to take advantage of the co-op bank bill) and news of resource people would be valuable in gaining the necessary training. We may someday want to have a lobbying service for new wave coops

Another source of the need is our experimental nature. We are looking for new or alternative ways of living and doing business. There are no pat answers, no calcified patterns to follow. So there is a large need in this process for access to information about what has been tried, what worked, what failed (hopefully with an evaluation of why). Someone suggested that somewhere down the road it would be profitable for us to do case studies of various coop systems in order to educate ourselves about, and analyze, this movement we are creating.

*The CCA is an organization of consumer cooperatives of all kinds -- old, new, large, small. Its purpose is "to arrange for...educational and recreational programs and to operate training institutes for members and personnel of cooperative organizations."
(from the CCA bylaws)

Why ANOTHER ORGANIZATION?

There are no existing organizations which specifically address these and other needs of the new wave food system. CLUSA is geared more toward the larger, older cooperatives. The "Food Coop Nooz", an earlier attempt at national-scale communication, no longer exists; it is hoped the present attempt at meeting inter-regional needs comes at a time when those needs are more clearly defined and urgent, and when we as a system are more able to financially support their solution. There are strong alliances between some warehouses, such as the Midwest Warehouse Association and conferences of East and West Coast warehouses, which serve many of these needs for the warehouses involved; but their scope is geographically limited. There also are organizations such as Earthwork, Strongforce, the New School for Democratic Management, NASCA, and the Food Coop Directory, which meet some of our needs for information and training. But they do not meet our more practical needs for coordination of trucking routes, setting up joint buying, establishing warehouse boundaries, etc.

So...We adopted the following resolution, which was subsequently passed by the CCA:

Proposed: That a group, which organized itself at this Institute to address the inter-regional needs of the North American food coops and warehouses, shall be recognized as a committee of the CCA. It will investigate the feasibility of establishing a permanent structure for this purpose by the CCA Institute 1979. The group includes 16 representatives distributed geographically and one to be appointed by the CCA board. The committee will be coordinated by the 7 Midwest members and will be based in Minneapolis. The committee will be responsible for its own fund raising and budget.

The accompanying map shows the 10 regions, the federations in each, and the names of those who volunteered to be committee representative(s) from each region.

The present structure and composition of the committee is provisional. Its purpose is to look into and stimulate the formation of a more permanent organization. Each person who volunteered to represent their region needs to be approved or replaced by their region.

The Minneapolis Three (subcommittee of the Midwest Seven subcommittee) were directed to get out this first mailing to all North American food coops known (i.e., listed in the Directory) to inform you of the proposal for a North American federation, to give you an idea of what we (so far) see our future function to be, and to ask for your approval, suggestions, financial support, and ratification (or replacement) of your regional rep. Where representation is claimed by more than one person, the committee will attempt to resolve this and has been empowered to decide whom to accredit. Reps from regions near unrepresented regions are responsible for finding regional contacts in those unrepresented regions. Where regional boundaries are in dispute, the CCA board will arbitrate. We need your approval of your representative.

Reps act as contacts for their region and for the committee; they solicit information and suggestions for the committee, have a say in the "gathering" and use of money, hiring and firing of staff, newsletter emphasis and content.

The Minneapolis Three have also been empowered to hire a short term staff person and spend up to \$400 for this initial mailing, to be reimbursed by coops and warehouses who decide to financially support this venture. The regional buying and trucking caucus suggested donations of a minimum of \$50 plus \$15 for every million of member sales from warehouses and federations. Unfederated coops are asked for donations in proportion to their sales. There is a donation form at the end of this letter. We need your donation.

Soon after this mailing, the Midwest Seven will meet to hire a staff person for the remainder of the CCA year. This and committee meetings will be announced and the presence or at least the comments of all committee members will be invited. However, urgent or sensitive decisions can be made even if only the Midwest Seven are present at the meeting (because of the great distances which other committee members must travel to Minneapolis). More leisurely decisions will be made by mail ballot.

The staff person will be accountable to the committee and will work closely with the Minneapolis Three. We -- Dave, Irene, and Kris -- will be responsible for putting out a newsletter, maintaining regional contacts, soliciting input, gathering information -- and taking the blame when this doesn't work out.

NEWSLETTER IDEAS

Following are some ideas for the newsletter, which would be the organ of our continental communication:

JOBS

openings
needed

EQUIPMENT

needed
for sale

FOOD

overstocks
understocks
sources useful to others
pertinent market reports

JOINT BUYING

contracts for partners
partners for contracts

TRUCKING

map of routes/updates
goods needing transport,
soliciting trucks
proposed trucking routes
w/ solicitation of needs

CONTACTS

current addresses
mailing labels

TECHNICAL ASSISTANCE

lists of resource people
and materials for:
bookkeeping & accounting
taxes
capitalization
group process

INFORMATION

how to deal with the coop bank bill
models for democratic management
case studies of coops or networks

FINANCIAL HELP

coop sources
government funds
private funds
people who know how to get it

LEGAL HELP

who needs it
where to get it
legal information
examples of model
state laws other
regions may want
to lobby for

DEBATE/FORUM -- issues of continental interest

Should collectively owned businesses be represented?
Is coop the only way to go?
Who should we sell to?
Examples of efficient decision-making apparatus.

YOU ARE NOW BEING SOLICITED...

Please do not shove this matter to the end of your meeting agendas; we expect a response one way or the other soon.

1. Do you support the formation of this continental association? yes / no
2. Do you have needs which it might meet which were not mentioned in this letter?
If so, what?

3. Do you agree that the person who volunteered to represent your region is an acceptable representative? If not, who then would you support as a regional rep?
4. Do you have other suggestions for the committee?
resource people and materials -- other ways to meet our continental needs -- anything else and then some
5. We're aware that the things we've proposed so far deal most immediately with the needs of warehouses, rather than individual coops. Do those of you in the latter category have any needs that could be met by this organization which are separate from the needs of your warehouse or federation?
6. How much money can you put where your mouth is?

The office for the committee will be that of the local coop/collective federation, the All Cooperating Assembly:

Alliance of Warehouses and Federations
c/o ACA
Box 6022
Minneapolis, MN 55406
612-721-4925 (afternoons)

Thanks chums,
the Minneapolis Three

Dave Gutknecht

Irene Kuhn

Kris Olson

BRIARPATCH COOPERATIVE MARKET

Menlo Park

A BRIEF DESCRIPTION

MEMBERSHIP

Households -- Everyone living under the same roof, or up to six people not living together; limit 500 families (1250 people); waiting list *OF 150 FAMILIES*

Shares -- \$10 when joining; \$5 per month until \$100 invested; refunded upon leaving

Direct Charge -- 75¢ a week per person over 6 years of age

Work Requirement -- 8 hours every 3 months per person over 18 and under 65.
No work requirement if handicapped

BOARD OF DIRECTORS

Eight members plus 2 alternates elected annually. One staff member appointed by staff to Board

COMMITTEES

Research & Education; Management, Personnel & Finance; Communications

FINANCIAL

Volume is \$13,000-14,000 per week; Share Capital \$43,000; Current Ratio 3.34; Gross Margin 5%; Current Net Surplus \$5000; Savings to members of 15-30% over supermarket or health food store

STAFF

Three co-managers, one half-time bookkeeper. Salary ^{\$900}~~\$825~~/month plus medical based on 32-hour "in-store" week

INVENTORY

Complete stock of canned goods, packaged goods, organic and commercial produce, frozen foods and meats, health foods. Special orders of all grocery items and vitamins not stocked plus many non-food items

ACTIVITIES

Square Dances; Newsletter every two weeks

CURRENT STATUS

Open 6 days a week. In operation for over 3 years. Seeking to buy the 7-11 store that we now lease and remodel in order to expand it -- or move to larger space nearby.

Three other Briarpatches have opened in Mountain View, Soledad, and Grass Valley.

A Song for Briarpatch or
They Want Us For Our Bodies

You may have heard of it before
this member co-op store
Full of hippies, vegetarians
health freaks by the score
You always see someone you know
Some say it feels like home.
It's help yourself and mark the price
It's strictly roll-your-own.

But it's come to our attention
that something's plainly wrong
'Cause every movement worth it's salt
has got to have a song.
So now as we go shopping
our voices will unite
in a song about a grocery store,
a song of workers' rights.

They want us for our bodies
and rarely for our brains
stocking shelves & lifting stuff
like heavy sacks of grains
And as for what they pay us
it's a dirty rotten shame
It's crazy, but we love it
Briarpatch by name.

The members are the workers here
and the workers are the best
Three people claim they're managers
but they work like all the rest
Membership's by household
and there's a growing waiting list
'Cause if you've never stocked a freezer
you don't know what you've missed.

They want us for our bodies
...

Bagging chicken, wrapping cheese
buy another share
Your direct charge is way behind
The carob's over there
We need more produce on the shelf
Please close the icebox door
We've already unloaded three huge trucks
and My God, here comes one more.

They want us for our bodies
...

So come and park in front or back
but please don't use the street
Soy beans, rice and cheese are good
as substitutes for meat
And prices low and values high
and the feeling you belong
What more could you ask of a grocery store?
It's even got a song.

They want us for our bodies
...

By Tom Hunter

Cliff Barney
Electronics
951 Mariner's Island Blvd
San Mateo, CALif. 94404
April 24

Dear Lee--

Here are a few papers on computer conferencing. The Politics of Networks dates from two years ago. Since then I have been working on ways to implement a nonprofit information utility, a topic that is also discussed in the Netweaver manuscript. I think it requires an editorial function.

That text, from the Electronic Networking ASSociation, has some good material. I think you'll be interested in the two I've checked, Alternet and Non-Profit Networks; but I've included the whole thing so that you can get a flavor of what the organization is like. The group is composed mostly of people looking for a way to make a living out of CC. Some of them are very bright, some not, just like the rest of the world.

The "Superliterate" piece [Omnicon] was excerpted from some 100,000 words of text in an EIES conference in 1979-80. Conference was called to discuss the social impacts of CC. It was not supposed to be a scientific inquiry, but rather a lively discussion, with the results to be published in Omni magazine. But Omni got a new editor in the middle of the process, and he killed the story. Hope you find it amusing.

Do you know (the late) Ithiel de Sola Piel's book Technologies of Freedom? He was an MIT prof who worked in communications for years, much of the time for the government. Would interest you, I think.

I'd like to see your manuscript, if that's appropriate. Sounds to me like an important topic. Let me know if any of your ideas resonate with what's here.

Best regards--



Cliff Barney

1980

The Superliterates

Compiled by
C. Barney

Prolog

The whole northeastern United States blew a fuse a few years ago because the news capital of the world, New York City, couldn't tell its own citizens to turn down the air conditioning.

There are so many communications satellites in the geosynchronous band that they are beginning to interfere with each other's signals.

The University of Pittsburgh reports that some 40 percent of the publications it buys are never used, not once.

These are symptoms of the wellknown information glut. The literate knowledge base--the amount of information available in print or electronically--is expanding much faster than anyone's ability to process any appreciable part of it.

Of course, everyone doesn't need access to every bit of information. The problem lies in deciding which information one needs to see.

One way to organize a large amount of information is to tell it to a computer and then let the computer recite whatever parts are needed, on demand. There is a lot of

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argument over whether machines which can do this, combining data in clever and original ways, are or are not exhibiting "artificial intelligence." Putting the question that way reflects a preoccupation with the machine; what has been overlooked is that people have developed a new kind of "machine literacy."

Computer literates read and write a special language that is only written and read in connection with a computer program. This is not difficult in itself, but it requires access to a computer terminal; therefore only a privileged few have learned to do it. Unnoticed by the conventionally literate public, these people have now begun to communicate among themselves. They are the first Superliterates.

Omnicon, ten weeks of computerized conferencing and messaging over a network called the Electronic Information Exchange System (EIES), was organized to discuss the emergence of the Superliterate Society. The text is excerpted below. In computerized conferencing, CC to the initiates, members may live in widely scattered locations and never meet or even be on the network at the same time. The host computer gives them a communications link that is independent of space and time.

The first heavy users of CC were the military, because only the military could afford it. The granddaddy of all computer networks is ARPANET, which has been operated by

The Superliterates (3)

the Defense Advanced Research Projects Agency for over a decade and has thousands of members. (EIES has 600-plus.) ARPANET is accessible only by Pentagon contractors, mainly universities and research centers. But computer and communications costs have dropped so much that private networks are beginning to form. EIES charges its users \$66 a month, plus \$3.75 an hour connect time over leased telephone lines that link more than a hundred cities nationwide. By comparison, a Band 5 WATS line, for voice telephone service over the whole country, costs more than \$20 an hour. CC is not cheap but neither is it unreasonably expensive, if you can scrounge a terminal. Many Superliterates get some form of government or commercial support.

Omnicon suggests that the new society of Superliterates trades in organized information rather than material possessions. However, the conferees had some difficulty in articulating just what it is about being able to communicate over a computer network that justifies calling it "super."

Clearly, Superliteracy is not Superior Literacy. Many Superliterates can barely spell. They don't have to; the computer will correct their spelling if necessary.

However, Superliterates do manage information in a different way than the rest of us. From a single terminal, a Superliterate can search libraries or data banks many thousands of miles away, and can display information in

--more--

a number of forms--text, charts, moving graphics. For instance, the services offered by one presently operating network, "The Source," include access to electronic shopping, an astrologer, and the New York Times Information Bank.

Moreover, where a book search is pretty much limited to checking keywords on the title page, a computer can zip through an entire text faster than Evelyn Wood herself. That ought to count for something.

How much it counts for was an issue that divided Omnicon. Conference organizer Chris Wells thinks we are undergoing a cultural change as radical as that of the Neolithic hunter-gatherer tribes, who first discovered how to organize information about plants and settled down in agricultural communities. His poetic image of what it means to live in a period of radical transformation appears as the last item in the conference, the Parable of the Open Corral. Others doubt that the effects will be so far-reaching, but expect immediate social changes, some of them traumatic.

Omnicon demonstrated one clear characteristic of the Superliterate Society: it encourages the formation of electronic in-groups. In Omnicon, they are called "elites," "virtual organizations," "invisible colleges." Some people worry that these groups represent a dangerous undemocratic trend, and that superliterate technocrats may wind up running society for their private benefit--or worse, losing control

to their own software. Others see Superliterate as the best candidates to undermine the power of big business and government and institute democratic decentralization of power.

(Ironically, as Omnicon members fretted about the formation of Superliterate elites, they were themselves seen as an elite by other EIES members who wanted to join the discussion.)

A Superliterate elite clearly does exist today. It has little power. Whether it attempts to become powerful or instead chooses to distribute its power widely depends largely on whether members of the current elite can interest anyone else in what they are doing. Hence Omnicon.

Free-flowing and unstructured, this conference is one example of the kind of exchange possible via a computer that has been programmed as a secretary. The excerpts presented below have been distilled from over a hundred thousand words of text; yet even in this form, the print version of Omnicon reflects the odd quality of asynchronous crosstalk. Since no one was willing to play teacher and make the conferees stick to any point, logging into the conference always produced a surprise. The next item might be an earnest discussion of how many Superliterate can dance on the head of a pin, or the beginning of a novel about the awakening of consciousness in a computer network, or a Superliterate manifesto. Like the blind men describing an elephant, the conferees did not reach a consensus on what the Superliterate beast looks like. But from this report, it seems to be like no other yet discovered.

The Superliterate (6)

The many forms of CC have been analyzed by sociologist Starr Roxanne Hiltz and computer scientist Murray Turoff in "The Network Nation" (Addison-Wesley, 1978). Turoff is director and Hiltz co-director of EIES, and they are two of the core members of Omnicon. The others:

Ted Nelson, Swarthmore, Pa., author of two visionary self-published works, "Computer Lib" and "The Home Computer Revolution." Nelson sees most computer systems as restrictive and has designed his own, called "Xanadu," incorporating his concepts of free information exchange.

Ronald R. Rice, Palo Alto, Calif., of Stanford's Institute for Communication Research, who seems to have read and filed every study ever made on the subject of CC.

Jack M. Nilles, Los Angeles, Calif., director of interdisciplinary studies at the University of Southern California. Nilles is currently overseeing a technology assessment of personal computers.

F. Wilfrid Lancaster, Urbana, Ill., author of a highly praised book on the impact of computers on scientific communication, "Toward Paperless Information Systems" (Academic Press, 1978). Lancaster helped design the SAFE system for computer communications that the CIA will put on line this year [1980].

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The Superliterate (7)

J. Christopher Wells, La Jolla, Calif., organizer of Omnicon, computer management consultant by profession and cognitive poet by calling.

Clifford Barney, Sausalito, Calif., science writer, author of this prolog, and editor of the Omnicon text.

We were assisted by Charlton Price of Tacoma, Wash., EIES user consultant, who helped newcomers to find their way around the system.

#

CC1 CHRISTOPHER WELLS

Since the dawn of culture, literate communication has been the means of distributing the transpersonal knowledge base. Beginning with the Paleolithic petroglyph calendar sign systems, and evolving through Neolithic picture/syllabic/-alphabetic writing systems, to late twentieth-century Metalithic electronic message switching and computer-based conferencing, some form of symbolic imprint has been used to create a social record.

CC3 JACK M. NILLES

As a starter, how about the following discussion topics:

1. To what extent will the interconnectivity afforded by systems such as this encourage and facilitate the development of a "superliterate" elite?

2. How will this hypothetical elite differ from the rest of us clods?

3. Under what circumstances (and by whom) can this phenomenon be considered a positive step in the evolution of homo sap? . . . Who's running the show, we or the machines?

CC5 ROXANNE HILTZ

I have been looking at how people use EIES and what they think of it and what it does to their work and intellectual lives, in general, for the last five years or so. I have hundreds and hundreds of pages of tables of data from

--more--

the field trials and experiments. Most of the time I feel bogged down in them--it is nice to look and think about the big questions, occasionally, instead of the chi squares.

The emergence of a new Superliterate elite is one of these questions, certainly. In my experiments on first-time users, I have found that Black college students from Newark cannot use this medium--they have not got the skills of reading and typing and thinking in writing.

Other factors that augur for elitism are:

1. A large number of the subjects in my studies, though they possess the reading/writing/typing skills to use the medium, simply dislike it intensely. . . .

2. Terminals, communications, computers are all expensive.

3. Those who become addicted to the medium start to become resentful of having to talk on the phone or otherwise communicate with people not on the net.

CC7 MURRAY TUROFF

I would like to welcome all of you to EIES. Please enjoy yourselves and if you have any questions about what is going on in this particular world just message 110 [a "user consultant" familiar with the system].

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The Superliterate (10)

. . .I go further than "transpersonality" in that I believe it is possible to design new forms of human social systems through this type of technology. Social engineering is made practical.

A message system now being offered to commercial users requires that a message going out of a working group or organizational unit be reviewed and approved by the head of that unit. Such a design could freeze the organization rather than letting it evolve and adapt. One can design dictatorships as well as open or democratic systems.

CC8/Jack, as an ex-physicist I don't hold much to the idea of these machines running us. I consider the whole artificial intelligence area a little more inflated than justified. I do, however, believe that a small class of Superliterate could in effect become technocrats and end up running the rest of society.

CC14 NILLES

When will:

--The 100,000th and the 1,000,000th personal computer in the U.S. have an actively used network interface capability?

--The electronic cottage industry (the information worker operating as an independent agent out of the home) constitute 10% of the U.S. labor force?

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--The first telephone exchange crash because of N people playing intergalactic Dungeons and Dragons simultaneously?

CC29 RONALD R. RICE

Superliteracy might better be called "superconnectivity," a term that implies the existence of others who value that extra dose of connectivity--those familiar with socialization, creativity, and the world of exchanging ideas.

CC60 (ANONYMOUS)

A M A N I F E S T O

The history of all hitherto existing computerized communication and information systems is the history of elite access.

Those with the technical and literary skills, the equipment and the money to pay for "time" continue to perpetuate their elitist status, while the proletariat gets folded, spindled, stapled, and mutilated. At best, the masses can play Pong or program their microwave ovens, while at worst their privacy is invaded with computer-generated junk mail and their credit card accounts are forever wrong.

All human beings, regardless of class, want and need some human contact, some sense of being connected to the human race. Computerized communications systems offer a special kind of superconnectivity to old and young, "handicapped" minorities, and hunt-and-peck typists alike.

--more--

All sentient beings have the inalienable right to:

--A computer terminal

--A private account on a communications system.

--Clear and well-indexed instructions on how to use that system.

--A telecommunications network local dial-up number

--An uninterruptible power supply

--A secretary of the opposite sex to organize and file all the output.

--And three square messages a day

CC72 WILF LANCASTER

It seems clear to me that many of our present print on paper publications will eventually be replaced by electronic publications, including scholarly journals and many types of "reference" books. I suspect the evolution will occur in three overlapping stages:

1) Emergence of new "electronic only" publications (already happening)

2) Existing paper publications developing and marketing online equivalents (already happening)

3) Conversion of many existing publications to "electronic only", (still to come)

One could visualize an online encyclopedia incorporating analog models of equipment, experiments, and so forth.

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CC73 LANCASTER

Online networks are reducing elitism, not promoting it. Ten years ago a scholar's access to information resources depended heavily on where she happened to be located. If she were in a large institution, with a fine library, she was a member of an information elite. This situation is rapidly changing. A physician from a small hospital can now gain online access to the full information resources offered by the National Library of Medicine. Likewise, a chemist at a small company can now search the Chemical Abstracts data base online. Previously his organization may not have been able to justify spending \$4,000 a year to buy the printed version. If this is not a process of democratization, I don't know what is.

CC86 NILLES

Not only Blacks (as in Roxanne's example) encounter powerful culture shock regarding computer interaction; so do executives, secretaries, and billpayers. The proportion increases with age. Kids don't seem to have such problems adapting--they don't know yet that these new computer things are weird and dangerous.

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CC126 "CHEIRON"

The children, ah the children! The proverbial wisdom counsels that only children may effortlessly acquire a new language, through their sensuous and immediate immersion in new information environments.

CC89 "THE PRINCE"

Scenario for the 80's:

The emergence of personal computers, networking and intelligent machines creates an opportunity for small groups of otherwise anonymous collaborators to form "Secure Virtual Organizations." SVO's compete head-to-head with the giant multinational corporations for the new scarce resource: organized information. By creating a free market for "finished intelligence," these SVO's destabilize the traditional, inertia-bound intelligence organizations (CIA/KGB/Interpol/Vatican See.) They find transnational transparency a natural and infinitely dense cover.

As product life-cycles become shorter, the SVO's' synoptic surveillance of the global market for intelligence makes them the information equivalent of the Swiss bank account. The corporate behemoths that have dominated the Twentieth Century go the way of the archeosaurs of the

---more---

Jurassic; unable to adapt to the Metalithic revolution in the info environment, they are superseded by furry little mammalian informivores who effortlessly, and with sublime grace, evolve the late Neolithic society into its next stage of cultural development--circumsolar space.

CC102 CLIFFORD BARNEY

. . .The Dalai Lama talked outdoors as a helicopter whirled overhead, partially drowning him out. He gestured toward it, grinned, and said, "Science and technology are not our problem. We do not lack science and technology. Science and technology are not the basis of our society. Compassion is the basis of our society. Without compassion, people do not come together."

These words seem relevant to me in the light of our discussion on Superliteracy, elites, and social change.

CC107 TED NELSON

Everybody talks about hypertext, but nobody does anything about it. When I coined the term "hypertext" (first in print 1965) I defined it as nonsequential writing. That's all.

. . .The idea of freedom has always been central to me: the author being free to create pathways; the reader being free to choose them. If we are to write on computers and read from computers, these freedoms must be guaranteed from the ground up--writer's freedom and reader's freedom.

--more--

If I am facing a bookshelf, I can pull out any book and open it to any page. . .Whereas in the computer approach, anyone with dictatorial tendencies (which we all have, actually) can restrict whom he chooses, for what reasons he chooses, and use whatever pretext he likes in order to do so. I say no way.

This is the computer age. We computer people are accused, with good reason, of taking away human freedom. I say freedom now and forever, and that's what hypertext is for.

CC121 "rDorje"

. . .In Florence, dateline A. D. 1401, Lorenzo Ghiberti submits a panel of bronze in the competition for the commission to do the north doors of the baptistry. Big job, half a dozen of the best artists competing. Brunelleschi designs a superior panel, but uses the old technology; his cast bronze figures of Abraham and Isaac have to be bolted on. Ghiberti develops a new technique, casting the whole panel allatonce, thereby saving much bronze. Makes 'em cheaper. So Ghiberti gets the job. Question--who is paying for it? Same-o, same-o this Omnicon and much of the rest of the shebang. Answer: the doors are paid for by the guild of Florentine merchants, Arte di Calimala, one of the most rich and powerful, then as now. Not the church; that's why it was the end of the Middle Ages and the beginning of the Renaissance.

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M 6447 CHRISTOPHER WELLS

OMNICON EXECUTIVE SUMMARY: THE DINING PHILOSOPHERS PROBLEM

- * Literacy, much like intelligence, appears to be a complex ensemble of processes, not amenable to simple definition, either formally or consensually.
- * The stratification implied by the term "Superliteracy" raised questions about the nature of "elites" in societies.
- * The alternate term "superconnectivity" was put forward to emphasize the complexity of Superliterate networks.
- * Two dimetrically opposed trends, centralization and distribution of information access, were imagined in scenarios of distopian and Utopian worlds.

It seems clear that Omnicon is developing no sense of closure and that its main purpose has been parametric probing and reconnaissance.

CC130 "BRUNO"

. . . Our con-sensus is our common feeling of being on new ground, where we may indeed find new instruments and new pigments to represent experience.

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CC143 CHRISTOPHER WELLS

THE PARABLE OF THE OPEN CORRAL

[Boötes is the constellation also called "The Plowman."]

Boötes, the Husbandman, observed one day, to his utter confusion, that his once careful and selective breeding-of-the beasts no longer yielded the fine fit between ^{the} physiological conformation or structure and the real-world performance, or function, of his noble brood. Each line of beast, in turn, had been refined and specialized by Boötes' knowing hand, but the seres had lost their original vigor. Gone were the variegated and surprisingly creative genetic innovations with which Boötes had once been blessed.

He reflected that, if he were to remove the carefully defined discipline of selection in order to intermix and churn his lines into hybrids, thus cascading the inherent variability, he might achieve his innermost wish: Speciation!

Further, Boötes realized that after this intoxicating and Dionysian orgy of recombinant interconnections, the ever-so-fine hand of selection must re-place itself upon the multitude of the beasts. This was the most difficult and sacred step in his enterprise.

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Resolving to speculate at all costs, Boötes swung wide open the golden gates of the corral, so that the various beasts could mingle and intersect. When this had taken place, slowly and ever so carefully, he began to close them again.

That night, Boötes dreamed of what new foal would greet him come Spring. How very far out of his hands the process truly was! What gatekeeper, or breeder-cum-genetic poet could possibly fathom the four-billion year scroll unfolding? Better merely to unfold and unroll, a measure at a time, than to lose the precious sense of present.

END OF THE OMNICON HYPertext

CONFERENCE CHOICE?+BYE

BYE NOW

NO MESSAGES WAITING

201 25 DISCONNECTED 0:3:20 51 23

#

Written in 1984

Cliff Barney

The Politics of Networks

Abstract: The Network Nation is becoming a mercantile state, whose policies are determined by a network marketplace. It lacks input from other components of society, such as labor and nonprofit social action groups. The use of computer communications is restricted in the marketplace because of the need to preserve confidentiality in a competitive environment. Individuals have access to computer communications only as individual members of an elite advance guard. A complete politics of networks requires participation by social action groups. At present however there is no mechanism for this participation. A model is suggested for a nonprofit organization that can give these groups access to the technology.

I. Politics and the marketplace

Six years ago, in The Network Nation, Murray Turoff and Roxanne Hiltz prophesied the appearance of a new kind of social organization, in which computer networks were seen as a powerful medium for human communication. With the development of affordable microcomputers and competing telecommunications services, that nation is beginning to emerge, supported by a vast web of haphazardly interconnecting computers. Like any social organization, it has a politics, a dynamic by which its elements interact to form a distinctive structure. Not surprisingly, the structure is that of a mercantile state, whose policies are determined by the needs of the market. This possibility was foreseen by Hiltz and Turoff, who noted that even in 1978, the technology was developing according to commercial needs. "There seems to be no realization of potentials for public use among policy makers," they wrote (1). Since then, the accent on commerce has increased. To a far greater extent than the culture that supports it, the Network Nation is a creature of the private

sector, composed of suppliers and consumers of computer equipment and of electronic data and communications. Computers and communications systems are becoming part of each other. So powerful has the commercial vision become that the original purpose of computing, scientific numbercrunching, is now seen as a niche so special that it needs government support to survive. So-called personal computing is at best an adjunct to the office; otherwise it is relegated to hobbyists and children. Meanwhile, as computers are developing as business machines, an electronic marketplace has begun to appear, in the form of message services, online banking, videotex, online databases, and as many other ventures as can be made to seem reasonably likely to make a profit, all supported by an infrastructure of data highways that are invariably toll roads.

The potential of this new marketplace was described by Prof. Herbert S. Dordick of the University of Southern California, in an equally prophetic book that appeared only three years after the Turoff/Hiltz manifesto. Dordick's is called The Emerging Network Marketplace, and in it he argued that the complex of computers and communications then taking shape contained all of the elements of a classical market in which "[. . .] products and services can be advertised; buyers and sellers can be located; ordering, billing and delivery of services can be facilitated; and all manner of transactions can be consummated. . .the whole range of products and services for business, industry, consumer and the government can be perceived as a marketplace. . . ." (2). This marketplace has attracted the best talents of computer

technology and business. Marketing geniuses and MBA's run large computer companies and computer scientists start small ones, and between them they determine how the technology develops. The communications paths are now being established according to the needs of the market.

But there is more to a culture than its medium of exchange, and the marketplace is only part of the story. Like its conventional counterpart, the electronic marketplace exists in a larger context of governmental, personal, artistic, familial, sexual, playful, scientific, religious, in general not-for-profit activities. In the stampede to establish the network market, these activities have been swept aside; still, they could lend perspective to a marketplace that is, after all, only a part of the computer network culture. There are even corners in which the nonprofit sector enjoys more powerful forms of communication. The Defense Department's Arpanet, for instance, has for more than ten years been using the kind of electronic mail and file sharing that is just beginning to penetrate the commercial world. Arpanet users have electronic access to hundreds of computers and thousands of their peers worldwide. They constitute a shadow culture that has little to do with either markets or the military. Academia too commands advanced communications. A few thousand scientists and scholars share an information distribution system that puts TV networks and even wire services to shame.

The marketplace is not even the best structure for exploiting

communications fully, since it must restrict the process in order to maintain privacy. In a competitive economy, computers that could otherwise be nodes in a powerful network must severely limit outside access, and so limit the power of the system. I work as a West Coast editor for a New York-based magazine. From my office in Palo Alto, Calif., I am not authorized to utilize my own magazine's New York text editing and messaging facilities via telephone lines, because the company communications department cannot guarantee that granting me such access would not give it to you as well. The private sector is too private to tolerate open transfer of information. Externally, it is forced into a consumer economy in which access to databases is sold, rather than shared. Internally it is pretty much restricted to computerizing functions that are now performed in other ways, such as mail or inventory control.

The topic of "office automation" keeps a small industry going. Half of the industry is trying to persuade the other half that the technology is (a) cost-effective and (b) safe. It's a difficult struggle. The cost aspect ensures that only obsolete equipment will be designed in, and the fear component restricts the use companies can make of the technology. But these restrictions hamstring network operations. A computer network is a unique distribution system, which can be driven from any node. That's an innovation. Information has always been strictly controlled, by access to the medium. A. J. Liebling, who chronicled the politics of newspapers, suggested that freedom of the press means most to the person who owns one; but a press is

useless without a means of distribution. Newspapers have always been clear about that: reporters won't strike unless they have the support of the delivery drivers, and newspaper plants are being built on the outskirts of town, where traffic is lighter, instead of near the center of town, where the news happens. Freedom of the press depends on a ragged army of children who chunk newspapers at America's doorsteps.

That's partly because newspaper "networks," like their broadcast counterparts, are essentially one-way systems in which information travels from a central plant to the reader. That has been true of all mass media until the emergence of the personal computer, which is really no more "personal" than a telephone. PC's can access data and text networks in which communication is equally possible in either direction. The general form of the information is no longer print, but magnetic impulse. These computer networks need not depend on a central production and transmitting station, like a newspaper plant. Information can originate at any node, and once in the net it is everywhere present. Such a beast has never existed before, at least not one of such size and speed.

Users of microcomputers are beginning to obtain access to the kind of communication hitherto the privilege of the advance guard. The backbone network is already in place; it is the telephone system, which may now be used as easily for the distribution of machine-readable text and data as it is used for voice communication. Easier, since computer communications can be automatic and asynchronous. The emergence of low-cost modems

and software to make connection with another PC easy has made the phone system into the poor computerist's Arpanet. Simple bulletin board systems and conference trees, commercial creations such as Ted Nelson's Xanadu, Harry Stevens's Participate, and the MIST software developed by Peter and Trudy Johnson-Lenz, as well as large-scale ventures such as the Source, CompuServe and Turoff's Electronic Information Exchange System (EIES) network, have shown some of the possibilities in computerized text exchange. They have all provided public access to what has developed, necessarily, as the purview of an elite. In doing so, they show how microcomputer users sharing a huge distributed electronic database and messaging system, not as passive consumers but as active producers, can be part of a new constituency.

That was the vision of The Network Nation, whose subtitle is "Human Communication Via Computer." However at present its citizens are acting as individuals, and their politics barely exists. In the main the public computer communications systems are innocent of connection with the culture at large. Rather they are an elite fragmented into special interest groups pursuing their personal goals. What do the owners of IBM PC's seek online? Information on how to get the most out of their PC, naturally. That the owners of IBM PC's have much more to offer than PC lore is what makes electronic communication with them interesting and rewarding, but it would not by itself be sufficient reason for maintaining the connection. The online constituency lacks focus.

While it flounders into self-discovery, the form of its politics is being written in the topologies and structures, the access policies, and the costs associated with use of the various online systems--commercial, educational, governmental, and public--that are emerging. As with Alice's Looking-Glass cake, access to these systems is being handed round first, to anyone willing to try them, and will be cut later, when the large communications companies figure out where the payoff is. The laws of the Network Nation are now being written to codify the rules of the Network Marketplace.

II. Politics and the public

Although encryption chips may eventually soothe its paranoia, the private sector is inherently limited in the use it can make of computer communications. So is the government. Not so the public sector, whose interest lies in open communication. The public can probably sop up as much communications bandwidth as is made available. However, the available bandwidth is being distributed, with no thought for public benefit, to those people sufficiently motivated, for whatever purpose, to get their hands on a computer. These are the only ones who have the franchise. The Network Nation is developing without a labor component, without a fourth estate, without the political and social action groups, the other forces that give balance to the general social structure. The development of a complete politics of networks demands the establishment of means by which the public sector can

participate.

Little effort has been made toward obtaining public funding for users of communications systems. So far the community bulletin board represents the most significant effort to distribute the use of computer communications freely. For more sophistication, the user must turn either to the commercial services or find a connection into the advanced academic and research networks (from which many never return).

The history of the EIES network suggests one means to remedy this failing. EIES was initially underwritten by grants from the National Science Foundation. With this money, researchers paid for computer terminals and communications costs with which to access the EIES conferencing software. One result of their studies has been a solid body of analysis of network behavior. When the NSF funding dried up, however, some members quit, and others tried to find ways to cover its not insignificant communications costs. EIES was forced to join the marketplace to survive.

EIES users were awarded grants as individuals, to pursue research projects; the model works as well, however, for non-profit groups. Every resource that is currently available to business and government is also available to these groups: messaging and conferencing, economic modeling, databases, text bases, all of the marketplace services. And beyond access to the technology, they may also gain access to each other. Social movements continually fragment because their member groups cannot

act together or even maintain contact with one another. Sharing a common communications system would go a long way toward keeping them connected.

What they need is the non-profit analog of the professional information service, a kind of second-generation EIES to introduce the new technology to the groups that could use it, by paying for network access and providing technical support. Social action groups could use the network as they saw fit--as a source of information, as a communications medium, above all as a window onto the larger community of which they are all a part. Among them, they will build a continuously growing database that all of them can use as they see fit. Since each group has its own constituency, a single small computer, a single modem, could serve an entire group, not just a single person. Material available online could be downloaded in any form appropriate to the specific group, and printed and further distributed.

Some kind of support is necessary if the user groups are to be able to learn to use the technology. Later they may have to arrange their own access much as they now arrange for their own telephone service. In the beginning they need the nonprofit analog of venture capital. The information utility can assume the role of nonprofit adventurer and funnel funds to member organizations. Much of the required hardware may already be in place, so pervasive have personal computers become. The information utility can, however, provide hardware and software, plus the editorial services that will help member groups to find each other. As the utility grows, it can subdivide, sell

services, publish, and perform any of the activities other nonprofit organizations perform. Politics in a partisan sense is forbidden to nonprofit organizations; but the success of the Sierra Club, Mother Jones magazine, CoEvolution Quarterly, suggests that nonprofit groups can play a very active role in communications. Activities such as this one may in fact fit well with recent decisions by major foundations to direct more funds to peace and other social action groups.

Experience in the private sector has shown that new technology can be disruptive to traditional ways of acting, and that it frequently meets with strong resistance from those people it could help most. No matter what you read, computer systems are not easy to use. Even if they were, computer communications are not a panacea for social ills, and they will not immediately be embraced by people who have already found plenty of ways of putting their energy to use.

Nevertheless, making these services available to the public sector can be of enormous service in broadening the computer culture to take in those parts of society that it now ignores; and it can be of equal service to the computer have-nots in providing them with access to a new and powerful technology. This is the arena in which the politics of networks could develop freely.

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1. Turoff, Murray, and Hiltz, Roxanne, The Network Nation, Addison-Wesley Publishing Co., 1978, p. 00.
 2. Dordick, Herbert S., The Emerging Network Marketplace, Ablex Press, 1981, p. 13.

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Welcome to NETWEAVER
The interactive, intersystem newsletter of the
R Electronic Networking Association

"Our purpose is to promote electronic networking in ways that
enrich individuals, enhance organizations, and build global
communities."

Volume 2, Number 4 April 1, 1986
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NETWEAVER is published electronically on Unison, a service of
Mile High Media, 3542 E. 16th Ave., Denver, CO 80206 (303-329-
3113) using Participate (R) software version 4.5+, provided
by Participation Systems, Inc. of Winchester, Massachusetts.

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We *welcome* anyone interested in joining the Netweaver staff!

The deadline for articles for the next issue is April 15.

KUDOS to the "porters," unsung heroes of the Network Nation!
One of them has brought this issue to you.

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- 3 (of 17) ENA EDITOR Apr. 3, 1986 at 1:15 MT (7580 characters)

GLOBAL PERSPECTIVES
Report from the ENA Conference Session
November 9, 1985
by Kate Wholey

The following panelists participated in the session on Global Perspectives:

- * Izumi Aizu, Institute for Networking Design, Japan
- * John Coll, England
- * Ingemar Falkehag, Society for General Systems Research, Sweden
- * Joichi Ito, Foundation for Global Education, USA
- * Ron Klein, Planetary Congress, USA
- * Terence Wright, independent consultant, England
- * Dorothy Nicklus, United Nations Representative of the International Federation of Business and Professional Women
- * Marshall Whithead, United Nations Project Director for the International Youth Year

Ed Yarrish, a founding member of the ENA, served as moderator.

The issues that were explored included access, cost, language and cultural barriers, and institutional/political fears raised by computer conferencing. This article summarizes some of the major points addressed by the panelists.

ACCESS
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The issue of access was readily dismissed--to the surprise, I believe, of many. Difficulties seem to be virtually nonexistent. Academic computer networks are proliferating, and they allow easy access to each other. Ingemar Falkehag, in fact, mentioned that groups from The Philippines and Thailand have gone through The USSR to access other "free world" systems. John Coll suggested that access problems are actually political; only three places won't let him into his London box (home system): Bahrain, The USSR, and a private exchange in England (of which he is a member).

And Marshall Whithead agreed: "What we've got to work on is

assuring the politicians we're responsible. We need to build institutional frameworks for collaboration." The technical aspects of conferencing are embedded in political and institutional structures; many of the problems are due to the national and bureaucratic environments through which conferencing must progress.

COST

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Cost, in contrast to access, was a major concern to all the panelists. First of all, to reach another country requires an ID on the international packet-switching network, not an insignificant investment. John and Joichi exchange ID's when they visit each other's countries; even so, their phone bills skyrocket. From Japan, packet-switching costs are two or three times higher than the Telenet rates--each packet sent or received incurs a charge. Joichi felt that one possible role the ENA might assume could be to lobby the governments for lower rates. NTT, the Japanese government corporation charged with the communications infrastructure, operates a packet-switching network at a minimum of 4800 baud--terrific for data transfers, but lousy for conferencing purposes.

LANGUAGE AND CULTURAL BARRIERS

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Izumi Aizu shared with us an example of how languages interfere with understanding: Yesterday, he said, I got a message from a friend in Los Angeles. I'd been looking for a free market in Pasadena. I knew there had to be one. "Oh," he replied, "you mean a FLEA market!"

Even translating between English and "American"--though ostensibly the same language--can be difficult, Hiro Nakamura told us. And even biLingualism isn't enough: We need to develop bicultural skills, which requires face-to-face contact...a leap from the relative ease wyut;lich we're now able to communicate.

Marshall gave us a terrific example of how conferencing can actually aid cultural understanding. An EIES conference recently was opened for communications between six- to ten-year-olds from Hawaii and the Marshall Islands. By the time social mores might have taught them which culture was "good" (ours) and which was "bad" (theirs), they already had experienced a first-hand taste of the other's beliefs.

ROLE OF THE USA

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Throughout our discussion, many panelists voiced the fear that

the arrogance of the United States impedes progress, due to a self-centered approach in sharing and teaching technology.

Joi, who recently had attended the Aspen Institute Conference on Communications Technology, cautioned us that first things must indeed come first. In the midst of US "biggies" like Henry Kissinger and (AT&T executive) Charles Brown, the Ugandan ambassador implored attendees, "But first, I must teach my people to read."

Marshall agreed. Whenever possible, he and his crew try to work with representatives of the developing countries. Izumi chimed in readily: The goal-orientation of Americans is not shared world-wide. "Hey, you guys, this is fun! We needn't be in such a hurry to solve all the world's problems in a single day. Maybe a new UN (for United Networking) might succeed where the old UN failed?" We applauded his enthusiasm heartily, sharing his love for personal contacts such as those provided by this gathering.

Vernon Robinson, of George Washington University, suggested that we might perhaps begin closer to home, by bridging the gap between the District of Columbia and Anacostia (a DC suburb). "If you can pull THAT off, you might learn a few lessons applicable to the larger environment we're speaking of here."

Coming full circle, then, I think Ron Klein summed it up most succinctly: Social architecture needs more time to work than technology. We must be prepared to build paths, slowly and courageously, between cultures.

INSTITUTIONAL/POLITICAL FEARS

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Concerning international institutional problems, Izumi shared a story he'd heard at dinner the night before. The CCITT (the international body that sets standards for telecommunications) had removed an employee from a position of responsibility for suggesting that they actually use telecommunications for their own work. (Current procedures require a document to circulate and be studied for a year before any decision is called for; the employee had hoped to expedite this process for the current deliberation on Standards of Protocol.) The employee, of course, was hesitant to share her plight with us, for fear of reprisals. Nevertheless, Izumi felt that such cowardice should be made public, and that we should realize the stupidity we're up against--even within our own industry--when we talk of eradicating barriers among the world's people.

Chrys Goyens of Canada posed this question: What might have been the repercussions if the Walker family (on trial for spying and distributing classified security materials to foreign nationals) had used conferencing? He said that he suspects that we're being watched by our governments, because we represent a threat to

their sovereignty. Dana Blankenhorn agreed that we subvert their authority: We no longer need permission to cross national boundaries and communicate with foreign nationals.

ROLE OF THE ENA
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A chorus of suggestions for proving the worthiness of conferencing as a means of communications was heard. Harry Stevens suggested that we concentrate on some immediate, practical applications of conferencing, such as project management. And George Por suggested a Japanese-American collaboration--a book, created online--about how we can each benefit from cross-cultural contacts. He quoted an old Indian proverb: Don't fight the darkness--better to light a candle.

Author's note: Many thanks to Dana Blankenhorn for his notes on this session, which were very helpful in creating this report.
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ENA NETWEAVER Volume 2, Number 4, Article 4 (April 1, 1986)

CARINET: TECHNOLOGY TRANSFER FOR THE THIRD WORLD
VIA COMPUTER CONFERENCING
by Linda Maldonado

CARINET has been developed under the aegis of Partnership for Productivity, International (PPF) to serve the economic development interests of the Third World. The story that follows shows the impact of CARINET in successful enterprise development.

2 A potter in Malawi, Africa, had the idea that he could make electric insulators to go on the top of telephone poles. At that time, insulators were being imported, and costing the telephone company the additional freight and costing the country the exodus of scarce capital.

While the potter thought he could make them, he was unsure of the proper mix and proportion of materials.

The material has to have a low electrical conductivity to isolate and support a charged conductor--like glass or porcelain.

Through a PFP project in Malawi, he was able to access CARINET, ask for help, and quickly receive the correct technical information on how to make the insulators.

Today, he makes and sells the insulators to the Malawi telephone system. In addition, Malawi will soon be benefiting by exporting the insulators to neighboring countries in Africa.

GENESIS
=====

As Jerry tells it, he was leaving the Caribbean island of Dominica at the end of his PFP field assignment, when he was asked what it would take to get him to *stay* on. He replied, "Give me a good computer conferencing system and I can be anywhere." He later created the first Third World computer conferencing network to make that statement a reality.

CARINET was designed to introduce the communications age to the Third World, creating inexpensive, fast, and reliable data communications for technology transfer among Third World countries and the rest of the world.

Nearly three years old, CARINET has never been subsidized--it is completely sustained by user fees.

MEMBERSHIP
=====

PFP introduces new EIES accounts to CARINET members, providing the value-added service of PFP staff support, network development and management. New users receive support and training at the PFP expense. CARINET members from traveling PFP support effort is an expansion of PFP's already significant

800 PS

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MEMBERSHIP

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CARINET is serving the communications needs of over 100 international and indigenous development organizations, making it the largest computer conference of Third World development groups. Its members represent a range of government and quasi-government agencies, as well as private corporations who are in the business of technology transfer for entrepreneurial applications.

FEATURES

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CARINET members utilize the network for a variety of program coordination and management purposes, saving costs normally expended for telex, phone and travel. Members have access to a number of conferences and databases, as well as a system-wide bulletin board and electronic mail. In addition to technology transfer, typical member applications include:

- * headquarters-to-field-office communications
- * coordination among affiliated organizations
- * writing development project proposals with input and comment from people at widely dispersed locations
- * negotiating and modifying contracts

For more information on CARINET and Partnership for Productivity, International, call 202-483-0067, in Washington DC.

Author's note: Linda Maldonado is Director of New Technologies Institute, a division of Metasystems Design Group in Washington, D.C. She is currently conducting research to develop case examples of successful applications of PC and communications technology to the solution of business problems; she expects to publish the results later this year.

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5 (of 17) ENA EDITOR Apr. 3, 1986 at 1:16 MT (5611 characters)

ENA NETWEAVER Volume 2, Number 4, Article 5 (April 1, 1986)

NETREACH
by Peter Wingfield-Stratford

NetReach is the main organization for British microcomputer users who are interested in networking. NetReach was founded within the Association of London Computer Clubs in 1984 by Len Stuart and Sabine Kurjo following a meeting organized by Jennifer Weller at the Information center at Sutton Public Library. We are a part of the National Association of Computer Clubs, which now includes over 800 user groups nationwide.

NetReach isn't a conference on a computer system although we are busy on many conference systems. People on the networks we use may know us by various names because we are a collection of individuals sharing and making use of pooled resources. So we are all about networking, as much between people as between computers. Perhaps we are the human interface!

NetReach Activities

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Visitors are welcome to our regular evening meetings which take place in London on the second Thursday and fourth Friday of the month. NetReachers get involved in anything helping to promote the public awareness of using microcomputers by networking. We hold meetings that are a mixture of practical workshop and opportunity for debates or talks by specialists in different topics. Members can try out a variety of microcomputers, communications software, and modems; make use of large and small online computer databases, electronic mail, and electronic publishing. We have collective facilities on network systems worldwide. This group includes some of the most experienced people in this technology, with collectively more experience on more networks and database systems than any other group in Western Europe.

NetReachers also go out to demonstrate networking on the club stands at public exhibitions, in private meetings, to businesses, to schools, and to groups among all parts of society. We foster the new association of operators of (British) bulletin board systems and ourselves operate three microcomputer conferencing, or bulletin-board database services. The group recently got a minicomputer which we plan to use as a large-capacity, multiuser database conferencing system open to the voluntary sector and the public.

Members seek to interest and influence the authorities and information providers in ways that will open up networks and data services to the public simply and at the lowest possible user cost.

NetReach and International Networking

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We have an active interest group that is exploring ways to use the networks worldwide for promoting peace, education, and topics dealing with international development. This began with Sabine Kurjo working on an EIES account and has spread there via the World Peace Network, Computers for (International) Development, CARINET (see article in this issue of NETWEAVER), Computers in Education, and EIES for the Handicapped. Various NetReachers follow their personal stars roving worldwide this

way.

Distant Learning Exchange Experiment

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Using the EIES system, NetReach has provided communications links for an experiment in "Distant Learning". This was an educational exchange from an elementary school in Kensington, London, to other schools in Hawaii and the Pacific Islands. In the summer of 1985 there were interactions between teachers and pupils of many cultures with the U.S. "Network Nation School". A feature of interest was the computerized "Doomsday Project" involving 13,000 schools in Britain. NetReach keeps close contacts with the Information Technology development group of the Inner London Education Authority (for Schools) and with the Times Network for Schools. Schoolwork exchanges are also taking place, reaching even to Australia.

NetReach and the United Nations

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NetReachers have also been involved providing technical and organizational support for a para-official project of the United Nations to provide training in computer literacy, the International Youth Year Pilot Training Program, PTP 2001. This will bring trainees from developing countries to Vienna in 1986 where they will participate in a training workshop with microcomputers and learn use of satellite telecommunications. The trainees will return to their countries with equipment and access to the World Satellite Network. They will then be enabled to train others and build people-links to a worldwide network of help.

This incredible project has been almost entirely organized by networking on EIES. The PTP Team and NetReach have demonstrated some of the power available to voluntary effort, helping coordinate international aid projects working together with networks and a conferencing system. We have also found out some of the drawbacks! They turn out to be just the same as in everyday living.

NetReach has helped publicize PTP 2001 and find participants by sending invitations to many contacts in countries and regions including Kenya, Zimbabwe, Ghana, Algeria, the Middle East, and various parts of the Caribbean. A few minor problems of financing capital equipment and of organization remain to be solved. Public support from individuals and corporations in the U.S.A. and elsewhere is very welcome.

Author's note: F.M.D. Wingfield-Stratford is a member of

NetReach and can be reached at Wingfield Research, 28 Lansdowne Road, Holland Park, LONDON W11 3LL United Kingdom, (Tel. (01) 229-9544) as well as via NetReach's EIES account 620.
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6 (of 17) ENA EDITOR Apr. 3, 1986 at 1:16 MT (4275 characters)

ENA NETWEAVER Volume 2, Number 4, Article 6 (April 1, 1986)

PEACE GAMES WITH GLOBALLY INTERCONNECTED COMPUTERS

Part 1

by Parker Rossman and Takeshi Utsumi

The technology now exists to interconnect hundreds or thousands of personal computers, in different countries, through distributed networks and information processing, into modeling and simulation instruments for playing "peace games" on the scale of Pentagon war games.

To some people, "peace games" evokes an image of a little game played on a computer screen. Here we define peace games as research and planning to manage complex problems and to test alternatives on a global scale. (The term "peace games" was coined by T. Utsumi in 1971. See Simulation, November 1977, p. 135. For more background, see "GLOSAS Project" and "Peace Games with Open Modeling Network" in Computer Networks and Simulation II and III, respectively, edited by S. Schoemaker, North Holland Publishing Co., Amsterdam, 1982 and 1986.)

It is now possible to combine existing technologies and more holistic explorations of various scenarios in solving global social problems. All kinds of possibilities for waging peace can be explored through computer simulations to see what might work and to project results before risks are actually taken.

Developing expertise in modeling and gaming can be combined in global systems, with a cascading effect, to empower explorations of new international institutions, or to remodel existing ones. New precision can come into the diagnosis of problems and the definition of issues and alternatives.

Society has vast amounts of data that are not adequately brought to bear in solving many kinds of problems because the information is scattered, uncoordinated, and not available when needed. We need tools to put this data together. When the meaningful data is pulled together, computer modeling can be

used to help in making important decisions, models which incorporate more and more knowledge about people and institutions.

Computer models can serve increasingly complex models of governments and of how leaders think. They can be helpful for testing ideas and possible actions. Some preliminary thought about waging peace through simulations was offered by A. D. Carroll, who said we must use these powerful new tools to understand how the human mind functions in peace and war. (See Carroll's "Can Computers Be Used for Peace," Media Development, U.K., 2, 1983.)

THE GLOSAS PROJECT

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The GLOSAS (GLObal Systems Analysis and Simulation) Project was conceived by Tak Utsumi in 1972. It proposes gaming solutions on a very large scale to help decision-makers deal with interwoven problems. (See T. Utsumi, Proceedings of the 1980 Winter Simulation Conference, No. 2, Simulation with Discrete Models: A State of the Art View, Orlando, FL, Dec. 3-5, 1980, pp. 165-217.)

The GLOSAS Project seeks to construct a "Globally Distributed Decision Support System" for a plus-sum peace game. This involves combining the power of global multimedia communication networks, teleconferencing and computer conferencing, simulation and gaming methodologies, electronic data banks and indexing, expert systems, computer bulletin boards, and "situation rooms." It is not computers doing people's thinking; rather it is mind-empowerment tools to help people do better thinking.

The GLOSAS project has paved the way by working for deregulations of communication policies in Japan and elsewhere to facilitate the extension of Value Added Networks (VANs) to other countries and the uses of electronic mail and computer conferences via the extension lines. It has also led to experiments to extend U.S. educational courses via computer conferencing to Japan and other countries. (A spin-off benefit of the project is to make possible international activities, such as the Ikego Forest Project reported by Izumi Aizu in NETWEAVER, Volume 1, Number 5.)

Solving global problems, providing justice and welfare, and warning of dangers and threats requires more and more sophisticated models of an emerging global system. The value of such tools will be determined by their success in helping people solve the most desperate social problems.

C1366 CC168 The Networking Institute (TNI/STAN,265) 4/ 5/86 4:38
PM L:93

C1366 CC170 The Networking Institute (TNI/STAN,265) 4/ 5/86 4:52
PM L:102
KEYS:/NETWEAVER V2 N4/INTERNATIONAL STANDARDS/

9 (of 17) ENA EDITOR Apr. 3, 1986 at 1:17 MT (4804 characters)

ENA NETWEAVER Volume 2, Number 4, Article 9 (April 1, 1986)

INTERNATIONAL STANDARDS
Four Groups of Standards
Which Will Help Computer Conferencing
by Bob Sprigge

To communicate around the world successfully we need international standards. To contact a conferencing computer in another country you can either make an international phone call or, less expensively, use a Packet Data Network (PDN). Most countries now have at least one PDN connected to the international network. If you have an account (NUI) with one and the computer you wish to contact has an address on one (NUA) then after accessing your local PDN you can be connected to the computer in a couple of seconds.

The data is error-corrected while on the PDN by formatting it into packets. Such services are frequently referred to by the name of the International Standard X.25. Most users access their PDN by dialing in on the ordinary phone lines. Noise is inevitable, but it seems ironic that many calls are error corrected for 99% of their journey, i.e. that part on the PDN, but ruined by the connection between home/office and the PDN. British Telecom has recently started using an error correcting protocol (E-PAD) for this part, but it would seem better to use X.25 for this as well. If most modems included a PAD (Packet Assembler/Disassembler) the price should come down.

North America is finally joining the world with modem standards--the 2400 bits per second standard is designated as "V.22 bis". The Bell standard for 300 bits per second was not only not used by most countries but the phone company or post office could disconnect the user entirely if found using non-approved equipment.

Most conferencing is done in a restricted character set known as ASCII, but for many applications Graphics is essential. Color graphics communication currently has lots of standards, each incompatible with the others. Britain has been using a 40-character wide 8-color system for many years both on television and computer services. The quality of graphics is very poor unless a skilled or very patient operator is doing the designing. It was devised for one way transmission. It is called CEPT level 1 or more usually Prestel or CEEFAX graphics. Germany and Luxembourg are using CEPT level 3, which is to a much higher

standard and Prestel is now working on CEPT level 5, which is picture quality. It will be difficult to use until the 64k bits per second channels in ISDN become commonplace. Canada has the Telidon graphics standard and Japan has Captain. Computer conferencing requires certain shapes, such as lines, boxes and circles, to be created easily by most users. The system known as NAPLPS may be the most suitable for this usage. Unfortunately it appears that very little editing software exists for NAPLPS compared to the Prestel editing software, which is available for a large range of computers. Prestel-compatible inkjet printers are also available.

ISDN is the international standard for a digital phone and data network which will replace the current phone service, but retain the pair of wires between home/office and Exchange (known as Central or Central Office in most countries).

Electronic Mail systems are now being linked together thanks to the use of the X.400 standards. These are now being extended to cover conferencing systems. Document standards are being formulated so that a word-processed document can be sent to a mail or conferencing system and be received complete with underlining, etc. in a way that can be modified with all the attributes retained.

With these standards, conferencing will be even more interesting, useful and *fun* in the future.

An interesting example of lack of standards was given to me yesterday. The People Link computer refused to act on a set of users instructions saying "This is NOT CompuServe", when the user had accidentally put in CompuServe commands, forgetting where he was for a moment.

But what of language? As well as Japanese, French, German, and many others, we also have the difference between English as used in Europe and American English. After reading American computer magazines with their strange expressions I am pleasantly surprised that this problem very rarely causes problems in conferencing. I did note that Lisa used the verb "to bomb" in the last Netweaver. The meaning in England is the opposite to that in America.

"To table" is another example. Should the international phone companies persuade us all to use Esperanto?

Author's Note: Bob Sprigge has been networking from England for some time and is part of NETREACH there. He is currently logging on from Luxembourg where he is an Informaticien for the European Economic Commission.

C1366 CC170 The Networking Institute (TNI/STAN,265) 4/ 5/86 4:52 PM L:102

C1366 CC171 The Networking Institute (TNI/STAN,265) 4/ 5/86 4:57
PM L:117

KEYS:/NETWEAVER V2 N4/ALTERNET:COMPUTER COMMUNICATIONS FOR POSITIVE
SOCIAL CHANGE/

10 (of 17) ENA EDITOR Apr. 3, 1=x^[at 1:18 MT (5120 characters)

ENA NETWEAVER Volume 2, Number 4, Article 10 (April 1, 1986)

ALTERNET

Using Computer Communications for Positive Social Change

by Margaret Gouin

The AlterNET project has been started by a group in Ottawa, Canada, who seek to establish an international computer network to promote communication among people and organizations working for peace, social and economic development, a healthy global environment, and other goals compatible with these.

Access to and use of information is central to the task of social change. AlterNET would assist users, from across Canada and internationally, to communicate with one another quickly, easily and inexpensively. It would facilitate the sharing of ideas and information to an extent that has until now been impossible.

As currently imagined, AlterNET would be a network (association) of non-profit computer messaging systems located across Canada and in other countries. Each local system would be locally owned and operated, and would have its own computer capable of receiving and filing messages sent by local users. It is expected that most of the messaging would take place at the local level, but it would also be possible for users to send messages, via their local system, to individuals or organizations in other places. A variety of communications patterns would be possible.

AlterNET proposes an approach which is intended to help overcome the barriers to easy, effective and low-cost use of this technology for positive social change:

- * immediate creation of a demonstration system that could be used to show the potential use of computer-assisted communication for social action.
- * initiation of contacts with organizations and individuals that share AlterNET's goals, to explore with potential users how the proposed system could help them in their work and to identify their needs and capabilities. We will also be seeking organizational and financial support.

- * identification of others, in Canada and internationally, who share similar interests regarding the promotion of appropriate computer-assisted communication for goals compatible with AlterNET's. This would include those who have already established networks, databases, electronic resource systems, etc., for the attainment of these goals.
- * work with such groups and individuals to help set up and link appropriate computer-assisted communication systems.

A non-profit organization is being incorporated to set up and operate an Ottawa communication center. The objectives and functions of this proposed center are based on the above strategy, and also include:

- * proceeding with the development of the international network, and of procedures that would simplify usage and keep costs to a minimum (with special attention to promoting the use of public-domain software);
- * training and otherwise assisting users, with particular attention being given to encourage access by groups and individuals who, due to past and present functioning of society, might otherwise have limited access to the use of such technology (e.g. low-income individuals, women, certain racial groups, the disabled, etc.);
- * working on the creation and sharing of online databases tailored to the needs of users;
- * helping suitable organizations in Canada and the Third World to identify needs which could be most effectively met through the use of computer technology and to select systems appropriate to their needs and budgets, and assisting with training in the use of such systems.

The system would have to be large, robust, efficient, replicable, affordable and secure. Although it will have advanced capabilities, it must be easy to use. It should include capability for messaging, bulletin-board posting, conferencing, shared projects (e.g. joint authoring of publications), information/data bases, educational projects (distance learning), archiving and system back-up, forwarding/receiving messages and data, polling and referenda, and the dissemination of public-domain software. The technical problem of designing such a system is a matter of priority.

Although the AlterNET project is barely two months old, it has already attracted a great deal of interest and enthusiasm,

locally and internationally. We are very positive about the future of this project and look forward to collaborating with others on an international scale for its realization.

Author's note: This article has been prepared by Margaret Gouin using material supplied by Richard Kerr and discussions within the Ottawa planning group. Comments, questions, information on possible contacts, and offers of assistance would be most welcome, and may be addressed to Margaret at 181-B Britannia Road, Ottawa, Canada K2B 5X1 (tel. 613-829-1382) or on The Source (id: BDA570; Parti name "Rune", Parti conference "Altnet"); or to Richard on CoSy (id: rmkerr) or Envoy (id: ccic.ott.kerr).

C1366 CC171 The Networking Institute (TNI/STAN,265) 4/ 5/86 4:57 PM L:117

C1366 CC172 The Networking Institute (TNI/STAN,265) 4/ 5/86 5:05 PM L:175

KEYS:/NETWEAVER V2 N4/INTERNATIONAL NETWORKING AND GREENNET/

11 (of 17) ENA EDITOR Apr. 3, 1986 at 1:18 MT (7035 characters)

ENA NETWEAVER Volume 2, Number 4, Article 11 (April 1, 1986)

INTERNATIONAL NETWORKING AND GREENNET
A. Personal View
by Mitra

GreenNet Background
=====

My involvement with the international aspect of GreenNet can be dated from December 1985 when a group of us met up in Hamburg. I'm not sure any of us knew why we were there but the common thing was knowing that we needed to use the power of global communication to serve global causes such as the protection of our environment, reducing the threat of nuclear suicide, eliminating oppression of minorities, etc.

Each of the participants came from a different personal bias; for instance, the US Greens came mainly from a political viewpoint having organized anti-apartheid demonstrations on Delphi the previous summer. The Germans were biased towards the German Green Party. I was mainly concerned with global environmental issues. What developed over the three days, however, was a desire to cooperate-operate internationally, thereby helping each other to achieve the aims of the projects we were involved with.

Consultancy role

=====

We all agreed that in many ways the groups we desire to serve are technologically disenfranchised: they don't have the expertise, resources or money to use all the benefits of modern technology available to commercial concerns. A large company would have its own staff to keep in touch with modern technology and small companies hire in consultants. The environmental or peace group has neither its own technological staff nor the money to hire consultants. It was clear that those of us with both the technical expertise and desire to help, must provide access to the services that these groups need in order to be effective in the information age.

Problems of working internationally

=====

A common concern was how to work internationally; for instance, I can arrange for access to communications services in England, navigate around the maze of telecom regulations, software and modems and basically put someone online. However, for me to try and achieve that for a group working here, in Germany and the U.S. would be difficult.

Those of you in the relatively liberal US probably don't realize the restrictions on what modems you can use where, etc., that prevail all over Europe! To achieve a higher level of connectivity, we need committed people all over the world who can make the local connections for us. This then becomes a good case for "Thinking Globally, Acting Locally." We have already made a few links in this way and I see this role expanding. I also see this as a valid model for commercial communications consultancy.

A few examples of the differences that exist across Europe may help to explain what I mean.

Modems

=====

In England we can use any approved modem. These are either acoustic or direct connect at CCITT frequencies (different from Bell standards except at 1200 baud) and come at 300 1200/75 or 1200 baud (also known as V23, V21, and V22). A V22 modem costs about 350 pounds here in England compared to say 180 dollars in the US.

In most of the rest of Europe you are supposed to use an acoustic coupler or rent from the PTT (for a fortune!) BUT if you fill in the form and say you have an acoustic coupler then you can get away with anything.

NUI ====

What's an NUI I hear from the yanks! Well an NUI is a Numeric Identifier which identifies you to the packet network (similar I believe to an ITT Worldcom number). This means everyone has to have an account with the carrier--no reverse /z9ging over here. This drastically reduces the number of people who use a packet-only host, but also drastically reduces the number of hackers.

Of course, as you travel around Europe or even around England you need different NUI's so you either dial internationally into your own carrier node or subscribe in a dozen or so countries. Each account has an initial set up cost and an associated monthly fee as well as a fee for usage based on online time or the number of characters sent or received. In most countries you have to provide a local address in order to subscribe, or you can only get a guest account which can take up to a month to set up, by which time you've already left!

Character sets =====

Apart from the language barriers--often dealt with by using English--in Europe we can't agree on either character sets or keyboards. Across Europe we have various accents on different letters and different symbols for money. So, if I use the character "#" it comes outP)s a pound sign on my screen, and this "\$" is dollars, but I can only guess how it shows on your screens.

Currency =====

Having different currencies makes paying for services difficult. If I see a price on a system in Deutsche marks it is relatively difficult for me to convince the host that I will pay them. Each time I pay, I have to go and buy an international money order in their currency at the current rate of exchange and then post it to them. Very few hosts take credit card numbers; we are a long way behind the US in the adoption of plastic money.

Green Conferences =====

Given the difficulty of communicating internationally, most people like to subscribe to a host in their own country. So in GreenNet we have bulletin boards (not conferences yet

unfortunately) on GEO1 in Germany, GEO2 in England, and now on UNISON in the U.S. (which does provide excellent conferencing facilities). All of these arrangements are autonomous of course, and I have started (in the last month) porting the *relevant* information from system to system.

Reaching the right people
=====

Of course, all these problems just make the uptake by the people who we feel should be using CC that much slower. Confusion around the above problems is added to all the things mentioned in the "Resistance to CC" article in last month's Netweaver (Volume 2, Number 3) and compounded by the lack of a good CC host in all European countries but Sweden. This means that the number of CC users can almost be counted on one hand.

Part of my work has been trying to guide people working within environmental groups through this maze. It is as much a lesson in human communication as a lesson in computer communication. I wish anyone else trying the same thing good luck.

Author's note: I am a freelance communications consultant working out of London, England. I split my time about equally between paying and non-paying (non-profit) clients. I work with the use of communications technology (CC, e-mail, and database) in a variety of situations. At present I am among other things working with the marketing of GeoNet and the integration of non-profit groups into this service. I have my own company: Planet-Tree Communications Ltd. and can be contacted on GEO1, GEO2, UNISON or DELPHI in all cases as "MITRA" or by phone at +44-1-267-0188.

C1366 CC172 The Networking Institute (TNI/STAN,265) 4/ 5/86 5:05 PM L:175

Gq&4881[&hPThe Networking Institute (TNI/STAN,265) 4/ 5/86 5:12 PM L:131

KEYS:/NETWEAVER V2 N4/NON-PROFIT NETWORKS CLUSTER SUMMARY/

12 (of 17) ENA EDITOR Apr. 3, 1986 at 1:18 MT (5633 characters)

ENA NETWEAVER Volume 2, Number 4, Article 12 (April 1, 1986)

NON-PROFIT NETWORKS
Cluster Summary
by Stan Pokras

Quoting our cluster's founder David Lochhead: "This cluster exists for the purpose of discussing the use of electronic

networking in non-profit organizations: Voluntary Agencies, Social Action Coalitions, Churches--organizations that do not quite fit the standard needs of Educational, Business or Governmental institutions."

The three main questions which have been given thought during the last few months are:

- * Does the the cost of electronic communication constitute the primary block to its use by non-profits?
- * What routes have groups taken to get into CC?
- * Who gets "left out" when some organizations begin to use computerized communications?

Addressing the first question, Tom Sherman, who provides technical assistance in fund raising for non-profit organizations, mentioned that he found some foundations to be more aware of the potential of computer communications than many of the ORGANIZATIONS he has worked with.

David Lochhead, who is a leader among his associates in the United Church of Canada's use of conferencing, stated that

"...organizations which are frustrated with the need to communicate by long distance telephone may be MORE open to the promise of electronic networks than are groups who can do most of their business by local phone calls."

Early on in the discussion David summed up an important set of attitudes that organizations have towards the costs of electronic networking:

"...even the small non-profits, unless they are an emerging ad hoc group, have [some] budget. Their problem lies in perceiving their communications needs in the light of available technology.

"Perhaps we need to distinguish small, medium and large as far as relevant sizes go. For the small, the problem is likely to be that, although they can see possible advantages from conferencing, the price tag is likely to be higher than they think they should spend on communications. The large organization is likely to use electronic mail while conferencing is seen as a plaything, a way for enthusiasts to waste their time. It is the mid-sized organization--large enough to have a bit of budget for "experimenting" and small enough to see the benefit of an ongoing exchange

of ideas--that I hunch is the best candidate for computer conferencing."

It is clear that funding is a complex problem, in fact it was interlinked in our messages with the second issue: "What routes have non-profits taken to get into conferencing?" This topic has produced at least one interesting point of view. Tom and David both agreed that many non-profit organizations have not found their way into a useful relationship with the computer. David however, offered an example which shows that for some groups, the need for advanced communications might move them into conferencing BEFORE they begin buying equipment for other purposes.

"I know of some organizations that are MORE open to electronic networking in particular than they are to computers in general. I am thinking of one national social action coalition I know who may be quite slow in seeing the computer as an office machine but who can see definite promise in computer communications. The solution for this group, it seems to me, will be the purchase of Model 100s for their regional officers before they get around to the computerization of their office systems.

"That, in fact, is what has happened in the national office of our church. The internal politics of our "vatican" has led to paralysis in the acquisition of new computer hardware. Along with that, the telephone system in the building will not support communicating computers adequately. The result: the only national officers who are communicating online are those with access to the few Model 100s that are in the building."

The third issue of who gets "left out" when non-profits begin to connect electronically was raised by an outsider to the conversation. I ported in a remark from one of the Apple Network Grant recipients who mentioned the fact that only five of thirteen organizations that had been closely working together were funded with computer equipment by Apple. The possibility that those left out of this grant would be left behind, seemed real enough. The author of this comment, Chris White from the Oregon Child and Youth Network, left the discussion wide open. Several of us have jumped into the gap beginning with George For, who suggests that conferencing combined with printed materials can overcome potential feelings of exclusion by other members of a natural group.

In support for George's theme, I brought up the Action Linkage correspondence groups (which communicate via distribution of hard copy messages among members) that I've been working with for several years. These have effectively served as slow but

sure conferencing systems... but the discussion is far from complete.

Computers seem so slick and all-powerful that it may take non-profit groups a while longer to discover appropriate uses for them. (And to discover our amazing and all-powerful medium... Oh, did I say that?)

Our cluster extends an open invitation to people with examples or ideas for creative uses of conferencing by non-profits. There is a lot yet to be discovered!

C1366 CC173 The Networking Institute (TNI/STAN,265) 4/ 5/86 5:12 PM L:131

C1366 CC175 The Networking Institute (TNI/STAN,265) 4/ 5/86 5:18 PM L:54

KEYS:/NETWEAVER V2 N4/SPECIAL ANNOUNCEMENT: THE SHRUNKEN GLOBE/

14 (of 17) ENA EDITOR Apr. 3, 1986 at 1:19 MT (1585 characters)

ENA NETWEAVER Volume 2, Number 4, Article 14 (April 1, 1986)

SPECIAL ANNOUNCEMENT: The Shrunken Globe

A CompuServe real-time Conference about International Telecommunications:

1. Why international telecommunications is relatively scattered and difficult now;
2. The future of international telecomm technology; The effects of this future on individual people and on nations.

SATURDAY, APRIL 5, 1986

1 PM - 5 PM (Pacific Standard Time)

4 PM - 8 PM (Eastern Standard Time)

Agenda:

1:15 PM PST Alan Clapp, organizer of a World Teleport in Vancouver, on Teleports.

1:30 PM PST Joel Schatz, who linked Russian and American scientists via computer network, on Teleports and on Computer Networking and the Cold War.

2:30 PM PST Takeshi Utsumi, on global simulations of peace and war through international computer

conferencing.

3:15 PM PST Michael Kleeman on ISDN--the new scheme to link telephone company systems around the world, for running video, voice, and data through the phone lines worldwide.

4:00 PM PST Izumi Aizu, on using international computer conferencing to save the Ikego Forest in Japan.

Your hosts: Art Kleiner, Whole Earth Forum, and Gerri Sinclair, international telecomm bricoleur
(based in Vancouver)

Conference sponsor: Alan Clapp, director, the Space Station Project (World Teleport and exhibit hall), Douglass College, Vancouver.

Type GO WEC on CompuServe to get to the Conference!

C1366 CC175 The Networking Institute (TNI/STAN,265) 4/ 5/86 5:18
PM L:54

C1366 CC176 The Networking Institute (TNI/STAN,265) 4/ 5/86 5:20
PM L:63

KEYS:/NETWEAVER V2 N4/ENA MEMBERSHIP FORM/

15 (of 17) ENA EDITOR Apr. 3, 1986 at 1:19 MT (1790 characters)

MEMBERSHIP FORM

On April 14, 1985, at the closing of
The First Intersystem Electronic Networking Symposium,
a new organization came into being:
the Electronic Networking Association.

The purpose of this association is
to promote electronic networking in ways that

ENRICH individuals
ENHANCE organizations
and BUILD global communities.

You are invited to become a member for just \$50,
a calendar year's dues.

Please complete (download) the form below and mail to:
Ed Yarrish, Treasurer
Electronic Networking Association
c/o Executive Technology Associates, Inc.
2744 Washington Street
Allentown, PA 18104

Enclose a check or money order made payable to the Electronic

Networking Association.

Be sure to include your network affiliations and on-line addresses so that you can be informed of the location of NETWEAVER and ENA activities on _your_ system.

EN A Membership Form

NAME: -----

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ADDRESS: -----

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AND -----
BULLETIN -----
BOARDS -----
(INCLUDE -----
IDS, IF -----
NECESSARY) -----

Amount Enclosed: _____ (\$50)

Net or BBS where you received this form: -----

Welcome!

C1366 CC176 The Networking Institute (TNI/STAN,265) 4/ 5/86 5:20
PM L:63

C1366 CC177 The Networking Institute (TNI/STAN,265) 4/ 5/86 5:21
PM L:10
KEYS:/NETWEAVER V2 N4/A MESSAGE FROM YOUR PORTER/

16 (of 17) ENA EDITOR Apr. 3, 1986 at 1:19 MT (271 characters)

A MESSAGE FROM YOUR PORTER

This is a place for each porter to put a message to the folks on *your* system letting them know where to find an ENA application, the other issues of NETWEAVER, ENA discussions, and whatever else *you'd* like to tell them!

C1366 CC177 The Networking Institute (TNI/STAN,265) 4/ 5/86 5:21
PM L:10

C1366 CC178 The Networking Institute (TNI/STAN,265) 4/ 5/86 5:23
PM L:20
KEYS:/NETWEAVER V2 N4/NETWEAVER TALK/

17 (of 17) ENA EDITOR Apr. 3, 1986 at 1:20 MT (626 characters)

NETWEAVER TALK

We're hoping this will be an *interactive* as well as intersystem newsletter! So please feel free to comment on articles, add your own thoughts, and make suggestions for future issues. We'd be particularly interested in hearing about things *you* do with computer conferencing and your ideas about problems and opportunities in the medium.

And remember! We are always looking for writers for NETWEAVER. The deadline for the next issue is April 15th. Let us know what *you* would like to write about.

ENJOY!

- The NETWEAVER Staff

C1366 CC178 The Networking Institute (TNI/STAN,265) 4/ 5/86 5:23
PM L:20

Women & Computers

Announcing a bold new publication for every woman using computer technology...

1990-91 Editorial Calendar

DECEMBER • Computer Anxiety
Career Spotlight: Art, Design, Graphics

JANUARY • Women in Information Systems
Career Spotlight: Banking, Finance, & Retail

FEBRUARY • Black Women and Technology
Career Spotlight: Health Professionals

MARCH • History of Women & Technology
Career Spotlight: Marketing & Advertisement

APRIL • Metaphorical & Electronic Networking
Career Spotlight: Communications & the Media

MAY • Women, Technology & the 21st Century
Career Spotlight: Aerospace, Music

JUNE • Mother's Role in Computer Education
Career Spotlight: Education

JULY • Computers & Entrepreneurial Women
Career Spotlight: Manufacturing, Entrepreneurs

AUGUST • Computer Education for Women
Career Spotlight: Legal professions

SEPTEMBER • Feminism and Computers
Career Spotlight: Human Services

OCTOBER • Right Brain Versus Left Brain
Career Spotlight: Engineering, Science, Math

NOVEMBER • The Gender Gap & Technology

Career Spotlight: Data Processing

DECEMBER • International Views
Career Spotlight: Publishing, Authors

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SEXUAL Harassment IN YOUR WORKPLACE:

YOUR LEGAL RIGHTS

Most American women in the workforce are sexually harassed at some point in their work lives. Sexual harassment is so common that most women accept it as part of a day's work. However, it is a form of sex discrimination. And it is illegal.

What Is Sexual Harassment?

Sexual harassment is offensive, unwelcome sexual attention in the workplace. It may be pressure for dates or sexual favors, suggestive gestures or remarks, touching, or even actual or attempted rape or assault.

Sexual Harassment Is Against the Law

Title VII of the Civil Rights Act of 1964 prohibits employment discrimination on the basis of sex, including sexual harassment. Unwelcome sexual attention is legally considered sexual harassment when you lose your job or a promotion because you didn't submit to the harassment. If you submitted to the harassment because you feared losing your job or other benefits, you may still have a sexual harassment claim. The crucial factor is that the advances were unwelcome. Also, if the harassment makes the workplace hostile, offensive, or intimidating, that is illegal. You do not have to lose a tangible economic benefit, such as a promotion or a job, to bring a charge.

Employers are responsible for maintaining a harassment-free workplace. An employer may be held responsible for harassment by supervisors, co-workers, or even non-employees if the employer knew—or should have known—about the harassment. Employers can take positive steps to prevent harassment by providing educational programs and issuing strong policies against sexual harassment.

Although most sexual harassment claims are brought using Title VII, you may also be able to make a claim under state and local anti-discrimination laws or based on tort, contract, negligence, criminal, or constitutional theories.

What Should I Do If I Have Been Sexually Harassed?

If you feel you are being sexually harassed, there are several steps you can take.

- Clearly communicate to the harasser that the attention is unwanted.
- Keep a written record of what happened, including when it happened, how you responded, whether there were witnesses, and whom you told. Try to make the record while it is fresh in your mind. Keep the records at home, not at work.
- Talk to other employees if you suspect that they too have been harassed. Talking to co-workers lets them know what is happening and that you are upset about it.
- Report the harassment to your supervisor and ask that it be stopped. If your supervisor is the harasser, report it to your supervisor's boss. If the harasser is the head of the company and has no supervisor, it is still important to request that the harassment stop, but you may need to take your complaint to outside agencies.
- If your company has an internal complaint system or if you are represented by a union, file a formal complaint. Otherwise, talk to the personnel department and anyone else responsible for the well-being of employees.

If you have taken these steps and the harassment has not stopped, you may want to file a charge under Title VII, a lawsuit, or both. Under Title VII, the first step is to file an administrative charge with the Equal Employment Opportunity Commission (a federal agency that enforces anti-discrimination laws) or your local human rights office. Most charges must be filed within 180 days of the alleged discrimination. If you wait too long, you could lose your right to file a charge.

If you cannot resolve the situation through the administrative process, you may be able to file a lawsuit under Title VII. Your local Equal Employment Opportunity Commission (EEOC) or human rights office can help you explore your options. You may also call the national EEOC office toll free at 1-(800) USA-EEOC. Consult a lawyer if you are considering going to court.

For more detailed information, write for *Sex Discrimination in the Workplace: A Legal Handbook*, available for \$7.95 from the Women's Legal Defense Fund. For information on resources in your area, contact a local women's rights organization.

Women's Legal Defense Fund
2000 P Street, NW Suite 400
Washington, DC 20036
202/887-0364

Women's Legal Defense Fund
2000 P Street, NW Suite 400
Washington, DC 20036

PLEASE POST

About the Women's Legal Defense Fund

Since 1971 the Women's Legal Defense Fund has been a leading force in the drive to achieve equality for women throughout the United States. To help women become full and equal participants in their public and private lives, WLDF advocates public policies that focus on work and family concerns. We provide technical assistance to activists and policy-makers. We participate in targeted litigation to challenge gender bias. We reach out to communities to develop leadership and strengthen grassroots constituencies. And we educate the public about the human and social costs of gender discrimination.

The WLDF agenda includes such critical issues as family and medical leave, affirmative action, sexual harassment, wage discrimination, reproductive freedom, child support, and domestic violence. Underlying all of WLDF's work is a commitment to seek remedies for the problems experienced by poor women and women of color.

The Women's Legal Defense Fund is a non-profit organization supported by individual members, foundations, corporations, and labor organizations.



MATH SCIENCE NETWORK

Math/Science Resource Center
2727 College Avenue
Berkeley, California 94705
(415) 841-MATH

MEMBERSHIP FORM

- New Member
- Renewal
- Current Life Member
- Contribution

Yes, I want to support the increased participation of girls and women in math, science, and technology. Please enroll me in the following membership category:

- Regular (\$25)
- Supporting (\$35)
- Sponsor (\$50)
- Life Member (\$250)
- Student - limited income (\$5)
- Educational Institution (\$50)
- Business or Industry (\$100)

Name _____

Address _____

City/State/Zip _____

Day Phone () _____ Evening Phone () _____

Occupation _____

Employer _____ City _____

Please send gift memberships in my name to:

Name _____ Name _____

Address _____ Address _____

City/State/Zip _____ City/State/Zip _____

- | | | | | | |
|-------------------------------------|----------------------------------|----------------------------------|-------------------------------------|----------------------------------|----------------------------------|
| <input type="checkbox"/> Regular | <input type="checkbox"/> Sponsor | <input type="checkbox"/> Student | <input type="checkbox"/> Regular | <input type="checkbox"/> Sponsor | <input type="checkbox"/> Student |
| <input type="checkbox"/> Supporting | <input type="checkbox"/> Life | | <input type="checkbox"/> Supporting | <input type="checkbox"/> Life | |

- ___ Regular Memberships @ \$25 \$ _____
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- ___ Sponsors @ \$50 \$ _____
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- ___ Business or Industry @ \$100 \$ _____
- ___ Additional contribution \$ _____

TOTAL ENCLOSED \$ _____

Memberships and contributions are tax-deductible. Make checks payable to the Math/Science Network. Mail to Math/Science Network, 2727 College Avenue, Berkeley, CA 94705.

Members receive the *Broadcast* (the Network's quarterly newsletter), announcements of Network activities and projects, and a 10% discount on publications and videos sold by the Network. **New Life Members** also receive a free copy of *Evaluation Counts* by Network members Barbara Gross Davis and Sheila Humphreys.



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___ Regular Memberships @ \$25	\$ _____
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___ Business or Industry @ \$100	\$ _____
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FACTORS AFFECTING THE PARTICIPATION OF GIRLS IN MATH: HINTS FOR EDUCATORS AND PARENTS

Adult

In the article, "Math and Career Achievement: A Psychological Model for Decision-making," Jacquelyne Eccles of the University of Michigan describes factors that explain why the number of girls and boys enrolled in mathematics courses differ. Basically, there are three factors that determine if a student will enroll in mathematics:

- **How difficult math is perceived to be by the student**

Girls feel that math is more difficult than boys do.

- **Self concept of math ability**

Girls have a less positive self-concept of ability in mathematics.

- **Beliefs about the value of math**

Girls see math as less valuable than do boys.

These factors and beliefs of students are influenced by parents, school, peers, and teachers in the following ways:

1. Parents strongly affect children's perception of math difficulty.

2. Parents strongly affect children's need for achievement...and the educational level of the parents does not make much difference in instilling this need for achievement.

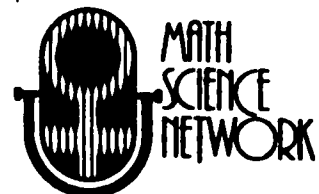
3. Mothers thought that math was difficult for daughters, regardless of the girls' performance.

4. Boys' decisions about taking math courses depended upon their success in past math courses. Girls used such objective feedback less clearly. Girls who were talented in math often saw themselves as untalented despite their good grades.

The most significant predictor of whether a student took more math was whether they thought it would be useful in their expected career choice. Since girls have several life goals--career, family, nurturing--they often do not see math and science as useful disciplines. Also, girls select their future career from a narrow range of occupations.

(Source: "Math and Career Achievement: A Psychological Model for Decision-making", The Research News: Bringing Women To Science, University of Michigan, Sept.-Oct. 1982; pp. 18-22.)

JMW EYH 1987

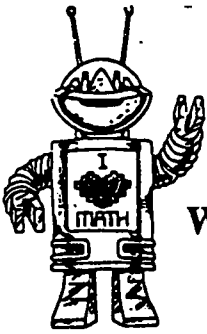


**DO YOU DREAM OF
YOUR DAUGHTER BECOMING
A SCIENTIST?**

The Math/Science Network can help that dream come true.

- **Send your daughter to an Expanding Your Horizons in Science and Mathematics (EYH) conference in your community so she can meet women role models and learn about careers.**
- **Help plan an EYH conference in your community so your daughter and other girls are encouraged to take math and science courses and learn about careers.**
- **Join the Math/Science Network so you can support our efforts to increase the number of women and minorities in science.**

For further information, contact the Math/Science Network, 2727 College Ave., Berkeley, CA 94705; (415) 841-MATH.



WHAT PARENTS CAN DO TO ENCOURAGE DAUGHTERS IN MATHEMATICS AND SCIENCE

- Daughters may display limited aspirations based on the sex role stereotypes they have learned. Do not be discouraged. Take positive, affirmative steps to see that your daughter has experiences which Expand her Horizons.
- Help your daughter learn how to set goals for herself, such as her course of study and career aspirations.
- Support your daughter's interest in a variety of learning activities including her mathematics courses.
- Display a positive attitude and expectations for your daughter and be realistic about your daughter's performance in mathematics and science. When mothers think that math is hard for their daughters, regardless of previous performance, daughters respond by thinking that math is difficult.
- Take responsibility for providing career counseling for your daughter. Do not assume that the school will do all of it. Statistics indicate that most women will work outside the home for 20 years if they marry and 35 years if they don't.
- If you are a homemaking mother, let your daughter know that homemaking was your own choice, but that it may not be realistic for her.
- Arrange for your daughter to meet women in careers related to math, science, and computers. A variety of female role models helps to expand the list of career options that young women feel are available to them.
- Help your daughter to develop and maintain a positive self-concept about her ability in mathematics and science and to develop competence in everyday technology such as home repair, basic car maintenance, use of tools, etc.
- Encourage your daughter's participation in community based youth groups which are career and/or science oriented.
- Take your daughter to visit museums, science centers and planetariums frequently. Offer to take her friends and their parents, too.
- Give your daughter responsibility for budgeting household expenses for one month.
- Encourage your daughter and her friends to enroll in mathematics, science and computer courses at museums and science centers, community education programs, and other community agencies.
- Encourage your daughter to volunteer at museums, hospitals, zoos, and ecology centers during summer vacation or weekends.

For further information, contact the Math/Science
Network, 2727 College Ave., Berkeley, CA 94705;
(415) 841-MATH.

Sample Mailing

BRIARPATCH OPEN OFFICE BASH

1300 Sanchez St., San Francisco, CA 94131 (415) 647-1776; 647-1775

SUNDAY, OCT 29th, 3 to 6 (AT LEAST)

YOU BRING SOME MUNCHIES
WE'LL PROVIDE SOME PUNCH !!(?)!

ALSO, HOW 'BOUT BRINGING ALONG
ANY OF YOUR BRIARPATCH BUSINESSES'
GRAPHICS (LOGOES, ADS, BROCHURES, ETC.)
TO GRACE THE WALLS OF OUR (YOUR)
WONDERFUL NEW STOREFRONT!?



HAIGHT STORE NEWS

Publication of Haight Community Food Store

Vol. 1 No. 1 • March 1978



The Food System

The Bay Area People's Food System is comprised of a number of businesses, all of which are run by the people who work there. This means that there are no private owners, managers or bosses. We work together as equals and we all participate in making the decisions that affect our lives, whether that means wages, childcare, hours or products. We also determine where the money will go after we have paid our bills and wages. Under capitalism this seldom happens — usually someone else tells us how and when to work, how much we are "worth" and where the surplus goes. Instead of going to stockholders or owners, we try to put our "profits" back into the community by helping childcare centers, starting new stores or giving money to other causes we support, like the United Farm Workers or International Hotel Tenants.

The basic outlets in the Food System are called community stores. They are open to everyone for shopping. These stores try to provide nutritious food to people at the lowest possible cost. Much of the food is supplied by other worker owned businesses (cheese, milk, grains, spices, bread, etc.). Besides selling food, we also try to provide nutritional and educational information to the people who shop in the stores. Unlike Safeway or Cala, we do not exist to make profits, rather we exist **because** other stores have this as a priority. We believe good food is a basic right of all people and are actively trying to make it so.



Dialogue

Question— Could I speak to the boss?

Store Worker— There are no bosses here.

Q— Sure, there's no boss and I'm . . . , come on — where's the boss?

S.W.— We're what's called a self-managed business. Here, there's no boss.

Q— Okay, but, umm, who's in charge, there's always some one person who makes the decisions.

S.W.— Well, we divide the work up into different areas — a couple of people do the books, a few people do maintenance and so on. General policy is decided by the whole group and individuals or work teams are assigned to carry it out.

Q— It sounds nice, but I still don't believe you. There's bosses on every job; someone takes the final responsibility, someone signs the checks, someone takes the profits.

S.W.— Signing checks is the same as other important decisions. The whole collective decides who signs checks.

Q— What about the profit?

S.W.— That's another thing that we do differently. Regular businesses are out to make a profit, right? That's their reason for being in business. Our purpose is different; our purpose is to meet a basic need. We try to keep food prices as cheap as possible and still pay adequate wages, rent and other expenses. And we hope to see the day when all basic needs are met in the same way.

Q— OK, so which guy is in charge of

S.W.— Sorry to but in, but we don't assume that a "guy" is necessarily in charge.

Q— It's just a manner of speaking.

S.W.— How you say things is important.

Q— OK, which person is in charge of your truck, it's being towed.

S.W.— Oh



Monopolies

One thing we all notice is that businesses are getting bigger; they control more money and people all over the world. It is not different, of course, in farming. The giant corporations control almost all our daily food needs. For example, the sale of wheat is dominated by just two companies. This monopoly power enables them to set prices and insure high profits. The cost of our food does not reflect the real cost to grow it and get it to our tables. The big companies play with the price to give themselves the best profits and tax breaks.

In getting their profits, corporations don't consider what is best for the countries where the food is grown. They knowingly export vital foods, even though those who grow it may be starving.

The people's food system was started by people who wanted to do something about the monopoly power of big business. The stores were an effort to give communities more control over their food supply and to cut prices. Yet, we have learned that besides growing the food, these corporations also control its distribution. Seldom can we buy direct from farmers. It is not possible to be an "alternative" that avoids big companies altogether. They control too much and have too much power over our lives.

These corporations are not content either to control the production and distribution of just one particular crop or food. They have their fingers in many other areas as well. One example is the Switzerland-based Nestle' corporation. Among its brand names are: Taster's Choice, Nescafe, Nestea, DeCaf, Quik, Crunch, Souptime, Lactogen, all Libby Stouffer products, as well as, Crosse and Blackwell's Keiller, Maggi, McVities, Crawford, James Teller and Son, Jarlsburg and Swissknight Cheeses.

Chocolate, coffee, tea, canned goods, fruits, vegetables, cheese and infant formula—besides being an example of a multinational corporation with bases and interests throughout the world, Nestle' is also the object of an international boycott. The boycott was called because of that company's brutal marketing of infant formulas in third world countries. Mothers in these countries are led to believe that bottle feeding is the modern, healthy way to feed their children, despite the fact that breast feeding is safer, cheaper and more convenient. Bottle feeding, given the conditions in which many third world women are forced to live without proper sanitation facilities or funds to

buy an adequate supply of milk, has led to documented malnourishment and even death for thousands of children. Yet, the formula companies including "Nestle", the largest, continue to promote bottle feeding through massive radio and t.v. advertising, free giveaways, through women dressed as nurses, and by providing free medical equipment to hospitals and clinics.

Although the stores used to carry Jarlsburg cheese, we don't anymore. We are concerned about the entire food process and participate in boycotts exposing the corrupt practices of companies like Nestle's. (For more info, contact INFACT, 1499 Potrero, S.F. 94110)



Cash Cropping

This commonly refers to crops like bananas, coffee, sugar, or cotton which are grown on land that could produce food for local people. Instead, the food is grown to be shipped and sold to rich countries like the United States, West Germany and Japan. The results of this practice are:

1. Food is exported from areas which need it: land is used to grow cash crops rather than food crops for local people.
2. There is less food available locally, so food prices go up and nutrition levels go down.
3. This is linked to low levels of health, particularly among infants and children.
4. Land prices rise, and formerly subsistence farms are taken over by large landowners or corporations, with government support.
5. Many people, especially youths, are forced to the cities where there are few jobs, or onto the plantations of foreign companies to work for low wages in miserable conditions.
6. Most people become poorer, have less food, a few people become richer, robbing the rest of land, jobs, and food.
7. The country itself becomes poorer and more dependent upon the rich countries that are getting both the cash crops and most of the profits from their sales.

The opposite of cash cropping is food self-reliance, where areas grow, for example, rice and beans, for themselves on their own land and not coffee and bananas for the United States.



Why Natural Foods

We all know eating is important. But does it make a difference what we eat? There is certainly a price difference. Potatoes cost 10 c a lb., potato chips \$ 1.10, frozen french fries 56 c. We pay for processing. It's hard, as a shopper, to figure out the real cost per pound of what we buy, but you can be sure that the more packaging, processing, added vitamins, and other gimmicks involved, the more we are paying.

So our community stores sell less processed, more natural foods. But is the cost the only reason? Processing not only makes many foods more expensive, it also generally destroys a lot of food value. Many vitamins and minerals are eliminated between the farm and your table, only a few of which are put back in. White flour, sugar, sweets, many canned goods, and a lot of processed foods don't give us the energy and food value we and our children need during the day.

So we sell more natural foods—with the nourishment left in and the price lower. But it isn't only what the food companies take out—it's what they put in that counts too. Do you know what BHA is, or sodium nitrate, or mono and diglycerides? The U.S. government is banning food dyes like Red No. 2 and other additives like saccharines and nitrates because they may cause cancer. There are many additives, preservatives, colorings, flavorings, and other things we don't yet know about. That's another reason why we sell and eat more natural foods.

We emphasize foods like fresh fruits and vegetables, whole grains, beans and flours, carefully raised fish and chicken, and dairy products because we can eat cheaper, **and** more healthily.

Protein

Protein is the most essential nutrient for growth, tissue repair and resisting infections. Our bodies are able to supply us with most of the building blocks of protein, called amino acids. But eight of these amino acids must come from the food we eat. The most complete protein sources (having all, or most of the eight essential amino acids) include meat and meat products, poultry, fish, dairy products and eggs. Nuts, seeds, dried beans and whole grains are less complete protein sources but when eaten in combination with each other provide adequate protein for the diet. The concept of complimenting proteins is explained more fully in Frances Moore Lappe's **Diet For A Small Planet**.

Vitamins & Minerals

Vitamins are found in a wide variety of foods. They are necessary for regulating different body processes, as well as for breaking down other nutrients into usable forms. There are many different vitamins but each performs a specific function. For instance, Vitamin A maintains healthy skin and night vision; Vitamin C helps the body resist infection; Vitamin D enables the body to use certain minerals in order to build teeth and bones; the B Vitamins help maintain good appetite, digestion and a healthy nervous system. They also help break down other nutrients. Vitamin E aids in blood clotting.

Fats

Fats supply fuel for the body after carbohydrate sources have been used up. Fats are important for maintaining healthy skin and hair and regulating body temperature. This is why, although you should watch fat intake, it should not be left out of the diet completely. However, it is good to be aware of certain foods containing "hidden fats" which should be eaten in moderation (i.e., cheese, cream, avocados, nuts and meats).

Carbohydrates

Carbohydrates contain sugar and starches which are broken down during digestion into glucose, a form of sugar used to produce energy.

Good sources of carbohydrates are fruits, dairy, dairy products, whole grains (i.e., rice, bread (whole wheat), cereal), seeds and starchy vegetables such as potatoes. Not only do these foods provide fuel for energy, but they also contain other important nutrients which the body needs, such as fiber and B Vitamins.

What Can I Do?

Try To Avoid Empty Calorie Foods

white sugar	almost no nutrients, high in calories
honey	only trace nutrients, high in calories
brown or "raw" sugar	some iron but high in calories
chocolate cake	some nutrients, very high in calories
cola	almost no nutrients, high in calories
apple pie	some nutrients, high in calories
candy	trace nutrients, high in calories

Substitute Foods — Some suggestions

bananas	Vitamins C, A, low calories
apples	some iron, low calories
almonds	protein, Vitamin B2, iron, high calories
oranges	Vitamin C, calcium, low calories
peaches	Vitamins A, C, low calories
strawberries	very high in Vitamin C, low calories
sunflower seeds	Vitamin B3, iron, calcium, high calories
blackstrap molasses	iron, potassium, Vitamin B3, medium calories
peanut butter	Vitamin B2, B3, protein, high calories



Food Stamps

The U.S. Gov. Food Stamp Program was created for people who support a big family on a small income; for people who are out of work; or for anyone who doesn't have enough money to buy food they need. It provides coupons purchased at a discount, or even free depending on the number of people in your household and your monthly income after allowable deductions. They can then be used just like money, to buy food. Almost every grocery store, supermarket, or co-op welcomes Food Stamp customers because it means more business.

In San Francisco you can apply for Food Stamps at the S.F. Dept. of Social Services, 1360 Mission Street. For information about eligibility call the S.F. Food Stamp Office, 558-5662 and if they don't answer call Food Advocates, 849-2182. For free information about the Food Stamp Program and eligibility requirements write Food Advocates Institute, 2288 Fulton Street, Berkeley, CA 94704, or San Francisco Public Housing Tenant Assn., 922-4888, Mon.—Fri., 10—4. Government programs like Food Stamps are not the answer to our food needs. But for those of us who need food now, they are important.

Childcare

We are planning a childcare area in the front of the store, complete with books, toys, pillows, rugs, and couches. Many of the people who come to shop are single parents or have families and feel it's one way we can best serve their needs while in the store to create a corner for the kids (big and little). So, with a little time and help from your donations, we can begin! Please bring them by the store or call for pickup, **626-4310**. Thank you!

Donations Requested!

We need rugs, pillows, couches, toys, books, and playthings for a children's area. Please come by the store or call for pickup.

626-4310



Delivery Service

In the fall of 1976, our collective realized that we weren't reaching one of the most important groups of people around and helping them purchase low cost, nutritious food. This group included seniors, invalids, the temporarily bed-ridden, and late pregnancy women. So, we established a twice weekly delivery service for a 25c charge each delivery if the recipients lived in the Haight neighborhood. If you qualify, or know someone who does, please call us Monday or Thursday between 1-8 p.m. at 626-4310. We have price sheets of our inventory available to individuals or groups prior to ordering if you wish. Deliveries are dropped by your home on Tuesday and Friday. Give us a ring!



Shopping Do's and Don'ts

If you follow these few suggestions, it will mean the store runs more smoothly and cleanly and we will all be happier!

DO

1. Bring bags, containers that **you will use**. We sell them also).
2. Clean up any messes you make or find. There are mops, sponges, brooms, and dustpans easily available around the store.
3. Help us keep an eye on children, older people waiting in a long line, or people shoplifting or munching a lot of food (workers pay at the end of their shifts). Mention these things to a worker or speak to the person yourself.
4. Separate food stamp and cash items.
5. Use our suggestion box!

DON'T

1. bring excess containers or bottles
2. leave messes behind you
3. pretend it will go away or that you're the only person that it affects. Accidents, inconvenience and stealing cause every body's costs to go up.
4. bring dogs or bikes into the store
5. and please, don't smoke

Now — How can we help you?

Self-Managed Food Store

workers control resources and fruits of their labor

everyone participates in decision-making

the group struggles against racism, sexism and other divisions to build solidarity, individual strength and equal participation

individual growth, skills, and sharing of resources and information are encouraged, and these contribute to the strength of the group

each worker is responsible for carrying out the work

equal pay based on need

the store tries to broaden community participation and to reflect the needs of the community

basic goal: serving the community

Corporate Structure (Safeway)

workers produce for bosses and owners

decisions are handed down from management

bosses use racism, sexism and other issues to divide workers from one another

individual growth and skills are discouraged unless they produce greater profits for the owners. information is guarded by management

bosses tell workers what to do, when to do it, how to do it, and how long to take. great differences in pay

allows no community participation and generally ignores community needs

basic goal: making profits

Support Collectives

San Francisco Common-Operating Warehouse

155 Barneveld
648-7717

Red Star Cheese

826-0900

Peoples Bakery

826-2488

Western Sunrise Herb Co.

826-2774

Turnover (magazine on food, nutrition, and related politics)

285-8817

Merry Milk

All at 3030 20th Street, San Francisco

Uprisings Bakery

2204 San Pablo Ave., Berkeley
841-7108

Earthwork (resource center on food and land issues)

1499 Potrero, San Francisco

Mon., Wed., Thurs. 12—5

Sat. 10—3

housing, medical care, safe energy, etc. Communication between groups often depends on the initiative of particular persons who recognize each other as important or "key" information-holders and organizers. Typically, such people have worked together in the past; their continued contact is based on trust, political pragmatism, and often, friendship. Regular phone contact is the most usual way such people link up to each other, though they may occasionally attend each other's meetings. Often, social circles mirror political-work circles so that a party or dinner becomes a time to catch up on the latest news. These informal ways of linking are often the backbone of more formal attempts to coalesce around a particular issue, such as the district elections or the anti-Briggs initiative.

FORMAL NETWORKS.

The abundance of informal networks is a stark contrast to the paucity of formal networks. While San Francisco houses "nodes" (chapters) of many state, national, and international networks (e.g. the Abalone Alliance, Friends of the Earth) there are few grids which systematically link the many individuals and groups within the City who are working on similar or related issues. A pressing issue -- e.g., the Briggs initiative -- will activate the informal networks and inspire new coalitions and alliances, but these tend to dissipate once the issue has been resolved.

There are, however, a few self-conscious, formal networks in the City whose existence continues beyond (or without) a single issue and which do not so strongly depend on the continued involvement of a few "key" people.

BRIARPATCH.

Briarpatch, according to coordinator Michael Phillips, is a "network of people in business who share common values." In order to be in the network, one must 1) not be in business (primarily) to make money; 2) make books and records open to the public; and 3) be willing to share resources of people and skills.

Formed in 1973, Briarpatch now has approximately 250 businesses in its net, the main bulk of which are in San Francisco. Other members are scattered throughout the Bay Area, the state, and the world.

The kinds of businesses involved seem to be primarily of the "New Age" variety -- holistic health, weaving -- although the network also encompasses such "basic" enterprises as bakeries and delis, political groups like Earthwork and Coyote, and community-service groups, such as the Haight-Ashbury Switchboard.

The primary objective of the network is economic survival in a context that maximizes cooperation and happiness. Michael emphasized that Briarpatch is not a vehicle for any person's gain, any group's politics, or any political direction. Two coordinators are funded by contributions from members and subscriptions to the Briarpatch Review. The coordinators offer marketing, accounting and other business and personal advice to a developing or shaky business. Since network members agree to share what they have, any one member has available to him/her a substantial pool of free or cheap resources.

Internal communication in Briarpatch is done through the Briarpatch Review and through mailings. Occasionally there is a need to make a decision as a network, e.g., where the Christmas party should be (a minor decision), or whether to open a storefront office (a major decision). The mechanism employed is that the coordinators select Briarpatch members at random -- five for a minor decision, 15 for a major one -- who make the decision by consensus. Spokespeople, e.g. for press purposes, are also selected at random on a rotating basis (and by consent), a procedure which seems to discourage media attention. Briarpatch members do not proselytize, reasoning that anyone who doesn't understand the benefits of networking as they do doesn't belong in Briarpatch. Neither does Briarpatch seek publicity, feeling that those who are interested will find it.

Michael stated that the network is operating "excellently". He feels that the vitality of the network can be maintained through "more infrastructure", meaning more day-to-day social interaction, more sense of community. This might mean a skills-sharing weekend for members at the Zen Center (a Briarpatch member) with plenty of time left open for people to talk and play.

The interview with Michael concluded with his perception that, to date, Briarpatch has faced no external threat to its existence. He intimated that if such a threat came, the skills, resources, and relationships that Briarpatch members have developed might prove crucial not only economically but to their physical survival as well.

3

Rather than a detailed (or quantitative) account of the interviews, we have chosen to synthesize them and present them in narrative form, as comments toward beginning to describe the 'state of the art' of networking in San Francisco.

WHAT IS A NETWORK?

"There is absolutely no networking going on in San Francisco," commented Gary Warne of the San Francisco Suicide Club (and formerly of Communiversity). Yet, nineteen of 22 groups responded positively when asked if they are in a network; another thirteen said further that their network was connected to other networks. However, often as not, an interviewee wanted to know what a network WAS before s/he answered yes or no to being in one. Clearly, there is some difference of perception as to what constitutes a network.

In one definition, the term "network" describes the relationships between formal and informal groups, particularly at a grass-roots level. It is also commonly understood to mean simple informal associations between individuals as well as groups. Key to the concept of a network is that there is no center or "prime controller" and no single objective. The network partners sustain and coordinate themselves.

Informal networks accomplish information transfer in a haphazard, though often effective, fashion. Typically, such a network depends on the happenstance of time and place, as well as on individual initiative. In essence, an informal network is a grapevine.

Formal networks, on the other hand, regularize the flow of information from person-to-person or group-to-group via meetings, phone calls, newsletters, etc. Sometimes an individual is designated to be a liaison to other members in the network. A formal network can also synchronize action, often in response to a particular issue or event.

A network is distinguished from a coalition by the fact that a coalition sets common policy and develops coordination and accountability mechanisms. In addition, a coalition connotes a diversity of interests and beliefs among groups that have come together to pursue one specific objective. A good coalition is well-networked -- that is, information is transferred rapidly and effectively to all the groups which are part of it and further, to all the

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The area of the most intense concentration of all kinds of social, economic and political interaction in San Francisco is the Mission. Besides housing a settled and an immigrant Hispanic community, the neighborhood attracts low-income people of all colors and ages who are seeking relief from high rents in other parts of the City. A strong sense of community accounts in part for the stability of the neighborhood.

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Today, when times are relatively peaceful and the left seems to have moved into a state of skepticism about just how (or whether) the movement should move, organizations' reasons for making connections are often more practical than political. Funding, for example, is a common and particularly pressing reason for networking. And it works - a coalition of local groups can indeed form a formidable force in the eyes of the funding sources.

Such action-taking coalitions, whether around funding or some other issue, are often temporary. However, there now seems to be a great deal of interest in making longer-term connections for a variety of reasons. The Open Network in Denver, for example, provides a means for people with similar interests to find each other. The Open Network is just one of many skills-exchange or interest-matching services which are institutionalizing the grassroots activity of networking.

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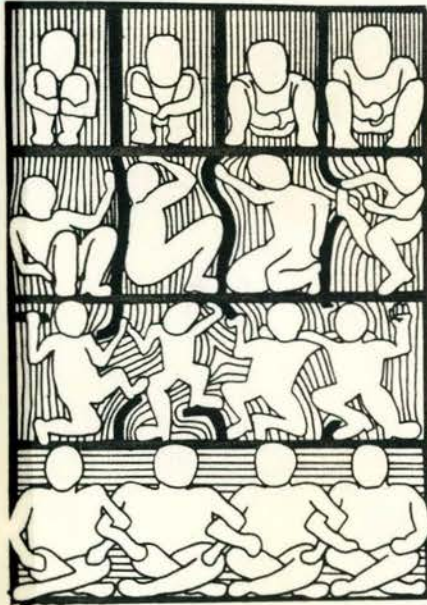
CONCLUSION.

The sheer volume of interaction among individuals and groups in San Francisco is impressive. Whether in terms of seeking fun and friends, economic survival, or political power, many people in San Francisco devote themselves energetically and enthusiastically to improving the quality of life and bringing about social change.

The most striking similarity among all the groups interviewed -- even the most traditionally organized -- was a stated antipathy toward hierarchical structures. Many groups organize themselves as collectives; others have regular avenues to encourage input and participation from workers and community people. An often-expressed sentiment was that no boss or "central committee" should be permitted to usurp decision-making powers or monopolize access to information.

Many interviewees equated "hierarchy" with "centralization," an equation that reflects a widespread revulsion against the bureaucratic and authoritarian social orders that dominate the world today. It is clear, however, that the art of non-hierarchical organization needs further development and that decentralization must not degenerate into a fetish that precludes effectiveness or simple coordination.

The networks that have sprung up are the expression of the impulse toward non-hierarchical forms of organization. Networking offers a means to connect and act in concert with wide circles of like-minded people in a democratic fashion. A self-conscious development of the networking model could enrich this participatory ethic, increase its effectiveness, and sharpen our vision of a transformed society.



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Thanks to:

Briarpatch
 Potrero Hill Neighborhood House
 S.F. Common Operating Warehouse
 Haight Community Food Store
 Earthwork
 Glide Foundation/Church
 La Raza Silkscreen
 People's Law School
 Pride Foundation/Gay Community Ctr.
 The Meat Market
 People Against Nuclear Power
 Catholic Social Services
 Mission Neighborhood Health Center
 Catholic Social Services/Mission Office
 People's Cultural Center
 Women's Centers
 KP00 Radio
 Fort Mason Foundation
 Environmental Action Clearinghouse
 S.F. Suicide Club
 S.F. Information Clearinghouse
 Far West Laboratory for Educational
 Research and Development
 West Bay Health Systems Agency

Michael Phillips
 Ruth Pasen
 Meredith Bergeson
 Matundo Matahini
 Paul Kivel
 Lloyd Wake
 Linda Lucero
 Scott Weaver
 Paul Hardman
 Julie
 Randy Bernard
 Pat Christensen
 Marina Perez
 Chela Hoyos
 Jeff Corr
 Roma Guy
 Terry Collins
 Mark Kaskie
 Julie Verstig
 Gary Warne
 Calvin
 Anne Sarmento
 Andrew Sun

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 selected community-based organizations
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May, 1979

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NETWORKING IN SAN FRANCISCO.

Between June and December of 1973, Village Design conducted a study of information-sharing and networking in San Francisco. Twenty-three groups and individuals, most of whom provide 'alternative' services of some type, were interviewed.

As a Berkeley-based group, Village Design had the advantages and disadvantages of an "outsider's" perspective. Most of us have lived in the Bay Area for many years and are somewhat familiar with who's-who and who-does-what-where in San Francisco. However, we are not intimately involved in the day-to-day life of the City. Our study, therefore, reflects an image which surfaced in a particular journey through the social labyrinths of San Francisco.

STARTING POINT, PARAMETERS.

The limitations of our time and resources (and interests) required that we draw political and geographical boundaries around our inquiry. It might have been useful, for example, to investigate the formal and informal mechanisms by which realtors in San Francisco "network" -- share information and take collective action. However, our interests centered on people at the other end of the power spectrum. In fact, our primary purpose was to look at networking as a mechanism by which powerless and alienated people move toward political power and community. We hoped to gain a better understanding of how informal and formal modes of networking help or hinder that process.

As might be expected, many of the groups and individuals providing 'alternative' services are located in the less affluent neighborhoods of San Francisco. Our interviews took us to the Mission, the Haight, Potrero Hill, Noe Valley and the Tenderloin. We wished to interview people engaged in a fairly broad spectrum of community activity, including services, businesses, and political organizing. Our questions focused on 1) the group's ~~genesis and structure~~ (internal information flow and decision-making); 2) what the group does and what it hopes to accomplish in the short and long term; and 3) how it relates to and works with other individuals and groups in the City.

SAMPLE

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Rather than a detailed (or quantitative) account of the interviews, we have chosen to synthesize them and present them in narrative form, as comments toward beginning to describe the 'state of the art' of networking in San Francisco.

WHAT IS A NETWORK?

"There is absolutely no networking going on in San Francisco," commented Gary Warne of the San Francisco Suicide Club (and formerly of Communiversity). Yet, nineteen of 22 groups responded positively when asked if they are in a network; another thirteen said further that their network was connected to other networks. However, often as not, an interviewee wanted to know what a network WAS before s/he answered yes or no to being in one. Clearly, there is some difference of perception as to what constitutes a network.

In one definition, the term "network" describes the relationships between formal and informal groups, particularly at a grass-roots level. It is also commonly understood to mean simple informal associations between individuals as well as groups. Key to the concept of a network is that there is no center or "prime controller" and no single objective. The network partners sustain and coordinate themselves.

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Formal networks, on the other hand, regularize the flow of information from person-to-person or group-to-group via meetings, phone calls, newsletters, etc. Sometimes an individual is designated to be a liaison to other members in the network. A formal network can also synchronize action, often in response to a particular issue or event.

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housing, medical care, safe energy, etc. Communication between groups often depends on the initiative of particular persons who recognize each other as important or "key" information-holders and organizers. Typically, such people have worked together in the past; their continued contact is based on trust, political pragmatism, and often, friendship. Regular phone contact is the most usual way such people link up to each other, though they may occasionally attend each other's meetings. Often, social circles mirror political-work circles so that a party or dinner becomes a time to catch up on the latest news. These informal ways of linking are often the backbone of more formal attempts to coalesce around a particular issue, such as the district elections or the anti-Briggs initiative.

FORMAL NETWORKS.

The abundance of informal networks is a stark contrast to the paucity of formal networks. While San Francisco houses "nodes" (chapters) of many state, national, and international networks (e.g the Abalone Alliance, Friends of the Earth) there are few grids which systematically link the many individuals and groups within the City who are working on similar or related issues. A pressing issue -- e.g., the Briggs initiative -- will activate the informal networks and inspire new coalitions and alliances, but these tend to dissipate once the issue has been resolved.

There are, however, a few self-conscious, formal networks in the City whose existence continues beyond (or without) a single issue and which do not so strongly depend on the continued involvement of a few "key" people.

BRIARPATCH.

Briarpatch, according to coordinator Michael Phillips, is a "network of people in business who share common values." In order to be in the network, one must 1) not be in business (primarily) to make money; 2) make books and records open to the public; and 3) be willing to share resources of people and skills.

Formed in 1973, Briarpatch now has approximately 250 businesses in its net, the main bulk of which are in San Francisco. Other members are scattered throughout the Bay Area, the state, and the world.

The kinds of businesses involved seem to be primarily of the "New Age" variety -- holistic health, weaving -- although the network also encompasses such "basic" enterprises as bakeries and delis, political groups like Earthwork and Coyote, and community-service groups, such as the Haight-Ashbury Switchboard.

The primary objective of the network is economic survival in a context that maximizes cooperation and happiness. Michael emphasized that Briarpatch is not a vehicle for any person's gain, any group's politics, or any political direction. Two coordinators are funded by contributions from members and subscriptions to the Briarpatch Review. The coordinators offer marketing, accounting and other business and personal advice to a developing or shaky business. Since network members agree to share what they have, any one member has available to him/her a substantial pool of free or cheap resources.

Internal communication in Briarpatch is done through the Briarpatch Review and through mailings. Occasionally there is a need to make a decision as a network, e.g., where the Christmas party should be (a minor decision), or whether to open a storefront office (a major decision). The mechanism employed is that the coordinators select Briarpatch members at random -- five for a minor decision, 15 for a major one -- who make the decision by consensus. Spokespeople, e.g. for press purposes, are also selected at random on a rotating basis (and by consent), a procedure which seems to discourage media attention. Briarpatch members do not proselytize, reasoning that anyone who doesn't understand the benefits of networking as they do doesn't belong in Briarpatch. Neither does Briarpatch seek publicity, feeling that those who are interested will find it.

Michael stated that the network is operating "excellently". He feels that the vitality of the network can be maintained through "more infrastructure", meaning more day-to-day social interaction, more sense of community. This might mean a skills-sharing weekend for members at the Zen Center (a Briarpatch member) with plenty of time left open for people to talk and play.

The interview with Michael concluded with his perception that, to date, Briarpatch has faced no external threat to its existence. He intimated that if such a threat came, the skills, resources, and relationships that Briarpatch members have developed might prove crucial not only economically but to their physical survival as well.

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 S.F. Common Operating Warehouse
 Haight Community Food Store
 Earthwork
 Glide Foundation/Church
 La Raza Silkscreen
 People's Law School
 Pride Foundation/Gay Community Ctr.
 The Meat Market
 People Against Nuclear Power
 Catholic Social Services
 Mission Neighborhood Health Center
 Catholic Social Services/Mission Office
 People's Cultural Center
 Women's Centers
 KP00 Radio
 Fort Mason Foundation
 Environmental Action Clearinghouse
 S.F. Suicide Club
 S.F. Information Clearinghouse
 Far West Laboratory for Educational
 Research and Development
 West Bay Health Systems Agency

Michael Phillips
 Ruth Pasen
 Meredith Bergeson
 Matundo Matahini
 Paul Kivel
 Lloyd Wake
 Linda Lucero
 Scott Weaver
 Paul Hardman
 Julie
 Randy Bernard
 Pat Christensen
 Marina Perez
 Chela Hoyos
 Jeff Corr
 Roma Guy
 Terry Collins
 Mark Kaskie
 Julie Verstig
 Gary Warne
 Calvin

Anne Sarmento
 Andrew Sun

"Networking," (making connections) is an activity which today is being consciously discussed and intentionally practiced by community-based organizations and people and groups interested in social change. "Networkers" believe that making and maintaining connections among peers can help people find and attain mutual goals, and that real power can develop from a network's organizational base.

Much networking is carried out by professionals (staff, paid or unpaid) from nonprofit organizations and takes place at conferences and meetings. As always, loose coalitions around current issues form and fade but, increasingly, more permanent links seem to be forming between the most active (and longest-term) workers.

What today is called networking is somehow reminiscent of connection-making among the counterculture of the 60's. Then, travellers could usually come to a new town and find a place to crash, a friend, a ride, etc. During the anti-war movement, informal networks were vital elements in both political organizing and in the "underground railroad" of people harboring draft dodgers and helping them out of the country.

Today, when times are relatively peaceful and the left seems to have moved into a state of skepticism about just how (or whether) the movement should move, organizations' reasons for making connections are often more practical than political. Funding, for example, is a common and particularly pressing reason for networking. And it works - a coalition of local groups can indeed form a formidable force in the eyes of the funding sources.

Such action-taking coalitions, whether around funding or some other issue, are often temporary. However, there now seems to be a great deal of interest in making longer-term connections for a variety of reasons. The Open Network in Denver, for example, provides a means for people with similar interests to find each other. The Open Network is just one of many skills-exchange or interest-matching services which are institutionalizing the grassroots activity of networking.

As discussed in theory, networking is held to be an activity which can actually change society, not just give a sense of 'community' within an unalterable social/bureaucratic framework. In practice, the phenomenon of networking seems to have had only intermittent short-term results.

Between June and December of 1978, Village Design conducted a study of information-sharing and networking in San Francisco. Twenty-three groups and individuals, most of whom provide 'alternative' services of some type, were interviewed.

As a Berkeley-based group, Village Design had the advantages and disadvantages of an "outsider's" perspective. Most of us have lived in the Bay Area for many years and are somewhat familiar with who's-who and who-does-what-where in San Francisco. However, we are not intimately involved in the day-to-day life of the City. Our study, therefore, reflects an image which surfaced in a particular journey through the social labyrinths of San Francisco.

STARTING POINT, PARAMETERS.

The limitations of our time and resources (and interests) required that we draw political and geographical boundaries around our inquiry. It might have been useful, for example, to investigate the formal and informal mechanisms by which realtors in San Francisco "network" -- share information and take collective action. However, our interests centered on people at the other end of the power spectrum. In fact, our primary purpose was to look at networking as a mechanism by which powerless and alienated people move toward political power and community. We hoped to gain a better understanding of how informal and formal modes of networking help or hinder that process.

As might be expected, many of the groups and individuals providing 'alternative' services are located in the less affluent neighborhoods of San Francisco. Our interviews took us to the Mission, the Haight, Potrero Hill, Noe Valley and the Tenderloin. We wished to interview people engaged in a fairly broad spectrum of community activity, including services, businesses, and political organizing. Our questions focused on 1) the group's genesis and structure (internal information flow and decision-making); 2) what the group does and what it hopes to accomplish in the short and long term; and 3) how it relates to and works with other individuals and groups in the City.

Rather than a detailed (or quantitative) account of the interviews, we have chosen to synthesize them and present them in narrative form, as comments toward beginning to describe the 'state of the art' of networking in San Francisco.

WHAT IS A NETWORK?

"There is absolutely no networking going on in San Francisco," commented Gary Warne of the San Francisco Suicide Club (and formerly of Communiversity). Yet, nineteen of 22 groups responded positively when asked if they are in a network; another thirteen said further that their network was connected to other networks. However, often as not, an interviewee wanted to know what a network WAS before s/he answered yes or no to being in one. Clearly, there is some difference of perception as to what constitutes a network.

In one definition, the term "network" describes the relationships between formal and informal groups, particularly at a grass-roots level. It is also commonly understood to mean simple informal associations between individuals as well as groups. Key to the concept of a network is that there is no center or "prime controller" and no single objective. The network partners sustain and coordinate themselves.

Informal networks accomplish information transfer in a haphazard, though often effective, fashion. Typically, such a network depends on the happenstance of time and place, as well as on individual initiative. In essence, an informal network is a grapevine.

Formal networks, on the other hand, regularize the flow of information from person-to-person or group-to-group via meetings, phone calls, newsletters, etc. Sometimes an individual is designated to be a liaison to other members in the network. A formal network can also synchronize action, often in response to a particular issue or event.

A network is distinguished from a coalition by the fact that a coalition sets common policy and develops coordination and accountability mechanisms. In addition, a coalition connotes a diversity of interests and beliefs among groups that have come together to pursue one specific objective. A good coalition is well-networked -- that is, information is transferred rapidly and effectively to all the groups which are part of it and further, to all the individuals who comprise the groups. Unlike networks, coalitions have some kind of mechanism to make group decisions and set policy (e.g. a coordinating committee or conference). At its best, a coalition structure maximizes directly democratic participation and advances the level of political effectiveness and analysis. At its worst, it can take on a bureaucratic and authoritarian life of its own.

Informal networks abound in San Francisco. The major grapevines operate along neighborhood, work or political lines.

The neighborhoods of San Francisco are like small towns. Many residents identify first with the Mission or Potrero Hill or the Haight and secondly with San Francisco as a whole. Cafes, bars and community-service centers are laden with bulletin boards announcing a whole range of community events. Some bars and cafes serve as community centers where one can catch up on the latest gossip as well as find out about a neighborhood meeting, a bargain sale, or a good party. The high level of cafe and street-culture inspires a strong sense of community...and information is passed as much by word-of-mouth as by posted announcements. Judging from the responses of several interviewees in the Haight and the Mission, one of the best ways to "spread a word" in the neighborhood is by making it down to the local bar or cafe at the appropriate time.

Some neighborhoods also have more traditional community centers, like the Potrero Hill Neighborhood House. The House puts out a regular paper, runs programs for children, senior citizens, etc., and facilitates the process of informal neighborhood association. (Groups such as Catholic Social Services have community organizers whose task is to pull people together around specific neighborhood improvements such as installing a street light at a dangerous intersection, or to fight for a service that is being threatened, such as the closing of a childcare center. Once the problem has been resolved, the network typically dissolves back into a more diffuse form.)

Political activists in San Francisco have a grapevine of their own, although it overlaps in some cases with the neighborhood networks. The lines are strongest between people involved in similar issues: housing, medical care, safe energy, etc. Communication between groups often depends on the initiative of particular persons who recognize each other as important or "key" information-holders and organizers. Typically, such people have worked together in the past; their continued contact is based on trust, political pragmatism, and often, friendship. Regular phone contact is the most usual way such people link up to each other, though they may occasionally attend each other's meetings. Often, social circles mirror political-work circles so that a party or dinner becomes a time to catch up on the latest news. These informal ways of linking are often the backbone of more formal attempts to coalesce around a particular issue, such as the district elections or the anti-Briggs initiative.

FORMAL NETWORKS.

The abundance of informal networks is a stark contrast to the paucity of formal networks. While San Francisco houses "nodes" (chapters) of many state, national, and international networks (e.g. the Abalone Alliance, Friends of the Earth) there are few grids which systematically link the many individuals and groups within the City who are working on similar or related issues. A pressing issue -- e.g., the Briggs initiative -- will activate the informal networks and inspire new coalitions and alliances, but these tend to dissipate once the issue has been resolved.

There are, however, a few self-conscious, formal networks in the City whose existence continues beyond (or without) a single issue and which do not so strongly depend on the continued involvement of a few "key" people.

BRIARPATCH.

Briarpatch, according to coordinator Michael Phillips, is a "network of people in business who share common values." In order to be in the network, one must 1) not be in business (primarily) to make money; 2) make books and records open to the public; and 3) be willing to share resources of people and skills.

Formed in 1973, Briarpatch now has approximately 250 businesses in its net, the main bulk of which are in San Francisco. Other members are scattered throughout the Bay Area, the state, and the world. The kinds of businesses involved seem to be primarily of the "New Age" variety -- holistic health, weaving -- although the network also encompasses such "basic" enterprises as bakeries and delis, political groups like Earthwork and Coyote, and community-service groups, such as the Haight-Ashbury Switchboard.

The primary objective of the network is economic survival in a context that maximizes cooperation and happiness. Michael emphasized that Briarpatch is not a vehicle for any person's gain, any group's politics, or any political direction. Two coordinators are funded by contributions from members and subscriptions to the Briarpatch Review. The coordinators offer marketing, accounting and other business and personal advice to a developing or shaky business. Since network members agree to share what they have, any one member has available to him/her a substantial pool of free or cheap resources.

Internal communication in Briarpatch is done through the Briarpatch Review and through mailings. Occasionally there is a need to make a decision as a network, e.g., where the Christmas party should be (a minor decision), or whether to open a storefront office (a major decision). The mechanism employed is that the coordinators select Briarpatch members at random -- five for a minor decision, 15 for a major one -- who make the decision by consensus. Spokespeople, e.g. for press purposes, are also selected at random on a rotating basis (and by consent), a procedure which seems to discourage media attention. Briarpatch members do not proselytize, reasoning that anyone who doesn't understand the benefits of networking as they do doesn't belong in Briarpatch. Neither does Briarpatch seek publicity, feeling that those who are interested will find it.

Michael stated that the network is operating "excellently". He feels that the vitality of the network can be maintained through "more infrastructure", meaning more day-to-day social interaction, more sense of community. This might mean a skills-sharing weekend for members at the Zen Center (a Briarpatch member) with plenty of time left open for people to talk and play.

The interview with Michael concluded with his perception that, to date, Briarpatch has faced no external threat to its existence. He intimated that if such a threat came, the skills, resources, and relationships that Briarpatch members have developed might prove crucial not only economically but to their physical survival as well.

THE PEOPLE'S FOOD SYSTEM.

Under the banner "Food for People Not for Profit!" the People's Food System is a network of wholesale and retail food outlets in the Bay Area. Thirteen businesses, including six stores and seven support collectives, constitute a system which is "anti-profit and worker-controlled."

Most of the community stores are small operations, though the Haight Community Food Store, the largest in the System, has 20 full-time workers and about 3000 customers per day. The stores buy much of their food from other groups in the System, such as Red Star Cheese, the People's Bakery, and the San Francisco Common Operating Warehouse. The Warehouse, a primary wholesaler for System stores, serves 50 stores throughout California and beyond (including a large, well-organized coop system in Minneapolis). Another link in the network is Earthwork, a support collective which works with small farmers to distribute food without the "middle-men" who drive up prices. Earthwork is "committed to the concept of 'people gaining control over their lives'" with food as a primary focus. They are building a farmer-labor-consumer alliance which would produce and distribute health food in a decentralized manner.

Although the individual businesses in the System seem to be at least secure, if not thriving, the status of the network is presently somewhat shaky. Regular monthly meetings (two representatives from each group) have been discontinued since mid-1977. The groups in the System remain in contact with each other, but the pressures of day-to-day work now consume most of the energies and time necessary for closer networking.

The thrust of the Food System, in contrast to Briarpatch, is explicitly political as well as economic. Their shared political understanding and continuing close economic interaction makes this a powerful and effective network.

THE COMMUNITY COALITION.

In early March, 1976, the (Glide Church) Center for Self-Determination sponsored an all-day workshop to inform community groups about the nature and procedures of funding institutions. The result of this workshop was the formation of the Community Coalition.

The Coalition is now a consortium of 65 community-based human service groups. Its functions are, among others, to "support requests for funding by member groups, facilitate the sharing of information and resources among member groups, and foster a climate of coordination among groups active in similar areas." One victory claimed by the Coalition was the allocation of Housing and Community Development Act funds to four member groups. On a related issue, the Coalition supported the International Hotel Tenants Association in its struggle for self-determination.

Glide Church helped form the Coalition and contributed an office for the "No on Proposition 13" campaign. Though Prop. 13 passed in the state as a whole, it failed in San Francisco, and the effort to defeat it strengthened the Coalition. However, since the campaign the Coalition has stopped meeting regularly. "The priority of survival obstructs further coalition-building," said Lloyd Wake. Lack of funds and of a clear, unifying issue also hamper the development of solid, city-wide alliances, according to Wake.

Networking is a crucial part of Glide's work, which it defines as "working for the political and economic empowerment of people who are outside the mainstream." Individuals on Glide's staff work with many other coalition efforts, such as the Northern California Ecumenical Council and the (Filipino) Anti-Martial Law Coalition. Glide was also instrumental in the formation of Briarpatch, which until recently used an office in its building. (Michael Phillips, Briarpatch coordinator, is one of the 30 executive staff of the Glide Foundation.) Though the status of the Community Coalition is presently unclear, Glide's commitment to some vision of self-determination insures that networking efforts will continue.

THE MISSION: THE CITY'S CROSSROAD.

The area of the most intense concentration of all kinds of social, economic and political interaction in San Francisco is the Mission. Besides housing a settled and an immigrant Hispanic community, the neighborhood attracts low-income people of all colors and ages who are seeking relief from high rents in other parts of the City. A strong sense of community accounts in part for the stability of the neighborhood.

Community service centers of all sorts abound in the Mission, many of them bi- (or tri-) lingual. Some serve only the Latino or Filipino community. The La Raza network, composed of four centers, is dedicated to "the preservation and development of La Raza culture, in a social and economic sense." In the short term, this fight for self-determination translates into fighting housing speculation, rent increases, evictions, etc. In this effort, the La Raza network works with other groups such as the S.F. Housing Coalition.

The Mission Neighborhood Health Center offers ambulatory care for low-income people. The Center uses a sliding fee scale and offers a full range of walk-in medical treatment, including free family planning, medical transportation and emergency care. Close to three hundred people, mostly from the Mission and mostly Latino, use the Center's services every day. The Center also has conference rooms which it makes available to other community groups.

Though not a member of a formal network, the Center's by-laws require that 14 out of 21 members of its Board of Directors be community representatives. Some of these are directors of other community programs. The Board itself, which meets regularly, is a kind of information-sharing network of its own.

People's Law School (PLS) is a community legal education project that provides legal counseling in tenant, immigrant and unemployment law. Workers at PLS are involved in other networks and coalitions as individuals, though the group itself is not a formal member of any network.

The women's movement also has a home in the Mission in the form of the Women's Centers, which provides "information, technical assistance and support for existing and emerging Bay Area women's social change groups," according to Roma Guy. The Centers is housed in the new Women's Building, which is envisioned as a "spiritual and physical home of the women's movement and a platform from which many organizations and individuals can gain strength." The Centers is comprised of several groups working on different issues and maintains regular contact with other groups such as the S.F. Housing Coalition and the Zimbabwe Medical Drive. Funding comes primarily from pledges from members, which means that the Centers is accountable to its constituency rather than to a state or federal agency.

CONCLUSION.

The sheer volume of interaction among individuals and groups in San Francisco is impressive. Whether in terms of seeking fun and friends, economic survival, or political power, many people in San Francisco devote themselves energetically and enthusiastically to improving the quality of life and bringing about social change.

The most striking similarity among all the groups interviewed -- even the most traditionally organized -- was a stated antipathy toward hierarchical structures. Many groups organize themselves as collectives; others have regular avenues to encourage input and participation from workers and community people. An often-expressed sentiment was that no boss or "central committee" should be permitted to usurp decision-making powers or monopolize access to information.

Many interviewees equated "hierarchy" with "centralization," an equation that reflects a widespread revulsion against the bureaucratic and authoritarian social orders that dominate the world today. It is clear, however, that the art of non-hierarchical organization needs further development and that decentralization must not degenerate into a fetish that precludes effectiveness or simple coordination.

The networks that have sprung up are the expression of the impulse toward non-hierarchical forms of organization. Networking offers a means to connect and act in concert with wide circles of like-minded people in a democratic fashion. A self-conscious development of the networking model could enrich this participatory ethic, increase its effectiveness, and sharpen our vision of a transformed society.

My Thanks to:

Briarpatch	Michael Philipps
Potrero Hill Neighborhood House	Ruth Pasen
S.F. Common Operating Warehouse	Meredith Bergeson
Haight Community Food Store	Matundo Matahini
Earthwork	Paul Kivel
Glide Foundation/Church	Lloyd Wake
La Raza Silkscreen g	Linda Lucero
People's Law School	Scott Weaver
Pride Foundation/Gay Community Center	Paul Hardman
The Meat Market	Julie
People Against Nuclear Power	Randy Bernard
Catholic Social Services	Pat Christensen
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Far West Laboratory for Educational Research and Development	Anne Sarmiento
West Bay Health Systems Agency	Andrew Sun

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FLATLANDS	658-1255	1853 ASHBY	BERKELEY
✱ HAIGHT COMMUNITY	626-4310	1465 HAIGHT	SAN FRANCISCO
✱ WEST OAKLAND	835-1510	712 PERALTA	OAKLAND
NOE VALLEY	824-8022	1599 SANCHEZ	SAN FRANCISCO
✱ OAKLAND C.F.S.	832-2267	2710 PARK BLVD.	OAKLAND
✱ SEED OF LIFE	826-6814	3021 24 TH ST	SAN FRANCISCO

SUPPORT COLLECTIVES

EARTHWORK	648-2094	1499 POTRERO	SAN FRANCISCO
MERRY MILK	285-8817	3030 20 TH ST.	SAN FRANCISCO
TURNOVER	648-5770	558 CAPP ST.	SAN FRANCISCO
PEOPLE'S BAKERY	826-2488	3030 20 TH ST.	SAN FRANCISCO
RED STAR CHEESE	826-0900	3030 20 TH ST.	SAN FRANCISCO
✱ SFCW (WAREHOUSE)	648-7717	155 BARNEVELD	SAN FRANCISCO
✱ UPRISINGS BAKERY	549-1400	2204 SAN PABLO	BERKELEY

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2 Levels:

1) an organization which is a network (eg Blackpatch
Cash for Service)

2) a network which networks w/ other networks

and men -

3) a business, service org. etc. which stands alone

4) a network of individuals - SF Suijeda Club

My thanks to
Networking in S.F.

19
~~18~~

3

13

10

Are you in a Network:

Form

Yes

No

any conn.
 w/ other
 networks:
 yes no
 X

+ KPCC

X

+ FM Found:

X

X

+ Glide

X

(issue) X

+ Lakara Silvan

X

(issue) X

+ Portrens Hill

X

+ Br Patch

X

1

+ Em. Adm Chouse

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+ Pride

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+ Mt Met

X

X

+ Earthlink
 Community

X

X

X

X

+ P.A.N.P

X

X

+ SFSC

X

X

+ Cath. S. S.
 (Kings)

X

X

+ SF Community House

X

X

+ SF Info Clgh.

X

(inf) X

+ Haight Food S.

X

(inf) X

Mission N.H. Carter

X

X

X

+ C. Soc. Services
 (mission)

X

+ PLS

X

+ Peoples C. Center

X

+ Women's Centers

X

X

+ Far West Lab

X

(Ed. Bar) X

23

Networking in San Francisco

Village Design conducted a study of information sharing ^{and} networking in San Francisco between June ^{and} December ^{of} 1978.

Twenty-three groups and individuals were interviewed in an effort to obtain an overview of the complex, living fabric of interrelationships in the ~~culturally and socially diverse~~ city.

~~Village Design~~, ^{As} a Berkeley-based group, ^(V.D.) had the advantages and disadvantages of an "outsider's" perspective.. Most of us have lived in the Bay Area for many years and are somewhat familiar with who's-who and who-does-what-where in San Francisco.

^{However} ~~Nonetheless~~, we are not intimately involved in the day-to-day life of the City. Our study, therefore, ^(A) reflects an image which surfaced ⁱⁿ ~~via~~ a particular journey through the social labyrinths of San Francisco.

Starting Point, Parameters

The limitations of our time and resources (and, ~~our~~ interests) required that we draw political and geographical boundaries around our inquiry. It might have been useful, for example, to investigate the formal and informal mechanisms by which ^(A) ~~relators~~ in S.F. "network" -- ~~that is~~, share information and take collective action. However, our interests centered on people on the other end of the ~~power~~ spectrum. In fact, our primary purpose was to look at networking as a mechanism by which powerless and alienated people move toward political power and community. We hoped to generate a better understanding of how informal and formal modes of networking help or hinder that process.

It is increasingly evident that San Francisco is geographically divided along class lines. The poor, elderly, ~~and minority segments of the population generally~~

It is increasingly evident that San Francisco is geographically divided along class lines. The poor, elderly, and minority segments of the population generally (though not exclusively) live in the eastern half of the City, in neighborhoods like Hunters' Point, the Mission, Potrero Hill, the Haight.. [Almost all the people interviewed, therefore, live and work in these neighborhoods.] We interviewed groups in . . . (list)

We also wished to interview people engaged in a fairly broad spectrum of community activity: service, business and political organizing. Our questions focused on : 1) the group's genesis and structure (internal information-flow and decision-making); 2) what the group does and what it hopes to accomplish in the short and long term; and 3) how it relates to and works with other individuals and groups in the City.

Rather than a detailed (or quantitative) account of the interviews, I have chosen to synthesize them and present these musings on the "state of the art" of networking in San Francisco.

What is a Network?

"There is absolutely no networking going on in San Francisco," commented Gary Warne of the S.F. Suicide Club (and formerly of Comunitarity). Yet, nineteen of ^{how many} the groups responded positively when asked if they are in a network; another thirteen said further that their network was connected to other networks. (However, as often as not, an interviewee asked me to explain what a network was before they answered yes or no to being in one.) Clearly, there is some difference of perception as to what constitutes a network.

^{In one definition,} The term "Network" describes the "relationships between formal and informal groups, particularly at a grass-roots level." It is also commonly understood to mean simply "informal associations" between individuals as well as groups. Key to the

concept of a network is that there is no center or "prime controller" and no single objective.. The network partners sustain and coordinate themselves.

→

Informal networks ^{accomplish} ~~serve~~ information-transfer in a haphazard, though often effective, fashion. Typically, such a network depends on the happenstance of time and place, as well as ^{on} individual initiative. In essence, an informal network is a grapevine.]

Formal networks, on the other hand, regularize the flow of information from person-to-person or group-to-group via meetings, phone calls, newsletters, etc. ^{Sometimes} ~~Often~~ an individual is designated to be a ^{liason} "liason" to other members in the network. A formal network, ~~on the practical level~~ can also synchronize action, ^{often} ~~usually~~ in response to a particular issue or event. ~~On the political level, such a network can be understood as fighting with spontaneous guerilla tactics, rather than waging a head-on assault.~~

⊗
↓

A network is distinguished from a coalition by the fact that a coalition sets common policy and develops coordination and accountability mechanisms. ^(over) ~~A coalition is usually an assortment of groups rather than of individuals.]~~ A good coalition

is well-networked -- that is, information is transferred rapidly and effectively to all the groups which are part of it and further, to all the individuals who comprise the groups. Unlike networks, coalitions have some kind of ^{mechanisms} ~~center~~ which makes group decisions and sets policy (e.g. a coordinating committee or conference). ~~Political~~ At its best, a coalition structure maximizes ^{directly} democratic participation and advances the level of political effectiveness and analysis. At its worst, it can create a bureaucratic center, ~~that substitutes itself for the~~ ~~cut off from the individual members and in the name of~~ ^{pragmatic}

~~that acts in their name of~~
and

In addition, a coalition ~~and~~ connotes a diversity of interests ^{and beliefs} among groups that have ~~for the consent to~~ come together ~~for~~ to pursue ~~for~~ a specific objective.

comprmise, cut off the kind of dialogue and criticism which leads to a broadeneing of political perspective. (Of course, there is also the danger of "nitpicking" purism which leads to the dissolution of the coalition.) Coalition-strategy is thus a coordinated (as against synchronized) formation which leads to, in military terms, a head-on assault.

The San Francisco Grapevine (s)

Informal networks abound in San Francisco. The major grapevines operate along neighborhood, work, or political-issue lines.

The neighborhoods of San Francisco are like small towns. Many residents identify first with the Mission or Potrero Hill or the Haight and secondly with San Francisco as a whole. Cafes, bars and community-service centers are laden with bulletin boards announcing a whole range of Community events. Some bars and cafes serves as community ce nters where one can catch up on the latest gosipp as well as find out about a neighborhood meeting, a bargain sale, or a good party. The high level of cafe- and street-culture inspires a strong sense of community., and information is passed as much by word-of-mouth as by posted announcemnts. Judging from... [see p.5]

Such a ~~street~~-culture also means that spontaneous kinds of (political) action can occur (such as that which happened in Berkeley during the FSM and anti-war movement at the Forum Cafe on Telegraph). ~~That this kind of activity doesn't take place is perhaps more than anything a reflection of a focused mass movement, even one as obscurely focused as the anti-war movement.~~ ^{the lack of} ~~diffusely~~ ^{Also,} Most politically activists are more concerned with grass-roots organization than street demonstrations. Occasionally, cafe or bar culture leads to some direct action, such as happened ^{or} in New York when harassment of gay people became intolerable.) In general, however, street culture in S.F.. as

elsewhere, offers the tame but pleasant experience of "hanging out". ~~the enjoyment of informal networks that constitute the stuff of social & cultural life.~~ shopping, visiting with friends, or eluding the feeling of solitariness.

~~(In some areas, it also sometimes offers the not-so-pleasant encounter with a robber or rapist.)~~ ~~judging/itom~~

copy

Judging from the responses of several interviewees in the Haight and the Mission, one of the best ways to "spread a word" in the neighborhood is by making it down to the local bar or cafe at the appropriate time (evenings, of course, for bars, mid- to late afternoon for certain cafes, etc.).

Some neighborhoods also have more traditional community centers, like the Potrero Hill Neighborhood House. The House puts out a regular paper, runs programs for children, senior citizens, etc., and ~~(I confess to being a little surprised that most neighborhoods were not so well-organized)~~ ^{very well-}organized) facilitates the process of informal neighborhood association.

Groups such as Catholica Social Services have community organizers whose task is to pull people together around specific neighborhood improvements, such as installing a street light at a dangerous intersection, or to fight for a service that is being threatened, such as the closing of a childcare center. Once the problem has been resolved, the network typically dissolves back into its more diffuse form.

cut

The "work-grapevine" operates as informally as the neighborhood, particularly among self-employed workers (including artists) and operators of small businesses. Workers in a given field or craft, say carpenters, tend to regularly communicate with many others engaged in similar work. Information about job opportunities, bad experiences with employers, etc. is continually passed around via informal contacts. Small-time capitalists, e.g. electricians who hire a few workers, have a competitive edge of their

cut

interrelationships. Nonetheless, much helpful and friendly information is also passed on -- where to get a bargain on tools, what stores to avoid, technical advice, etc. The network seems to be strongest among non-unionized, craft workers and is sustained through work interaction and social contact.

Political activists in San Francisco have a grapevine of their own, although it overlaps in some cases with the neighborhood vine. The lines are strongest and most regular between people involved in similar issues: housing, medical care, safe-energy, etc. Communication between groups often depends on the initiative of particular persons who recognize each other as important or "key" information-holders and organizers. Typically, such people have worked together in the past; their continued contact is based on trust, political pragmatism, and often, affection. Regular phone contact is the most usual way such people link up to each other, though they may occasionally attend each other's meetings. Often, social circles mirror political-work circles so that a party or dinner becomes a time to catch up on the latest relevant information. These informal ways of linking are often the backbone of more ~~more~~ formal attempts to coalesce around a particular issue, such as the district election campaign of the ~~and~~ Briggs initiative.

Formal Networks

The abundance of informal networks in San Francisco is a stark contrast to the paucity of formal networks. While San Francisco houses "nodes" of many ~~State~~, national and international networks (e.g. the Abalone Alliance, Friends of the Earth) there ~~is not a formal~~ ^{are few} grids which ^{systematically} link the many individuals and groups within the City who are working on similar ^{or related} issues.

A pressing issue --e.g. the Briggs initiative -- will activate the informal networks and inspire new coalitions and alliances; but these tend to dissipate once the immediate threat is passed.

There are, however, a few self-conscious, formal networks in the City whose existence continues beyond (or without) a single issue.

Briarpatch

Briarpatch, according to coordinator Michael Phillips, is a "network of people in business who share common values". In order to be in the network, one must: 1) not be in business (primarily) to make money; 2) make books and records open to the public; and 3) be willing to share resources.

Started in 1973, Briarpatch now has approximately 250 businesses in its net, the main bulk of which are in San Francisco. Other members are scattered throughout the Bay Area, the ~~state~~^Sate, and the world. The kinds of businesses involved seem to be primarily of the "New Age" variety -- wholistic health, weaving -- although the network also encompasses such "basic" enterprises as bakeries and delis, political groups like Earthwork and Coyote, and community-service groups, such as the Haight Switchboard.

The primary objective of the network is economic survival in a context of cooperation and happiness. Michael emphasized that Briarpatch is not a vehicle for any person's gain, any group's politics, or any political direction.. Two coordinators are funded via contributions from members and a subscription fund from sales of the Briarpatch Review. The coordinators offer marketing, accounting and other business and personal advice to a developing or shaky business. Since network members agree to share what they have, any one member has available to her/him a substantial pool of free or cheap resources.

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day-to-day work" ~~make~~ consume the energies and time ~~of~~ necessary for effective networking, according to one System worker.

The thrust of the Food System, in contrast to Briarpatch, is explicitly political, as well as economic. The 1977 incident severely damaged the cohesion of the network, but groups continue to interact economically in a regular fashion, ~~and to consider themselves as part of the System.~~ It is impossible for me as an outsider to ^{recognize} evaluate what weaknesses within the System were revealed by the violent split. What is evident is the value and power a network of this sort possesses. It might ^{have} also been ~~quite~~ evident to those not quite as enthused by the idea as I am.

The Community Coalition

In ~~Early~~ March, 1976, the (Glide Church) Center for Self-Determination sponsored an all-day workshop to inform community groups about the nature and procedures of funding institutions. The result of the workshop was the formation of the Community Coalition, born of the recognition that banding together was a means toward enhancing ~~each~~ the groups' economic and political power.

The Coalition is now a consortium of 65 community-based
(insert list of Coalition groups)

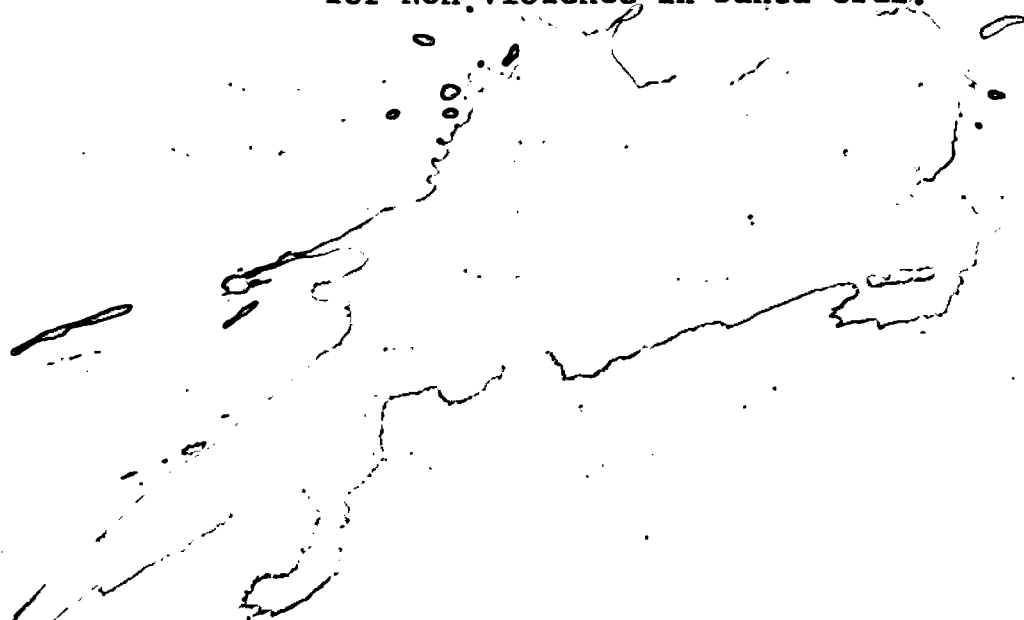
human service groups. Its functions include to "support requests for funding by member groups, facilitate the sharing of information and resources among member groups, and foster a climate of coordination among groups active in similar areas",. (from "What is Glide?") One victory claimed by the Coalition was the allocation of Housing and Community Development Act funds to 4 member groups -- the Postal Street Academy, Home Care Service Center, Potrero Hill Neighborhood House, and La Casa de Las Madres. The Coa.ition

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supported the International Hotel Tenants Association in its attempt to acquire the building for low-income housing and in its struggle to stay the eviction.

Glide Church played an important role not only in the formation of the Coalition but also its continued sustenance. Glide made available ~~to the Coalition~~ an office in its building on 330 Ellis for the "No on Propo 13" Campaign", an effort which strengthened the Coalition. Though the Proposition, which cut human services by cutting ~~State Spending~~, failed in S.F., it was passed by the State as a whole. Since the Campaign, the Coalition has stopped meeting regularly. The "priority of survival obstructs further coalition-building", according to Lloyd Wake, and what is needed to aid the effort is more money. Lloyd also said that, though networking among the groups is "moderately successful", the lack of a clear, unifying issue hampers the development of solid, city-wide alliances.

Networking is a crucial part of Glide's work, which it defines as "working for the political and economic empowerment of people who are outside the mainstream". Individuals on Glide's staff work with many other coalitional efforts, such as the Northern California Ecumenical Council and the (Filipino) Anti-Martiel Law Coalition. Glide was also instrumental in the formation of Briarpatch, which until recently used an office in the building. (Michael Philipps is one of the 30 ^e Executive staff of the Glide Foundation.) Though the status of the Community Coalition is presently unclear, Glide's commitment to some vision of self-determination insures that networking efforts will continue.

4
843-0183
1831 Dwight.

PERSONNEL

Peter Hayes, founder of Friends of the Earth, Australia, has researched and written several major publications, including "Atoms for the Poor? Nuclear Power and the Third World" and substantive sections in "Ecological Implications of Mining and Exporting Australian Uranium", which was presented to the Ranger Uranium Environmental Enquiry and published by FOE, Australia.

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2

The Mission: The City's Crossroad

The area of the most intense concentration of all kinds of social, economic, and political interaction in San Francisco is the Mission. Besides housing a settled and immigrant Hispanic community, the neighborhood ~~also~~ attracts low-income people of all colors and ages who are seeking relief from the high rents in other parts of the City. ^A The strong sense of community ~~also is appealing and~~ accounts in part for the stability in the neighborhood.

Community service centers of all sorts abound in the Mission, many of them bi- (or tri-)lingual. Some serve only the Latino or Filipino community. The La Raza ⁿ Network, composed of four centers ~~including La Raza Silkscreen~~, is dedicated to "the preservation and development of La Raza culture, in a social and economic sense". In the short-term, this fight for self-determination translates into fighting the housing speculation which threatens their ability to stay in the community. ~~To the many Latinos for whom the Mission has been home for at least one generation, displacement would mean a severe uprooting.~~

^{In this effort,} the La Raza network works with other groups, such as the S.F. Housing Coalition, ~~against speculation, rent increases, evictions, etc.~~ ~~It seeks to promote leadership in the community,~~ the Silkscreen Center is particularly sensitive to developing cultural expression.

The Mission Neighborhood Health Center offers ambulatory care for low-income people. The Center, which uses a sliding fee-scale ^{and} offers a full range of walk-in medical treatment, including free family ^aplanning, medical transportation and emergency care. Close to three hundred people, mostly from the

3

Lyuba Zarsky has produced several radio documentaries, including "Hold That Line!", a report on the construction of and opposition to high-voltage transmission lines in western Minnesota (produced at KPFA, Berkeley, 1978).

As founder and coordinator of the East Bay Alternative Education Switchboard, she created and presented a series of lectures and workshops to parents, teachers and school administrators throughout the state and served as the West Coast affiliate for a national educational network.

She presently works with the Media Committee of the Abalone Alliance and serves on the Advisory Committee to the American Friends Service Committee's anti-nuclear project.

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Mission and mostly Latino, use the Center's services every day. The Center also has ~~conference~~ ~~rooms~~ which it makes available to other community groups.

Though not a member of a formal network, the Center's by-laws require that 14 out of its 21 members of the Board of Directors be community representatives. Some of these reps are directors of other community programs, ~~e.g. La Casa de Cambio or Real Alternatives Program.~~ The Board itself, which meets regularly, is a kind of information-sharing network of its own.

People's Law School (PLS), a community legal education project, provides ~~tenants~~ legal counseling in tenant, immigrant and unemployment law. Workers at PLS are involved in other networks and coalitions ~~in the City~~ (e.g. the Immigrant Coalition, the Abalone Alliance) though the group itself is not a formal member of any network. ~~The People's Cultural Center, on the other hand, is involved in a host of coalition efforts such as the Zimbabwe Medical Drive and the July 4 Coalition. The Cultural Center seeks to p~~ support progressive ("people's") culture" and ~~to support~~ struggles for self-determination". The Center makes ~~iss~~ space available to community groups for benefits or meetings at low cost.

obscure
cut

The Women's Movement also has a home in the Mission in the form of the ^{new} Women's Centers, ^{Buildings, which is overgrown} which provides "information, technical assistance and support for existing and emerging Bay Area women's social change groups". (Roma Guy) ^{Buildings was} The Centers ^{is a} collection of several groups working on different issues, + ^{maintains reg cont -} Funding comes primarily from pledges from members, which means that the Centers is accountable to its constituency, rather than a State or Federal agency.

431-1180
check

The Centers maintains regular contact with other groups,

~~Zimbabwe Medical Drive~~

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such as the S.F. Housing Coalition and the Zimbabwe Medical Drive.

The Centers initiated the "Women's Building" project which is envisioned as a "spiritual and physical home of the Women's Movement in the Bay Area and a platform from which many organizations and individuals can gain strength."

Conclusion

The sheer volume of interaction among individuals and groups in San Francisco is impressive. Whether in terms of seeking fun and friends, economic survival, or political power, many people in San Francisco bustle with energy and enthusiasm and devote themselves day-~~to~~ by-day toward improving the quality of life and toward some vision of ^{social transformation!} ~~equity, justice, and community.~~

The most striking similarity among all the groups I interviewed ~~was/it/~~ (even the most traditionally-organized) was a stated antipathy toward hierarchical ^{relational} structures. ~~of~~ Many groups organize themselves as collectives; other have regular avenues to encourage input and participation from workers and community people. ~~A related theme is "decentralization".~~ Whether within a group's internal

workings or in its relationships to other groups, ~~an sentiment often expressed~~ ^(sentiment expressed) was that no ~~small~~ "central committee" existed or was desired to act as the Boss. ^{socially} Many interviewees equated "hierarchy" with ~~centralization,~~ ^{at times,} an equation which ~~seemed to~~ ^{seemed to} make simple coordination difficult. ~~NO.~~

NO!
Tom

Lyonid Plyusch, a Ukrainian, Marxist dissident presently in exile, said in a press conference in Edmonton that the central contradiction in the world today is between authoritarianism and democracy. Judging from the ~~responses of people in this study~~ responses and organizational forms of people in this study, many San Franciscans agree.. What seems apparent, however, is that the

?

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"forces of democracy" must be cohesive, well-informed, and (numerically) strong to have a hope-in-hell of ~~defeat~~ overcoming the powerful, omnipresent "forces of authoritarianism". Formal networking offers a means by which many people can connect to, and act in concert with, wide circles of like-minded people in a democratic fashion. ~~Not having a strong, small center means that~~

~~the "state of the art" in San Francisco is presently~~
~~However, the present primitive "state of the art" indicates a~~
~~need for a more thorough understanding and evaluation of~~

However, the present primitive "state of the art" in S.F., coupled with increasingly severe economic and political pressures, indicates ~~a need for a more thorough~~ a need for ~~a better understanding~~ ^{more clarity and} ~~a more solid commitment~~ about how to work together in a non-hierarchical, but effective, manner. That clarity is born out of practical work, intelligent thought -- and commitment.

} should be improved

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collectives, constitute ^a ~~the~~ System which is "anti-profit and worker-controlled".

^{Most of} ~~The~~ community stores ~~in the System~~ are small operations, though the Haight Community Food Store, the largest in the System, has 20 full-time workers and about 3000 customers per day. The ~~the~~ stores buy much of their food from other groups in the System, such as Red Star Cheese, the People's Bakery, or the S.F. Common Operating Warehouse. The Warehouse, ^a primary wholesaler for System stores, serves 50 stores throughout California and beyond (including a large, well-organized coop system in Minneapolis). Another link in the network is Earthwork, a support collective which works with small farmers to distribute food without the "middle-men" who drive up prices. Earthwork is "committed to the concept of 'people gaining control over ~~life~~ their lives", with food as a primary focus. ^{They are} building a farmer-labor-consumer alliance ^{which would} ~~which could~~ produce and distribute healthy food in a decentralized manner.

Insert flyer J-3

Although the individual businesses in the System seem to be at least secure, if not thriving, the status of the network is ~~whole~~ presently shaky. Regular, monthly meetings (two representatives from each group) have been discontinued since mid-1977, when the System was shaken by internal warfare so ^{*} intense that ~~two~~ ^{two people connected with the} Food System

account?

~~workers~~ were shot. Wounds are still healing, and the "economics of

* In February 1979, the Berkeley Barb reported that external forces -- the FBI -- catalyzed the strife.

Any Old Time

stringband

Faith Petric

The Plutonium Players

present
Rockefeller meets Tut in
"Exxon and the Empire of Eternal Death"
OR

The Rocky Hieroglyphic Show

FRIDAY DEC. 1ST
8:30 PM

at Ashkenaz - 1317 San Pablo Blvd, near Gilman Street, Berkeley

\$3⁰⁰

BENEFIT

for the Diablo Canyon nuclear protest legal defense fund

PUT NUCLEAR POWER ON TRIAL

The Abalone Alliance: East Bay Anti-Nuclear Group - 465-0743; People Against Nuclear Power - 626-1464



Briarpatch internal communication is effected through the Briarpatch Review and through mailings to all network members.. Occassionally there is need to make a decision as a network, e.g.. where the Christmas party should be (a minor decision), or whether to open a storefront office (a major decision). The mechanism employed is that the coordinators select Briarpatch members at random -- five for a minor decision, 15 for a major one -- who make the decision by consensus. Spokespeople, e.g. for press purposes, are also selected at random on a rotating basis (and by consent), a procedure which seems to discourage media attention. Briarpatch members do not proselytize, reasoning that anyone who doesn't understand the ~~value~~ benefits of networking as they do doesn't belong in Briarpatch. Neither do ~~they~~ ^{they} Briarpatch seek publicity, feeling that those that belong will find them. Michael stated that the network is operating "excellently".

A short-term objective, he said, is to "maintain the vitality of the network," which could be achieved through more infrastructure. Infrastructure, to Michael, means more day-to-day social interaction, more sense of community, rather than formal organization.. This could be ~~effected~~ enhanced, for example, by holding a skills-sharing weekend at the Zen Center in Green Gulch (a Briarpatch member) where plenty of time would be left open for people to talk and play.

My interview with Michael concluded with his perception that, to date, Briarpatch has faced no external threat which tested the metal of the network's strength.. He intimated that such a threat was likely to come. If it does, the skills ^{resources,} and relationships which Briarpatch members have developed might prove crucial not only ^{economically} ~~to their economic~~ but also ^{to} their physical survival, ~~(and~~ ^{as well.} ~~helpful to others as well).~~

The People's Food System

Under the banner "Food for People Not for Profit!" the People's Food System is a network of wholesale and retail food outlets in the Bay Area. Fourteen businesses, including seven stores and seven support

9/21/68 STK/AN

→ MICHAEL

"Networking" (making connections) is an activity which today is being consciously discussed and intentionally practiced by community-based organizations and people and groups interested in social change. "Networkers" believe that making and maintaining connections among peers can help people find and attain mutual goals, and that real power can develop from a network's organizational bases.

?

through

Much networking is carried out by professionals (staff, paid or unpaid) from nonprofit organizations and takes place at conferences and meetings. As always, loose coalitions around current issues form and fade but (increasingly, more permanent links seem to be forming between the most active (and longest-term) workers.

our generation's lack of perspective?

"descends from" or "has much in common with"

What today is called networking is somehow reminiscent of connection-making among the counterculture of the 60's. Then, travellers could usually come to a new town and find a place to (crash), a friend, a ride, etc. During the anti-war movement, informal networks were vital elements (in both) political organizing and in the "underground railroad" of people harboring draft dodgers and helping them out of the country.

Today, when times are relatively peaceful and the left seems to have moved into a state of skepticism about just how (or whether) the movement should move, organizations' reasons for

? "Ideological" better.

making connections are often more practical than (political). Funding, for example, is a common and particularly pressing reason for networking. And it works - a coalition of local groups can indeed form a formidable force in the eyes of the funding sources.

networking
this was ever so.
but you're equating
"coalition" w/ "network"
here, and making it seem
new.

Such action-taking coalitions, whether around funding or some other issue, are often temporary. However, there now seems to be a great deal of interest in making longer-term connections for a variety of reasons. The Open Network in Denver, for example, provides a means for people with similar interests to find each other. ~~The Open Network~~ is just one of many skills-exchange or interest-matching services which are institutionalizing the grassroots activity of networking.

which

redundant w/ 2nd of page 1.
(omit the first appearance)

As discussed in theory, networking is held to be an activity which can actually change society, not just give a sense of 'community' within an unalterable social/bureaucratic framework. In practice, the phenomenon of networking seems to have had only intermittent short-term results ~~when~~ grassroots

I really question this conclusion
- or what idea of "networking"
implicitly underlies it. Short-term
a network - trouble is run by
- and has been for a century.
"networking" - it's not ours.
Have short-term results?

NETWORKING IN SAN FRANCISCO.

Between June and December of 1978, Village Design conducted a study of information-sharing and networking in San Francisco. Twenty-three groups and individuals, most of whom provide 'alternative' services of some type,

compared to the
bureaucratic network
or the network of
multinational corporations

were interviewed.

As a Berkeley-based group, Village Design had the advantages and disadvantages of an "outsider's" perspective. Most of us have lived in the Bay Area for many years and are somewhat familiar with who's-who and who-does-what-where in San Francisco. However, we are not intimately involved in the day-to-day life of the City. Our study, therefore, reflects an image which surfaced in a particular journey through the social labyrinths of San Francisco.

same.

STARTING POINT, PARAMETERS.

The limitations of our time and resources (and interests) required that we draw political and geographical boundaries around our inquiry. It might have been useful, for example, to investigate the formal and informal mechanisms by which realtors in San Francisco "network" -- share information and take collective action. However, our interests centered on people at the other end of the power spectrum. In fact, our primary purpose was to look at networking as a mechanism by which powerless and alienated people move toward political power and community. We hoped to gain a better understanding of how informal and formal modes of networking help or hinder that process.

↓ MUCH BETTER

As might be expected, many of the groups and individuals providing 'alternative' services are located in the less

affluent neighborhoods of San Francisco. Our interviews took us to the Mission, the Haight, Potrero Hill, Noe Valley and the Tenderloin. We wished to interview people engaged in a fairly broad spectrum of community activity, including services, businesses, and political organizing. Our questions focused on 1) ~~the~~^{each} group's genesis and structure (internal information flow and decision-making); 2) what the group does and what it hopes to accomplish in the short and long term; and 3) how it relates to and works with other individuals and groups in the City.

Rather than a detailed (or quantitative) account of the interviews, we have chosen to synthesize them and present them in narrative form, as comments toward beginning to describe the 'state of the art' of networking in San Francisco.

WHAT IS A NETWORK?

"There is absolutely no networking going on in San Francisco," commented Gary Warne of the San Francisco Suicide Club (and formerly of Communiversity). Yet, nineteen of 22 groups responded positively when asked if they are in a network; another thirteen said further that their network was connected to other networks. However, often as not, an interviewee wanted to know what a network WAS before s/he answered yes or no to being in one. Clearly, there is some difference of perception as to what

constitutes a network. *names?*

In one definition, the term "network" (describes) the relationships between formal and informal groups, particularly at a grass-roots level. It is also commonly understood to mean simple informal associations between individuals as well as groups. Key to the concept of a network is that there is no center or "prime controller" and [no single objective.] The network partners sustain and coordinate themselves.

Vague
← sharper
[Dubious!]

Informal networks accomplish information transfer in a haphazard, though often effective, fashion. Typically, such a network depends on the happenstance of time and place, as well as on individual initiative. (In essence, an informal network is a grapevine.) *heiter*

essence not useful - an informal network is more than a random circuit, isn't it?

Formal networks, on the other hand, regularize the flow of information from person-to-person or group-to-group via meetings, phone calls, newsletters, etc. Sometimes an individual is designated to be a liaison to other members in the network. A formal network can also synchronize action, often in response to a particular issue or event.

A network is distinguished from a coalition by the fact that a coalition sets common policy and develops coordination and accountability mechanisms. In addition, a coalition connotes a diversity of interests and beliefs among groups that have come together to pursue

) *NICE*
?

one specific objective. A good coalition is well-networked -- that is, information is transferred rapidly and effectively to all the groups which are part of it and further, to all the individuals who comprise the groups. Unlike networks, coalitions have some kind of mechanism to make group decisions and set policy (e.g., a coordinating committee or conference). At its best, a coalition structure maximizes directly democratic participation and advances the level of political effectiveness and analysis. At its worst, it can take on a bureaucratic and authoritarian life of its own.

THE SAN FRANCISCO GRAPEVINE(S).

Informal networks abound in San Francisco. The major grapevines operate along neighborhood, work or political lines.

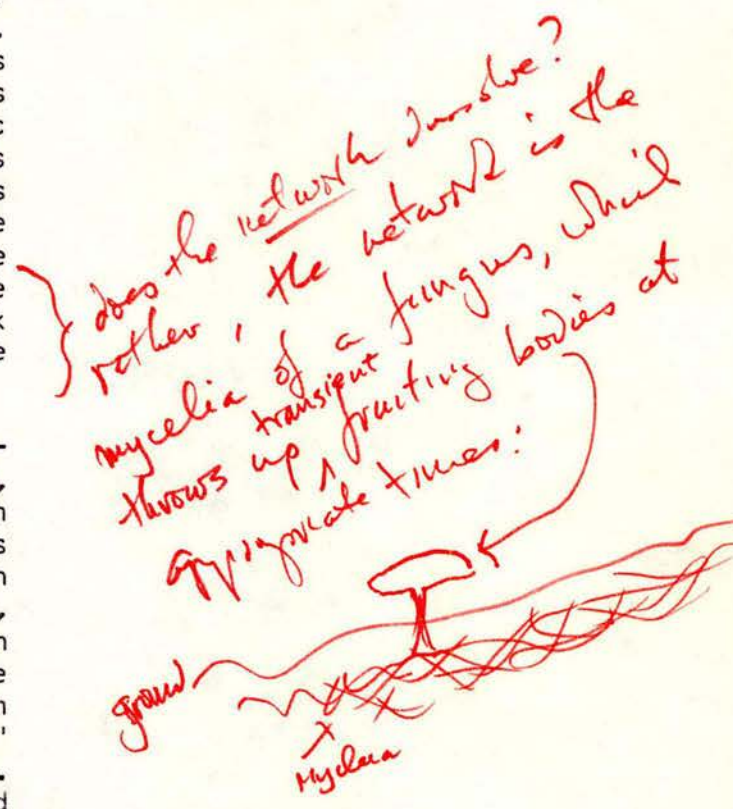
⑨ The neighborhoods of San Francisco are like small towns. Many residents identify first with the Mission or Potrero Hill or the Haight and secondly with San Francisco as a whole. Cafes, bars and community-service centers are laden with bulletin boards announcing a whole range of community events. Some bars and cafes serve as community centers where one can catch up on the latest gossip as well as find out about a neighborhood meeting, a bargain sale, or a good party. The high level of cafe and street-culture inspires a strong sense of community...and information is passed

as much by word-of-mouth as by posted announcements. Judging from the responses of several interviewees in the Haight and the Mission, one of the best ways to "spread a word" in the neighborhood is by making it down to the local bar or cafe at the appropriate time.

Some neighborhoods also have more traditional community centers, like the Potrero Hill Neighborhood House. The House puts out a regular paper, runs programs for children, senior citizens, etc., and facilitates the process of informal neighborhood association. (Groups such as Catholic Social Services have community organizers whose task is to pull people together around specific neighborhood improvements such as installing a street light at a dangerous intersection, or to fight for a service that is being threatened, such as the closing of a childcare center. Once the problem has been resolved, the network typically dissolves back into a more diffuse form.)

Political activists in San Francisco have a grapevine of their own, although it overlaps in some cases with the neighborhood networks. The lines are strongest between people involved in similar issues: housing, medical care, safe energy, etc. Communication between groups often depends on the initiative of particular persons who recognize each other as important or "key" information-holders and organizers. Typically, such people have worked

} does the network dissolve?
rather, the network is the
mycelia of a fungus, which
throws up fruiting bodies at
appropriate times:
ground
Mycelium



together in the past; their continued contact is based on trust, political pragmatism, and often, friendship. Regular phone contact is the most usual way such people link up to each other, though they may occasionally attend each other's meetings. Often, social circles mirror political-work circles so that a party or dinner becomes a time to catch up on the latest news. These informal ways of linking are often the backbone of more formal attempts to coalesce around a particular issue, such as (the district elections or the anti-Briggs initiative.)

*too local - reference.
generalize.*

FORMAL NETWORKS.

The abundance of informal networks is a stark contrast to the paucity of formal networks. While San Francisco houses "nodes" (chapters) of many state, national, and international networks (e.g. the Abalone Alliance, Friends of the Earth) there are few grids which systematically link the many individuals and groups within the City who are working on similar or related issues. A pressing issue -- e.g., the Briggs initiative -- will activate the informal networks and inspire new coalitions and alliances, but these tend to dissipate once the issue has been resolved.

There are, however, a few self-conscious, formal networks in the City whose existence continues beyond (or without) a single issue and which do not so strongly depend on the continued

involvement of a few "key" people.

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The thrust of the Food System, in contrast to Briarpatch, is explicitly political as well as economic. Their shared political understanding and continuing close economic interaction makes this a powerful and effective network.

*anyone?
reunite!*

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Networking definition

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The area of the most intense concentration of all kinds of social, economic and political interaction in San Francisco is the Mission. Besides housing a settled and an immigrant Hispanic community, the neighborhood attracts low-income people of all colors and ages who are seeking relief from high rents in other parts of the City. A strong sense of community accounts in part for the stability of the neighborhood.

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Community service centers of all sorts abound in the Mission, many of them bi- (or tri-) lingual. Some serve only the Latino or Filipino community. The La Raza network, composed of four centers, is dedicated to "the preservation and development of La Raza culture, in a social and economic sense." In the short term, this fight for self-determination translates into fighting

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Though not a member of a formal network, the Center's by-laws require that 14 out of 21 members of its Board of Directors be community representatives. Some of these are directors of other community programs. The Board itself, which meets regularly, is a kind of information-sharing network of its own.

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CONCLUSION.

The sheer volume of interaction among individuals and groups in San Francisco is impressive. Whether in terms of seeking fun and friends, economic survival, or political power, many people in San Francisco devote themselves energetically and enthusiastically to improving the quality of life and bringing about social change.

The most striking similarity among all the groups interviewed -- even the most traditionally organized -- was a stated antipathy toward hierarchical structures. Many groups organize themselves as collectives; others have regular avenues to encourage input and

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participation from workers and community people. An often-expressed sentiment was that no boss or "central committee" should be permitted to usurp decision-making powers or monopolize access to information.

Many interviewees equated "hierarchy" with "centralization," an equation that reflects a widespread revulsion against the bureaucratic and authoritarian social orders that dominate the world today. It is clear, however, that the art of non-hierarchical organization needs further development and that decentralization must not degenerate into a fetish that precludes effectiveness or simple coordination.

The networks that have sprung up are the expression of the impulse toward non-hierarchical forms of organization. Networking offers a means to connect and act in concert with wide circles of like-minded people in a democratic fashion. A self-conscious development of the networking model could enrich this participatory ethic, increase its effectiveness, and sharpen our vision of a transformed society.

by: Luba, Sandy, Marcy, & Tom.

NETWORKING in San Francisco

A study of communications among
selected community-based organizations
and businesses.

VILLAGE DESIGN
P.O. Box 996
Berkeley, CA 94701

May, 1979

"Networking," (making connections) is an activity which today is being consciously discussed and intentionally practiced by community-based organizations and people and groups interested in social change. "Networkers" believe that making and maintaining connections among peers can help people find and attain mutual goals, and that real power can develop from a network's organizational base.

Much networking is carried out by professionals (staff, paid or unpaid) from nonprofit organizations and takes place at conferences and meetings. As always, loose coalitions around current issues form and fade out, increasingly, more permanent links seem to be forming between the most active (and longest-term) workers.

What today is called networking is somehow reminiscent of connection-making among the counterculture of the 60's. Then, travellers could usually come to a new town and find a place to crash, a friend, a ride, etc. During the anti-war movement, informal networks were vital elements in both political organizing and in the "underground railroad" of people harboring draft dodgers and helping them out of the country.

Today, when times are relatively peaceful and the left seems to have moved into a state of skepticism about just how (or whether) the movement should move, organizations' reasons for making connections are often more practical than political. Funding, for example, is a common and particularly pressing reason for networking. And it works - a coalition of local groups can indeed form a formidable force in the eyes of the funding sources.

Such action-taking coalitions, whether around funding or some other issue, are often temporary. However, there now seems to be a great deal of interest in making longer-term connections for a variety of reasons. The Open Network in Denver, for example, provides a means for people with similar interests to find each other. The Open Network is just one of many skills-exchange or interest-matching services which are institutionalizing the grassroots activity of networking.

As discussed in theory, networking is held to be an activity which can actually change society, not just give a sense of 'community' within an unalterable social/bureaucratic framework. In practice, the phenomenon of networking seems to have had only intermittent short-term results.

NETWORKING IN SAN FRANCISCO.

Between June and December of 1978, Village Design conducted a study of information-sharing and networking in San Francisco. Twenty-three groups and individuals, most of whom provide 'alternative' services of some type, were interviewed.

As a Berkeley-based group, Village Design had the advantages and disadvantages of an "outsider's" perspective. Most of us have lived in the Bay Area for many years and are somewhat familiar with who's-who and who-does-what-where in San Francisco. However, we are not intimately involved in the day-to-day life of the City. Our study, therefore, reflects an image which surfaced in a particular journey through the social labyrinths of San Francisco.

STARTING POINT, PARAMETERS.

The limitations of our time and resources (and interests) required that we draw political and geographical boundaries around our inquiry. It might have been useful, for example, to investigate the formal and informal mechanisms by which realtors in San Francisco "network" -- share information and take collective action. However, our interests centered on people at the other end of the power spectrum. In fact, our primary purpose was to look at networking as a mechanism by which powerless and alienated people move toward political power and community. We hoped to gain a better understanding of how informal and formal modes of networking help or hinder that process.

As might be expected, many of the groups and individuals providing 'alternative' services are located in the less affluent neighborhoods of San Francisco. Our interviews took us to the Mission, the Haight, Potrero Hill, Noe Valley and the Tenderloin. We wished to interview people engaged in a fairly broad spectrum of community activity, including services, businesses, and political organizing. Our questions focused on 1) the group's genesis and structure (internal information flow and decision-making); 2) what the group does and what it hopes to accomplish in the short and long term; and 3) how it relates to and works with other individuals and groups in the City.

Rather than a detailed (or quantitative) account of the interviews, we have chosen to synthesize them and present them in narrative form, as comments toward beginning to describe the 'state of the art' of networking in San Francisco.

WHAT IS A NETWORK?

"There is absolutely no networking going on in San Francisco," commented Gary Warne of the San Francisco Suicide Club (and formerly of Communiversity). Yet, nineteen of 22 groups responded positively when asked if they are in a network; another thirteen said further that their network was connected to other networks. However, often as not, an interviewee wanted to know what a network WAS before s/he answered yes or no to being in one. Clearly, there is some difference of perception as to what constitutes a network.

In one definition, the term "network" describes the relationships between formal and informal groups, particularly at a grass-roots level. It is also commonly understood to mean simple informal associations between individuals as well as groups. Key to the concept of a network is that there is no center or "prime controller" and no single objective. The network partners sustain and coordinate themselves.

Informal networks accomplish information transfer in a haphazard, though often effective, fashion. Typically, such a network depends on the happenstance of time and place, as well as on individual initiative. In essence, an informal network is a grapevine.

Formal networks, on the other hand, regularize the flow of information from person-to-person or group-to-group via meetings, phone calls, newsletters, etc. Sometimes an individual is designated to be a liaison to other members in the network. A formal network can also synchronize action, often in response to a particular issue or event.

A network is distinguished from a coalition by the fact that a coalition sets common policy and develops coordination and accountability mechanisms. In addition, a coalition connotes a diversity of interests and beliefs among groups that have come together to pursue one specific objective. A good coalition is well-networked -- that is, information is transferred rapidly and effectively to all the groups which are part of it and further, to all the

individuals who comprise the groups. Unlike networks, coalitions have some kind of mechanism to make group decisions and set policy (e.g. a coordinating committee or conference). At its best, a coalition structure maximizes directly democratic participation and advances the level of political effectiveness and analysis. At its worst, it can take on a bureaucratic and authoritarian life of its own.

THE SAN FRANCISCO GRAPEVINE(S).

Informal networks abound in San Francisco. The major grapevines operate along neighborhood, work or political lines.

The neighborhoods of San Francisco are like small towns. Many residents identify first with the Mission or Potrero Hill or the Haight and secondly with San Francisco as a whole. Cafes, bars and community-service centers are laden with bulletin boards announcing a whole range of community events. Some bars and cafes serve as community centers where one can catch up on the latest gossip as well as find out about a neighborhood meeting, a bargain sale, or a good party. The high level of cafe and street-culture inspires a strong sense of community...and information is passed as much by word-of-mouth as by posted announcements. Judging from the responses of several interviewees in the Haight and the Mission, one of the best ways to "spread a word" in the neighborhood is by making it down to the local bar or cafe at the appropriate time.

Some neighborhoods also have more traditional community centers, like the Potrero Hill Neighborhood House. The House puts out a regular paper, runs programs for children, senior citizens, etc., and facilitates the process of informal neighborhood association. (Groups such as Catholic Social Services have community organizers whose task is to pull people together around specific neighborhood improvements such as installing a street light at a dangerous intersection, or to fight for a service that is being threatened, such as the closing of a childcare center. Once the problem has been resolved, the network typically dissolves back into a more diffuse form.)

Political activists in San Francisco have a grapevine of their own, although it overlaps in some cases with the neighborhood networks. The lines are strongest between people involved in similar issues:

housing, medical care, safe energy, etc. Communication between groups often depends on the initiative of particular persons who recognize each other as important or "key" information-holders and organizers. Typically, such people have worked together in the past; their continued contact is based on trust, political pragmatism, and often, friendship. Regular phone contact is the most usual way such people link up to each other, though they may occasionally attend each other's meetings. Often, social circles mirror political-work circles so that a party or dinner becomes a time to catch up on the latest news. These informal ways of linking are often the backbone of more formal attempts to coalesce around a particular issue, such as the district elections or the anti-Briggs initiative.

FORMAL NETWORKS.

The abundance of informal networks is a stark contrast to the paucity of formal networks. While San Francisco houses "nodes" (chapters) of many state, national, and international networks (e.g. the Abalone Alliance, Friends of the Earth) there are few grids which systematically link the many individuals and groups within the City who are working on similar or related issues. A pressing issue -- e.g., the Briggs initiative -- will activate the informal networks and inspire new coalitions and alliances, but these tend to dissipate once the issue has been resolved.

There are, however, a few self-conscious, formal networks in the City whose existence continues beyond (or without) a single issue and which do not so strongly depend on the continued involvement of a few "key" people.

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Briarpatch, according to coordinator Michael Phillips, is a "network of people in business who share common values." In order to be in the network, one must 1) not be in business (primarily) to make money; 2) make books and records open to the public; and 3) be willing to share resources of people and skills.

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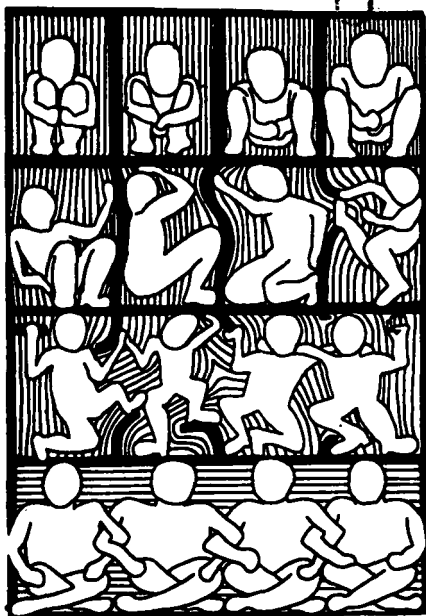
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LNS/cpf

Thanks to:

Briarpatch
 Potrero Hill Neighborhood House
 S.F. Common Operating Warehouse
 Haight Community Food Store
 Earthwork
 Glide Foundation/Church
 La Raza Silkscreen
 People's Law School
 Pride Foundation/Gay Community Ctr.
 The Meat Market
 People Against Nuclear Power
 Catholic Social Services
 Mission Neighborhood Health Center
 Catholic Social Services/Mission Office
 People's Cultural Center
 Women's Centers
 KPOO Radio
 Fort Mason Foundation
 Environmental Action Clearinghouse
 S.F. Suicide Club
 S.F. Information Clearinghouse
 Far West Laboratory for Educational
 Research and Development
 West Bay Health Systems Agency

Michael Phillips
 Ruth Pasen
 Meredith Bergeson
 Matundo Matahini
 Paul Kivel
 Lloyd Wake
 Linda Lucero
 Scott Weaver
 Paul Hardman
 Julie
 Randy Bernard
 Pat Christensen
 Marina Perez
 Chela Hoyos
 Jeff Corr
 Roma Guy
 Terry Collins
 Mark Kaskie
 Julie Verstig
 Gary Warne
 Calvin

 Anne Sarmento
 Andrew Sun