#### CITIZENSHIP PARTICIPATION DEPARTMENT

Organizational Conference North Unit Educational Center - La Paz August 19-21, 1976

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An introduction was given by Cesar as to the purpose of having an organizational conference for the Citizenship Participation Department. Besides being involved in organizing workers, having strikes, getting contracts, the Union has to be involved in something other than that to protect the contracts the Union gains from its struggle; namely, political activity.

Came up with the idea to let the workers contribute money to the fund to do civic work as well as political work. The workers could take one holiday and make it a Sunday. The employer would pay the holiday to the Union fund provided the workers sign an authorization card. The pay would equal the rate the worker was making during that week for one day.

The Citizenship Participation deals with legislation, voter registration—
it is a very broad thing. It means getting involved in elections; recal—
ling legislators and public officials who are not performing; getting
people interested in the local political activity. Have to think in
terms of legislation in Sacramento, Florida and Washington. There are
a lot of people who are not voters because they are not citizens. We
must equip them with the power to vote. Politicians want us to endorse
them—not only in California but also in other cities as well. We
have to be involved in telling where funds come from to protect the
Union; to make sure the Union is following the law.

Since February, when the Executive Board decided to structure the Union, it assigned specific tasks to the leadership. There are only two departments left to be structurally organized. Want to give more authority to more people to do things. Have to find out if we all mean the same thing.

Have to get down to the question of how we are going to get the worker involved. At every ranch there should be someone involved in politics. He must know what is going on.

Grosby pointed out the importance of each human being recognizing that he is a creator. Second is to recognize that you are a unique creator. There has never been any Dolores nor will there be another one. Each of us is totally unique and we can create. In terms of how society functions, andividuals are indispensable.

Talk about goals, strategies, objectives, functions—begin to look at how they may be grouped. It is important what kind of mental images we get. Have to use words the same way. Only important thing is that whatever the group is doing, it is done the same way. A goal is in terms of something we are working toward. A SAM (specific, attainable, measureable) objective happens within a specific time span and it is measureable. Many supporting events have to take place.

Now we are going to talk about the Union or Movement; later go through the process again in terms of the Citizenship Participation Department.

# GOALS OF UNION:

- .screw Teamsters
- better life for farm workers
- .decent wages
- .remove fear
- to sign contracts
- .national ALRA
- clean toilets in the fields
- .building a national/international Union
- better health care
- better distribution of food
- better housing
- education for our children
- . undivide community
- control over our own lives
- .wipe out bad politicians
- dignity
- cultivate good politicians
- egrow our own
- .be self-sufficient
- create a respected image
- for agricultural labor
- .create a respected image for agricultural labor
- . form land cooperatives
- end consumerism among workers
- raise our own consciousness
- .build economic power
- build our own banks
- .political voting rights for everyone

- .organize farm workers
- better life for working poor
- .better laws for everybody
- .teach people how to use their power for good
- .control of use of pesticides
- .sanitary drinking water
- .safe transportation
- .more fringe benefits
- .job security
- .agricultural co-ops
- .pooling of resources of poor
- end child labor
- .eliminate racism, sexism and poverty
- end labor contractors
- .repeal 14B and right-to-work laws
- .teach everyone how to report on Prop9
- .land reform
- elect our own president
- on the inside so we can organize on the outside
- .develop leadership
- . take over Farm Bureau
- .dignity of the worker
- raise our own doctors
- .collective bargaining rights
- enlarge our own power base
- .make every worker a political activist
- elect mayor of Delano

### AREAS OF GOALS:

.economic .social .ethical .familial .survival

.biological

.recreational .organizational

cultural

.political

.philosophical

.personal

.educational

.health .physical

.facilities/structural

agricultural/LaPaz Model

From attending workshops and conducting them, Crosby found out that an important thing came from the Legal workshop. They were creating a power base. Building a power base was a facilitating goal to help bring about a number of things. Some organizations have power as the basic goal. Difference with us is that it is a facilitating goal. Basic goals have to do with people; facilitating goals have to do with things.

### BASIC:

.eliminate poverty

.decent living conditions

.social justice

spread doctrine of non violence

.decent wages

end child labor

.make people strong/self confident

.educating parents/children

.teach F/W to be good sailors

### FACILITATING:

.power

register people to vote

,divide up land

.educating politicians

boycott

, lawsuits

, training

.understanding goals -- facilitating

and basic

.El Malcriado

organizational conferences

recognizing asshole politicians

. typing/filing

.get rid of bad politicians .fight repressive laws

.workers' contributions

.signing contracts

.cood laws

.recall

union

.demonstrations

recruiting

. fund raising

.sit-ins

.Huelga School

.organizing F/W

.recruiting good staff

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Strategies deal with method to reach a goal.

# STRATEGIES:

boycott
strike
praying
fasting
singing
letter writing
bumper stickering
house meeting
organizing
saving
phoning
driving
picketing
suing
scheming

. lobbying
.marching
.billboarding
.negotiating
.vigils
.leafletting
.campaigning
.rallying
.spending
.conventioning
.endorsing
.legislating
.voting
.sense of humor
.conferencing

SAM OBJECTIVES: (Specific, attainable, measureable)
grouping according to divisions.
.Pass Prop 14 on Movember 2, 1976
.Have successful convention September 5, 1976
.Get CPD organized by Saturday noon, August 21, 1976
.Recruit 300 organizers by October 1, 1976
.Get phone working in CPD office by August 23, 1976
.Get three working typewriters in CPD by Monday, August 23, 1976
.Get bussing campaign for Prop 14 - 50 passenger - by October 1, 1976
.Get Prop 9 report in order by September 24, 1976
.Have supplemental report to prior report by September 1, 1976 with all information correct and in balance
.By September 10, 1976 have all cost centers audited
.By October 22, 1976, raise \$34,000 from Field Offices for Prop 14
.Get procedures on income and expense out by September 24, 1976

# GOALS FOR CITIZENSHIP PARTICIPATION DEPARTMENT:

Recruit 135 Chicanos for Initiative

.Pass good laws and kill bad ones
.elect good politicians
.educate farm workers about CPD
.educate farm workers about politics
.pass laws that will help the Union—tax on growers; banking; clinics;
land distribution
.set up farm worker political committees
.voting rights for everyone
.have good lobbyists
.build political muscle
.know how to use political muscle

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# STRATEGIES OF CPD:

.voter registration
.make workers citizens
.make non-citizens voters
.lobbying
.voter registration
.voter education
.legislative analysis
.activate non-voters to pass on 14
.develop (run) our own candidates
.take offensive
.initiate laws
.publicize unjust laws
.repeal bad laws/politicians
.fund raising
.unite with other political action

### SAM OBJECTIVES OF CPD:

.organize politicians to endorse Prop 14
.pass Prop 14
.pass Humphrey-Hawkins Bill
.defeat SB-1
.have successful convention
.1,000 delegates
.have 5,000 participants
.run Ford off the road
.organize enough staff to do the work
.develop action nationwide
.have short meetings

#### GOALS OF CPD:

- train staff
  organize staff
  get all farm workers to participate
  workers' responsibility to the
  Union
  revise Prop 9
  accounting system
  good system for dealing with
  junk mail
  political education
  build unified ranch communities
  analyze laws which have to do
  with health care/housing
- .atructure department
  .ranch community education
  .Union staff education on CPD
  .help map out political future
  .better way of getting contributions
  (another way)
  .revise Federal Election Campaign Act
  .lay groundwork for organizing in
  other states
  .get involved in the communities
  .develop good political newsletter
  .amend the minimum wage law to treat
  farm workers like other workers

### AREAS OF GOALS OF CPD:

. legislative

citizenship participation

political education

.community issues

administration and reporting

protective legislation for Union

.voter registration

legislators education

recognizing good politicians

anational political issues

.developing our own candidates

.Citizenship Participation Day Contributions

research and legislative analysis

build leadership

.Union membership involvement

elections

helping to elect good candidates

. lobbying

.local community political issues

international political issues

# BASIC CPD GOALS:

education

,make sure we have laws we need

.organize farm worker political groups

pass Prop 14

.develop farm worker leadership

.voter registration

becoming a recognized political force

## FACILITATING GOALS:

. fund raising

ecruiting staff

.elect good politicians and

defeat bad ones

. lobbying and legislative analysis

.demonstrations

. training staff

. pass Prop 14

.organize CPD department

drafting legislative proposals

Determiners—people (senstors and assemblymen) who are influenced by people. Have to get enough determiners positive to make certain steps take place. Someone has to write a set of words (law). Identify detectable things you want to make happen and deal with what the determiners are to making that event happen in terms of people. What are the positive things you want to make occur?

Next we took the Basic Goals of the Union; related them to the Basic Goals of CPD; and wrote Sam Objectives which could help accomplish these goals.

#### BASIC GOALS OF UFW:

.improve working conditions for farm workers

.improve living conditions for farm workers and families in the home

.improve living conditions for farm workers and family in community

### BASIC GOALS OF CPD:

In Union - to improve working conditions of farm workers. What would be basic goal of CPD to support the Union goal?

pass Prop 14

opesticides legislation

.unemployment insurance

oraise disability

eliminate labor contractor

.collective bargaining for

farm workers outside California

enforcement of legislation already on the books

.good local officials to enforce the law

eliminate sexism and racism

.fight immigration discrimination change workers compensation law in California

.industrial safety

.minimum wage

.change immigration and citizenship laws

protect farm workers civic rights

.public swareness of all the above .research growers' welfare laws (repeal

them) themes the trans (repeat

exploit bad laws and discriminatory enforcement in the press to help pass good ones

.get members involved

Then we linked basic goals of UFW to CPD to the following Sam Objectives

# SAM OBJECTIVES

pass Prop 14

write proposal for law re

agricultural health and safety write proposal for new Federal Agricultural Health and Safety

T entry

.pass HB 3095 in Florida by 6/4/77

.write a proposal for new state workers compensation law

.write proposal for new Federal Workers Comp Law

.disability increase

.file discrimination suit

#### FUNCTIONS OF CPD:

, lobbying

drafting legislative proposals

.federal reporting

organizing other organizations

politicizing membership

, fund raising

.mass letter writing

.political education of membership

.developing political educ. materials

-for legislators

-for members

-for Union staff and entitles
(intra Union - inter Union)

.political materials

protect workers' rights

.training members how to wield

political power

endorsing and helping other

political movements

. legislative research

. typing

.receiving political mail

. filing

.public speaking

.budgets

.organizing community political base

.economic and public interest research

.keeping all Union staff informed

record keeping

publishing political newsletter

and press releases

educate workers

.analyzing opposition to proposals

"responding to other groups' legis-

lative program

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#### Functions of CPD - continued:

establish Union/worker/grower good relations teach selves how to be effective politically analyze politicians' political games develop our own political program -research - analysis -drafting - coordinating with other Union entities/FW

-get input on priorities and what is needed/FW

capply goals of Union .develop 5-year plan

afind out what you're doing start looking for staff

GROUPING OF CPD FUNCTIONS: How do these functions fall into grouping? We are leading to an overall organization chart. Get some sorts of grouping to begin that thought process.

.administrative .lobbying and legislation - national .community-based groups

political educ. of members/others .developing materials

public relations

bookkeeping and accounting

(financial management) elections and campaigns

.legislative analysis

planning

.planting

plowing .watering

.picking

.lobbying and legislation - state

drafting legislation

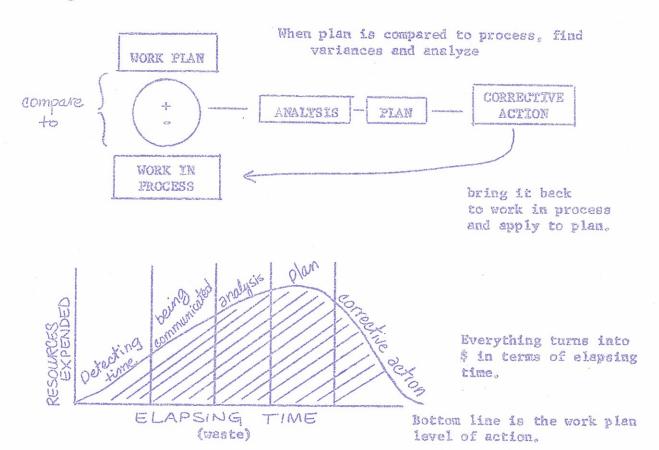
.state and federal reporting & regula-

tions

.planning/strategizing -offensive/defensive -long-range planning

, sowing . fertilizing reaping

DETECTING TIME CONCEPT: The Industrial Revolution dealt with efficiency. The methods of doing things and how to position work so people could get things done more quickly and efficiently was concentrated on. Had to do with creating jobs that were sub-human. We are primarily involved in a management revolution. It deals with effectivity. You can be 100% efficient and "O" effective. You can become very efficient at doing something that is not serving any useful purpose and which no one wants done. A well managed organization in industry today is maybe 20% effective. What you are involved in all the way through the movement is becoming more effective. Part of becoming effective deals with elepsing time. Difference between the Industrial Revolution of efficiency vs. effectivity deals with elepsing time. Efficiency deals with applied time-how many hours a person spends in performing a particular task. Management revolution deals with elapsing time as well. Personal contact is more important than good equipment. Cutting down everything is saving time.



Elapsing time-All the old industrial engineering handbooks said we would make a work plan. This would be the engineering standards. Then there is work in process going on or work done and looked at later. A comparison is made. Look at the work plan and the work done and there is either a plus or minus; faster or slower. Compare the plan to what is in process. Make some kind of analysis so that a decision can be made on some sort of corrective action. This applies back to where the work is going on.

Work goes along and then goes estray. There is some kind of tolerance level point at which somebody says this is messed up. From that point to where somebody yells is detecting time. Things keep on getting messed up while it is being communicated. Then it begins to level out a little because it is communicated. Somebody makes an analysis and that takes a little while. Somebody still has to make a decision. Finally some kind of corrective action is taken and the work gets done.

Authority is given only if authority is also given to make a mistake. If you cut down detecting time and communicating time, all the waste is avoided. Crucial is detecting time. Elapsing time is as important to recognize as applied time.

#### RESOURCES:

- .hours applied
- .facilities
- .money
- .tech data
- -job description

aschines

.materials applied

elapsing time

Resources get applied to something. Resources are applied to things that come in to condition and configuration.

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Every place we make things happen we are changing condition and configuration. Part of the thing is to actually visualize one condition and visualize what it would look like if it was changed. People can visualize what they want to create.

Management by exception is inefficient. Causing-action management means you do not wait until things happen. Exception management—going to work every day and hoping too many things don't happen which you cannot deal with (exceptions). The question is: What are specific conditions and configurations that are going to be changed and what are resources that are going to be applied to activities in order to change those conditions and configurations. It is an on-going kind of expenditure; resources are being spent all the time. Resources are hours applied (people).

Have to recognize all sorts of things we are managing. There is something we are trying to change. Decide not just a lot of activities but how are we really going to make it take place. What is the elapsing time I can apply? At one time part of the plan was to take a lot of time. But at a different point in time, you can speed up that process. At what point in time are we going to be able to have national legislation and to do something for the farm workers? Make a comparison against the work you are trying to get done. Work done and work planned—real measurement of production falls into the basic goals of living conditions and working conditions of the farm workers and their families. You can have production from your activities, but if you have a lot of laws and none of them are funded, this is not good. Our effectiveness will be determined by how well we learn how to detect, communicate and make necessary decisions. It is also important in order to increase productivity to plan well the positioning of people.

#### IDEAS REGARDING CPD:

- -study on growers' strategy in fight against our union .past / .now / .in future
- -study our own strategy
  .past / .now / .in future
- -study other groups political operations (friends and opposition) .what worked / .effectivity / .structure of it
- ocover every assembly district in the state with some kind of political machine
- -something about mechanization issue in agriculture .legislation
- -set up political structure / organization in every boycott city
- -where will CPD be located geographically
- -set up farm worker media clip service (free)
- -management wheel
- -historian
- -political education column
- -organize and really know every legislator
- -communication to workers what is going on politically
- -other ways to raise funds for political purposes

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- , Chicano and Puerto Rican dances as fund source
- .educate farm workers to contribute money for justice
- .find out people/hour peaks
- analysis of money lost by not doing education regarding farm workers and CPD
- .analyze migrant streams regarding voter registration potential
- .tie in to AFL-CIO voter registration (also other organizations)
- .research voter registration in other states
- research legislature in other states re support
- .develop workers' interest politically

#### A BASIC GOAL OF UFW:

.improve working conditions for farm workers on the job

#### SUPPORTING BASIC GOALS OF CPD:

- .effect (secure) functioning collective bargaining law for F/W that is just
- .neutralize political opposition
- .passing legislation controlling pesticides with penalties
- .elect friendly legislators

### SUPPORTING SAM OBJECTIVES OF CPD:

- Pass Prop 14
- -getting lot of endorsements
- .raise \$ to pass Prop 14
- .create a lot of local and worker awareness
- .registering people to vote
- .getting out accounting procedures for expenses and income
- .drafting legislation
- .identifying determiners in Legislature
- .identify legislation needed
- .lobbying determiners
- .getting membership involved

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#### A BASIC GOAL OF UFW:

.improve living conditions for farm workers and families in home

#### SUPPORTING BASIC GOAL OF CPD:

- .get mmicipal services equal distribution on F/W side of town
- .get decent city and county officials elected
- .get F/W involved in local issues
- .consumer cooperatives
- .develop political awareness
- .organize local community group and teach how to use their power
- stop rip off of farm worker as consumer
- .good endorsing
- .improved medical facilities

### SUPPORTING SAM OBJECTIVES OF CFD:

- .voter registration in specific communities during specific times
- .make specific demand in specific community for equal services; if fail, file discrimination suit
- .analyze local, city and county ordinances -- specific area, time -- identify and document discriminatory practices

#### GROUPING FUNCTIONS:

## -Administration

- .budgets
- .legal
- .mailing
- .coord. between different
- branches of CPD
- schedules
- .workers (members & non-members)
- erecord keeping, filing, accounting
- . cyping
- . Prop 9 reporting (FPPA)
- .correspondence
- , FECA
- . fund raising
- .special events

# -Legislation

- . lobbying
- analysis (existing & proposed
  - legislation)
- .coord support from other groups
- with related interests

- research
- drafting
- .coordination support efforts of rest of Union re particular
  - legislative goals

#### -Political

- political endorsements
- .campaigns
- Prop 14
- community involvement

- research on politicians
- , conventions
- response to appeals
- .voter registration

#### -Educational

- .worker education
- educational materials
- -workers/-etaff/-politicians
- -press

- etaff
- .newsletter development
- .community organizations
- assembly district/precinct organization

# A BASIC GOAL OF UFW:

.improve working conditions for farm workers (on-the-job)

### SUFFORTING GOALS OF CPD:

.effect/secure/refine collective bargaining laws for F/W that are just and that function

# SUPPORTING SAM OBJECTIVES OF CPD:

.on November 2, 1976, pass Prop 14 in California (SCPC/CPD Civic Action Div.)
.By 30 June, 1977 effect actions to assure adequate funding for California
ALRB for fiscal year 1978. (CPD Research and Analysis Division/Legislative
Div)

# SUPPORTING SAM OBJECTIVES OF CPD (re collective bargaining laws for F/W):

on 5 September, 1976 complete "successful" endorsing convention involving at least 50 political candidates, all of which endorse Prop 14, at least 1200 delegates participating, all of which also put bumper stickers on their cars; at least 3800 non-delegate participants, all of which also put Prop 14 bumperstickers on their cars; raise at least \$5,000 at the convention. (CPD Civic Action Division; SCPC)

# SUPPORTING SAM OBJECTIVES:

- .By 4 September, 1976, CPD Research and Analysis Division complete background on all candidates to be considered by endorsing convention, 9/4/76.
- .By I September, 1976, CPD Administration Division complete compilation of all delegates to endorsing convention 9/5/76.
- .By 1 September, 1976, CPD Administration Division complete CPD brochures (write and have 15,000 printed) for endorsing convention.
- .By 1 September, 1976, complete alphabetized guest list/roster for endorsing convention.
- .By 25 August, 1976, CPD Master Planning complete formulating/writing endorsing policy and procedures, obtain Executive Board input and approval; determine distribution and print for distribution by September, 1976.
- .By I January, 1977 complete record of all CFD contributions by each member (CFD Membership Division)
- .By 1 January, 1977 complete record of contributions by members by employers (CFD Membership Division)
- .By 15 September, 1976 complete CPD brochure, have them printed and one distributed to each member (CPD Membership Division/Admin, Div lead)
- .By 8 September, 1976 have all grape contract workers signed on CFD deduction cards. (CFD Membership Div.)
- .By 1 January, 1977 complete "Profile" file on each Connecticut, Arizons, California, Florida, New York state and federal level politicians elected. (CFD Research and Analysis Div. (lead)/ Legislative Division)
- .By 15 September, 1976 formulate (write) plan to deal with "Select Committee" in Florida on collective bargaining. (Master Planning/Legis-lative Division)
- .By 15 January, 1977 complete initial legislative plan for union, (Master Planning / Legislative Division)