



HEY!  
ALL THIS RATATATAT  
IS FINE BUT...  
WHERE'S THE #!@%\*ε  
TACTICS!!?!

# Front Line Tactical Manual, Part One

by Kathleen Kleinmann with a few good friends

Attack by prayer, recruit by anger, and lead with your desperation



Bet you didn't know...

The Rehab Act, a federal law which requires your state to offer Voc Rehab services, provides massive amounts of money to the states to train and prepare people with disabilities for employment. There are people — I'm one of them — who claim that it worked for them. Many others are mangled, segregated in day programs and workshops, refused services without due process, rejected.

Back in the sixties, a few angry rejects got together to demand reparations from Congress for the damage VR had done to them. Congress responded to Ed Roberts and the Rolling Quads with Title VII of the Rehab Act, creating centers for independent living.

Congress did not intend CILs to provide social services but to activate VR's rejects, to organize the "too disabled" so they'd form a powerful union and force the system to respond to them. That's where CILs came from.

To even locate those rejects, CILs have to go into the no-fun places — group homes, workshops, nursing homes. Your CIL doesn't do that? It's out in the suburbs providing services to the same nice, middle-class kids VR caters to? Then your community's rejects are still rejected and your CIL has failed. Generally, as a community, that's where we are now.

## A right CIL, the wrong board

TRIPIL, the IL center of Washington, Pennsylvania, where I'm director, found itself controlled by a board drawn from traditional nonprofits, people who believed we ought to provide social services. Current and former

## CAPTURE IS CALLED FOR

Growing numbers of CILs are not organizing rejects, they're providing services. That makes them the problem, not the solution. They are exactly the sell-out "leaders" who will burn you and your community. Take them over. Take them back to their roots.

staff, our volunteers, and community members shared the self-help vision: peer support and powerful advocacy. In 1997, the crisis of competing visions brought us to a winner-take-all battle. The board was set to “revamp” TRIPIL. Its members were the usual bunch — people motivated by ambition or greed. We figured we’d try to convince them that to be associated with TRIPIL would tarnish their reputations, maybe even cost them money.

Only when I clearly understood that we were at war did I see that it was all or nothing, that if we faltered in our commitment or if we compromised, TRIPIL was lost. Yes, our jobs were at stake, but more than that. We had made commitments to our community that we would change the service system. We had made commitments to individuals that we would get them out of nursing homes. Whatever we did, we could not fail.

A staff walkout might have seemed noble but would not allow us to live up to our commitments. We chose the tactic of recruiting our center’s true constituency to help us force board members to resign.

This tactic was brand new, untried in independent living. We were going out on a limb, and believe you me we knew it. The only factors in favor of the tactic working were that we were desperate and we cared so much. We also called in two veteran warriors, Woody Osburn and Roland Sykes, to assist us.

The assault had to be swift and ruthless. Our proud troops, with a reporter in tow, began with surprise sit-ins at board members’ places of employment, demanding their resignations. This action was front-page news the next day — embarrassing for the board.

Then we asked our insurance man, a seldom-recognized hero, Leon Williams, to send a simple letter to board members casting doubt on whether or not the board liability insurance would bail them out “if someone got hurt” by our

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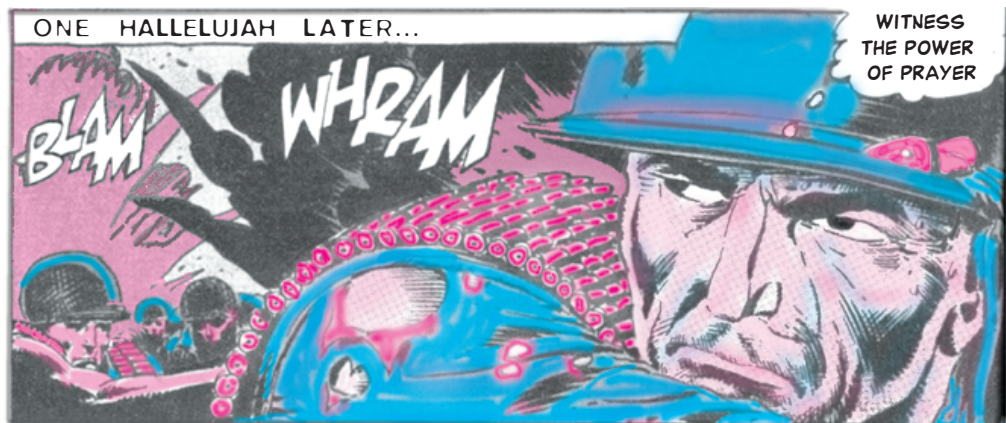
escapades. After that, the resignations came rolling in from even financially well-situated board members.

One member of the board promised her resignation but later reneged. A non-disabled person, she had anticipated being the new director of TRIPIL, presiding over a new, social-working staff. Her special interest in hanging on required a special tactic. Here was a woman who paraded herself around as a holier-than-thou Christian. That character trait gave us an opportunity for a little theater, and a little fun. Roland will tell you the rest. — *KK*

### Attack by prayer *by Roland Sykes*

I traveled full speed from Dayton, Ohio, to Washington, Pennsylvania, in answer to an eight-word fax from Kathleen, whom I had met and corresponded with via DIMENET. Her message read, “Beachhead in peril. Convene war council. PS. — S.O.S.” When I arrived, I found TRIPIL’s front-line soldiers at work collecting resignations from their board.

On that first sunny morning I sat in for a mission briefing with thirty community soldiers as the leader for the day, Woody Osburn,



explained the layout of the current target's location. After reviewing our plan for securing the building, the troops were ready to head out. Having received a briefing on the target from Kleinmann, I knew that Ms. Holier-Than-Thou's resignation would be difficult to come by, and that some weapons do not fire unless armed in advance. I asked the team if they would pray with me on site during the maneuver if required. They gave me an emphatic *Yes!* That settled, we mounted our invasion.

The target's building was long and narrow, housing numerous social service offices. Thirty of us stormed it, occupying the hallways and surrounding the target, who had locked herself in her one-room office. When we had secured our positions, I occupied the space directly outside her door.

Chanting and singing songs, we hoped to get her out to talk, and to resign. Instead, she called the police. This was a small town, so soon both police officers came on the scene to deal with us. Perplexed and confused when we refused to leave, they called in their chief.

Woody convinced the chief that we would leave peacefully if he would speak to the target and see if she would consider tendering her letter of resignation from the TRIPIL board. The chief did so, but she did not relent. He asked us to leave as we had promised.

### The prayer bomb

Recognizing that we had the upper hand, Woody decided it was time to call in the heavy artillery. He thanked the police chief for talking to the target, told him that we would honor our word and leave but please, would he pray with us before we did? The police chief, caught off



## RECRUITING FOR ACTION

Where can you find recruits to help in the capture of a traditional and unjust non-profit? Look among people who have been frustrated by a fragmented, ineffective collection of government- and insurance-funded programs. Don't look among people with disabilities or families who have marginal need for those systems and could thus be easily satisfied. Look among the poor, the wounded, the angry.

## TACTICAL RISKS

The greatest, most stupid risk is taking no risk at all. Folks will warn you about barking up the wrong tree. But trial and error is the best way — maybe the only way — to learn. Bark up all the wrong trees if you have to. One of them will bark back.

guard, nonetheless agreed, removed his hat, and bowed his head.

Speaking as the Reverend Rollo, I began with a short reading from the Gideon Bible I'd borrowed from the Red Roof Inn. The reading ended with the phrase "and the liars and cheaters shall not escape." The prayer followed, beseeching the good Lord to help us endure the wickedness and pain being inflicted upon us by TRIPIL's board members. I prayed that He would deliver us to freedom from the bondage of their scurrilous greed.

After a chorus of amens, I heard the target sobbing bitterly, howling that she could not *believe* what we had just done to her.

Our prayer concluded, the chief signified to Woody that we should leave. Woody asked if the chief would first do him just one more favor. Would he talk to the target of our prayer to see if it had worked? The chief was skeptical but he agreed to try one last time.

Within five minutes, he emerged with her signed letter of resignation.

Our troops cheered, praised the Lord and headed back to base for a briefing on the next target, knowing we could not lose. God was on our side. ✦

# Five Tactical Wild Cards

*They helped others to win. Now the cards are in your hand.*

## JUST TRYING TO HELP

Under certain circumstances, **offer your help to the enemy**. Let's say a state agency has been under fire for lack of "outreach." Now they're holding a public hearing. They haven't actually spoken with members of minority groups, but you have — or maybe you are one. Help them line up testimony from the very people they've avoided. When they've chosen an inaccessible meeting site, help them pick a better one. They hadn't planned on interpreters? Refer them to the best. Then piggyback their standard, boring press release with a helpful one of your own — one that might actually get a writeup and a bigger audience. Watch for potential allies and recruits in the crowd — new faces, new voices hollerin' *Amen* and *Hallelujah!* when hard questions are asked. Step in, say welcome, come be with us, let's share information. — *Teresa Torres*

## MASTERMINDING A PLOT

**Know the players**, both enemy and friendly, and how they operate. If one player is politically ambitious, it's easy to manipulate him because he always wants to look good to whomever doles out the favors. If another is motivated by greed, trade small amounts of perceived power or financial leverage for her cooperation. Manipulating people who have moral principles — when they do not share your point of view — can be extremely difficult. It is easier to work around them. (If you happen to be "one of those," don't be surprised to be left out of the in crowd. If you can't be manipulated, they don't want you near them. ) — *KK*

## SORRY, CAN'T HELP YOU

I see more evidence in Sun Tzu's *Art of War* that the establishment follows his advice than that we do. He warns about **government make-work** for advocates — see advisory committees and other empty "honors." The good general, he says, "wearies [his enemies] by keeping them constantly occupied, and makes them rush about by offering them ostensible advantages." We must learn to discern when the enemy is using that tactic, under which circumstances we can use it to our advantage, and when to say no. — *Alice Mailhot*

## PAINT A TARGET ON IT

Topeka's independent living center, TILRC, suggests you hold a **big public paint party** where teams hit the streets to spray-paint neon orange X-marks on every curb that needs to be cut, on sidewalks that are too rough to use or dead-end nowhere. (Come see Topeka's sidewalks.) — *Mike Oxford*

## A BATTLE CRY

A recent report in a Baton Rouge newspaper told of an ally who helped a family win a real education for their deaf daughter instead of a special one. How'd she do that? "Until families learn that they can put their foot down, the system will always do the same old thing. I had to go in there and say [to the school district], **'You've got it. We need it. Let's have it.'**" — *Robert Rhoades*

**SEVEN MORE WILD CARDS, PAGE 31**

## Scouting up recruits

THAT'S THE THING ABOUT SOME OF THE LONE FIGHTERS OUT THERE. THE SYSTEM SURE WILL KNOCK THEM AROUND...



BUT WITH SOMEBODY (YOU) BACKING THEM UP, WATCH THEM PUT THE SYSTEM DOWN FOR THE COUNT.



OKAY NOW,  
WHAT DID  
WE TELL YOU  
ABOUT  
STEPPIN'  
ON OUR  
BLUE SUEDE  
SHOES !?!

### Listen for the squeaky wheels

Most government agencies are required to have public hearings either on a fairly regular basis or in response to a mandate like the Supreme Court's *Olmstead* decision.

Agencies will try pretty hard to keep the actual *public* public out — from even knowing about these opportunities to be heard or, God forbid, showing up to give the state a piece of their mind. We all know it's not really about *listening* to anybody anyway. But, whenever possible, make sure you've got at least a few soldiers there — not just to keep your issues out there, but to find new recruits.

There's almost always somebody who doesn't know any better slipping through the cracks and showing up, asking why and raising hell. Be there to congratulate them for speaking out and to say welcome, come be with us, let's share information and make some changes.

Sometimes, the very best soldiers to send in as recruiters at public hearings are folks you found there in the first place — or who found you. They know firsthand how scary it can be to cross the line from concerned citizen to well-trained soldier. Better than some of your best veterans, they can say what's required and what's to be gained from joining up.

— Teresa Torres

Recruiting requires your **unconditional acceptance** of that new person, a.k.a. **peer support**. — K.K.

### Magic words

A good conversation starter for your recruiters: "I saw how they didn't even want to *hear* what you were saying. Would you mind filling me in?" — LG

WOUNDED, WE FIGHT HARDER FOR OUR LIVES



## Recruit by anger

### Finding fire in the belly

Find angry people and you will find your troops, your generals. We will only see real movement toward our goals when anger pushes us to accept the status quo no longer.

Read the great history of how our nation arrived at its Declaration of Independence. The documents that survive tell us the debates were furious and wonderful. Our nation was born out of the power of anger to persuade.

Anger moves us. Do not seek ways to calm your people's anger. Seek ways for them to use it. When people find their anger and use it creatively — not when they cool down but when they're still hot-headed — we take giant steps toward our collective freedom.

Go on — show your own anger. Help others to find their anger too. The spark of righteous anger moves us to action and induces fear in our adversaries.

Anger makes us spend our own personal money to make things happen *now*. Anger moves us to file a lawsuit instead of accepting an injustice. Anger makes us shout into the microphone at a public hearing and make the officials cringe. Anger provokes us to join in taking over the office of a top bureaucrat who

Do not seek ways to calm their anger. Seek ways to use it.



### REVEILLE FOR RECRUITS

Disabled people don't eat out much. Put on a public meeting about VR or transportation and offer a free lunch to all comers. (You will be feeding your recruits.) This is an ancient custom called *hospitality*, and most nonprofits lavish it on their donors, leaving our folks out in the cold.

Where does the free food come from? You know that nifty gal who'll ask anybody for anything? Turn her loose on the phone to deli counters, restaurants, pizza palaces. And that grayhair who's always harping about bake sales? Turn him loose on minding the "kitchen" for the free lunch. Churches and libraries will give you the big space required. Your job is to say welcome, sit down, break bread with the newbies and learn their names. Get them talking about the piss-poor services they get. You'll see their anger. Mobilize it. — *L.G.*

tells us "we need to study the problem" rather than solve it — a problem we've had far too many opportunities to "study" at close range.

Do not disintegrate into a group that won't tolerate dissension and debate. Such a group will foster an internal elite and recruit only troops who are politically ambitious.

The radicals within radical groups must be loved and cherished. They keep your group solid by keeping you in touch with moral principles. Their anger takes you through a melding process and builds a real consensus — like the one that birthed our nation. — *K. Kleinmann*



## Lead from desperation

by Kathleen Kleinmann

### Who can lead?

Desperate people are angry, and determined. They will get something done because they *must*.

People who have not desperately needed cash assistance cannot lead us in the fight for social security benefits reform. People who have not been stuck at home week after week for want of transportation cannot lead us in the fight for accessible public transit.

People who live in comfortable homes cannot lead us in the fight for fair housing. When you follow leaders who are not angry, you are foolishly following those who will sell you out cheap. People who haven't gone without won't go without so you can win. The privileged will never be able to judge when it is time to accept a deal or push on for victory.

After all your work, with all you have risked, they will settle for less than you can get right now because *they don't need what you're fighting for*. Desperate people fight hard.

Traditional leaders may look slick and may seem to offer the experience that you lack, but many are merely ambitious politicians and will

When you follow leaders who are not angry, you follow those who will sell you out cheap.



bow out of the fray when their need for personal benefit is gratified — or when it is threatened by a true victory.

### One timely outburst

Local bureaucrats in my little town feigned concern for our people's complaints about the lack of accessible transportation. I worked with them, hard, as their partner, to obtain a significant state grant to help with the problem. Then the county office called me in, alone, to inform me the grant would be used to pay the same old consulting company — the ones who'd already been paid for saying that transporting our people was "not feasible" seeing as it would cost money.

I delivered a complete emotional outburst, promising to tear the roof off the county building unless they at least split the grant with me — so I could choose a consultant to work out of our center for independent living. I pounded the table in defiance and scared them with an emotional storm.

They agreed. Their response to my anger gave me a clear signal about what they feared: public scrutiny of this whole deal.

### Next step: call in the know-how

My tactic was to bring in an experienced ADAPT transportation warrior as our consult-

### NO ESCAPE

Even if the listener does not like your message, he needs to begin to believe that he cannot escape your persistence, that he must respond, on the record. That is progress.

ant. I did *not* pick one of the traditional “disability consultants.” In my experience, they always look good because they haven’t lost a battle that’s important. Point is, they haven’t *won* a battle that’s important. They don’t fight battles. They consult.

At that time, I didn’t know a transportation warrior. Hired merely for his reputation as a troublemaker, Woody Osburn moved to small-town Pennsylvania from Tulsa, Oklahoma, to live, work, and organize with us for four months. The magic he worked is local lore now, and ought to be national lore.

What Woody did was help us to find our anger and use it for direct confrontation. It was a matter of getting people in our community to know that their future was in their hands. He modeled how to present yourself to the bureaucrats — mouthy, angry. Our people saw him present the case; they were proud to sit beside him. They only had to see it once or twice. They emulated him, telling their stories with the passion they felt — to our county commissioners, to the Secretary of State.

When he got a big *NO*, he wouldn’t take it personally. The enemy’s resistance actually increased his resolve. He showed us that when the door gets slammed in your face, this does not defeat you; it calls up your persistence. Over and over, he’d come back, fighting.

He created a model for me, too. I saw how our people listened so intently to him, watched so intently how he did what he did. They started pooling resources, and moving as one. When Woody had to go, they carried on. More community members joined us and learned from the “disciples,” people who had learned from him.

Our united and forceful efforts have made us one of the few rural communities in Pennsylvania with accessible transportation. Today

#### A HIRED GUN

Import leadership to help you grow your own. Find someone with a few notches in his belt for taking down the bad guys in his own home community. Bring him in. Learn.

When the door gets  
slammed in your face,  
this does not defeat you.



we’re seven months into what the state calls a “pilot” project in seven rural counties of Pennsylvania. There are 67 counties in our state. Our CIL serves three. Two of them are included in the pilot. The squeaky wheel...

The state calling it a “pilot,” I take that as a challenge to keep the pressure on. And we do.

#### No local leaders where you are?

Maybe by now you’re thinking of the situation in your own community, asking yourself where leadership will come from. My answer: push your local leaders for action, then more action. When they feel the energy of people who want to make something happen, devising tactics to use that energy becomes their priority. Your energy, your persistence, fuels leadership in others. Your faith in them is the source of their faith in themselves.

#### There’s no “one way to win”

Leaders get out and try different approaches, first hand, even after many years, even after great success. What *worked before* may not work at all today. What *never works* might work today, very well.

Write letters, attend public hearings, visit government officials with and without an appointment, initiate petitions, join a sit-in, block a street with an angry mob, write a letter to the editor, write an article for publication. The more tactics you know, the more weapons you will have in your armory. Many times you will use several very different weapons at once in a single assault on the status quo.

When you have mastered a variety of tactics, you will have a better idea of when each is likely to be useful, and when one or more of them are likely to be futile.

> > >



## Lead with your learning

Tactical planning requires a commitment to the learning process. Observe. Analyze. Debate. And go where you have never gone before. A leader is always learning, and looking for teachers. Some will appear when and where you least expect — among the people who are coming along behind you.

A leader will be an eager student of the history of social movements. The global environmental movement, the women's movement, the racial and ethnic civil rights movements — all offer fine examples of tactical maneuvers and mobilizations.

When your heart tells you that you are right, when you can see the victory and taste success, speak up and push hard for your agenda. For ammo, use facts that give you the highest probability of victory.

## The emperor's dirty laundry

Anyone can talk. Plenty of people who claim to be "in our movement" can even talk a good game. Leaders know what they are talking about. They research the environment of injustice. They do their homework.

Be ready to pull out source information to support what you spout.

Dirty secrets are your primary ammo. When you know facts that officials hide, use them to incite public outrage at injustice.

Here's a fact: People are raped in group homes and personal care homes — in all those "congregate settings." But on the rare occasion when the rapist is brought to light, prosecution and jail time never happens. Tell the world about it when a local example arises.

Here's another fact: Nursing home corporations are the largest contributors to most state and national political candidates. They use the profits from Medicaid and Medicare to elect politicians who will increase their take from Medicaid and Medicare. The majority of state and federal politicians protect and serve their paymasters, the nursing home industry.

Find out how much the industry's lobbyists put into any federal candidate's campaign at [www.opensecrets.org/pacs](http://www.opensecrets.org/pacs).

You can learn exactly how many nursing home dollars went to a politician in your state because some very good people out there collect all state legislators' legally required disclosure forms. Pull them down for your own use from [www.50statesonline.org](http://www.50statesonline.org). You'll find *big dirt* there. Make it public.

States now have websites where you can often find their budgets for transportation, for home and community-based services, sometimes even for sheltered workshops. Use them.

The Freedom of Information Act will put just about any government document in your hands — if you know it exists, and which department's turf it's on. Learn what FOIA requires in your state. It's always easy because it's made for real people to use.

Dig for the dirt that's specific to your place and time and use what you find, creatively, to arm your local press.

## We can't win them all.

If you're not losing, you're not taking big enough risks. Losing, for example, is when some of your troops get bought off. That's not when you quit. You keep on. Demonstrate stamina. A loss means only that now you get to try some new tactics.

Losing is what we did when the 1984 Supreme Court said private colleges didn't have to make themselves accessible. So we lost, but we didn't quit. We had to suck that

up, then go back and get a new law passed, the Civil Rights Restoration Act of 1987.

You only have to hit .300 to make the Hall of Fame. That's a lot of losses. Sure, losses eat away at your heart and soul. Seek comfort among fellow soldiers, the everyday heroes who fight the good fight by your side.

We all need that peer support.

And always, you have to see that you're still winning because you're still fighting.

## Leaders to beware

Beware the leaders who have long-term consulting contracts or comfortable salaries for their services to the disability movement. For them, our struggle for civil rights is a professional opportunity. For them this is no movement, it's an industry.

People making the most significant contributions to our progress follow the issues, not the money. Consequently, they need you to buy them lunch once in a while.

## Beware your ownself

If you intend to lead or be a part of an army that travels on its moral principles, you must be a visible example of principles in action. You might as well watch your own behavior; others are watching it all the time.

If you behave corruptly, helping yourself to favors that the enemy offers in return for your good behavior, you will attract followers who are comfortable with corruption.

A person seriously committed to the goals of the group will be observed to give away more power or resources than he or she can easily snatch from the spoils of any victory. That person is worthy of your respect.

## What is your role?

Leaders cannot always lead; sometimes they must follow. Followers cannot always follow; sometimes they must lead. Moving between the two roles is not a step up or a step down in rank. Leading and following are merely roles that we play relative to our sense of who we are and what must be done.

Your role will change as you grow. Train your own replacement as you move on to new challenges in our work.

Are you a leader? A fact-finder? Are you someone who can testify with passion and

The only way you can build  
power is by winning.

— Shel Trapp



never take *NO* for an answer? Are you a front-line soldier? A behind-the-scenes strategist? A liaison to the media? A loyal follower? A quartermaster? A fund-raiser? A communications specialist? Are you willing to learn new skills, share your know-how, take on new roles?

Find your personal role rather than compete with others for theirs. We meet one another at differing points in our lives and in our personal growth. There are things that we can do easily and things that we want to learn. When we encourage each other to do both, and share what we learn, we will of course have to endure a few errors. But, I promise you, we will soon be witness to tactical genius rising in our ranks. Please promise yourself that you won't sit this one out, that you will dig in and do it.

Then, I promise you, victory will be ours. And you can take that promise to the bank. ◆

*Kathleen and friends will return next Mouth with three more: Acting Out, Mixing It Up, and Stopping the World. Meantime, she can be reached at [kathleen@tripil.com](mailto:kathleen@tripil.com).*

## OUT OF OUR PLACE

Shel Trapp, a long-time community organizer, said this in *Mouth* #37:

"You only win when you **step out of your place**.

"It may appear that it's not right to block the door. What's not right is that the door is inaccessible. If I can't get into a place, why should anybody?

"Being nice just doesn't cut it. You have to kick ass and take no prisoners."



## Leading the Assault by Advocacy

by Roland Sykes

First off, you don't do it *for* anybody

Sixteen years ago in Tulsa, Oklahoma, at the Ability Resources center for independent living, we understood the importance of Saul Alinsky's iron rule: *Never do it for them if they can do it themselves.*

All that is is an attitude of respect for the person. Not to take trouble offa their hands and do it *for* them, but to put the tools in their hands so they can lick the trouble themselves.

What we could do, and we did, was to provide what they call role modeling and peer counseling. That was the only way I knew of to get our customers up to speed.

We weren't running one of them damn charities, but we did give away one thing: our self-advocacy kits. They weren't cheap, so we only gave them to folks who wanted them and intended to use them, which they did.

Our self-advocacy kits consisted of a twelve-foot length of case-hardened chain, a Master padlock — unlocked but with no key, and a tip sheet with examples of how to use it

to attach yourself to items so as to get results on political problems you presently face, problems like inaccessible transportation, inaccessible housing, inaccessible education, inaccessible jobs.

We displayed the kits prominently in the lobby and other locations in our CIL, ready for action. That kit summed up three things you could respectfully do within a self-help environment, those being:

1. GIVE FOLKS PERMISSION to be angry at the injustices they faced, living with a disability in Tulsa in the 1980s;
2. ENCOURAGE PEOPLE TO DO SOMETHING ABOUT IT, to get involved, understand and believe that they and their friends can make a difference;
3. SUPPORT THEIR EFFORTS by having a place where they can hook up with like-minded folks for collective, coordinated actions to solve common problems. And also, show up on the day they do the actual self-advocating. Bring your friends, relatives and neighbors. Carry the signs, sing the songs, and chant the chants to demonstrate your support.

We called it community building. It worked.

### Midnight Street Improvements, Inc.

Tactic two: We purchased a large map of the city and displayed it prominently. We used it for navigation since it had all the city's curb cuts marked. We kept the map current by changing its markings as the environment changed. Staff used it to get accurate information before venturing forth into the community and also to provide accurate information to our customers via phone.

The map had a second purpose, to set up targets for Midnight Street Improvements, Inc., a project dear to our hearts.

There were far more curbs in need of cutting than the city was willing to pay for. One way for the curb to get cut was for the sidewalk to be in need of repair. That need could come into being through the liberal application of a sledgehammer, around midnight when folks wouldn't hardly notice.

### Recruit, recruit, recruit

Another leadership tactic Lucy insists I tell you about: I used to say to the staff that I knew *they* were revolutionaries, but there were not *enough* revolutionaries for us to make mean-

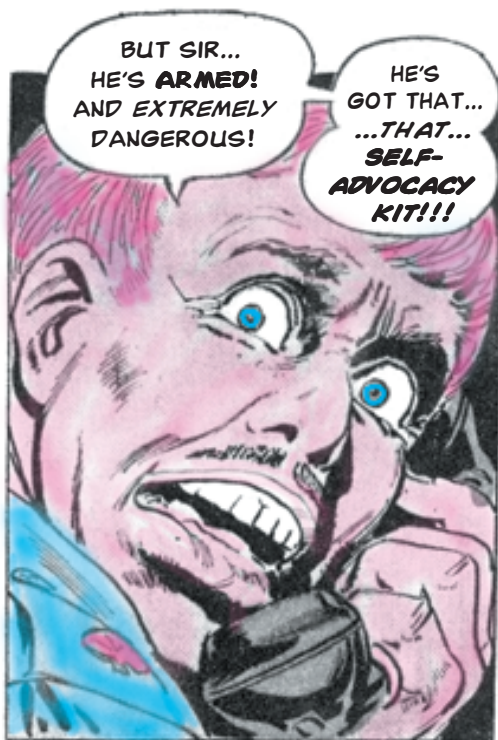
What you're after is  
not happy housekeeping  
but community building.



ingful change. Their job was to recruit more. Having committed troops depends on recruiting down where compulsory normalcy is applied — in nursing homes, loony bins, and other institutions.

One of our ongoing assignments was for each member of the staff to bring me the names of at least three wannabe escapees every week. Staffers had to bring the names on the backs of cards they copped from the nurses stations at the “placements.”

Those names led us to the best recruits you could wish for, people who were directly affected by our work, people for whom making change was a matter of life and death. ✦



## Some Rollo Rules for Real Live CILs

### INTAKE THIS, BUSTER

Having an Intake Office at your center, checking the boxes on RSA's "Consumer Service Report" form... trust me. That ain't gonna get you to the promised land or anywhere near it. We are not, I repeat *not*, the service system. What we are is community organizers, union builders.

### LEARN YOUR TRADE

This here is the place where we all do all the jobs there are to do, one and all of us. If they want to be in on that executive pecking order thing, they're out the door.

### TRAIN OUR TROOPS

The customer, she's gonna come in thinking your job is to get her problem solved. And usually she, or he, is in pretty bad circumstances. But you ain't here to fix them up. They've gotta fix it themselves. This here is a self-help outfit, not some damn *service organization*. We are training soldiers, not creating ready-made POWs.

### ABOUT THAT DRESS CODE...

No staff in suits and dress-up clothes. You gotta look like your customer, like the guy who lives under the bridge, not the *professional* who's knows exactly what to do to make his world all better.

### PERSISTENCE

Persist.