

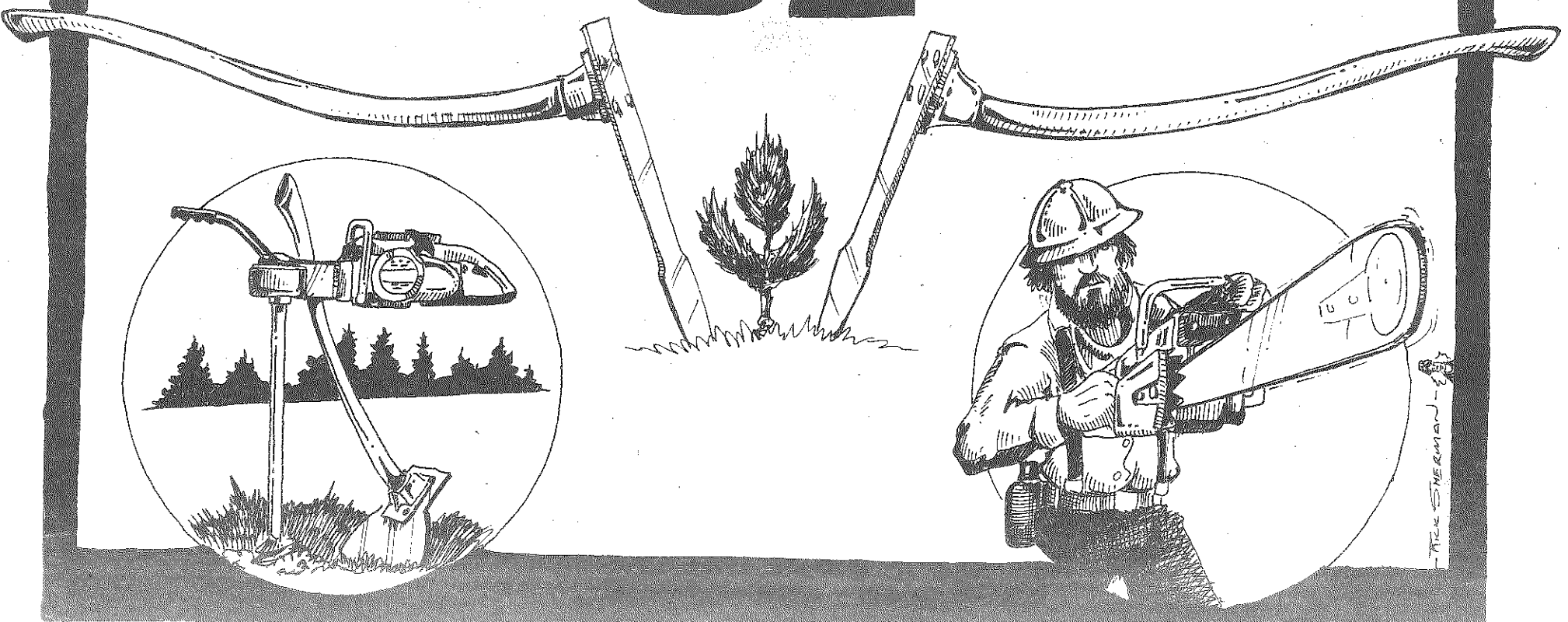
# HOEDADS

TOGETHER



FALL

82



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A Day In The Life Of A Planter Tree by Mary Barton

The sputtering blast of an amateur trumpet breaks into your heavy sleep. Oh, morning already though it's still dark. Your arm is asleep and your stiff back sure needs a rub down. Other bodies stretched out like spokes around the yurt are groaning and yawning. You wait until that one early riser, usually the same one, gets the fire quickly roaring in the center. Ah, hope. Some stretch their feet out to it, some their arms. Pump squeak pump squeak pump squeak. The scratch of a match, the hiss of fuel and the bright bluish light of a lantern shows you your clothes. Hope they're dry. Probably not clean. Extra pair of socks. Where's that kerchief? Turn your boots by the fire. Groan and joke and cough. Someone starts up their tape player - mellow harpsichord, lilting Irish, rocking Raggae. Out the door to start the day.

Pee in the frost or rain or snow, whatever the winter and turbulent mountain spring has on the menu. Speaking of menu, she may not be able to wail on the horn but she sure has that kitchen cranking. Steamy glasses. Two pots of hot coffee, home fries and hot sauce, eggs, tofu with brewer's yeast and tamari, stacks of hot cakes, french toast, cinnamon rolls, you're kidding. Scoop out the orange juice, fruit salad with nuts. Put the B.Y. in the O.J. for a hot flash niacin flush. Out for the morning constitutional, dig a hole or use the chemical crap trap. Sky's getting light, you can put your flashlight away and get your boots from the dwindling fire. Yurt's almost empty, any sickies staying home today or kids that will be wanting to play? Throw on another log. Otherwise save the wood, conserve work, you'll get plenty of that today.

Don't forget to wash your dish, fill your thermos, put your boots next to the heater in the crummy. Oh, nothing like cold metal to drive a person out again. Let's see, are we on reserve, do we need gas and oil, are the water jugs full, are the windows frosty? Where's my smoke and my wool hat? What tape you bringing today? Who's gonna start this thing up anyway. Start the tapes. It's 6:30 already! Is Moose coming today, check his tent. Here comes the Forest Circus, go talk to 'em. Ah good, an extra ten minutes anyway. Here come's Tim with his breakfast on the bus. Blow that air horn, we really are leaving this time. Wait, I forgot my dag, I fixed it last night. No Moose today, okay, let's roll.

Roll another one. Follow that green truck but don't pay too much attention to the road numbers. Just get blown away by the movement of it, the music throbbing through your melting bones, the whole group, how many today 12? 20? bouncing along together in the drizzling dawn, the clouds part and golden rays spotlight a rock spire just as you come around a precipitous hairpin curve and everyone "awes" together. Jump up and dance in the disco cage, watch the rivers, read the trees, become one with the mor-

ning world, give yourself, your body, drive, energy hopes fears out out Time to get out and do it.

Or sit and sleep with TP in your ears leaning on that shoulder through the bumps.

Another day. Can I do it today? A whole hour and a half and I'm finally ready to get ready to go to work. What's work anyway? I just come out here to enjoy the pure air. Whew. Doesn't that frigging fart sucker work? Give me those boots, I'll put em on outside on the log. Sigh.

Okay, open the back of the bus, start handing out those cold and wet tools. My bag is gone, where is my bag!? Ah, I love the feel of my dag. How many times has your hand rubbed up and down that shaft of wood, sanding it with wet mud, polishing it with dried blisters. Who's using the file? Make that sucker sharp and shiny. Whack, hack, chop. Plunge it deep in the cut bank and take your bag for some trees.

What have we got today? Might as well get intimately acquainted, you're going to give these babies their home. Ponderosa Pine, Doug. Fir, Spruce, Larch, Cedar. What size? How many to a bundle? How many can I carry, rather how many

can I plant out? How long will it take, do we get lunch today? Hey, what's the strategy? I want to go over there where I left off yesterday. Someone should go up there by those cliffs. If a line could move around to that draw we could have lunch then. Okay. Grab an orange and an apple, fill your water jug, take 50 extra trees. One more song, one more sandwich or cup-a, take off your warm shirt and goodbye, off the road, over the edge and you're on the unit.

On the unit and no two are alike. The people working next to you are different and the weather and trees and sounds are different but it's all so much the same. Thump, plunk, dig, dig, straighten, bend, careful goodbye, pack, pack, walk, walk, thump, plunk, dig, dig. Oh my back, oh my elbow, oh my knee. Tell another story, tell me the plot of every movie you've ever seen, tell me of your life. Oh, shut up. Plant back, how much further? God, I love this work. Hey, we're looking at it. Sing, grunt, curse, breathe. People mean a lot, the work means a lot, lunch means a lot; why did we ever listen to him? We'll never get done. Look at that quality, now that's what I call a beautiful tree. Hey, what's your favorite thing about tree planting? A plantable spot! What about cut-out? Oh, right.

Ah ha, how glorious doth the ugly yellow bus appear, sitting here so dry and dear with food and friends and rest inside. Our pride extends to the observance of one rule - no rain gear in the crummy; leave it at the door. Everything else though, philosophy, psychology, cursing, kissing, finding dry clothes, reading, sleeping, all the things that make a bus a home, except perhaps writing unless you take the day off to do it, your hand can't grip the pen, the paper keeps getting muddy. All the interaction of 15 tired, overworked, highly physical springtime motivated primarily young people under one hot tin roof. Sometimes it's enough to make you get back out there and plant a couple hundred more trees. Sometimes you just take off and walk back to camp, if it's close enough, or maybe you'll get a ride.

There's no denying it's work and it has it's own rewards, sometimes financial. Sometimes just being finished is plenty pay.

A long, tired, jolting ride home gives the chance for some scenery - like the time half the bus saw Mt. St. Helens spurt out her fire and the other half didn't believe it so we backed up and watched for half an hour - piss call, smoke break, lots of razzing and reassuring but no more fire. Or the time we had to slow down for a majestic bull elk sauntering across the deserted road and he threw back his rack imperiously and trotted the rest of the way off and we all burst into applause for the show. Maybe there's a store on the way where you can get a beer, usually not. Just taking your boots off is relaxation. Often it's already dark.

## EMERGENCY MEDICINE

I am very concerned with the lack of emergency first aid training Hoedads members have. All crews should have emergency medical technicians on the hill. Everyone should have basic first aid training.

Taking proper measure in immediate response to an injury can be invaluable. Correct first aid care could save your life or save all or part of the use of an injured part of your body. This is especially important because we work so far from medical help. You are kidding yourself if you think that you couldn't get seriously injured doing forestry work.

There is a fifty hour course planned for the first two weeks of December. It is called First Responder. After taking this class you then need seventy more hours for certification as an EMT I. Cost is sixty dollars and we need a minimum of ten people.

Should the workers who want to be responsible to their co-workers pay for this course? I think the Hoedads should take responsibility for themselves. The money for it could come out of our SAIF rebate pool. Being trained in first aid helps others, not the person being trained.

I hope that at least ten of us take this class as a start of our advanced first aid training. To take First Responder, pre-register by Nov. 28, and pay in advance. For more information or to confirm for the class call Val Jaffe at 485-5610, or Robin Avidan at 689-9511 or talk to Nicole in the office.

Robin Avidan

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# LOON LAKE THINNING

In the past Hoedads has only defaulted in a few insignificant instances. This year we defaulted Avery T.S.E. but it was non-bonded. Estacada was bonded by Reutov, the primary contractor (though we are currently eating the loss and could get left holding the bag). Loon Lake is the first default on the Tromp & McKinley bond.

At the time we lacked a well organized process for bidding saw work. We still do. But the price looked good on paper- high in relation to the market and little left on the table. Despite high production, tough specs and a history of poor relations with the Gov., it seemed like a reasonable gamble.

Two meetings were held to organize a crew. We appreciated the importance of hitting this job hard and were mindful of the Board's directive regarding experience levels. But many potential cutters were still out of state planting. The Coop needed a crew to take advantage of an upswing in the thinning market. We had enough committed workers to safely cover the contract, according to original production estimates. It made sense to go for it.

After a week of work we were falling behind on a unit that was taking 4 gallons to the acre and still barely passing inspection. We decided to sub one item to Rick Dyer from Coos Bay. He'd come through for us before and was supposed to have a big crew that could make this look easy. Well, Rick rolled his crummy, Rick had two flat tires, Rick fired his foreman, Rick cut his leg. We had it tough but we could still feel sorry for his little drama. His crew cut one 15 ac. unit and kpart of a 27 ac. We heard about it a couple days after they stopped, showing up. They never made production; the Gov. didn't like their work.

We began bringing in inexperienced workers. Of the original crew 3 people were totally green. Two of the them never showed. Everyone else had some prior experience but a high degree of supervision and training was necessary throughout the contract. We didn't make production, the Gov. didn't like our work.

The available Hoedad thinners wanted their own units at their own prices. The Great Notions were willing to come but they wanted a higher price per acre than we were getting. We didn't like it but with time ticking on the cure notice clock we felt obliged to take any help on any terms.

The crew of Hoedad members working as individuals didn't make production either, and the Gov. didn't like their work. They disagreed with our decision to comply (till we could get it changed) with a work order demanding that we work as one crew. As one of the contract reps it was my job to hassle the Gov. and to implement my crew's decision. When we showed up to work on their unit they split- too much hassle I guess. The work order was cancelled the next day.

The Notions didn't make production, the Gov. didn't like their work. They got 87% on 17 ac. Part of the deal we made is you get what you get (i.e. 94% pay for 94% inspection) But here it's no pay below 90% The Notions want to get paid. Any possible wage claims could be messy for every one.

Joe Baker's crew showed up on time, made production, and passed inspection. Impressive.

With time running out we continue to crack the whip on ourselves. In retrospect this was a poor strategy. Constant pressure combined with a radical physical grind created internal conflict within the crew, contributed to poor decision making, and reduced the real productivity. In the last week we ran a rig to the doctor almost daily. I took that ride one time.

It should be mentioned that some people showed up to work knowing the situation. Everyone continued to pour money into their saw and to knock themselves out working long days in the heat. Even when there was no point in it.

More money was spent on wages, running expense, and insurance than was generated by working the contract.

Around \$13,000 more. The Loon Lake workers owe back the minimum wage they were paid. Those who didn't plant with the Co-op or didn't have a large enough surplus are in a subsidy situation. Some people also got startwork loans for saws. Some also worked Tiller and in line for Crescent- both marginal contracts.

We have a claim in for payment on the Notions' unit and to change termination for default to termination for convenience of the Government. The issue- if there is one- is wages. Do the Notions get paid even if we don't? Who covers Hoedad minimum wage? Do workers who show up on the wrong contract work for free or does the Co-op want to attempt to provide a living wage to workers on a Hoedad job?

Lloyd Jacobson

## *A Day ... cont. from pg. 2*

And supper, hot and waiting, enjoyed with friends, laughter, warmth, maybe some mail, plans for a town run or a phone call at the nearest store, generally too far and too late and too tired. But if it's early there might be a steam bath, a sweat, a hot tub, a bucket shower or a plunge in the icy river. Life is never so intense otherwise. Sleep is so deep, dreams vivid and remembered when camped on the ground. High winds take your spirit and maybe your roof. You loose things, misplace things, someone takes things. Things don't matter. Only tomorrow and that horn and those trees left to come through the snow for winters to come, delicately, firmly rooted in their spot while you travel on, crummy up, break camp, another state, another season, always thinking to return, but busy.

Mary Pace Barton

## Tiller Slash Bash

Gary Moses

When I signed up for the slash piling contract I figured 3 or 4 weeks of mild work, easy going, and no real particular problems. Make a few bucks, what the hell?

The characters were varied- 38 different names on the hour sheet. Days and Hours. I did the treasury. Paying close attention to who was working close logged and money advanced. The treasurer also pays attention to Production vs. Contract Price vs. Attitude. This can get sticky, especially in a central Glom situation which appears after a couple weeks to not be doing so hot.

How does a treasurer present the harsh facts of the production ratio vs. contract price? When the hours are mounting and the work crawls along at a slower pace! This gets personal. The proper channels are there and so is our pseudo-hierarchy which is heard of enough from various factions of our membership. Contracts reps are there- Craig Maynard- Jennifer Nelson. The experience seemed to be there but something was amiss.

-the work is hard and at times a frightful bore.

-the sawyers and pilers were not together and an elitist attitude from the sawyers was hard not to see. Production suffered.

-Meetings with the Hodge-podge of folks and commitments was difficult and at times quite impossible. summer wonder lusts were a part of everyone's attitude. The last of summer.

-crew affinities were mis-placed so piling and cutting crew lost out on any of this type of energy.

-the Independence workers need to have representatives in bidding and treasury to help alleviate the attitudes of us doing it to them.

-Craig Maynard, Alex Coronado, George Gonzalez, Golden, Richard Weiner and Delbert McComb all were very high energy folks who helped see it through.

There were some good days- Together days. Julio Leos remembers cutting on the 14 acre, long hours with a saw so the crew could finish and be in good shape for an end of contract and birthday party for Joe Coronado and the rest of the crew.

But we never knew that the subcontracter was giving back 7 acres to finish when we thought that this 5 week situation would definitely end. Put another log on the fire and go for more beer. That's reality. The 7 acres was a gravy unit but the crew fell apart and only a handful of people were there to really finish. We dragged ourselves through rather gracefully as a winter typer storm front forced us to give our commitment another of those reality checks.

In Tiller everyone was looking for a Boss to make a decision, to say everything was OK, to motivate. Not many people stepped forward. One particular miserable day toward the end of the contract I ran into the sub contractor, Mark, with his crew coming down off the units.

continued on page



# 4 subsidy sub-sanity



Well, I said I would write an article on "subsidy" so I guess I'd better....I'm not really sure just what it is really going to be about.

I remember the first time I heard the word used in Hoedads...Dorena...Red Star... should we "subsidize" them? Did they really have it worse than us? How much?

'78. if we have to comply with the Service Contract Act we may have to "subsidize" workers who don't produce enough gross income to cover the required wage. Up till '78 we did it like this... first you take the gross \$, then you subtract the rake, then you subtract the mem fee, then the crew exp rake off, the rest is yours. God! life was so simple then. Maybe not fair, but we tried to function more as self employed. People worked at their own rate, and were paid for it. You could be a \$4/hr worker by choice or ability and it didn't cost anybody else too much, if anything. All things pass, they say, and those times passed for us in the summer of 1980. Not only did we take Worker's Comp, which made our shared responsibility to each other as joint owners of the company we worked in more obvious in the fact that it took money out of our pockets in case some of us got hurt, to make sure that all of us (the company) paid for our responsibility to take care of each of us if we got hurt while following the directions of the company (all of us). Whew!! Not only that, we also took, under threat of being debarred, a new, complicated, and ugly pay system to comply with the Service Contract Act, ( which I will hereafter refer to as the SCA to save space). To say the least, it was wierd. I should know, because I am probably more responsible than anyone for it's original design. To say the worst: Probably only a few people (very few) ever really understood it. That didn't help make it work either. Well, we didn't want it to be that way, but we were who we were, not who we are, and it was all we had. We didn't want wages. That would bring withholding tax. We were "self employed". This wasn't really a mistake. We had a spread in productive ability from 100 to 1200 tpd under the same conditions. It hadn't mattered so much before. And few wanted to lose much of their hard earned money SUBSIDIZING other workers.

So the system was built

in a way that would allow all workers to SUBSIDIZE themselves, as much as possible. If they couldn't, whoever they were working with was supposed to be responsible. (this was because the crew they were working with, whether home or "host" crew had control of the situation from allowing the worker on the hill to defining the means by which production, and hence PRODUCTION EARNING would be calculated.

You know, that doesn't sound so hard, except for: What if the whole crew has a loss? What if the worker is on a fencing or tse glom? What if the contract was REALLY rotten? What if they were there only to help out the co-op? What if they had been paid the amounts above min hourly compensation (ie min wage, MHC)? These amounts having been called SURPLUS and thought of by the worker as free and clear earnings. What if the treasurers could not come up with a clear and coherent policy because of endless staff changes, system changes, regulation, compliance, policy, and perception changes. People left because they were afraid they would lose some of what they were earning. (even when they didn't) People left when they didn't know how much they were making. (even it wasn't too bad) People left when they saw other people leave. MAYBE it could have been different. No body ever showed me HOW. So now....it's not too hard to think of ways...looking back Show me the ways...looking forward... Here we are... Subsidy...

Keith Ullman

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All idealism aside...  
People will work where it is most rewarding to them. A large part of "rewarding" is measured in "\$\$\$\$ earned/hr" There is no free lunch in reforestation either. This means that eventually, if a wage is guaranteed, somebody has to earn it. A lot of "high production" workers, if they perceive that they are producing someone else's earnings, will try to get better paying work elsewhere. This makes it harder for the company to cover anybody who is not producing enough to cover their own earnings. Even if these "highrollers" are perceiving more loss than is actually happening, their leaving is usually detrimental to the efficiency ratio (prod.done/persons working) and the profitability of the co. We don't have the range that we did two years ago. I would guess that now it is more like 350-900, compared to the old 100-1200. That is

not necessarily bad. We have less polarity and more consensus. We need, I think, to try to work more towards increasing the average productive ability of our workers. Partly by taking on new workers with strong potential, partly by continued training of our current members. This may be the most important indicator of our ability to compete in this market. average productive ability. I doubt if there are many Hoedads who think that we are near our peak on that one.

Each year we move closer to a system of contract equalization. It will come, I think, when the range in our ave. prod. ability is very small. It will come because the differences will not matter. We still may have more range than some of our competitors and we will either have to have a wage range that fairly reflects it, or force ourselves into a tighter range. I think that we will, if we stay in business long enough, have a system that looks like this. first, we will pay for the labor of those of us working on a contract, at rates that we determine to be fair. then we will pay for our operating expenses (contract) next we will pay for our administrative expenses. This will be followed by a contribution to the capital fund. At that point, what is left, which we will try to keep small (as we try to keep wage large) will be distributed to the workers. This is not new. There is a reason that most businesses do their accounting this way. (including most of the old, large, and successful co-ops). In fact, there are several reasons. One is that it is easier to manage, therefore easier to see problems as they develop, and stop them from becoming bigger. Another reason is that it puts things in a more just priority...especially for a large group. Perhaps it could be called a more "real" order of priorities. Since it stands to reason that it causes more negative reaction to take one dollar from one person than to take one cent from one hundred persons, it is probably better to keep any losses that the company has at the top. (I am not saying that people should be paid more than they are worth

i think i'm rambling

i don't want to spend one or two more years to get our structure together. It costs too much. too much money, too much energy, too much uncertainty, too much. Look at the way we move. The market moves us. Social changes move us. The world moves us. If we're going there, let's get it done quickly. I know that it won't be easy to set wages across this co-op with

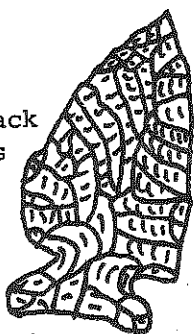
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# B. O. D. REFLECTIONS

## A Personnel Board Review

When I first offered to be 1/2 and 1/2's Board member I thought I was well qualified, however; 4 months later I'm just starting to feel qualified. I would like to run for another term of the Board.

My strengths this term:  
representation of feedback  
communication to members  
note taking  
attendance  
scheduling my time



My weaknesses this term:  
constructive use of c/scrip  
creativity in compromising situations  
creative problem solving  
my ability to listen  
my tendency to react instead of act

I would like to see the new Board develop new ways to debate issues reflecting as many sides as possible. I also think it's important for Board members to be current field members, the field perspective is a priority. I want to cut admin hours and reduce staff, board included.

I would like to thank 1/2 and 1/2 crew, Ce Ce, and Mike Scrivens for making it easy to represent the membership. Special appreciation to the office crew, Nicole, and J.R. for making Board meetings more productive for me.



At large,  
Caud

## Keith CONT. FROM Pg.4

no base from past years. We need to shut down our admin. costs. If the available work is down, we WILL shut down admin. costs. We better pick our spot and pull together pretty soon....pretty soon. I don't care if "crews" die.. I want this company to go on being a place where people whose main resource is their labor can own the structure that markets that resource. I don't think many other co-ops have as good a chance to weather the changes ahead. I do know that we can still make GOOD money if we are working together "for the good and welfare" of the company. First that... the rest follows. That is really how we did it before. on crews and in the company. It works We make more money. We get to support the ideals and dreams that are mutually and individually important to us.

I want to forget the word..

## Being On The Board

I didn't realize how difficult serving on the board would be. The minutes doesn't reflect the torment and the anguish one feels when making decisions for the co-op. Why is it hard to sleep at night? Is it because of the guilt I feel by not communicating directly to the membership? Or is it because of the responsibility of being on the board? Or is it because of the chronic insomnia that I have suffered from for years? It is probably all of the above.

I have been the subject of three recall petitions. One was for unknown reasons, one was for smoking in the common space and the final one was because "JR has not demonstrated active and enthusiastic participation in Board meetings, and continues to base his representation on personal biases." I became extremely angry with the reasons for the recall. It seemed like I was being recalled for sleeping during my attendance at ALL meetings of the BOD. And when I woke up to vote it was because of my "personal bias". The biggest problem was that I felt that my integrity as a board member was questioned and put me in a compromised position.

Now it comes out that my performance was being judged on my experience in Avery TSE 1981. Now that is a cross that I must bear and is something that I would like to forget but it appears that I can't. I accept the criticism that I was negligent in communicating directly to the field. Most of the feedback was received by the board. But sometimes the feedback wasn't always noted in the minutes, and sometimes some questions asked by the field weren't always answered in the minutes, but the board did consider reservations presented by the field, and some decisions were postponed. I can remember when the old council system was in effect that crew feedback was needed to make decisions but the shortest part of some crews' meeting was the council report. One crew I was on, the council rep gave a short report, my sense of democracy was outraged and felt alienated by a lack of con-

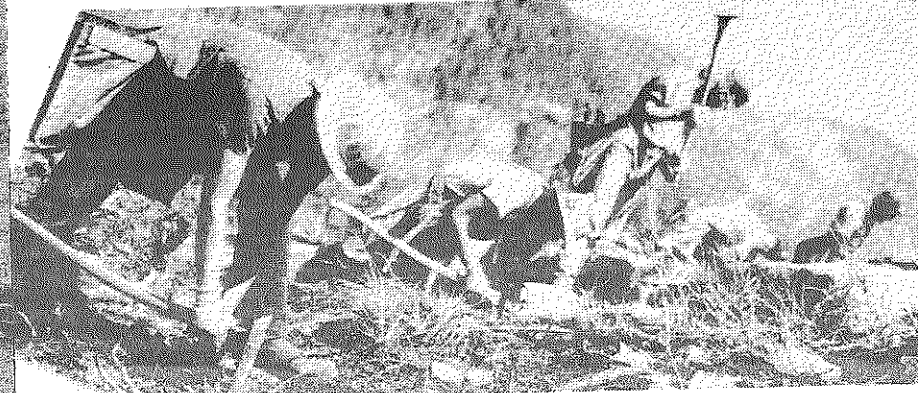
nection with the main policy board of the co-op. The sense of alienation that I felt is undoubtedly the same type expressed in my recall. I respect the feeling's but I wish it would have been expressed in a more constructive and more positive manner. We must improve communication with the field and the board in order to cut down the effect of alienation. One thing that would help is more direct contact in the field. If that is not possible, telephone appointment would be the most effective because of the lag in mail, especially when the workers are 1000 miles away.

I also have some other ideas on how to improve the efficiency of the board. The board sometimes have problems in keeping track of policy decisions. At times, we expend energy and time on issues we have already discussed and decided during past meetings. Some one should be in charge of keeping track of motions made and passed in a meaningful way.

Also the board requests information from the office crew and assigns tasks to the office crew to do. Invariably someone forgets, either the BOD or the member of the office crew. We need to have better control over those instances to prevent the spaced-out syndrome. Also the board needs better coordination with the office crew and the membership on the formulation of agenda for the meetings. At times the agenda can be shortened and the presentations can be better organized. For example, a report could be given with written materials, and a decision could be made at the next meeting. There have been times something has been handed out and the board spends time reading and then attempts to act without allowing more detailed examination. There has been talk of having a chair of the board who could take over some of the functions of the president and the secretary especially in terms of the agenda preparation and meeting organization. (this is not to say that the present president and secretary haven't been doing a good job with those particular tasks.)

I feel that I did make mistakes as a member of the board but I also feel that I made valuable contributions to the growth of the board of directors. I can say without a doubt that I can learn from my mistakes. With constructive criticism, I want to continue to serve the co-op as a member of the BOD. And if anyone wants to talk to me about my board experience, I'll be around. I guess I'll always be around.

by john ross ogden



# Board Of Directors Campaign Speeches

## Still On the Run

### Please Vote For Me !!

I'm interested in being a member of the board. I've been working in the woods for nine years, the last four working within a coop structure. My experience in preparing the By-laws and Articles of Incorporation for Na-wak-wa would be invaluable as a board member. I have been a treasurer for Na-wak-wa. This last season I was the TSE Coordinator, involved in TSE bidding, which rounds out my understanding of how a coop works.

My main concerns are high rake offs, establishing a guaranteed Min. wage, lowering Saif prices for planting and thinning, developing more professional skills in diversification and concerned that members are being represented.

Feryl

**SCOTTIE  
ROTTEN**

for  
**B. O. D.**

Just a note to announce that I'm nominating myself for the Board. I want to see as many of the 'old' members re-elected as can mentally and emotionally handle two terms. In case any of them can't, I'd be willing to slip into the snakepit. There is no crew (except for the proposed new crew) that I consider myself a full-fledged member of; But I am very concerned that Hoedads prove once again to itself and the world that it is a high-quality, professional outfit. My most personal desire is to see Hoedads' treeplanting division one of the best in the business. I believe we've got a lot of the talent we need, although it seems obvious we've got a long way to go before we can guarantee ourselves the decent living and respectable reputation we deserve. If elected, I would want to plant as many contracts, with as many crews as possible. Perhaps I could be of some help developing our personnel policies.

The Board aside, if you're looking to help develop a new idea in Hoedad treeplanting crews, get hold of me.

Scott Lanfield

### An Added Joy To The Board

Over the last few weeks I've been thinking about running for the board. The more I study and talk about the policies and changes w/in the coop, the more there is to study and discuss. These changes we are making are all encompassing and necessary to the G.W. of our coop.

One of the most important skills a board member needs is to communicate clearly. Since I've joined the coop I have been a council rep my first year (1979) and worked in the office and bidding. These experiences along w/ crew process, contract rep and meeting process has greatly improved my communication skills.

We need to streamline and cut excessive expenses. In order to do this we are restructuring our business towards more centralization. Generally I am in favor of centralizing systems in the interest of efficiency. But there is the need to retain checks and balances w/in any system. Crews and work departments are structures that afford members collective power and protection w/in the coop. Thus I believe it is essential we retain crews so individual members don't get lost in the process of centralization.

The computer has been a disappointment and burden to the coop. The problems w/ the computer is not necessarily the computer but the changing restructuring of the coop. We need to decide and fine tune our structure before we can effectively use the computer.

How a board member represents members on the board is a crucial issue. Does the general membership want to only represent the members point of view or give the power to weigh members views along w/ managerial views in order to make the best decisions in the best interest of the coop.

The restructuring process we are attempting has become inevitable because of reoccurring problems such as accountability, turnover, subsidization, and lack of coop-crew standards. We are making policy and structure changes to positively affect these areas. I feel these changes are necessary, but it is paramount to remember that each individual member has the responsibility to respect these changes or else we have no change!

Joy Follett

Being among the bored. It has been a lot of time, a lot of work... more than I thought it would be..

I don't know if we "could have done better". We got elected. I think everyone did their best... what they could. Maybe someone could have done better ?? mistakes ?? what's new? but not callous or arbitrary. I'm glad for what I learned.. and to have worked with people who cared so much about this company of ours.

I think the only reason any of us are running again is that we feel we might be needed here, or useful here.

Sometimes I think that most, if not all, of the enterprises that we engage in during the interim between being born and dying are for our....amusement... (this includes trying to stay alive).

Last spring I got nominated for the BOD. It was amusing I hadn't been planting much at all. I had reasons for not wanting to be involved, but I thought maybe the things I knew and/or could do might be useful... maybe I should make myself available in case it was true. As far as I would have it, I got elected just barely. Peter was free to do the things he does so well, Mike Bresgal was free to do things that he does well, and it seemed like since all those people voted for me... I'd better do it. It has been amusing. I don't think I'm as effective as I was when I started. Caught the process.. maybe not. ANYWAY I'M RUNNING AGAIN

I think it is pretty important that one or more of the old BOD members stay for a few more months so we don't lose a lot of ground. I really don't mind if you don't vote for me. I can't say that I really want to work. If you elect me again I'll do it. Same terms: as much as I can; as well as I can; as long as I can. It's less amusing, sometimes.

I will be working near the place where the BOD meets sometimes anyway, so my door will be open.

Some people say I'm a "power-monger". It's probably true. I listen to what I hear from members, and when it is time to make a decision I try to do so, all things considered. I represent the interests of the members of Hoedads... as best I can. I will do it again if I have to.... that's a choice I will make yours.

Keith Ullman

### qualifications for B.O.D.

- 1) Independent judgment.
- 2) Keen perception and a nose for gaps in information, so that the director will know when there is enough information available to make a decision.
- 3) A logical mind, which can compare today's actions with the broad purposes of the organization and detect inconsistencies.
- 4) Understanding of the purposes of the organization.
- 5) A clear conception of the job of the Board of directors.

### qualifications for MANAGER

- 1) A highly organized, practical sort of mind that understands how things work.
- 2) A taste for details, a nose for phoniness, an eye for opportunities, an ear for what people are saying, and a feel for the most effective course of action.
- 3) Sense of humor, resilience, and a dogged determination.

This information is provided to you by;

"Welty's Book of Procedures"



The change to a board of directors elected at large from a council composed of a representative from each treeplanting crew has proven to be successful. The level of debate and decision making is much higher than before. The board is not nearly as partisan as the old council; decisions aren't biased by crew interests.

What needs to happen now is a progressive change in philosophy to accompany this progressive change in structure. Frequently the Question has come up, "Which board member is representing which work groups?" Often at issue was only the need for communication between the board and workers. But the notion still persists that if a group of workers has a stand on a particular motion, that stand should be translated directly into a vote (or voters) when the board considers the question. After all, under the old system if Cougar Mountain supported a higher budget for GM parties (to raise a hypothetical case) Cougar Mountain's representative voted for it regardless of his or her views on this matter.

This is a form of representation in which the representative is essentially a messenger for a crew. It makes sense for a cooperative which is a loose confederation of semi-autonomous crews. The crew is the basic unit, and it casts its vote via its representative.

To my mind this system is no longer applicable or desirable. The old crew structure is breaking down. Workers are continuously realigning themselves according to the needs of contracts and the different kinds of work. Moreover, it is increasingly clear that the interests of the cooperative as a whole do not diverge from the interests of the individual worker.

The board member should no longer be thought of as representing a particular crew or workgroup in the sense that he or she is simply a vote caster for that group. The board member's constituency should consist of those who elected her or him; the membership at large.

This view of the board member's role encourages the board to act in the best interests of Hoedads, not this or that crew.

It also elevates the role of the board to that of a policy maker, rather than a group of messengers. In other words, theory is brought in-line with practice.

The board of directors should be considered a committee that has been delegated authority to manage the cooperative. Five people are vastly more capable of setting policy in an intelligent and informed manner on the voluminous number of issues that continuously arise than a hundred and fifty mostly full time workers. It is counterproductive not to delegate management responsibilities.

Under our new structure worker democracy is still well guarded by general meetings, the right to recall, and referendum. (Although I do believe we need to lower the number needed for a petition for referendum or of recall. Twenty is much more in line with the size of our company than forty.) The membership should be content to let the board of directors vote as representatives of the entire cooperative. That is who a board member really represents.

Richard W

← BORED ?

## A Funny Thing Happened on the Way to The ...

There has been a non-productive defensiveness both on the part of the office and Board members and on the part of the workers in the field. The relationship between Standing Timber and the management as well as the  $\frac{1}{2}$ & $\frac{1}{2}$  crew as a whole has been strained at best. Working as a bidder in the past I have experienced the office point of view and the difficulty of educating and soliciting feedback and having to make decisions based on personal judgement; I've taken my share of the heat. In Idaho all summer I felt alienated and offended by council and the minutes. I found a blatant lack of respect for the workforce coming out of the membership restructuring committee and in contract review discussions. Also the sexist attitudes of the Board have become blaringly obvious. No wonder the women of  $\frac{1}{2}$ & $\frac{1}{2}$  have been the most vocal oppositions to the proposals coming out of the office!

It is difficult to care about co-op management and be in a reactionary position in relation to policy changes. Someone working 6 - 12 hours/day in the field can not be expected to come up with thorough or creative analyses, especially on issues as complex as those we are facing these days. Nor can the board be expected to accurately second guess the membership and make decisions that will reflect the issues of the workforce.

The problem is not the concept of a powerful, decisive board, nor an overemotional workforce. I feel the council has been inadequate in issue development and debate reflecting all sides of the spectrum. The major role of the board should be this creative analysis, so the members can make intelligent decisions. Mostly I've seen one-sided perspective, and when the workers oppose, the response is justification for decisions made, defensiveness and the typical "you all just bitch about the problems with our ideas, without any ideas of your own."

I would like to see the board develop a multi-faceted approach to problem solving. I believe this whole guffabul over  $\frac{1}{2}$ & $\frac{1}{2}$ 's opposition might have been avoided had the board or office crew tried to analyze  $\frac{1}{2}$ & $\frac{1}{2}$ 's point of view before proposals were submitted. We are not only a strong crew, justly interested in maintaining our autonomy but we are a women's crew which makes our perspective very different from the Co-op at large. Some of the issues we've had disagreement with are those which threaten our autonomy, and the others are those which seem to threaten women's equality and growth. Caud has done a very good job establishing the needs of  $\frac{1}{2}$ & $\frac{1}{2}$ , but when she gets voted down on nearly every vote, we do not feel our needs are taken seriously. I have seen Keith Ullman feel particularly frustrated because  $\frac{1}{2}$ & $\frac{1}{2}$  has frustrated the development of his ideas - but he has not attempted to compromise and integrate our position in his work. The result - a stand-off, nothing getting done, and hard feelings on both sides. This is not professional,



creative, or co-operative conflict resolution. Roscoe says: "Whats this between  $\frac{1}{2}$ & $\frac{1}{2}$  and the LP - side-stepping the real issues completely. I would very much like to see  $\frac{1}{2}$ & $\frac{1}{2}$  come up with proposals which reflect both our G & W and the G & W of the Co-op. There must be recognition that the consciousness which created the women's crew and has carried us through is OUTSIDE THE SYSTEM. We do not want to follow the path of success in terms of the American Dream. To us, survival means something different than MHC, A process of thesis, antithesis and finally a creative synthesis may be the only way to keep your oldest existing crew in the Co-op this coming year.

In Strength, Rochelle

### MORE BOARD CRITERIA

This is a list of criteria that may be useful to you as you evaluate candidates for the Hoedad BOD. It is not complete and probably has emphasis on functional ability rather than political or ideological standards. I drew it up, but it has been looked over by several BOD members.

There are two areas. the first is areas of knowledge that are good to be familiar in.

1. past board/council/ GM policies
2. History of relations and systems with:
  - a. worker's comp
  - b. service contract act
  - c. problems with contracts and attempts at solutions.
  - d. problems with crew and co-op structure and attempts at solutions.
3. Treasury systems-
4. Allocation/bidding systems
5. Co-op bylaws.

The second section refers to situation in which the more EXPERIENCE a candidate has had, the better they may be able to handle this work.

1. Hoedads
2. Meeting process
3. Business management
4. Bidding
5. Treasury/bookkeeping
6. Other co-ops
7. Hoedad office
8. Hoedad committees
9. Other committees
10. Contract management
11. Crew management

thank you, and good night

keith ullman

Pitfalls of our Peerless Lookout taya 1/2 + 1/2

Today our Peerless Member of the Lower Trinity Fire Management Team decided to sleep in late. She slept thru the Weather. She slept thru the Morning Radio check.

Somewhere around ten thirty hundred hours she woke up. To reward herself for such heroic action she drank a beer. In fact she kept on drinking right thru the North Zone Daily Report. Having switched to brandy by now - a little brandy makes the whole day dandy.

She did make an attempt to collect the thirteen thirty hundred weather, but passed out sometime shortly there after and so did not respond to the fourteen hundred hour collection of weather data - which was actually ok because the data she had gathered was, for some reason, inaccurate anyway. Prompted by the unusual radio silence at Blown Mtn., 331, the Second High Mucky - Muck in Lower Trinity Fire Management, our Peerless Lookouts C.O.R., decided to check the situation out. Upon arrival he found the counter dirty and cluttered with old dishes, a beer bottle resting peacefully atop the fire finder, the floor had not been swept, the windows had not been washed in over three days, and resting peacefully on the unmade bed was our Peerless Lookout. A smile was on her face as the tape recorder blasted Talking Head's "Don't Worry About the Government." And so our Peerless Member of the Lower Trinity Fire Management Team has become yet another disaster.

So today our peerless member of the Lower Trinity Fire Management team spotted a "smoke" in Trinity Village. Quickly she consulted her maps and journal to discover the location was indeed the same as a control burn permit which was issued the previous day, but, reading the fine print, the permit was only good yesterday. So she calls her trusty partner in Fire Prevention, 337. However, 337 is unable to respond to the area in the nick of time, so he calls his fellow Prevention Officer, 338. 338 is quick to the scene and discovers a wayward citizen burning without a permit. And so our Peerless Member of the Lower Trinity Fire Management Team has averted yet another disaster.

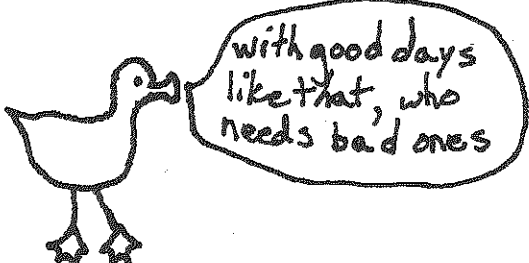
The day began not unlike many others. The serenity of the rising sun didnot foreshadow in the least the horrible event about to befall our Peerless Member of the Lower Trinity Fire Management Team. But as the day progressed two station wagons snaked up the dirt path to Blown Mtn. Lookout. Our Peerless Lookout was about to be invaded .

Her first warning was a sighting of dust from her dirt road. They had already passed the gate. Then two All-American Family - size station wagons circled her lookout and squealed to a halt. Out popped two economy size All - American Families. Four children immediately hit the stairs like sailors climbing ship - rigging in an Errol Flynn movie. The two mother and fathers, and 3 older kids were not far behind.

Ever friendly, Our Peerless Lookout called down " er, could we limit the number of people up here? It is rather small. And children must be accompanied by an adult." The four quicker children, already halfway up, and two mothers made the first assault. Only three persons at a time say the regulations, but ever friendly, our Peerless Lookout grinned and bore it.

Eternally on duty, her searching gaze must continue, even as she entertains "guests". But she could not help but be distracted by three of the urchins noisily playing tag on the narrow cat walk. Ever pleasant she smiled and called out "be careful please." Continuing her servailance, and now keeping the children in her watchful gaze, she valiantly attempted to answer the questions the two adults were asking her simultainously, however and unfortunately not in unison. As an unmannerly child made a face at her in disgust of her cigarette, lit when she had realized the strength of the attacking forces, she let slip the heart felt words "this is my home."

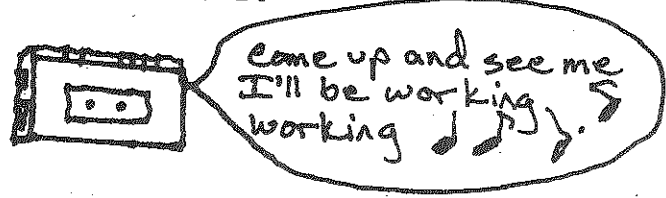
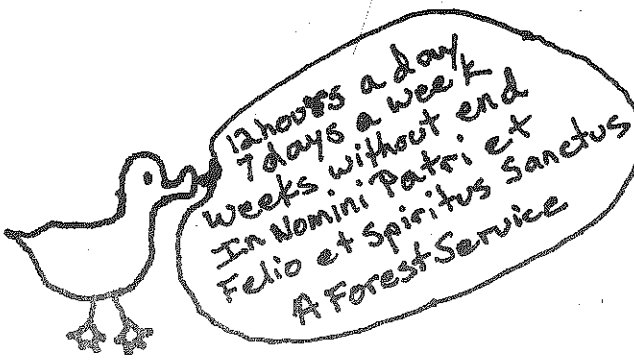
The first attackers, mildly rebuffed, retreated, to be replaced by the second wave. This attack was milder than the first, but the smile on our Peerless Lookouts face was genuine as she bid them farewell.



This day saw our peerless member of the Lower Trinity Fire Management team peering out endlessly onto the ridges, mountains, and valleys which fall under her protective gaze. Yet not one trace of smoke did appear to her ever questing eyes. It was as if her mere presence and alert-full servailance kept the dreaded enemy, Fire, at bay.

Many days had our peerless Lookout spent in such a manner. But the knowledge that her eyes, and hers alone were the "eyes of the Protection Organization", that it was up to her to give the first alert which might save many lives and thousands of dollars kept her tireless at her task.

A lonely, thankless task it was. An onlooker might think "what a lovely quaint little vacation" or "such tedious, unending hours of boredom." Neither were true. Our Peerless Lookout spent each day, each hour, each minute in anxious suspense, for at any time the cruelest enemy of all, WILD FIRE, could rear its ugly column destroying the lives of help-less trees, animals, and the humans who had planned to harvest that timber next year. To prevent such a catastophy was a duty which rested heavily on her sholders er - eyes.





Newsletter deadlines beat decisions on office restructuring so without knowing what position, if any, that I'm running for here's my campaign speech.

I, Kitty Tattersall, want to be one of your treasurers. My interest in the job goes back to before I joined Hoedads. I was a wimp and wanted to get strong enough to be a riverraft guide. My politics leaned towards socialism/anarcho-syndicalism. My skills were heavy on numbers, research, and analysis, with a strong background in outdoor recreation (camp counselor and all). I remember at my first Potluck meeting (Fall 1976) thinking that treasury and treeplanting would be a good mix for me.

In 1976 I was on my way to Europe so Potluck passed me by. Fall 1977 a friend of my sister's invited me to a Pacific Rain organizational meeting. A small coop sounded great to me as I'd have more chances to learn the varied aspects of the biz. However, at that meeting Pacific Rain had too few winter planters so the planters stayed in Hoedads as Cheap Thrills. At the next two meetings five Thrills took on seven new planters, and with some other folks returning and some weekend planters, built up a \*big strong crew\*. My attendance was perfect and my tree totals low to start with but by July in Montana both were mediocre. This trend has continued. (To be honest I'm close to average.)

My involvement in Hoedad treasury started with doing unit pay sheets for the first contract I worked (Rigdon). I took over Cheap Thrills books in April 1978 and kept them until early 1979 when Karri took over. I started working with  $\frac{1}{2}$  n  $\frac{1}{2}$  in May 1979 and have helped with that crew's books off and on ever since. Last year I worked out Idaho City, North End, and Avery TSE contract surpluses and expenses and in January became the official TSE crew treasurer. I have spent four days working on central books, one day on end of the year trivia a couple years ago and three days this spring with crew journals.

I'm excited about the possibility of working in the office. I enjoy going to meetings and trying to work up systems to fit current needs and philosophies. I enjoy bookkeeping, understand it well, and am efficient at it. I value good communication between the office and the field and would be delighted with a system whereby treasurers rotated into the field or spent a few days a week on a local contract. I have limited experience with computers (two programming classes in Fortran and Wattfive) but am good at analysing numerical processes and devising simple systems.

My long term interests still include river rafting but are leaning strongly towards forestry consulting. I may take Biology or other pre-forestry courses this winter or spring but don't foresee being a full time student for a few years (if ever). I'd like to expand my forestry skills, especially in trails and saw use. I've a long standing fascination with carpentry.

My interest in Hoedads is more as a political entity than as a means for personal survival. My definition of leadership emphasizes facilitation and coordination more than deciding or dictating. I hope to see Hoedads continue as a grass roots democracy and would try to use my term in office to encourage that. Obviously we need to be careful as a business; I am by nature cautious with expenses and nervous about giving draws so although I emphasize the political I am good at the practical.

### Earl

This past year in the treasury room has, for me, been full of surprises. When I ran for this position I knew it would be a difficult, yet rewarding job and that's the way it turned out, but I never dreamed so many unforeseen problems would occupy so much time. The failure of the computer systems at the first of the year, the problems with the SBA, Estacada, the Strokes and their wage claims were the most time consuming and affected our capabilities to deal with the day to day treasury duties that are always there.

But a lot has been learned by this office crew about how to deal with surprises in a more effective way. We've also learned a lot about how to deal with the usual and unusual business functions of this coop and also how to plan for and implement change.

I would like to continue for another term in the treasury room. I am aware that I've made mistakes, but I also feel that I've done a good job considering the problems that have confronted us in the treasury room. The coop has invested money in paying my wages for a year and I think I've earned my wages, but I also think that the experience gained while earning those wages can be further utilized by the coop.

I really dislike running in an election. I know it is a very good democratic process that needs to be observed but sometimes in the process valuable skills are left untapped and I don't like to see that happen. When I ran last year against Sue, I appreciated winning but felt very bad that Sue lost. It all worked out fine, because Sue stayed on well into the year to help out with extraordinary difficulties we were going thru and she went directly from the office to TSE.

This time tighter budget constraints impose an entirely different scenario. There are six people involved who have skills and interest in treasury. Dave's term runs until the middle of next year so his position is not of immediate concern. Sue seems very flexible, is going to be around to help with year end stuff and hopefully will be on call for assistance to fill in when needed. Richard Wiener has expressed desire to substitute for as much as 3 months in the year. Peter, Kitty and myself are in tenuous situations. We've discussed the concepts of rotating positions and of a Treasury Advisory Board but nothing concrete has developed.

I don't plan to go crazy in p office but I can't promise to smile all the time, either. In fact your biggest hesitation should probably be my impatience and my moodiness. What can I say?— I was sweet but shy as a child and rarely lost my temper until I'd broken 300 trees. It is part of a treasurer's job to relate to people; I relate well to official contacts, enjoy meetings, and will try hard to be nice to the tenth interruption of the morning. I dislike unfairness and dishonesty and curse at myself when I'm stupid.

To answer the inevitable questions: If you all launch me into the thick of Hoedad business and politics I will give a two year commitment to the company (of course y'all could throw me out or I could stay longer). If not, I may look for a six month or year research or political job outside of Hoedads. At this point I'm seriously bored with contracting out my specialized grunt labor and need either new or more interesting work. I have been frustrated this summer with the complications of doing tse contracts within the coop and if not organizing and bidding in the office will most likely bid on my own.

My biggest concern with treasury restructuring is for allowing continued control by the members over their money, which means flexibility. I suspect that even with computerized, centralized bookkeeping we can still be reasonably flexible; at least I hope so. It is heartening to have so many skilled treasurers in Hoedads at this time; I hope others keep learning and getting involved. Democratic management is impossible without educated managers; we all must be managers. I like the idea of a treasury team not only because it would give me a chance at a term in office but because it seems an excellent way to ensure both continuity and skill sharing. *Kitty*  
see you at central or the GM

The three of us each seems to need to have a full time position, but that of course is not possible and with the budgetary necessity of reducing total treasury hours, the rotating position idea doesn't fit the requirements individuals have for involvement.

Another consideration which will have impact is the possibility that officers receive a lower hourly wage and then share in surplus earnings, if there are any.

What ever comes about, I think it behooves this cooperative to make use of the skills and experience available to it, particularly in the first half of the year when we will be going thru significant structural changes. The depressed market, critical economic conditions and the resulting cut throat competition we face makes it necessary that we be as efficient and as cost effective as we can possibly be.

Personally, I feel confident in my ability to do the job. I'm not feeling burnt out and I know that the treasury room is where I can best contribute to the continued success of the Hoedads. I know that Kitty and Peter have much to contribute also, and I just hope that come November 30 there are no losers.

Earl

# "The Year That Was"

Here's what I know: I know Hoedads can make it through 1983 in fine shape. How do I know? Because all of the pieces are there: People, equipment, money, talent, and desire.

## WHAT HAS REAGAN DONE FOR US LATELY?

Well, the recession that he's so ably managing for us is helping to destroy the U.S. economy. Our industry is certainly not exempt. The shake down cruise is on. Usually in cases like this, the smallest businesses go under. They don't have the money, and thus the time, to adapt. We do. And this G.M. will culminate one phase of our adapting. What remains after that isn't all gravey, but it's not slash either.

Many, many Hoedads have been working on adaptive systems. It's kind of been like starting a new company from scratch- with all of the creativity, consternation, confusion, confrontation, glitches, guffaws, and gumption that go along with it.

As you can see in this newsletter, many people are thinking and talking about this whole mishmash. Many unions are lucky if they can get 10% of their membership involved in substantive issues. Some would give their eyeteeth to get double-teamed by Half and Half and Glacier View...

So, a tip of the hat to our friend Ron for giving us a second chance at creating the powerhouse that we've always had the potential to become: Powerful as workers, as owners, as an example of a cooperative that can respond to conditions without losing its soul. Talking 'bout pride, waling tall. Tough year, '82. We made it.

## SOME AWARDS

The Henry Kissenger Shuttle Diplomacy Award to Carlyne Lynch.

The Alaska Is For Lovers Award to Barnaby Dow.

The Black Belt In Chair Dodging Award to David Collins.

The More Fun Than Bear Stories Award to Kenda Kitchen.

The Don't Call Us We'll Call You Award to Glacier View T.S.E.

The Call When You Find Work Award to Quality Reforestation.

The I Told You So Award to Greg Nagle.

The Talking to Yourself Is Natural Award to Taya Tingstad and Ben Elkus

The James Holt Foot In The Mouth Award to Roscoe Caron.

The Hoedad Meeting Attendance Award to Grower the Cat.

The Woody Hayes Diplomacy Award to Susan Collins.

The It Can't Happen Here Award to the Different Strokes Wage claimants.

The Archie Weinstein Recall Award to John Ross Ogden.

The Candid Camera Hypocrisy Award to the ARC.

And last, but not least, the Wake Me When It's Over Award to Void.

It's been one hell of a year. I'm glad we're in this together.

Keepin' On, Roscoe

# OK: RESTRUCTURING

J.R.

It would be relatively easy to restructure if everyone in the Hoedads were the same but fortunately the Hoedads are not the same. Again change comes to the Hoedads. The dialectic continues. A balance between the differences must be reached.

The difference is in values. Some people emphasize the value of production. The business of Hoedads is to have strong productive workers pumping out the trees for the wealth of the coop. Other people feel that there are values other than economic that a person's worth is more than just pumping in trees. Those people have more toleration of work styles, more respect of individual differences in production and more concern for the social bond of cooperation.

Both poles of the opposing values have their own particular strengths and weaknesses. We don't want a bunch of highrollers that only compete for financial reward; we don't want a group of people that feel work is only secondary to pleasures of being together. Competition among ourselves will rip us apart and playing in the woods will only bankrupt us. These types of behavior are only used for example and contrast.

So we want to balance these important values of high production and personal understanding. We are all workers.

The most together crew in Hoedads is the 1/2 & 1/2 Crew. Those people have demonstrated over the years that they can successfully fulfill any sort of contract and make conscious effort to diversify into non-tree planting work. They have more to offer than the money they generate. They seem to be the only communal crew left in the Hoedads. They work as a group, not as a bunch of individuals. But they do recognize individual differences; why do you think they call it 1/2 & 1/2? The name is based on their pay system, 1/2 on share, 1/2 on piece. So no matter what kind of contract, a person is guaranteed something. 1/2 & 1/2 togetherness must be perserved for the health of the coop. Many realize that the coop does have health problems, especially economic health. When people are talking about economics one talks about production, and what that word means. Production is a way of measuring economic gain or loss. If one has high production

cont.  
on page 12

## a members personal view

Compensation is a crucial support system. Money is and will remain a central factor in a member's approach to the job. Pay and the form of distribution are a powerful influence on behavior on the job. We must deprogram the words "subsidy" and "surplus" and develop evaluations on pay that reflect our vast values as a group.

I'm tired of luck, administration, inspectors, National emergencies, ect., determining my value as a worker/owner. We need fair and well thought out worker evaluations not only for pay but for many other buisness reasons. Should and evaluation of a members performance reveal that upgrading is appropriate it is important that the Co-op or Crew initiate the review rather than waiting for member discontent to surface. We need to reinforce an attitude that the Co-op and Crew wants and rewards members who are willing to become more involved in their work.

### Pay system Idea

1. Entry rate pay.
2. 2nd rate of pay - generally proficient evaluation.
3. 3rd rate of pay - When evaluations show a member/owner can fulfill most jobs for which the work group/crew is responsible.
4. Demonstrate the capability of fulfilling Co-op level skills.
5. Special skills bonus for particular work types.

Members who are capable of performing either a wider range of tasks or identified more difficult ones provide the Co-op with the essential flexibility and should be compensated accordingly. Members, however, not meeting "productive standards" must be involved in the evaluation process and not excluded or isolated. The tolerance range must be sufficient to allow the member/owner the opportunity to continue to control their job for a time even after the worker/owner evaluation has slipped below Co-op/Crew acceptable levels. The method of compensating workers communicates in a very direct manner the behaviors which the Co-op/ Crew /Work-group most values.

Feed back please,  
Caud  
Your Bored Member





# NOW YOU DON'T HAVE TO REINVENT THE WHEEL.

perspective - mine requires more discipline. And I can't have a productive, emotionally rewarding work experience on a contract if some people are technically lost; most people are being trained, a few people are so money hungry & blind that they gig the gov't; a few people are experiencing a non-economic Karmic Journey & a few people are just spaced out on powerful drugs.

Historically hoedads have fucked up on technical contracts. Most recently in revegetation. It goes all the way back to Groundwork @ \$18,000 and the Computer is the center piece @ \$35,000. (the book?)

Looking to the future: hoedads is a great source of talented people. If you as a hoedad aspire to be more than a planter part of the year then buckle down and learn on the side. Learn on the job. Standing Timber is one direction people have already gone with this idea. The Archeology crew is another. Zephyr Computing is another direction. We are all Hoedads. However, we have no need or desire to be subject to Hoedad management, financial help and liabilities.

I am looking for a niche somewhere in the middle ground. The work is there. The people are there. We are looking for a way to progress and still remain in the present organization.

*Rob R.*

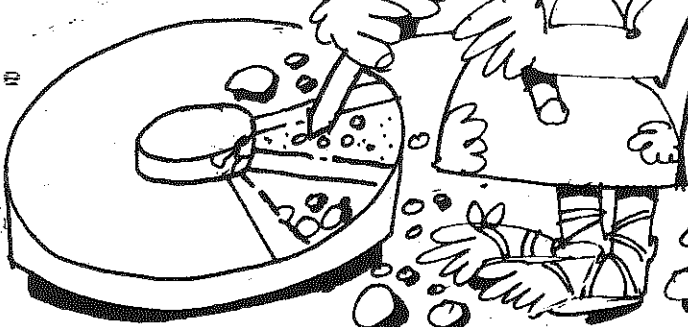
Chris Bond '81



## HOME DAIRIES

The second member of the Phantom Crew is Home Dairies...proven to be an effective and reliable crew member after traveling to Idaho from Michigan...Home Dairies added new life to dying embers, revitalizing old flames...A wonderful companion in cold wet weather!

### YOU GET TO.



These people are not workers and their ignorance boils down to a lack of business acumen.

It should be no secret that selected members & myself are on the edge of breaking away. 2, 3 or 4 or more people, all with \$2000 in the cash reserve, representing more than a decade of coop business experience, all presently active in winning & performing work for hoedads. Where are you going to find our replacements(money & production); what inducements are there in hoedads? Maybe you don't think it is important.

If you don't know where you can find people and you think it is important that the business has this resource of long term people & money then I have a proposal for you

Simply put - give us a semi-automatic structure within hoedads. We manage it and suffer or benefit from the consequences. The board controls it and acts as risk managers. An exact proposal is inappropriate now. Maybe the structure is CLNR, maybe not. What is appropriate is for the membership to be aware of this management idea & watch council in Jan & Feb for a specific proposal.

Yes it is an elite group. No not everyone can join or will be asked to join in the future. This is not a planting crew. We would win, allocate & perform work of a technical nature. If I plant with Hoedads it would be with the Pool.

If you have your back up then consider this: Do you read technical information 2 hrs/day or even want to? Can you read a balance sheet or even want to? Have you ever had a job outside hoedads, at a management position or even want to? Can you sit down & write up an operating budget and work plan for a contract in 2 or 3 hrs or even want to? Or maybe you just think so now. Can you relate to main stream white americans or even want to?

You see, I can answer yes to all these questions and so can a few other hoedads. The crux of the problem is that I can't have a productive emotionally rewarding crew meeting if other people at that crew meeting don't have my

To be or not to be a Hoedad, that is the question. Whether it is money over time to suffer the meetings & structure of our present organization or to leave, perchance get a job that is the rub.

When people leave hoedads they often have a good rationalization. I remember Chris Bond in '78 talking about 'growing' beyond hoedads. Or this year, Bruce and Boz talking about poor management and more money.

I too have my reasons; chief among them the lack of a peer group functioning in hoedads. This is a hard paragraph to read. First of all what is my peer group? I joined hoedads in '79 to diversify myself. That is a fairly rare phenomena. My first taste of self-employment was in '63 when I purchased 10 thorough bred Suffolk ewes and a couple of Suffolk bucks and became a rancher. I attended college on and off for 6 years obtaining a BS in math in '73. After graduation from OBU, I worked as a Research Assistant and Associate at OBU and U of O until '79. I have formed other businesses; Zephyr Computing and Rare Beauty Fruit & Vegetables - an organic produce concern. I read at least 1 to 2 hours a day from such diverse journals and books as Byte, Mini-Micro Systems, MIS, Ecology, IPM Practitioner, Nat'l Geographic and Mother Jones.

Has any of this struck a cord?

For the Good and Welfare of Hoedads (and possibly myself) leaving is not the answer.

rather, how can we accomodate Myself & Hoedads. Hoedads is weakening. Its strength has been numbers. Numbers on the hill; number of contracts performed; numbers of bright, motivated people and thus numbers of dollars in the cash reserve. And so its weakness is the turn-over of talent - as soon as people learn, they leave. They leave and they are successful. Lets look at the litany: Second Growth (old cougar mtn), Mudsharks, Pacific Rain(old cheap thrills), Velvet Dags(old potluck & logrollers), and the recent spin offs.

Cutting through the rationalizations - talent leaves because it has nowhere to go inside hoedads. I see the attitude of arrogance, 'legends in our own minds' as the stumbling block. My pet peeve is the juggler. Newer people and some notable not so new who cop the short term attitude of getting the most money for now; ignoring crew & contractual realities.



## SOME NEW DEFINITIONS

Since the directives given at the summer G.M., many heads have bumped and swayed together, searching for viable restructuring proposals. The following restructurings are commonly found in these proposals:

**WORKGROUP:** a grouping of workers who have agreed on a profit sharing plan significantly different from those of other groups of workers.

**DEPARTMENT:** a grouping of income and expenses with a resulting profit/loss that is separate from other departments.

**WORKTYPE:** a grouping of types of work that are similar in production character and monetary compensation.

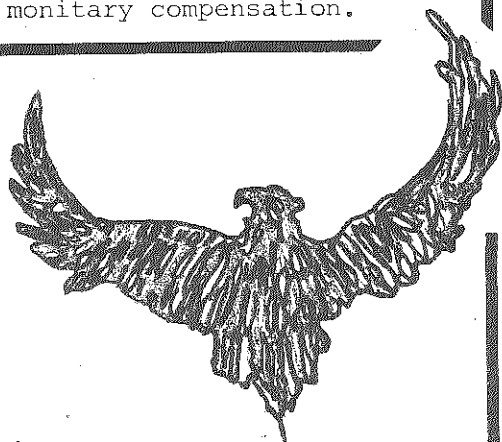
**CONTRACT CO-ORDINATOR:** insures smooth operation of crew, delegation of tasks, timely completion of worker and contract evaluations, timely and consistent communication with central. Works closely with contract rep to transmit accurate information, workforce needs, contract logistics. As a member of the PERSONNEL TEAM, they represent their work crew, help evaluate all co-op workers, and make personnel recommendations to the board.

**CREW LIASON:** same person as contract coordinator.

**PERSONNEL TEAM:** composed of the president, one treasurer, one bidder, and the contract coordinators. This team meets bimonthly (may fluctuate) to oversee all worker evaluations, make hiring and firing recommendations to the board, interview applicants, and assess current workforce related co-op needs.

**WORKER EVALUATION FORMS:** (content yet to be finalized). A suggested format for implementation is: New workers- four evaluations done, one every 5 work days. Extensions could be recommended by the working crew. All other workers- one every 3 months.

B.R.



cont from p. 10

one earns more money, and vice-versa.

So in order to be healthy, economically speaking, one has to be productive. Some people are more productive than others. There are many reasons for that difference; physical, motivational, etc. The problem is how to judge peoples' production in terms of economic incentive and contribution to the coop. In order to insure the success of our coop we must reward people who make the coop money but at the same time not alienate people who don't earn as much money.

There is a basic reality of individual differences in production.

The way to do it in tree-planting anyway is to go to equalization of all contracts and use graduated wage rates. This will take a quantum leap in faith and trust. Everyone should work hard to insure the success of the coop. Now all the crews couldn't just rate themselves separately from the rest of the coop. One proposal would be that three people from each crew could sit down and rate the workers in the coop.

Now one might say that could be a repeat of the allocation process. But those three people would know the relative difference in their own crews, so it would be a matter of agreeing on the relative difference in the crews involved in the process. Ultimately, every work type could be equalized and all wages be the same but maybe that idea is too utopian.

The intention of this article was to attempt to humanize restructuring, to appeal to peoples' capacity for trust. If we can't get it together with this small segment of people, how is the world going to get it together? Where is peoples' sense of fairness and sacrifice? Why is greed so rampant? This article is idealistic.

BR

## BOOTJACK PASS

By this time I knew it was too late, all I could do was crouch where I was. I'd already taken off my pack to distract her while I ran for the trees but to bolt now could be fatal. I lay down and clenched myself up in a fetal position, my arms clasped over my head. When the blows came they were so fast that I hadn't time to be afraid. I just clenched up tighter, feeling her claws tearing through my pants and the shock of them ripping into my leg. I lay there waiting for her teeth to fasten around me but then it was over. I heard a scuffling sound in the snow and then silence. I lay where I was for another few minutes numb, afraid now to raise my head, the fear of the last moments setting on me, trying to bury myself in the silence.

I'd headed toward the pass early that morning, pushing hard, trying to get through the narrow gap and up and over the exposed ridge the five miles to Hoodoo pass and down into the shelter of the upper basin of Sunlight Creek. I hadn't thought I could make it the day before with the weather closing in and the radio reports all putting out snow warnings. But the day dawned clear. I had to do it then, even with three feet of snow in the drifts I figured I could push through if the weather stayed clear. It would be cold but that could make the snow easier to cross and when you're hauling a pack you don't have to worry about cold.

I'd left my radio back down at the outfitter camp and threw out some extra food to reduce the weight, but taking all my extra clothes in case of trouble. Dumping the radio was not too smart but it was heavy, as heavy as three days worth of food and often useless if you couldn't get out of the deep canyons. The only reason I'd even carried it was in case of bears. I'd come to think a lot about that over the last weeks but in the excitement of the attempt to cross the pass I'd put them out of my mind.

I'd found grizzly sign down below, the bears probably having been pushed down by the snows and down into the lower elevations. I didn't expect to see them up so high this late in the year and I figured that if I found any fresh sign in the snow it would be easy enough to avoid them.

The real thing was the radio. It was insurance but what the hell it was a lot of weight to carry. I'd taken my chances for years without a radio and now all I wanted was to get over the pass and across Hoodoo Ridge. It would be my last chance to see that country before the snows shut it in and because of reports of elk and bear poaching I wanted to make my presence known. Of all the places I'd been that summer I liked the view from the Hoodoo Pass the best; that long view over into the park and these peaks here at the headwaters of the yellowstone.

I'd been vague when leaving the station about my intentions. I usually was, not really having a plan but following the signs of the weather and where my eye happened to wander. I'd only decided the night before to attempt this walk. I could just as easily have followed one of three other trails.

The ranger could not figure how I could stand to be without a horse but he wasn't over worried about the grizz. They'd had one hassling camp two years which the dogs kept at bay. No big deal, it was the old boar's territory. A sow with a cub was a different matter but after all these years there had been only one incident and it hadn't been fatal. The ranger still wondered why I didn't carry a gun, he always did. It was just a matter of caution and there wasn't enough people up here most of the time to cause any problems.

It was all class I grizzly habitat, bear paradise and one of the last holdouts of the dwindling populations. My district had the largest population of any in the state of Wyoming, and we wanted to keep it that way. Still it was hard to hold down the fear which seized your guts some days on the trail when you cut across fresh sign and know there was one just ahead, running from you now as they almost always did unless you surprised one which was what I had done this day trying to reach the pass at Bootjack Gap.

To be continued in next issue,

ALBERT FISH

	A) CURRENT CONDITIONS	B) IMPLEMENT TAXES (No other changes)	C) IMPLEMENT TAXES Assign Expenses to Corporation	D) IMPLEMENT TAXES with Departmental Equalization	E) IMPLEMENT TAXES with PARTIAL EQUALIZATION	F) COMPLETE EQUALIZATION within Worktype Dept. NO Implementation-Taxes	G) EQUALIZATION by Worktype or Crews No Tax Implementation	H) ONE DEPARTMENT with IMPLEMENTATION of TAXES
1) MEMBERSHIP PROCEDURE	Crew Decision Only	Workgroup or Worktype Decision	INCREASE CO-OP WIDE ROLE	INCREASE CO-OP WIDE ROLE	INCREASE CO-OP WIDE ROLE	INCREASE CO-OP WIDE ROLE	WORKGROUP OR WORKTYPE DECISION	INCREASE CO-OP WIDE ROLE
2) NEED FOR CAPITAL		INCREASE INCREASE	INCREASE INCREASE	INCREASE INCREASE	INCREASE INCREASE	INCREASE	INCREASE	INCREASE INCREASE
3) FORM of CAPITALIZATION	Membership Fee and Retained Earnings	MEMBERSHIP FEE	MEMBERSHIP FEE	MEMBERSHIP FEE	MEMBERSHIP FEE	MEMBERSHIP FEE	MEMBERSHIP FEE	MEMBERSHIP FEE
4) MEMBERSHIP A CONDITION of EMPLOYMENT	Yes	OPTIONAL Yes/No	OPTIONAL Yes/No	OPTIONAL Yes/No	OPTIONAL Yes/No	Yes	Yes	OPTIONAL Yes/No
5) WORKER Evaluation PROCEDURE	Crew Based Variable Quality	CREW BASED VARIABLE QUALITY	CREW BASED VARIABLE QUALITY	INCREASE CO-OP WIDE ROLE	INCREASE CO-OP WIDE ROLE	INCREASE CO-OP WIDE ROLE	INCREASE CO-OP WIDE ROLE	INCREASE CO-OP WIDE ROLE
6) ASSIGNMENT of EXPENSES	Administrative to Corporation - all other to Individual	Administrative to Corporation - all other to Individual	All Expenses to Corporation	All EXPENSES to CORPORATION	All EXPENSES to CORPORATION	All EXPENSES to CORPORATION AND/OR INDIVIDUAL	EXPENSES to CORPORATION AND/OR INDIVIDUALS	All EXPENSES to CORPORATION
7) COST CENTER/S	CREWS AND INDIVIDUAL CONTRACTS	CREWS AND INDIVIDUAL CONTRACTS	DEPARTMENTS	DEPARTMENTS	DEPARTMENTS	DEPARTMENTS	DEPARTMENTS	WORKTYPE DEPARTMENT
8) ACCOUNTING SYSTEM	CREW BOOKS ARE SUBS	CREW BOOKS ARE SUBS	CREW BOOKS ARE SUBS	DEPARTMENTS ARE SUBS	DEPARTMENTS ARE SUBS	DEPARTMENTS ARE SUBS	DEPARTMENTS ARE SUBS	DEPARTMENTS ARE SUBS
9) ACCOUNTING COSTS	Estimated @ \$42,000	SUBSTANTIAL INCREASE	SLIGHT INCREASE	NO INCREASE	SLIGHT INCREASE	COST TO CORPORATION would DECREASE COST TO INDIVIDUAL would NOT CHANGE	COST TO CORPORATION would DECREASE COST TO INDIVIDUAL would NOT CHANGE	NO INCREASE
10) ASSETS CONNECTION TO EQUITY	By Crew Equity Group (fixed assets)	By Crew Equity Group (fixed assets)	By Crew Equity Group (fixed assets)	CO-OP ASSETS CO-OP EQUITY	CO-OP ASSETS CO-OP EQUITY	CORPORATE ASSETS CORPORATE EQUITY (purchased with Membership Fee)	CORPORATE ASSETS CORPORATE EQUITY	CORPORATE ASSETS CORPORATE EQUITY
11) COLLECTIVE CAMP	CREW INCOME AND EXPENSE (deductable)	CREW INCOME AND EXPENSE (deductable)	Assign Expenses to Corporation INDIVIDUALLY DEDUCTED	DEPARTMENT EXPENSE INDIVIDUALLY DEDUCTED	DEPARTMENT EXPENSE INDIVIDUALLY DEDUCTED	DEPARTMENT EXPENSE INDIVIDUALLY DEDUCTED	DEPARTMENT EXPENSE INDIVIDUALLY DEDUCTED	DEPARTMENT EXPENSE INDIVIDUALLY DEDUCTED
12) PAYSYSTEMS	MHC (minimum hourly compensation) AND SURPLUS (crew or contract)	MHC AND SURPLUS (crew or contract)	MHC AND SURPLUS (crew or contract)	BHC (basic hourly compensation) and PROFIT (Department and/or INDIVIDUAL)	BHC and DEPARTMENT PROFIT	BHC and DEPARTMENT PROFIT	BHC and DEPARTMENT PROFIT	BHC AND CORPORATE PROFIT
13) CASH FLOW		TIGHTEN	TIGHTEN	TIGHTEN	TIGHTEN	TIGHTEN	TIGHTEN	TIGHTEN
14) CREW STATUS A CONDITION of MEMBERSHIP	Yes	Not Necessarily	Not Necessarily	Not Necessarily	Not Necessarily	Not Necessarily	Not Necessarily	Not Necessarily
15) % of GROSS AS TAKE-HOME	60%	48%	51%	51%	50%	60%	59%	51%
16) UNEMPLOYMENT BENEFITS	0	0-4%	0-4%	0-4%	0-4%	0	0	0-4%

# DONE GONE SOUR



A dirty rat will quickly abandon sinking ship, so they say. I may be a dirty rat, but in the future I'll be a dirty rat with a prompt and secure pay check.

Reflecting back on my '82 Hoedad season many things come to mind like: "Take a draw" or "No one's going to work", or "How much will we have to subsidize them?" and the frustrating list goes on. I don't feel like I'm just another sniveling Hoedad but I feel like a neglected child by Ma and Pa Hoedad. In 1980 I brought some skills to Hoedads and have remained an active/participating member since then. I have always given Hoedads a chance to work, but after a close look at reality, and conversations with other experienced woods workers I realize I have lost lots of money by belonging the last 2 years.

If my lost earnings went to the proliferation of a co-operative system that was successfully regenerating, all would be fine. But my lost earnings begin with inadequacies in our treasury system and a council that let a prime flake go without holding his cash reserve in lieu of damages. I feel that the Estacada fiasco has direct links to workers' frustrations with our cooperative inefficiencies as well as worker inefficiency and mediocrity. How much did I lose in Tiller and Loon Lake? Why should experienced workers continually subsidize inexperience? It seems to me that many Hoedads are trying to make enough money not to be Hoedads anymore.. (It just might take 3 months to get a check to buy your bus ticket out). I plan on making my living in the woods for a long time to come and I don't feel that Hoedads can seriously head in that direction. We make the recession worse through our own mediocrity.

For the first time since I joined Hoedads I felt alienated as a field worker, particularly after I left Oregon. Despite numerous phone calls I still didn't feel well heard. Much of our feedback to the minutes was either distorted or inaccurate, due to one party or another. Our pleas for accurate records and minimum wage checks to treasury had to be numerous to the point of ver bearing before we got results, and despite numerous out cries Hoedads continued to bid thinning going from one subsidy to another. So where does our (Glacier View) responsibility lie? We may be taxed for working the 3rd and 4th quarter, for

working hard and being experienced. I'll feel ripped off if the Wallawa T.S.E. subcontract is at all subsidized or averaged because I knew Hoedads couldn't do it for that price and loudly protested the sub. The Avery default/subsidy I feel is yet another farce on the Hoedad blotter. Despite the low bid (Hoedads should have a policy for accepting bids 75% below Gov't estimate) the bottom line falls with inexperience and lack of work ethic. So to this point Hoedads has incurred almost \$30,000 in defaults and subsidies in 1982 alone. I won't be contributing to the 1983 bill. Best of luck in the future.

## One Last Word

After my third year of Hoedad stand exams I look back frustrated. At the risk of sounding self righteous and arrogant I'd like to share some ideas and recommendations with Standing Timber.

It's about time that Hoedad stand examiners take a close and serious look at themselves. Right now Hoedads is going through the most necessary restructuring period in its history and T.S.E. is remaining stagnant. We need a much more professional and serious attitude towards the work we're doing. Contracts are getting tougher, prices are going lower, and we're still wallowing in mediocrity.

People need to make long term projections; How long do people want to work in the woods, how serious are you about it, and how does your work ethic affect others? I feel that in order to function professionally you need more than a backpack, tent and modified yogurt container to get by. A rig, a motorcycle, a relaskop, and a comfortable place to live (even in cold weather) increase production, attitude, and efficiency. If the Glacier View crew functioned more or professionally and efficiently it could have been done with 3 less people; Those three people could

have done another \$25,000 worth of work. I'm sure Idaho could have done the same. (Layout Edit)  
As Hoedads progresses into stewardships and wood lot management we can't afford to function any way but professionally. Wood lot management is built on reputation not just low bids. The more technical forestry skills we properly develop the better off we are. Anyone can take measurements but not everyone understands what they're doing. How many plots were done (or not done) in less than professional style or not within contractual agreement because the "inspectors never go there"? Standing Timber's survival is in change.

Here's some ideas and recommendations for next year:  
QUALIFICATIONS TO WORK

- experience=2 full seasons
- comply with contract specs
  - no exaggerating
- experience ratio for ea. contract
- limit trainees

### ALL STAND EXAMINERS MUST HAVE:

- a rig
- full set of back pack equipment
- a relaskop
- motorcycle
- suitable living space

### TRAINING

- regardless of sexual appetite, only one trainee/trainer/season
- trainer must be experienced

### PLOT AVERAGING

- a necessary evil
- concise way still to be worked out
- no work below 35% gov't est. would be averaged in. We should claim mistaken bid or work crew absorbs risk; i.e. Wallawas, Estacada, Avery, etc.

This only scratches the surface, but I feel it covers some of the basics., if we are to remain accountable to each other..It's the only way I'll ever work with Hoedads again: But regardless I feel that policies are only a sign of our weakness.

Bosco

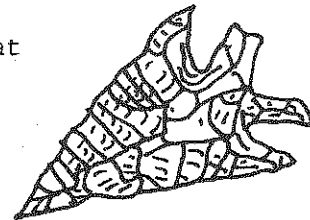
## Cultural Resource Surveys

The Cultural Resource Survey crew (Archaeology) is happening. Meeting for all seriously interested is at dinner on first day of General Meeting.

The Cultural Resource crew wants to put out to everyone in Hoedads that historical or archeological artifact finds should be reported to us. Anything you find in the woods that is evidence of human habitation or use fifty or more years ago is an artifact. It will be good for our reputation to report such finds.

The law states that anything on federal land is public property. Technically, removal of artifacts is a federal misdemeanor. We recommend leaving the artifact and having your contract rep. report it

elko corner notched  
projectile point  
4,000 - 1,000 BP  
(before Present)



to the Forest. If you do pick up an artifact, please let us know so we can draw it, photograph it, report it to the Forest concerned, and, if we can persuade you, return the artifact. It's our feeling that if you are Native American, report the find and then keep it if you want.

The Cultural Resource Crew has lots to decide on. Immediate decisions with long term impact need to be made concerning the existence of the crew, criteria for membership, selection of members, outside hiring, bidding costs, wage rates, capitalization, and timeline of market entry. Please bring your resume or list of experience to the meeting. Jon Silvermoon, Thym

Lake Mohave  
projectile point  
9,000 - 8,000 B.P.  
(but it could be a  
Humboldt Base Notched  
proj. pt. 4-1,000 B.P.)





# MEMO

To: The Hoedad Membership  
From: The Board and Bidding

## MARKET PROJECTION

We are anticipating a treeplanting season that will provide substantially less money for the entire industry. We are also already seeing more contractors bidding than last year. In other words: Less work available, and that work going for cheaper prices, with more competitors.

## RECOMMENDATIONS TO THE MEMBERSHIP

1. That we orient our treeplanting crews to form smaller, full-time work units
2. That our membership policies emphasize creating a company composed of serious, skilled, and long-term forest workers.
3. That we develop systems to provide the bidders with maximum flexibility in the market, i.e. bidding the market rather than bidding for a fixed number of workers. Our suggestions include:
  - A. The coop allowing employees to work for certain periods of time
  - B. Crews be willing to take on workers referred to them for certain periods of time.
  - C. That some members of existing crews be willing to form glom crews for certain periods of time to make possible the placement of new workers into existing crews.

In summary, we feel that current market conditions require that our company develop higher production standards, tighter membership requirements, and coop - wide agreement to implement more flexible systems.

# >> MISMEMBERSHIP!! <<< <sup>p15</sup>

The structure of Hoedads is unstable due, I believe, to basic membership problems, NOT organizational structure. Half and Half crew in Hoedads is not held together by any tangible given force but by the psychological anchoring of our life styles, beliefs, attitudes, and the expectations of our members. The tendency to view organizational structure as a specific given tangible coupled with our difficulty in perceiving our own behavior patterns as part of that structure results in the adoption of "change the structure" strategies for dealing with basic membership problems. I want to stop trying to fix membership problems with a structure.

Will our new structure changes force or entice behavior changes resulting in significant changes in membership attitudes and expectations? Or will the structure become rigid and unresponsive and no longer easily adaptable to unanticipated demands by our members? Will members become procedure oriented and hesitant to work at tasks not specifically required of them? Another past response to structural changes involves rebellion - the crew leaves Hoedads in an attempt to find another structure. Either response is likely to be viewed as examples of membership problems which necessitate the controls. Thus we fail to understand the essential nature of the impact of structural changes as a variable operating on the behavior and fail to recognize that it could be the controls which may be causing the "problem behavior".

### EXAMPLE

A contract co-ordinator views a worker as unmotivated, unwilling to do a "good" job. How does the contract co-ordinator respond? Will

they attempt to handle it by directing the trainee more closely and explicitly outlining their work obligations? At first glance this close supervision might appear to be a stable solution. The member however may view this close supervision as a kind of strictness and punishment and the end result may be hostility and impaired learning.

We need to go beyond automatic ideas of how to be organized and start looking for ideas that makes work rewarding. I believe work attitudes improve when workers experience opportunities for: growth, recognition of their efforts, prompt payment, increased responsibility for the functioning of the work department, and increased opportunity for learning more diversified jobs. These will lead to increased motivation and will be a strong cure for membership behavior problems. We need to learn more about the methods used by contemporary organizations to increase job satisfaction and to recruit and train members but beware and adapt only those methods that suit our needs. Group struggles, counseling, social interactions, literature, workshops, more training and in extreme instances termination are approaches to membership behavior problems.

The motivation to work is an internal force and we can only try to tap it. Structural changes will influence this internal force in either positive or negative ways. Structural changes which provide opportunities for members to satisfy important NEEDS will generate a motivated work force.

May the force be with you,  
Caud, 1/2 and 1/2



## Fond Memories

of



## Former Comrades

### PICKING THE BONES OF THE THUMB CREW

For an inactive crew, the phone bill during the month of September was quite high. Abuses of our Credit Card was apparent. \$412 was the charge. Two calls were made during the Tiller work totaling \$3.87 by me (crew business). \$30.67 was made by David Hamlin from the Alaska crew personal calls. And \$367.00 worth of calls were made by Maytraya and Gujari (personal) (Deborah Heiferman and Meredith Milton). None of the above calls were supposed to have been made- Any crew who wishes to work as business partners with any of the above people should be aware of these peoples dis-regard for our business.

Gary Moses  
Phantom Crew

Whatever happened to Barry, to Barry,  
Who bid outside to beat the rakeoff?  
Oh Barry, poor Barry, he's broke and wants a loan now.

Whatever happened to Carrie, to Carrie,  
Who called us a capitalist patriarchy?  
Oh Carrie, poor Carrie, she types and runs errands all day now.

Whatever happened to Gary, to Gary,  
Who complained of commitments too bureaucratic?  
Oh Gary, poor Gary, he studies Kropotkin in college now.

Whatever happened to Harry, to Harry,  
The champion of insurance-free workers?  
Oh Harry, poor Harry, he's hurt and suing us now.

Whatever happened to Jerry, to Jerry,  
So eloquent for freedom from withholding?  
Oh Jerry, poor Jerry, he works twelve months to pay Sam now.

Whatever happened to Larry, to Larry,  
So mellow for loans to good folks?  
Oh Larry, poor Larry, got his cash reserve and split now.

Whatever happened to Mary, to Mary,  
Who didn't want any rules?  
Oh Mary, poor Mary, she's a deputy D.A. now.

Whatever happened to Sharry, to Sharry,  
Who said, don't worry, just go with the flow?  
Oh Sharry, poor Sharry, made good money on dope, but up the river now

Whatever happened to Terry, to Terry,  
Who called all the officers bosses?  
Oh Terry, poor Terry, he fores for McCready now.

Whatever happened to Hoedads, to Hoedads,  
That co-op, so famous, so very...  
Oh Hoedads, poor Hoedads, are wary, of all the Barries to Terries, now

*who wrote this?*

# 16 UNITY

Part I - Uniting our diverse element  
into a successful business  
-Ed Farren, L.P.

Above all else, Hoedads is a business in a capitalist society. In order for our company and ourselves to prosper, we must succeed as a business. Whatever needs we want met through the coop are contingent on the company's success.

Since Hoedads is a business, the basic relationship between our members is that of business partners. When you ask someone to join your crew, you're inviting them into your business. When someone joins another crew, they are still becoming your biz. partner. It's important to remember that other relationships, such as lovers or enemies, don't necessarily affect the entire company.

My proposition is that we focus on our similarities rather than our differences. We are all young reforestation workers, in the leading Co-op in the industry. We have a stressful disjointed life where we spend most of our time away from home. We do the most physically demanding work there is, and are constantly faced with the danger of injury. We certainly have a great deal in common. So why do we spend so much time cutting each other with gossip? Partly it's because we're so individualistic, we want to clearly demark ourselves, our clique, our crew from the others. Partly it's because of the way we've been hurt. We try to hurt people back. Partly it's fear of being close to people we think are inferior. Whatever the reason, it's tearing this company apart.

There are antagonisms within and between crews and cliques. "Labor Pool" is macho, all they care about is money; "1/2 & 1/2" is weak, they can't produce; "the thinners are sexist since there's only two women and nine men", "the Tiller cutters are alcoholics", "the pilers are depressing to talk to", "the thinners should get out of the woods if they can't make minimum wage," "The T.S.E. crew is hot now, but where will they be in 2 yrs.?" "Ed Farren stole the fire crew from East Wind, then stole R&D money from the Co-op, and then had nothing to show for it."

We have all heard these things this year. How do these statements increase production and make our company more successful? What useful purpose do they serve? How about: "All but one of the Labor Pool's rookies is returning." How about: "The women's crew production is much higher and more consistent than ever before." How about: "Even though Loon Lake is eating it, the crew has good morale and works long hours."

If you have a question or opinion about some crew or clique, ask them about it, confront them, do a little digging to find out if what you believe is true. Don't spend months gossiping with your peers. We often find that opinions and statements considered commonplace by one group may be enlightening to another group or they may be so flawed with error as to be meaningless.

This is not to say that we must accept negative differences with each other. People may have wrong

ideas about, say, race, tree totals, or anything. And it's critically important to criticize ourselves, that we relearn how to struggle, and how to achieve new unity. The first step is to learn to attack ideas and not people.

For example, someone might say, "Ed thought we could get a lot of slash burning work. Boy is he fucked up." In this case, Ed and the idea are lumped together. We must separate the idea from the person.

Further, we must not just say the idea of Hoedads burning slash is fucked up, and let it go. We should look closely at the conditions and learn from events. Ed thought that since private companies are being required by the BLM to burn slash more, and because the work force is just developing and because most contractors have little understanding of fire science that it would be easy for Hoedads to break into burning. What he didn't consider was the long-standing notoriety Hoedads has in the timber industry (based on our political stands against herbicides and Thiram). The fact that contractor workers get paid less money than Hoedads (put another way, that Hoedads rake-off removes us from the competition), and that with the continuing decline in the timber industry, there is less and less slash to burn.

To summarize, it would be more correct to say that Ed's idea reflected inexperience with private industry and with Hoedads' treasury.

It's also true that we don't want to unite with everyone, just for the sake of unity. This results in a very weak waffling alliance. While potentially we can unite with all working people in the U.S. and indeed with all working and oppressed peoples in the world, in the immediate here and now, we want to unite with those people who can further our business interests. We certainly must require a certain minimum unity with the members of our Co-op. Let us look beyond our Co-op...

Skookum is a sole proprietorship with one boss. Skookum is our competitor on Gov't contracts. However, Skookum has connections with State Forestry which makes them the first company to be called for wildfire suppression. We need summer work, and Skookum needs a large pool of skilled, equipped, and motivated workers, reliable vehicles, and fire tools. It's

very sensible for Hoedads and Skookum to unite for fire suppression work.

Great Notion is a Co-op, smaller than us. They are members of NFWFA and have demonstrated against herbicides shoulder to shoulder with Hoedads. However, this spring at Libby they refused to do a small unit in default danger for Hoedads when we had no crew within 100 miles. They waffled for days before finally refusing. Their refusal threw another kink in the knot of spring logistics.

Later, at Loon Lake, with us definitely over a barrell, they demanded \$5./ac. more than contract price. Plus: we pay their SAIF before they agree to sub the easiest unit on the contract. They started late with less people doing less acreage than agreed to. They finished on the last day of contract time, and their inspection was 3% below the minimum for getting paid. If they had finished when they said they would, there would have been enough time to rework after inspection. Then they had the audacity to come to Hoedads and demand we pay their minimum wage. And they actually threatened to make wage claims if we wouldn't pay, when we could have busted them for any number of regulations that we routinely comply with. So even though Great Notion is a NFWFA coop, they have not been active in furthering our business lately, and we should look long and hard at any potential unions with them.

For ourselves, in our Co-op, let's build cordial, positive relations based on our similar needs. As a minimum, let's throw away petty gossip, rumour mongering, and back biting. Let us respect each other, and let each of us act in a way that other people will respect.

There is a concept we need to understand (from an old Chinese philosopher). We have our friends and our enemies and we should be clear about which is which. We have differences with our friends and differences with our enemies. The differences with our friends are non-antagonistic and the differences with our enemies are antagonistic. Non-antagonistic differences can be solved peacefully, and make the relationship stronger and more enduring. Antagonistic differences tend to be resolved in non-peaceful ways and may result in one side or the other being damaged or destroyed.

The conflict over whether to subsidize Tiller was non-antagonistic

ARE  
YOU  
ON  
THE  
BUS  
OR  
OFF  
THE  
BUS?



# UNITY continued by Ed Farren

and was settled to most people's satisfaction. The conflict between Different Strokes and Hoedads unfortunately went from being non-antagonistic to antagonistic. The conflict between Co-ops that comply with regulations and those which don't is non-antagonistic at this time. The conflict between NFWFA and ARC about how to manage reforestation has been antagonistic in the past, but shows some signs of cooling off. It's important to note that the status of different conflicts is fluid and can change with changing conditions.

We need to learn which differences are which and act accordingly. When we mix them up, things become very confusing. The difference between the thinners and the rest of the Co-op is not antagonistic. The differences between  $\frac{1}{2}$  and the Labor Pool are not antagonistic. Let us keep this in mind as we pursue resolutions to our conflicts and treat each other in at least a respectful, open, business like way if we can't be friendly to each other.

## Part II - UNITING MEN & WOMEN

Men and women are natural allies, the two sides of the human coin. In our country today, as a direct result of advanced capitalism, the easy way out is for people to separate. Children run away or move from parents, couples split up routinely, friends have fights and never see each other again. The easiest way to live or work is alone. Planned obsolescence of consumer goods has crept into interpersonal relations. We learn not to struggle but to split.

Why have a women's crew? Women are not indoctrinated to be complete human beings. They are taught to be weak, indecisive, supportive of men and children rather than all people, and they are taught to be afraid. When women can band together without the intimidating presence of men, they can reclaim the human characteristics our society has denied them. In short, they become more capable. The benefit to the Co-op is when these reformed women become active in Co-op business and assume leadership in the Co-op. Numerous outstanding leaders and officers have matriculated from women's crews.

An added benefit is that women who want to work in the woods, but who need extra time to develop aptitudes that men are taught as they get raised, get the chance to develop their woods skills. Another benefit is the opportunity to participate in a long term, money-generating support group.

Hoedads proudest achievement in social change is in its treatment of women and in its role of opening the reforestation industry to women. All those women planters, thinners, firefighters, crummy drivers, NPF's, bidders, officers have had a huge impact. While gender balance is still a long way off, it's now common to see women working in the woods.

In the early days, the reason I wanted to open the Co-op to women was not because I felt guilty of our position and wanted to share it with a few tokens. It wasn't because all the men were horny.

WHAT ARE THE ELEMENTS OF PRODUCTION?  
HOW CAN THESE BE BROKEN DOWN TO EVALUATE INDIVIDUALS?  
THIS IS ONE SYSTEM:

Ratings: unsatisfactory/weak/average/above average/outstanding

Elements:

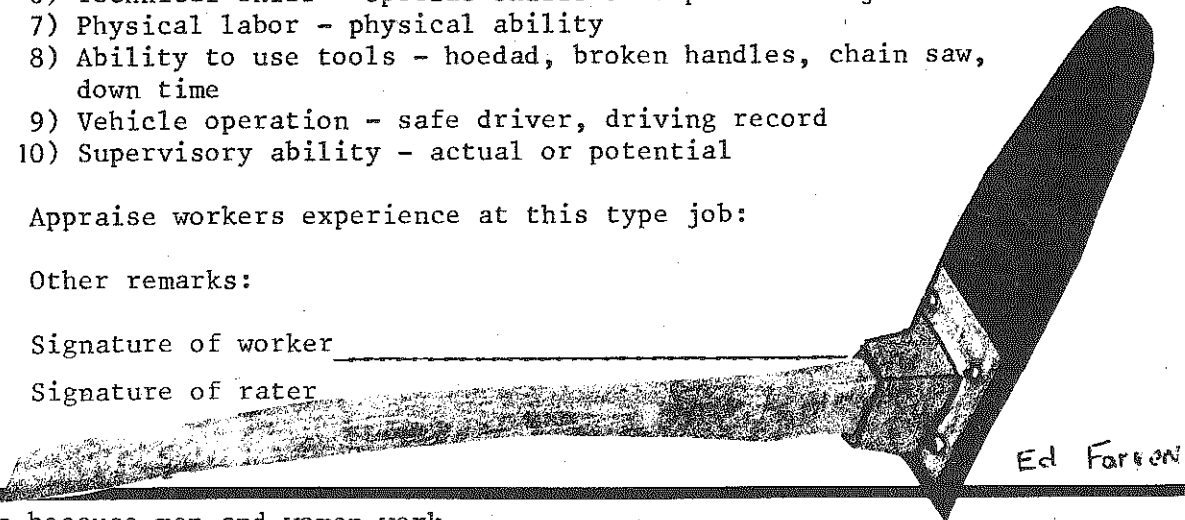
- 1) Productivity - amount of work produced
- 2) Quality of work - accuracy, completeness, thoroughness
- 3) Dependability - attendance, punctuality, need for supervision
- 4) Safety - attitude, accident record including near misses
- 5) Work attitude - initiative, cooperation, ability to get along
- 6) Technical skill - special skills of a particular job
- 7) Physical labor - physical ability
- 8) Ability to use tools - hoedad, broken handles, chain saw, down time
- 9) Vehicle operation - safe driver, driving record
- 10) Supervisory ability - actual or potential

Appraise workers experience at this type job:

Other remarks:

Signature of worker \_\_\_\_\_

Signature of rater \_\_\_\_\_



It's because men and women work better together than either does separately. I've run all male fire crews, all female, and 50-50 mixes, and the 50-50 mix was by far the best. Male crews tend to expend a lot of effort quickly, then tire out in the long haul. Female crews lack strength for the heaviest tasks. Working together, they set a productive pace and maintain it hour after hour and day after day.

Experienced woodworkers know that getting there is half the fun. Besides the actual job, there's transportation, logistics, administration, treasury, etc. Coupled with weather, topography and contracts, we wind up with some remarkably complex problems. These problems contain elements which are best solved by men's aptitudes, and other elements best solved by women's aptitudes. Crews with strong capable women who participate on all levels alongside men are the best crews. Reuniting the two halves of the human race produces a formidable force for whatever task is taken on.

With this background, what does  $\frac{1}{2}$  want? If they are dissatisfied with the restructuring proposals, if they fear they are being forced out, what else can be done? Can they guarantee that they will be accountable to Central and won't fold like the Strokes? Can they guarantee that crew members paid less than minimum wage will not make wage claims? Can they provide ways to minimize treasury expenses and simplify book-keeping?

If  $\frac{1}{2}$  is dissatisfied with the attitudes of other members of the Co-op, will they please say so publically? If there are glaring injustices being perpetrated, please tell us what they are. The burden of change is on the collected workers. This is the group with the ideas and power to cause change. Don't just talk with your crew or clique, but come out into the larger body of the Co-op. Discuss your ideas with people from other crews and cliques. These mutual interchanges result in ideas which will solve our problems.

UNITING THE ALIENATED RACES TO  
SPEED US TO OUR DESTINY

## \* Part III \*

Just as it's to the benefit of the Co-op and the members for men and women to unite, so it's beneficial for white people to unite with brown people. I worked with the Independence workers at Detroit, Estacada, Barlow, Loon Lake, and Tiller, and while it was a thoroughly positive experience, various problems came to light.

Racism, of course. Racism is fear, and no one from the United States is without racism. The rulers of our country long ago realized that dividing the workers by racial animosity was a great technique for keeping them separate and disorganized. Racism has been brutally promoted in subtle and unsubtle ways for 100s of years and is now an integral part of the American mind. Racism goes both ways. Bad feelings about whites by minority people can be quite strong. Remember that most minority people feel hurt by most of their encounters with whites. This explains why the Chicanos tend to stay in groups, and were not very vocal at first. Given these deep feelings, it's remarkable how open and friendly the Independence workers are.



Alex Coronado





## Ode To Stupid



Well, You old lunkhead  
 You didn't die in Cuba  
 Like I wanted you to.  
 Reagan in charge,  
 Franco's Grave left undanced,  
 And the Hoedads still unable  
 to sing their potential.  
 And me  
 Living with an 82 year old  
 Obnoxious lunkhead sadhu  
 Teaching how to be young when old:  
 Rise early with song  
 Skillet good n' greasy  
 Never meet a stranger  
 Know your enemies, their movements,  
 But be harder on yourself.  
 The stories, oh the stories.  
 You could tell one about tying your  
 shoe.  
 Red Emma, Big Bill, Gurley Flynn,  
 Anchor Jack, The CIO,  
 Trotsky, La Passonaria, McCarthy,  
 Fidel, Huey and Angela.  
 They came to life through you

In the exchange of time for words.  
 But let's talk about today, you'd say.  
 Bearer of fruit  
 Playing the fool  
 Eyebrow mesmerizer of children  
 You'd wink.  
 Perpetually unsatisfied observer  
 You knew what was necessary to fullfill  
 Your Bottomless faith in the people  
 And their historic task.  
 The Hoedads were your favorites  
 They reminded you of something you  
 loved  
 "But will they ever be able to change?"  
 Asked the only non workable Hoedad.  
 You sought me out, one late meeting  
 night  
 When your son died.  
 We shed a tear.  
 As I do now.  
 Don't mourn, Organize!  
 You taught me how.

So Long,  
 The Pea Soup Eating Canuck



Julio Leos

## UNITY cont. from pg.17

Other problems include treasury. The Chicanos need to get paid regularly, every two weeks at minimum. They are locked into the credit economy and must make their payments. In many ways they live on the edge, and their creditors don't give any slack. They generally lack resources or cushions, and certainly don't have wealthy parents or trust funds to bail them out.

Hand in hand with this, the field treasurer must keep a close account of how much money is earned and how much money is paid. It's easy for a college dropout to keep track of their hours, but difficult for people who are functionally illiterate in two languages. Could you imagine attempting to understand Hoedad treasury if you couldn't multiply? This is not to say that all Chicanos are illiterate, but some are, and some who worked with the Hoedads are. Others who worked with Hoedads have managed stores for years.

The Independence workers have families, and like to live at home and commune. We should aim for local work for them as much as possible. Coupled with this is the fact that they generally don't have a camp

scene together. As the weather turns nasty, good accommodations must be arranged.

Many people were afraid that the Chicanos would display primitive sexism. In fact, this was rarely a problem. We explained the the Co-op didn't abide with sexism, and they complied. This spirit was further fostered by their exposure to Susan Collins, CeCe, Doreen, and other women planters; Jennifer Nelson, Pat Brennan, Val Jaffe, and other women thinners.

Aside from the long term advantages of uniting the races, there are short term benefits to both parties. Hoedads gains loyal, experienced, hard-working members. The Chicanos generally receive higher pay than they are used to; a friendlier more open less racist work environment; and much more control of the work than they are used to. We will all gain by continuing this association.

Members of Hoedads: Now is the time to put aside petty bickering, to spread your ideas among those people you don't usually communicate with, to be open to others' new ideas, to openly confront those you disagree with so we can move our Co-op out of this depression and into a better life for us all.



A Poem 10/27/82  
 AFTERNOON

The old man lies there comatose  
 while the first meagre (but real)  
 harvest of his dreams  
 was gathered by people  
 on their hands and knees in the  
 rain,  
 exchanging stupid comments  
 to pass the period of waiting.

The harvesters were organized and  
 energetic enough  
 to survive  
 and get along  
 and consider themselves  
 content enough with their ig-  
 norant winnowings of life.

A passer-by remarked that once  
 in recorded time  
 the trees had been sprayed,  
 and that they were therefore  
 unfit  
 for the best of diets.

But for Christmas my old grey  
 mother  
 will receive a large box  
 of what in the past has been  
 food for the larvae and the rats;  
 and some evening she'll read  
 this latest  
 newsletter,  
 obscene exclamations and all,  
 while eating the most talked about  
 filberts in the history of the  
 world;  
 and she'll know that caring is  
 more than the relative awareness  
 of a fool. S.L.



Solidarity, June 30, 1917: The Hand That Will Rule the World—One Big COOP

# "There aren't many people now stubborn enough to be independent."

Pam Lynn Pegg

I want to be paid for my work! I saw the problems and tried to find the solutions for myself and my friends. In the past four weeks, I've put in 86 hours, meeting with legal and financial advisors, studying to give you this information. I am still working, as much more needs to be done, and many answers yet to be found. I deserve to be paid for my work of finding alternative options. You deserve to be well informed of all the possibilities.

The Board of Directors should recognize people's work. If someone thinks a job needs to be done a long enough time to volunteer --then Council should begin to recognize it needs to be done and start paying! Information always has two sides, at least. The personnel director should not be the one responsible person to find a job for a certain skilled person; but WE should look at the work being done, see the skilled competent work being done, and see where it fits into our budget.

## STAYING SELF EMPLOYED OR ALTERNATIVES TO EMPLOYEE STATUS

IRS has five tests to help determine if you are an employer, an employee, or a self-employed worker. The most important test is: The result of service. Who directs what work is done and how? Other tests are: Who hires/fires? Are hours controlled? Who furnishes equipment? Who provides the workplace? And now for a synopsis of the workers compensation court case to see WHY we are classed as employers/employees. An employer is defined as "any person who contracts to pay a remuneration (pay/salary) for and secures the right to direct and control the services of any person." A worker is defined as "any person who engages to furnish services for a remuneration (pay) subject to the direction and control of an employer." Hoedad members may be fired without cause, or entire crews may be dropped, causing high turnover--and members may leave at will. The Legislature chose to use the broad term "remuneration" (pay) to define a subject employer; we see no reason that the recompense that a worker receives for his/her labor should not be considered remuneration (pay) just because the amount varies with the profits of the organization.

I disagree that Hoedads is essentially a partnership. A partner may not be excluded from the partnership at the will of the other partners. Again, the fact that pay is contingent on profits does not transform an employer into a partnership. Members retain only limited control through elected representatives on the governing council. However, it is elementary that any partner may be excluded by the device of the other partners withdrawal and reformation of a partnership of all save one. It is also

elementary that actual control may be delegated to a small group of active or managing partners. They may be thought of as having a proprietary interest in which they are members, but this is not inconsistent with what remains in essence an employer-employee relationship. Cooperative corporations are neither partnerships nor ordinary business corporations, and the Legislature Assembly has recognized their distinct character by enacting a special chapter of the Code to deal with them. ORS Chapter 62."

Quite a summation of where we stand in the eyes of the State you probably imagine. Certainly, they have given us many resources to find out the answers to all the homework they also have given us. Sometimes, the State of Oregon does subtle little favors for us.

## WHERE WE GO FROM HERE TREASURY RESTRUCTURING

We need to restructure the treasury so that the government will not think we are "remunerating" /paying ourselves as employee-workers. And yet, not appear as a cooperative disguising as a bunch of partners. We also need to be clear that the organization of Hoedads does not receive profits, only individual contractors can determine if they have made profits.

So let's begin with the most trusted, most accountable of all positions. The crew treasurer / bookkeeper would represent the crew in treasury council meetings to keep the crew current as to Hoedad corporate budgets and taxes. Hoedads will require bonding money from each subcontractor in the form of a bonding certificate. We can set up a subscription agreement designed to require \$100 upon working as a subcontractor from the Hoedads, and to add at a rate of \$500 for every six month's of work from the Hoedads, until a total of \$2000 is acquired, at which time they are given a certificate, stating they are bonded thru Tromp and McKinley; with the bonding certificate being worth \$2000 This certificate will need to be defined in the by-laws, as to how each subcontractor (member) has the right to know how their bonding money can be used or not used. They must know that the money cannot collect interest, that all of the money can be withheld for one year after withdrawal from Hoedad participation. That the money could be used in case of default or delinquencies should be made clear, also. The bonding certificate is for the purpose of cash flow for beginning contracts and for insuring bonding and for co-operative people to unite their money (resources).

The bookkeeper gets money into a separate crew bank



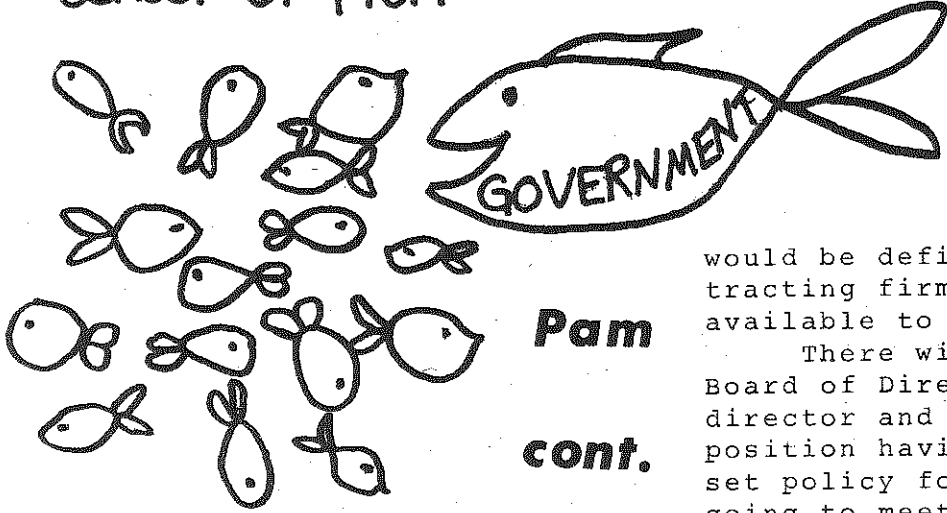
account from Hoedads (bonding/cash flow), and writes minimum wage (MHC) checks, deducting SAIF insurance, and any deductions authorized by that very individual subcontractor. Say for instance, a deduction for an OUR savings account or my telephone bill, or personal insurance (WIT), or my land payments. It's like having a personal bookkeeper responsible to the co-op for crew and for individual monies. They keep personal information for each person's special needs on their personal general ledger. Central does have a general ledger for each and every one of us, but we would no longer need three books to decipher what our very own balance means. It would all be personalized in one book and readable and easy to understand.

The bookkeeper is dedicated to helping you file your IRS returns thru a handout and discussion about what receipts to keep, to log your days out of town, to keep track of mileage, Deductible expenses such as your laundry, special clothing and equipment, and shelter-tents can all be deducted from your income taxes. The bookkeeper would be responsible, as individuals, to teach budgeting for self-employed people. IRS could see we are seriously educating people to be self-employed.

Ultimately, this creates more treasurers, one for each field crew and one for Hoedads central/office crew, and then there's the computer. Certainly, this would ensure competent bookkeepers, with much knowledge and experience. \$7.00 an hour? The bookkeeper may draw up a contract with the crew as a subcontractor offering a very professional service.

And in fact, this system would allow for many types of work such as camp technician, truck or bus mechanic, special firewood expert, soil scientist, or silvaculturist. Subcontractors within crews will help represent their collective interest by appointing someone to represent them in the office on the Board of Directors to Cont. p.20

stubborn enough  
school of fish to be independent.



help make Hoedad policies. They will also have a liaison called a bidding representative to present accountability of contract progress to the Bidding Coordinator (Vice Prez). They will also have at least one person to keep records of logged hours and expenses of all subcontractors working as a crew, to reduce the amount of paperwork when an invoice is received. Perhaps this could be the crew bookkeeper. Each crew will also supply a liaison between the crew and the government (COR) called the contract rep. And also someone to facilitate/coordinate keeping track of gov't furnished supplies. Another position much used will be an NPF to be a liaison to the inspector and the workers as to the inspection percentages each day. It is clear that these persons are responsible to the crew to operate more efficiently.

So, now we are coming down to it. Each contract we win gets allocated to a group of subcontractors, who are listed on the Special Hoedad Subcontracting Forms according to their special field. The Hoedads Cooperative will be a contracting firm with officers: President, Vice President (Bidding Coordinator), secretary, Treasurer committee. Treasury pays the invoices to crews as Subcontractors with the 13%

The flood of  
Beauracracy  
is Swallowing Us,

off for administrative fees taken for the use of paying co-op employees. Employees would be officers as well as any group hired by the officers to insure the contracts being completed, such as being able to legally hire NFWA exchange guest workers, in case of crew/subcontractors not being able to complete a job on time. Crew/subcontractors hire Hoedad officers for the reason of protecting the crew's interest (ie. winning contracts of interest). The Hoedad office crew

would be defined as a contracting firm to make contracts available to subcontractors.

There will be an elected Board of Director's with each director and each office position having one vote to set policy for Hoedads by going to meetings and being on committees (such as CLNR, research and development, or insurance). Fees received for performing services as a director of a corporation are self-employment income. It does not matter whether the fees are for going to directors meeting or for serving on committees.

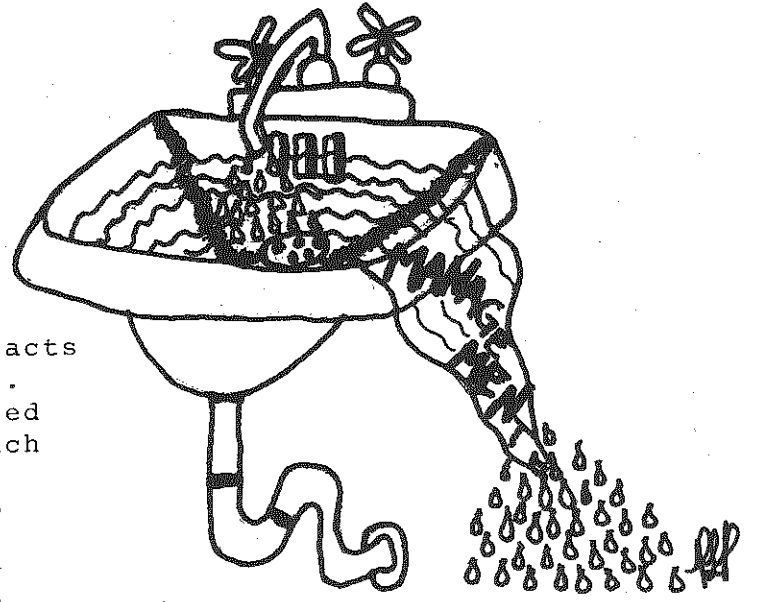
Upon "becoming a Hoedad" one must sign an acknowledgment that says you have read the Hoedad by-laws, you are as an individual responsible to pay SAIF, workers compensation insurance, what your contract responsibilities are as a subcontractor are, and that you have been told your financial responsibilities to Hoedads and to IRS; mostly, that you MUST file your own taxes each year and have proof of filing your income taxes in the Hoedad office.

One also signs their subscription agreement stating a time commitment to reach a bonding certificate. The Hoedad treasurer gives a receipt after each deposit to the subscription agreement and gives a statement semi-annually of the amount in your account, and also reiterating the subscription agreement time frame.

I hope this is somewhat clear as an explanation of how we can restructure the treasury and yet be more specifically self-employed people. Equity and depreciation needs to be addressed but I am still learning these things, so I have no answer as of yet. I guess this leaves me with the BIG ONE yet--unemployment. And I have ONE BIG newsletter article here, haven't I? GEE

Central Treasury in summation, will have to pay surplus by the contract or quarterly, whichever comes first. That is the biggest treasury change for us to be defined as self-employed. We already pay surplus by the season, which actually means: Surplus is paid by the worktype without equalization already. Secondly, each contract will need a list of each worker and their special (contract) skill. For example, contract rep (2 or 3) contract coord, council rep, bidding rep, bookkeeper, records keeper, truck mechanic, bus mechanic, silvaculturist, soil scientist, firewood expert, camp technician,

OUT OF SINK?



and so on. When Coos Bay BLM hands you a paper to sign stating your minimum wage as an employee, you hand them a list of everyone's name and special contract instead. This should actually be presented at the pre-work. These people will not have to officially sign an official subcontractors form, from the Hoedads, but will have proof available as to self-employed status. This will be recorded at Hoedads Central by a contract to Hoedads from a particular crew, as stated on the form presented to the gov't, to give Hoedads power of attorney. I will have a sample of this form in the office soon. Also, I shall have a sample of a tax return in the office soon. And thirdly, the bookkeeper will be the crew's financial connection to Central Treasury. They should probably not be field workers and would be elected by crews with Central Treasury and/or Council approval due to skill level evaluation.

Are we doing all this restructuring just to get UNEMPLOYMENT?

You are probably wondering how we can get unemployment benefits with a self-employed definition. Well, you are 100% correct in assuming the State of Oregon would simply laugh at us! The fact of the matter is: we have to create our own unemployment system. You bet we can do it! Teachers take a percent of their overall earnings and put it aside for unemployed time--summer. Why don't we? Well to be quite honest, it is a philosophical question. Do we require ourselves, as self-employed people, to develop a savings plan? Or do we continually expect the American government to actually give us more money (than we give them)? The very nature of this question should leave us, the educated cooperative counter culture American WORKER, with a quick decision. Unfortunately, it has not.

Many Hoedads are afraid that IRS can charge the corporation officers if people have not paid their personal taxes. That is entirely FALSE! Many Hoedads are also afraid the State of Oregon is gonna determine us as employees and make us pay tons of money in back unemployment taxes. Let's look at the facts. In 1976 and 1977, the Hoedads were told that they did not have to pay unemployment

Cont. p.21



# "There aren't many people now stubborn enough to be independent." p 21

taxes. But our office workers do have to pay State withholding taxes. Now let's look at 1982. The Mudsharks and Second Growth have been in court about unemployment taxes and have WON! The State of Oregon has appealed this decision. Experience tells me that we have no reason to be afraid of the unemployment saga.

Now, we come to the worker's compensation suit. I suggest we make these structural changes I have proposed, and give them to Mike Goldstein (our lawyer) and have him appeal the case one more time. Catch my drift? A test is a test, we can take advantage of every possible point we have, why not keep pushing the workers comp. suit with new improved ways of showing we are self-employed? NFWFA coops would really admire our initiative and persistence and brains! C'mon Mike, one more time?

## BENEFITS

So, let's talk about benefits. Being unemployed is a drag. No doubt we need to diversify. But do you know? We can set up personal savings accounts at OUR Credit Union to take some part of our minimum wage check as a precaution to being out of work. Much as teachers now do with their salaries, we can put aside (in a savings account) a percentage of our income for probable no-work periods. This money is an individual's money, to be used as the individual and OUR determine. This money can collect interest and this money can be specifically unemployment security. Know what else? If you do not want to have this unemployment account, you do not have to! That's right. We can determine two fixed rates (percentages) for those that want this savings plan, or an individual can choose to not do it. One of the fixed rates would be for those who work about nine months per year and would need extra compensation for the other three months, or less - say four percent. The other fixed rate would be for those folks who project working about six months per year--say treeplanters who choose not to diversify. Perhaps this rate would be seven or eight percent. Or, let's say it is November 15 and you just got back from doing TSE this season and you will be getting a couple of minimum wage checks plus a surplus for the season, but you still need a start work loan for treeplanting in January. OUR has a special savings account in your name, with your money in it so you won't need a loan from your treeplanting crew.

We can buy better plans for retirement benefits and disability benefits through insurance companies rather than from government agencies. We cannot buy a better plan than Medicare for benefits after retirement. Individual Retirement Arrangements (IRA) are deductible from gross income even if you are an active participant in another retirement plan. Social Security taxes are collected at the fixed rate of 6.7% (.067) per person PLUS 6.7% from the corporation. That equals 13.4% directly to the pentagon from each Hoedad from every minimum wage check. And surely, administrative costs will rise to

TAKE this amount. When you file self-employment income tax, on your 1040 form you can pay no tax if your profit is less than \$400, and only 9.3% on that profit; If that amount is over \$400. For most Hoedads their profit is under \$1000. Withholding tax is 12% of profit OR your minimum wage checks, and would be the same for single employees. This brings us to unemployment benefits that will cost 4.7%; even if our State tax becomes reduced, federal unemployment tax demands we (the corporation) make up the difference to equal a total of 4.7%. So, as employees a good 20% of our money will go to Mister Reagonomics policies. We need to educate ourselves about savings plans that meet our special needs. Does it look like these benefits are really a financial benefit to us? I do not think so.

In the April 19th Council Minutes many questions about unemployment were answered. Please reread these. Obviously, you must put out some effort to find work. Central Treasury will have to report quarterly earnings rather than seasonal, to Employment Services to determine Hoedad benefit amounts. We need to know how to figure our most beneficial time to file for unemployment, to insure the highest benefits. I propose we shall not receive more money from unemployment services than we pay into taxes. Surely, by now it is clear that collecting unemployment from the gov't is not going to be greater than the 20% (very close) more rake-off we shall be paying off our gross (minimum wage payments). Basic Hourly Comp? Log full hours? Not for me if I have to pay taxes on it! The reality of the situation is that if we pursue



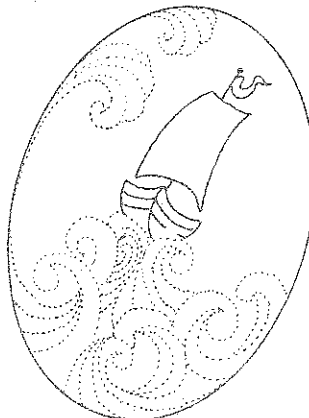
my suggestions and remain self-employed with unemployment benefits coming from an individual's OUR savings account, we shall be paying between 20 and 25% of taxes paid in if we were employees of the corporation. Significantly lower. Of course! Need I say more? I certainly will. Are we fools to think we have to go to the employee relationship to our company? I think we have seen a system of legal terms that has worked for many other corporations, and we are trying to fit our workers into that system. Some call it Marmot-ization. Instead I believe we should be looking at the way we work together and how we create, and fit that damned legal system to meet our experience! I hope you see this article as simply that. I am looking at who we are and how we can stay who we are by using the legal system to our advantage, the worker/owner. We do not have to fit to an already created system. We are a new breed of people and the system has to make room for us, because times are changing and it is about time the government does some changing, too.

Trying to keep us informed,

Pamlynn Pegg

## ALASKA FERRY BLUES

It's into the parking lot  
or Waiting Room...  
Or better yet the holding room.  
And WAIT...  
Wait on the asphalt parking  
lot for HOURS...  
Rickety, dented '73 GMC van  
with Twenty fucking Thousand  
dollars worth of Alaska toys,  
More toys for the girls and  
boys.  
This is such an enormous in-  
vestment.  
vest ment. All crammed into  
(and onto) a 4x8', screaming  
hulk of Detroit schrapnel...  
You don't drive it...  
You sail it...  
And still we wait...  
The goddamn teller with all  
the personality of a sponge



Informs us of our status.  
Standby...  
The work hits with a sudden dull  
thud.  
It doesn't look good at all  
Standby...  
The ticket woman is shaking her  
head.  
And so  
We wait.  
Wait in that post-powder-up  
all nite-fighting haze, so familiar  
to me now... "Begin the contract."  
Nervous trauma.  
Chewing my nails...  
Certain of doom.  
And we wait.

Until Finally!  
That guy in the parking lot.  
Points his finger  
At you.  
Yes, its you!  
Your poor miserable carcass has  
Been ordained (by the great  
Cosmic forces of fate and/or destiny)  
To be worthy enough to be  
Admitted thru the gates...  
Nirvana.  
Yes, we are of the chosen!  
We may pass directly to "GO" and  
Collect our \$200.  
I hope the boat don't sink.

b. dow

22  
T.S.E. EPIC

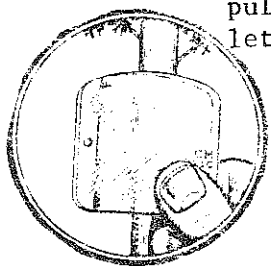
RP to plot 1 : 100° ,6chains  
one, one  
two, two  
three, three  
don't forget to flag

four four  
five, five  
ABLA MEFE  
ABLA CLUN MEFE  
MEFE XETE VAGL VASC

lodgepole pine, white bark pine  
alpine fir, larch, spruce  
(lesson #1: don't grab the spruce; its needles are like needles  
and they hurt like hell)

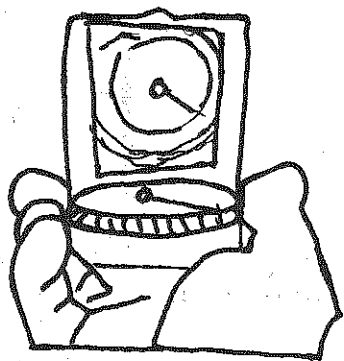
forked top . dead top  
blowdown  
eightfoot high mefe  
and 75 percent slopes

nine, nine  
ten, ten  
eleven, eleven  
fight your way, force your way  
crash your way



through the mefe  
pull your self up the hill with the mefe  
let your self down the hill with the mefe  
or the alpine fir  
or the LP  
or the WBP  
but not the spruce  
(don't grab the spruce)  
unless you have to, and even then  
carefully  
or painfully

that mefe is tricky  
it grabs your prisms  
your tatum  
your spencer tape  
your feet  
and threatens  
to throw you face first  
up the hill  
down the hill



check the azimuth  
thirteen, thirteen  
fourteen, fourteen  
fifteen, fifteen

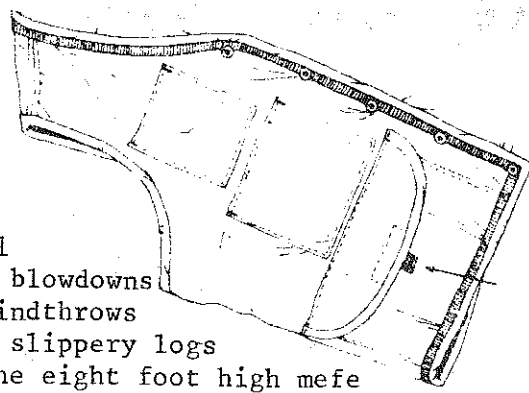
one chain  
two chains  
three chains

MEFE XETE VAGL VASC  
SETR GATR RIMD THOC

(lesson #2: don't step on wet logs; they're very slippery  
and you're likely to fall)  
(hard)

Jimae

dog hair  
jackstraw  
up the hill  
down the hill  
over the blowdowns  
the windthrows  
the slippery logs  
the eight foot high mefe  
(sometimes I wonder if there will be  
ground under my foot  
when I step down  
off the log  
over the log  
thru the mefe)  
sometimes there isn't, and I grab desperately  
for the mefe  
the alpine fir  
even the spruce  
anything to break my fall  
and not my leg  
my neck  
my nose

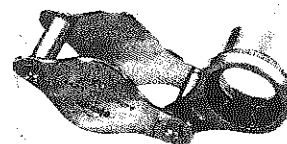


often I break the branches  
(out of my way mefe!)  
I break the limbs  
(to measure the DBH,  
to drill the tree,  
to get thru the thickets)  
I break the leader  
(oops!!!)

I wonder why the SAIF rate for TSE is so low - I've never  
been so aware of the very possible possibility  
of severely injuring myself.

In treeplanting, at least, there are 10,  
20 people to carry you off the slope.  
Here, they won't even come looking  
for you until dark  
after dark  
the next day

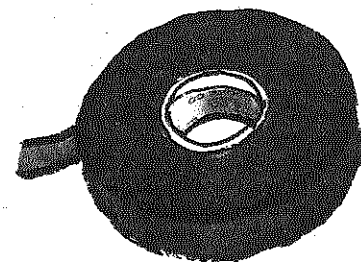
windthrow  
broken tree  
leaning tree  
plot center



count the trees  
measure the trees  
record the trees

(lesson #3: don't miss a tree and leave it out of the plot when  
it should be in. don't put a tree in the plot when it  
should be out. That's the worst - you fail  
the inspection  
the plot  
maybe the stand)

bore the trees  
drill the trees  
to the center  
thru the center



but, hopefully,  
oh, please, great goddess,  
not thru to the other side  
cont. nex page

TILLER SLASH BASH, cont. from p. 3

Evergreen is the name of his outfit  
and he was very anxious to debate all  
the way down to Myrtle Creek the  
benefits of his business vs.  
Hoedads. The tension was great-  
and was to continue all through the  
evening.

There was a man working for Mark  
who was a refugee from the Strokes  
disaster of this year. "People  
want to work, they can't stop and  
vote on every little thing," was  
the Hardy-Har joke. This man was  
bewildered with Hoedads and was very  
happy to be taken under the wing of  
a quite taken and business-wise  
contracter.

The question of who is working  
for whom or what! was a very real  
motivational void that most everyone  
wasn't sure of. Do skilled woods-  
workers hire bidders, treasurers  
and investment folks? Or do treasurers,  
bidders and investment folks hire

laborers?

The Hoedads love their drama and  
being outraged over money and working  
hard for nothing needs to be vented.  
US and THEM. INDIVIDUALS were here  
in Tiller a crew was not. A ful-  
filled committment feels good-But  
good enough to counter balance the  
feelings of being took? Possibly  
instill in a body the will to  
work more efficiently, make more  
money in relation to the bid price.  
Or does your sprained wrist your  
pulled shoulder your bashed shin  
feel in vain?

Do we learn to dance in the slash  
or is it easy and justified to  
tweak into a corner of your mind and  
then start the blame cycles running-  
another brick.

Who has the best deal? Hoedads, Ace  
or Mark of Evergreen (people want  
to work they don't want to vote on  
everything)?

Possibly a warm and dry factory or  
some outrageous scam. Move to dryer  
climate change your name. Where  
did the American Dream of the leisurely  
back woods worker taking his time  
doing a good job go? Talk to Bruce  
Campbell he'll tell you all about it.  
Or tweak and let someone else do it.

Mike Bresgal gets the Dink of the  
contract award for giving me a high  
energy rap about the trouble with  
the crew is committments and then  
bags the contract that afternoon.

Ed Farren gets honorable mention  
for statments about treasury to the  
effect that "any contractor can  
pay every two weeks.", and "Better  
get a big draw you may never see your  
money."

My cooperative spirit lost big  
in Tiller and the last few weeks  
have me evaluating my time spent  
with Hoedads. We'll see.

Gary Moses- Phantom Crew

# TSE EPIC cont.

I feel rather odd there in the forest  
 smashing my way thru the brush  
 trampling seedlings into the ground  
 measuring  
 categorizing  
 digging holes into trees  
 living tissue  
 woody flesh

five, five  
 six, six  
 seven, seven

I can feel the forest around me  
 silently scrutinizing me  
 my work  
 my actions

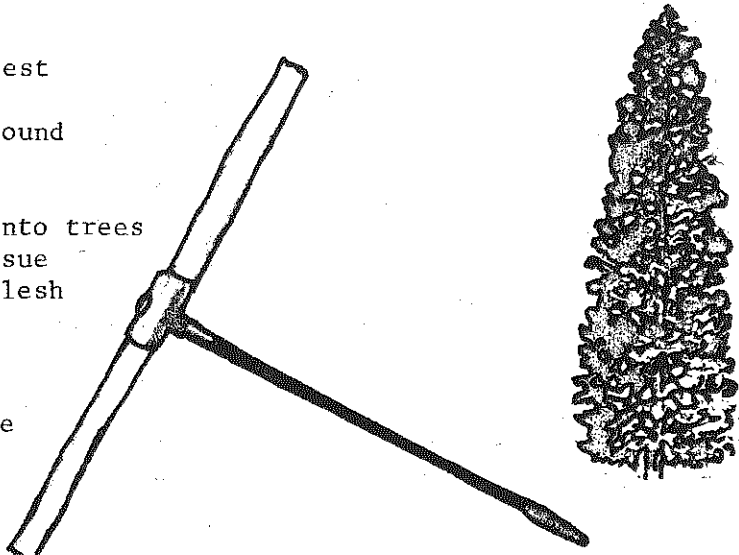
four chains  
 five chains

sometimes, I think about what I'm doing out there

PSME, PIMO, ABLA, CLUN

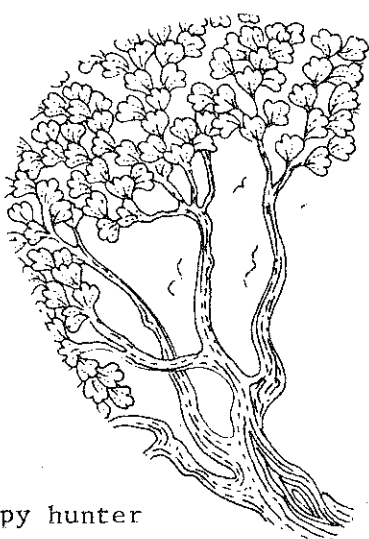
sometimes, I think about all the things that could happen  
 out there

live tree  
 dead tree  
 corked tree  
 cull



NATIVE BORN ALIEN  
 Taya 1/2 & 1/2

I have forgotten  
 I am not in the woods  
 a busy restaurant becomes  
 lonely lookout tower  
 just for an instant  
 stretching miles of emptiness  
 and quiet overpower the noisy  
 crowd  
 mesmerize me in memory  
 I have forgotten  
 In the city parking lot  
 instinctively breath draws  
 I raise my head to let out  
 the shrill  
 call of joy  
 I am not in the woods  
 the sight of a cross  
 reminds me  
 to lower my eyes and not  
 to scream for joy or  
 the sudden sorrow.



I could  
 break my leg  
 my neck  
 a tree could fall  
 on me  
 I could run into  
 a hungry bear  
 a trigger happy hunter

any of them  
 so easy  
 so fast  
 any time

trust my karma  
 bore a tree  
 trust my karma  
 bore a tree

trust your karma

bore a tree

-Jimae

I have forgotten  
 I am not in the woods  
 clothed in silk  
 and skirts I walk  
 as if in caulks striding  
 steep rough terrain  
 what is this--cement?  
 There are no stoplights in the  
 forest  
 What is happening?  
 I am born and bred  
 a city girl I move thru  
 the city my native element  
 forgetting I am not  
 in the woods

## 60 Ways To Resist Change

Our problem is different.  
 We tried that before.  
 We don't have enough time.  
 We don't have enough help.  
 Our system is too small for this.  
 We've always done it this way.  
 Our present method is time-tested  
 and reliable.  
 It's impractical.  
 It's ahead of its time.  
 It's behind the times.  
 We aren't ready for it yet.  
 We have had too much of this  
 lately.  
 You can't teach an old dog new  
 tricks.  
 Our young and progressive group  
 doesn't need it.  
 It will require a heavy  
 investment.  
 It will never pay for itself.  
 If no investment is required,  
 how do you expect it to work?  
 It's too radical.  
 It's almost the same as we're  
 doing now.  
 It looks good on paper, but  
 it won't work.  
 It violates professional  
 standards.  
 It's poor public relations.  
 The board won't like it.  
 It outside my scope of  
 responsibility.  
 It conflicts with policy.  
 We don't have the authority.  
 It will increase overhead.  
 The present method is working -  
 why rock the boat.  
 It's a good idea but....  
 It's not in the budget.  
 It will cheapen the image.  
 It's too complicated.  
 It's too simple.  
 It doesn't make sense.  
 Let's make another study  
 of it.  
 Let's make a report.  
 Let's sleep on it.  
 Let's form a committee.  
 Let's table it for the time  
 being.

It will be too much trouble  
 to make the change.  
 Sound judgement is against it.  
 It's not our problem..  
 Let's be realistic.  
 Perhaps we should first do more  
 research.  
 They'll laugh themselves to  
 death if we try that.  
 I had the same idea 10 years ago.  
 We've done all right without it.  
 Why not let another group try  
 first and get the bugs out of it?  
 It's impossible.  
 Experience will teach you that..  
 I don't see anything wrong with the  
 present method.  
 It's a great idea for others but  
 we don't need it here.  
 Sure, everything's fine if it works,  
 but what if it fails?  
 In my opinion we are going along  
 very well now so I see no need  
 for making change.  
 People look at things differently.  
 What we are doing now is way ahead  
 of everyone else in the field.  
 We're already doing that in a way.  
 It's contrary to the teachings of  
 God.  
 There are pros and cons.

"When you get to be my  
 age you'll look at it  
 differently."

## For the G&W of the Coming G.M.

In order to streamline process  
 and promote discussion and compromise  
 remember to:

1. Listen to each other. Understand  
 where each other is coming from.  
 Don't DISCOUNT feelings. We need to  
 take in to account feelings as well  
 as logic, efficiency and economics  
 to form a coop which will work for  
 its members.
  2. When someone makes your point -  
 pass. Don't repeat it. Since we  
 are all going to listen so well to  
 each other consider the word "ditto".
  3. Do not let "heavys", eloquent,  
 or manipulative speakers make  
 decisions for you. Your protection  
 is to listen to everyone and think  
 for yourself, and speak. I want to  
 hear from everyone. Your views are  
 important to my decisions.
  4. Write down what you have to say,  
 so when your turn comes, you don't  
 have to blab for 10 minutes before  
 your point becomes clear to you and  
 everyone else. This way we can hear  
 from more people. BRING PAPER AND  
 PEN TO THE MEETING WITH YOU.
  5. Try to refrain from answering  
 back when someone makes a point  
 contrary to yours. See it as all  
 sides of the issue expressed. Do  
 not assume everyone changes their  
 mind with each new speaker.
  6. Have the attitude of working  
 together to come to conclusions;  
 NOT convincing each other of who  
 is right.
- Good luck to us all.

LISA, 1/2 & 1/2 (forever)

Also, I ditto Rochelle and Caud





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LAYOUT NOTE: Five unprofessional statements made in newsletter contributions this time were edited out because they were libelous or potentially damaging to aspects of Hoedads reputation. In addition, several statements which we considered untrue or unsubstantiated were left in. *Carveat lector*. Layout for this issue: Thyme, Caud, Robin, Taya, Kitty, Betsy, Rick.

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TREEPLANTING • T.S.E. • CRUISING • THINNING • TRAILWORK • FENCE CONSTRUCTION • CONE COLLECTION • WATERSHED REHABILITATION • WOODLOT, VEGETATION, & ORCHARD MANAGEMENT • FIRE CREW

**HOEDADS CO-OP INCORPORATED**



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503/ 485-2424

EUGENE, OR 97440

## GENERAL MEETING AGENDA

### 1ST DAY

- 9:00 H.I.T.E. REPORT  
(30) Hal Hartzel and Gerry Mackie
- (40) DEMOCRATIC MANAGEMENT  
Peter, Roscoe, Nichole
- (90) TREASURY REPORT  
Treasury Team  
Treasury Team Proposal  
Update on the Computer
- (90) SUBSIDY  
Avery, Loon Lake, Tiller  
J.R. Ogden and Keith Ullman
- (45) REVIEW OF THE BOARD  
Board of Directors
- (90) LUNCH
- (45) BIDDING REPORT  
Betsy
- (45) REVIEW OF THE BIDDING COMMITTEE  
Bidding Committee
- (30) GOOD AND WELFARE
- (90) INTERVIEW OF CONDIDATES  
Board of Directors  
President  
Bidding Cordinator  
Treasurers

DINNER

CO-OP FUTURES CONFERENCE VIDEO

### 2ND DAY

- 9:00 LEGAL UPDATE  
(20) Mike Goldstein
- (60) CREW/WORK GROUP REVIEWS  
Work Groups  
Crews - Including Office Crew  
Archeological Surveys Crew
- (45) NFWFA REPORT/UPDATE  
NFWFA Staff
- (30) INSURANCE REPORT  
Roscoe
- (2.5 HOURS) MEMBERSHIP RESTRUCTURING  
FINANCIAL RESTRUCTURING  
Roscoe, Betsy, Peter
- (90) LUNCH
- (45) BY-LAW REVISIONS
- (30) CLNR REPORT  
Greg Prull
- (15) GLACIER VIEW SKIT
- (60) ELECTIONS  
Barnaby
- (30) CRIT/SELF-CRIT  
Nichole

DINNER

POSSIBLE SPEAKER: Member of Plywood Co-op  
PUPPET SHOW  
SLIDE SHOWS: Alaska, Acme in the Ash 1980  
Disease and Damage, TSE  
Tonto