



THE
ELEMENTS
OF
MUTUAL AID

DOCUSERIES
LEARNING GUIDE

Illustrations by María Medem

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INTRODUCTION

Thanks for hosting a screening of *The Elements of Mutual Aid*! Here's some info about the series, screening tips, discussion questions, and resources for deeper learning.

***The Elements of Mutual Aid* is a four-part series.** Each hour-long chapter represents a different theme, which are depicted through the four natural elements:

- **Chapter 1: Fire** explores the history and values of liberatory mutual aid
- **Chapter 2: Earth** focuses on building and networking communal infrastructure
- **Chapter 3: Water** discusses healing from oppression and healing our communities
- **Chapter 4: Air** delves into the logistics of non-hierarchical organizing

We created the series to be accessible for a diversity of audiences; from seasoned radicals and organizers to everyday, working class people who might not use the words "mutual aid," but practice it all the time.

We encourage screening organizers to not create echo-chambers, but to be intentional and invite audiences from diverse backgrounds. Think creatively about who you're inviting, bring people into the planning process, and make a space that's participatory and empowering for everyone who shows up.

This film is a tool for working class people to build up their skills and analysis to fight back and defend their communities with dignity. We hope that this series is spread far and wide, and that the spirit of mutual aid continues to take root in the cracks of society where the State least expects it.

HOSTING A SCREENING

The series is designed to be viewed **chronologically**, but each chapter can be watched as a stand alone. For audiences less familiar with mutual aid as a concept, we recommend starting with *Chapter One: Fire*, although any chapter could be powerful — especially paired with discussion after.

Below you'll find a number of questions that could help your audience connect with the material and with each other. Feel free to choose the ones that feel most relevant and allow enough time for fruitful conversation. You can print out the questions so the audience can help guide the conversation, or you can facilitate the discussion, pulling from the questions based on where the energy's at in the room.

Each chapter has questions that are divided into two categories:

BREAKING DOWN THE VALUES digs into the main concepts and themes while **PUTTING IT INTO PRACTICE** helps tease out some real world tensions we may be facing while doing this work.

Screening Formats

Watching and discussing just one chapter will work best for most people and should take about 2-2.5 hours. You can choose to watch two episodes and discuss both, but we expect this will take about 4-5 hours and we recommend planning a meal.

All chapters have complete **English and Spanish** subtitles to support multi-lingual screenings.

SCREENING SUPPORT

Promotional Materials:

We've created graphic templates that we're happy to share if you'd like to use them for promoting your event, just shoot us an email. Feel free to also create your own flyers.

If there's anything else you might need from us, please don't hesitate to reach out: elementsofmutualaid@proton.me

Possible Financial Support:

Working Films is a nonprofit that **might be able to help you finance** some of the costs of screening film in your community. Their "Films That Work" micro-grant program can help cover up to \$500 in hard costs associated with your event. They have limited funding, and grant on a rolling basis using the following criteria:

1. Alignment with values of social and environmental justice.
2. Intended audience should reflect the material.
3. Provide meaningful ways for the audience to get involved.
4. Must complete a debrief call with Working Films staff.

Check it out at workingfilms.org/screenings-that-work-form

CREATING A WELCOMING SPACE

Like planning any event, it's important to do what you can to make sure people know what to expect and have their needs met.

Below are a few considerations that can help your audience feel welcome and supported.

- **Provide snacks** if you can -- or better yet, have a potluck!
- **Keep your community safe.** Provide extra masks, tests, and air filters if possible.
- **Share accessibility information.** Let people know about parking, steps or ramps, bathrooms, and other useful considerations.
- **Test your equipment beforehand.** Don't wait til showtime to pull up the video or plug in your speakers. Have everything ready to go before people arrive.
- **Start on time as best as possible.**
- **Minimize distractions.** Silence cell phones and devices so you can give your full attention to the conversation.
- **Close the space intentionally** by celebrating the time you've spent together or giving members something to think about before your next meeting.

DISCUSSION AGREEMENTS

It can be helpful to start a discussion space with a few agreements to refer back to.

Here are a few that might be helpful:

- **Impact Is Greater Than Intent:** Sometimes what we mean isn't always how others interpret what we say. We agree to center how we effect others.
- **We Can't Be Articulate All Of The Time:** We won't always have all the words and that's okay. This isn't a space to show off how smart we are, but instead to build each other up.
- **One Mic:** One voice at a time.
- **Move Up, Move Up:** We encourage folks who take up a lot of air time to move into positions of lifting up other voices while moving back from always having to be heard or seen. It's also an invitation for people who speak up less often to move into speaking out without fear of being shut down.
- **Be Aware Of Time:** There's a lot of great discussion we want to move through in a limited time.
- **Expect & Respect A Lack Of Closure:** Not all of our questions will be answered in this space, and we won't have time for every discussion. We may have to sit with thoughts or feelings and return to them at another time.
- **Alone We Know A Little, Together We Know A Lot:** Nobody, especially the facilitators, should use knowledge to hold power over others. We're all learning in conversation, sharing little bits to create new knowledge which we hold together.
- **What's Said Here Stays Here, What's Learned Here Leaves Here:** If people share personal information, ask if that's something they'd like shared outside of the workshop before assuming it's okay to share.

CHAPTER 1: FIRE

OVERVIEW & RESOURCES








"I'm an abolitionist. I want to see this system be composted. And from that compost that we can grow in good, right relationship with each other to move forward to better ways of being for all existence... It's just moving forward and looking at those smallest possibilities and making them grow." – Klee Benally

Overview

This introductory chapter to the series defines what liberatory mutual aid is, how it's different than charity, and why it's such a threat to those in power. We also talk about how other groups (like the police) use the term, how liberatory mutual aid work is being repressed by the State, and how mutual aid includes taking resources back -- *not just giving them away*. This is a great introduction to what mutual aid means as a radical value and how it's always been part of our humanity.

Meet community supply distros in Detroit and Atlanta alongside unhoused families in Los Angeles reclaiming homes from the State.

Resources

-  *Driven By The Movement* by JoNina Abron-Ervin
-  *Anarchism and The Black Revolution* by Lorenzo Kom'boa Ervin
-  *No Spiritual Surrender* by Klee Benally
-  *The Nation on No Map* by William C. Anderson
-  *An Indigenous People's History of the United States* by Roxanne Dunbar-Ortiz
-  *The Revolution Will Not Be Funded: Beyond the Non-Profit Industrial Complex* by Incite!
-  *Mutual Aid: Building Solidarity During This Crisis (And The Next)* by Dean Spade

CHAPTER 1: FIRE

DISCUSSION QUESTIONS

Breaking Down The Values

- How does mutual aid go deeper than just helping other people out?
- Where do we see the values of mutual aid being repressed in society?
- Why is the State -- or other forms of hierarchical power -- incompatible with mutual aid?
- What are the consequences of us being forced to rely on the State to meet our needs instead of our own communities?
- What have you been raised to believe about our human nature? Does it align with your values and experiences of being in community? What do you think actually promotes cultures of greed, fear, and individualism?
- What would our societies look like if a majority people were intentionally practicing mutual aid? Do you think it's possible for there to be a large enough culture shift to make that a reality?
- How does building strong mutual aid networks help us resist oppression?

Putting It Into Practice

- What's your experience with mutual aid work been? How do you want to deepen that practice?
- How can we empower people who typically receive support to get meaningfully involved in providing that support to others too?
- How are your projects building power and relationship with marginalized people who may not use the term mutual aid but practice it daily?
- Are there ways you see charity mentalities creeping into your work?
- In what ways could your mutual aid work support people's political empowerment more?
- What would it look like for your community to take back stolen or withheld resources instead of just relying on donations?
- Many more people are getting excited about mutual aid! How are your projects prepared to support folks getting involved or start their own projects?

CHAPTER 1: FIRE

USEFUL TERMS

- **Abolition:** The ending of systems of oppression -- *such as slavery, prisons, or police.*
- **Capitalism:** An economic system where wealth is taken from the lower class (workers) and is concentrated in the upper class (bosses, landlords, etc).
- **Charity:** The most common way people are taught to share resources, where an empowered giver manages who gets what and disempowered recipients are excluded from the process.
- **Colonization:** The process of invasion, enslavement, genocide, and theft of resources that imperial countries have practiced for centuries -- and continue to practice on Native people around the world today. Colonization takes the land and people of a region and forces them work for their conqueror.
- **COINTELPRO:** The Counter Intelligence Program; An off-the-books FBI project in the 60s and 70s that infiltrated civil rights, Black power, Native, Chicano, and anti-war organizations and slandered and assassinated radicals.
- **Cooptation:** When words, phrases, and tactics from social justice movements are taken and watered down by nonprofits, businesses, and politicians.
- **Distro:** Short for "distribution." People will distro things like food, clothes, or medical supplies, usually in a pop-up setting like a park or sometimes in a brick and mortar space.
- **Eviction Defense:** When neighbors band together to help each other from getting kicked out of their homes. This can look like phone call pressure campaigns or physically protecting the home with a crowd of people.

CHAPTER 1: FIRE

USEFUL TERMS

- **Liberation:** When domination and supremacy are no longer possible because our communities have become strong enough to resist them and prevent them from taking root in our hearts.
- **Mutual aid:** A way of caring for each other where everyone gives what they have and takes what they need. A way of meeting our collective needs where the helpers and helped aren't separate.
- **Nonprofit Industrial Complex (NPIC):** The industry of charity organizations and philanthropists that gives out enough resources to ease poor people's suffering so they don't rise up but not enough to actually change what causes poverty.
- **Political Education:** The practice of sharing knowledge about systems of oppression, the conditions we're living under, and how we can build power together to confront those systems and change our conditions.
- **Solidarity:** A practice of connecting our struggles across issues, communities, and borders so that we can fight against the dominant systems oppressing us. None of us are free until all of us are free!
- **The State/the Nation-State:** The borders, laws, police, and corporate powers that determine who's a citizen, what's legal, who gets to live, and how much we have to pay for it all. The Nation-State is just one form of government that comes from Europe and has spread around the world through colonization. The concept of a state is at odds with the concept of liberation.
- **White Supremacy:** The individual experience of having hatred toward or fear of non-white people (*The Global Majority*), and the institutional violence that colonization has baked into the state and capitalism.

CHAPTER 2: EARTH

OVERVIEW & RESOURCES


*"If we wanna be able to figure out another world and be in it, we're going to have to move toward the mutual aid, cooperative, solidarity economies. And we've got to have the courage to do it. We've got to have the sense of agency to do it. And we've got to work with other people, which is the whole point of all this is about working with other people, right? We can't do it alone."
– Dr. Jessica Gordon Nembhard*


Overview


This chapter focuses on what we can build with mutual aid. Can mutual aid actually help us meet our societies' needs like housing, water, transportation, education, etc? We take a brief look at how some different liberatory movements (the Black Panthers, Zapatistas, and Rojava) have tackled these infrastructural challenges. Then we explore how smaller, local efforts informed by their communities' needs and capacities can network and build longer-term infrastructure.

Meet a harm reduction project in Tucson, an international disaster response network, and a web of mutual aid centers in Puerto Rico.


Resources


 *Collective Courage: A History of African American Cooperative Economic Thought and Practice* by Jessica Gordon-Nembhard


 *Palestine 1492: A Report Back* by Linda Quiquívix

 *Building Power While the Lights Are Out: Disasters, Mutual Aid, and Dual Power* by jimmy dunson

 *Rebirth of African Civilization* By Chancellor Williams


 *The Kurdish Women's Movement History, Theory, Practice* by Dilar Dirik

 *Autonomy Is in Our Hearts: Zapatista Autonomous Government Through the Lens of the Tsotsil Language* by Dylan Eldredge Fitzwater

 *Saving Our Own Lives: A Liberatory Practice of Harm Reduction* by Shira Hassan

[The Communes of Rojava](#) (YouTube)

[People Without Faces: Zapatista Documentary](#) (YouTube)

 *Mutual Aid Disaster Relief Workshop Facilitation Guide* ([Booklet](#))



CHAPTER 2: EARTH

DISCUSSION QUESTIONS

Breaking Down The Values

- Do you think it's possible to meet our basic needs without the State and capitalism?
- Why do we need to be ready to defend our autonomy?
- In what ways are mutual aid and cooperative economics related?
- Why are communities being left to respond to climate crisis by themselves?
- How do top-down institutions often undermine communities' recovery from disaster?
- What are some of the pros and cons of organizing through a decentralized model rather than a top-down one?
- How does having relational and physical infrastructure help us prepare for future moments of crisis?

Putting It Into Practice

- How are your community's needs and capacity informing your projects? Has your project been able to adapt to changes?
- What are some local challenges (*economic, political, cultural*) that make your work more difficult? What are some creative ways your community could navigate those challenges?
- What skills do you have that might be useful during a crisis? Have you thought about sharing those skills with others or learning new skills to get ready?
- What would it look like for projects in your area to  interlock more? What types of projects are missing that your community would need in order to become more autonomous? 
- Are there projects in your area that were born out of a particular crisis, but grew into long-term infrastructure?

CHAPTER 2: EARTH

DISCUSSION QUESTIONS

- **Austerity:** The gutting of social services, closure of public infrastructure, and selling off of public utilities to private companies.
- **Autonomy:** A community's ability to self-govern and meet their own needs without being dependent on the dominant system.
- **Borikén:** The indigenous, precolonial Taíno name for Puerto Rico.
- **CAMs (Centro De Apoyo Mutuos / Mutual Aid Centers):** Physical mutual aid spaces set up after Hurricane María across Borikén (Puerto Rico).
- **Cooperative Economics:** When we share the money, resources, infrastructure, and decision-making power needed to sustain our lives. Instead of having a single boss, we spread out the power and risk involved in managing our work.
- **Decentralized Network:** A system where multiple independent communities communicate and share resources without depending on a central authority.
- **Direct Democracy:** A practice of self-governance where the people themselves contribute directly to decisions affecting them. Direct democracy relies on delegates, who are responsible for communicating the people's input, instead of representatives, who make decisions for people.
- **Dual Power:** The concept of creating alternative infrastructure that can one day replace our reliance on the dominant power's institutions.
- **Harm Reduction:** The practice of providing support and supplies to people who use drugs to minimize risks.

CHAPTER 2: EARTH

DISCUSSION QUESTIONS

- **Hierarchical:** A structure where a limited number of people have power over those beneath them.
- **Rojava:** A region of Northern Syria (or Western Kurdistan) made up of about 2 million people that has built a participatory system of direct democracy focused on women's rights and ecology. Also known as the Democratic Autonomous Administration of North and East Syria.
- **Safe-Injection:** Having the supplies, knowledge, and peer-to-peer support to use needles safely and reduce the risk of infections, injury, overdose, or death.
- **Solidarity Economy:** Practices for meeting our needs without private property and that aren't driven by profit. Solidarity economies require us to have relationships with each other and include our communities in decision-making.
- **Sovereignty:** Having control over territory and often includes being recognized by other national powers.
- **Top-Down Institution:** Formal organizations that have a command and control style of organizing and limit people's ability to make decisions for themselves.
- **War on Drugs:** A global campaign led by the US since the 1970s supposedly to reduce the production and distribution of drugs. In reality, the US just became the world's biggest kingpin. The War on Drugs has been used as a excuse to manage global drug markets, manipulate foreign affairs, conduct genocide, and spread mass incarceration.
- **Zapatistas:** A Maya indigenous rebel movement in Southeast Mexico that started building autonomous zones in 1994 with their own schools, hospitals, collective agriculture, and culture. The Zapatistas are still resisting colonialism and capitalism to this day.

CHAPTER 3: WATER

OVERVIEW & RESOURCES










"It's okay to acknowledge that this kind of work is really difficult and can lead to a lot of heartbreak—a lot of disappointment... This kind of work doesn't happen overnight. It takes a lot of commitment and dedication to each other and being able to acknowledge that we're not perfect and everyone is capable of harm."
– Aurelia Fiera Rosado (DE ALMA)

Overview

This chapter focuses on how healing from the traumas of colonization and capitalism allows us to come back into mutual relationships with each other and ourselves. We talk about making safer safes and being able to defend our communities, handling crises without calling the police, and navigating power dynamics, burnout, and conflict.

Meet a self-defense project for trans femmes of color in Oakland, a group building crisis response skills in Detroit, and a community project combating patriarchy in Los Angeles.

Resources

-  *All About Love* by bell hooks
-  *Fumbling Towards Repair* by Mariame Kaba and Shira Hassan
-  *Becoming Kin: An Indigenous Call to Unforgetting the Past and Reimagining Our Future* by Patty Krawec
-  *Creative Interventions Toolkit: A Practical Guide to Stop Interpersonal Violence* by Creative Interventions
-  *Lessons in Liberation: An Abolitionist Toolkit for Educators* by The Education for Liberation Network & Critical Resistance Editorial Collective
-  *Love in a F*cked Up World: How to Build Relationships, Hook Up, and Raise Hell, Together* by Dean Spade
- The Feminist On Cellblock Y* (YouTube)
-  [Solidarity, Spirituality and Liberatory Promise on a Turtle's Back](#) an Interview with Ashanti Alston recorded by Final Straw Radio

CHAPTER 3: WATER

DISCUSSION QUESTIONS



Breaking Down The Values

- What cultures are preventing us from being in mutual relationship with each other and the land? What does it look like to heal and overcome those barriers?
- What is your position in colonization? What are you tasked with healing?
- How can building relationships outside the nuclear family help us live more sustainably as individuals and as a community?
- Why is it so important for marginalized communities to have spaces made by and for themselves?
- How can we avoid tokenization when we're trying to redistribute power dynamics?
- How does a savior mentality negatively impact ourselves and the people around us?
- What are some benefits to having more people trained in de-escalation skills?
- What are some consequences to partnering with the State to respond to crises or deal with harm?

Putting It Into Practice

- What does burnout feel like for you? What are some ways you've learned to navigate it or heal from it? How can we interrupt or ease burnout culture in our spaces?
- How have you seen power dynamics like patriarchy, ableism, or white supremacy show up in your work?
- In what ways have you been conditioned to rely on police for safety? What would it look like for your community to build the skills and experience needed to rely more on each other for safety?
- Have you ever seen someone be accountable after making a mistake in a way that inspired you? How do you want to respond when you've made a mistake?
- Have you ever seen a group reflect on its blind spots and address them successfully?
- What are ways your projects are valuing care work and not just leaving it to women and gender nonconforming people or as an afterthought?

CHAPTER 3: WATER

USEFUL TERMS



- **Ableism:** The prejudice against disabled people and the systematic exclusion of disabled people in society from healthcare to how buildings and sidewalks are designed to the lack of consideration for people's different access/health needs.
- **Accountability:** A commitment to being truthful and reliable in our relationships. When harm happens, we take responsibility for our actions and work toward repair.
- **Burnout:** The process of becoming mentally and spiritually drained and not having the time or resources to rest or recover.
- **Carceral:** Anything related to jails, prisons, and the process of incarcerating people. This institutional process can seep into our minds in the ways we "police" one another.
- **Community-Based Crisis Response:** Organic, locally-formed groups that can either be formal or informal. Their purpose is to de-escalate conflicts and support mental health crises to help make the community safer without having to rely on the police.
- **De-Escalation:** When we use communication skills to ease tension, find common ground, or create safe distance while conflict is happening instead of escalating the situation.
- **Hashké Societies:** People with a warrior spirit in Diné culture who have the role to instill discipline through action.
- **Indian Acts:** A series of American colonial laws from the 1800s through the 1970s that banned Native spiritual customs and practices and evicted tribes from their own land; such as the Indian Removal Act of 1830.
- **Medical Industrial Complex:** The web of corporate and legal healthcare policies that prioritize money over human life and wellness.

CHAPTER 3: WATER

USEFUL TERMS



- **Mobile Crisis Teams:** State-based trauma response groups that generally partner with local first responder agencies like the police and usually have more reporting requirements than community-based alternatives.
- **Naa Bik'iyáti':** A Diné practice of talking with one another and forming councils.
- **Naach'id:** A Diné meeting and ceremony used for strategic planning. Could be considered the original governance in Diné societies.
- **Nuclear Family:** A family made up of two parents and their kid/s usually living together in a single-family home.
- **Peace-Making:** A Diné (Navajo) cultural practice of mediation to address harm and conflict. A relational approach that prioritizes kinship, collective responsibility, and restoring spiritual balance. These practices were suppressed and distorted by white supremacist, Christian settler colonialism.
- **Pod-Mapping:** Writing down relationships you can rely on in order to make a "map" of support that you and your loved ones can refer to in times of crisis.
- **Power Dynamics:** When the domination and supremacy that we've been raised in seeps into our interpersonal relationships. This can appear along the lines of gender, class, ability, race, language, age, etc.
- **Transformative Justice:** A set of practices designed to navigate conflict and harm without having to rely on the police or court systems. It focuses on identifying and healing trauma instead of punishment.

CHAPTER 4: AIR

OVERVIEW & RESOURCES

"Horizontalness is actually in tension with other things that we really want to do in our work. We want to be time efficient... We want to value people that actually have more knowledge and experience and we want to value people's commitment to the work... I don't think that any of those things are impossible with being horizontal, but I think there are power dynamics. You always have to be asking is this as horizontal as we can be? And what goes into the "as we can be" is always changing."










– Ben Hirsch

Overview

This chapter focuses on logistics. We define what horizontalness is and why it's important, how different groups make collective decisions, managing resources, the pros and cons of formality and scale, and what it looks like to make our projects accessible.

Meet neighborhood disaster relief organizations in Houston, a migrant solidarity network in DC, and a refugee support collective in Tijuana.

Resources

-  *Organization, Continuity, Community* by Peter Gelderloos
-  *Democratic Decision Making* by the Anti-Oppression Resource and Training Alliance (AORTA) ([Zine](#) | [Print](#))
-  [5 Defensive Strategies Against Fragmentation](#) by AORTA
-  [Mutual Aid Legal Toolkit](#) by the Sustainable Economies Law Center
-  *A Space for Us: A Guide for Leading Black, Indigenous, and People of Color Affinity Groups* by Michelle Cassandra Johnson
-  *Anarchic Agreements: A Field Guide to Collective Organizing* by Ruth Kinna, Alex Prichard, Thomas Swann, and Seeds for Change
-  *Pedagogy of the Oppressed* by Paulo Freire
-  *From The Bottom Up: Strategies and Practices for Membership-Based Organizations* by the Sylvia Rivera Law Project ([Zine](#))
-  *Funding the Revolution* by jimmy dunson ([Zine](#))
- [Communes of Rojava](#) (YouTube)

CHAPTER 4: AIR

DISCUSSION QUESTIONS

Breaking Down The Values

- Why are hierarchical structures incompatible with liberatory mutual aid?
- What are some values that horizontality is in tension with? What are some ways to address those tensions?
- What does it mean to build up our agency and the agency of people around us?
- What are some of the ways that nonprofit culture can affect our organizing work?
- How does the size of a group affect the process we might use to make a decision?
- How does embracing projects needing to come to an end or change help make our work more impactful in the long-run?

Putting It Into Practice

- What are some challenges you've had trying to organize horizontally?
- What does consensus building look like in your projects? Does it happen through conversations and relationships or is it more of a process at meetings? How could you involve impacted people/members' input more meaningfully in your work?
- What are ways to include people's input if they're not able to attend meetings?
- Are there ways a mentality of scarcity has crept into your work? What are some ways to address that?
- How could your community/project embrace more of a culture/practice of experimentation and iteration?
- How are you helping skill up and support the agency of people newer to organizing work? How are you helping lift up people's voices that don't get heard as much? How do you address someone taking up too much space in an effective but caring way?
- What would it look like to center people with disabilities, who speak different languages, have kids, work multiple jobs, or have other barriers to engaging in your organizing more?

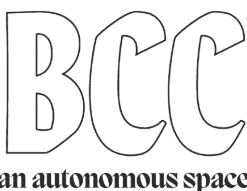
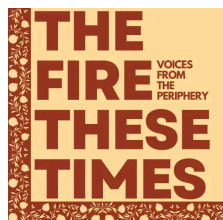


CHAPTER 4: AIR

DISCUSSION QUESTIONS

- **Accessibility:** A practice of making our physical infrastructure, technology, ways of participating, and cultures easier to access by people who have disabilities, who know different languages, who have kids, or who have other barriers to participating in an event or project.
- **Agency:** When we feel empowered to take action, use our voice, and put our values into practice.
- **Consensus:** A decision-making process where each member of a group works to reach agreement on a decision. Consensus requires us to build trust, communicate, and compromise.
- **Consensus Minus One:** A modification to consensus that allows for a decision to move forward even if one person disagrees with it. However, if two or more people disagree, the group has to go back to the table and address the concerns.
- **Hierarchical Structures:** A limited number of people in a group make decisions and everyone else is tasked with carrying them out.
- **Horizontal Structures:** A group holding power collectively so that more voices contribute to decisions and more people share access to resources and information. The people most affected by decisions should be the ones making them.
- **Hub House:** A term used by West Street Recovery and Northeast Action Collective in Houston for the community-managed disaster response hubs they've built throughout their neighborhoods.
- **Iteration:** The practice of making changes to how something functions, reflecting on how it's going after a period of time, and making more changes from there. Iteration helps prevent us from getting paralyzed and allows us to try things that might not work with confidence that we can work together to adjust them as needed.
- **Nonprofit Industrial Complex (NPIC):** The industry of charity organizations and philanthropists that gives out enough resources to ease poor people's suffering so they don't rise up but not enough to actually change what causes poverty.

SPECIAL THANKS TO OUR IN ASSOCIATION PARTNERS



Mutual Aid Disaster Relief

**BELLY OF THE
BEAST MEDIA**

STUDIO TWO THREE



**For
Everyone**
a new world is growing

**FIRESTORM
BOOKS**