

We Are The Infrastructure

The conditions for liberation already exist in what we possess, what we know, who we know, and what we have survived. The work is not to acquire what we lack — it is to see what we have, coordinate it deliberately, and build something that endures and remains ours.

THE FORMULA

Liberatory Power = Durable Capacity × Democratic Agency × Community Ownership

If any factor is zero, the product is zero.

WHAT WE ALREADY HAVE

01 KNOWLEDGE

What we understand about how systems work — from inside them

02 RELATIONSHIPS

Trust networks that survive crisis — the real infrastructure

03 SKILLS & LABOR

What we can actually do — including the labor that never gets counted

04 SPACE, TOOLS & MONEY

The physical and financial resources — small and undercoordinated

05 STORIES & MEMORY

What we know about what has been tried, what failed, and why

06 IMAGINATION

The capacity to conceive of arrangements that don't exist yet

"Resources become capacity when they can be coordinated. Capacity becomes infrastructure when coordination becomes repeatable. Infrastructure becomes power when people can reliably use it to produce outcomes together."

HOW POWER COMPOUNDS

ASSETS → COORDINATION → CAPACITY → INFRASTRUCTURE → LIBERATORY POWER → AUTONOMY

Why Infrastructure Fails — and Where to Push

Five failure modes. Each has a specific intervention. Run this on any project.

01 INVISIBILITY BY OMISSION

The system was never designed to see this. The harm is real but the gap is structural, not intentional.

→ Intervention: Build the counting mechanism. Create the documentation system that was never built.

02 INVISIBILITY BY DESIGN

The system was structured so this wouldn't be counted. Documentation is being actively suppressed.

→ Intervention: Document and publish what is being suppressed. Make suppression costly. Create the evidentiary record.

03 CAPTURED INTERVENTION

Someone tried to fix it. The fix got absorbed. The advocacy became service provision. The seat at the table cost the ability to flip it.

→ Intervention: Restructure governance before capture completes. Cooperative ownership is the structural protection.

04 LEVERAGE POINT MISIDENTIFICATION

Pushing on numbers — funding, policy parameters — when the leverage is at the paradigm level. Lots of energy. Minimal structural change.

→ Intervention: Move up the hierarchy. Numbers are least powerful. Paradigm is most powerful. Find the paradigm.

05 COOPERATIVE STRUCTURE WITHOUT COOPERATIVE CULTURE

The ownership model changed but the internal power dynamics didn't. Governance is formal but not functional.

→ Intervention: Run the governance. Test: does the institution survive the founder's departure with its cooperative character intact?

START HERE — RIGHT NOW

1 Map what you already have

Use the six asset categories. Include the invisible ones — care labor, community knowledge, informal networks.

2 Find three people

Not the most influential. The most reliable. The ones who show up.

3 Name one need your assets could address

Not the biggest problem. The one your specific assets are positioned to touch.

4 Build one node — and document it

Not a campaign. A structure. Something that will still exist after this meeting.

5 Ask who owns it — before you finish building it

Democratic ownership is the structural answer. Decide now, before it gets complicated.

Share it. Teach it. Translate it. Remix it. Build from it. Credit the source.

This guide is free because the knowledge it describes was always free — it just wasn't counted.

We are
the infrastructure.
We always have been.