The background features a stylized illustration. On the right, a woman with voluminous orange hair is shown in profile, holding a pink and blue megaphone. On the left, a woman with short teal hair is shown in profile, wearing a red dress with a white cherry pattern. The central focus is a white rectangular sign with two grey pushpins at the top, containing the main title in red, bold, sans-serif font. Below the sign, the words 'STRATEGIC PLANNING' are written in a large, bold, black, sans-serif font. The background is composed of soft, pastel-colored shapes in shades of purple, orange, and pink.

◆ BEYOND THE REACTION ◆

STRATEGIC PLANNING

2026 State of New York /PEF

Statewide Health & Safety Conference

Katie Vorwald, Esq., Statewide Director of Field Services

Scott Harms, Esq., Director of Organizing

PRESENTATION OUTLINE



**PAPER ISN'T
POWER**



**LET'S BUILD
THE SHIP
BEFORE WE
FLY IT**



**MEASURING
SUCCESS
AND
KEEPING
THE FIGHT
ALIVE**

An illustration featuring a woman on the left wearing a green turtleneck and blue overalls, and a man on the right wearing a green sweater. They are holding a large white sign with black text. The background is a light green wall with two brown circular shapes and a black pen on the left. The sign is held up by two green pushpins.

YOU CAN'T MOBILIZE

◆ **IF YOU DONT** ◆
ORGANIZE



What Do We Want? (The Simpsons)

ThingsICantFindOtherwise



Watch on  YouTube

Action works better. Why?

- more participation
- visibility – seeing problems being addressed
- improved skills and confidence to confront workplace issues
- “greasing the groove” - mobilization preparation
- there’s power in a union!



PICKING THE ISSUE

- widely felt
- deeply felt
- winnable
- builds the union
- builds leaders

EXERCISE: EVALUATE AN ORGANIZING ISSUE

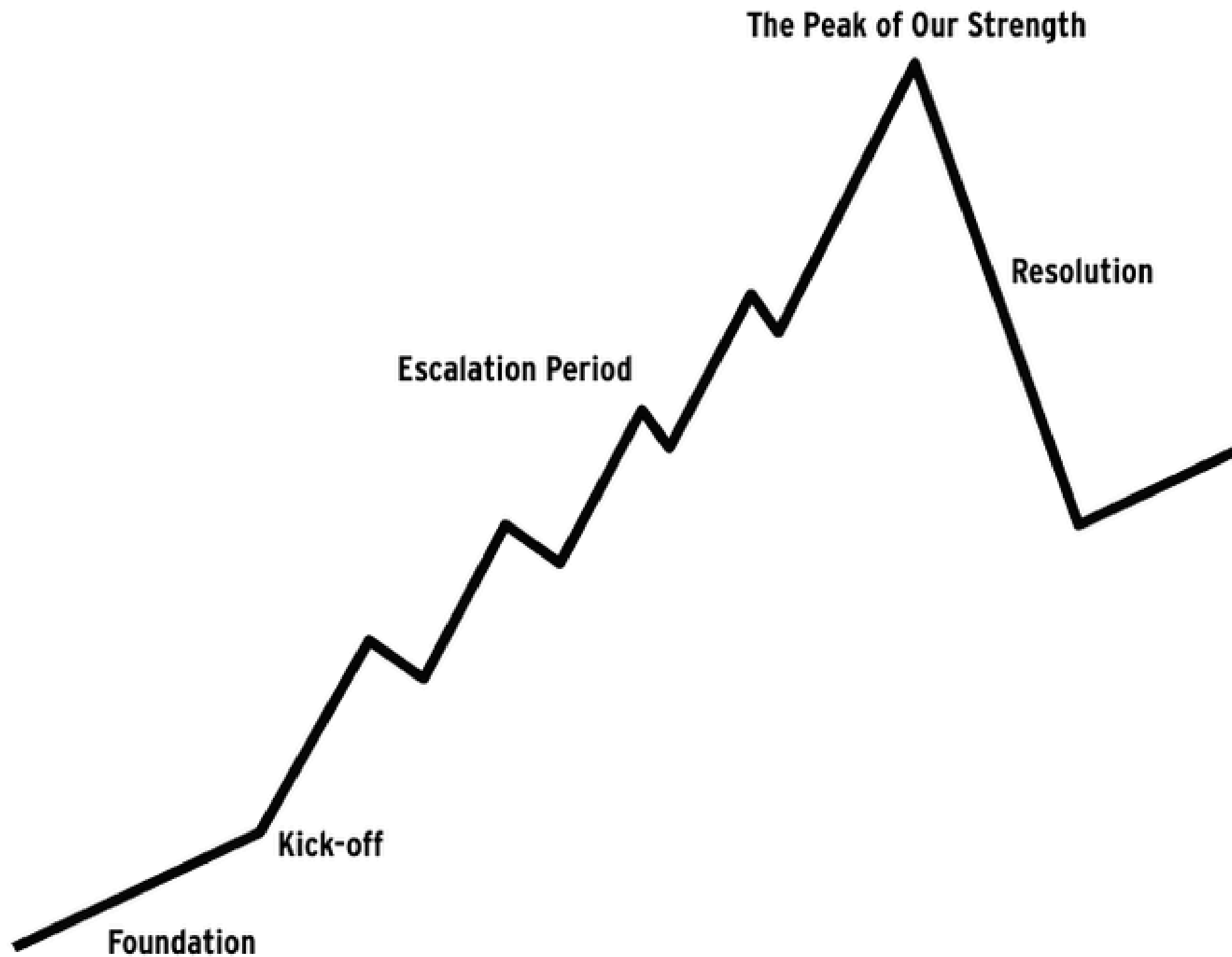


An illustration featuring two women holding a large black sign with yellow text. The woman on the left has dark skin and is wearing a purple jacket over a light-colored top. The woman on the right has light skin and is wearing a blue jacket over a floral-patterned top. The background is a light cream color with various geometric shapes in shades of pink, orange, and purple. The sign is held up by two red pushpins at the top. The text on the sign is in a bold, yellow, rounded font. There are also two small pink starburst shapes on the sign, one on each side of the text.

ESCALATION CAMPAIGNS

CAMPAIGN MOUNTAIN

Phases of a Campaign



Bread and
Roses!



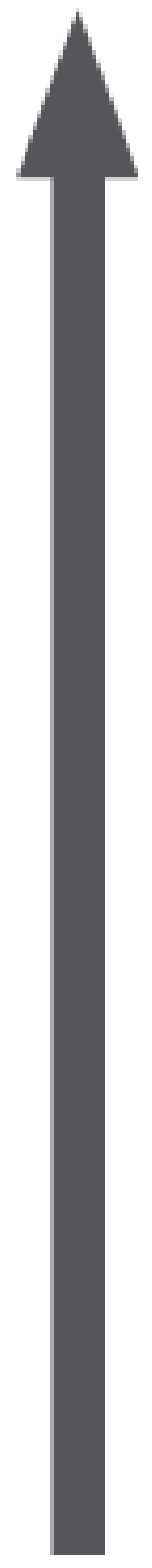
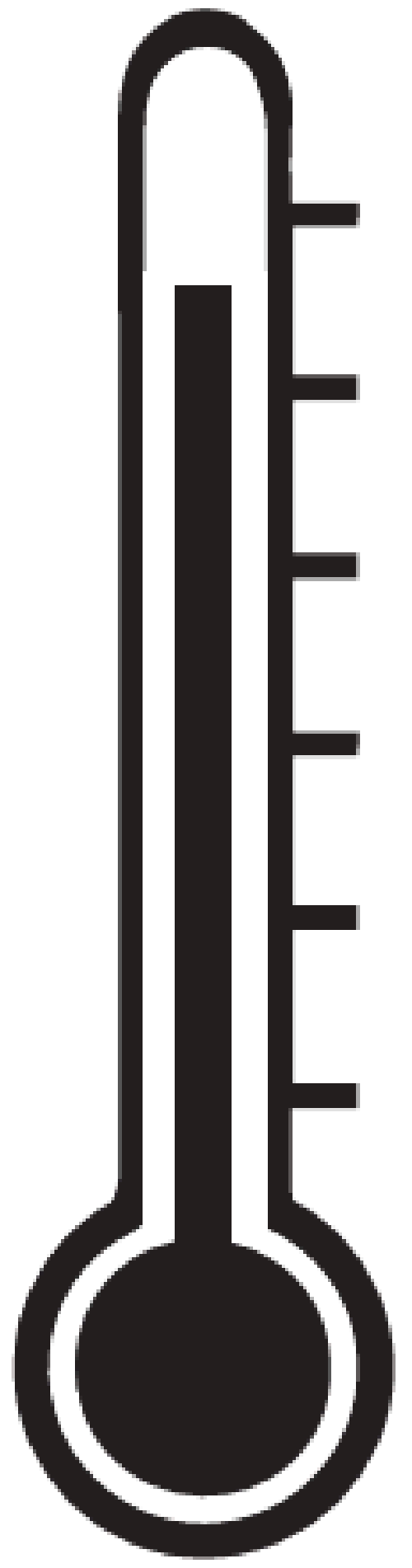
CHOOSING THE RIGHT TACTICS

- does the action relate to the issue?
- will it increase pressure on the decision-maker?
- is it simple?
- is it visible?
- is it timed for effect?
- are enough people ready to do it?
- how will others react?
- could it backfire?



WATER BOTTLE PROJECT

1. Met as a small group
2. Defined their issue: air quality
3. Gathered signatures on a grievance
4. Conducted a health survey
5. Developed a communication network
6. Formed a grievance committee
7. Published a newsletter
8. Reached out to parents
9. Filed an information request
10. Used the result to formulate specific demands, with deadlines
11. Called a meeting of supporters
12. Pulled a publicity stunt
13. Spoke to the media





**MAKING A
GAME PLAN**

EXERCISE:

STRATEGIC PLAN!

An illustration of a person with dark skin and short dark hair, wearing a pink dress with a pattern of green triangles and yellow circles. They are holding a large yellow rectangular sign above their head with both hands. The sign has the word "boooo!" written on it in a simple, black, sans-serif font.

boooo!

Using the issue you identified, and the tactics you've learned, design an organizing plan for you workplace.

Reflecting after the Action

- Define success
- Communicate the Ws and Ls, but remember to always have an organizing mindset
- action breeds commitment - KEEP CLIMBING!!
- being a nuisance works
- remember it's a mountain!

still here
still fighting





THANK YOU ♦ ♦
**SEE YOU IN THE
STREETS!**