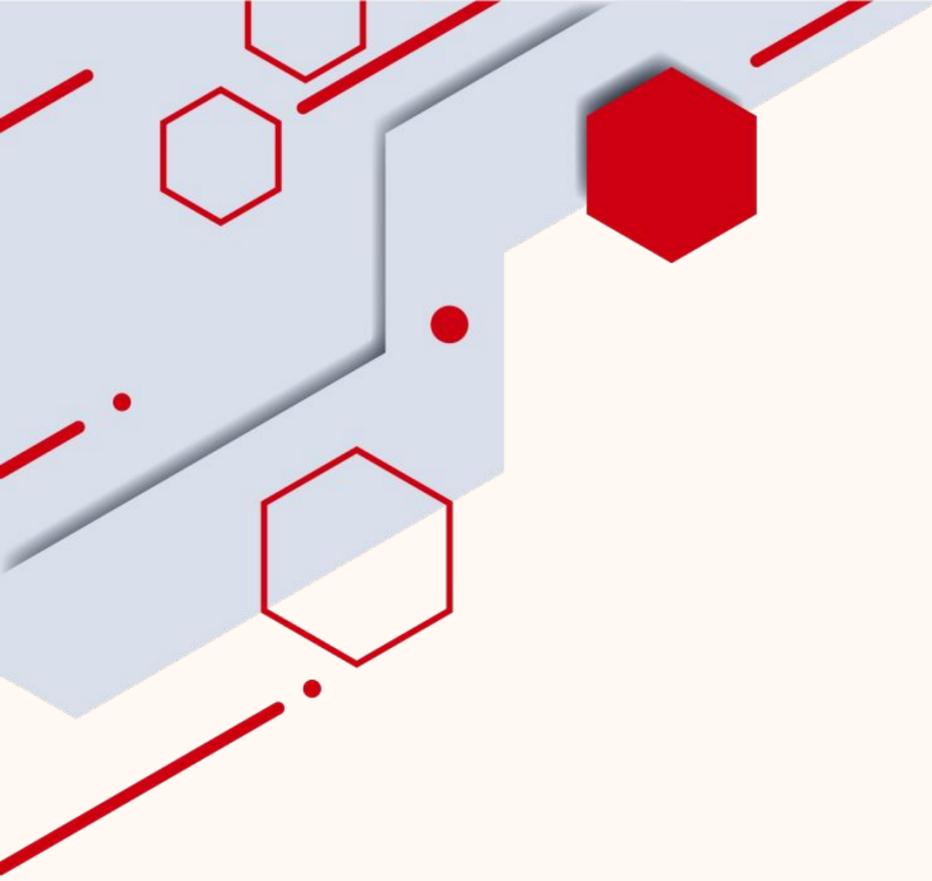# BUILD THE BASE
GROW THE MOVEMENT
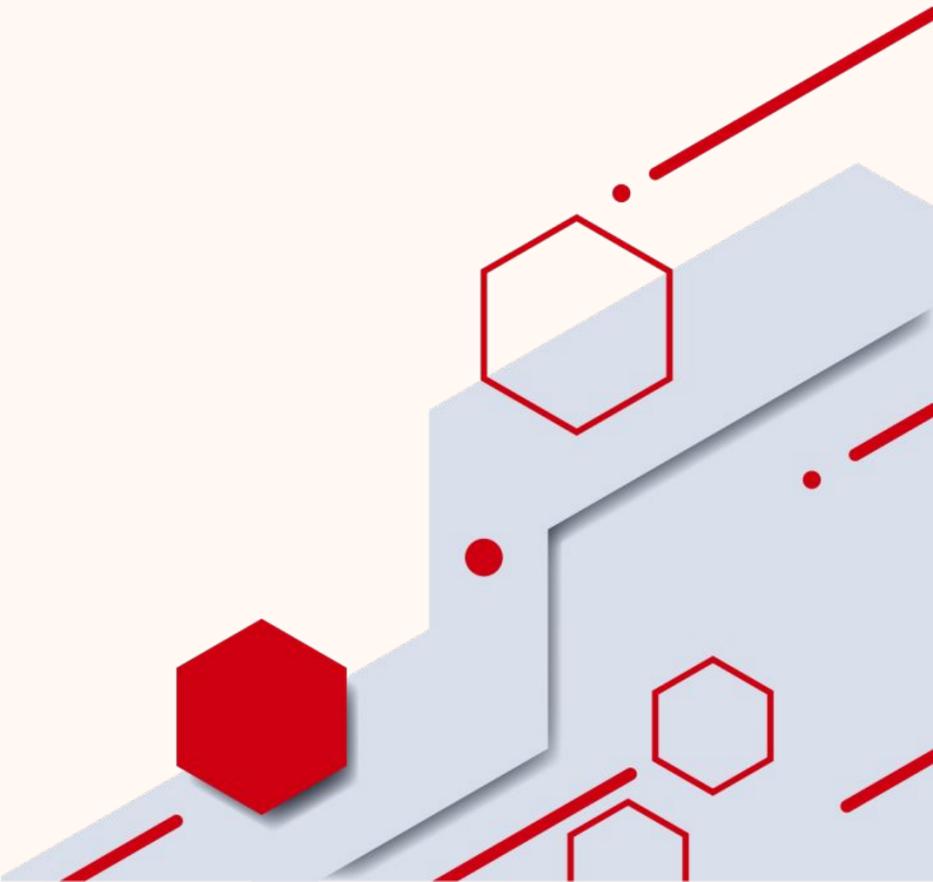
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Interpretation instructions

Instrucciones para la interpretación

Lessons from the Buffalo 25 Workplace Raid Response

and Best Practices for Building Organizational Capacity in Crisis Moments

February 21st, 2024

1:30-3:30PM ET

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WELCOME

Introductory Training – Learn foundational concepts from the Buffalo 25 workplace raid response to strengthen crisis organizing.

Building Leadership & Teams – Explore distributed leadership (Snowflake Model), volunteer-led teams, and onboarding pathways.

Practical Strategies – Get tools to develop new leaders through the Apprenticeship Model and sustain engagement beyond crisis moments.

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- **Workplace Justice Lab works to tackle economic inequality** through strengthening the approaches that government labor agencies take to fighting violations of workers rights and raising industry standards and how worker justice organizations organize for power.

- **We build communities of learning and practice,** and **offer specialized training**, coaching, research, webinars and consultations.

- WJL leads two cutting edge programs: **Beyond the Bill** and **Build the Base, Grow the Movement**

- **WJL is anchored at Rutgers University** with sister centers at Northwestern University and the Pilipino Workers Center of Southern California.

AGENDA

⬡ **Welcome & Introductions**

⬡ **Lessons from the #Buffalo25**

⬡ **Building Organizational Capacity in Crisis Moments**
- The Snowflake Model
- Building & Sustaining Volunteer Teams
- Onboarding Pathways: Bringin In & Developing Leaders
- The Apprenticeship Model: Delegating & Developing Leaders

⬡ **Resources & Closing**

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Case Study: Los #Buffalo25

Response to the 2016 Workplace Raid in Buffalo, NY That Led to the Arrest of 25 Undocumented Workers.

(Thanks Immigrant Legal Resource Center!)

Raid Response Categories

⬡ **Solidarity Response**

⬡ **Community Protection**

⬡ **Campaign Response**

(Thanks Immigrant Legal Resource Center!)

Raid Response Categories

Solidarity Response

Community Protection

Campaign Response

Campaign Response

- **Clear Demand & Target**

- **Escalating Tactics & Timeline**

- **Strong Framing & Messaging**

- **Center Impacted Workers!**

#Buffalo25 Timeline

ICE Raid

10/18/16

ICE raided 4 Mexican restaurants in Buffalo, NY

Emergency Response

Days 1-7 after the raid

- Community Mobilizes
- Mutual aid efforts
- Legal battles begin

Buffalo 25 Campaign

Weeks 2-4 after the raid

- Movimiento Cosecha meets with workers and their families
- Developed a campaign framework
- Direct action

"Journey to Dignity"

November

- Multi-day march
- Public visibility grows
- Media attention
- Demands to public target (Hillary Clinton)

Outcomes

- Some workers won legal relief (T/U Visas)
- Strong local coalition formed to keep supporting the families

# The Problem - Why Crisis Response Alone Isn't Enough

A raid happens near you, and throughout that first day, as the news spreads, you receive hundreds of messages and calls from people you've never met who want to help. What do you do?

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Common Pitfalls in Crisis Organizing

- **Short-lived campaigns:** The fight ends when direct victims step away.
- **No long-term plan:** Volunteers disappear after the crisis fades
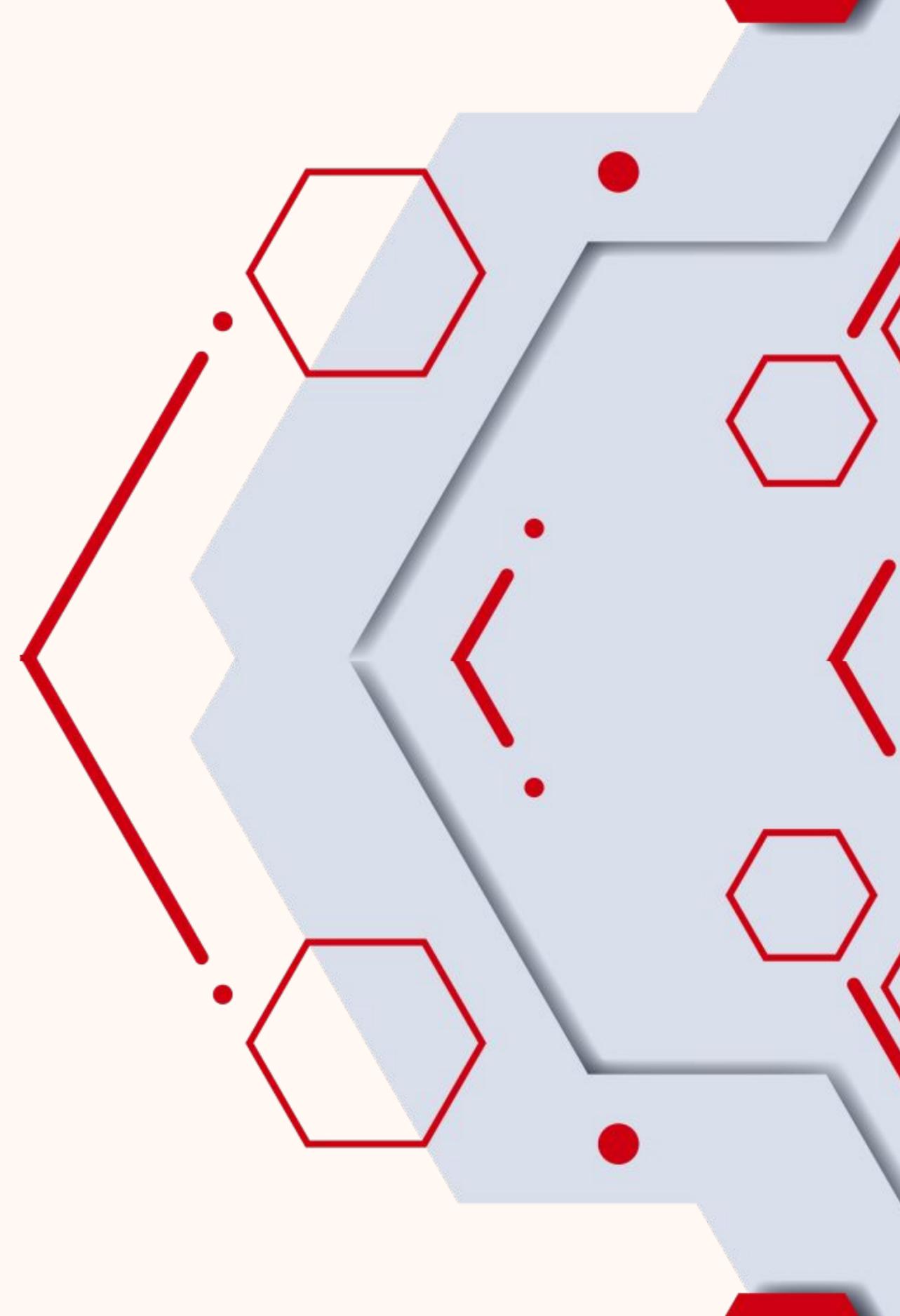- **Organizations come out depleted** instead of stronger

Solution: Connect crisis campaigns to longer-term issues (i.e. workplace protections and right to organize)
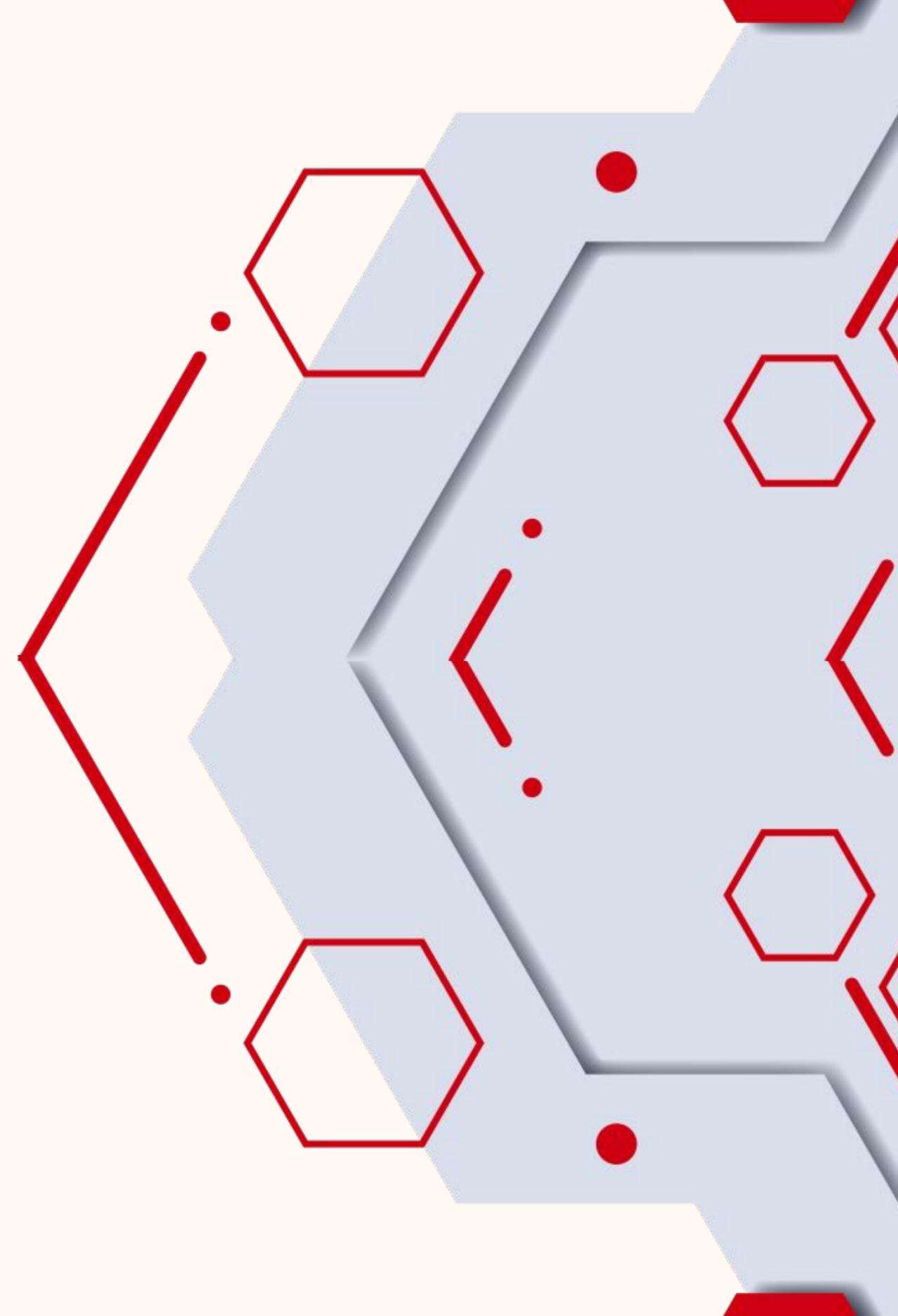
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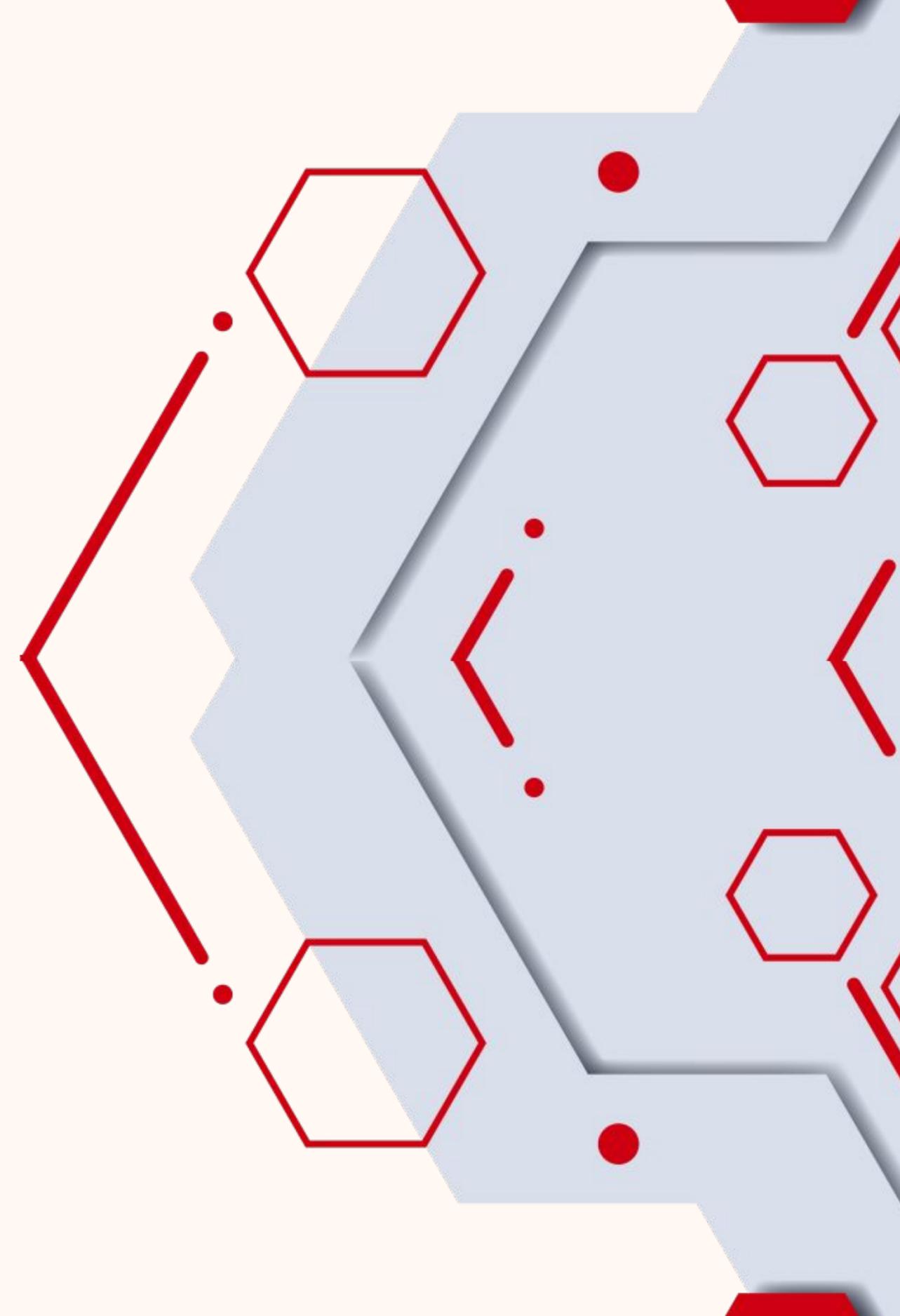# Building Organizational Capacity in Crisis Moments

FOCUSING ON WHAT WE CAN CONTROL

⬡ **The Snowflake Model:** Scaling Leadership in Crisis

⬡ **Building & Sustaining Volunteer-Led Teams**

⬡ **Onboarding Pathways:** Bringing in New Leaders

⬡ **The Apprenticeship Model:** Delegating & Developing Leaders

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How Distributed Teams Build Power Over Time

Campaign Structure At Launch

- Coordinator
- Outreach Lead
- Media Lead
- Faith Lead
- **Raid Response Campaign Team**
- Legal Lead
- Action Lead
- Mutual Aid Lead

Coordinator
Team member with a role

Campaign Structure As You Grow

- Worker Committee
- Coordination Team
- Action Team
- Mutual Aid Team
- Legal Team
- Outreach Team
- Neighborhood Team
- Neighborhood Team

"Turn individual roles into volunteer teams as you grow"

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Three Different Types of Teams
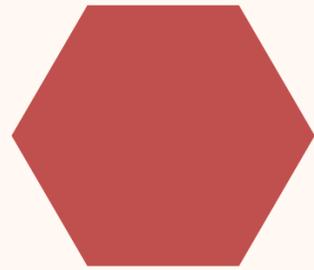
FUNCTION BASED TEAMS

Serves a particular function for the whole campaign or provide support to local Turf-based teams (i.e. fundraising, social media, data, political, etc)
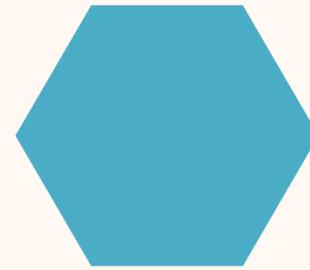
COORDINATION TEAMS

Coordinates amongst the different teams (i.e. ensure communication is happening across teams, provide logistics support like providing zoom links)
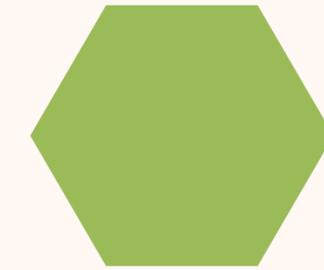
TURF BASED TEAMS

Responsible for organizing a specific turf (i.e. neighborhood, school, workplace)

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Building Organizational Capacity in Crisis Moments

FOCUSING ON WHAT WE CAN CONTROL

The Snowflake Model: Scaling Leadership in Crisis
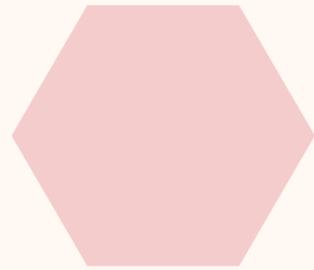
Building & Sustaining Volunteer-Led Teams

Onboarding Pathways: Bringing in New Leaders

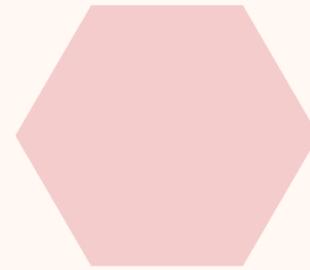**The Apprenticeship Model:** Delegating & Developing Leaders

💬**Share in the chat**

"Have you ever had volunteers disappear after a crisis moment? Why do you think that happens?"

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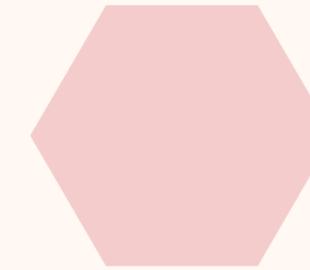
Three Essentials of a Team

A REAL TEAM

- Clear roles with people holding those roles
- Roles don't change frequently
- Team members work interdependently

THE RIGHT PEOPLE

- Leadership Identification
- Have skills/excited and invested in learning a new skill
- Willing to work in a team

A COMPELLING PURPOSE

The team exists to....(purpose)
By...(tactics)
So that...(outcome)

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Building Organizational Capacity in Crisis Moments

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💬 **Share in the chat**

"Think about the last time your organization brought in new volunteers. What was their experience like? How were they (or weren't they) guided into a role?"

COMMUNITY TARGET

Sees Livestream Of Cosecha Action

Joins WhatsApp Chat (so we have their phone#)

Gets 1-1 text and call from volunteer inviting to make call & join local vigil

CROWD

Attends vigil in support of hunger strike & invited to rally in trenton

Attends rally in Trenton + invited to local orientation meeting

MEMBERSHIP

Attends local orientation meeting and becomes outreach captain

Assigned to 1-1 coach

Participates in role based training with outreach captains to create plan and practice rap

Recruits for local march

Becomes MC at local march

COMMITTED LEADER

Invited to join apprenticeship program to become circle coordinator

Three Elements of a Strong Initiation Training

- **Create a transformative space** (i.e. story telling)

- **Embody what you want people to replicate** (i.e. ask for volunteers to hold roles during the training)

- **Set people to take real ownership** (i.e. set people up in teams and plan their first meeting and action items)
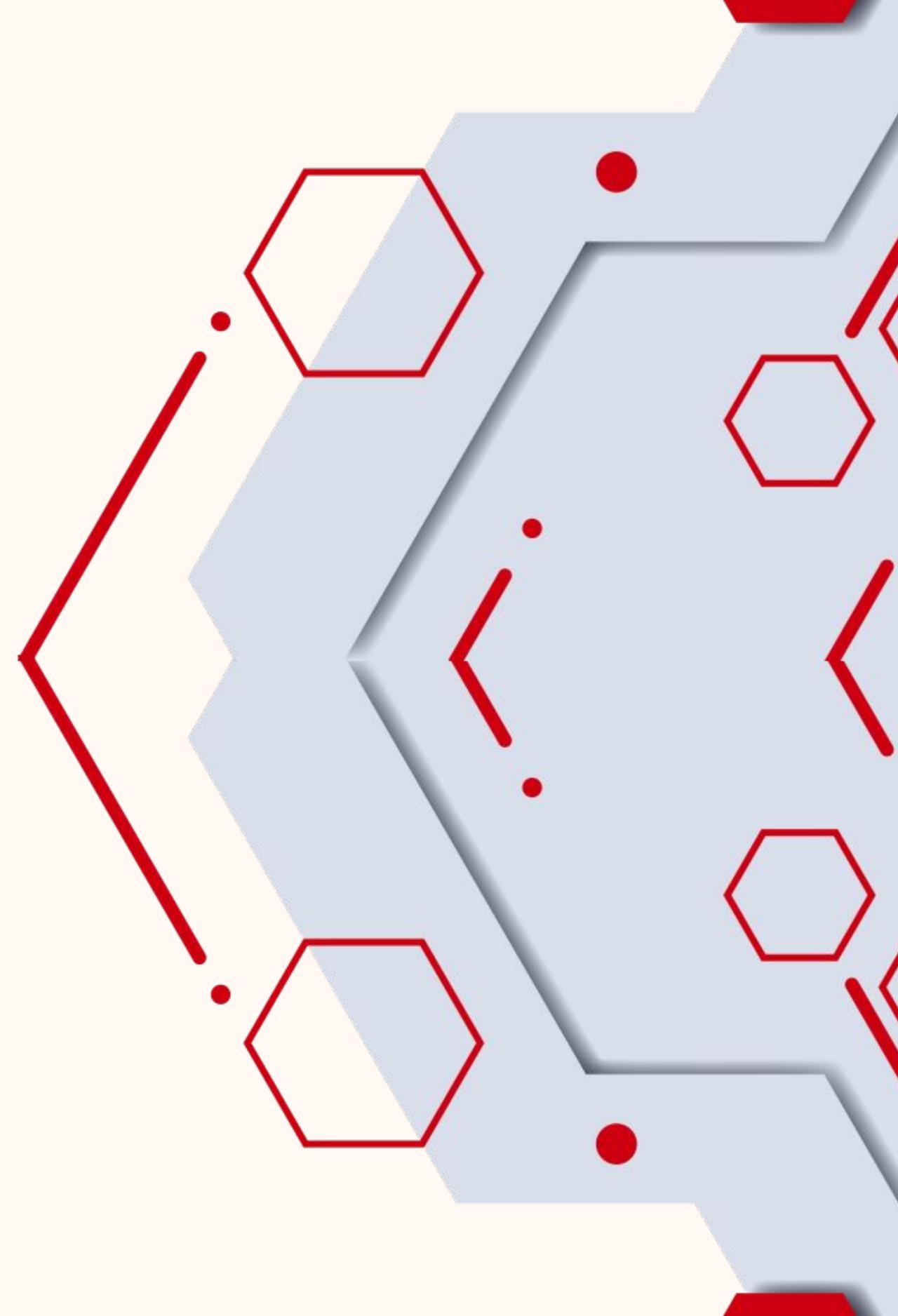
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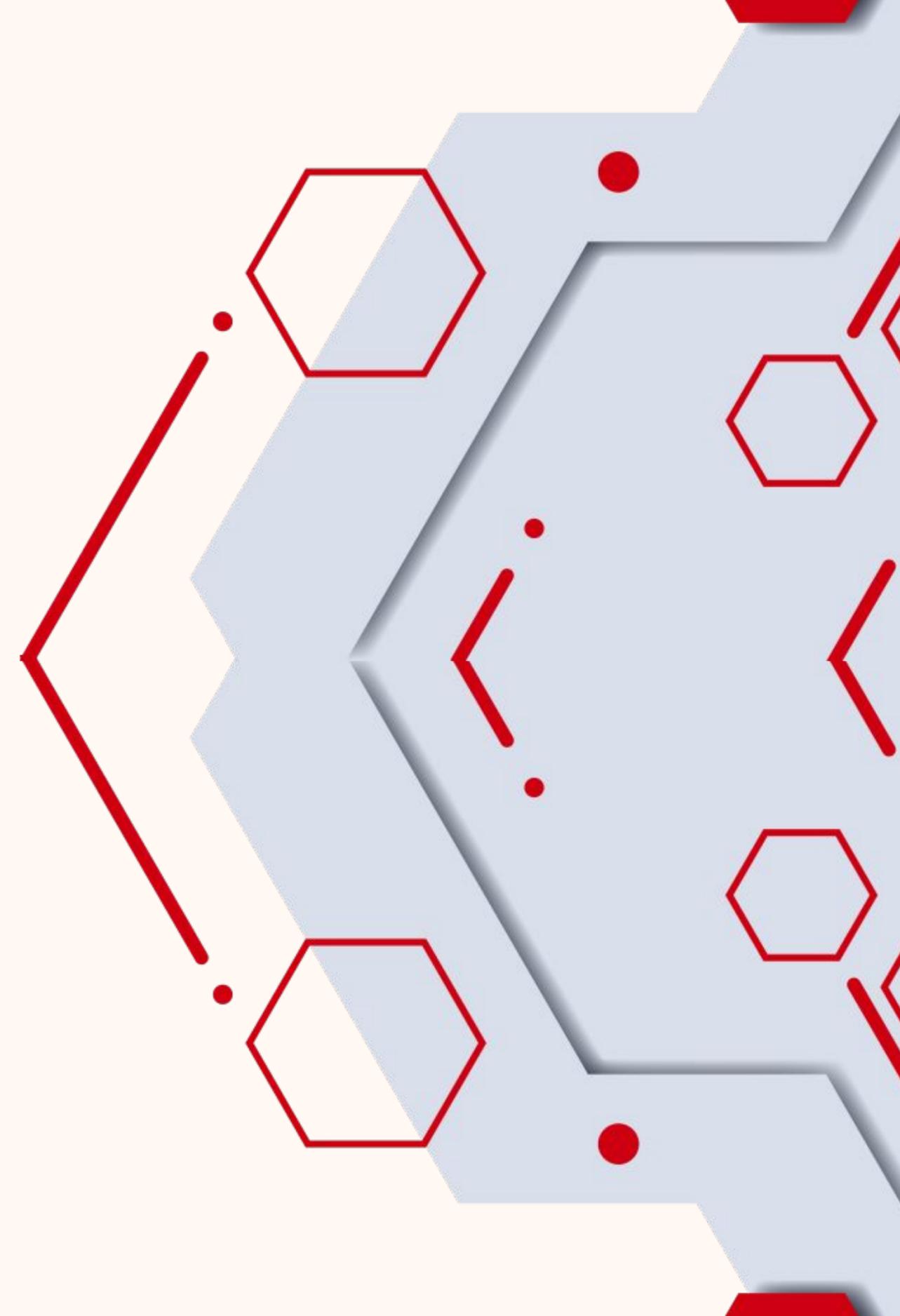# Building Organizational Capacity in Crisis Moments

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The
Apprenticeship
Model

I DO, YOU WATCH, WE TALK

I DO, YOU HELP, WE TALK

YOU DO, I HELP, WE TALK
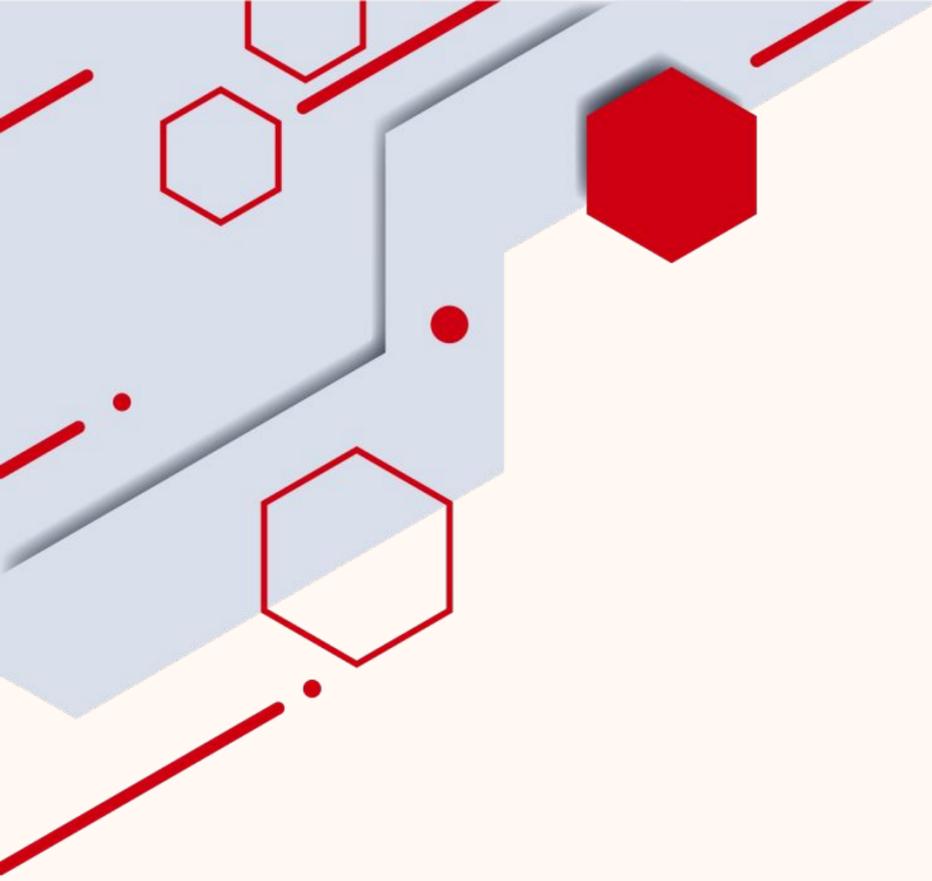
YOU DO, I WATCH, WE TALK

YOU DO, SOMEONE ELSE WATCHES, Y'ALL TALK

CLOSING & RESOURCES

If you want to try to apply what you learned today, use this simple template and schedule a coaching session with us

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THANK YOU

Website :
https://smlr.rutgers.edu/wjl-build-base

1:1 coaching:
https://calendly.com/mafecabello/check-in-1

Email :
mfcabello91@gmail.com

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