


A GUIDE TO ORGANIZING

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with special thanks to the
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the resource section.

Heather Booth: Changing the World

A film by Lilly Rivlin





*If we organize,
we can change the world.
And when we organized,
we did change the world.*

Heather Booth

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WHAT IS ORGANIZING?

ABOUT THIS GUIDE

This *Organizing Guide* was designed to help support activists, leaders and organizers in learning some of the important skills and approaches to organizing. You can find more comprehensive information in *Organizing for Social Change*, by Kim Bobo, Jackie Kendall and Steve Max (referenced on page XX of this guide). After seeing the movie, many audiences have requested some training and advice about organizing and this guide is designed to assist in those discussions.

There is also a *Discussion Guide*, to facilitate a general discussion about the film and some issues about organizing (available at heatherbooththefilm.com/take-action).

There is also a *Host Guide* with advice on how to organize a screening. (available at heatherbooththefilm.com/resources)

ABOUT THE FILM

Heather Booth: Changing The World is an instructive film from Director Lilly Rivlin that chronicles Heather Booth's remarkable organizing achievements in a one-hour documentary that underscores the impact and successes of community organizing from the heady days of the 1960s to the head-spinning challenges of the Trump Administration. It brings an inspiring message that the next generation of community leaders should understand to harness the global power of involved communities. The film and this organizer's guide provide important tools, and lessons about what can be achieved by committed, organized people working together.

For half a century, Heather Booth has been at the center of many defining justice movements of our times. From the civil rights struggles of the Mississippi Freedom Summer Project and the early days of the modern women's movement, through Resistance Summer of 2017, Heather has been

a pivotal organizer and strategist, a teacher, a mentor, an inspiration.

THE IMPORTANCE OF ORGANIZING NOW

Our nation and society face a crisis in leadership along with growing threats to the climate, human rights, voter rights, worker rights and immigrant rights—and more. All of these threats are compounded by the head-spinning challenges of the Trump Administration. We must be driven by a vision of a better and just society and act on our values in this movement moment to build the power to take on those who would destroy our democracy.

"If you don't do politics, politics does you."

Alice Palmer

In this time of peril there is great opportunity if we join together, united by our shared values, in true solidarity to stop injustice and take back our democracy. Doing so requires that those who want to be organizers learn the craft, and arm themselves with the tools and ways of approaching a problem that anyone can learn. We must support the continuing success and power of social change organizing by passing on lessons learned to the next generation.

We hope this film will help capture, excite, and fire the imagination and leadership of today's activists and organizers and help us teach others to change the world.

OBJECTIVES

This guide can be used by an individual or in a group setting. Upon completion, the user should be:

- Energized to "do something" in their community
- Begin to think about what it means to make progressive social change
- Have some idea of what their next steps might be

LEADING A DISCUSSION

CONTENT AND TIMING

If you use this guide with a group, by the end of the discussion, consider the following:

- Depending on your audience, the discussion will range between a half hour to two hours. If the group is large have helpers with microphones in the audience so everyone can hear the questions. If necessary, repeat the question before answering it.
- The questions listed in this guide are not all inclusive nor are they all to be asked at every discussion.
- Know your audience and tailor the questions and confab to it.
- It is better that people leave wanting more. End the discussion by saying that you know there is much more to say, but let's break now and go back to our communities and ORGANIZE!
- If you are planning a follow-up meeting to move people into action give details.

QUESTIONS AND KEY POINTS

Generate some "why" and "how" follow-up questions if appropriate. You may want to add some of your own, localize it, make it your own.

1) How do you feel after viewing the film?

If people are slow to respond you can prod...hopeful, depressed, excited, ready to "do something"? What are the core values at the center of Heather's work?

2) What is your experience working for social change?

Positive or negative What did you want to change? How did you go about it? Were you successful? Why or why not? After watching the film are there things you might have done differently?

3) There are different approaches to addressing social problems. Some are:

- Direct Service
- Self-Help
- Education
- Legal action

- Advocacy
- Mobilization
- Direct Action Organizing
- Elections

In the different examples in the film, which approaches did Heather use? Why?

Have you used any of these methods? Which?

When did you feel the most successful/powerful? When the least powerful?

4) In the situations where Heather organized to win – make institutional change, what are some of the issues she chose and what method did she use to deal with them?

Note to discussion leader: Read the handout *Criteria for Choosing Issues* to prepare for this question. Make sure you are clear on the difference between a problem and an issue. It is easy to get lots of people to agree that something is a problem. We can talk about them, yell about them, and march to protest their existence – all important things to do. The hard part is choosing a solution (an issue) and organizing those affected to fight for it.

How did Heather go about addressing problems and issues?

Did she use the same strategy and tactics each time?

If not, why not?

What has been your experience?

5) What to do Next

Ask what people plan on doing next or differently when they leave.

Ask what are problems that people in the room are most concerned about and why? What is a solution or partial solution to them? These solutions (issues) are what we organize our campaigns to win. You want to move people from talking about "the problem" to fighting for the solution, "the issue".

If there is some hot, current issue in your community, ask who is working on it? How can people get involved? Depending on the makeup of the audience bring up something that they can relate to (e.g. Immigration, DACA, climate change, fracking, voting rights, etc.).

Make the following points:



Photo Courtesy of Vlad Tchompalov

Start where you are – what are you passionate about? What is the problem you hope to solve? Who is already working on it?

Look for an existing organization that works on the issue, or with a constituency, you care about.

Geography matters – make the point that the places where decisions are made about our issues (city council, school board, county board, state legislature, Congress) determine the scope of organization we build.

6) Developing a strategy involves:

Choosing an issue (see Choosing an Issue Chart)

Strategy involves (See Strategy Chart)

Developing a clear goal – something you want to win (if this is something that will take a long time you then want to develop some intermediate and short-term goals to win some clear victories along the way and build your organization.

Determining whom the decision-maker is – s/he

becomes the target, the person who can give you what you want. If there is more than one target you will need a strategy for each one.

Determine whom you need to organize (the constituency). Who has the power to make the decision maker give you what you want? How will you organize them to join your organization or work in coalition to win the goal?

List the resources you have to put into the campaign. Then list the resources you will need to develop in order to win. List other organizational efforts you will need to win. (e.g. developing a message, media strategy (traditional and social), fundraising plans, training spokespeople, etc.)

Develop tactics that your members/partners will

“Rights are only won by those who make their voices heard.”

Harvey Milk,
LGBT Activist &
San Francisco Supervisor

use to pressure the decision maker to give you what you want?

Timeline

– once you have developed your strategy you need to plot it out on a timeline. Your tactics should escalate as the campaign progresses. Don't do your biggest turnout first and have things dwindle from there.

7) Elections Matter!

Ask how many people have worked in electoral campaigns. Ask how many intend to get involved in the 2018 elections.

If you are working on issues that are decided by elected bodies, you can't sit out the elections. Even if your organization is a 501(c)3, you can still do non-partisan, voter registration and Get Out The Vote (GOTV) work. Many existing organizations have these programs in place.

In addition to IRS regulations there are federal FEC (Federal Election Commission) and state and local laws regulating what your organization can do. The Alliance for Justice (www.afj.org) has excellent information on what is permissible for federal elections.

For state and local regulations check your Secretary of State, County Clerk, and Board of Elections websites.

You can also volunteer as an individual for candidate campaigns. In addition to helping to elect a candidate of your choice you can learn new skills and technologies that can be used afterwards

in your organizational work.

You can raise issues around elections with candidate forums, events highlighting your issues and other promotion. Check on the legal way to approach this for your group.

If possible have one or more organizations at the screening ready to sign people up to do voter registration work now. Have them speak out from the audience describing their program and how to get involved.

8) Hanging In For the Long Haul

(see Organizing for the Long Haul in the resource section)

Many people devote all or part of their lives to working for a cause. Some achieve success and literally change the world. Others see no final resolution in their lifetime. How do you think they do this? How do they sustain themselves and keep on keeping on?

What do you do to sustain yourself and get balance in your life?

"Let me give you a word on the philosophy of reform. The whole history of the progress of human liberty shows that all concessions yet made to her august claims have been born of earnest struggle. The conflict has been exciting, agitating, all absorbing, and for the time being putting all other tumults to silence. It must do this or it does nothing. If there is no struggle, there is no progress. Those who profess to favor freedom, and yet deprecate agitation, ...want crops without plowing the ground. They want rain without thunder and lightning. They want the ocean without the awful roar of its many waters. ...Power concedes nothing without a demand. It never did and it never will. Find out just what people will submit to, and you have found the exact amount of injustice and wrong, which will be imposed upon them... The limits of tyrants are prescribed by the endurance of those whom they oppress."

Frederick Douglass

Letter to an abolitionist associate -
1849

TYPES OF ORGANIZING

The organizers job is to bring all the voices together - organize them to demand the same thing and direct the demands at the person or people who can give them what they want. We make our demands in the form of a question. We're not asking those in power how they feel about our issue, or if they support us. We are asking them to do a very specific thing (sponsor a piece of legislation, vote for a specific bill, vote against cuts to education, etc.).

Different organizations use the term "organizing" to describe what they do. However, they often mean different things. Some are organizing to provide a needed service in their community (e.g. distribute food to homeless people) others to get people to take part in the electoral process (register to vote) and others to "change the system". It is the last process we refer to as **Direct Action Organizing**: organizing people affected by a problem, to develop a solution to the problem (e.g. pass a law) and organize large numbers to fight for it.

ORGANIZING SPECTRUM



All of the activities along this spectrum are often referred to as organizing. One method is not better than the other, but they achieve different results. The Midwest Academy focuses on Direct Action - organizing people directly affected by a problem (or those who care about those who are affected) to take action and fight for a solution.

Many organizations use all or several of these methods. The ones that are most often referred to as organizing and used interchangeably are Advocacy, Mobilizing, and Direct Action. Let's sort them out.

TERMS DEFINED

Advocacy involves one or a few people acting on behalf of others, often without their knowledge or permission. If you are an advocate for homeless

people, you might go before a city council and try to convince them to provide more services for homeless people. But, the homeless people may not know you are doing it. If you don't have strong opposition, you may get the city council to give you what you want. However, by not involving anyone else (those who are homeless) they did not get a sense of their own power or build their organization.

Direct Action Organizing is what you do when you are told "NO"! and occurs when a group of people intentionally organizes others to build an organization, coalition, or campaign to:

- Win real improvements in people's lives
- Help people get a sense of their own (collective) power ... by winning
- Alter the relations of power by institutionalizing their victories (pass laws or regulations)

We consider these to be the **Three Principles of Direct Action Organizing**.

A direct-action campaign often involves using some of the other methods mentioned above, but it uses them in the context of a broader strategy. A campaign to get a Congressperson to vote against cuts to Medicaid might also include organizing hundreds of people to attend a town hall in his/her district (**mobilizing**); having a group of disabled people arrested and carried from his/her office (**civil disobedience**) to draw attention to what is going on; organizing a voter registration drive and a GOTV program in the district for an election (**electoral**). These are all tactical actions that allow you to implement your strategy.

Mobilizing involves large numbers of people "taking to the streets" to protest some wrong. In the current **movement moment**, we have seen lots of this, including The Women's March. It was inspiring, exciting, and the first "political" step taken by many people. However, if large scale mobilizations

"The great social justice changes in our country have happened when people came together, organized, and took direct action. It is this right that sustains and nurtures our democracy today. The civil rights movement, the labor movement, the women's movement, and the equality movement for our LGBT brothers and sisters are all manifestations of these rights."

Delores Huerta
United Farmworkers

are not followed up by strategic campaigns to win real changes in people's lives they become isolated tactics without a strategy to build real power to make lasting change.

Large scale mobilizations can, have been, and will continue to be part of broader strategies. When people have been moved to the point of outrage and emails and posts on social media generate thousands of people showing up in one place,

then something else is happening. We call this a "Movement Moment". When this happens, we need to capitalize on it, recruit those turning out to join our organizations, get them registered to vote if they are not, and commit to voting in the next election. We need to develop relationships with them, encourage them to stay active, learn from them, and provide a way for all of us to act on our values and channel our combined energy so that we build real power to win broad social change.

CHOOSING AN ISSUE

WHAT IS AN ISSUE?

There is a difference between a problem and an issue. The **problem** is the thing that is wrong. The **issue** is the solution or partial solution to the problem. We organize to win issues. For example, racism is a problem. Fighting for a Fair Voting Rights law is an issue, a partial solution. Contamination of drinking water is a problem. Fighting for an ordinance to replace lead pipes in your city is an issue.

When considering which issue to work on, list the criteria important to your organization. Those below are not THE criteria. Rather they are suggestions for the kinds of criteria that you may develop. However, the first three (principles of direct action organizing) should always be included. Check the issues you are considering against the criteria. Pick the issue that meets the most criteria and develop a strategy (using the strategy chart) to see if it works for your organization.

Will the Issue...	Issue 1	Issue 2	Issue 3
1. Result in a real improvement in people's lives			
2. Give people a sense of their own power			
3. Be consistent with your values and vision			
4. Alter the Relations of Power			
5. Be winnable			
6. Be widely felt			
7. Be deeply felt			
8. Be easy to understand			
9. Have a clear target - decision maker			
10. Have a clear timeframe that works for you			
11. Be non-divisive of your potential supporters			
12. Engage a diverse constituency			
13. Build leadership			
14. Set your organization up for the next campaign			
15. Have a pocketbook angle (cost to members/public - raise money for organization)			

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The issue you choose determines who will join your organization, coalition, or campaign. If you want to build a diverse organization, but choose an issue

that only affects certain constituencies the result will be an organization that is much narrower than you intended.



MESSAGE MATTERS

How you cut/frame your issue also matters. Referring to the extreme changes in weather as Climate Change is a more acceptable message than Global Warming. Tying it to the impact in people's lives (their streets are flooding, the fishing is drying up, etc.) can have much greater connection to people. It is especially important that people tell their stories about the impact of the issue on their lives. This builds their confidence and increases the ability of others to relate to the issue.

The opposition always tries to reframe our issues/message. Opponents reframe for example, Health Care for All, Single Payer Health Care, and The ACA, as Socialized Medicine. Undocumented immigrants are called illegal aliens. **Words matter.** We need to describe what we are for in ways that motivate our base while providing a way to persuade those who

are still unconvinced (though it may not matter if it antagonizes the opposition). How we message our campaign matters. Once we test our messages to see what resonates with people, we need to repeat it, and repeat it, and repeat it. Repetition is our friend. Repetition is our friend. The deep message connects with values and deeply held beliefs.

It is not just a phrase—it is part of telling a story with s/heroes, villains, and how we can take charge of our own future. Message is an important part, but just one part of strategy and all is in the service of organizing—connecting with people to build your support.

"We are at the intersection of a system that has, throughout history, dehumanized our people, but we still have power."

Cristina Jimenez
United We Dream

DEVELOPING A STRATEGY

MIDWEST ACADEMY STRATEGY CHART

GOALS	ORGANIZATIONAL CONSIDERATIONS	CONSTITUENTS, ALLIES & OPPONENTS	TARGETS	TACTICS
<p>Goals are what we want to WIN!</p> <p>1. Long-term goals of your campaign.</p> <p>2. Intermediate goal for this issue campaign. What constitutes victory?</p> <p>How will the campaign:</p> <ul style="list-style-type: none"> - Win concrete improvements in people's lives? - Give people a sense of their own power? - Alter the relations of power? <p>3. Short term goals or partial victories that you can win as steps toward your long-term goal.</p>	<ul style="list-style-type: none"> - List resources that your organization brings to the campaign. Include: budget, in-kind contributions; number of staff, leaders, members, facilities, canvass, digital lists, phones, research capacity, ability to get press, reputation; if part of a larger organization, list resources it can provide, etc. - List specific things to develop the campaign and build the org. Give numbers! - Expand leadership group - Increase experience of existing leadership - Build membership base - Expand into new constituencies - Develop Issue Campaign Message - Media/Social Media Plans - Fundraising plan List internal problems that must be addressed if the campaign is to succeed. (e.g. racial/ethnic; financial, etc.) 	<p>1. Who cares about this issue enough to join or help the organization? Include the diversity of the target's district (race, ethnicity, gender, age, ability, religion, etc.)</p> <p>2. Whose problem is it? Into which groups are they already organized? What do they gain if they win? What risks are they taking? What power do they have over the target?</p> <p>3. Who are your opponents? What will your victory cost them? What will they do/spend to oppose you? How might they divide you? How strong are they? What power do they have over the target?</p>	<p>Primary Targets A target is always a person. It is never an institution or an elected body. There can be more than one target but each needs a separate strategy chart as your relationships of power differ with each target.</p> <ul style="list-style-type: none"> - Who has the power to give you what you want? - What power do you have over them? <p>Secondary Targets (You don't always have or need secondary targets. Needed when can't get to the primary target)</p> <ul style="list-style-type: none"> - Who has power over the people with the power to give you what you want? - What power do you have over them (the secondary target)? 	<p>For each target list the tactics that each constituent group can best use to pressure the target to win the intermediate goal. Include one or more face-to-face encounters with the target.</p> <p>Tactics must be:</p> <ul style="list-style-type: none"> - In context of the strategy - Directed at a specific target - Backed up by a specific form of power - Flexible and creative - Make sense to members <p>Tactics include:</p> <ul style="list-style-type: none"> - Phone, email, petitions, LTEs, OP-EDs, Social Media - Media events - Actions for information - Public Hearings - Non-Partisan Voter Registration, Education - Town Halls - Accountability Sessions - Negotiations - Elections - Law Suits - Strikes - Civil Disobedience

USING THE STRATEGY CHART

After choosing your issue, use the chart to develop your issue campaign strategy. Be specific. List all the possibilities. Develop a timeline.

Once you have your strategy mapped out on a chart you have to go back and develop additional plans for specific items listed.

Watch Heather's presentation at the Resistance School about Strategic Planning and using the strategy chart: <https://www.resistanceschool.com/strategic-planning>

Goals

the intermediate goal is what you are trying to win with the current campaign. How you talk about it matters. Developing a message that taps into people's self-interest, values, and passions is critical (sometimes the message is different for different audiences). For example, a group fighting for a "Right to Know" bill to find out what was contaminating their rivers and streams was having a hard time getting farmers, African American, and Vietnamese constituents in one key district to join the campaign. When the organizers realized that many of the people they were trying to recruit were fishermen and some made their living from it, they changed their message from "Right to Know" to the "Fisherman's Right to Know". It made a big difference. Note, they did not change the goals of the campaign, compromise their values, or misrepresent themselves, they just changed the message to specific groups so that it resonated with them. With environmentalists, it was just fine to continue with the "Right to Know".

Organizational Considerations

There are several things listed under #2 that require additional plans. We already mentioned messaging. Then there is the media plan (traditional and social)

to convey your message.

The media plan has to be developed within the context of the overall strategy and done in such a way that it advances the strategy. You don't want one group of people working on a campaign strategy and another doing

the media strategy. It sounds self-evident, but we have encountered organization where the two are almost totally divorced from each other. To put it another way – the campaign strategy should drive the media strategy and not vice versa. If you are in a

state with several media markets it helps to overlay the map of the media markets with the state legislative map or Congressional map (depending on targets) to plot out where you might carry out certain tactics to maximize media coverage.

Also listed under #2 is a fundraising plan. It is much easier to raise money before and in the midst of an issue campaign than going back afterwards to ask people to help pay off debts incurred during the campaign.

Under #3 you might have listed the need to increase the diversity of your organization. It may be in your organizational self-interest to do so, but if the issues you work on are not particularly in the interest of the group you are trying to recruit, they won't join.

If you are trying to increase the power of your organization in a particular area and a specific race or ethnic group makes up a sizeable part of the constituency, but they don't feel that the issue that you are working on affects them, you have to do one of two things. One, if the issue does affect them and it is just a perception that it does not, then you have a messaging problem (e.g. the Fisherman's Right to Know") and you can change the message. Two, if it is not the perception, but the reality that the issue does not affect a certain group that you want to bring into the organization, then you have to change the issue. It is not enough to change how you talk about it. You have to choose an issue that cuts across all the constituencies that you want to organize.

Constituency

List all the people and/or organizations that might be brought into the campaign. Then you have to list contact information for each, determine whom you will actually ask to join and who is not appropriate or necessary at this time. If you are a mainly white organization and want to increase the diversity of the group you don't want to recruit all the white folks first and then ask the people of color to join you. The first organizing meeting should be a very mixed group. Then you can move from there. People from different race and ethnic groups need to be involved in developing the strategy and tactics, and have leadership positions, if you want them to stay involved in the organization.

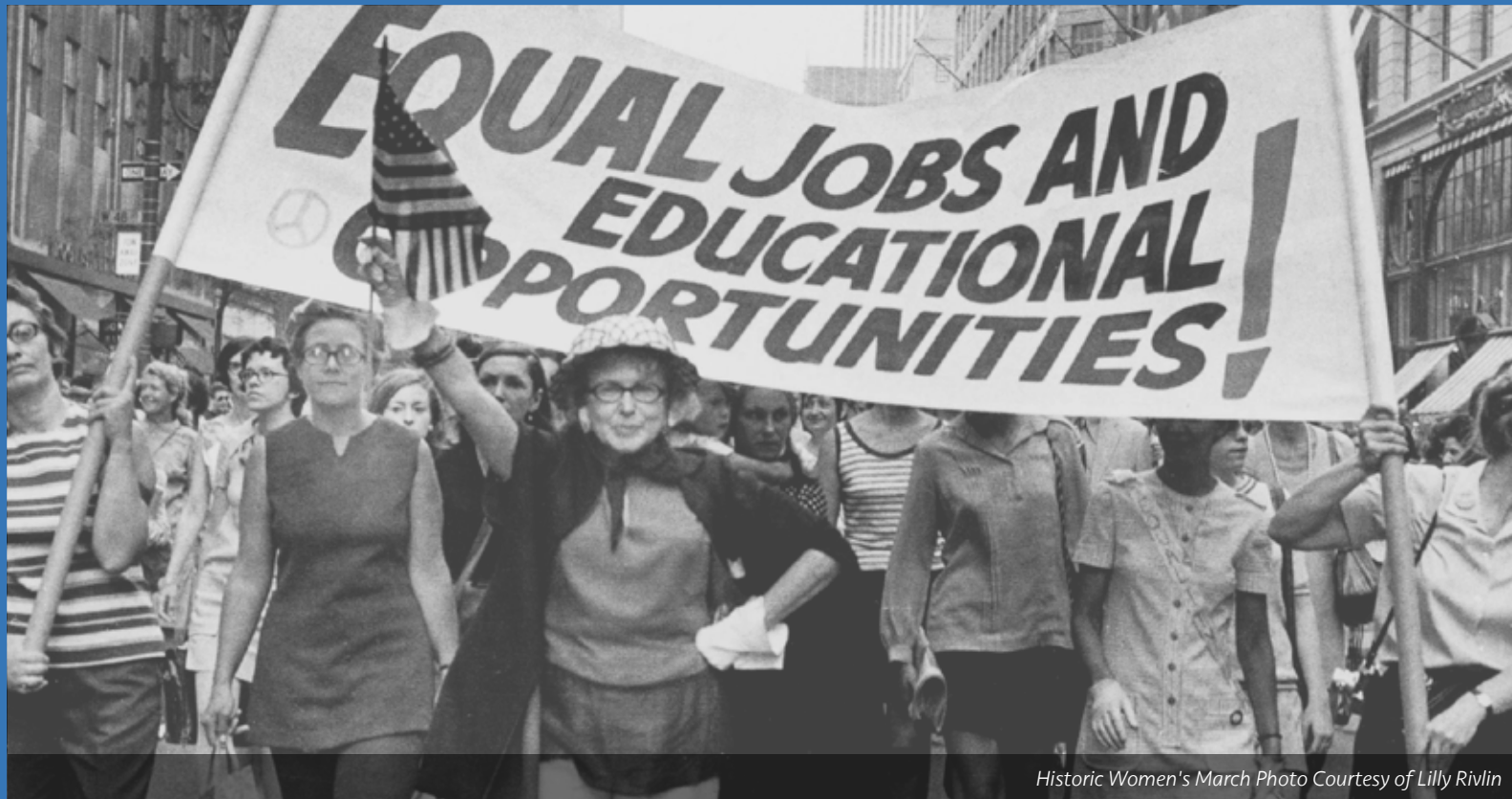
Decision Makers or Targets

"I went to jail to make sure my kids have a better future. As I sat behind the bars, I thought about why I was there, how I'll make the American public confront this thing we have going on, wage and racial inequality in this country."

Terrance Wise
Fight for \$15

"The time for feeling powerless in the face of climate chaos is over. No matter what happens in the negotiating halls, we must build power to hold them accountable to the principles of justice and science."

May Boeve
350.org



Historic Women's March Photo Courtesy of Lilly Rivlin

They have the power to grant the goals you want. That is why they are targeted. Follow-up work on Targets/Decision Makers requires that you research each target to determine how much power they have and what it will take to move them (power analysis). You want to look at campaign contributions, election results, position on various issues related to yours, constituencies and institutions that back them (other organizations, churches/temples/mosques, labor unions, etc.). If your constituency does not have any power over the target then getting him/her to do what you want becomes difficult if not impossible. Remember the other side is also pressuring the target to do what they want. We have to show that we have more power on our side.

ESTABLISH YOUR STRATEGY

Finally, the constituency uses the tactics to implement the strategy. Often, people jump from the goal to tactics. However, you can't know which tactic will work until you do the analysis and develop the strategy. You don't win because you picket or march - you win because you choose a tactic (could be a picket or march) that allows the right people, with real power, to use the tactic to pressure the decision-maker to give you what you want.

In other words, the people we organize (the **constituency**) use the **tactics** to pressure the **target** to give us what we want (the **goal**) using the resources (**organizational considerations**) of the organization.

MEETING WITH AN ELECTED OFFICIAL

CHECKLIST FOR PLANNING TO MEET ON THEIR "TURF"

- The meeting must be based on real power (constituents from the district - registered to vote).
- Best to have an appointment. If you can't get one after several attempts, go unannounced and if s/he is there demand a meeting. If s/he is not there, demand that staff set an appointment.
- Develop a good turnout plan for the action, including last-minute reminder phone calls and texts.
- Have a clear main demand. Not...how do you feel about X...BUT...will you vote for X bill?
- Make sure all in your group are comfortable with the plan.
- Have one or more fallback demands. If you get a "No" on your main demand you can ask for less, another meeting with a larger group in the community, a study or other delaying tactics that give you time for more organizing.
- Scout the building and make a floor plan. Do you know where to find:
 - Elevators and stairs
 - The elected official's office
 - Bathrooms
 - Parking or nearest transit stops
 - "hot spot" or Wi-Fi connection for your phone
- Is the meeting place accessible for members with disabilities? if not ask that s/he meet you elsewhere.
- Select a spokesperson who will introduce those in your group or call on others to introduce themselves and present information at the meeting, and make the main demand (in the form of a question).
- Hold a rehearsal for the spokesperson and the participants.
- Demonstrate your power by having each community member give their name, organization, number of members in the district - percent registered to vote. Present petitions, letters, or other displays of power toward the beginning of the meeting. Announce that you are planning to register new voters (if you are).
- If you want the media, notify them (you don't always - this is a strategic decision you need to make in planning):
 - Send a press release, including a notice of your photo opportunity, a week ahead of time
 - Call a week ahead of time
 - Call and email the assignment editors the day before the meeting
 - Prepare a release for distribution on the day of the meeting
 - Assign someone to talk with the media at the event and direct them to your spokesperson
 - Take your own pictures and videos. If appropriate post to social media afterwards.
- Select someone to take notes during the meeting and use them to write a memo of understanding afterwards, stating the substantive items that were agreed to and follow-up steps to be taken.
- Do a short debriefing immediately afterwards. Plan a more detailed one within the following week.

A more detailed explanation can be found in *Organizing for Social Change: Midwest Academy Manual* by Kim Bobo, Jackie Kendall and Steve Max.

HEATHER BOOTH'S TEN TIPS

HEATHER BOOTH'S 10 TIPS FOR ORGANIZING

1. Vision and values: have a big goal driven by justice, fairness and democracy; and a specific objective for each campaign
2. Protesting is not enough, you need a strategy to win
3. Name a target who can give you what you want
4. Create a winning strategy: use the Midwest Academy Strategy Chart
5. Develop a powerful message and story
6. Build relationships: people want to know you genuinely care about them, and help them find their voice
7. Devise tactics that use and build your power to give you what you want
8. Understand self-interest: people do things for reasons that matter to them
9. Elections matter: they show and exercise our power
10. Celebrate victories and each other

ORGANIZING FOR THE LONG HAUL

While this is a movement moment and millions of people have marched and protested in the past months, the intensity will diminish. However, the forces of evil and injustice will continue and the need to push back will never end. As organizers in it for the long haul, we have to figure out how to do the work and maintain our sanity. Yes, time off, vacations, sleep are all advice given to sustain ourselves over the long haul. But much more is needed.

Just as we use a strategy chart to map out an issue campaign, it helps to have a personal strategic plan and a long-term vision to see how our daily actions fit into something bigger, so we can see how the struggle is worth the effort, even when victory is not immediate. This involves more than the nuts and bolts and steps in a campaign. It means getting a balance in our lives so that our work nourishes our spirit and our spirit guides our work. While anger at what is, may spur us to action, we must be driven by a love for people and a hate of injustice.

To do this work we need to surround ourselves with a "beloved community". We need life partners who share our values, vision and passion. We need colleagues who feed our souls and intellect, and

support and challenge us, and with whom we share a vision of a just and peaceful society, and a plan to get there. We need to work in organizations where our talents are recognized and valued and where we recognize and

value others. We need loving family and friends with whom we can relax and have fun. If we do not have these by birth, we need to cultivate these by choice. We

need to recognize the needs of those around us and nourish their lives and our own.

There will be many victories and losses. As we strive to maintain the victories and minimize the losses we need to nourish ourselves and those around us or we will not survive to fight the next campaign, to participate in the next movement moment, or to pass it on to our children. Pass it on - pass it on.

*"Freedom doesn't come like a bird on the wing...
Doesn't fall down like the summer rain.
Freedom. . . freedom is a hard-won thing.
You have to work for it, fight for it, day and night for it
And every generation has to win it again!
Pass it on to your children, Brother.
Pass it on to your children, Sister.
They've got to work for it, fight for it, day and night for it.
And every generation has to win it again."*

Millard Lampell
Pass it On

JOIN THE MOVEMENT



Photo Courtesy Vlad Tchompalov

We'd love to hear from you! If you who were inspired by this film to organize an activity or campaign in your community please let us know. Send organizing stories to heatherbooththefilm@gmail.com.

Join our film campaign and movement

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Download the discussion guide, host guide, and more organizing and engagement tools at: heatherbooththefilm.com

ADDITIONAL RESOURCES

The Resistance School: Strategic Planning Training with Heather Booth

<https://www.resistanceschool.com/strategic-planning>

Heather's TED Talk

<https://tinyurl.com/HBTEDTalk>

Midwest Academy Trainings

<http://www.midwestacademy.com/>

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*Love is at the center of great movement
Love people and hate injustice.*

Heather Booth