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Purpose Statement

Today's economic and political landscape presents us with historic challenges and unprecedented opportunity. We must seize this moment and come together as leaders of Local 1000 to re-imagine the union. We will develop new strategies and tactics that enable us to better represent our members and to effect social and economic improvements for all.

Together, we will build a plan for a stronger union that emphasizes positive change and a culture of success by inspiring the engagement and execution necessary to achieve the goals we develop.

Strategic Focus Areas

- I. Engage Our Membership
- II. Do Real Representation
- III. Be Relevant In All Areas of Our Members' Lives & Totally Relevant to the Public We Serve
- IV. Step Up Politically
- V. Cultivate a Culture of Performance and Recognition
- VI. Provide Training for Everyone With Responsibilities (Staff & Member Leaders)

Introduction

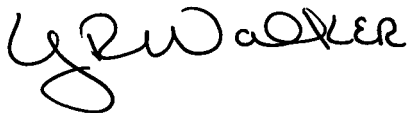
Dear Council Members:

With the intense focus on bargaining behind us, we are now ready to develop more detailed strategies and begin the hard work of transforming our union that we started at our Real Time Strategic Change conference last December.

In the spirit of collaboration, transparency and individual commitment, we created a strategic roadmap that will guide our evolution into a more powerful, more responsive labor organization, and sealed our commitment with a promise of open accountability for all to see.

However, simply creating a plan and raising the expectations at an exciting event will not transform our union. Every day, each and every one of us must remain focused on our goals, be supportive of each other, and hold each other accountable.

This is the first quarterly report on the six goals we agreed upon and the promises we made to accomplish them. I hope you find this and future reports illuminating and useful as we continue on the road toward making SEIU Local 1000 the strongest union of state employees in the nation—a union that helps change the face of California.

A handwritten signature in black ink, appearing to read "Greg Walker". The signature is written in a cursive, flowing style with a large initial "G".

Strategic Focus Area I: Engage Our Membership

The most important source of power we have as a union is the unity and organization of our members.

- At the bargaining table, the state decides how to respond to our bargaining teams in large part based on whether it believes we are speaking on behalf of an informed membership willing to make life difficult for the employer if necessary.
- At the capitol, elected officials who are constantly faced with making decisions that impact our members decide their positions largely by judging whether they will gain or lose political support from union members and their families.
- In the community, the news media, and other organizations around the state, local rank-and-file members often have more credibility than union officials from Sacramento.
- The contract, political and issue-based campaigns we must undertake requires more work than paid staff can handle without a great deal of help from member volunteers.
- Putting pressure on the state and resisting anti-union tactics may require sacrifices and risk-taking by the members. They will take the necessary steps only if they have felt involved in developing our goals and strategies and have developed a strong feeling of unity and pride in their union.
- Member engagement keeps members from seeing “the union” as something separate from them. They learn how the union works, how union members achieve gains, and why compromise is necessary.
- Instead of sitting back and waiting for serviced from the union, members began to realize that they share the responsibility for both the union’s victories and its defeats.

We must build a culture of participation!

Goal A: Increase membership

Action Item 1: Develop new-member orientation program

Status: By May 1, 2009, the Communications Department will develop a standard program for new-employee

orientations, including an agenda, materials and multi-media presentations (DVD and Power Point).

Action Item 2: Train staff and member leaders on new-member orientation program

Status: By May 29, 2009, the Training and Education Department will conduct regional meetings to train all DLC presidents, chief stewards and union reps on the new program. By June 26, 2009, each DLC will train member leaders at each worksite with 25 or more represented employees to conduct new-member orientations (at least 1 trained member leader at worksites with 25 to 99 employees, and at least 3 trained member leaders at worksites with 100 or more employees).

Action Item 3: Welcome new employees into the union

Status: By June 26, 2009, each DLC will submit a plan for conducting new-employee orientations, including a list of each worksite with 25 or more represented employees, the names of the member leaders trained to conduct new-employee orientations at each worksite, and the contact information for the employer representative responsible for coordinating new-employee orientations at each worksite. Between July 1 and July 31, 2009 (and each month thereafter), each DLC have trained member leaders conduct new-employee orientations at every worksite with 25 or more represented employees, and at the end of each month will submit a report on new-employee orientations conducting at each worksite, including the name of the member leader who conducted the orientation, the number of represented employees in attendance and the number of new members.

Action Item 4: Quarterly non-member blitzes

Status: Between July 1 and September 30, 2009 (and each quarter thereafter), each DLC will conduct a one-week non-member blitz, in which all of the leaders participate in a campaign to educate and sign-up non-members.

Goal B: 25% of members engaged in some union activity by June 2010

Action Item 1: Develop a campaign oriented database

Status: By May 1, 2009, the Database Committee will develop a campaign oriented database that will effectively track and report the campaign activities by our members (and member leaders), including standardized assignment and tracking reports.

Action Item 2: Track member activities

Status: Beginning May 1, 2009, each DLC will utilize the standardized assignment and tracking reports to organize and track member activities. (Member activities are NOT simply attending meetings, measurable actions include things such as signing a petition, marching on the boss, attending a rally or information picket, lobbying a legislator, etc.)

Goal C: 5% of members in leadership role by June 2010

Action Item 1: Track member leader activities

Status: Beginning May 1, 2009, each DLC will utilize the standardized assignment and tracking reports to organize and track member leader activities. (Member leaders are tracked by measuring how many of the members assigned to them participate in each measurable actions as defined above.)

Goal D: Develop interactive communication that will create engagement

The best way to insure effective two-way communications with our membership is to establish a culture of one-on-one contact within our union. Years and years of recruiting people to participate in various activities have taught unions that personal, one-on-one contact is the best way to get people to engage in union activities.

If we only drop leaflets in the break room and hope members pick them up or just post a flyer on a bulletin board and hope everyone stops to read it, we won't have engage our members to participate at the level necessary to be a powerful union.

Action Item 1: Mapping worksites

Status: By May 1, 2009, each DLC will map their largest worksites (covering at least 50% of their DLC).

Action Item 2: Recruiting member leaders

Status: By June 26, 2009, each DLC will recruit enough member leaders so that at least 25% of our members are assigned to a member leader. (Each member leader should be responsible for 10-20 members.)

By September 30, 2009, each DLC will recruit enough member leaders so that at least 35% of our members are assigned to a member leader. (Each member leader should be responsible for 10-20 members.)

By December 31, 2009, each DLC will recruit enough member leaders so that at least 45% of our members are assigned to a member leader. (Each member leader should be responsible for 10-20 members.)

By March 31, 2010, each DLC will recruit enough member leaders so that at least 55% of our members are assigned to a member leader. (Each member leader should be responsible for 10-20 members.)

By June 30, 2010, each DLC will recruit enough member leaders so that at least 65% of our members are assigned to a member leader. (Each member leader should be responsible for 10-20 members.)

By September 30, 2010, each DLC will recruit enough member leaders so that at least 75% of our members are assigned to a member leader. (Each member leader should be responsible for 10-20 members.)

Action Item 3: One-on-one contact

Status:

Beginning May 1, 2009, each DLC will utilize their network of member leaders to communicate with our membership in order to know what our members are thinking about issues, to educate members about union rights and activities, to mobilize members to take part in union actions, to recruit volunteers for political campaign work, and to build a feeling of unit and group spirit. (The effectiveness of each DLC's one-on-one contacts will be measured by the participation of member and member leaders in measurable activities, as outlined above.)

Strategic Focus Area II: Do Real Representation

Real representation is so much more than simply filing grievances.

Members organizing collective actions can help us win the resolutions we want more quickly. We can still file a grievance while at the same time applying pressure on the boss through job actions.

Sometimes an issue at a worksite is important to our members, but it's not a contract violation. Members organizing collective actions may be the only way to resolve it.

Members organizing around our issues builds our members' power. It builds solidarity and union visibility. It sends a strong message to the boss that our rights must be respected.

Real representation is members taking action!

Goal A: Explore ways to broaden and deepen representation at all levels of the union beginning March 2009

Action Item 1: DLCs conduct bi-monthly meetings with URC Reps regarding URC activities in their DLC

Status:

In January, 8 DLCs conducted a meeting with their assigned URC Reps. In February, 10 DLCs conducted meetings. So far in March, 2 DLCs have already conducted meetings.

By March 31, 2009 (and by the end of each month there after), each DLC will meet with their assigned URC Rep regarding URC activities in their DLC.

Goal B: Create vehicles for resolving grievances at the lowest level possible at the worksite

Action Item 1: Create a URC workgroup comprised of stewards and staff to develop templates for routine grievances, appeals and letters

Status:

The Union Resource Center (URC) initiated the template work group on December 13, 2008 to create templates for routinely filed grievances, appeals and letters to the employer. The template work group is chaired by URC Coordinator Lezlie Uko, and comprised of members Barbara Bell, Irene Jackson and Jim Overstott, and staff Daniel Luna, Anna Matzia, Kevin Peralta, Will Remy and Shalia Watts. The work group has meet twice, on January 30, 2009 and February 10, 2009, to prioritize topics and make assignments, and has set a goal of creating three templates per month beginning with March 2009.

Action Item 2: Publish templates for routine grievances, appeals and letters

Status: By March 31, 2009 (and by the end of each month thereafter), the URC work group will create 3 templates per month for routine grievances, appeals and letters.

Action Item 3: Access to arbitration decisions

Status: By April 30, 2009, the Legal Department will provide every Area and URC office with a binder and CD of arbitration decisions.

Though it wasn't part of our plan, it's important to note that our bargaining teams negotiated new language allowing that at any step of the grievance process, we may request a grievance conference in attempt to settle the grievance.

Goal C: Ensure timely and effective responses to members' grievances

Strategic Focus Area III: Be Relevant In All Areas of Our Members' Lives & Totally Relevant to the Public We Serve

Goal A: Position ourselves as advocates for innovation and quality in public service

Goal B: Open up new vehicles for member engagement

Local 1000 provided free tax preparation assistance to members.

Communications is developing new electronic mediums to enhance our ability to communicate with our members.

Goal C: Establish *Local 1000 Volunteers* program

Local 1000 members have begun volunteering in the Habitat Humanity program.

Strategic Focus Area IV: Step Up Politically

We must expand our members' support for political action.

Our political efforts should focus on *issues* our members care about, rather than individual politicians.

Member education about the importance of political action should be part of all union activities.

Without effective political action, our union cannot achieve what our members want. But unless we have the informed and enthusiastic participation of our members, we cannot build political power.

Goal A: Develop 2 year political strategic plan by June 2009

The local is currently in the process of hiring a political director, who will be responsible for overseeing the development of our political strategic plan.

Goal B: Create new roles and responsibilities for member leaders in politics, integrated into DLC structure

Goal C: Create a process to prepare members to run in local and state elections

Strategic Focus Area V: Cultivate a Culture of Performance and Recognition

Goal A: Define expectations and scope of responsibilities for member leaders and staff

Action Item 1: Identify process to deal with field issues

Status:

The field directors have met with a subcommittee of field staff, and have conducted meetings in all field offices in February to gather input on issues impacting field staff.

Action Item 2: Report to leadership

Status:

By May 31, 2009, the field directors will meet with a committee of field staff and submit a report to the president and chief of staff on issues concerning field staff.

Action Item 3: Determine expectations for communications from the bargaining teams.

Rionna Jones led an effort to develop and conduct a survey of DLC leaders and DBURs on their expectations for communications from the bargaining team. Rionna reported on the results at the last Council and SBAC meetings.

Goal B: Create effective mechanism for recognizing superior achievement

Goal C: Align roles and responsibilities with the vision and emerging strategies of Local 1000 by June 2009

Action Item 1: Progress reports

Status:

This document begins reporting on our progress towards implementing the collective vision we developed this past December in San Diego.

At every quarterly Council meeting, a progress report will continue to be provided (and distributed to all staff and

posted on our union's website), as we continue to develop and refine our strategies for building our union.

Strategic Focus Area VI: Provide Training for Everyone With Responsibilities (Staff & Member Leaders)

Goal A: Conduct an assessment of the aspirations, current capabilities and future development needs of staff and member leaders by June 2009

Brian Schroeder is developing a process for conducting a 360° assessment of all management staff and senior member leaders.

Goal B: Develop a program that maximizes the skills of member leaders and staff