



Fire Your Bosses

How Workers Relaunched

The Appeal



Jody Armour, Advisory Board Member and Roy P. Crocker Professor of Law,
University of Southern California

Tara Francis Chan, Managing Editor & Operations Director, The Appeal

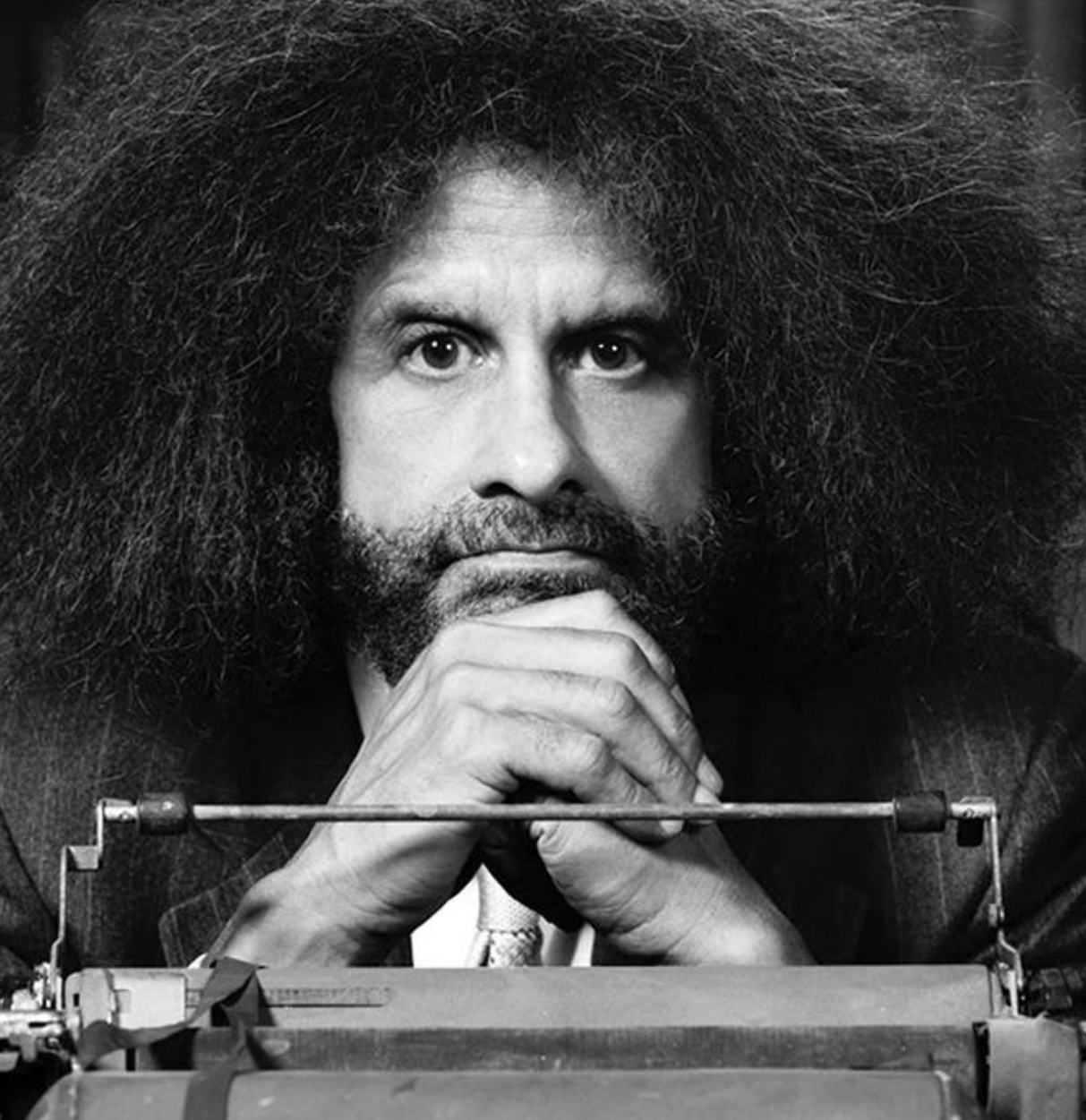
Molly Greene, Strategy & Legal Director, The Appeal



Relaunching

THE APPEAL

1. Unionizing & Firing Your Bosses
2. Relaunching a Newsroom
3. Rebuilding a Team
4. Moving Forwards



Jody Armour

Advisory Board Member, The Appeal, and Roy P. Crocker Professor of Law, University of Southern California



Molly Greene

Strategy & Legal Director, The Appeal



Tara Francis Chan

Managing Editor & Operations Director, The Appeal

1

Unionizing & Firing Your Bosses

The rollercoaster of early 2021



2

Relaunching a Newsroom

Getting down to—and starting a—business in 2021





The Logistics

Getting many
lawyers!

Applying for
nonprofit status

Securing a
fiscal sponsor

Buying insurance

Getting our
intellectual
property

Incorporating

Opening a
bank account

Researching
HR partners



THE APPEAL

Since launching our NewsMatch campaign in November, we've almost hit our \$30,000 goal, with the help of generous contributions and matching funds.

Now we've raised our target to \$40,000 by the end of the year.

If you love this newsletter and The Appeal's reporting, [donate today](#) and help us make major headway toward funding more vital journalism in 2022.

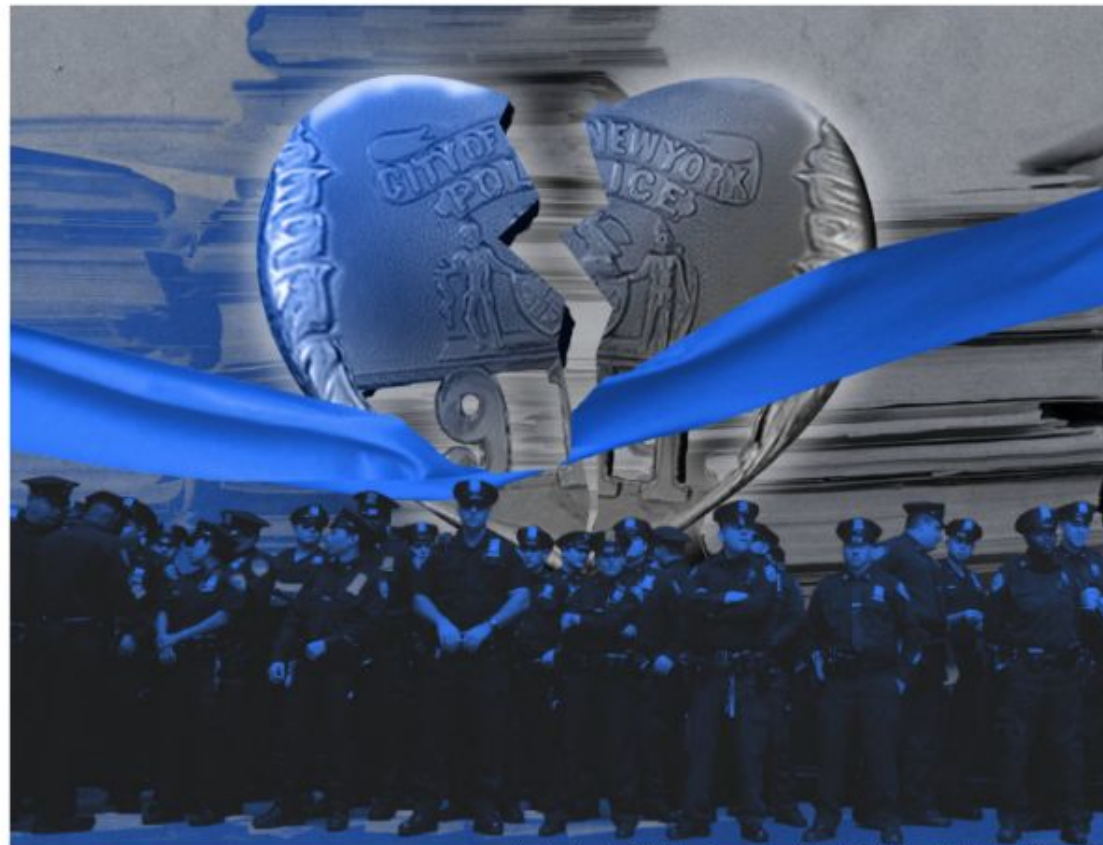


Illustration by Natalie Pryor, photo by Felix Koutchinski at Unsplash

"WOMAN OF THE YEAR" MARISKA HARGITAY SHOULD QUIT "SVU"

by Jerry Iannelli and Meg O'Connor, *The Appeal*

Last month, Glamour magazine featured "Law and Order: Special Victims Unit" star Mariska Hargitay on the [cover of its "Women of the Year" issue](#). On Nov. 8, an avalanche of A-list celebrities — including "SVU" co-stars Christopher Meloni and Ice-T, actress Melissa McCarthy, and #MeToo co-founder Tarana Burke — [honored Hargitay at the Women of the Year Awards](#) which was [held at the Rainbow Room](#), a ballroom that serves as one of the epicenters of New York City high-society.

THE APPEAL

HOW TO GET AN ABORTION BY MAIL IN YOUR STATE

by Meg O'Connor

The Supreme Court's decision to overturn *Roe v. Wade* accelerated efforts to [criminalize abortion](#) in the United States. Laws banning abortion have gone into effect in at least [eight states](#) since the decision came down in late June. More states are [expected to restrict access soon](#).

But there is one abortion method states will have a hard time eradicating: medication abortion. The abortion pills available—mifepristone and misoprostol—are [safer than Tylenol](#) and have been approved by the FDA since [2000](#). They are only recommended for use [up to 12 weeks of pregnancy](#) though, so abortion pills will only help people who are still early in their pregnancy. Mifepristone [blocks](#) the hormone progesterone, preventing the pregnancy from continuing to grow in the uterus. Misoprostol causes [cramping and bleeding](#) to empty the uterus. Misoprostol is available [over the counter](#) in other countries and is also used as a treatment for ulcers.

"People deserve to have access to clinic support regardless of what state they live in," said Ushma Upadhyay, an associate professor at the University of California, San Francisco who studies abortion, medication abortion, and telehealth abortion services. "Health is a basic human right and should be accessible to everyone."



THE APPEAL

TO FIGHT GUN VIOLENCE, KIDS NEED PLACES TO PLAY

by Ras Stanford

When I was 19 years old, I worked for six months in an emotional support classroom in a North Philadelphia elementary school. I witnessed children as young as five years old get treated like prisoners in the hallways. Children were regularly profiled as criminals by school staff and the campus lacked a fence around the schoolyard. This meant that adults from the community could wander onto campus during recess. There was no playground equipment, just vacant blacktop.

More than a decade later, [gun violence rages](#) in Philadelphia and the city is [significantly boosting funding for police](#) in response. The children I oversaw are now young adults, no doubt working to avoid the fates of many of their peers as survivors and drivers of gun violence. I now wonder what we expected the children forced into these situations to grow into. When we systematically deprive Black, brown, and low-income children the opportunity to safely play and explore alongside other children in their communities, we breed a generation with little hope, investment, or skill in navigating conflict and interpersonal dynamics.

In June, community members in my [neighborhood](#) laid empty kiddie pools outside the shuttered Sayre Morris Recreation Center in West Philadelphia to protest the number of recreation centers with empty pools this spring and summer, despite high temperatures and the epidemic of gun violence plaguing our neighborhoods. The Sayre Morris Center's pool, for example, has been closed since 2017.





NYPD officers at an Occupy Wall Street protest in November 2011. Photo: Steve Delaney / Getty Images

HOW THE NYPD'S TROUBLED SEX CRIMES UNIT IS SET UP TO FAIL VICTIMS

Former top cops say a culture of neglect at the NYPD has left inexperienced and poorly trained officers in charge of some of the department's most sensitive cases.



Photo: Design / Shutterstock

WHY ATLANTANS ARE PUSHING TO STOP 'COP CITY'

After the city council passed the ground lease for massive police facility known as "Cop City," local opposition hasn't ceased; it's evolved.



Photo: Getty Images / Shutterstock

GAY AND TRANS 'PANIC' IS STILL BEING USED TO JUSTIFY ANTI-LGBTQ ATTACKS

Some states have banned the controversial legal defense, but other efforts, including at the federal level, are facing challenges.



Photo: Photos.com / Shutterstock

THE COPS AT THE CAPITOL

Law enforcement officers from around the country attended and supported last week's rally in support of President Trump that sparked a riot.



Photo: Photos.com / Shutterstock

HOW PRISON WRITERS STRUGGLE TO BE HEARD

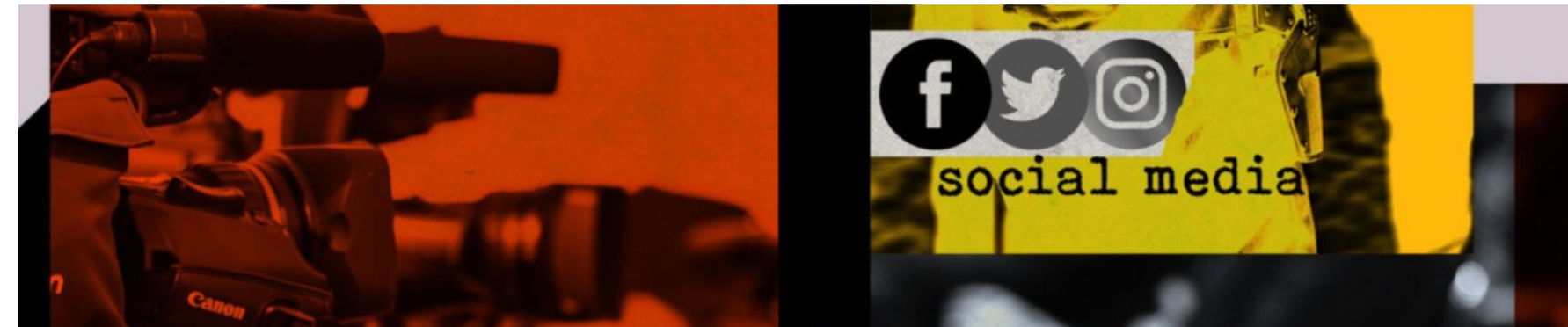
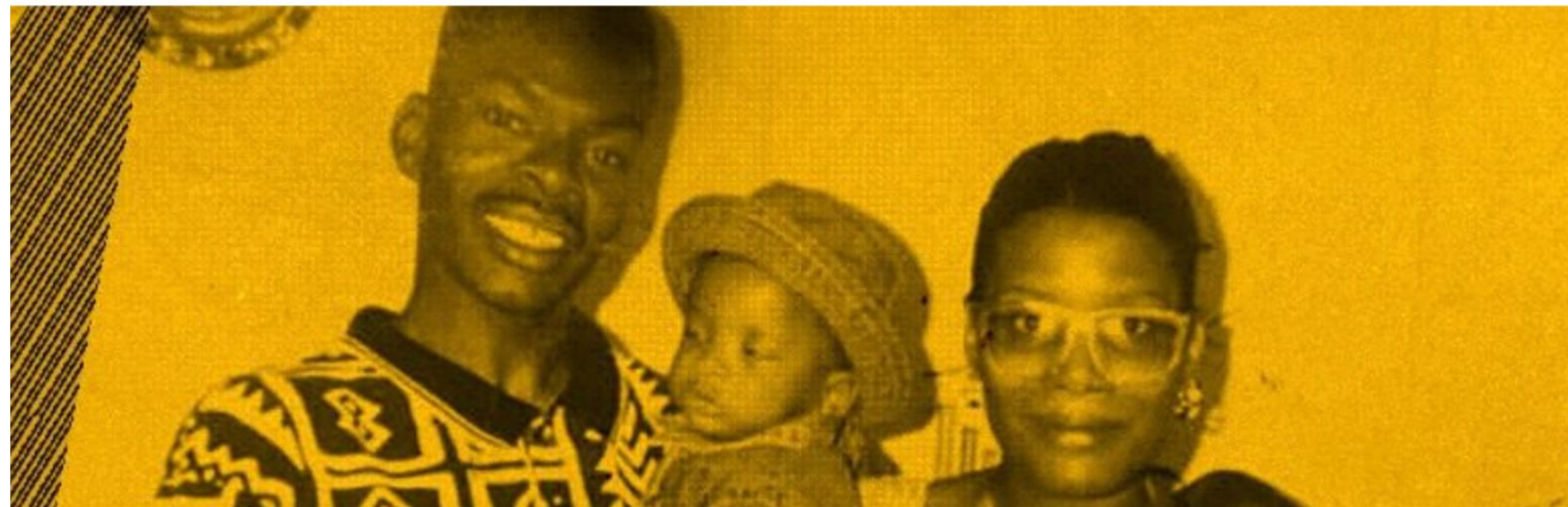
Sky-high email and phone costs, fear of retaliation by prison staff, and isolation create roadblocks for incarcerated people to share their experience and join a growing national conversation on reforming the criminal legal system.

A HOMELESS MAN HAS SPENT 800 DAYS AT RIKERS AFTER STEALING GOLD MEDICINE. NOW HIS PRISON SENTENCE MAY BE BEGINNING.

Blind in one eye and at risk of losing vision in the other, 58-year-old Reginald Randolph is now on the verge of being sent to state prison to serve out a maximum of four years.

MEET THE CALIFORNIA PR FIRM HELPING COPS FIGHT OFF BAD PRESS

There's a growing business crafting law enforcement narratives about police shootings and officer misconduct.



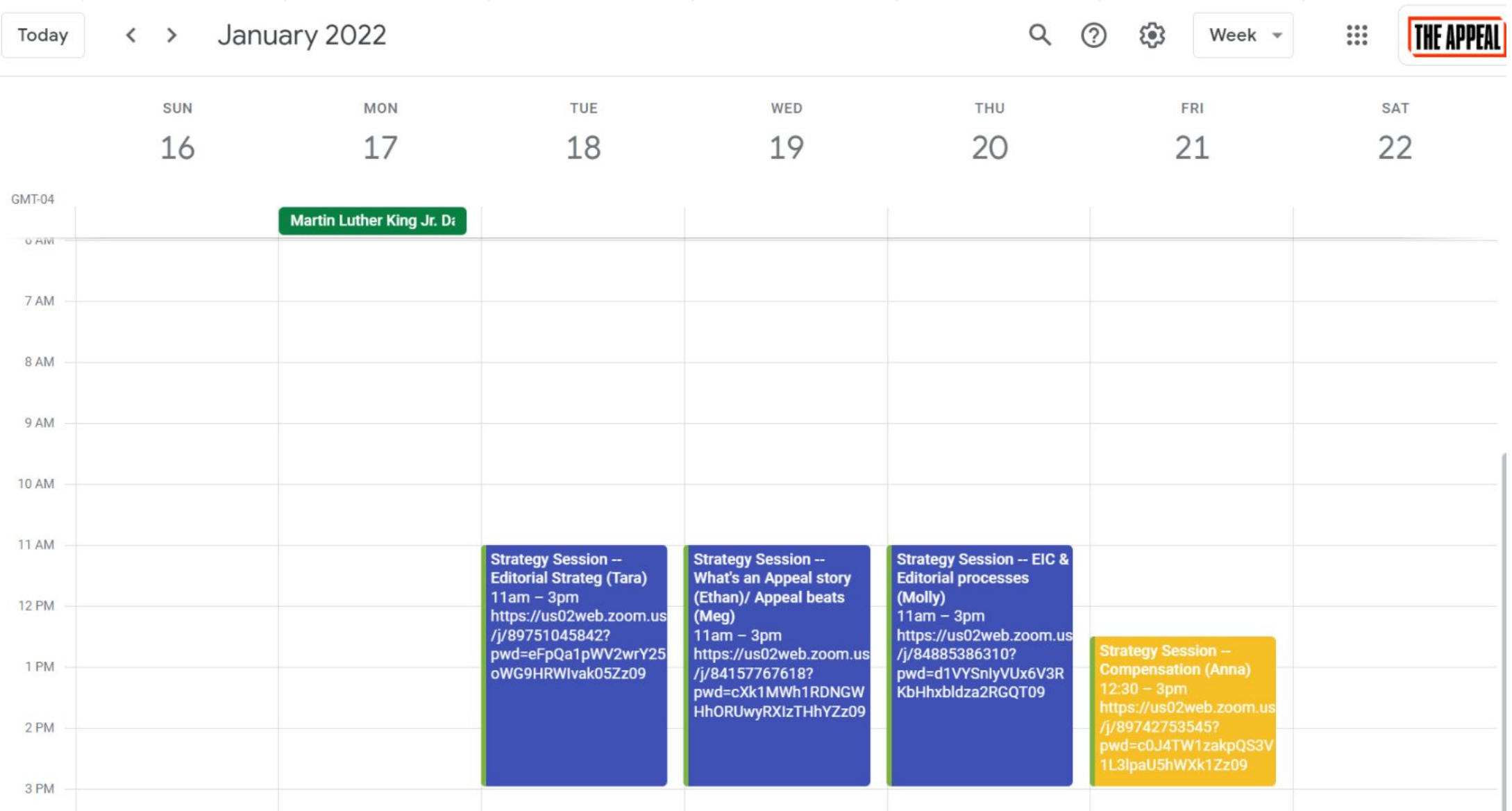
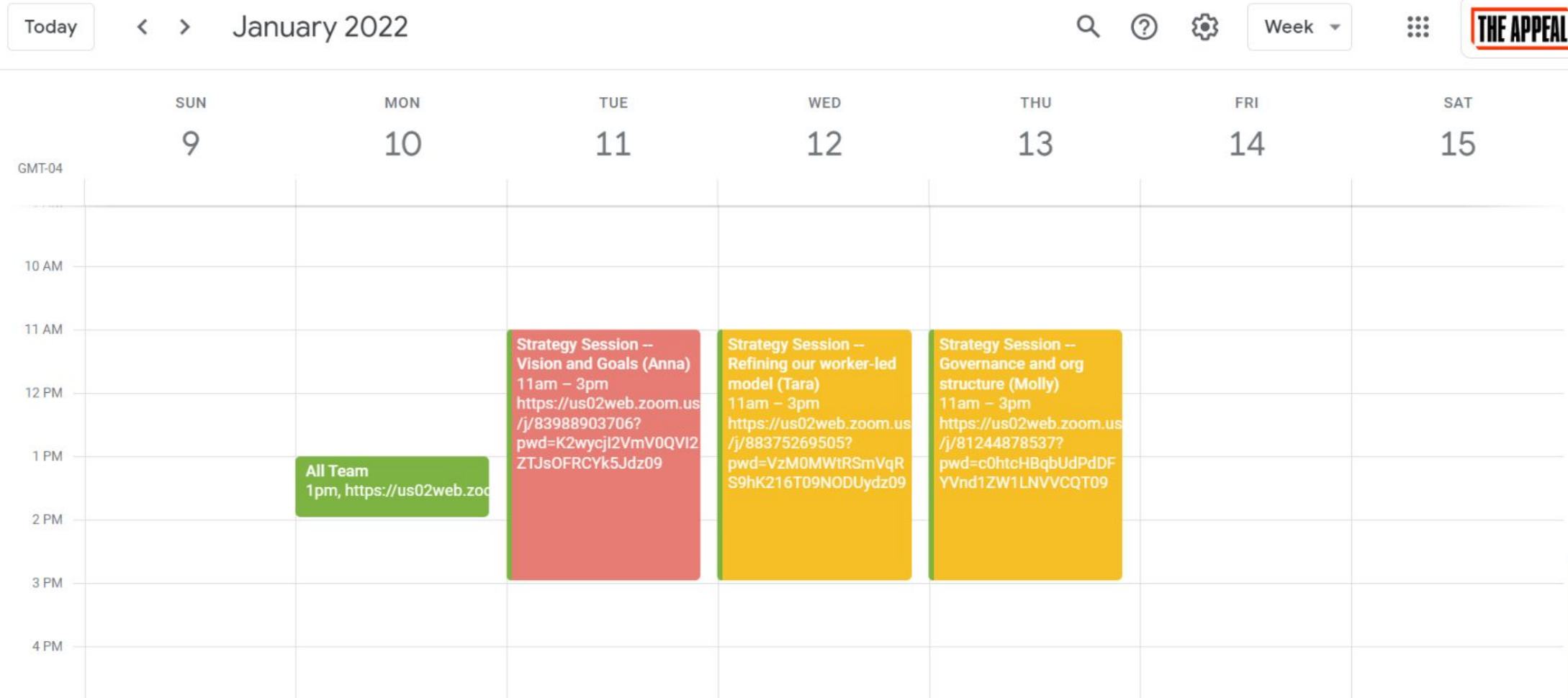
3

Rebuilding a Team

We made it to 2022. Now what?

ONA
22 





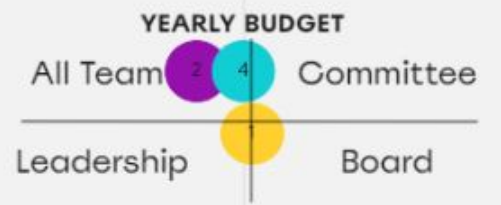
Simple Tools:

- Google Jamboard
- Miro (dot voting)
- Worksheets



WHO SHOULD MAKE DECISIONS ON X TOPIC?

FINANCE



STAFF

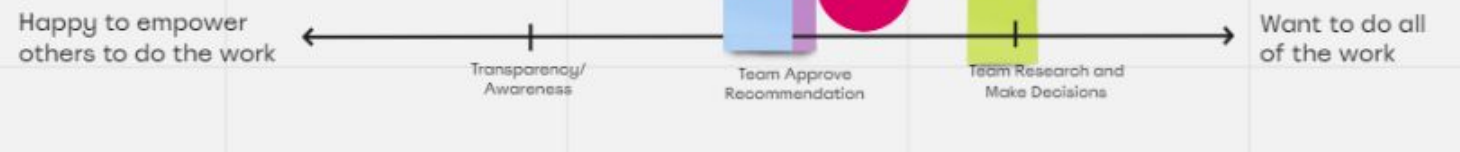


WHO DOES THE WORK?

FINANCE



STAFF



OATS Model

Role	Definition	Tips
O Organizer	Assigns responsibility <ul style="list-style-type: none"> Holds point-person or team accountable. For projects, makes suggestions, reviews progress, ensures projects run smoothly, and schedules check-ins. In a committee, they facilitate meetings, set team policies, diffuse team conflicts, and make sure teams of accountable people run smoothly. 	<p>This usually shouldn't be Staff Collective because of the difficulty of a large group to hold this role.</p> <p>Often a committee coordinator.</p>
A Accountable	Does the work <ul style="list-style-type: none"> The actual point-person or people for a project. Carry out tasks with autonomy, but must report back to the Organizer as-needed. After a decision is made by the Sign-off, <u>usually</u> takes the required action. 	<p><i>* Required</i></p> <p>Can be individual or a team.</p> <p>Usually only one, unless it's a pop-up huddle.</p>
T Team Input	Is consulted <ul style="list-style-type: none"> Team members who need to be consulted during a project or decision. Input must be strongly considered and taken into account by Sign-off but can be ignored. 	<p>Can be individual/s or power-holding group/s (ie. staff committees, staff collective, leadership, or board of directors).</p>
S Sign-off	Decides or signs off recommendations <ul style="list-style-type: none"> The decision-maker/s; responsible for making decisions. Responsible for ensuring that all perspectives have been heard and, if relevant, consensus is clearly met. 	<p><i>* Required</i></p>

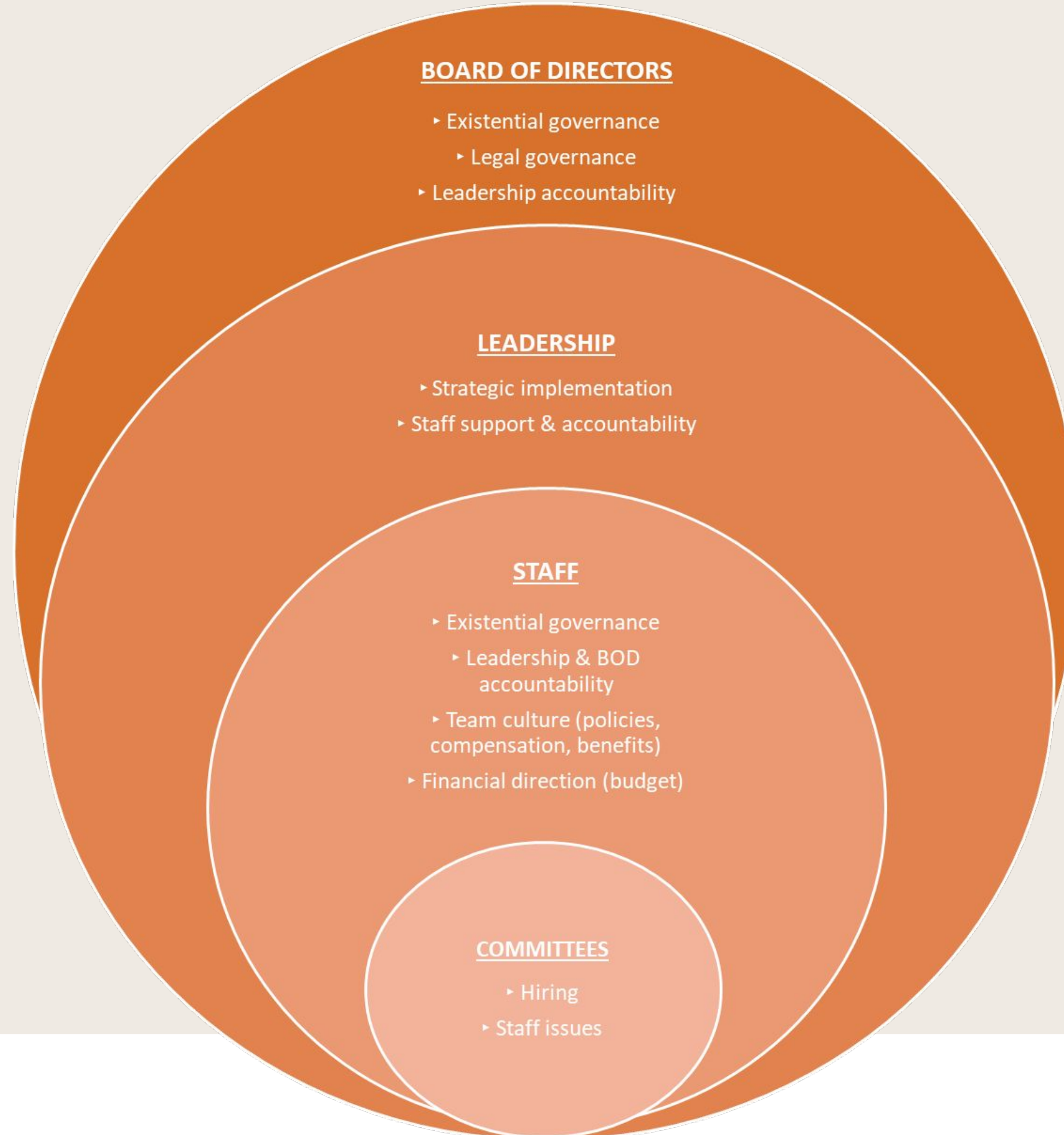
Example

Key decisions Strategy & Operations

Key decisions	Strategy & Legal Dir.	Managing Ed & Ops Dir.	Leadership	Committee	Staff Collective	Board of Directors	External
Values, Goals, Mission Statement	A		O		S		
Mission change			O		S	T (Veto)	
Org change (merger, closure)			O		S*	S*	
Organizational strategy	A				S		
Organizational needs		A	S				
Policies & procedures		A			S	T (Optional)	T (Optional)
Legal Issues	A		S	O, T			T (Mill Law, Smarter Good)
Partnerships	A			S			
New committee					S		
Contractors			O, S	A	T (Transparency)		
Vendors		A	O, S		T (Transparency)		

S*: Requires 2/3 full organizational vote with the Staff Collective and Board of Directors at a joint meeting.

Decision-making



Governance Principle

People employed by our organization deserve to be a part of the decisions that impact their work, livelihood, and values. The management and direction of all aspects of the business and affairs of The Appeal are vested in the staff, who are guided and held accountable by the board of directors as laid out in these bylaws.

Management Principles

The organization is managed through participatory processes designed and stewarded by the staff. The processes are expected to evolve over time in response to the activities of the organization. Staff are responsible for setting policies and procedures that define the practices they are using to coordinate their activities. The Board monitors and supports staff self-direction.

The following three guidelines inform the creation of participatory management structures.

1. Staff with the most direct experience of issues or work areas have the most insight into what action is best, including when to seek guidance from board members.
2. Professional and technical expertise on the board should be leveraged to support, not overpower, the voice and needs of those directly connected to the issue.

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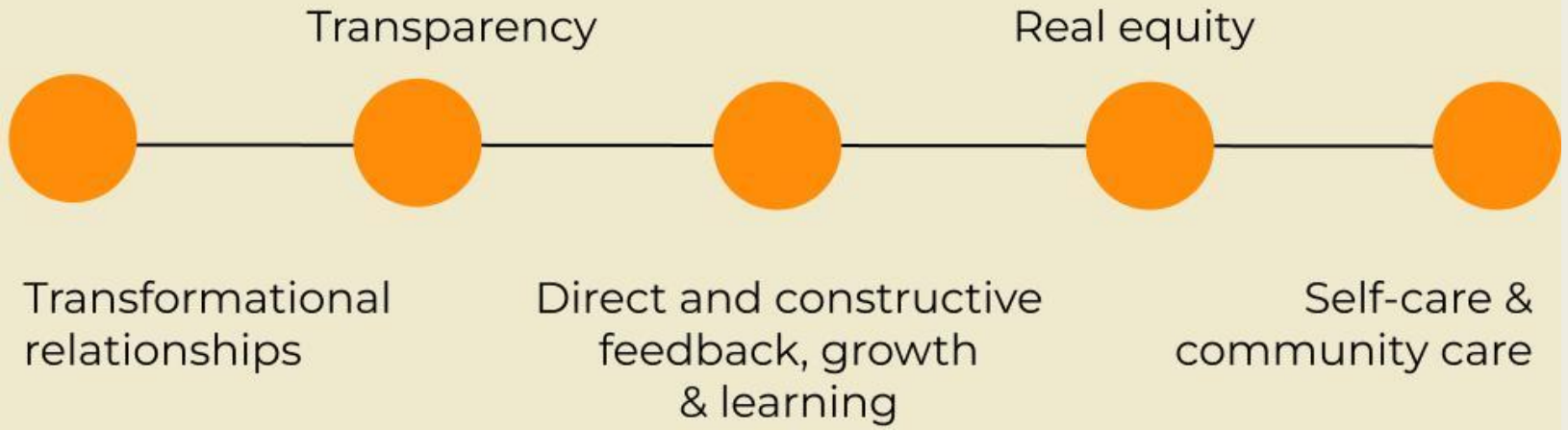
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We adapted The Appeal's values...



... into a compensation philosophy



(Self & community care)

We want staff to be able to care for themselves and their communities, so we provide **thriving wages**.



(Real equity)

We take an expansive view of expertise, **valuing both traditional and lived experience**.



(Transparency)

We value **transparency and clarity, internally and externally**, in order to hold ourselves accountable



(Self & community care)

We want to create an inclusive environment where everyone **has what they need** to do their best work.



(Real equity)

We want to **set a new standard** for compensating traditionally undervalued staff, by keeping editorial salaries above market, and leadership salaries below.



(Real equity)

We embrace and value leadership that guides and implements decisions made in our worker-led model.





Thriving Wages: A “Flatter Model”

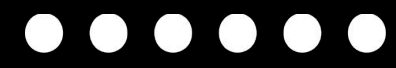
- 1. Entry-level**
Require close supervision and training; time-limited. (No hires at this level yet.)
- 2. Workers**
Manage their own work and projects; lead huddles and pop-up committees.
- 3. Worker Coordinators**
Lead complex projects; support colleagues; manage external partnerships.
- 4. Leaders**
Lead strategy & impact; make high-level decisions; maintain staff accountability; guide organization’s overall direction.

4

Moving Forwards & Lessons

Our goals for 2023 and beyond





Thank you



We couldn't have done this without you



FWD.us
The Just Trust
Meadow Fund

Scalawag
Defector
Documented NY

Karl Mill, Mill Law Center
Lynn Oberlander, Ballard Spahr
Jared Leiderman





GET IN TOUCH



Email

tara.chan@theappeal.org

molly.greene@theappeal.org



Social Media

[@theappeal](#)

[@taramfrancis](#)



RESOURCES

Decision-making Template: bit.ly/ona22decisions

How to Launch a Newsroom: bit.ly/ona22guide

