

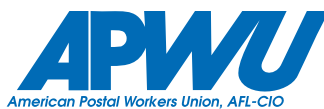
# NATIONAL MOBILIZATION GUIDE AGAINST PLANT CONSOLIDATIONS AND POST OFFICE CLOSURES



## ORGANIZER'S TOOLKIT

**APWU**  
American Postal Workers Union, AFL-CIO

*This Toolkit was prepared by the Office of the  
Executive Vice-President, Debby Szeredy.*



Dear Brothers and Sisters:

APWU members face the daunting challenge of protecting our jobs, our retirement and our public Postal Service. The threat of postal privatization is very real.

But to privatize and kill such a well-respected and venerable institution as our public postal service, the privatizers must undermine, degrade and financially choke it.

Reduced service standards (the time it takes to move mail from point A to point B) and the subsequent consolidations/closings of hundreds of mail processing plants and post offices has done just this, causing not only wide scale job loss but drastic slowing down of mail services to the people.

We must do everything in our power as a union to stop any further plant consolidations and closings and to work to restore service standards and to even reopen processing plants and post offices that never should have been closed. As a union, we must stand up and fight back.

The underlying key to success in fighting back is building strong worker/community coalitions to defend what the postal public deserves.

This extensive toolkit is a valuable resource aimed at helping you build the Coalitions that we need to fight to save the Postal Service by keeping processing plants and post offices open and located in the communities they serve.

Let's stand together, unite with other postal unions, others in the labor movement, and the community. We must rally the American people in defense of their Postal Service and stand with workers around the world in our fight for a better life!

In Union Solidarity,

A handwritten signature in black ink, reading "Mark Dimondstein". The signature is written in a cursive, flowing style.

Mark Dimondstein, President



## PREFACE

The information in this Toolkit is designed to assist in our effort to save the public Postal Service. It is intended for internal use by local and state organizations. The Toolkit's focus is to prepare the local/state to document AMP activity, to promote successful actions and assist in building coalitions. We encourage you to customize the information to your local/state as appropriate. The National Office is available to answer questions and help in any way we can. We are eager to hear about your experiences and your suggestions. Please send pictures from your events. I will be coordinating this national plan to build a mobilization model to stop the consolidations and closures of postal facilities. "To win the battle we need you to become activists and to get our community and our sisters and brothers from other unions to stand with us in the fight to keep our Postal Service a "service" so that it works for the people and by the people to provide affordable, efficient, prompt, secure service that is available to all."

In Union Solidarity,  
Debby Szeredy, Executive Vice-President

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*We are eager to  
hear about your  
experiences and  
your suggestions.  
Please send  
pictures from  
your events.*

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## OBJECTIVES

- To **train** field organizers to help document and **develop** strategic plans to stop the AMP event.
- To **assist** Locals/States with effective ways to **build** Coalitions to fight closures and consolidations and to build a powerbase.
- To **equip** Locals/States for creating a structure to **mobilize** the Coalition with rapid response for Local, State and National actions.



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# HISTORY ON AMP (AREA MAIL PROCESSING) STUDIES

## THE REAL STORY ON THE POSTAL SERVICE'S ATTEMPTS TO DISMANTLE THE POSTAL SERVICE AND PRIVATIZE

The Postal Service announced in the Federal Register that it is postponing its latest mail processing consolidation plan which was slated to begin on February 1, 2014. The Postal Service is also delaying implementation of changes to service standards that would further slow the mail, to the detriment of customers and postal workers. Despite this temporary stay in overt actions towards privatization and the PMG's assertion in the media that "the privatization discussion is a ruse," the need to organize and build coalitions remains a necessary and viable course of action to preserve the Postal Service. We must mobilize against plant consolidations, Post Office closures, pilots, adverse legislation and other actions that will clear the path for privatization. We cannot be fooled by the claim that the Postal Service's actions are to "grow our business to provide customer convenience to postal products." We must protect one of the cheapest, secure mail communication vehicles in the world. The APWU and our allies cannot be lulled into a false sense of security or fooled by rhetoric. Our survival depends on a clear view of what is at stake and how we can mobilize to change the tide.

### A BRIEF HISTORY

The Postal Service first announced it would overhaul the mail processing network when it released its Transformation Plan in April 2002; but the USPS ignored demands by workers and Congress for details about where, when, and how consolidations would take place.

Between October 19, 2005 and January 6, 2006, the Postal Service notified the APWU that it would conduct Area Mail Processing (AMP) feasibil-

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ity studies at approximately 50 facilities. The subsequent opposition from APWU locals and affected communities played an important role in derailing many consolidation proposals. In 2006 and 2007, thirty-seven consolidation initiatives were terminated, placed on hold, or reversed. During this time period the Postal Service was the subject of tough criticism by the Government Accountability Office (GAO) and the Postal Regulatory Commission (PRC) for the lack of transparency in its consolidation planning, and for failing to allow for sufficient input from workers, citizens, and public officials in affected communities.

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*We need to  
work together to  
right the wrongs  
that have been  
done to our great  
public service.*

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After a brief lull in new consolidation announcements, the Postal Service unleashed a barrage of new AMP studies beginning in late 2008. Since then, APWU locals have been fighting back. Locals have enlisted support from elected officials; notified the media; picketed; launched petition drives; developed websites and; attempted to notify the community for support.

According to USPS figures:

In 2006 we were left with 673 Plants including CSMPCs  
By 2009 we were left with 599 Plants including CSMPCs  
By 2012 we were left with 461 Plants including CSMPCs  
By 2013 we were left with 389 Plants including CSMPCs  
By 2015 the USPS plan is to bring the number to 232, another 52 consolidations.

We need to create and build a powerbase to reverse and/or stop consolidations and try to save those facilities that have been partially consolidated. We need to work together to right the wrongs that have been done to our great public service.



# ACTION PLAN TO MOBILIZE YOUR LOCAL

## STEPS TO TAKE WHEN NOTIFIED OF MANAGEMENT'S INTENT TO CONSOLIDATE YOUR FACILITY OR CLOSE YOUR POST OFFICE

### **FORM A LOCAL COMMITTEE**

- Appoint a committee of activists that are committed to helping stop consolidation of plants and/or closing post offices.
- Committee members should understand the committee's purpose is to plan, choose tactics, and take all steps necessary to stop the Postal Service's actions. Members must be committed to achieving that purpose.



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- A time and date should be set for the committee to meet. Committee members should be notified of the time, date, and place of the meeting. A chairperson should be selected. An agenda should be created. The length of the meeting should be established. The agenda should include:

- 1) documenting losses, delays, adverse effects of the AMP action to the public
- 2) choosing direct actions that will be taken to stop closings and consolidations;
- 3) determining when the direct actions will take place and;
- 4) determining who will be asked to join the Coalition and;
- 5) taking other steps to take so the message reaches the public, and legislative leaders.

### **SAMPLE MEETING AGENDA**

- 1) Introductions
- 2) Explanation of why the meeting was called and what is to be achieved.
- 3) Assignment of roles during the meeting (timekeeper, note taker)
- 4) Discuss and make decisions on direct actions and other activities documenting losses
- 5) Planning a database for easy communications for coalition members, media, legislators (*see example of setting up a database in Appendix B*)
- 6) Assigning tasks (*see sample assignment sheet page 42*)
- 7) Discuss how you will evaluate the progress
- 8) Establish time, place, and date of next meeting.

### **THE MEETING (PLANNING THE ACTION)**

At the meeting the agenda should be followed. Try to stick to the pre-established time frame. Create opportunities for those at the meeting to understand, participate, and feel a sense of ownership in the process. Tasks should be assigned. Completion dates should be established. Someone should be designated to make sure tasks are completed before the deadline. Develop a calendar of events. Prioritize your goals. More than one meeting will be needed. Remember that meetings are important but action is the goal.





## SUGGESTED ACTIONS THAT VARIOUS LOCALS HAVE TAKEN

- Public Meeting as per PO-408
- Make constant contact with Congress
- Town Hall meeting called by the Union
- Send letter of opposition to stakeholders
- Go to Central Labor Council Meetings
- Request AFL-CIO to send out flyers, & info on web
- Get city council resolutions passed
- Warn of delayed mail, political mailings etc.
- Leafleting & street speaking
- Meeting with your Chamber of Commerce
- Information tables at supermarkets
- Every Door Direct flyer to reach box holders
- Circulating Petitions
- One-on-one conversations with everyone
- Protests
- Get politicians to send letters/resolutions to PMG requesting the AMP be stopped
- Sit ins
- Flash Mobs
- Provide carpools, vans, buses and pick up spots to get people to activities
- Press Conferences
- Rallies
- Circulate petitions to stop plant consolidations or closings
- Marches
- Legislative Visits
- Collect letters from everyone prior to the AMP meeting and present them
- Blockades
- Phone Zapping
- provide other public meetings
- Civil Disobedience with dignitaries
- Make a video of the public meeting
- Vigils
- Hold a luncheon for dignitaries, members, prospective Coalition members & educate





- 24 hour information bins
- Report delayed mail to PRC
- Creating a message in a picture or cartoon
- Radio, Newspaper & TV Talk Shows
- Reach out to retirement communities
- Using T-Shirts, Caps, & Banners to send the message
- Phone Banks
- Dilemma Demonstration  
(Show the effects of loss of Mail Service)
- Press releases, TV coverage, radio
- Mailings to members, retirees, auxiliary
- Educating the public
- compile delayed mail evidence
- Cost analysis to consolidate mail & advertise
- Cite revenue loss to community
- Have employee tell their story (personal)
- Set up a coalition to save the Plant & USPS



# STORIES AND SUGGESTIONS FROM LOCALS

## TUCSON AREA LOCAL

1. Network your thoughts and plans to ANYBODY who will listen. Go out and meet with groups of all kinds, veterans, jobs with justice, faith based groups, retiree groups (NARFE), occupy, youth groups, postal customers, postal employees etc. Start building your coalition from these folks. Every person in your coalition knows someone else, has special gifts and talents and has something to contribute to your fight.
2. Meet and get to know your elected officials from your city, county, and state. If these folks get elected to their jobs, you need to talk to them. Keep in mind that when they scratch your back, you need to be ready to scratch theirs when they ask.
3. Cultivate relationships with the media. Radio, print, television, bloggers, etc. Have hard copy available that back up your statements.
4. Be prepared so that you can give your main talking points at a moment's notice, but be flexible so you can add information that directly affects the group you are talking to. For example when talking to seniors include information about how the changes could affect them when they get their medications.
5. Get out of your own way. It does not matter if you look perfect on camera, or you don't like talking to Republicans, just do it. Your passion will lead the way. Learn to delegate - you cannot do it all by yourself.
6. Don't wait to get instructions from your national officers or organization – no one will care as much about your plant or station as you do. Just take one step and get started!

*Connie Sadler-Nelson, President - Tucson Area Local APWU*

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### **SALISBURY AREA LOCAL, MD**

Under the direction of Richard Adams and Dee Collins the local contacted Senators Mikulski and Cardin. Both sent letters to the PMG to intervene and stop the Study and had petitions signed. They sent articles to the paper and a cartoon depiction of the AMP study problem. They filed unfair labor board charges for not providing information. The Local, including employees from the Easton Shore Plant, had a luncheon with local businesses bulk mailers etc. to discuss the adverse effects of the AMP study and what they could do together to stop the process and to get them to attend the public meeting to speak out. These activists collected 6000 letters from members

prior to the public meeting and brought them to the meeting. They sent out reminders and opposition summaries to all officials in the State. For the Public meeting the Local arranged for bus, carpool, and vans to get people to the public meeting. The Regional Coordinator spoke as well as many legislative members. The Local had constant contact with all legislative members, the NBA's and the APWU Regional Coordinator, and informed them of updates.

### **GREATER CINCINNATI OHIO AREA LOCAL**

Below are a few of the many measures taken to combat the proposed closing of the Cincinnati, Ohio P&DC;

- met with all the employees to alert them of the planned closing
- had a group of people act as a research team to help establish and continuously update talking points
- had interviews with local TV news, newspapers, cable news channels, and local magazines



- contacted all the surrounding city and community councils to have several resolutions passed to keep the P&DC
- filled City Hall with media coverage twice in excess of 500 people each time
- had a rally march on Fountain Square Downtown with many groups including the AFL-CIO, Baptist Ministers, local businesses, and too many community groups to list
- had a several month long writing campaign to all locals, state, and federal elected officials via calendars with instructions, names, addresses and necessary info to have a collective impact
- met several times with the US Representatives, in the area (3 republicans)
- marched and met several times at John Boehner's office
- held an informational picket with community groups including the 99%ers and Reverend Jesse Jackson came and marched with us
- had the University of Cincinnati conduct a business model of the affects on the metropolitan service area
- assembled and widely dispersed information to businesses in the area of the effects on them and to the Postal Service decision makers
- did multiple radio talk shows to get our message and the facts out to the area
- had over 1,000 people from many Unions, businesses, and community groups attend the public meeting
- put in a temporary dues increase to hire a team of local lawyers to help fight in the legal arena if necessary
- had several mailings to the membership and used social media, including facebook, twitter, and email chains for instant and constant information updates about events.

***Mike Funk, President-Cincinnati Area Local***

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*The Local partnered with the Teachers Union, the religious community, local politicians, students, and others in order to fight legislation...*

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## **CLEVELAND OHIO AREA LOCAL**

In the beginning Cleveland, Ohio was a losing facility and employees were excessed. During this period of uncertainty, the Postal Service notified the Local that they also intended to close some stations and branches in the area. Local leaders were already attending Central Labor Council meetings and talking about the issues that postal workers face. The Local partnered with the Teachers Union, the religious community, local politicians, students, and others in order to fight legislation aimed at destroying collective bargaining for public employees and the proposed voter suppression legislation. These battles were won. The Local had a standing relationship with the Congressional representatives in the area. So when the time came to fight the consolidations and closings the Local had full participation from our allies. Local



Officers got involved and made phone calls, set up and attended meetings and protests. Our Retiree Organization, State Organization, the NALC and Mail handlers also helped and attended rallies with us. The Central Region Coordinator was in constant contact and kept us informed of management's plans. The Postal Service had claimed that the reason that they were proposing to close some stations was because their leases were up. After digging a little deeper it was found that this was not true! In regards to station closings, we won some and lost some. As far as consolidations we ended up being a gaining facility. After a long hard fight we achieved the goal of getting all excessed employees that wanted to return to Cleveland back in the facility.

*Daleo Freeman, President – Cleveland Ohio Area Local*



### REFERENCE MATERIALS

- Unions have the right to protest. Consult the legal guide on page 50.
- Using a petition is a good tool. See a sample petition on page 51.
- Knowing what to say to people in advance is good preparation. See sample talking points on page 52-54.
- Sample chants are available on page 56-57.
- Handouts to educate people on the issues are on pages 55 & 59.





## MOBILIZE THE MEMBERSHIP

Every member should be contacted personally: by phone, holding meetings, approaching them in the break room, having an informational table set up, receiving a flyer or some action. Make sure that they know what is going on and what actions will be taken or how to sign up to participate. A general or special meeting could be used to accomplish this goal. Invite members to accompany Union leaders on visits with potential allies. Relevant handouts and other information can be used to educate the membership on the issues. Members should be asked to commit to attend rallies, write letters, or participate in any tactic that the local chooses to engage in. Keep in mind that we should be searching for those in our membership who do not already have big workloads like Stewards or Officers. We must reach out to more of our members and ask for their active participation.

Don't forget to get your retirees and auxiliary members to join in and actively participate. Start a Retiree Chapter for your Local.

As we prepare to wage the fight, we should not neglect the chance to involve non-members in the Local. Non-members will be affected by the outcome of our efforts and should be asked to join the union and the fight. Participating will even give them insight as to why they should join the Union.

Participating will even give them insight as to why joining the Union is important.

## JOIN YOUR CENTRAL LABOR COUNCIL, IF YOU ARE NOT A MEMBER

Central Labor bodies have monthly meetings keeping you in touch with your labor community. You can request help for your activities as well as assist other unions when they need help. Each member at the Central La-




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bor Council gives a report as to the latest update of their own local union. Central Labor Councils provide educational speakers, workshops and legislative breakfasts. There should be APWU representatives at all the Central Labor Councils in your area. Your local may cover more than one central labor body because your membership is spread out to other counties and or labor districts. Make sure you have a representative at each of those meetings. The monthly meetings are usually held during the week after 5:30pm and last from 1 to 2 hours at the most. It is important to give a report at your Local Union Meetings and to your Local President

of the latest information regarding the labor community. You can also report on the other unions that volunteer to help with the postal workers issues. This is coalition building. Get their contact information and request they post your activities at their worksites.

The National APWU will reimburse your local for half of the State dues you pay when you join the State AFL-CIO. You will receive a monthly reimbursement from Headquarters after submitting documentation of payment each month. There may be a dues structure in your area to join the Central Labor Councils, but some central bodies just want you to stay involved and don't have a dues structure other than the State dues. Check it out. We have to belong to the AFL-CIO, to be a part of the greater movement.





# WAGE A COMMUNITY CRUSADE

We believe that people who live and work in communities know what is best for the community. We cannot let communities continue to slide deeper into debt, unemployment, and despair. Protecting Postal jobs for present and future workers is one key to helping the economy. Preserving public postal services for all people is another. By joining with our communities we strengthen our chances to stop consolidations and keep Post Offices open.

## JOIN FORCES WITH YOUR NATURAL ALLIES

Natural allies are others, outside of your membership, who have a stake in stopping the plant consolidation and/or Post Office closing. Contact potential allies and ask them to get involved in the fight. Get commitments to participate in your Coalition. Discuss your calendar of events and get agreements to participate. Explore the ways that you can work together. If you cannot get total participation, find out what direct actions can be done jointly.

***Our National President, Mark Dimondstein, has spearheaded an alliance with all four postal unions. This history making act is a perfect example of building a true alliance with our allies!*** (See page 58 for a signed copy of the proclamation)

Natural allies include, but are not limited to, the following:

- Retirees
- Officials
- Community Activists
- Official Commissions
- Community Organizations
- Family and Friends
- City Council
- Other Postal Unions
- Customers
- Other Organizations
- Key Stakeholders
- Auxiliaries
- Candidates
- Courts
- Citizens
- Congress

*(See Appendix C for a list of Sister Unions, Other Unions, Community Organizations & Legislative Political Organizations that may have local chapters in your area to add to your coalition building)*

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## CREATE, DEVELOP, OR EXPAND YOUR CONTACT LIST

The goal here is to make sure that you can contact individuals and organizations when necessary and to have the contact information where it can be retrieved easily. You should be gathering pertinent information such as name, address, phone number, email address from everyone that you come in contact with during the organizing process, at events. Circulating a clip board with a contact sheet at events could be helpful. Later the names could be added to your computerized data base. This tool will prove to be a useful asset for your activities.

**The Contact List on your Union Computer should include the following:**

1. A contact list of your own Union members by Craft, Career, non-career, retiree, and auxiliary status.
2. A contact list of other Unions (including Postal and those connected with the AFL-CIO)
3. A contact list of other Community organizers
4. A contact list of Legislative persons (National, State, and Local)
5. A contact list of Media personnel (separate newspapers, TV, Radio, National & International)
6. A contact list of related Businesses (small and large)

The contact list could be maintained through the Excel program, Gmail, Filemaker Pro, Outlook, Yahoo or some similar program.

*(See Appendix B for further information on creating contact lists)*



# GOING TO THE PUBLIC TO GET THE MESSAGE OUT

## MEDIA OPTIONS

Using the media is another way to put pressure on the target of a campaign and to build the strength of the coalition. Media work is developed as part of the overall issue campaign strategy and not a method for winning alone. ***Here the right message is critical.*** Be mindful of who controls the media. Increasingly the print and TV news are highly monopolized by segments of international conglomerate empires. They have the same two goals as any other large corporation: They want to make money and they want to promote a political climate that allows them to make even more money without interference.

- **Options for using the media are:** Events, Press (News) Conferences, Press Releases, Interviews/Talk Shows, Letters to the Editor, Educational Articles, Meetings with Editorial Boards, Announcements/Bulletin Boards,



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Video Press Releases, Newspaper Advertisements, Radio Actualities, and Web Based Media.

- **Media Tips:** Start planning by writing a headline (ask yourself what you would want the headline to say), Write a strong media advisory, There must be hard news (large groups, a new activity, new information, something unexpected, a new treatment of an old story, a tie-in with national news), Think pictures (ask yourself how this event will look, make sure signs are everywhere), Have a quotable quote or sound bite, Help reporters do their work (e.g. create a press release that can be ran as an article, develop a reputation for factual well-written material, Know the staff (personal relationships with reporters and editors help), Include human interest, Be in control at the event and, avoid getting sued (use phrases like according to or allegedly)
- **Writing Press Releases and Media Advisories**
  1. Use attractive letterhead. Put the word *NEWS* on it in very big type, or *NEWS FROM* and your organizations or coalitions name. Add a simple drawing or logo. You could use letterhead.
  2. Add the traditional heading
    - Your address and Today's Date
    - The words *FOR IMMEDIATE RELEASE* or the words *HOLD UNTIL* followed by a date
    - For further information contact: Add the name and phone numbers of your spokesperson. This needs to be someone who will actually be easy to reach and who can field any kind of question.
  3. Write a headline. It probably will not be printed but it will catch the reporter's eye. Use active headlines.



4. Use double spaces.

5. Write a lead paragraph. This is the most critical part of the whole release. It must grab the attention of the reporter or editor and if the rest of the release is cut it must stand on its own. Start with a dateline (the name of your city and the date without the year). The lead paragraph answers the questions who, what, when, where, and why?

6. Write a second paragraph with quotes from your spokesperson. Put in quotation marks any statement other than non-controversial matters of fact.

7. Continue to develop the story using quotations from your spokesperson and other leaders. The third paragraph would be the place to document evidence etc.

8. End the release by trying to get in a plug for your next meeting or activity, or give your phone number or website address for more information.

9. Try to limit the release to two sheets of paper. If you have a report or study to back up your position, hand it out in addition to your release.

In writing a **media advisory**, to notify reporters of your event, use the same heading. Add the words Media Advisory or News Advisory in large type. Then state the nature of the event with the time and place.

(See page 43 for a sample Media Advisory)



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*Being prepared  
for any interaction  
with the press is  
extremely important!*

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## PREPARING FOR INTERVIEWS

Being prepared for any interaction with the press is extremely important! Although you cannot script an interview or Question and Answer (Q & A) session, you can prepare to tell your side of the story. To do that:

- **Review your material** – messages, opening statement, and Q & A document. Your main message is that the consolidation will result in deterioration of service. Practice delivering short statements.
- **Remember: Repetition is critical.** TV stations will want a six-second sound bite. Repeating a short, simple message will provide the best chance that the message you want to give is the one that makes it on the air.

- **Keep it simple.** Do not get tied up providing complicated background information. Practice explaining the issue simply and directly. Avoid jargon.
- **Remember to issue a “call to action.”**

*(See phone script for reporters on page 44)*

## INTERVIEW TECHNIQUES

*The following should help you during Question and Answer sessions:*

Whatever the question, use it as an opportunity to promote your message and explain the negative effects of consolidation. If you are asked a difficult or irrelevant question, go back to your message. In other words, acknowledge that the question is important, but then go back to our message about the detrimental effects that moving operations will have on service.

Here is an example of an irrelevant question and how to turn it back to our message:

*Reporter:* “But haven’t stamp prices just increased?”

*Spokesperson:* That’s an interesting point. On the whole, stamp prices have remained close to inflation. Let’s remember the key issue for citizen in this [CITY]: If this plan goes through, we are likely to see slower and less reliable mail service with delays in delivery.”

- **Think “sound bite.”** Today, the average sound-bite is only six seconds long. Remember that what you say could be spliced into that short period of time. Do not say anything that you would not like to hear as your quick clip on the issue!
- **Answer questions one at a time.** If a reporter asks you a long list of questions, do not let it throw you off and do not take the questions too literally. Pick the question you like best and answer that. Or, step back and give the reporter a broader perspective: “I think what you are really asking is...”
- **Deal with mistakes.** If you make a mistake on camera during a taped interview, just stop, compose yourself, and say, “I’m sorry, what I meant to say was...” or, “I should correct that by explaining...” Correct yourself as best you can and move on. Do not say “Don’t quote me on that” or “to tell you the truth.”
- **Avoid jargon** or technical language that may be unfamiliar to the general public. Try to simplify your explanations and use analogies to help explain difficult concepts.
- **Maintain eye contact.** This holds the listener’s attention and will help you appear confident.
- **Be enthusiastic.** You are talking about an important and compelling issue. Let it show.
- **Keep your answers short.** Do not feel compelled to keep talking. When you have made your point, stop talking.

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*Whatever the question, use it as an opportunity to promote your message and explain the negative effects of consolidation. If you are asked a difficult or irrelevant question, go back to your message.*

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## MEDIA LINKS

Daily and Weekly Local Newspapers (large and small), radio stations, political newspapers, cablevision newsletters, cablevision companies, NAPS and NARFE newspapers, AFL-CIO newspapers, Central Labor Council newspapers, radio shows, area public TV stations, National websites (postal reporter, postal news, postal magazine, socialist worker, independent, National Newspapers, CBS, NBC, ABC, CNN, C-SPAN), talk shows, labor community shows, Meet Your Leaders Show, Town Hall meetings, Credible news reporters, specialty editors, and/or city desks, student newspapers, senior newspapers, union publications, blogs, etc.

### TIPS

- 1) The above lists should include addresses, phone numbers, e-mail addresses and links, and contact names. This avoids the need to reinvent the wheel each time there is an event, rally, or protest. This should enable you to send your message, press release, flyer, etc. concerning the event quickly and easily.
- 2) Your press list should be computerized in such a way that you can generate blast faxes, emails, or mailing labels at a moment's notice. Divide or code your lists by category. Make sure you have included the personal contacts described above.
- 3) Some radio stations are looking for guests to interview. You can bring key leaders from other organizations within your Coalition to show a strong front. See page 44 for a sample radio script.
- 4) See sample letter to the Editor on page 45.

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*Your press list should be computerized in such a way that you can generate blast faxes, emails, or mailing labels at a moment's notice.*

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Congressman Keith Ellison



## TIPS ON WRITING TO A MEMBER OF CONGRESS

A handwritten or personal letter is the most popular communication with your congressional office. Everyone has two U.S. Senators and one U.S. Representative. (See *Example letter to Congress Members* on pages 46 & 47)

If you want to find the names of your congressional the webpages are listed below:

To find your U. S. Senator visit: <http://www.senate.gov>

To find your House Member visit: <http://www.house.gov>

Information on current legislation is on page 59. (Another option is to make an appointment with Congressional members and bring members and allies to the meeting with you.)



Mayor Van Johnson



# NEUTRALIZE THE OPPONENT'S ACTION

## THE USPS PUBLIC MEETING

Public meetings, which are required by the PO-408 Handbook, can serve as a focal point for identifying individuals and organizations that can help with the fight that you want to present.

Public meetings provide an excellent opportunity to generate media coverage, expose the Postal Services actions, and let the public know how consolidations and closures directly affect them. The Local committee can provide talking points as to what is at stake for the public. Locals should publicize these meetings extensively (newspapers, radio show, TV, flyers etc.) and encourage Postal Workers, Elected Officials, Community Groups, and Citizens Groups to attend. Be sure to notify the Press to make them aware of the date, place, and time of these meetings. You may have to make an issue about the site the USPS has proposed for the public meeting. If it isn't big enough the local needs to request in writing a larger site to accommodate the public.

The public meeting or town hall meeting presents a public forum for citizens to voice their objections to proposed consolidations and closures. Management is supposed to make a decision concerning closure or consolidation following the public meeting. However, many times the Postal Service has already approved the feasibility study prematurely. If this occurs, request a copy of the feasibility study in advance to review who has approved the study and make those managers accountable at the meeting.

Business mailers can play a crucial role at these meetings, in part because postal management frequently defers to their needs. Be sure to invite them to the public meeting. The USPS usually schedules a separate meeting for Business Mailers. Be sure to attend that meeting as well. Inform the mailers of how the AMP will affect not only their service but could cost them in transportation if the USPS closes the Bulk Mail Unit and consolidates it to another site further away. Just because the USPS says there is no plan to move the bulk mail unit today, does not mean that they won't close it to make further cuts in the future.

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*Public meetings  
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If the Postal Service refuses to provide specific information on the closure or consolidation, the Local should be sure to point this out to the media, community activists, and legislators at the meeting. Many times the USPS shows a video which is generic information not totally in line with your facility. Call them on that fact.

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*Be sure to get  
contact information  
from individuals  
and organizations  
who agree to help.*

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Locals should be prepared to explain the negative effects of closure and/or consolidation on the service delays and how it affects the communities. Investigate and be prepared to confront the Postal Service on the following issues: the inconvenience to customers, the delay affecting bill payments being made on time, delays in getting checks and medicines that customers are depending on, added transportation costs, loss of jobs, loss of wage earners in the community, affects to local businesses that depend on postal services, inadequate maintenance, clerk, and motor vehicle staffing, safety and health issues, the status of the lease if the facility is not owned, and the impact on bulk mail.

The Public Meeting is an excellent opportunity to distribute union-produced materials to attendees to get them to join the fight to keep post offices and mail processing centers open in the community. Be sure to get contact information from individuals and organizations who agree to help. It is best if the Union has its own sign in sheet. If possible, a pre-meeting before the

Public Meeting to plan the strategy and unite forces might be advisable. Normally when the USPS reports the results from the public meeting or the comments received they falsify how many people were there, fail to list all the legislators who were present and the number of complaints the USPS received.



# MAKE MANAGEMENT COMPLY WITH THEIR OWN MANUAL

## A SUMMARY OF THE AREA MAIL PROCESSING (AMP) PROCESS

Per the Handbook PO-408, an AMP proposal is a feasibility study that has been validated by the area and Headquarters, supported by the Area Vice President (AVP), and submitted to the Senior Vice President (SVP) Operations for a decision on the consolidation. An AMP proposal consists of a summary narrative, finalized worksheets, a geographical map of the area, and a summary of the public meeting and comments. The AMP proposal requires approvals from designated local, district, and area management.

### DISTRICT RESPONSIBILITIES

- Management must review all worksheets and indicate approval with signature on the Approval Signatures worksheet
- Management must retain copies of all worksheets completed at the local level and any supporting documentation for at least three years after the HQ approval of the final post-implementation review (PIR) or after the last step taken in the AMP process, if the AMP is not approved.
- The district manager has overall responsibility for the **public input meeting, which occurs 45 days after submission of a feasibility study to the area vice president (AVP)**. (The Audience has an opportunity to provide verbal comments during the meeting. Following the meeting, stakeholders have 15 days to submit additional written comments to the district's manager Consumer Affairs. Input from the public is summarized and submitted to the AVP for consideration.)



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*An AMP proposal consists of a summary narrative, finalized worksheets, a geographical map of the area, and a summary of the public meeting and comments. The AMP proposal requires approvals from designated local, district, and area management.*

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#### **AREA RESPONSIBILITIES**

- The area AMP coordinator, in conjunction with the area functional review team, has up to **60 days to validate worksheets from the AMP feasibility study and finalize the business case that will be sent to the AVP.**
- The AVP evaluates the business case along with public comments then:
  - a. Concurs with the proposal, signs the Approval Signatures worksheet, mails a copy of the Original document to the SVP Operations, and sends an electronic copy to manager Network Alignment Implementation (NAI), or
  - b. Does not concur with the proposal, returns the study to the district manager or the gaining Facility, and mails a copy to the SVP Operations along with an explanation for this decision.

#### **HEADQUARTERS RESPONSIBILITIES**

- Within **60 days of receipt of the feasibility study**, the manager NAI will complete a review with other Headquarters functional organizations. If substantive changes are made to the AMP study during this review, a copy of the study will be returned to the area AMP coordinator who will obtain concurrences on a new Approval Signatures worksheet?
- A review by the Office of the Vice President Consumer Advocate ensures that adequate **attention and resolution was given to the public input at the district and area levels prior to consideration of the AMP by the SVP Operations.**
- The SVP Operations makes the final decision for the consolidation of mail processing operations. Notice of the final decision will be sent to the AVP, along with an explanation if the AMP is disapproved.
- For the approved AMP proposals, the manager NAI maintains oversight through the post-Implementation reviews.



## TRANSITION PERIOD

- **Six months or less** is allocated to the transition period for an AMP consolidation.
- To ensure employees understand potential impacts and available protections, reassignments and/or excessing will be accomplished in accordance with the applicable provisions of the Employee and Labor Relations Manual (ELM) and the applicable *Collective Bargaining Agreements* between the Postal Service and its employee organizations.
- **National-level Employee organizations must be notified and local union representatives briefed during the Transition period.**

## IMPACT STATEMENT FOR COMPLEMENT ADJUSTMENT

- An operational impact statement must be prepared for the losing facility.

## AREA AND LOCAL COORDINATION

- Area and local Human Resources must coordinate closely throughout implementation to ensure that repositioning of bargaining unit employees is accomplished in accordance with applicable provisions of the National Agreement. Compliance with the National Agreement requires notification of bargaining unit employees who will be involuntarily reassigned between installations. Management must have specific bid positions to offer employees who are being excessed.

## POST IMPLEMENTATION REVIEWS (PIR)

- **The first PIR is completed with 30 days after the second full quarter following implementation** and will indicate if the gaining facility is on the right track for expected savings.
- **The final PIR is completed within 30 days after the first full year of implementation**, and it compares proposed against actual data.

***IF MANAGEMENT HAS FAILED TO COMPLY WITH THE PO-408 THEN GATHER EVIDENCE TO REVERSE THE PROCESS!***

## THE OTHER ISSUE TO EVALUATE

If it appears that your plant will be closing or consolidated despite your rigorous fight, you may have to decide if you can continue as an Area Local or Local. Merging with the gaining facility might be an option. Keep in mind that many issues are involved in deciding on whether or not to pursue a merger.

An important part of your evaluation is to review the Merger Guidelines of the American Postal Workers Union as amended and adopted by the National Executive Board, November 12, 2013 which can be found on the APWU website. Once you are on the homepage, click on Departments & Divisions. Then click on Secretary-Treasurer. Go to the section that says issues, then click “show more.” Scroll down and you will find the merger guidelines.

## REVERSING THE AREA MAIL PROCESSING (AMP)

*Locals should work closely with their Regional Coordinator and the designated Business Agent that is assigned to Article 12 during every step of this process!*

## 8 Reversal of Area Mail Processing

## 8-1 Circumstances

In spite of careful planning and stringent review processes, there may be circumstances when it is necessary to reverse an implemented area mail processing (AMP). Examples include the following scenarios:

1. Inability to maintain service standards.
2. Advances in automation technology.

## 8-2 Process

When it is deemed necessary to reverse an AMP, the gaining facility must complete a narrative statement and provide detailed information on the need to change. The narrative is sent to the area office for concurrence. The area vice president (AVP) will send a letter to the Headquarters senior vice president (SVP) Operations with an explanation of the reasons for the reversal and impacts expected from the change.

The narrative must address the following:

1. Service impact.
2. Community impact.
3. Staffing impact and requirements.
4. Replacing budget hours and volume back into an office formerly consolidated into the gaining facility.
5. Changes in automation utilization and impacts on the automation mailstream.
6. Replacement of equipment.
7. Impact of reinstating transportation.

The request must also include a detailed action plan, including a timeline of intended actions for accomplishing the reversal.



## CHECKLIST OF EVIDENCE TO GATHER AFTER AN AMP

- \_\_\_ If, the use of resources such as space, staffing, processing equipment, and transportation is not better. (You will need documentation of the conditions before and after implementation).  
Explain \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_ Did overtime usage increase? Explain \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_ Is originating and/or destinating mail processed less efficiently? If so, explain \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_ Has implementation created any redundancies in mail processing? If so, explain \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_ Is there a significant impact to customer services? If so, explain \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_ Has business mail entry, retail, and delivery services changed? If so, explain \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_ Were costs increased (mail processing, staffing, etc.) If so, explain \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_ Were service standards reduced. If so, explain \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_ To your knowledge, is the gaining facility able to maintain service standards?  
If not explain \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_ Were there any advances in automation technology involved. If not, explain \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_ Was equipment taken out of the facility? If yes, please list \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_ Did processing windows remain the same? If not explain \_\_\_\_\_  
\_\_\_\_\_
- \_\_\_ Were there any other adverse effects after implementation. If so, explain \_\_\_\_\_  
\_\_\_\_\_



## RESOURCES FOR SHOWING COSTS, DELAYS, OVERTIME, AND EXPENSES

You want to make the argument that the AMP is not or was not cost effective and it would be better to reverse the AMP bring back the mail and have it cancelled and processed in the former SCF area. The reason to consolidate should not be because mail volume dropped we want to isolate savings (and costs) driven by the consolidation. Show that the USPS did not save money. Some information can be found on Blue-times web page some info on lite blue check with your transportation office, accounting, and ETs and MPEs to show productivity and delay reports. Review the following resources:

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*You want to make the argument that the AMP is not or was not cost effective and it would be better to reverse the AMP bring back the mail and have it cancelled and processed in the former SCF area.*

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- Transportation costs: review the OIG Audit report NO-AR-14-008 (Highway Contract Routes-miles per gallon) (TIMES LATE TRIPS REPORT) Copy of contract between USPS & Contractors HCR Schedule Trips Report Vehicle Record Trip ticket (form 4460), MVS Schedule(form 4533), Leased Vehicles Report (form 4577), Gas Mileage usage Report Daily record of gasoline oil issued (form 4574 and 4841), Change in times for hub and AO pickups (earlier pickups mean mail after pick up remains at AO delayed) Local Transportation Payments, Carrier Drive out agreements(-form 1312), Accident logs (form 1772), Extra Contract Trips Report(form 5397) Highway Mail Transportation Performance Report (form 5463) Cost of adding transportation hubs.
- Memoranda or directives addressing off-load mail from one facility to another, VOP Operating Plan Performance Report (\_\_\_\_\_Cluster) [http://vop.gov/ColdFusion/daily\\_vop.cfm](http://vop.gov/ColdFusion/daily_vop.cfm)
- Leased Reports Leased & owned property including building report, request the contract
- Work hour savings before AMP and after excessing occurred showing differences, Overtime Alerts at losing & gaining compare overtime costs before and after, Undelivered Mail Reports, Late Leaving and Returning Report-First carrier Delivery Trip (Form 1813) Pre-sort verification record (form 2866) Report of returned mail (form 3555), Delayed Mail Report-all post offices (form 3743), Plant-load Authorization (form 3815), EAS work hour report, Report Retail Optimization Request to justify post plan and consolidations, FAST System Drop Shipments Report, End of run reports including trays of drop shipments pre-sorted that is not processed at the plant, 24 Hour Indicator Report showing consistent delays.
- Floor & Dock Capacity at losing and gaining facilities. True average versus the average given on the AMP study Percentage of Idle Processing capacity versus time DBCs are down for scheduled maintenance, EXFC reports before & after consolidation, shifting employees from one place to another, include labor costs overall and those that moved to another craft but in the same facility, maintenance savings (costs in moving equipment from one facility to another include labor costs, and costs to the community (example: stores or mailers that depend on the USPS Plant).

# BUILDING A LOCAL COALITION

A coalition is a group of organizations working together for a common goal. Today we must build strength in numbers and coalition building is the answer to help us achieve our goal. If the media and our legislators only hear from postal workers, they are likely to disregard our concerns merely as self-interest. If, on the other hand, we are able to educate and persuade business groups, senior citizen organizations, residents of rural communities, local activists, residents of poor neighborhoods, and others that they, too, have a stake in this fight, we are more likely to be successful. Coalitions are about the building power to make change.

## REACH OUT TO ALL CONTACTS

Now is the time to move from organizing, planning and public exposure to more strategic activities. This is the point where you tie together all of the previous ground work that you have done thus far. Use your contact list (see Appendix B). Have Committee members reach out to contacts and get commitments for the participation in the calendar of events. A meeting of the coalition might be necessary at this point. Create an agenda for the meeting and follow it closely. Start making group decisions about how you will employ your tactics. Remember that it is important to get the right people together rather than having a big group. When coalitions are effective they grow.

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*Today we must  
build strength in  
numbers and  
coalition building  
is the answer to help  
us achieve our goal.*

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## ORGANIZING AND RECRUITING FOR THE COALITION

Local organizers always face the need to work continuously to expand the circle of people involved in coalitions. Recruiting should be an ongoing process to be done with every contact that you make. When recruiting, always appeal to a person's self-interest. This is very different from telling them why it is in your self-interest for them to help you. Learn about what people care about and build relationships through conversations in which they talk about their concerns. Explain clearly what the coalition is trying to accomplish. Establish their willingness to join our efforts. Ask how they believe that they can assist and in what capacity. Make any suggestions in response to their suggestions. Provide them with assignments, target list of groups, or other pressure points. Give them a time frame to take the action that they can undertake on behalf of the cause and coordinate it with others. Always ask coalition members if they know anyone else who would like to be involved in the fight. If they refer you to someone, at least get their phone number and contact them.

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*Local organizers always face the need to work continuously to expand the circle of people involved in coalitions. Recruiting should be an ongoing process to be done with every contact that you make.*

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### EXAMPLE CONVERSATION

Hi Jane. My name is \_\_\_\_\_. I am a member of the \_\_\_\_\_ Local of the American Postal Workers Union and we are involved in a fight to save the public Postal Service. I know your organization uses the Postal Service regularly. Joe told me that I should talk to you to see if you might be able to help with our cause, especially since it might affect you directly. Currently there are several actions being taken in Congress, by the PMG, and other entities that would result in privatizing the Postal Service. This would mean that the average citizen would be inconvenienced by diminished, expensive, and unprotected service. We believe that this is an unfair right being taken away from the American people and we are trying to do everything within our power to stop it. Do you see the value in having a public Postal Service? Do you think it is the right thing to do? Do you understand that you can help make a difference? Would you be interested in getting more information, coming to a meeting, or offering your skills to this cause? Right now we have a list of organizations that we think may want to help us. Could I give you a list to start calling? (If the answer is no ask: what would you be willing to do? When?) I will be looking forward to talking to you on Friday. Thanks for your time.

### TIPS

**An organizing conversation is intentional.** You are talking to a specific person for a specific reason. Ask yourself, what do I hope to accomplish with this conversation? The answer will depend on who you are talking to and where you are in your fight. For example, if you are just starting out your goals might be to give a better understanding of the issue and its effect on the community. If you are beyond just starting out, you may have specific actions, events, or tactics that you want them to get involved in.





**You must meet people where they are.** Making someone care about something is almost impossible. The best situation is to recruit people who are already charged up about stopping consolidations and closures. Sometimes you might have to change minds and hearts by helping people have experiences that transform them. To do this, you start where they are and bring them along with you. Strategies for convincing people to get involved are in Appendix D.



## CONSIDER THESE NINE STEPS TOWARD COALITION BUILDING

- 1) **Be prepared.** Have in mind how you will explain your goal and what you want the person to do. Consider areas of self-interest to which you will appeal. Have a few fall back requests. These are jobs that need to be done but require less of a commitment. If you are recruiting an organization to join a coalition, research its history and program. Whether recruiting an individual or an organization you should approach the first meeting as if it is the beginning of what you hope will be a long-term relationship.
- 2) **Legitimize Yourself.** If you do not know the individual or organization, you need to gain credibility. Explain that you have the same problem that they do. It is important to show that you are not using their problem to advance some other agenda. If you got the name from a petition thank the person for signing it and introduce yourself as a member of the APWU who circulated the petition. Mention others who have already agreed to join the coalition or agreed to come to the event.
- 3) **Listen.** Draw people out, identify their self-interest, clarify their concerns, and establish rapport. Listening is not simply the absence of talking. Ask people good questions and provide encouraging remarks and body language to convey your interest in them. Other things to listen for include special skills the person might have, useful contacts, and organizational networks. Perhaps a meeting with their contacts can be arranged for

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*You must meet people where they are. The best situation is to recruit people who are already charged up about stopping consolidations and closures.*

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you. Make sure you listen to people even though you may disagree with what they are saying. Generally, one-on-one conversations are better than group settings.

**Some tools to aid your conversation are:** Flyers, Your own Story, Talking Points, Prepared answers to tough questions, and Practice.

- 4) **Agitate.** Webster's defines the word "to stir up people so as to produce changes." You are not trying to offend or be obnoxious but neither will you passively accept excuses for people not getting involved. Agitation is asking people open-ended questions that draw out how they feel about consolidations and closures, how it affects them and their families, and who is really responsible (The Postal Service, Wall Street, Big Business, Some Politicians, etc.). Illustrate the true consequences of consolidations and closures. Help people see that if no action is taken, nothing will change and it will get worse.
- 5) **Explain Strategies.** Very briefly explain what the Coalition intends to do about consolidations and plant closures. A good plan does not have to be long. People need a clear general understanding of the details. You could begin by saying here is our approach... Briefly explain why this is the approach, what actions or steps are involved, and how they could participate and what steps you need them to take.
- 6) **Convey urgency.** Urgency is a two-way street. It helps compel others to action and it also serves as a check on your own tactics and goals. You can demonstrate urgency through your actions. When you make plans to meet with someone or to follow up on a request, try to do it within 48 hours. The more time that goes by, the greater chance that they might forget, change their minds, or get distracted.



- 7) **Get a commitment.** Do not leave a conversation open ended. You have to choose the right request and get a commitment. Make sure they have what they need to be successful. You are trying to match the Coalition's needs to the person's self-interest and talents. People are more likely to follow through on a commitment that feels achievable even if it is outside of their comfort zone. Let them know that they will get back up and support if they need it. If you cannot get an actual agreement, at least try for a date by which the person will decide.
- 8) **Follow up.** Contact the Coalition member after they complete the task and find out how it went. If the goal was accomplished, commend them. If the goal was not accomplished, ask them why they could not follow through on their commitment. This shows that you are serious and their commitment is important to you. You can make adjustments to get it done or for completion next time, depending on the response that you get. You may have to find something that is a better fit for them. Mutual accountability is key to the relationship.
- 9) **Evaluate.** Be clear about the Coalition member's willingness to take action. Gauge the success of your overall Coalition building effort and success at moving people from inaction to action. Continually evaluate whether your tactics provide the intended result or whether you need to make adjustments. Consider whether Coalition members:
- Have taken action or done something to demonstrate their commitment.
  - Have recruited others or moved others to take action.
  - Have followed through on their commitments.
  - Have been involved and if not, find out why.
  - Have intentionally or unintentionally worked against the stated purpose of the Coalition. If this is so, make a decision about how to resolve it.

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*People are more likely to follow through on a commitment that feels achievable even if it is outside of their comfort zone. Let them know that they will get back up and support if they need it.*

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## OTHER CONSIDERATIONS FOR COALITIONS

### RESOURCES

The Local or State should be prepared to contribute resources to the Coalition. Coalition members who volunteer to contribute meeting space, provide copies, and have other resources are valuable and this should be noted. Organizations will bring different strengths and weaknesses to the Coalition. As long as each member understands and accepts the contributions of others, problems in this area should be minimal. All efforts are essential to the success of the Coalition and each member should be valued for the resources they bring.





### TIPS

- Decision making procedures must be clarified.
- Depending on the Coalition, different working arrangements may be necessary.
- Whatever the Coalition structure, it should be clear to all Coalition members.
- Credit should be distributed fairly.
- The Coalition should be comprised of strong member organizations
- A Campaign is a series of actions you take to accomplish a goal.
- Your strategy is your analysis of how your actions will influence those in power and force change (e.g. pressuring the employer).
- In developing a strategy you consider what they care about, who are their key decision makers, where do they exercise influence, where they are weak, and their resources.
- Tactics are the actions you take in support of your strategy. These are the actions, events, and tasks that influence and facilitate change.
- Escalation is the process of increasing the intensity of your actions over time as you build toward success and accomplishing your goal.
- You may have short-term, medium-term, or long-term goals for your Coalition.

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*One cardinal rule is to never become involved in the internal politics of any Coalition member organization!*

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One **cardinal rule** is to never become involved in the internal politics of any Coalition member organization! You will have to work with winners, so stay neutral during the members' internal election campaigns or fights. Do not take an action that favors one side or the other.

## CHOOSE THE APPROPRIATE TACTIC FOR EACH STAGE

Tactics are steps in carrying out your overall plan. They are specific things that people do to decision makers/targets to put pressure on them to achieve the goal. When you list tactics, put down who will do them and give a time frame. Remember, tactics have no meaningful existence outside of the strategy for which they are a part of. (*See the glossary in Appendix A.*)

Holding publicly advertised events such as hearings, teach-ins, accountability sessions, rallies, protests and marches will attract people to your cause. People will come to support the issue, but also to check out the group. Having sign-in sheets and making follow-up recruitment calls should be standard procedure. Putting up a web page is helpful but you need to publicize the address widely in conjunction with these other events. Smaller activities also work well. Petition drives and letter writing campaigns can bring the organization in to contact with hundreds of people in a short period of time and each person should be asked to volunteer. Experience indicates that if one out ten who volunteer actually shows up you are doing well. The point is to have an ongoing activity that generates a constant inflow of new people.

Planning ahead and designating key responsibilities during an action or activity will help it go smoothly and reduce confusion. Some of these roles are:

- Media Spokesperson
- Captain/Point Person for the event/rally
- Police Spokesperson
- Chant Leaders
- Sign In people
- Picket Line marshal
- Contact & Reminder people
- Flyer/sign point person

(*See sample assignments for those on your committee or in your local coalition page 42*)

### MOTIVATIONAL THOUGHTS

- “If you want to move people, it has to be toward a vision that’s positive for them, that taps important values, that gets them something they desire, and it has to be presented in a compelling way that they feel inspired to follow.”  
-Rev. Martin Luther King, Jr.
- There is a saying among organizers that “Groups join coalitions to gain power, not to give it away.”

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*When you list tactics, put down who will do them and give a time frame. Remember, tactics have no meaningful existence outside of the strategy for which they are a part of.*

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# ELECTRONIC FORMS

## ASSIGNMENTS FOR A PROTEST / RALLY / MARCH

*Plan at least two to three weeks in advance; be at event 1 hour early*

**Put together an event team utilizing Core Coalition Members for the following:**

*(Place name of activist that volunteers on lines)*

- Obtain March/Rally permits notify police \_\_\_\_\_
- Flyers, handbills, "I'll Be There sign-up, chants, songs, maps \_\_\_\_\_
- Calls to Stewards/Officers (reminder, troubleshoot, coach, encourage) \_\_\_\_\_
- Calls to Members 2 weeks ahead & night before (phone banks) \_\_\_\_\_
- One on One Member Visits at work (break room, union room) \_\_\_\_\_
- Mailing/E-Mails and calls to Retirees 2 weeks ahead and night before \_\_\_\_\_
- Mailing/E-Mails to Local Members 2 week ahead and night before \_\_\_\_\_
- Contact and send flyer to Sister Unions \_\_\_\_\_
- Contact and send flyer to other Unions \_\_\_\_\_
- Contact to the Coalition (community, faith-based ,businesses, students) \_\_\_\_\_
- Contact Legislative Members (local, state, federal) \_\_\_\_\_
- Phone bank the Coalition \_\_\_\_\_
- Facebook and social media contacts \_\_\_\_\_
- Media press alert, get commitments \_\_\_\_\_
- Press packets \_\_\_\_\_
- Interview Set-ups (before, during, after) \_\_\_\_\_
- Speakers \_\_\_\_\_
- Make picket signs \_\_\_\_\_
- Transport early: signs, posters, banners, sound system/bullhorn day of March \_\_\_\_\_
- Assigned to take photos and video of activity \_\_\_\_\_
- Sign-in sheet, petition, on-site \_\_\_\_\_
- On-site water, snacks, tents, \_\_\_\_\_
- After event: press release, photos, editorials, video for TV, news, APWU \_\_\_\_\_
- Clean-up Crew \_\_\_\_\_

## MEDIA ADVISORY

(Date your are sending the advisory)

(Name of Contact Person & Title)

(Phone Number, Address, & Email Address)

### **KEEP YOUR LOCAL POST OFFICE OPEN!**

**(CITY'S) Postal Workers Warn of Threat of Selling your Historical Post Office**

*Event will emphasize the impact and inconvenience to the public in terms of convenience and promptness of mail delivery*

**WHEN:** (DATE AND TIME OF EVENT)

**WHAT:** (CITY'S) Postal Workers, Community Activist, Faith Organizations, Political Leaders, and AFL-CIO members will inform the public of the Postal Service's plans to discard around 4,000 historic buildings around, the country including our well known landmark downtown.

**WHERE:** (SPECIFIC LOCATION)

**WHO:** (CONTACT PERSON'S NAME, TITLE, AND ORGANIZATIONS INVOLVED)

**MORE:** (INFORMATION ABOUT THE IMPACT) For example: Historic Postal Buildings are an integral part of a city's identity and character. When a city loses an historical building it loses a familiar landmark and a piece of its being that distinguishes itself as unique. If the Postal Service is successful, the iconic character of this landmark will be destroyed and an important community connection and legacy will be diminished.

Our Coalition will inform the public about these devastating plans and what action can be taken to fight against the closings.



## PHONE SCRIPT FOR REPORTERS

*(For use two to three days before the event):*

Hi, my name is [NAME]. I am a Postal worker in [City] and I am calling about a news event that will expose a plan that could seriously jeopardize [City's] mail service to the people. This plan will weaken the USPS and make it ripe for privatization while destroying good jobs for the economy, postal workers, and the American public.

Postal Workers, other concerned citizens and organizations will be holding a rally, distributing flyers, and educating the public at [LOCATION] on [DAY and DATE] at [TIME]. I will be in touch again on [DAY BEFORE THE EVENT] with a media advisory, but I wanted to let you know about the event ahead of time to give you the opportunity to ask any questions that you may have about the issue. I can be reached at [BEST TELEPHONE NUMBER, ADDRESS, AND EMAIL ADDRESS] for further information.

We are hoping that you will be able to join us. Can we count on you to show up? Please contact our office of your intent to be there. [ e-mail ]

## EXAMPLE RADIO AD SCRIPT

*Developed by the Mansfield Area Local (OH)*

*The 30-second radio ad below gets our message across very efficiently and can be easily adapted for use by others. Many radio stations will produce ads free-of-charge, provided customers purchase advertising air time.*

Here's a crazy idea. The government wants to send our local mail [NUMBER] miles away to [NAME OF CITY] to process it and then drive it back [NUMBER] miles to [LOSING CITY]. If you live in a zip code that starts with [FIRST THREE DIGITS] or [FIRST THREE DIGITS], this could slow down your mail service.

Over [AMOUNT] of the mail processed in [NAME OF LOSING FACILITY] stays in our area. Why send it to [NAME OF GAINING FACILITY] and then back here again? Keep good mail service. Don't let the Post Office take First Class mail processing out of [NAME OF LOSING FACILITY]. Call or write your Congressman or [NAME OF LOCAL ORGANIZATION], [ADDRESS].

Sincerely,

[NAME OF COALITION]

## LETTER TO THE EDITOR

Dear [NAME], Editor:

Postal Workers take pride in providing prompt, dependable mail service to [CITY]. Postal Workers are sworn public servants who uphold the sanctity of the mail. We believe that the public is entitled to have public postal services. This is why we are so concerned about the Postal Service's plan to shift mail operations from [CITY] to [GAINING CITY].

Unfortunately, this "consolidation" plan will result in slower, less reliable mail service for the citizens of [CITY]. Mail will be collected earlier in the day and arrive later-possibly after dark. Checks will be delayed, bills may not arrive on time, and medication delivered by mail will take longer to arrive.

Sending our mail to [GAINING CITY] for processing will also hurt local businesses and will take more jobs and drain the economy in [LOSING CITY]. The Postal Service claims the move will "improve efficiency," but it has yet to prove that the plan can really save money, resources, or that it could maintain the current level of service.

[CITY'S] postal workers, community activists, businesses, and other leaders are asking everyone to take a stand against consolidation. You can start by [DESCRIBE THE ACTIONS THAT YOU ARE ASKING THE PUBLIC TO TAKE SUCH AS: JOINING PROTESTS, PARTICIPATING IN TOWN HALL MEETINGS, CONTACTING LEGISLATORS, ETC.]

Sincerely,

[NAME],

[TITLE]

[ADDRESS]

[PHONE NUMBER]

[E-MAIL ADDRESS]

# LETTER TO CONGRESSIONAL MEMBERS

## TO A U. S. SENATOR

*The Honorable [first name] [last name]  
U. S. Senate  
Washington, D. C. 20510*

*Dear Senator [last name]:*

## TO A U. S. REPRESENTATIVE:

*The Honorable [first name] [last name]  
U. S. House of Representatives  
Washington, D. C. 20515*

*Dear Representative [last name]:*

## PURPOSE OF YOUR LETTER

1. Introduce yourself by giving some brief information: *"I am a member of the [name of local and #] and work as [describe the type of work that you do and your employer]."*
2. State the reason that you are writing for example: *"I am against the Postal Services proposal to change service standards. I oppose the changes to the rate system and regulatory oversight. I am vehemently opposed to any facility closing because I believe it deprives the public of reliable and timely service."*
3. Be courteous, to the point, and give specific examples or information supporting your position. *"I am against the Postal Services actions because I believe that it is a step toward unwanted privatization and undermines the obligation to provide universal service to the American people."*
4. Try to keep your letter to one page, and do not write on more than one topic or piece of legislation. One reason is because different staff members work on different issues.
5. Be sure to include your full name, address (where you are registered to vote and no P. O. Boxes), city, state, and zip code.

(Date)

The Honorable [NAME]

U. S. Senate/U. S. House of Representatives [Select one]

[LOCAL OFFICE-Do not direct to Washington, D. C. office]

Dear Senator/Representative [Select one] [NAME]:

As a part of a misguided cost-cutting scheme, the Postal Service is planning to move mail sorting operations currently performed at the [FACILITY NAME] in [CITY] to [FACILITY NAME] in [CITY], which is approximately [NUMBER] miles away.

Despite USPS assurances to the contrary, this “consolidation” will have a negative effect on service in the [CITY] area. Mail will be collected earlier in the day and arrive later – possibly after dark. Checks will be delayed; bills may not arrive on time, and medication delivered by mail will take longer to arrive.

Sending our mail to [GAINING CITY] will mean loss of job in [CITY]. It will also hurt local businesses. The Postal Service claims the move will “improve efficiency,” but it has failed to provide any real evidence that the plan would save money or that the current level of service could even be maintained.

Instead of cutting service to the community, we need your support in urging Congress to correct the real cause of the Postal Service’s financial deficit: the provision of the 2006 Postal Accountability and Enhancement Act that requires the USPS to pay more than \$5 billion annually to pre-fund future retiree healthcare costs – a burden that no other government agency or private company bears.

Since the Postal Service is not voluntarily expanding services in accordance with its mission, they should be pressured in to doing the right thing. The Postal Service should be pushed to offer: notary services, license services, and non-bank financial services. Saving our national treasure should be a priority.

Because a healthy Postal Service is critical for a healthy U. S. economy, the APWU and other postal unions have asked President Barack Obama to take immediate actions to save good postal jobs, good postal services for the public, and stabilize the financial condition of the USPS.

I hope that we can count on you to support our efforts, and to oppose any consolidation plans or Post Office closings that would reduce service and result in job losses in our community.

Sincerely,

[NAME],

[ADD ADDRESS]

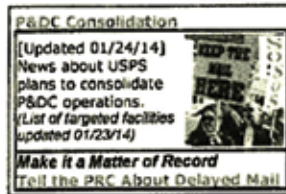


## REPORTING DELAYED MAIL

Postal customers who have complaints about delayed mail should be sure to notify the Postal Regulatory Commission (PRC). Filing a complaint with the PRC will help document the number of egregious problems! Logging your complaint confirms that there are significant delays happening in those areas where consolidations and reduced hours have occurred. The PRC and/or USPS response to your individual complaint will not resolve it; however our goal is to show the extensive problem.

### THE FOLLOWING OUTLINES THE PROCESS:

1. Use your browser and go to [www.APWU.org](http://www.APWU.org).
2. On the home page, look in the middle column in the box that says P & D C Consolidation. Go to the bottom of that box and click on *Tell the PRC About Delayed Mail*.



3. Click on the highlighted writing that says [Filing a complaint online](#).
4. At the U. S. Postal Regulatory Commission page mark the circle that says complaint, go to the subject area and choose Mail Delivery/Postal Services, go to the message box and describe the complaint (see the example below). Click submit.

Send a Message*	<input type="radio"/> Comment <input type="radio"/> Question <input checked="" type="radio"/> Complaint
Subject Area:*	Mail Delivery/Postal Services
Message:*(1000 Char. Limit)	Requesting an investigation on: mailed (letter or package) on (date) at (name of Post Office) from (address) to (address). Postmarked (date). Delivered on (date). Delayed over (number of days) days.
Name: (Optional)	
Email: (Optional)	
Daytime Telephone (Optional)	
Address: (Optional)	
* Required	
<input type="button" value="Submit"/>	<input type="button" value="Clear"/>

After completing the above you are done and you have helped in the fight to maintain efficient public postal services and preserving good jobs in our community. Thank you!



# HANDOUTS

## LEGAL GUIDELINES

**Picketing is lawful.** The U. S. Constitution gives unions the right to picket and pass out handbills on public ways. You have a First Amendment right to communicate to the public about issues that are of public importance, such as the loss or degradation of postal services and the impact on jobs. Section 7 of the National Labor Relations Act also guarantees the right to picket.

### FOR PICKETING AND LEAFLETING

- Your message should concern a specific issue such as: the impact of the proposed consolidation on the community and the loss of jobs in the community. This is not the desired time or place to discuss grievances against postal management.
- Keep your event informational.
- Stand or walk on public sidewalks or in other areas accessible to the public. If the only place to reach people is on the sidewalk or on postal premises, you are entitled to the same access to the walkway as the public has.
- Notify local police before the public event and they can provide you with information on what is considered public property lines at the site that you choose.
- When a driveway crosses a public strip, the part of the driveway between the owner's property line and the street, the driveway "apron" is public property. You can picket on the apron. If the employer owns the driveway, there is no public apron, and the union is ordered to leave, picketers should move to the nearest public sidewalk or street. The union should file a ULP, NLRB Access Charge, seeking the right to picket on the driveway.
- Do not block or impede public passage.
- Picketers have a right to approach line crossers, hand out literature, etc. Picketers can shout, use strong language, and gesture but they cannot engage in violence, threats, property damage, or other egregious misbehavior. Maintain peace and order.
- Do not block people if they do not choose to stop and talk.
- Picketers have considerable latitude in regard to picket signs, banners, etc.
- Picket in single file, keep moving, and maintain adequate spacing to allow vehicles and individuals to enter and leave.
- If police approach, cooperate with them and obey their instructions. If a problem arises, obtain the officer's name, department, and badge number. Report that information to your picket captain or the Local.
- **Postal workers must be off the clock** when participating in pickets, rallies, leafleting, etc.
- If postal management threatens you with discipline for any aspect of your behavior, comply with management's instructions and call the APWU headquarters for support at (202) 842-4250.

## PETITION

WE, THE UNDERSIGNED, OPPOSE THE POSTAL SERVICE'S ACTIONS TOWARDS CONSOLIDATING THE \_\_\_\_\_ Plant with the \_\_\_\_\_ Plant. These Plants are \_\_\_\_\_ miles away from each other and processing the mail will be more cumbersome and delayed mail may result. The residents of \_\_\_\_\_ will be adversely affected. For example, customers who receive their medicine by mail will have to wait longer to receive their mail. We urge you to contact \_\_\_\_\_ and let them know that you are against this move.

NAME	ADDRESS	PHONE#	E-MAIL
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____
7.	_____	_____	_____
8.	_____	_____	_____
9.	_____	_____	_____
10.	_____	_____	_____
11.	_____	_____	_____
12.	_____	_____	_____
13.	_____	_____	_____
14.	_____	_____	_____
15.	_____	_____	_____
16.	_____	_____	_____



## TALKING POINTS

*Choose talking points that you want to convey to the public, by drafting those that bring your Coalition together and deals with the needs of everyone.*

### **SUGGESTED TALKING POINTS:**

- We want to stop consolidations and closures, to stop destruction of the service standards.
- We want to fight to preserve and expand public postal services.
- We are against selling Historic Postal Buildings.
- The Postal Service provides an important public service to the American people without using tax dollars.
- The Postal Service serves every corner of America, no matter how small or remote. When a state of emergency occurs the postal service can assist in finding, communicating and providing people with needed supplies, or medicines following a crisis.
- The Postal Service supports millions of jobs in virtually every other sector of our economy.
- The Postal Service provides decent paying Union jobs to around 500,000 Americans. Many of these jobs are held by Veterans.
- The Postal Service is under vicious attack by powerful and wealthy people with special interests who want to privatize or otherwise dismantle every function that the Postal Service currently performs.
- Wall Street and Corporate America see an opportunity to make billions of dollars while short changing the American public.
- The Postal Service's financial crisis is manufactured, aimed at privatization and aimed at convincing the public that drastic cost cutting measures are necessary.
- Those cost cutting measures have drastically delayed mail service.
- Seniors and rural populations, which have a high proportion of seniors, rely on the mail more than younger and urban populations because they have less access to the internet or do not use computers.
- When seniors and disabled people are unable to access a local post office, it is often a hardship to travel to the next town for postal services. Many seniors don't drive.
- The mail carrier is sometimes the only person that seniors and disabled people see every day. Mail carriers often look in on frail and elderly people and knock on the door or alert neighbors if mail piles up in the box.
- Instead of slashing hours and closing post offices, the Postal Service should expand products and services including but not limited to: providing same-day delivery of drugs, groceries and other products; providing one stop services (driver license renewal, paying traffic fines, granting fishing and hunting licenses, social security, Medicare, banking, and insurance services, internet and fax

access, copying, printing, notary services, utility payment acceptance, basic cell phones, ATM's, gifts, etc.

- Our rights include the right to a prompt, efficient, secure Postal Service.
- Large corporations are trying to destroy the USPS in order to make more money by privatizing.
- The USPS has provided prompt service for years until management starting consolidating, closing, downsizing and reducing work hours to turn our great service into a less available, delayed service.
- As the public begins complaining about the service, the corporations will swoop in to dismantle, rather than to bring service back to being prompt and efficient, and we must stop them through the people's movement.
- The USPS has short-staffed so many facilities causing delayed service. Management is refusing to hire career employees. They are hiring only temporary employment at lower wages and no benefits.
- Management has adversely affected the right of veterans of war to have career job opportunities.
- The USPS is hiring minorities in non-career temporary jobs with no real benefits failing to provide career opportunities with benefits to minorities.
- If mail processing continues to fail, the large corporations will get Congress to turn it over, piece by piece, until all people will not get affordable, secure, postal service.
- The Public must rise up to let Congress know that they do not want the USPS privatized. This is an urgent matter. The Public must not let our service standards be relaxed because that denies the public the right to prompt service.
- By destroying the USPS network they destroy the government's ability to mobilize the nation to defend locations under attack. This destroys the ability to deliver emergency materials in response to community disasters in an urgent prompt manner. It destroys the ability to reunite families that are separated and protect the mail. Homeland security efforts will be compromised in terms of biological, enemy attacks, and other forms of terrorism.
- The mail that you receive and send will no longer remain secure and confidential as big mailers underpay their workers causing high turnover and less dedication. The oath and commitment to protect your mail service will not exist.
- The destruction of the USPS by big business is another attack on taking away 200,000 to 300,000 Postal jobs that have collective bargaining for decent wages and benefits. These are jobs that non postal workers and their families could look forward to obtaining.
- Big companies are getting large discounts making money on the backs of the small mailers and customers and adversely affecting postal jobs and service to all.
- The Internet is not as personal and secure as a handwritten letter from someone you love and miss.
- The Post Office is the center of the community where the community comes together for updates and news from community bulletin boards, etc.

- Postal Workers are watchdogs for the safety of their customers' needs when they face danger or possible illness. Thousands of customers' lives have been saved by Postal Workers.
- Postal Workers give to their communities supporting blood drives, the United Way, and otherwise donating money to assist those in need. Without a decent wage there is no monies left to donate to organizations that need help.
- Postal Workers support the community and businesses with their paychecks, they buy goods, services and products.
- Big Businesses are giving large sums of money to Congress and lobbying other government agencies to assist them in dismantling, deregulating and relaxing prompt service standards that bind us as a nation.
- The USPS is responsible to provide equal service to everyone and the big corporations are not. The USPS' purpose is to provide quality affordable universal service. Not increasing profits.



# STOP CONSOLIDATIONS AND CLOSURES

- Closing mail processing facilities will be detrimental to the long-term financial well-being of the Postal Service as it can only be accomplished by a reduction in service standards.
- Closing facilities and slowing down the mail affects service every day of the week; all mail is delayed.
- According to the Postal Service's own study, such deep cuts in service will cause a loss of postal revenue through lost business.
- Facility closings also cost communities jobs and damage local economies.
- At a time of high national unemployment, such cuts may cost thousands of jobs.
- The USPS continues to take drastic measures significantly delaying the mail and permanently damaging the nation's mail system through consolidations and closures.



**The reduction in USPS service standards will likely have a negative impact on the financial health of American businesses.** With the reductions in processing locations invoices may take one to two days longer to reach customers, and customer payments will also take longer to collect. In addition, other potential side effects for corporations may include:

- An increase in customer late fees charged, increased call volume to customer service, decreased levels of customer satisfaction and decreased working capital.
- The economic impact will most likely affect small and medium sized businesses and non-profits even more severely. They are more likely to send their bills and solicitations by mail and are far less likely to have established a means to accept electronic payments.



## CHANTS FOR PROTESTS, RALLYS & MARCHES

Hey, hey, what do we say?  
We want our mail back at (place) today!  
Hey, hey, don't delay!  
Bring our mail back, where it should stay!

Solidarity Forever  
As long as we fight together  
Workers Together  
Solidarity Forever

There ain't no power'  
Like the power of the people,  
Cuz the power of the people won't stop!

They say cut back!  
We say fight back!

Hey, hey, ho, ho,  
Protecting our mail is our goal!  
Hey, hey, ho, ho  
Union busting has to go!

We're going to beat back,  
The USPS attack!

We're going to mobilize,  
Fighting back against their lies!

Just say No to Donahoe!  
Donahoe has got to go!

Management's plan has failed!  
We don't want delayed mail!

We serve the public  
We serve the community  
Workers and Customers  
Must Build Unity!

They say Cut Back, We say Fight Back!  
(call and response) Cut Back/Fight Back!

There is one thing clear to me!  
The people here have unity!

We're fired up,  
We won't take it no more!

Who's got the Power?  
We've got the power  
What kind of power?  
Working people power!  
How'd ya get that power?  
Union power!

El pueblo, unido, jamas sera vencido!  
The people united, will never be defeated!

Who's got the power?  
We've got the power!  
What kind of power?  
Voting power!

Bring our mail back,  
Restore Communications

No closures! No cuts!  
No ifs, ands, or butts!

Donahoe's plans make me nervous!  
Don't destroy the Postal Service!

Hey, Hey, Ho, Ho,  
Privatizers got to go!

Congress is starving it,  
The Postmaster's carving it,  
But the People will preserve us,  
And save the Postal Service!

I say "good job"—you say "no cuts"  
Good Jobs/No Cuts (repeat)

# CHANTS

## PAGE 2

The People United,  
Will never be defeated!  
Postal Service is Under Attack, what do we do?  
Stand up, Fight back!  
Postal Workers Under Attack, what do we do?  
Stand up, Fight back!  
Postal Customers, Under Attack, what do we do?  
Stand up, Fight back!

What you see is what you get,  
And you ain't seen nothing yet!  
Bring our mail back!

Hey, Hey, Ho, Ho,  
This corporate greed has got to go!

All people are under attack,  
Until we get our mail back!

What do we want?  
Our mail service back!  
When do we want it?  
Now!

Who's Post Office?  
Our Post Office!  
The Postal Service  
Is not broke!  
Congress is stealing  
That's no joke

We're Americans under attack!  
What do we do?  
Stand up! Fight back!

Our movement united,  
Will never be divided!

Stop Consolidations,  
There not good for the nation!

Who's Here?  
The People's coalition is here!

Who's Post Office?  
The People's Post Office



## PROCLAMATION

*"The United States Postal Service shall be operated as a basic and fundamental service provided to the people by the Government of the United States, authorized by the Constitution, created by Act of Congress, and supported by the people. The Postal Service shall have as its basic function the obligation to provide postal services to bind the Nation together.... It shall provide prompt, reliable, and efficient services to patrons in all areas and shall render postal services to all communities."*

— POSTAL REORGANIZATION ACT, AS AMENDED

## A POSTAL UNION ALLIANCE

The U.S. Postal Service is under unprecedented attack. A congressionally-manufactured financial crisis drains the USPS of vital resources. Six-day delivery is under constant threat of elimination. The reduction of service standards and the elimination of half of the nation's mail processing centers has slowed service and wiped out tens of thousands of good jobs. Post offices in cities and small towns are being sold or closed or having their hours cut back. Corporate privatizers seek to gain control over larger segments of postal operations – and to get their hands on the Postal Service's \$65 billion of annual revenue. The Postmaster General's policies of subcontracting and degrading service are fueling the privatization drive.

The four postal unions stand together to end the attack. We stand for a *public* Postal Service, enhancement and expansion of service, and protection of good union jobs in our communities. We stand with the people of our country in defense of their right to a universal postal service operated in the public interest.

We commit to work together to:

- Maintain six-day and home delivery.
- Protect and restore service standards and mail processing facilities.
- Maintain full-time, full-service public post offices in every community.
- Oppose the subcontracting of work and privatization of services.
- Expand postal services to include basic banking, notary, check-cashing and other services.
- End the corporate welfare of excessive pre-sort discounts.
- Form a common front in the fight for genuine postal reform legislation.
- Organize joint actions and speak in a united voice.
- Unite with other labor unions in defense of the rights of postal workers and all workers.
- Encourage joint efforts of our union members at the local level.
- Support maximum cooperation in the next round of contract negotiations.
- Build an alliance with the American people in defense of the public postal service.

### WE STAND UNITED TO PROTECT AMERICA'S POSTAL SERVICE!



Fredric Rolando  
President, National Association of Letter Carriers



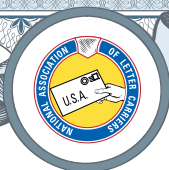
Mark Dimondstein  
President, American Postal Workers Union



John Hegarty  
President, National Postal Mail Handlers Union



Jeanette Dwyer  
President, National Rural Letter Carriers Association



# BILLS TO SAVE THE POSTAL SERVICE

## **POSTAL SERVICE PROTECTION ACT (S.316/H.R.630)**

*Introduced by Sen. Bernie Sanders (D-VT) and Rep. Peter DeFazio (D-OR)*

- Eliminates the pre-funding mandate
- Refunds overpayments the USPS made to federal retirement systems
- Ends mail slowdown by re-establishing overnight service standards for first –class mail
- Allows the USPS to develop new products and services that will generate new sources of revenue.
- Protects post offices by giving the Postal Regulatory Commission authority to prevent post office closures based on the effects on the community

## **PROTECT OVERNIGHT DELIVERY ACT (H.R. 2459)**

*Introduced by Rep. Rosa DeLauro (D-CT) on 6-20-2013*

- Repeals service standards implemented by the United States Postal Service on July 1, 2012
- Restores overnight service standards to those that were in effect on December 11, 2011
- Protects mail processing plants from closure by preventing the Postal Service from moving to two to three day service standards

## **UNITED STATES POSTAL SERVICE STABILIZATION ACT OF 2013 (H.R. 961)**

*Introduced by Stephen Lynch (D-MA), 163 Co-sponsors*

- Amends Title 5 of the US Code
- Provides for computation of normal costs percentage for employees as a separate and distinct class
- Provides for the disposition of certain excess retirement contributions made by the USPS









# COMMUNICATIONS WITH THE NATIONAL

## FORMS TO RETURN TO:

Debby Szeredy  
Executive Vice-President  
1300 L Street N.W., 7th Floor  
Washington, D.C. 20005

## NATIONAL Fight to Stop Consolidations and Closures

Phone call date \_\_\_\_\_ Time \_\_\_\_\_

President/Contact Person \_\_\_\_\_

Address/Phone/e-mail \_\_\_\_\_

The Office of the Vice President, Debby Szeredy, is contacting you in hopes of assisting you with management's actions to consolidate in your area. In order to assist you we need to gather the following information: ( ) ( ) ( ) ( ) ( )

Machines lost: AFCS/Culling DBCS FSM SPBS PARS Other \_\_\_\_\_

1. Check the applicable category of mail that has left your facility?

\_\_\_\_ Originating 1st 3rd letters, 1st 3rd flats, 1<sup>st</sup> 3rd packages

\_\_\_\_ Destinating 1st 3rd letters, 1st 3rd flats 1st 3rd packages

\_\_\_\_ DPS 1st 3rd letters, 1st 3rd flats, periodicals \_\_\_\_\_

\_\_\_\_ None yet

\_\_\_\_ Consistent delays \_\_\_\_\_

2. If mail has left your facility, check the applicable results?

\_\_\_\_ Delayed Mail

\_\_\_\_ Extra Expenses Incurred

\_\_\_\_ Overtime

\_\_\_\_ Problems getting mail to customers

\_\_\_\_ Improvement in getting mail to customers

\_\_\_\_ Number of employees exceeded

\_\_\_\_ Carriers out late after 6pm

3. Indicate what actions your Local has been able to take to resist the Postal Service's actions?

\_\_\_\_ Rallies

\_\_\_\_ Resolutions

\_\_\_\_ Developing legislative contacts, Who? \_\_\_\_\_

\_\_\_\_ Developing a list of volunteers with their contact information

\_\_\_\_ Contact with the Chamber Community

\_\_\_\_ Attending Town Hall meetings

\_\_\_\_ Placing advertisement in the news media

\_\_\_\_ Mailings to the community

\_\_\_\_ Developing business contacts

\_\_\_\_ Assembling documentation to prove delay of the mail

\_\_\_\_ Involving other Union brothers and sisters

\_\_\_\_ Other \_\_\_\_\_

4. Volunteers: names, phone numbers, addresses and email addresses

\_\_\_\_\_

5. Original AMP date \_\_\_\_\_ move date \_\_\_\_\_ 1<sup>st</sup> PIR \_\_\_\_\_ 2<sup>nd</sup> PIR \_\_\_\_\_



## American Postal Workers Union, AFL-CIO

1300 L Street, NW, Washington, DC 20005

February 19, 2014

**Debby Szeredy**  
Executive Vice President

202-842-4250 (Office)  
202-842-4297 (Fax)

### National Executive Board

Mark Diamondstein  
President

Debby Szeredy  
Executive Vice President

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Secretary-Treasurer

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Director, Industrial Relations

Clint Burelson  
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Director, Support Services Division

Sharyn M. Stone  
Coordinator, Central Region

Mike Gallagher  
Coordinator, Eastern Region

John H. Dirzlis  
Coordinator, Northeast Region

Kenneth L. Beasley  
Coordinator, Southern Region

Omar M. Gonzalez  
Coordinator, Western Region

Dear Local/State President:

**WE NEED AN ORGANIZER FROM YOUR LOCAL OR STATE TO BE INCLUDED IN COALITION BUILDING FOR THE FIGHT AGAINST CONSOLIDATIONS AND CLOSURES!**

Please choose a volunteer and fill out their information below.  
Mail the form to 1300 "L" Street N. W. Washington, D. C. 20005  
Attn: Debby Szeredy, Executive Vice-President.

Name \_\_\_\_\_

Address \_\_\_\_\_

Cell Phone \_\_\_\_\_

Work Phone \_\_\_\_\_

Home Phone \_\_\_\_\_

E-Mail \_\_\_\_\_

Days Off \_\_\_\_\_

Work Hours \_\_\_\_\_

**We are thanking you in advance for your commitment to build a coalition!**

\_\_\_\_\_  
Printed Name & Signature of Local or State President

\_\_\_\_\_  
Name and address of Local or State Union







# TOOLKIT APPENDIX

## APPENDIX A – GLOSSARY OF TACTICS

### CIVIL DISOBEDIENCE

This tactic, and others, should never be seen as an end in itself but as a way moving forward to a larger strategy. You must carefully consider whether civil disobedience is an appropriate tactic for your group. Civil disobedience can be effective when: your Coalition is comfortable with the tactic; visible roles are available for those who do not choose to participate directly in civil disobedience; it shows your power if you can get sufficient people to participate. You must also look at the costs involved in arrests, discipline and bail. Can you protect your participants, and is it worth the cause.

### CONTACTING THE POSTAL REGULATORY COMMISSION (PRC)

Filing a complaint with the PRC will show that there is a problem with the delay of mail and will help document the number of complaints around the country, especially in consolidated areas. The PRC has a logging system and if we utilize it explaining that there was a consolidation nearby and explain the delayed mail piece example that we want investigated, it will be logged in as a mail service complaint. The local could assign retirees and or auxiliary members and employees (as long as they are off the clock) to stand in front of post offices that are busy with customers and hand out the Delayed Mail Complaint instruction sheet to help document the delayed mail. Anyone can go on the [apwu.org](http://apwu.org) website to get to the form. Our customers may be very interested to see how our union is fighting for their right to have their constitutional guarantee to a viable postal service. Customers can also go to [www.prc.gov](http://www.prc.gov) as well under “contact” to complete the Delayed Mail complaint form.

*(See the complaint form on page 48)*

### EDUCATIONAL MEETINGS AND TEACH-INS

These are also referred to as informational pickets. An educational event should inform people and generate publicity and show strength. The measure of successful education is that it leads to action which should be built into the meeting. One speaker should present the plans and tell the audience how it can become active. Everyone should leave the meeting with something specific to do. Taking a collection could be advisable to assist in the campaign goal.

### MARCHES

A march is a mass demonstration on foot. Some prefer this tactic because it is seen by more people than a stationary demonstration. It could also be more fun and avoid the necessity of listening to speeches. Marches could make a smaller crowd look bigger. Good visuals are the key. You may want to make uniform signs. Someone responsible needs to be at the front and have other organizers at different points on the line. Whenever, they see that the line is broken, they call the person at the head, who then holds up the march until

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*“I suppose it is  
tempting, if the  
only tool you have  
is a hammer, to treat  
everything as if it  
were a nail.”*

ABRAHAM MASLOW

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everyone catches up. You should provide a sheet on the chants you intend to utilize while marching.

*(see examples of chants on page \_\_\_\_)*

## MASS DEMONSTRATIONS

Mass demonstrations are a good show of numbers and involve a lot of work. If you hold more than one, during a campaign, each must be equal to or larger than the preceding one or you will appear to be losing support. This tactic works best when a single individual is the target. Demonstrations should be combined with direct lobbying. Successful demonstrations are effective because once you have produced a large one, there is no need to do it again soon. Location is critical.

**Media Events** – are designed to get press and TV coverage. As stand-alone events, they are usually used at the start of the campaign to dramatize the issue and announce that the organization is working on it. A media event might consist of releasing information, a study, having victims tell their story, and/or making demands on the decision maker/target. A media event is different from getting media coverage for some other activity such as demonstration or rally.

**Meetings with elected Officials** – This type of meeting, sometimes called an action, is used as a show of power and an opportunity to make demands on the decision maker. It is not the same as a meeting to exchange information or provide expertise. It is not the first meeting with the elected official or the last. It is conducted after the decision maker has either refused to take a position or has said no. The meeting is a particularly useful tactic for local organizations, especially toward the start of a campaign. Bring your coalition members to show strength from the community.

## PUBLIC MEETINGS

In addition to the meeting required by the PO-408 Handbook, we can orchestrate our own meetings and they can serve as a focal point for our Coalition efforts. The meetings are a good opportunity to generate media coverage, spread our message, and gain support. Locals should publicize these meetings extensively and encourage postal workers, elected officials, sister unions, community groups, and so on to attend. Publicize the event in the press prior to the event.



Town Hall meetings present a public forum for citizens, customers, community activists, elected leaders and postal workers to voice their objections to proposed consolidations, closings, and decreased hours.

**Turn out events** – Getting people to come is the core of organizing. For a group, getting people is almost entirely a matter of good telephone work.

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*Successful  
demonstrations are  
effective because  
once you have  
produced a large one,  
there is no need to  
do it again soon.  
Location is critical.*

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This means developing lists of everyone who has ever shown interest and writing down the date and nature of every contact and attempted contact with them. Have a database to pull from. Group calling is advantageous because it is more fun and you can coach the callers. Having people call individually from home will also work.

### **24 HOUR INFORMATION BINS**

This tactic can be used if you intend to wage a consistent campaign with new information almost daily. You could easily have new information almost daily if you cut down the content of your message. It involves placing a container/bin big enough to hold a sizeable amount of flyers in it so that the community can go to the bin and get the latest information. The location of the bins should be widely advertised and the information should be changed frequently.

## APPENDIX B – CREATING CONTACT GROUPS

With contact groups you can easily organize your contacts, making it easier to email a specific set of people. For example, if you created a contact group called “Work”, you could just send a message to that group, rather than sending out an email to 50 different people. Never leave somebody off an email again!

### EMAIL

To create a contact group:

1. Click **Gmail** at the top-left corner of your Gmail page, and then choose **Contacts**.



2. Click 'New Group' option to open it, give a name to the new group, for example 'Work', and then click OK to create it

*You will see **New Group** shown on the left among Contacts*

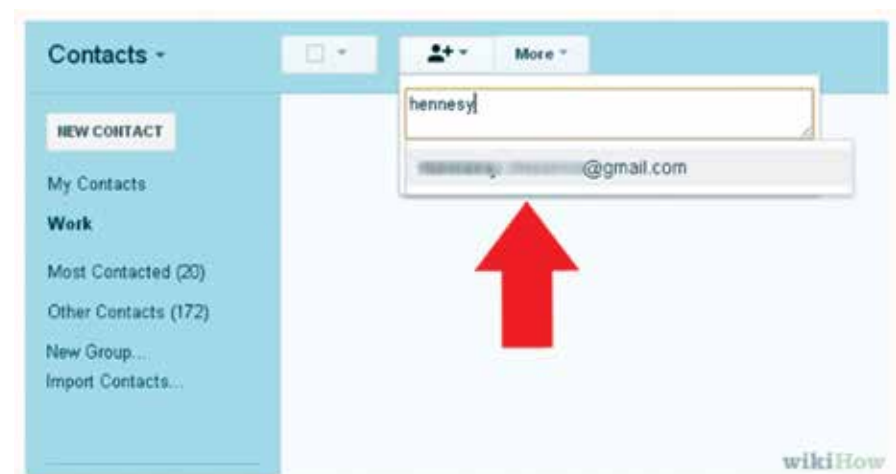
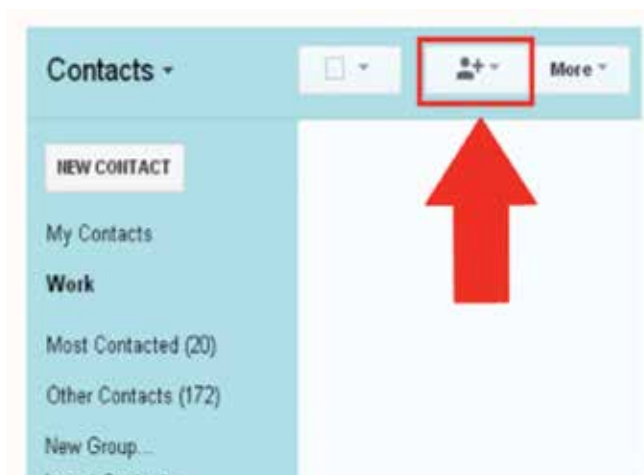


3. Click on **Work** group to open it,

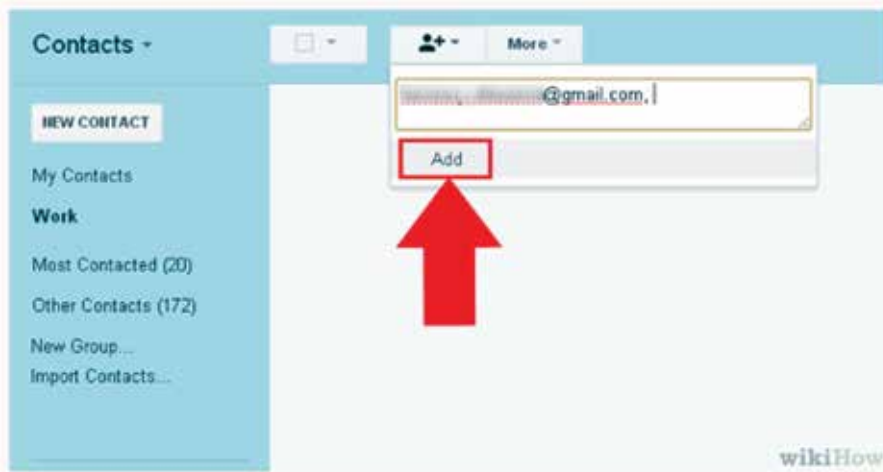


4. **Click on the icon** (see image below)...it will open a window to start adding contacts to this group

*For example, you have a contact Hennesy... Type Hennesy in the window... Hennesy's email will pop up...click on it.*



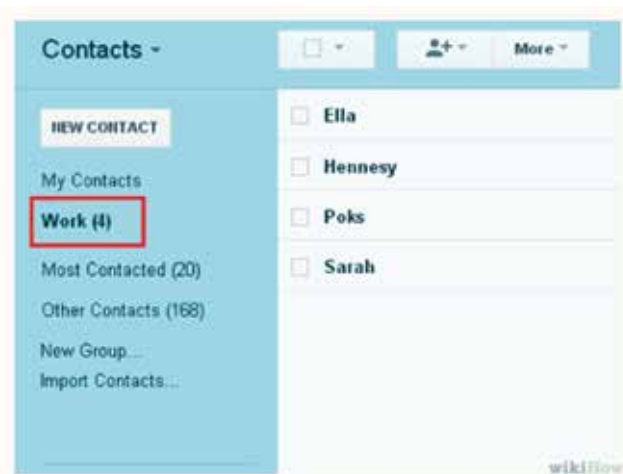
5. Click **Add** button



6. Continue the same procedure until you enter all your work contacts, their emails also will be shown,




7. A new group '**Work**' will be shown on your Contacts with a number of contacts in parenthesis,





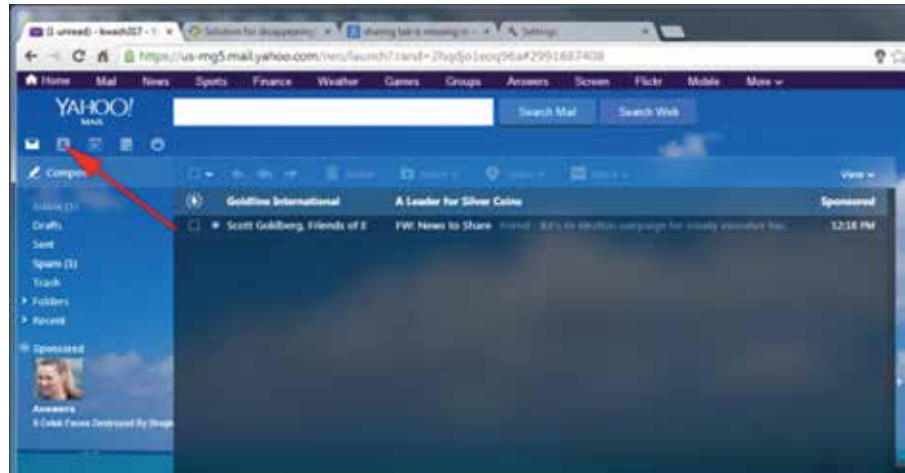
### To add more contacts to the contact group:

1. Select the contacts in the Contacts list.
2. Click the **Groups** button. 
3. Select the group you'd like to add the contact to, or select **Create new** to create a new group.
4. If you have multiple addresses saved for a contact, you can choose which address should belong to the contact group by opening the contact and clicking the small arrow next to the group you'd like to modify.

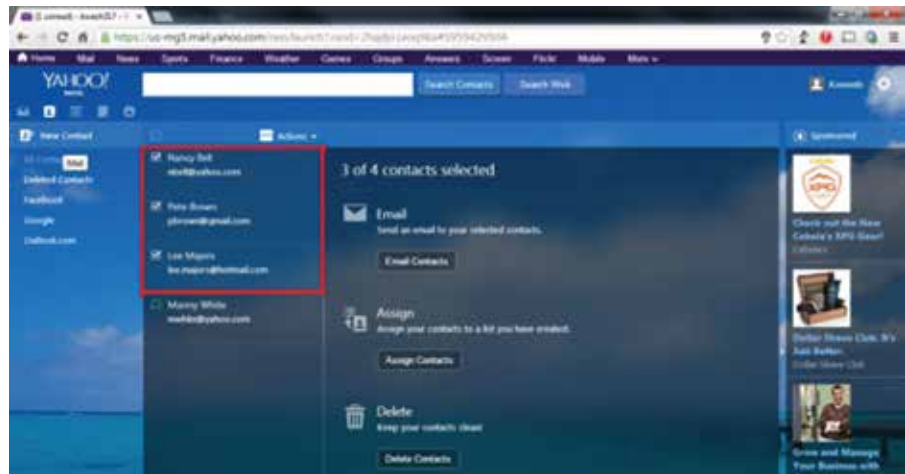
## YAHOO MAIL

### Creating Contact List:

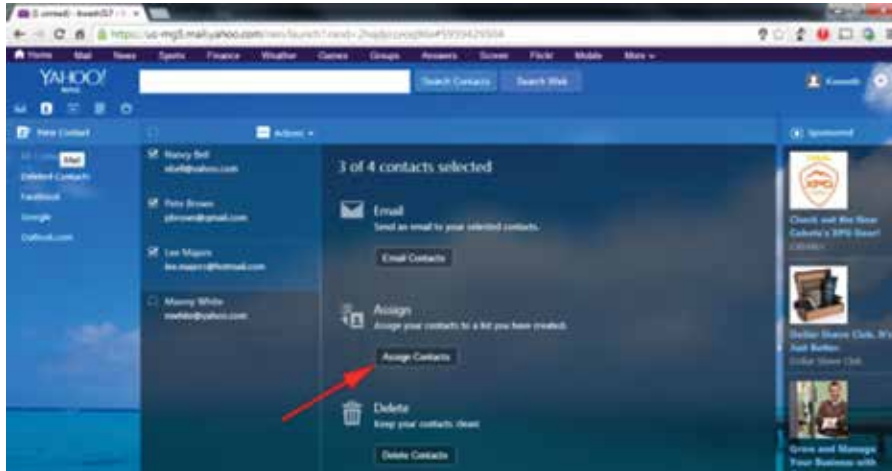
1. Click on **Contacts**.



2. Select the checkbox beside the contacts you want to group.

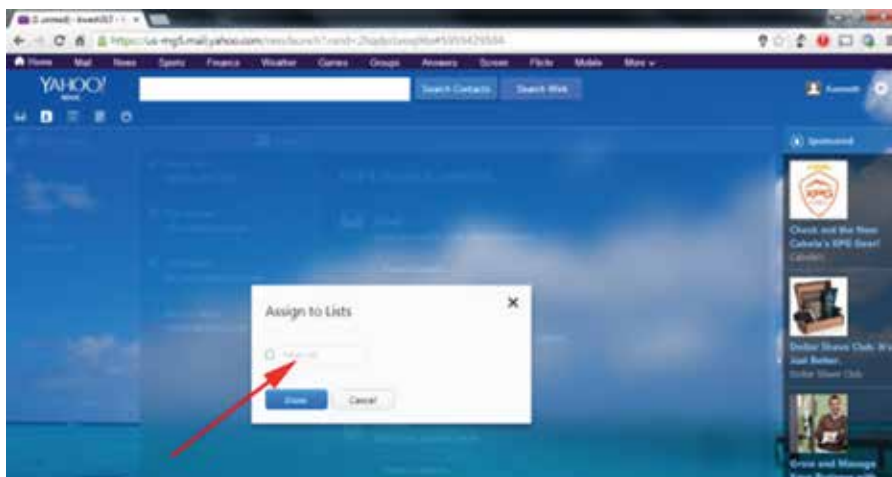


3. Click **Assign Contacts**.

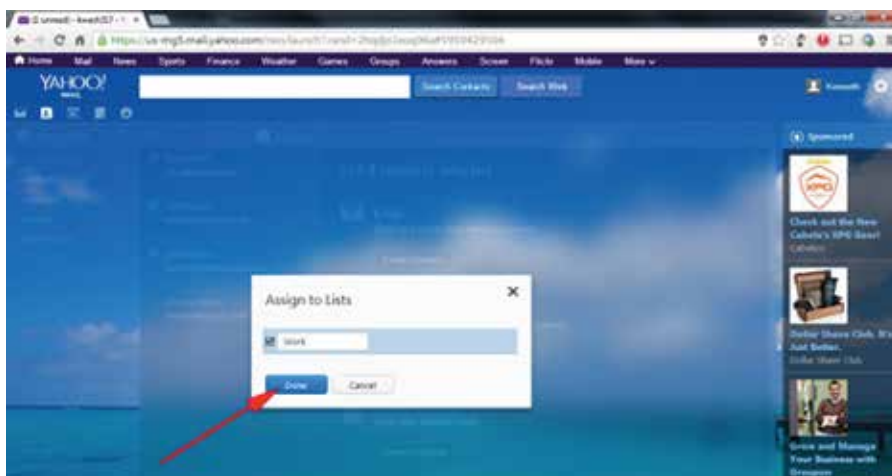


4. Enter your list's name in the 'New List' field.

*Example: "Work", "Community Groups", "Other Union Contacts"*



5. Click **Done**.



### Adding contacts to a Contact List:

After you've created a list or two, if you decide that you want to add more contacts to them. No problem!

1. Select the checkbox beside the contacts you want to add.
2. Click **Assign Contacts**.
3. Select the checkbox beside each list you want to include them on.
4. Click **Done**.

**Tip:** You can also drag and drop selected contacts to the contact list of your choice.

### Sending emails to a Contact List:

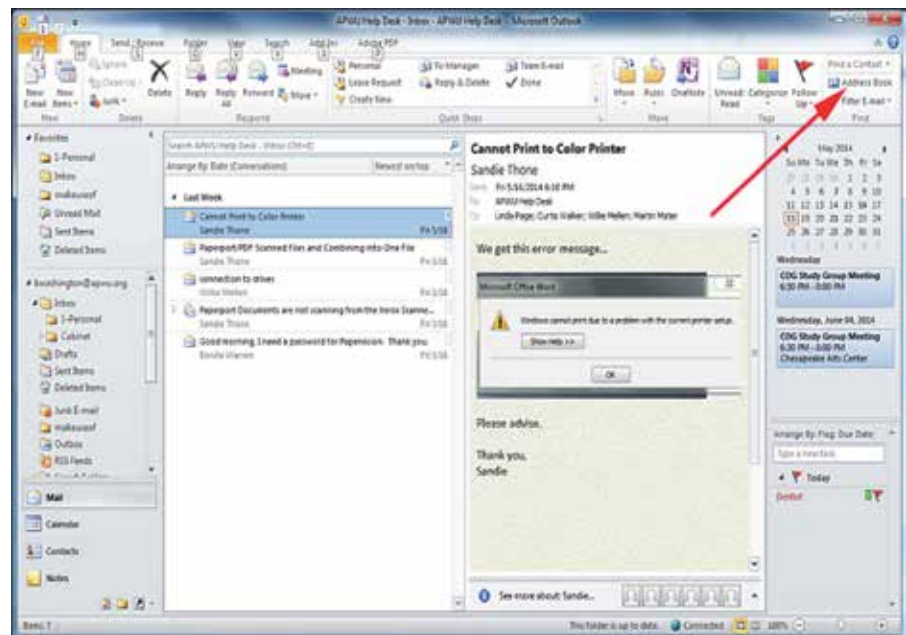
Get your message to many people at once.

1. Open a draft or new message.
2. Enter all or part of the list name in the address field.
3. Select the list from the menu.  
All contacts in the list will be added to the field.
4. Compose your email and click **Send**.

## OUTLOOK 2010

### Create a distribution list:

1. On the Home Page, click **'Tools'** and Choose **'Address Book'** to open your Address Book.



2. Click the list below Address Book, and then select '**Contacts**.'



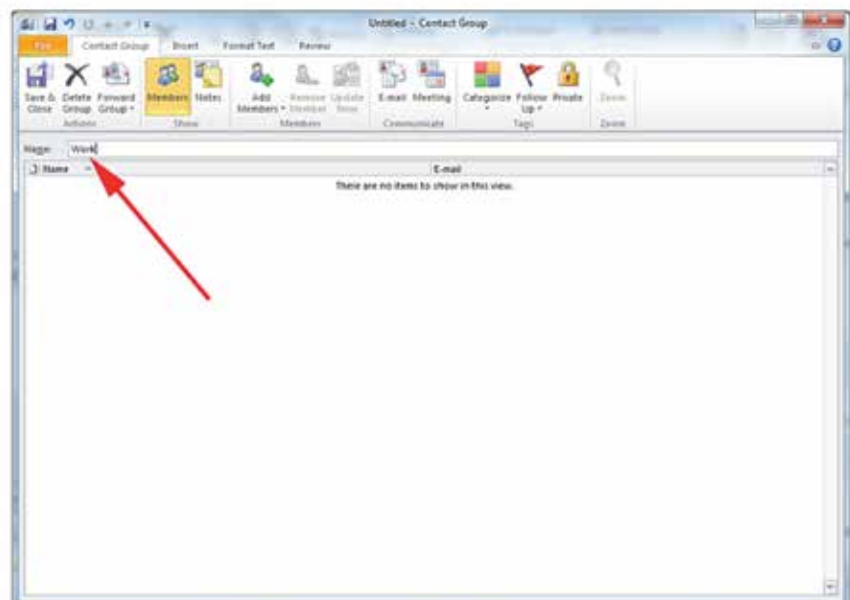
3. On the File menu, click **New Entry**.
4. Under Select the entry type, click '**New Contact Group**.'



5. Under Put this Entry, click in The Contacts. This selection determines where your new distribution list is saved. This is the default location.



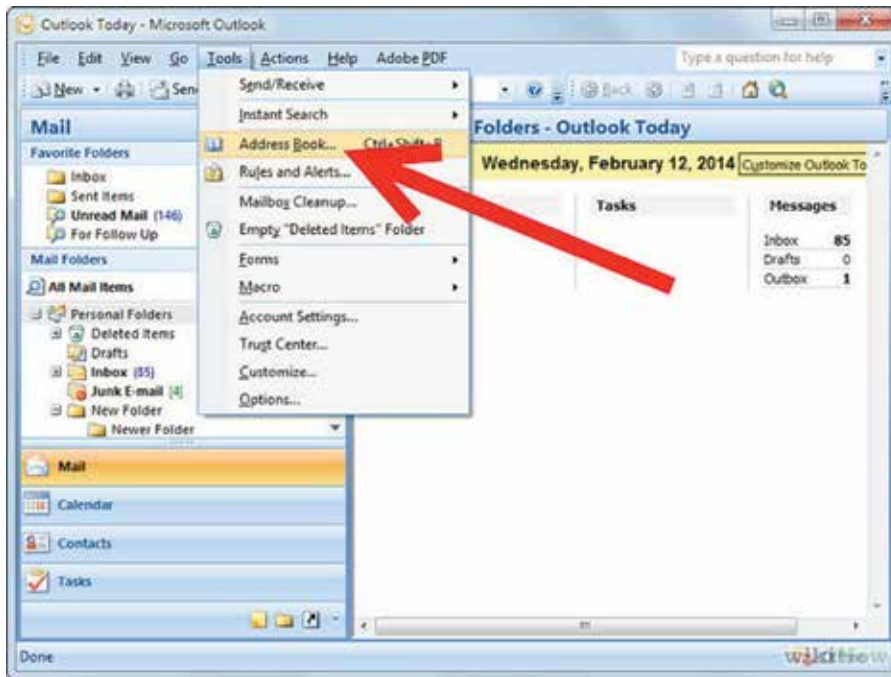
6. Click OK. Your new distribution list is now set to be saved in the Contacts folder, and you can now name your distribution list. At this point, you can begin adding contacts to your new distribution list, as outlined in the following section.



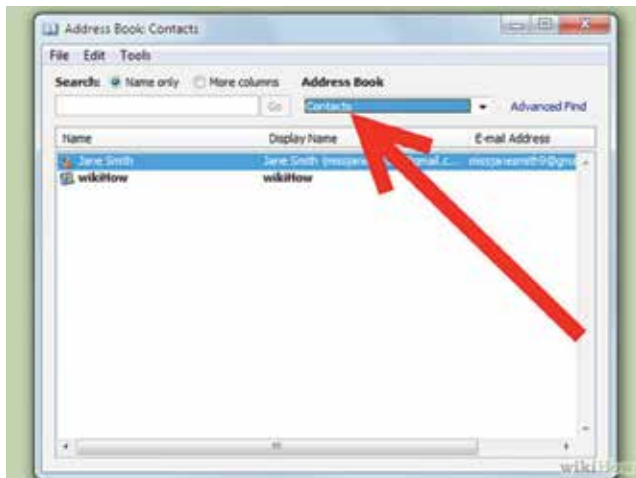


## OUTLOOK 2003 AND OUTLOOK 2007

1. On the **Tools** menu, click '**Address Book**' to open your Address Book.

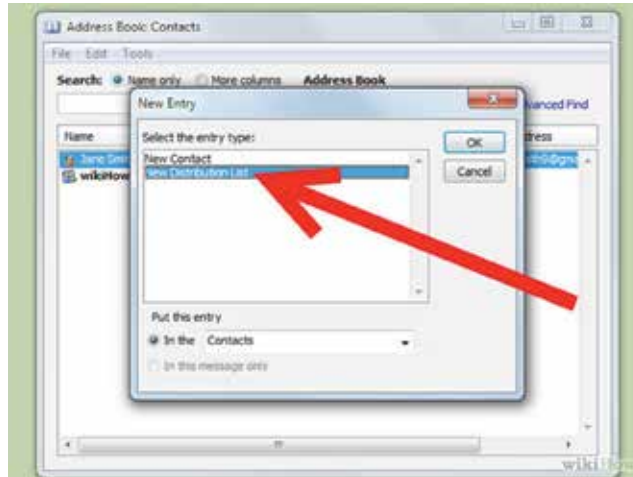


2. In the **Show names from the list**, click '**Contacts**.'

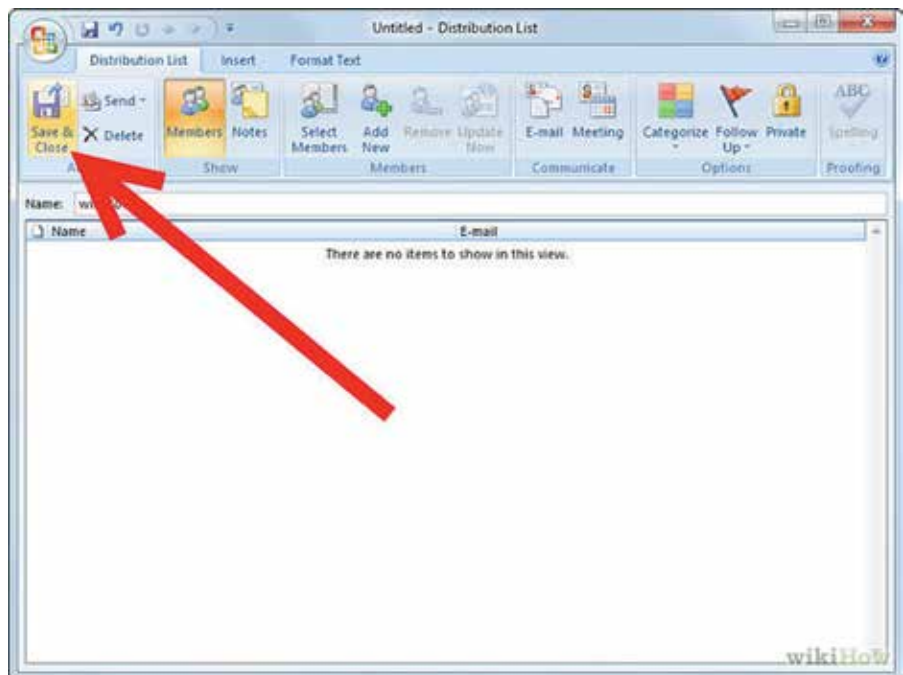


3. On the **File** menu, click **New Entry**, or click the New Entry button on the toolbar.

4. Under **Select the entry type**, click ‘New Distribution List.’

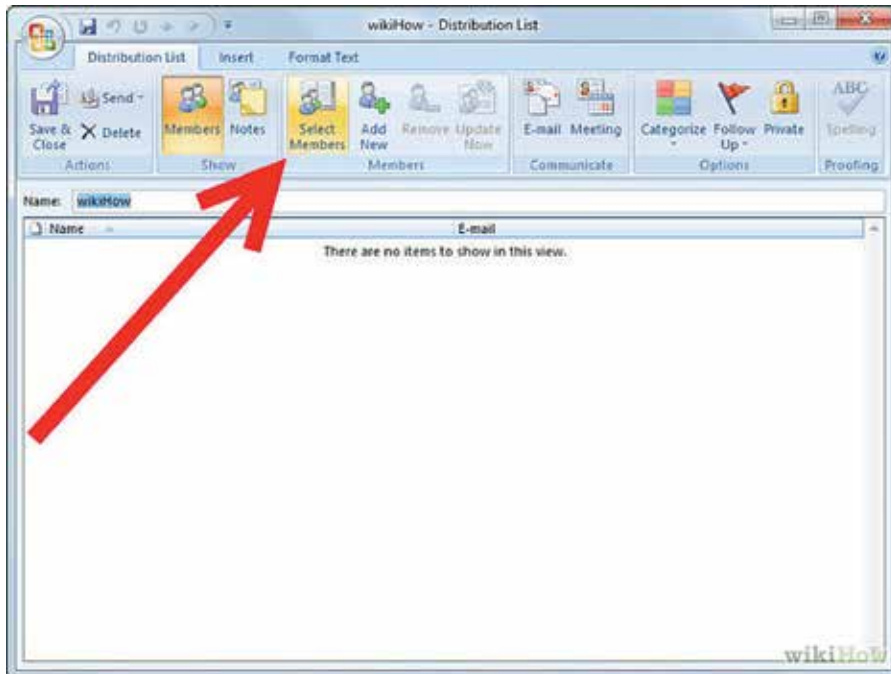


5. Under **Put this Entry type**, click **In the Contacts**. This selection determines where your new distribution list is saved. This is the default location.
6. Click **OK**. Your new distribution list is now set to be saved in the Contacts folder, and an untitled distribution list form opens. At this point, you can begin adding contacts to your new distribution list, as outlined in the following section.

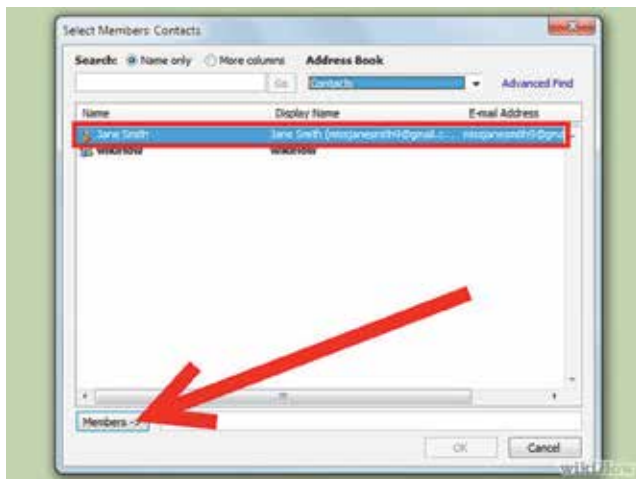


### Add Contacts to Your New Distribution List:

1. **Open the distribution list you just created.** Click “Select Members,” then choose from the list of addresses that meet the criteria to be included in this new list.



2. **Search the contacts list and click on the first name you want to add.** Click on the “Members” icon toward the bottom of this window. Repeat for each person to add. Select “OK” when finished with the list.



3. Click 'Save and Close' to save the new distribution list.



## FILE MAKER PRO – MAKING A DATABASE

How to create a database:

- **Before you create a database, first think about what kind of information you'll want to store about each organization, person, project, or image.** If you want to create a database for coalition information, you might want to store a name, address, map, contact information, and notes
- **Design one or more on-screen forms where you'll enter and view your information.** To create a database, you can just drag the mouse to draw a rectangle, name the field, and indicate what type of information it will contain: text, number, date, time, contact information, and so on.
- **Select a look you like.** When you create a database, you can select fonts and colors for your forms and fields and add logo. Some easy database management systems let you click once to apply a professionally designed color-and-font theme to create a database that looks great.
- **Add your information.** After you create a database, simply enter or import your information in the fields.

Filemaker Pro allows you to keep a database on your members, other unions, other organizations where it will be easy to e-mail a flyer, or request, or send a letter on a coalition meeting or an event. Yes, it helps to have someone in your Local to get this set up and to help you maintain updated information and new organizations.

## APPENDIX C – EXAMPLES OF ORGANIZATIONS TO CONSIDER IN YOUR COALITION

*(Note: Be selective when making a choice for your local area that has chapters. Feel free to add your own organizations!)*

- **American Federation of Labor-Congress of Industrial Organizations (AFL-CIO)** <http://www.afl-cio.org> (Click on Find a State or Local AFL-CIO) There are Central Labor Councils, and sometimes an Area Labor Federation nearby. All Locals should become a part of these AFL-CIO bodies.

### **SISTER UNIONS**

- National Association of Letter Carriers (NALC) <http://nalc.org> (Go to about NALC and click on regions)
- National Postal Mail Handler Unions (NPMHU) <http://www.npmhu.org> (Go to About NPMHU and click on local unions)
- National Rural Letter Carriers Association (NRLCA) <http://www.nrlca.org> (Go to National & State President's tap and click on State President)

### **OTHER UNIONS**

- Actor's Equity Association (AEA) (<http://actorsequity.org>)
- Air Line Pilots Association (ALPA) (<http://www.alpha.org>)
- Amalgamated Transit Union (ATU) (<http://atu.org>)
- American Federation of Government Employees (AFGE) (<http://www.afge.org>)
- American Federation of Musicians of the United States and Canada (AFM) (<http://www.afm.org>)
- American Federation of School Administrators (AFSA) (<http://www.afsaadmin.org>)
- American Federation of State, County and Municipal Employees (AFSCME) (<http://www.afscme.org>)
- American Federation of Teachers (AFT) (<http://www.aft.org>)
- American Radio Association (ARA) (<http://www.americanradio.org>)
- American Train Dispatchers Association (ATDA) ([www.atda.org](http://www.atda.org))
- Associated Actors and Artistes of America (AAAA)
- Bakery, Confectionery, Tobacco Workers and Grain Millers International Union (BCTGM) (<http://bctgm.org>)
- Brotherhood of Railroad Signalmen (BRS) (<http://www.brs.org>)



- Coalition of Labor Union Women (CLUW) (<http://cluw.org>)
- Communications Workers of America (CWA) (<http://www.cwa-union.org>)
- Farm Labor Organizing Committee (FLOG) (<http://www.supportfloc.org>)
- Glass, Molders, Pottery, Plastics and Allied Workers International Union (GMP) (<http://www.gmpiu.org>)
- International Association of Fire Fighters (IAFE) (<http://www.iaff.org>)
- International Brotherhood of Electrical Workers (IBEW) (<http://www.ibew.org>)
- International Federation of Professional and Technical Engineers (IFPTE) (<http://www.ifpte.org>)
- International Plate Printers, Die Stampers and Engravers Union of North America (<http://dpeaficio.org>)
- International Union of Food and Allied Workers Association
- International Union of Police Associations (IUPA) (<http://www.iupa.org>)
- Laborers' International Union of North America (LIUNA) (<http://www.liuna.org>)
- National Air Traffic Controllers Association (NATCA) (<http://www.natca.org>)
- National Union of Healthcare Workers (<http://www.nuhw.org>)
- National Nurses United (NNU) (<http://www.nationalnursesunited.org>)
- National Taxi Workers Alliance (NTWA) (<http://www.nytw.org>)
- Office and Professional Employees International Union (OPEIU) (<http://www.opeiu.org>)
- Screen Actors Guild-American Federation of Television and Radio Artists (SAG-AFTRA) (<http://www.sagaftra.org>)
- Transport Workers Union of America (TWU) (<http://www.twu.org>)
- UNITE HERE (<http://www.unitehere.org>)
- United Automobile, Aerospace & Agricultural Implement Workers of America International Union (UAW) (<http://www.uaw.org>)
- United Food and Commercial Workers International Union (UFCW) (<http://www.ufcw.org>)
- Writers Guild of America, East Inc. (WGAE) (<http://www.wgaeast.org>)

## **COMMUNITY ORGANIZATIONS**

- A Philip Randolph Institute (<http://apri.org>)
- Alliance for Democracy (AFD) (<http://www.thealliancefordemocracy.org>)
- Alliance of Retired Americans (<http://retiredamericans.org>)

- American Center for International Labor Solidarity (<http://www.solidarity-center.org>)
- Americans for Democratic Action (ADA) (<http://www.adaction.org>)
- American Labor Alliance (<http://americanlaboralliance.org>)
- American Rights at Work (<http://www.americanrightsatwork.org>)
- Asian Pacific American Labor Alliance (APALA) (<http://www.apaladc.wordpress.com/>)
- Association For Union Democracy (<http://www.uniondemocracy.com/>)
- Center For Community Change (<http://www.communitychange.org>)
- Churches (Catholic, Congregational, United Church of Christ, Methodist, Baptist, etc.)
- Church Women United (<http://churchwomen.org>)
- Civil Rights Organizations: CORE, SCLC, NAACP
- Coalition of Black Trade Unionists (CBTU) (<http://www.cbtu.org>)
- Coalition of Labor Union Women (CLUW) (<http://www.cluw.org>)
- Coalition of Neighborhoods (<http://www.necoalition.org>)
- Community Organizations
- Community and Postal Workers United (<http://www.cpunited.com>)
- Community Services Network ([/content/download/547/4769/people who help dec 2011.pdf](/content/download/547/4769/people%20who%20help%20dec%202011.pdf))
- Consortium of National Hispanic Organizations
- Direct Action Network (DAN)
- Faith Community Organizations
- Farmer's Markets
- Farmer's Organizations
- Gray Panthers (<http://www.graypanthers.org>)
- Industrial Areas Foundation (IAF)
- International Labor Communications Association (<http://ilcaonline.org>)
- Jobs with Justice (<http://www.laborheritage.org>)
- Jobs with Peace
- Justice First, LLP (<http://www.justicefirstllp.com>)
- Labor Committees
- Labor Council For Latin American Advancement (<http://www.lclaa.org>)
- Labor Heritage Foundation (<http://laborheritage.org>)

- Labor Justice Radio (<http://www.laborjusticeradio.podomatic.com>)
- Labor Studies Department at Colleges
- Ethnic organizations
- Lawyers Coordinating Committee (<http://unionlawyers.aflcio.org>)
- Lesbian and Gay Labor Network/Pride at Work (PAW) (<http://www.pride-atwork.org>)
- Living Wage Coalition (<http://www.livingwageaction.org>)
- Libraries
- National Association for the Advancement of Colored People (NAACP) (<http://www.naACP.org>)
- NAPUS (<http://www.napus.org>)
- National Council of Senior Citizens
- National Day Laborer Organizing Network (<http://ndlon.org>)
- National Domestic Workers Alliance (<http://www.domesticworkers.org>)
- National Guestworker Alliance (<http://www.guestworkeralliance.org>)
- Occupy (<http://www.occupy.com>)
- Rotary Clubs
- Senior Action Network
- Student Organizations
- The Chamber of Congress
- United for Postal Jobs & Service
- United Students Against Sweatshops (<http://usas.org>)
- University Organizations
- Veterans of Peace (<http://veteransforpeace.org>)
- Worker's Rights Organizations
- Working America (<http://workingamerica.org>)
- Working for America (<http://www.workingamerica.org>)
- Women's Organizations APWU/POWER, Coalition of Labor Union Women (CLUW) Women's Congressional Caucus,

### **LEGISLATIVE POLITICAL ORGANIZATIONS**

- Working Family Party (<http://www.workingfamiliesparty.org>), Green Party (<http://www.gp.org>), Democrats (<http://www.democrats.org>), Republicans (<http://www.gop.com>), the Mayor, City Council, State Assemblies, State Senate, Governor, Attorney General, Congressional Senators & House Representatives within your State Political Action Committees (<http://www.opensecrets.org/pacs>), Ralph Nader ([www.nader.org](http://www.nader.org)), etc.

# APPENDIX D – IDEAS TO GET PEOPLE INVOLVED IN COALITIONS

## DEVELOPING YOUR RAP

- 1) **Introduction** – Who are you and why are you talking? (Establish credibility and trust)
- 2) **Asking Questions** – engage quickly, what do you want to know? How do you draw out what they think and feel about the movement? Consider that everyone likes to talk and be listened to.
- 3) **Listen** – to identify issues, what they care about and their interests. Try not to interrupt. Listen with ears, eyes, and body. Be sincere,
- 4) **Discussion/Make key points** – of what you want to talk about, see where it fits their concerns, build affinity with the cause and buy in with the mission. If you really do not agree, respectfully acknowledge the difference without judging the person.
- 5) **Commitment** – ASK for something concrete-also known as the crunch. Be specific and ask if they will sign on, do a task, join the coalition, fund the cause, help mobilize etc.
- 6) **Close** – discuss specific next steps. Make sure you have their correct spelling of their name, best phone number and secondary, email address, and physical address. Leave them with any educational/visual materials such as pamphlets, talking points, etc. Be clear about what the follow up will be and the next contact or meeting. Acknowledge and appreciate each other, especially for setting time aside for the cause, acknowledge the moment and/or the struggle being engaged and possible roadblocks to overcome.

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*Start small and build making each task manageable. Seek competent individuals who are willing to do what it takes.*

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## GETTING PEOPLE INVOLVED

- 1) Ask them one on one.
- 2) Do not always go for professional, busy, or involved people first. Seek out those who need something more in their lives.
- 3) Make it clear what you want people to do.
- 4) Encourage people to ask questions and do not be offended.
- 5) Explain the big picture and how each task fits in with the rest. Emphasis how the work of others is dependent on them
- 6) Start small and build making each task manageable. Seek competent individuals who are willing to do what it takes. Do not be discouraged by small numbers in the beginning.
- 7) Let people know that they will be accountable and keep them accountable. Develop action items to be completed and a time line. Check in at each meeting on the progress of the tasks. Emphasize ownership of the task. Help overcome obstacles rather than stopping at excuses and blame.

- 8) Explain how important the work is and how it will help make people's lives better
- 9) Keep repeating the cycle of training, acting, and recruiting as necessary to make a difference.

### **BE AWARE OF OBSTACLES, PSYCHOLOGICAL AND OTHER BARRIERS, TO ORGANIZING**

- 1) **Fear** of change, the unknown, repression, job loss, management, insecurity, stepping up
- 2) **I.C.M.A.D.** (I can't make a difference), feeling: powerless, hopeless, or otherwise insignificant
- 3) **Apathy** – loss of feeling, a result of how painful it is to feel that you are being screwed with no recourse
- 4) **Later, Not Now** – denial and feeling if I put it off it will go away
- 5) **Disgust and tension** from the fight between the union and the “boss,” the power holder and the community, blaming the under dog
- 6) **Confusion** – not knowing what is really is happening and who is responsible for it
- 7) **Lack of information** – not enough or no information, not knowing rights, not knowing how to exercise rights
- 8) **Cynicism** – due to previous bad experiences, being individualistic (I don't need nobody else)
- 9) **Division** – due to racism, sexism, elitism, or some other non-merited discrimination and feelings of inferiority
- 10) **Family or personal problems** – illness, lack of transportation or child-care, etc.

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*“If we blame people for their apathy or belittle their fears they just become defensive or even more apathetic. But if we understand why a particular person feels apathetic or afraid we can help them overcome the problem that is holding them back.”*

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“If we blame people for their apathy or belittle their fears they just become defensive or even more apathetic. But if we understand why a particular person feels apathetic or afraid we can help them overcome the problem that is holding them back.” For the purpose of Coalition building we should seek to know: What's holding them back and move on.

### **MOVING PEOPLE THROUGH FEAR AND OTHER OBSTACLES TO ACTION**

- 1) **Know what holds people back:**
  - People make excuses but really it is fear and lack of belief in themselves and the campaign that holds people back from taking action
  - When people are scared or frustrated, they make excuses
  - As organizers, we need to see through that and help them move forward



## 2) What will convince people to act?

- Identifying the person's fear and then walking them through it-breaking down and addressing the fear
- Triggering anger about injustice
- Recognizing what they have already accomplished and the strength they have demonstrated
- Refocusing the person on their motivation or agitation to positive that will help the struggle
- Convincing the person there is an achievable plan to win and the step is crucial
- Communicate that the task they are being asked to do is critical to winning
- Make the person feel strong
- Making the person feel responsible for the greater good, a belief in the collective effort and accountable to others in the struggle

## 3) Key steps and preparation for pushing

*Step 1 – Before you approach the person*

- Know what motivates them
- Know what holds them back
- Develop a plan: how do we get this person angry, strong enough and committed enough to take the step?

*Step 2 – The conversation*

- Revisit the person's motivation
- Recognize what they have done and their strength
- Recommit to the union/struggle and the plan to win
- Assignment – What do they need to do to win and be true to themselves?
- Struggle through the fear: motivate, agitate, challenge

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*Organizers need to create a situation or “container” that will allow workers to experience and express their fears. Exploring these feelings can help uncover anger. Directed anger is a key to change.*

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## **EXPERIENCING FEAR AND POWER HELP OVERCOME THESE BARRIERS**

Organizers need to create a situation or “container” that will allow workers to experience and express their fears. Exploring these feelings can help uncover anger. Directed anger is a key to change. Organizing is the process of moving people to see and feel the injustice and then accessing their own power to change it. This process involves re-thinking their relationship to the oppressor/boss etc. This process can be quick or long and painful because ultimately it is about accepting and then overcoming things within us. Once

we start taking responsibility for and control of our own life, then we have begun changing the relationship with the “boss.”

One must explore their own interests and decide is the risk of loss worth the benefits to be gained?

**From the United Farm Workers –AHUY**

Anger – righteous anger – people need to know the boss is taking advantage of them

Hope – people need to feel that things can get better

Urgency – people need to see that the time to move is NOW because later or tomorrow will be too late

You – can make a difference

*(Excerpts of above information gleaned from “Organizing for Social Change, 4th Edition, [organizingforpower.org/getting people involved](http://organizingforpower.org/getting%20people%20involved))*

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**STAND UP,  
FIGHT BACK!**





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