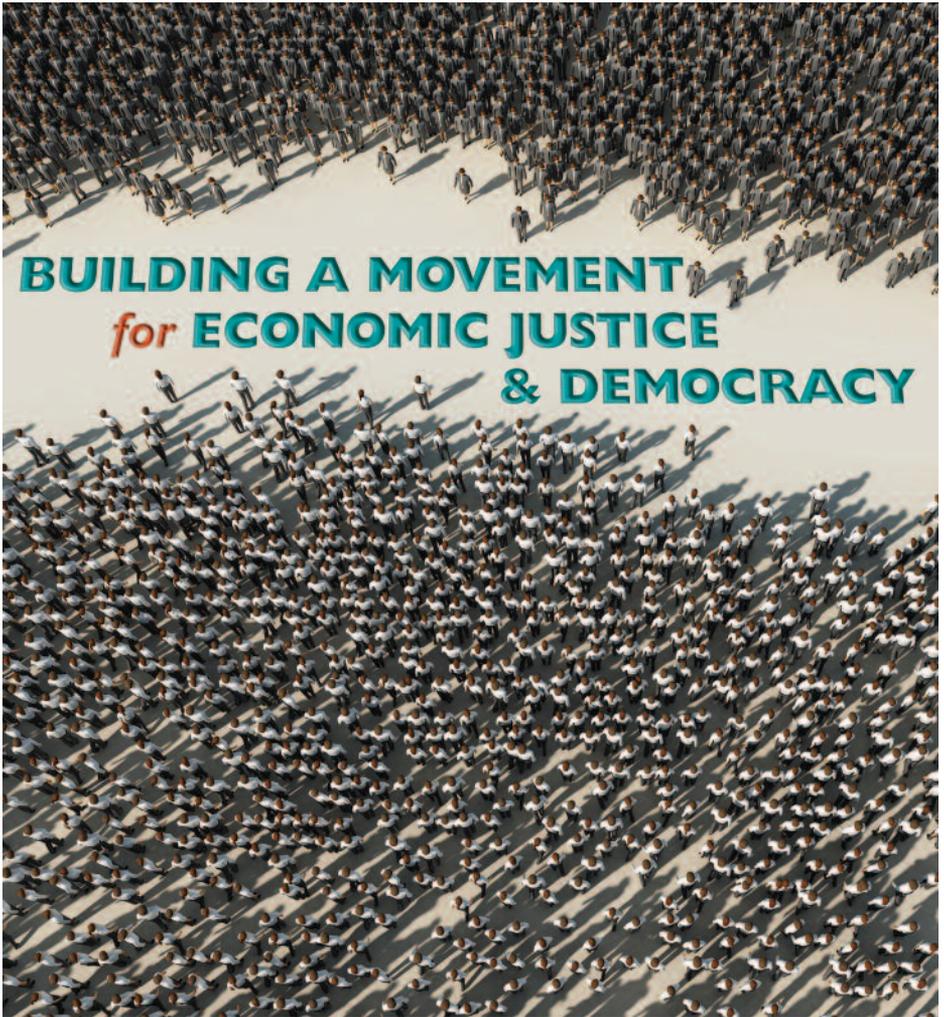
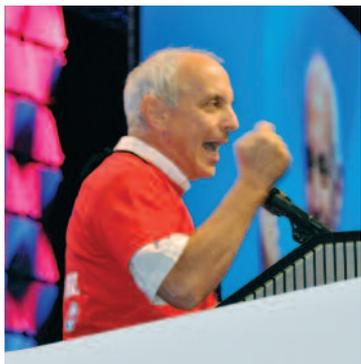


CWA



COMMUNICATIONS WORKERS OF AMERICA



The results of the 2012 election are encouraging, but as we have said for months, as important as these results are, our movement building work must be much deeper and broader than ever before.

As this booklet and our work in the past several years demonstrate, there are blocks to our democracy that are preventing real change. The House of Representatives under Speaker Pelosi passed 400 measures from 2009 through 2010 that never survived a motion to proceed in the Senate. Leader Reid told me several weeks ago that he has been majority leader for six years, the same number of years as Lyndon

Johnson served as majority leader before becoming Vice President in January 1961. During his six years as Majority Leader, LBJ faced one filibuster. In his six year term, Majority Leader Reid has faced 385.

In the federal elections alone in 2012, \$6 billion was spent by the combined candidates. This is not what democracy looks like.

More than 30 states passed voter suppression legislation in the past two years. These measures were designed solely to lower turnout among working, young and older Americans who would likely vote for change. Voter fraud isn't a problem in the U.S., but blocking the democratic rights of citizens to vote is.

Ten million immigrants are currently blocked from any path to citizenship. Most, if they could vote, would vote with working Americans and against the 1% who control so much.

This booklet is about how we combine the democracy issues with our six years of work on our four key economic justice issues. This narrative follows that of the 99% spring training that we helped lead across the nation last spring. We are trying to chart a path to a movement of 50 million Americans ready to join us and fight back!

Our bargaining and organizing, the other two sides of the CWA triangle, have never been tougher and many ask, "Why?" This booklet and the path suggested help answer that question without giving up!

Copies of this booklet in bulk quantities are available by mail. It also can be downloaded at [**www.cwa-union.org/economicjustice**](http://www.cwa-union.org/economicjustice)

Together we will make a difference, not only in CWA, but in our communities.

In solidarity,
Larry

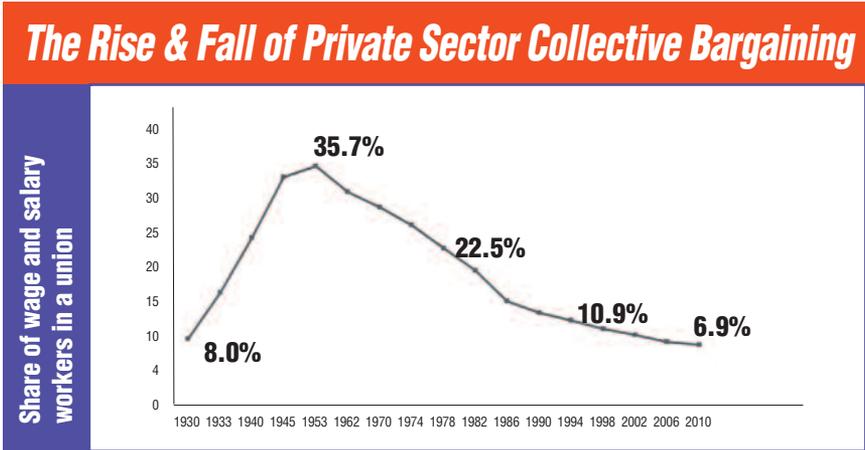
The goal of this handbook is to lay out the economic conditions facing workers and why we need to figure out how to band together with other organizations for economic justice and a strong democracy:

- I. The Challenges We Face
- II. Difficulties for Progressive: Why Are We Losing a Winning Agenda?
- III. Why Work in Coalition to Build a Movement?
- IV. Building to a Majority
- V. Creating a Strategic Outreach Plan

In addition, the shaded pages on the left hand side of this booklet contain stories from CWA locals and states that have started the work of movement building.

Part I: The Challenges We Face

The following charts tell a story of increasing economic crisis for workers.



Source: John DiNardo. "The Casual Effect of Labor Unions in the U.S. Context."

This chart is critical for two reasons:

From 1930 to 1960, we see how working Americans built a movement, including the CIO that founded CWA. More than 10 million Americans won private sector bargaining rights!

But the last 50 years of offshoring, plant closings and union busting have pushed collective bargaining levels back to the era before the Great Depression. This affects all of our bargaining, including the public sector, which rose during the last 50 years but now also is under attack.

As collective bargaining coverage declines, so do real wages for 99% of workers.

Local 1103 Expands Its Reach

KEY POINTS:

- Sharing resources can open the door to long-lasting relationships.
- Take a look at organizations in your community that turn out people to events

When Joe Mayhew heard CWA President Larry Cohen speak about labor's shrinking power at the 2008 Convention, he started thinking more about how his local could join forces with like-minded groups. Not sure how to begin, he asked Rachel Estroff, an activist he'd met at meetings of the New York City Working Families Party.

Rachel chaired Westchester for Change, a community-based organization in the vicinity of Local 1103. She and Joe met several times, initially sharing stories about themselves and their activism. They were both deeply concerned about economic justice and shared many of the same goals. They decided to jointly reach out to other organizations and form a coalition.

One challenge of building a coalition means understanding that each organization has its own agenda, in spite of the shared goals. Westchester for Change had a volunteer base that worked mainly on electoral campaigns. They held meetings at members' homes and often worked through issues by consensus, rather than leaving decisions to elected leaders. Other community groups were restricted to certain types of advocacy work.

Joe and Rachel decided they would stress three things in their first meetings with other organizational leaders: 1) unions

and community groups have different things to offer and can complement one another; 2) we must respect each organization's changing needs; and 3) any organization can opt in or out of planned events.

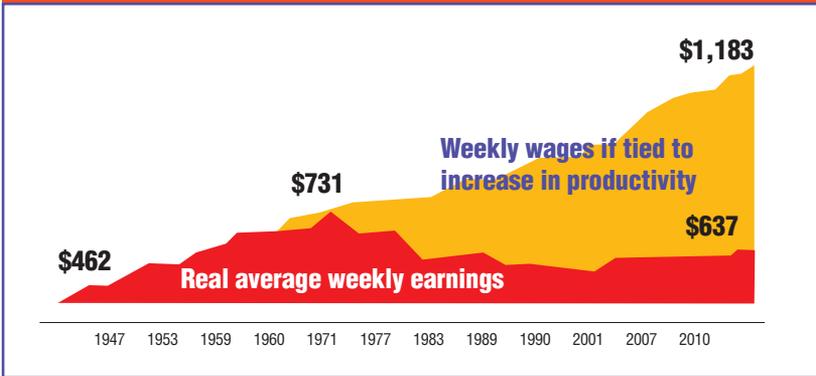
The coalition grew to include Move On.org, the local chapter of NAACP, Mt. Vernon Tenants Association, Take 19, Westchester Disabled on the Move, SEIU, Hunger Action Network and others. Local 1103 often provided meeting space while community partners came out in support of the Verizon strike.

Since its formation in 2010, the coalition has written letters to the editor, participated in congressional visits, organized People's Town Halls, pushed for the Millionaire's Tax, held press conferences and rallied together during August Accountability Month in 2011. In early 2012, members formally chose a name: the Hudson Valley Coalition for a Fair Economy.

The model of this coalition is one without paid staff or a formal charter/mission statement. It relies on dedicated volunteers like Joe and Rachel to communicate with member organizations. It keeps a Google Calendar of partner events and emphasizes that they are a coalition of activists to "make things happen" in the fight for economic justice.

How American Workers Got Left Behind

Actual wages compared to estimated increases if they had risen with productivity



Source: Bureau of Labor Statistics — Productivity, Average Wage of Non-Supervisory Production Workers, Consumer Price Index

U.S. workers now work more for less. When we look at real wages of American workers over the past 70 years, we see that the attacks on private sector collective bargaining affect all Americans.

Real wages means pay adjusted for inflation. Productivity means the total value of what we produce, divided by the number of workers.

This chart shows that when collective bargaining was increasing, and for some years after that, real wages kept up with productivity. But as collective bargaining in the private sector declined over the last 40 years, real wages did not keep up with productivity. The gap, shown in gold, is currently more than \$500 per week. This stagnation in pay has dire consequences and means that we cannot buy what we produce. Economists call this the collapse of the demand side of the economy. One cause of the housing crisis was the combination of stagnant wages and rising housing prices that led to flim flam mortgages.

Texas Sierra Club and CWA Find Common Ground

KEY POINTS:

- Utilized CWA's national relationship with Sierra Club
- Issue education is always important.

The Blue-Green Alliance conference in 2010 inspired several members of the CWA Texas Legislative and Political Action Teams (LPATs) to begin the work of building coalitions to increase political power.

Local 6215 member Herb Keener, a longtime union and environmental activist, caught up with Hal Suter, who heads the Sierra Club's Lone Star chapter, and Dave Cortez of the Texas Sierra Club. They decided to bring activists together to find common ground. Enlisting help from Ken Peres, CWA Research Dept., they organized a two-day meeting in June 2011 that drew more than 100 participants. The goal was to teach one another about the issues each organization worked on and to find areas where they could work together.*

The relationships continue to grow. Claudia Yanez, a CWA LPAT member from Austin, Texas, says a strong relationship with allies and regular commu-

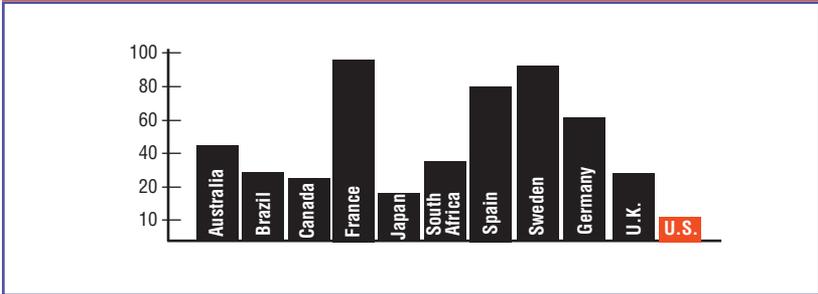
nication enhances their work together. Herb Keener sees amazing possibilities to influence state politics, combining CWA's abilities and resources with the Sierra Club's history and impressive lobbying style.

In June 2012, both groups worked together and took the lead in organizing rallies opposing the Trans-Pacific Partnership, a trade agreement often called "NAFTA on steroids" that will lead to more offshoring of jobs, eroded environmental protections and labor rights and a worsening standard of living for American working and middle class families.

During the 2012 elections, both groups worked together in various ways and helped elect pro-worker/pro-environment candidates to the U.S. Congress and the Texas Senate, a real success story for Texas.

*Training curriculum available from CWA Research Department

Collective Bargaining Coverage: U.S. Lags Behind Other Democracies



Source: BLS, Monthly Labor Review, January 2006

Workers in many other countries enjoy greater collective bargaining rights than their U.S. counterparts, especially working women and men in other democracies. The global economy doesn't have to mean no voice on the job, no organizing and bargaining rights and stagnant real wages. In this chart we see that even when we include the U.S. public sector, the U.S. at 12% collective bargaining coverage ranks last among the democracies shown. Nations like South Africa and Brazil have seen huge increases in the percentage of workers with bargaining coverage. Others on the chart have maintained much higher bargaining coverage despite the global economy.

Stand Up for Ohio

KEY POINTS:

- **First meeting involved sharing personal stories and visions of a movement for social justice**
- **Building capacity for current and future struggles can be a key focus of coalition work**

Analyzing the results of the 2010 elections, CWA District 4 leaders predicted that anti-worker legislation was headed their way. They knew that to beat it would require more resources than they had alone. Focusing on two states, Ohio, and Indiana, they began building broad-based coalitions.

In Ohio, they identified strategic partners from labor, community and environmental organizations with resources and/or the capacity to mobilize members. They invited them to a January 2011 inaugural meeting.

While many of the organizations were familiar, new partners also emerged. The late District 4 Vice President Seth Rosen had worked with the Ohio Organizing Cooperative (OOC) and was in regular contact with its director, who suggested Rosen contact the Center for Community Change (CCC). Rosen soon met with David Kimball and Gabe Gonzalez from CCC. They shared stories about past campaigns and their mutual desire to build a movement for economic justice. The time they spent building their relationship was key to the trust needed for more ambitious work to come.

CWA, along with Jobs with Justice, The Ohio Organizing Cooperative, Working America and others, planned a weekend training around a common theme of “Good Jobs and Strong Communities.” Activists from many organizations attended, aiming to become “movement builders,” not just temporary organizers. That meant they focused on long-term relationships rather than a sole campaign.

The coalition, now named “Stand Up for Ohio,” held house parties, produced a summer festival and built organizational capacity to bolster the “We are Ohio” campaign to repeal the anti-collective bargaining bill known as Senate Bill 5.

More recently, activists from Stand Up for Ohio have been at the core of the Occupy Cincinnati effort. The coalition’s work continues to stress the transformational nature of organizing, rather than a short-term transaction between groups. Toward that end, Stand Up for Ohio continues to build a broader movement to change the public narrative about what is needed in our country. For more information about this vibrant coalition, go to <http://standup-forohio.org/home/>.



CEO Pay Skyrockets Compared with Workers' Wages

In **1980**,
CEO pay
equaled

42

times the average
blue collar
worker's pay.



By **2011**, CEO
pay had grown to

380

times workers' median pay —
by far the widest gap in the world.

Source: AFL-CIO Paywatch, www.pay-watch.org

Source: *BusinessWeek* magazine

Coalitions often form out of a collective desire to fight corporate greed and the seemingly insatiable 1%. The income disparity in the U.S. is the largest in decades and the worst of any global democracy.

Part II: Difficulties for Progressives: Why are We Losing a Winning Agenda?

We move forward on our CWA issues — secure jobs and fair trade, health care, retirement security and bargaining and organizing — by building a coalition of workers and allies that's 50 million strong.

That's the only way to break through the wall that now limits our democracy. That's the only way to overcome the impact of corporate and secret money in politics, voter suppression, broken Senate rules and barriers to legalization for immigrants that are threatening our democracy.



Taking Action in Minnesota

KEY POINTS:

- Partnerships can revolve around common values as well as issues
- Join existing coalitions or organizations with a track record of mobilizing members

The community-based organization, Take Action Minnesota, got its start over seven years ago. Since that time, it has become an organizing powerhouse of 27 institutional and 14,000 individual members. As a grassroots community mobilizing group, Take Action seeks to break down barriers and create leadership that can move the economy forward, increase access to health care, and reform the criminal justice system. It is active in both electoral and legislative efforts.

IUE-CWA Representative Doug Williams was a founding board member and IUE-CWA Local 1140 participated in regular coalition activity. More recently, CWA strengthened its relationship with Take Action at a 400-person meeting in January 2012. Members from CWA locals throughout Minnesota met with Take Action leaders to discuss the barriers to democracy and create plans to fight against three detrimental state amendments: 1) voter suppression; 2) “Right to Work” (suspiciously renamed “Employee Freedom”) and; 3) a ban on gay marriage. They plan to fight for the millionaire tax. Both organizations agreed that Minnesotans need champi-

ons in public office to protect families and education. The joint plan is to develop leaders within a one-year training program and to enhance capacity of both organizations. The goal is to increase power in the state government. As such, CWA members are encouraged to become members of Take Action (a goal of 500 joint members) and LPATs will be invited to join Take Action teams for electoral work.

Minnesota State Council Director/ Local 7250 President Mona Meyer feels that the coalition efforts with Take Action are bolstered by a shared value of protecting what matters most: families. She believes that union activists and community organizers can work together to educate around the impact of bad legislation on workers and their children. The hardest part is convincing some members that issues such as voter suppression directly affect us as much as economic development fights over the future of manufacturing jobs. Sharing ideas and coordinating resources with Take Action allows both member education and strong political advocacy to grow.

The democracy chart shows the major issues for CWA and progressives.

- CWA has pushed for bargaining and organizing rights (EFCA), secure jobs, fair trade, good healthcare for all, and retirement security ... but we have been blocked in the Senate by the supermajority Senate rule.
- Our progressive allies thought we could pass good climate change legislation, the Dream Act (giving immigrant children a chance at in-state tuition at public universities), and measures to decrease foreclosures ... but they have also been blocked by corporate interests and other threats to our democracy.

The chart also shows what is blocking progress on our issues.

1. Money and Politics (Campaign Finance Reform). Corporations and unions have long been contributing to election campaigns. Not surprisingly, corporations and their management politically outspend unions in elections. Before January 21st, 2010, there were limits on how much corporations (and unions) could spend on elections. On that day in 2010, the U.S. Supreme Court ruled [Citizens United] that corporations are people too—complete with free speech rights and other liberties—and eliminated political spending restrictions. Now we have a situation where wealthy corporations and individuals can virtually buy elections and not disclose contributions.

2. Broken Senate Rules. The ability of Senators to engage in unlimited debate has become a tool that allows a minority of Senators to obstruct democracy. Because of the filibuster (requiring a supermajority of 60 votes) it has become increasingly difficult for the Senate to pass any legislation, approve nominations and pass annual appropriations bills. It has also led to the complete inability for progress on any major legislation. CWA and the rest of Labor were unable to pass the Employee Free Choice Act, despite passage in the House (241 to 185) AND majority support in the Senate. Important energy legislation that would address climate change and wean us off our dependence on foreign oil has been bottled up due to the failure to get a supermajority of 60 Senators to agree to stop the endless debate. During the greatest economic crisis since the Great Depression, popular and much needed jobs programs have failed to become law because of the Senate supermajority rule. In order for our legislative branch to once

Creating Partnerships in Mississippi

KEY POINTS:

- Utilized CWA's national relationship with NAACP
- Sharing resources a key to partnerships

CWA has the largest membership of any union in Mississippi, but the long history of civil rights abuses, redistricting problems, new voter suppression laws and anti-union tension make it difficult to elect pro-worker legislators. But a deepening partnership between the NAACP and CWA is working to change that.

The relationship between CWA and the national leadership of the NAACP has grown since the One Nation March in Washington, D.C., in October, 2010. After that successful event, leaders met to introduce Derek Johnson, Mississippi chair of the NAACP, to Chris Kennedy, then-assistant to the president of CWA's public workers sector. Johnson wanted a "thought partner" in Mississippi to increase political power. Kennedy works closely with Presidents Brenda Scott of Local 3570 and Kim Saddler of Local 3515 in Jackson, Mississippi, to link the needs of CWA membership with NAACP's political clout. One issue involves fighting together for dues deduction for a Head Start agency that CWA represents. In turn, CWA assists an NAACP civic engagement project called One Voice. Both efforts are mutually beneficial because CWA members are also voters who live in the affected communities.

During the 2011 elections, CWA began to build a relationship with Planned

Parenthood in Mississippi. The organization believes in an individual's right to manage fertility and was mobilizing to defeat a restrictive, overreaching ballot initiative. Local 3515 offered use of their phone bank system and Scott, the Local 3570 president, agreed to be involved in a public service announcement. While these efforts had some logistical problems, CWA and Planned Parenthood of Mississippi have laid the foundation for future work together.

Mississippi's population is nearly 40 percent African-American, yet the state has only one African-American member of Congress. Additionally, 10 percent unemployment and massive redistricting threaten to roll back many of the gains achieved during the civil rights movement.

CWA and the NAACP are "drilling down" into their memberships and building electoral power to enact progressive legislation. The Unity Caucus is a collection of organizations that come together to coordinate agendas. In addition to CWA and the NAACP, members include the Children's Defense Fund, APRI, UAW, Coalition of Black Ministers, Move On.org, Mississippi Immigrant Rights Alliance, and others. Greater collaboration is the only way to strengthen communities and create good jobs.

again become part of a functioning democracy, Senate rules must be updated. In fact, the Senate often conducts business based on unanimous consent, meaning even one Senator can create indefinite delays.

3. Voter Suppression. Voter suppression aims to influence the outcome of an election by preventing individuals from exercising their right to vote. Tactics vary from making it inconvenient to vote, to reducing the number of polling places and hours, eliminating same-day voter registration, requiring a driver's license as proof of identity, not allowing student i.d. cards, misinterpreting ex-felon voting rights and more. The object of these new laws is not to prevent voter fraud, but to reduce the number of elderly, minority, impoverished, or student votes. Not surprisingly these groups tend to vote more progressively.

We need a system of universal registration in the U.S., similar to what most countries already have.

4. Legalization of Immigrants. Our immigration system is broken and CWA wants to be part of the solution to fix it. To do so, reform must be comprehensive, humane, and tied to economic opportunities for immigrants and their families. The undocumented population (10-11 million) is most vulnerable to abuse by unscrupulous employers. These employers can exploit immigrant workers and create a race to the bottom for all workers. If the undocumented workers were to gain legal work status, there would be greater access and opportunity to exercise the right to form a union, among other things that are beneficial to communities.

The only way we will build our movement of 50 million strong progressive voices is to partner with allies working with immigrants toward legalization.

Portland Jobs with Justice

KEY POINTS:

- Long-term commitment leads to greater capacity
- Relationship building never ends

Over the past 20 years, the Portland, Ore., chapter of Jobs with Justice (Jwj) has built a coalition of more than 90 unions, faith organizations and community groups to fight for economic justice.

One of its founders is Margaret Butler, former executive vice president of CWA Local 791 and a former telephone operator. Recalling the early years, she says, “We wanted a big tent that could continually analyze what it was going to take to win.”

The relationship between organizations within the coalition is the key to winning campaigns, she says. To join the coalition, an organization must ask to become an affiliate member and pay a portion of the cost of keeping the coalition staffed. (It took five years before Portland Jwj had any staff; now there are 4+). Next, members of the new affiliate organization join committees that plan campaigns. Committees include Immigrant Rights, Economic Crisis and Transformation, Global Justice, and Healthcare Reform.

Committees change their focus and composition as issues change. For instance, the Healthcare committee planned a 500-person conference around single-payer reform options.

Another project, Portland Rising, is a multi-dimensional campaign to win union recognition at several workplaces that are being organized by at least eight different unions. In April 2011, a huge day of action involved nearly all of the campaigns and drew lessons and solidarity from the Wisconsin battle to save collective bargaining.

The coalition has grown since its inception in 1991 and there have been notable victories. However Butler, now the Portland Jwj Executive Director, reminds her coalition partners that, “Victories are temporary. We need to measure progress not just by our victories—but by the growth of our network of relationships—numbers of pledges, member organizations, and Workers’ Rights Board members.” Portland Jwj now has 3,000 pledge card signers and is a major force for change.

Butler says there are no shortcuts to building strong relationships. They require good listening skills and a commitment to treating others with respect and dignity for the long struggle ahead.

Madelyn Elder, a CWA at-large diversity board member, has been very involved with Jobs with Justice campaigns throughout the Northwest.

Part III: Why Work in Coalition to Build a Movement?

The voices of many speak louder. Coalition efforts built most progressive movements in our nation's history. Children's advocates, religious leaders, and unions worked together to enact child labor laws in the early 20th century. Labor activists joined the Civil Rights Movement in the 1950s and '60s, especially to promote the passage of the 1964 Civil Rights Act and the 1965 Voting Rights Act.

In a broader view, many of the issues that affect our communities (education, collective bargaining rights, the environment, etc.) also affect our standard of living. We need to envision our movement as building a just economy and forging a vibrant democracy.

In the example to the left, CWA members build coalitions around their fight for a contract. The work doesn't end there, of course, because more effort goes into making Portland Jobs with Justice a vibrant, long-standing coalition.

The CWA Triangle reflects how we view our work and incorporates our union's broader movement-building agenda.



Coalition-Building Part of New Jersey Locals Union Culture

KEY POINTS:

- **Grassroots support can influence public opinion**
- **Building community relationships is a responsibility of union stewards**

For most of the last twenty years, anti-union governors attempted to address budget shortfalls by attacking public workers in New Jersey. CWA Local 1037—working with Locals 1038 and 1039—consistently fight back by applying public pressure—through coalition efforts and strategic planning. They’ve been largely successful with this model.

Whether the governor threatens to outsource jobs or raise entrance fees for public parks, local leaders look at each fight through multiple lenses. They apply a strategy of POLEMICS: Political, Organizational, Legal, External Education, Mobilization, Internal Education and Community Support activities. The latter component—community support—often involves broadening existing relationships and discovering new areas for collaboration.

This was critical in the union’s fight in 2009, when Governor Corzine threatened to shut down the Department of Children and Families regional day schools for severely disabled children. Not only were the jobs of CWA-represented teachers and nurses on the line, some 500 students who rely on their services would be displaced. Many of these students need one-to-one care that would not be conducive in a typical public school. CWA members provide this care/instruction and often have close

relationships with parents due to the highly specialized needs of the students. The shop stewards have always recognized that part of their role in effectively advocating for the members at their school is to also build relationships with the parents and to advocate for services. It was not surprising, then, that once CWA called a state-wide meeting of workers from regional day schools, many parent advocates attended. Together, they developed a plan and used a portion of the meeting to speak with the media. After developing a comprehensive plan using POLEMICS, both union activists and parent/community advocates reached out to disability advocacy organizations, legislators and the media throughout the state. The parents were critical to this plan and proved to be tireless in their efforts. In one case, a mother of a student was picketing at her son’s school each day and had started her own website to publicize the school cuts. After being approached by the shop steward at the school, she channeled her energy into the work of the coalition and became a key leader and organizer of parents from other schools.

Local 1037 President Ken McNamara remarked, “Coalition building is part of our union culture. It has not only helped to save members’ jobs, but it has also influenced public opinion.”

Part IV: Building to a Majority

How do we get to the 50 million (a majority) strong we need to enact the changes we need? Here's the math: if 82.5 million people voted in 2010 and 131 million voted in 2008 (record turnout), then a voting electorate of 50 million organized progressives would shake up the status quo. We would be able to elect (and hold accountable) legislators who can remove the blocks to our democracy. Getting 50 million people to align and act on the same issues may seem daunting, but we know from experience that it is possible.

Success starts with relationships and shared activism.

Coalitions have long been a part of CWA history. In 1987, CWA founded Jobs with Justice, a national network of local coalitions for organizing, bargaining rights and secure sustainable jobs. More recently, CWA has formed coalitions with NAACP, the Sierra Club, Common Cause, and other allied groups in several states/districts/sectors/division. You may have already been building local partnerships with allies. Now, more than ever, we need a broad-reaching, long-term and localized program to develop and sustain active coalitions with like-minded membership-based groups for economic justice and democracy. To do that, we need to reach out to more progressive membership groups in our area to get to know one another and to start working together.

Each local or state council can create a narrative like the stories and examples in this book.

The Occupy Movement Adds Energy to Local 7076

KEY POINTS:

- **Complex agendas are part of coalition work so a bigger message of corporate accountability can help more groups get engaged**
- **Coalition-building is an ongoing activity that ebbs and flows**

CWA Local 7076 represents state workers in New Mexico. As a public sector local, it often relies on political and community allies in order to promote strong jobs and to save essential services. Organizations such as the Sierra Club, Voices for Children, Move On.org, and the Association of Retired Americans have long been partners with CWA in New Mexico, but the recent Occupy Movement injected energy into the loose coalition. This energy is crucial at a time when the Governor contracted with a private company to negotiate (i.e. gut) contracts with public employee unions.

Richard Sober, a Local 7076 steward and Occupier, felt compelled to do more to fight corporate greed. He and another union activist developed an outreach plan beginning with a list of potential allies. They looked at where CWA had existing relationships and where other groups may have overlapping goals of economic justice. They spoke with the leaders of the organizations and then called a meeting at the Local office. The meeting started with a basic question: Can we work together legislatively to address corporate greed? That initial meeting on December 15, 2011 set the

stage for work to close a tax loophole that permits corporations operating in New Mexico to be exempt from paying state tax. The loose coalition of labor unions, environmental and immigrant rights groups, and Occupy activists decided to continue by planning a march and rally at the Round House (state capitol) on January 17, 2012. In the spirit of working together, Local leadership and activists sometimes needed to change the way they make decisions about the content and message of the day's events. For example, there was an open microphone portion of the rally rather than carefully scripted speeches from known leaders.

The loose coalition in New Mexico is still in the process of determining any regular meetings and future work together. Two things are clear, however: 1) organizational relationships grow from experiences mobilizing together; and 2) the issues facing union workers are under greater consideration by the broader community. CWA Local 7076 plans to continue its outreach and further the work they started, even after they beat back this most recent attack on collective bargaining.

BUILDING TO 50 MILLION STRONG

Note: 131 million people voted in 2008, 82.5 million voted in 2010, and 120 million voted in 2012

<i>Demographics</i>	<i>Organizations</i>	<i>% of 2008 Electorate [1]</i>	<i>% Voted for Obama [1]</i>	<i>Membership</i>
<i>Latino</i>	National Council of La Raza, LULAC...	9%	67%	10,000,000 +
<i>African American</i>	NAACP, LCCR....	13%	95%	10,000,000 +
<i>Women</i>	NOW, Planned Parenthood, Emily's List, League of Women Voters...	53%	56%	5,200,000
<i>Students/Youth</i> 18-29 year olds	USAS, USSA...	18%	66%	4,000,000
<i>Seniors</i>	ARA, AARP....	23%	47%	5,000,000
<i>Labor</i>	AFL-CIO, NEA, Change to Win...	24%	53%	15,000,000
<i>Jobs with Justice</i>				250,000
<i>Environment</i>	Sierra Club, Natural Resources Defense Council, National Wildlife Federation...			6,700,000
<i>Progressives</i>	MoveOn, Common Cause...			5,400,000
<i>LGBT</i>	National Gay and Lesbian Taskforce...			1,400,000
<i>Faith Based</i>	PICO National Network, Interfaith Worker Justice, Gamaliel...			4,000,000
<i>Community Organizing</i>	Center for Community Change, National People's Action...			5,000,000
<i>Total</i>				71,950,000

This is not a complete list of progressive organizations. Others are likely present in your communities.

Jobs with Justice Pledge

I'll Be There...

...standing up for our rights as working people to a decent standard of living.

...supporting the right of all workers to organize and bargain collectively

...fighting for secure family-wage jobs in the face of corporate attacks on working people and our communities

...organizing the unorganized to take aggressive action to secure a better economic future for all of us.

...mobilizing those already organized to join the fight for jobs with justice.

During the next year, I will be there at least five times for someone else's fight, as well as my own. If enough of us are there, we'll all start winning.



www.jwj.org

Signature _____

Name (print) _____

Home address _____

City _____

State _____ Zip _____

Area Code/Day Phone _____

Area Code/Evening Phone _____

Fax (if any) _____

E-mail _____

Union/Organization _____

Labor & Material Donated

Jobs with Justice Pledge

I'll Be There...

...standing up for our rights as working people to a decent standard of living.

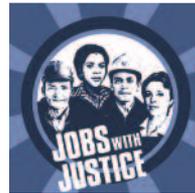
...supporting the right of all workers to organize and bargain collectively

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www.jwj.org

Signature _____

Name (print) _____

Home address _____

City _____

State _____ Zip _____

Area Code/Day Phone _____

Area Code/Evening Phone _____

Fax (if any) _____

E-mail _____

Union/Organization _____

Labor & Material Donated

Part V: Creating a Strategic Outreach Plan

1 Identify Strategic Organizations that have Membership [both Labor Unions AND Community-Based Groups] Be sure to consider the following—because CWA has a national relationship with:

- Jobs with Justice www.jwj.org
- NAACP www.naacp.org
- Sierra Club www.sierraclub.org
- Common Cause www.commoncause.org
- National People's Action www.npa-us.org
- Center for Community Change www.communitychange.org

2 Review Websites—pay attention to the mission statement and recent campaigns. Take a quick look at organizational structure.

3 If the organization is national in scope (ex.: Jobs with Justice, Sierra Club, etc.), and you don't have a local contact, contact the Legislative or Political Department at CWA Headquarters to make an introduction for you with the local/national liaison. This will expedite an appointment with the local chapter of the respective organization.

4 If the organization is local or regional in scope, first ask someone you may know from another organization to introduce you. If no one you know has a connection, then call the executive director and ask for a meeting to get to know one another and your respective organizations.

Sample script for a cold call:

Hello, my name is _____ from CWA Local _____. My union is interested in exploring ways we might work together for justice in our communities and I'm wondering if you'd like to sit down for coffee because I'm very curious about your organization and its mission to...

Appendix: The following suggestions from Wellstone Action relay the fundamentals of building coalitions in your community:

Build Relationships on Common Ground

Too often organizing is viewed as simply a way to get people to do something we want. It should not be surprising why some communities and organizers resist this disrespectful method. To lead, we must first build relationships of trust — and the ability to find common ground is the core of such relationships.

Common ground may be found in a number of ways - shared issues, interests, or values — but discovering that which is shared is essential. Let's tease out the difference between issues, interests, values and vision to know how they contribute to building common ground.

- Issues are the concerns that are important to us. There are many issues that motivate us — good jobs, internet for all, fair voting processes, safe communities, and more. Often when we think of building a coalition and waging a campaign, they are centered on a specific issue.
- Interests speak to our stake in a particular outcome. Our interests are what we get out of the issue and what our personal connection to it is. For example, my issue may be increasing voter turnout in a given community, but my interest is different if I am a low-income resident of the area or a nonprofit advocate that works in the area. Coalitions are built among people who share a common issue, but who have different interests in that issue.
- Values are the core principles that motivate us to act. They often provide the deep motivation to act upon an issue. Values are many and varied, and might include a commitment to racial or economic justice. Organizing around core values is different than organizing around shared issues or

interests. One's issues and interests may shift and change over time, but values tend to be more unchanging.

As leaders, we must assess the issues, interests, and values of others to find a shared experience or goal. We are better agents of change if we understand what issues people care about, what their stake is in those issues, and what values motivate them to care.

Listen

While this may seem obvious, taking the time and consideration to listen to other folks is a quality of leadership that is often forgotten. Good listening is more than just waiting for your turn to talk; it means that as a leader, you take the time to ask what others think and respond to their answers.

While you might be the person in a position to lead, others may have much to contribute. By genuinely listening to the thoughts and concerns of others, those folks will be more likely to respond to you in the future. But more importantly, they will have a chance to see their ideas in action and develop their own leadership potential.

Share Information

In many progressive campaigns, whether they are issue or electoral based, there is a fear of losing control. As a leader, it is tempting to keep information about the campaign close to the vest, so that you can maintain your power. However, empowering leadership means intentionally building the power of others.

As a leader, it is important that you share information for a number of reasons — to make volunteers and staff feel like they can see the big picture and understand what they are a part of, to demonstrate trust and accountability, and, practically, to ensure that what you are working to achieve can continue in your absence or after your tenure. The more that volunteers and other folks can see the “big picture” and understand why they are doing what they're doing, the more they will respect your leadership and the cause they are working to achieve.

Communicate Authenticity

When thinking about how you communicate with others as a leader, think about what defines true authority. Is it a title or position, or credibility within the community?

An empowering leader derives credibility not from merely achieving a position of power but by working in that position to gain the trust and credibility to lead from members of the community.

This is what real authenticity is about. It means that you can deliver a message with authority because you have been given that authority by a broad and deep group of people from the bottom up, not from the top down.



Communications Workers of America, AFL-CIO, CLC

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