

Organizing for Settlement Fund Assessment Meeting



Education Minnesota
Organizing for Settlement Fund Committee
41 Sherburne Ave., St. Paul, MN 55103
Last amended: August 2, 2024



**THE VOICE FOR PROFESSIONAL
EDUCATORS AND STUDENTS**

Important Information to Remember:

- The request for an Organizing for Settlement assessment should be made to the Education Minnesota president, **President.Denise.Specht@edmn.org**.
- All correspondence related to the local's OFS will be sent to the local president, treasurer, and field staff.
- The loan application should be sent to Janel Engesser at **OFS@edmn.org**.
- The loan amount will be deposited directly in the local's account via ACH.
- Any unused funds, the financial report, and **copies** of the itemized receipts should be mailed to:

Education Minnesota
Organizing for Settlement Fund
41 Sherburne Ave
St. Paul, MN 55103

OR

The financial report and **copies** of the itemized receipts can be emailed to **OFS@edmn.org**.

Participant agenda

1. Welcome and introductions
2. Introduction to the Organizing for Settlement Fund
 - Use of Organizing for Settlement Funds
 - Organizing for Settlement (OFS) Fund Loan Procedures
 - Organizing for Settlement (OFS) Fund Grant Procedures
3. Overview of the Organizing for Settlement Fund process
 - Requesting an assessment
 - Scheduling a meeting
 - Prior to the meeting
 - At the meeting
 - After the meeting
 - Next Steps
4. Organizing and Settlement pre-planning
 - Surveying members
 - Community and labor support
 - Developing a theme for your bargaining campaign
5. Organizing activities and planning
 - Key tips: Organizing around your settlement
 - Organizing activities and planning
 - Developing an organizing budget
6. Appendix
 - Emerald City Organizing for Settlement Fund Budget
 - Logos/themes for buttons/shirts/jackets
 - Unity ideas
 - Sample settlement actions
 - Sample organizing for settlement planning sheet
 - August sample calendar
 - September sample calendar
 - Union label shops
7. Questions and closing

1. Welcome and introductions

- Staff
- Officers
- Members
- Guests

2. Introduction to the Organizing for Settlement Fund

The Education Minnesota Organizing for Settlement Fund (OFS) represents a commitment to assist local/state affiliates and members during protracted bargaining and strikes. Affiliates include any Education Minnesota local/state affiliate organization organized under and functioning within the Constitution and Bylaws of Education Minnesota.

The Organizing for Settlement Fund (OFS) is intended to assist members and local/ state affiliates in collective bargaining crises. The Organizing for Settlement Fund (OFS) shall not be considered a source of revenue for routine expenditures.

Requests for Organizing for Settlement Fund (OFS) assistance will always be reviewed keeping in mind the assets of the fund at the time the request is made. Each request received shall be reviewed on its merits relative to the guidelines. No grant is considered to be precedential.

A. Use of Organizing for Settlement Funds

1. Organizing for Settlement Fund (OFS) monies are only intended to be **used for unusual contract negotiation expenses** pursuant to this policy. Unusual expenses are those expenses not currently in the local's budget.
2. Funds may be used for mediation, arbitration, protracted negotiations and other organizing for settlement events.
3. **Routine local/state affiliate costs** such as office expenses, negotiator or settlement committee honorariums, gifts, normal printing, postage, meeting expenses, negotiator or organizing (LCAT) team meals, gas/mileage, etc., should be anticipated by the local/state affiliate and are not covered by the Organizing for Settlement Fund (OFS).
4. Funds may not be used to purchase alcohol/THC beverages, THC items, marijuana/edibles or lottery tickets.
5. Reimbursement Limitations

- I. Unity apparel and branded wearables: the total cost of all unity apparel and branded wearable items (i.e. clothing, hats, scarves, mittens, etc.) purchased by a local/state affiliate shall be reimbursed by the Organizing for Settlement Fund (OFS) to a maximum cumulative reimbursement of \$50 per member of the local/state affiliate. The local/state affiliate assumes responsibility for 100 percent of the costs above this figure.

Example:

150 members x \$50.00 = \$7,500.00 maximum unity apparel/branded wearables

95 members x \$50.00 = \$4,750.00 maximum unity apparel/branded wearables

- II. Non-consumable items not defined under unity clothing and apparels: the total cost of all non-consumable items that can be used beyond the organizing situation (i.e., coffee mugs, lanyards, stationery, etc.) purchased by a local/state affiliate shall be reimbursed by the Organizing for Settlement Fund (OFS) to a maximum cumulative reimbursement of up to \$25.00 per member of the local/state affiliate. The local/state affiliate assumes responsibility for 100 percent of the costs above this figure.

Example:

150 members x \$25.00 = \$3,750.00 maximum non-consumables.

95 members x \$25.00 = \$2,375.00 maximum non-consumables.

- III. Items ordered for a community organizing event, such as buttons, bumper stickers, window clings and strike-support signs shall not be subject to this maximum reimbursement restriction.

- IV. Organizing events:

- i. *An organizing event is any event wherein members are gathered with the purpose of advancing bargaining efforts.*
- ii. *The costs of food and beverage related organizing events shall be reimbursed from the Organizing for Settlement Fund (OFS) to a maximum reimbursement of \$30.00 per member of the local/state affiliate in attendance at each event, as indicated on the required sign-in sheets. At no time can a local exceed the maximum, but through the sign-in sheet and itemized receipt, the amount can be trued up to account for*

additions or no-shows. The local/state affiliate assumes responsibility for 100 percent of the costs above this figure.

- iii. Such post-ratification events should take place within 60 calendar days (including weekends and holidays) of ratification to be included in the Organizing for Settlement Fund (OFS) loan/grant.*
- iv. Meal tips for dine-in and food trucks will be reimbursed to a maximum of 20% of the cost of the meal. Tips for delivery or pick-up food will be reimbursed to a maximum of 10% of the total bill.*
- v. If a tip is already included in the original receipt, no additional tip will be reimbursed.*
- V. Gift Cards – the following conditions must be met when the local purchases gift cards:
 - i. The number and dollar amount of the gift cards must be documented.*
 - ii. A list of all gift card recipients must be documented.*
 - iii. Gift cards are considered compensation by the Internal Revenue Service and accordingly must be added to all other income for 1099 purposes. (i.e. stipends, unvouchered expense reimbursements, etc.)*
 - iv. The number of gift cards purchased is limited to the lesser of 25 gift cards or 20 percent of your total active membership per bargaining cycle. **Maximum value of each gift card may not exceed \$20.00.***

Example:

45 members x 20%= 9 maximum gift cards

(of any value, not exceeding \$20.00)

650 members x 20%= 25 maximum gift cards

(of any value, not exceeding \$20.00)

- 6. Advertising activities must include a short rationale as to the value of the advertising and how it is moving the local forward in bargaining. Locals should prioritize businesses and organizations that are either unionized or are pro-union. The following criteria can be used to assess whether a partnership or financial arrangement is aligned with union values.
 - I. Does this business or organization support workers' rights to organize and collectively bargain?
 - II. Does this business or organization support educators and students in the community?
 - III. Does this business or organization's practices or positions on social issues conflict with those of the union?
- 7. Conferences reimbursement may be submitted for consideration as part of your plan along with rationale as to why they are needed within a local. Locals must exhaust all Education Minnesota resources and conferences before requesting conferences outside Education Minnesota. There is a maximum of up to five members per conference..
- 8. Technology/Equipment reimbursements require prior approval and may be submitted for consideration as part of your plan along with the rationale as to why they are needed within the local.
- 9. When submitted in advance as part of an Organizing for Settlement Fund (OFS) loan application and approved by the Organizing for Settlement Fund (OFS) Committee, funds may be used to provide release time or a stipend for local/affiliate members excluding those currently released to coordinate/lead settlement organizing efforts on a temporary basis. Support provided to locals for internal organizers is limited in time to the duration of the current contract negotiations cycle. The costs of release time for member organizers shall be reimbursed from the Organizing for Settlement Fund (OFS) up to a maximum reimbursement of \$20.00 per member of the local/ state affiliate, subject to availability of Organizing for Settlement Fund (OFS) income for the given bargaining cycle.
- 10. When locals experience protracted bargaining and there is a need for additional organizing after utilizing Education Minnesota staff, the local may submit a request for additional organizing help.
- 11. New local/state affiliates bargaining their first collective bargaining agreement shall be reimbursed at 100 percent of the cost of wages lost because of negotiations during the duty day.

12. Bargaining During the School Day: Expenses of bargaining during the school day shall not be considered for reimbursement by the Organizing for Settlement Fund (OFS) unless all available contract leave has been exhausted.
13. Mediation Costs: Local/state affiliate costs for unusual mediation will be considered for Organizing for Settlement Fund (OFS) assistance based on local/state affiliate size, financial need and merit. Routine costs of mediation should be anticipated as a local/state affiliate expense and are not covered by the Organizing for Settlement Fund. (OFS)
14. Funds may be used for Local and Community Action Team (LCAT) training expenses beyond what is provided by Education Minnesota. Such expenses must comply with Organizing for Settlement Fund (OFS) policy.
15. Interest Arbitration Expenses
 - I. The local/state affiliate cost for interest arbitration will be paid in full by the Organizing for Settlement Fund (OFS).
 - II. Interest arbitration expenses are not subject to the 80 percent reimbursement guideline. Reimbursable costs include the local/state affiliate's share of the arbitrator's bill, the expense of preparing the Education Minnesota arbitration brief (including any secretarial overtime), and any other appropriate expense related directly to the interest arbitration.
 - III. Interest arbitration costs will be reimbursed only if the following obligations are met by the local/state affiliate:
 - i. *The local/state affiliate membership must approve a recommendation to request interest arbitration. The recommendation should be presented with the support of the local/state affiliate executive committee and negotiations team. Such a recommendation shall be presented for local/state affiliate approval only after consultation with the Education Minnesota field staff person, the Education Minnesota negotiations department, and an Education Minnesota manager. The recommendation will include the form of interest arbitration to be utilized by the parties.*
 - ii. *The local/state affiliate will pass the recommendation to proceed to interest arbitration by a two-thirds vote of the general membership unless otherwise specified in the local/state affiliate's constitution and bylaws (faculty representative assembly or other duly constituted body). This shall be at a meeting that has been called and publicized for this purpose.*
 - iii. *Final position for the local/state affiliate will be established by the local/state affiliate negotiations team and executive committee after consultation with the Education Minnesota field staff person and the Education Minnesota negotiations department.*
 - iv. *The local/state affiliate's brief will be prepared by the appropriate Education Minnesota staff. Education Minnesota will consult with the local/state affiliate's negotiations team, elected leaders and the Education Minnesota negotiations department during this process.*
 - v. *The local/state affiliate will provide in a timely manner all information necessary for the completion of the brief and materials for presentation at the arbitration hearing.*
 - vi. *The local/state affiliate's arbitration position will be presented by the appropriate Education Minnesota staff person(s) as determined by the director of field services.*
16. Payment of Insurance Premiums
 - I. A loan may be obtained by the local/state affiliate for the purpose of maintaining payment of contracted member insurance premiums such as health, dental, life and long-term disability during a strike.
 - II. Funds lent for this purpose must be repaid to the Organizing for Settlement Fund (OFS) in full within 60 days of the conclusion of the settlement.
17. A loan for funds to assist another educational employee bargaining unit on strike in the district may be approved upon request by a local/state affiliate. Up to 80 percent of such costs will be considered by the Organizing for Settlement Fund Committee if a minimum of 20 percent of the costs of such assistance is paid by the local/state affiliate.

18. Preliminary Assistance: Preliminary assistance may be lent based on a projected strike or settlement organizing budget submitted by the local/state affiliate.

B. Organizing for Settlement (OFS) Fund Loan Procedures

1. Finalize a settlement action plan and local budget. The budget needs to include the following items: event/activity, brief description, projected itemized cost, total estimated cost, the purpose and ask of members (see Appendix 6).
2. Complete the loan application and mail it, along with the necessary information to:

Education Minnesota
Organizing for Settlement Fund
41 Sherburne Ave.
St. Paul, MN 55103

OR

emailed to OFS@edmn.org

The local has 90 calendar days (including weekends and holidays) to send in the loan application, budget, team report, and any other necessary information. If the paperwork is not submitted within 90 calendar days (including weekends and holidays), the application will be closed and the local will need to start the process of requesting an Organizing for Settlement (OFS) loan at the beginning by requesting a new assessment.

3. An affiliate must make a formal application for a settlement meeting before any Organizing for Settlement (OFS) Funds are disbursed to the local.
4. Unless otherwise specified in the guidelines, all funds will be forwarded in the form of a loan to the local/affiliate.
5. Upon approval, the loan amount will be deposited directly in the local's account via ACH.
6. The affiliate will be responsible for the administration, disbursement and account of the funds. Documentation, receipts and sign in sheets identifying participants for all organizing events should be kept for every loan expense. For verification purposes, stipend checks need to be for the amount of the OFS stipend only.

C. Organizing for Settlement (OFS) Fund Grant Procedures

1. All unused funds from the loan shall be returned to the Organizing for Settlement (OFS) Fund within 60 calendar days (including weekends and holidays) of the ratification (by both the local/affiliate and administration) of the contract. For locals where there are multiple contracts within the local, the 60 calendar days (including weekends and holidays) begins after the ratification of the last contract within the local.
2. Within 60 calendar days (including weekends and holidays) of the ratification of the contract, the local affiliate shall submit a financial report detailing all expenditures, supported with **clear, readable photocopies** of original, itemized receipts, stipend checks, and sign in sheets or rosters. Expenses that lack proper documentation, or do not follow Organizing for Settlement (OFS) Fund policies, will not be reimbursed.

An extension may be granted if circumstances make compliance difficult.

The unused portion of the loan and the financial report with **clear, readable photocopies** of original itemized receipts should be mailed to:

Education Minnesota
Organizing for Settlement (OFS) Fund
41 Sherburne Ave.
St. Paul MN 55103

OR

emailed to OFS@edmn.org.

The local retains all original receipts for their records.

3. Before submitting the grant proposal to the committee, the lead officer from the settlement assessment will preview the grant and will include the supporting officer in the process.
4. Following the review of the financial report for policy conformance, the Organizing for Settlement (OFS) Fund Committee will forward a recommendation to the governing board converting 80 percent of the total approved expenses to a grant. 20 percent of the approved expenses will be paid by the local/state affiliate.
5. In no case will Organizing for Settlement (OFS) fund assistance exceed 80 percent of the total cost incurred as determined by the final financial report prepared at the conclusion of the settlement unless other specified in the guidelines. Locals unable to pay their balance due in full may set up a payment plan with the Education Minnesota secretary-treasurer.
6. Costs incurred more than 60 calendar days (including weekends and holidays) after the ratification of the contract will ordinarily not be considered for reimbursement from the Organizing for Settlement (OFS) Fund. An extension may be requested.
7. Before a local will be considered eligible for accessing the Organizing for Settlement (OFS) Funds, the local must be current on any and all previous Organizing for Settlement (OFS) Fund loan amounts.

3. Overview of the Organizing for Settlement Assessment process



4. Organizing for Settlement Preplanning

Organizing Timeline

Phase 1

Assess your capacity
Build your teams
Define and assign roles

Building a foundation

Why?

- Our power lies in organized people strategically working together to take action and negotiate strong contracts.

How?

- Identify, recruit and develop leadership.
- Develop committees and workgroups.
- Conduct one-on-one conversations.
- Develop a solid member-to-member network for communication and mobilization.
- Map your worksites.
- Build partnerships and coalitions – map your community.

Organizing Timeline

Phase 2

Create goals
Define a strategy
Set objectives

Making a plan

Why?

- Identifying values and issues that are widely and deeply felt combined with a defined strategy leads to stronger engagement and ownership by members in their union in order to win.

How?

- Collect and share data.
- Survey members and identify issues.
- Convene regular roundtable discussions.

Phase 2

Define your targets
Plan tactics

Why?

- By identifying who holds the power to make decisions, locals can develop escalating tactics to shift the balance of power and build members' confidence.

How?

- Prepare your members to have hard conversations.
- Engage members in the planning process.
- Choose tactics that fit – start small and build.

Phase 2

Create a timeline
Plan a budget

Why?

- Timelines and budgets make sure the work of campaign escalation is strategic and reflects the values and priorities of the local while maintaining two-way engagement with members and leaders.

How?

- Build your campaign around established events and activities throughout the year: back to school, membership drives, conferences, PLCs, athletic events, parades, etc.

Organizing Timeline

Phase 3

Kick-off escalation peaks
Evaluate outcomes

Implementation

Why?

- Management's response at the table will be based on whether it believes that the union speaks on behalf of an engaged membership that is willing to take action to show its power.

How?

- Chart and track member participation in a series of actions around bargaining.
- Get feedback
- Offer training and informational meetings.
- Coordinate with the Negotiations Team.

Organizing Timeline

Phase 4

Debrief
Celebrate

Contract resolution

Why?

- Every campaign is a learning opportunity. Taking the time to evaluate and give feedback helps your members learn from the experience to improve on it next time.

How?

- Hold group discussions.
- Have one-on-one conversations.
- Conduct surveys
- Have parties/celebrations/social time to be together and unwind.

A. Resources and Support for Crafting a Strong Organizing Plan and Budget

Education Minnesota offers considerable support to locals in developing and executing an organizing plan and budget for the Organizing for Settlement Fund Assessment. These resources and supports include:

1. Appendix of Samples and Ideas
 - I. In the Appendix of this book you will find several examples of organizing plans, budgets, timelines/calendar, and some ideas for themes and slogans for your organizing campaign.
2. Education Minnesota Staff Support
 - I. Every local has access to an Education Minnesota Field Staff and Organizer who can assist with all elements of crafting and executing an organizing plan, including:
 - i. *Assessing current capacity*
 - ii. *Identifying issues and topics that members feel strongly about*
 - iii. *Setting ambitious but achievable goals*
 - iv. *Internal and external communications strategies*
 - v. *Engaging members in ways that are meaningful to them*
 - vi. *Establishing infrastructures to successfully execute the plan*
 - vii. *So much more!*
 - II. If you do not know who your assigned Field Staff or Organizer is, simply inquire at OFS@edmn.org
3. OFS Clinics
 - I. Education Minnesota now offers OFS Clinics, where any local is welcome to come and get some feedback or guidance on their organizing plan or budget, ask questions about the assessment process, and get ideas from other locals. OFS Clinics are held monthly. To find out more or sign up for a Clinic, email OFS@edmn.org.

5. Organizing activities and planning

6. Appendix

A. Emerald City Organizing for Settlement Fund budget

Month	Event/ Action	Description	Purpose (internal/ external/ community)	Ask	Projected Itemized Cost	Total Estimated Cost
January	2nd semester building meetings	Provide snacks for biweekly building meetings	Internal unity	Members will attend meetings every other week for negotiations updates and actions. Asks will vary based on appropriate escalation needed. Anything from attending negotiations sessions to writing letters to board members to doorknocking.	\$5/member @ 550=\$2750	\$2,750
	Varsity Basketball game	Members will attend a basketball game.	Internal unity	Wear union shirts	550 shirts @ \$15=\$8,250	\$8,785
		Hand out "We <3 our educators" buttons	External outreach	Community members wear buttons at games	1,000 buttons @ .35=\$35.00	
		Snacks for gathering prior to game	Internal unity	Each member bring a coworker.	\$500	
		Co-sponsor fundraising booth with Elementary PTO	Community partnerships			\$535
February	Family Valentine's Event	Social event for students and families to make cards	External outreach	Invite to families of students to come and make cards for retirement homes. We will also provide food and other activities. We will do an update on our bargaining priorities and how the asks positively affect students. We will ask families to attend our next SB meeting in March	\$500-venue rental \$1000-catering cost \$300 supplies for cards and activities.	\$1,800
	Valentine's cards/retirement home visits	Visits by educators to retirement homes	Community partnerships	Educators will wear their union shirts and pass out Valentine's cards to tenants. We will also chat and play cards/games while there. We will ask tenants to wear support buttons out in the community.		
March	School Board Meeting	Members will attend the March SB meeting	Internal unity	▪ Wear union shirts		
				3 member speakers report good news		
		Rally prior to SB meeting	Internal unity	Invite a neighbor to attend with you		
		Prize giveaway	Internal unity	Building with the highest % attendance will get waterbottles	100 water bottles @ \$3=\$300	
		Rally signs	External outreach	Pick up a rally sign for SB meeting and put in car window when parked	1000 signs=\$50.00	\$350

Month	Event/ Action	Description	Purpose (internal/ external/ community)	Ask	Projected Itemized Cost	Total Estimated Cost
April	Coffee and contracts	Invite educators and community to contract listening sessions	Internal unity	Members and community provide feedback on issues, discuss solutions	\$2,500	
			External outreach	Build relationships with parents and community		
			Community partnerships			\$2,500
	Early Enrollment kickoff	Host an event for potential members	Member recruitment	Potential members will receive an invite from their building rep to attend a kickoff event and learn more about the power of a union. They'll be asked to join using Early Enrollment	\$500-food	\$500
Ongoing	Other print and visibility supplies	Fair contract signs	Internal unity	Signs for rallying and informational pickets	\$200	
		Local business decals - We support teachers	Community partnerships	Will ask local businesses to post signs of support	\$100	
		Car decals for members	Internal unity	Community visibility	\$100	
		Unity items for meetings - lanyards, scarves, hats, sweatshirts	Internal unity	Providing members with union branded items to wear for rallies, solidarity days, negotiations meetings and other events.	\$25/member x 550=\$13,750	
		Solidarity treats	Internal unity	Team leads distribute to their organizing teams at 10 min meetings	2x \$1/treat x 550=\$1100	\$15,250
					TOTAL	\$31,935

Internal Unity builds solidarity and member engagement amongst members of the bargaining unit.

Member recruitment focuses on bringing potential members into the union.

External Outreach focuses on individuals or groups that are involved or tied to the school (PTO, Booster, Clubs, etc.).

Community Partnerships are focused on building relationships with community organizations, businesses, or individuals who are not directly tied to the school.

B. Logos/themes for buttons/shirts/jackets

- Quality schools – Union made
- Stronger together
- Contract under construction
- Standing for students
- Providing a world class education
- Educators make it happen
- Doing what it takes for kids! or Doing what it takes for kids to succeed!
- We Teach – We Care! or We Care – We Teach!
- No teacher left behind (or no Education Support Professional left behind)
- Kids are our business
- Helping Kids Succeed
- We Teach – We touch the future!
- We teach the children! We touch the future!
- Teachers (Support Professionals) Care about Your Kids
- Teachers (Support Professionals) are the Heart of Education
- Teachers (Support Professionals) Make a Difference
- Teachers (Support Professionals) Make it Happen
- Excellence in Education!
- Quality Teachers (Paras) – Teaching Quality Kids
- Special Education Paras Touch Kids Lives
- Teachers Make All Other Professions POSSIBLE
- Unity-Solidarity-Settlement
- United we stand for a settlement
- Retain and Attract
- United we Bargain; Divided we Beg
- It's about RESPECT
- Education Support Professionals help students and schools reach Adequate Yearly Progress
- ESPs help meet Adequate Yearly Progress
- Teachers need Paras!
- Have Quality – Need Contract
- Got Contract? If not now, WHEN?
- It's about the FUTURE!
- Win – Settlement – Win!
- Excellence in Education – TEACHERS – Fair and Equitable!
- Teachers' working conditions are students' learning conditions
- Retired Teachers are People Too
- MAKE IT HAPPEN!
- I support our Teachers – I support our Education Support Professionals
- Teachers can't afford to finance their families and the school district too
- Keep (your town name) Teachers (Support Staff)
- PARA PROUD
- PARA PRIDE
- UNITY
- Teachers + Kids = Quality

C. Unity ideas

Unity treats are a fun way to provide some humor and fun while building unity with members in your local. Many locals put unity treats in members' mailboxes routinely, or pass them out at meetings during negotiations.

Want to get more “bang” for your buck?

Some locals are using unity treats as a way to have one-on-one conversations with members. Rather than putting the treats in mailboxes, some locals are asking building representatives or settlement committee representatives to pass out the treats in person. They use this as an opportunity to:

- Give each member an update on negotiations
- Tell them about upcoming events (mass attendance to board meeting, rally, social event, etc.)
- Ask the member to do something (Can you attend the board meeting? Are you willing to write postcards to the school board? Can you attend the upcoming negotiations update meeting?)
- Ask the member if they have any feedback, questions or concerns

Item	Suggested messages attached to item
Life Savers	Hang on – we will make it
100 Grand or Hershey's Kiss	We are worth it
Gum	Stick together
Peanuts	Nuts to the board's last offer
Milky Way	Our offer is not out of this world
Snickers	We're still snickering at the board's last offer
Three Musketeers	All for one and one for all
Mints/mint patty	We are worth a mint
Candy cane	Santa wants you to have a good contract too
PayDay	Come pay day, will you see a raise?
Kudos	Kudos to everyone for _____
Reisens	What are the “reasons” for no contract?
M&M's	MORE MONEY without peanuts
Taffy	Don't let them pull us apart
Crunch bar	It's crunch time! Let's work together
Mentos	We were meant for a new contract
Almond Joy	A new contract would be a JOY
A playing card	We need a better deal
Pencil	The district needs to sharpen their pencils
Take Five	Our members deserve a high five
Whoppers	We need a whopping turn out at the school board meeting
Milk Duds	The district's last offer was a dud
Tootsie Rolls	We're on a roll – Let's not roll over
Starburst	We are the stars of this district

D. Sample settlement actions

Low level

- Trial run of phone trees
- Keep a list on display of classroom expenses incurred by teachers
- Hold morale-boosting or social activities for local or buildings to promote UNITY
- Hold a "We Want a Settlement" poster contest to increase awareness
- Publish a Top 10 Reasons for a Settlement list
- Staff/union picture
- Wear buttons or T-shirts
- Letters to the editor
- Full staff attendance at school board meeting
- Talk to other district employee groups
- Attend district activities en masse (athletic events, concerts, etc.)
- Negotiation team communication with staff
- Fact sheet
- Booth at community events or participate in local parades
- Support community businesses

Moderate level

- All members meet in the parking lot and walk in together at the beginning of the contractual day (do same at end of day)
- Weekly UNITY meetings
- Meet with community groups
- Enlist support of all organized unions within the district
- Collect names of supportive parents and union card holders living in the district
- Cease volunteer activities and participation in/on committees
- Recruit community members for letters of support
- Car signs and banners
- Hold brief weekly building-level meetings to promote solidarity
- Stop attending school functions outside of duty day
- Be prepared to engage others with rationale
- Wear black clothing on every payday to signify UNITY
- Ad or stories in the newspaper (earned media)
- Enlist help of retired members

High/crisis level

- Letters, emails, phone calls to school board members
- Banners, flyers and yard signs
- Full page ad in support of a fair settlement
- Meet with media
- Rally in parking lot at board meetings – with media present
- Cessation of all non-contractual committees
- Cease all teacher communications with parents
- Attend rally/strike authorization vote
- Inform members of Work to Rule responsibilities
- Work to Rule
- Order, prepare and distribute signs for work stoppage
- Identify Strike Task Force members
- Identify site level strike captains
- Prepare picket duty responsibilities and assignments
- Save your money

E. August sample calendar

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 Mass attendance to school board meeting	6 Use phone tree, social media or email to give negotiations update to membership	7	8	9	10
11	12	13	14	15	16	17 Walk in XYZ Days Parade and pass out pencils
18	19 Use phone tree, social media or email to give negotiations update to membership	20	21 Settlement Committee meeting	22	23	24
25	26 Mass attendance to school board meeting	27	28 Buy "Welcome Back" ad in the newspaper	29 Workshop week all-member picnic	30	31

F. September sample calendar

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3 First day of school	4 Send negotiations update to members	5	6	7
8	9	10 Unity item to all members via building reps with an “ask” or fact	11	12	13 Unity Shirt Day (pay day) Mass attendance to home football game – sit together	14
15	16 Mass attendance to school board meeting	17	18 Send negotiations update to members. Building meetings	19	20	21
22	23	24 Unity item to all members via building reps with an “ask” or fact	25	26	27 Unity Shirt Day (pay day)	28
29	30					

G. Union label shops

Company	Allied	GCC	Address	Telephone	Fax	Type
Allen Printing	M-6	980-M	1016 Payne Ave. St. Paul, MN 55130	651-481-9804	651-459-1208	Commercial sheetfed
American Spirit Graphics Corp	S-49	1059-M	801 SE Ninth St. Minneapolis, MN 55414	612-331-3333	612-623-9314	Commercial web
B&P Printing		300-C	24748 685th St. Kasson, MN 55944	507-365-8054		Commercial printing
Brown & Bigelow	S-15	421-M	345 Plato Blvd. St. Paul, MN 55107	651-293-7000	800-222-3874	Calendars, promo items
Duluth News Tribune	S-70		424 West 1st St. Duluth, MN 55812	218-279-5525	218-723-5352	Newspaper/ commercial
Education Minnesota			41 Sherburne Ave. St. Paul, MN 55103	Contact your field staff		
Globe Publishing Co.	S-7		224 N. Concord Exchange South St. Paul, MN 55101	651-451-2261	651-451-1688	Commercial printing
Honsa-Binder Printing, Inc.	S-75	258-C	320 Spruce St. St. Paul, MN 55102	651-222-0251		Commercial printing
Impact Printing	S-3		1067 Rice St. St. Paul, MN 55117	651-489-0803	651-489-8077	Commercial printing
Johnson Printing and Packaging		1056-M	40 70th Ave. NE Fridley, MN 55432	763-574-1700	763-574-0191	Packaging
Minuteman Press Uptown			4024 Washington Ave. N. Minneapolis, MN 55412	612-870-0777		Commercial printing
National Checking			899 Montreal Circle St. Paul, MN 55102	651-251-1538		Labels
Printastick	880		5249 W 73rd St. Suite C Edina, MN 55439	651-646-3455		Signs digital print
Process Displays		392-M	7108 31st Ave. N. Minneapolis, MN 55427	763-546-1133	763-546-0821	Large format displays
Roith Enterprises		174-M	2975 Lone Oak Circle St. Paul, MN 55121	651-288-9900	651-288-9900	Sales
Service Printers			127 East Second St. Duluth, MN 55805	218-727-1513		Commercial printing
Seven Corners Printing	S-19	152-C	1099 Snelling Ave. N. St. Paul, MN 55108	651-222-8381	651-222-3770	Commercial printing
Stewart Taylor			114 West Superior St. Duluth, MN 55802	218-722-4421		Commercial printing
St. Croix Press		48-M	1135 Knowles Ave. S. New Richmond, WI 54017	651-439-4623		Catalogs and publications

Company	Allied	GCC	Address	Telephone	Fax	Type
Turso Companies	S-12		223 E. Plato Blvd. St. Paul, MN 55107	651-222-8445	651- 225-6790	Commercial printing
University of Minnesota Printing Services	M-5	1017-M	2818 Como Ave. SE Minneapolis, MN 55414	612-625-9500	612-626-9500	Commercial printing
WA Fisher Company		101-M	123 Chestnut St. P.O. Box 1107 Virginia, MN 55792	218-741-9544	218-741-8216	Commercial sheetfed
WG Anderson		856-M	4535 Willow Drive Hamel, MN 55340	763-478-2133	763-478-6572	Cartons

7. Questions and closing

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*Education Minnesota is an affiliate of the American Federation of Teachers,
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