

AFSCME BRAND & NEVER QUIT MANUAL

A Resource for Affiliate Communicators





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ANNOUNCE THE
LANCASTER COUNTY TAP ROOM

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Welcome to the AFSCME Brand and Never Quit Communications Manual!

What is a brand? It's not a word we often use in the labor movement. A brand is simply what we want members, potential members, and the community to think and feel when they think of AFSCME.

This manual contains information and resources to help you talk about AFSCME and our Never Quit campaign in a way that will reconnect with current members and strengthen relationships with potential members and your community.

As the world changes, so too must our union if we are to organize current and potential members and deliver on our promise to never stop working to secure a better future for public service workers and their communities.

Public service workers contribute to their communities each and every day. We strive to champion that commitment to public service in everything we do. It's important for members to know that AFSCME will Never Quit supporting better pay and benefits, safer working conditions, and fairness and respect on the job. The individual voices of AFSCME members make our collective voice stronger to advocate on their behalf and on behalf of our communities. **You play a key role in delivering this message, telling AFSCME's story and cultivating positive relationships with members, your community and the media.**

This guide provides a roadmap and resources for integrating AFSCME's brand story and the Never Quit campaign into your existing and future communications and programmatic work. It also includes background information behind our new brand and the values that are at its core.

In the pages that follow, you'll find:

- Background information on how AFSCME's new brand story responds to members' needs and desires.
- Customizable sample language for incorporating the AFSCME story into your internal and external communications.
- A strategy to engage locals in the Never Quit campaign and awards program.
- Best practices for identifying news hooks, pitching reporters and participating in media interviews.
- Content templates to help you refresh existing or develop new language and materials to support these efforts.

We hope this guide is helpful as you design your communications efforts throughout 2016 and beyond. If you have any questions about the information, recommendations or materials included here, please reach out to Tracey Conaty at tconaty@afscme.org.

In solidarity,



Lee Saunders
President



Laura Reyes
Secretary-Treasurer



OVERVIEW

OVERVIEW

Before diving into the ways you can incorporate AFSCME's story and Never Quit into your communications, it is important to take a look at how they came to be and exactly what they are.

To inform AFSCME's story and Never Quit, we talked directly with AFSCME members, potential members and national and local leadership to better understand:

- How the union plays a role in their lives.
- What their day-to-day needs and desires are.
- Where AFSCME provides the most value and can best support them.

You will find a summary of key findings from that research below. We used those findings as a foundation to develop the **brand story** and **brand values** below, which aim to ensure that what we say aligns with what we do and – most important – that it resonates with public service workers and is relevant in their lives.

RESEARCH SUMMARY

In 2015, AFSCME conducted qualitative and quantitative research designed to better understand our membership, explore new ways for the union to matter in the daily lives of existing audiences and define a clear value proposition that opens a path to long-term viability and growth in a world where “right to work” could become the law of the land. We began with qualitative research, engaging 24 members in a series of online focus groups and in-home ethnographies. Based on the findings from the qualitative research, AFSCME then fielded a phone survey among 1,205 randomly-selected members (601 respondents), agency fee payers (202 respondents), leaders (201 respondents) and non-members (201 respondents). While the full survey results will be made available upon request, **key findings from this research included**:

- Most members join AFSCME because joining is simply what's done.
- Public workers want recognition and support – on the job, for their future and from the community.
- Public service workers take tremendous pride in their work.
- People want their union to exceed their expectations.
- While most people understand the value of the collective, they want to be seen and treated as individuals.

Additionally, our research found that support for AFSCME suffers when:

- People agree with the right-to-work statement, “This is America, if someone does not want to be in your union or pay a fee or dues to your union in return for union benefits, they should not have to.”
- People do not feel like they are part of the labor movement.
- People rate AFSCME's performance as falling short of expectations.

Based on the research, **it is clear that public service workers are passionate about their roles in their communities. Members enjoy helping others as they strive to improve their standard of living. However, they generally do not feel that their efforts are recognized either at work or by the general public.** Respondents would like AFSCME to be more active in communities and show communities how important public service workers are. Communicating AFSCME members' contributions to their communities is a key driver for both joining the union and maintaining membership as the opposition continues to actively disseminate right-to-work messaging. **Additionally, majorities of all audiences want to be treated as individuals and would like to see more personalized communications from the union.**

MESSAGING

This research also provides guidance on how we should message to our target audiences. **Our top targets (those in the middle, who we are referring to as “uncommitted members”) see their union in pragmatic, not ideological, terms.** If their union can help them better their individual lives and get ahead at work, then they see the union as necessary to improving/securing their jobs and their lives – and will be part of it.

For this reason, aggressively political or activist tones in our message and materials will tend not to resonate with these audiences. Therefore, our strategy coming out of the research is to **position AFSCME in everything we say and do as the champion of every person in public service.** The tactics outlined in this manual are based on research and will help our AFSCME Strong internal organizing efforts, as well as our political efforts.

OUR STORY

Based on what we learned from this research, we developed **a revitalized brand story that captures**

- Who AFSCME is
- Why we exist
- What makes us different from other organizations
- Why that matters in the lives of public service workers

We also distilled what we heard into **six brand values** that most clearly define what AFSCME stands for. The story and values below are woven throughout the communications and materials included in this manual. You should freely draw from the tone and sentiment of this language to inform both internal and external communications moving forward.

Brand Values

AFSCME stands for:

- **Efficacy.** Through organizing, we strengthen our communities and the lives of working families.
- **Inclusivity.** AFSCME is there for all working people and represents public service workers from all walks of life.
- **Responsiveness.** As a modern member-driven movement, we relentlessly focus on responding to members' needs and exceeding their expectations.
- **Justice.** We seek to create fairness and opportunity for working families.
- **Resilience.** We never back down from a threat or a fight, and we change strategies when necessary.
- **Transformation.** We are satisfied with nothing less than changing the way our society works.
- **Ownership.** AFSCME stands for its members, and its members are AFSCME.

AFSCME'S BRAND STORY

America's communities never rest. Streets need cleaning. Families need care. Students deserve well-run schools, and our neighborhoods demand safety. That's why people who work in public service never stop. This isn't just a job. It's a calling. Nobody does this work to get rich. It's hard work, and it's largely unsung. The work matters because it means something to make a community better. In fact, it means everything.

AFSCME believes that every person working to sustain their community deserves respect. We show ours through action — fighting to secure opportunity for public service workers wherever, and whoever, they are. We negotiate better pay and benefits because fighting for every member's future is a form of respect. We educate about the issues that keep working families up at night because informed advocates command respect. And we organize because respect is offered to individuals who build power together.

When people in public service connect, big things happen. Fairness. Equality. Democracy. AFSCME is the union that honors solidarity without conformity — drawing each member's story into a force of experience and commitment that can't be ignored. That's how we win better lives for ourselves, our families, our communities and our country. For people proudly committed to the public service that makes America happen, we **never quit**.



A black and white photograph of a smiling Black male lifeguard. He is wearing a white polo shirt with the Hallandale Beach Parks & Recreation logo on the chest. A green lanyard hangs around his neck. He is holding a large, red, textured floatation device with the word "GUARD" printed in large, white, bold letters across its center. In the background, there is a white building with a curved roofline featuring circular porthole-like windows, and some beach chairs are visible.

ACTIVATING THE NEW BRAND

GUARD

 **LINCOLN®**
AQUATICS
PATENT NO. 8,478,047

ACTIVATING THE NEW BRAND

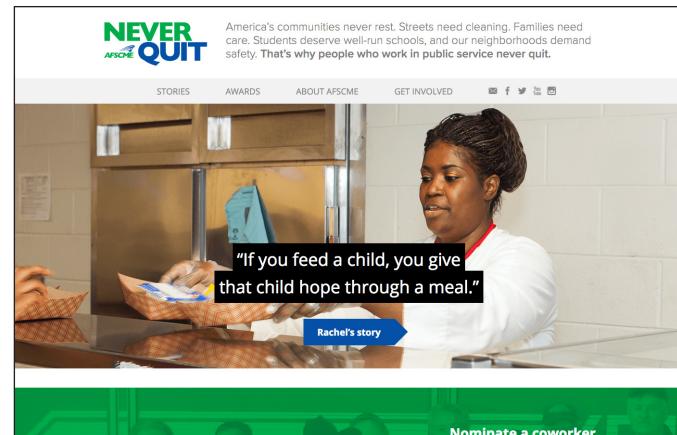
As an AFSCME communicator, you play an essential role in helping us deliver on this brand promise. You already know the importance of telling our story and communicating AFSCME's value to members and the community, but doing so may now look a little different than it has in the past. Below you will find recommendations on how to incorporate the new brand story and values across both internal and external communications to ensure what we say matches what our union does for public service workers each and every day.

INTERNAL & EXTERNAL COMMUNICATIONS

To reach current members, potential members, your community and other important audiences (like the media and policymakers) with the new brand story, it will be equally important to update both internal and external communications. As an initial step, you should review all membership communications, such as meeting flyers, worksite posters and newsletters. Revise the language in each where needed to reflect the new brand story and values. The same should be done for communications that reach beyond members, like your website. Below are more specific recommendations on how to update each of these communications channels.

Website

Your website is often the first introduction potential members have to our union. It is critical to invest time and resources into refreshing your website's topline copy – such as the content on the home page and about page – to incorporate key themes from the brand story that will better resonate with target audiences, whether members, potential members, your community or the media. Your website is also a great place to highlight stories of members who go above and beyond in their jobs to demonstrate the importance of public service to fellow members and highlight the value that they bring to the community. (Additional recommendations on how to leverage the Never Quit Service Award to source these stories are included in this manual.)



Newsletter

Your newsletter is often your main channel for regular communication with members. As such, you should use it as an opportunity to communicate the brand and its values on an ongoing basis. For example, a newsletter that discusses a particular union member and their work could tap into the “solidarity without conformity” portion of the brand story, highlighting the pride members have in their individual work and in being part of an organization that is larger than themselves. Or, a newsletter that includes information on union efforts to secure better benefits could incorporate language that reflects the brand values of “responsiveness” and “justice.”

Meeting Flyer

Meeting flyers are another way that you connect directly with current members and potential members. Since flyers offer a limited amount of space to communicate a message, language should be clear and directly reflect the brand story when encouraging members to attend an upcoming meeting. If possible, use photos of local members to create a more genuine connection with the audience.

Sector-Specific Flyer

If the members in your affiliate work in a variety of job sectors, creating materials that reflect those different job types is a good way to ensure that members feel recognized for the unique work they do. Sector-specific flyers should feature a member from that industry and a quote that speaks to the unique challenges of their sector. This directly communicates AFSCME's relevance and value to members in this sector. Ideally the photo of the member is clearly of them on the job — so that the picture alone communicates the main message of this leaflet.



Worksite Poster

Similar to meeting flyers, worksite posters also offer limited space to get your message across. They, too, should use clear, concise language that communicates the brand values, and include photos of members if possible. However, the "ask" should instead encourage the audience to find out more about their union on your union's website or at neverquit.afscme.org. However, if you choose to direct public service workers to your local website, please make sure it is to a landing page that contains language from the new brand story and Never Quit campaign so they experience message consistency across all of their interactions with the union. AFSCME national union is also working to develop template local and affiliate websites that contain a Never Quit-specific landing page which will be available in the coming months. A customizable worksite poster template is included in the Materials and Resources section of this manual and is available in the online toolkit.



DOS AND DON'TS FOR THE BRAND STORY

DO...

- Keep the brand story front and center in your mind as you develop new campaigns.
- Use the brand story as a source of language to infuse into any form of communication.
- Encourage fellow staff to look at the brand story before launching an initiative.
- Make the brand active. This is not just language, but also a promise – how is each separate communication that goes out the door fulfilling that promise? How are you strengthening the relationship to the brand?

DON'T...

- Feel limited by the story – it can be a thematic and tonal guide for new, original language.
- Be afraid to take the brand in new directions. It can be upheld by many different creative executions, if the spirit is consistent.
- Forget that each segment of your audience needs to incorporate the brand into their perception of AFSCME – for example, an activist and an uncommitted member need the brand to be expressed in different ways.

ACTIVATING NEVER QUIT



ACTIVATING THE NEVER QUIT CAMPAIGN

Born directly from the final sentence of the brand story, Never Quit is about reinforcing what's at our union's core: serving as a champion of every person in public service. Below is more information on the rationale behind Never Quit, as well as a step-by-step strategy to engage local members in the campaign.

WHY NEVER QUIT?

At a time when it is more important than ever to show current members our value and potential members why they should add their voice to their union, **Never Quit provides an opportunity to connect with public service workers and let them know AFSCME will never quit on them, just like they never quit on their communities.**

We know from research that, for both committed and uncommitted members, it is important for AFSCME to not only represent them on the job when it comes to the issues that matter most, but also to explain those issues and how it affects them. Being a champion for every person in public service means that AFSCME creates a space where they can connect with fellow members and be part of something larger than themselves or their individual work. It also means making sure policymakers listen to union voices, and community members understand the value public services brings to their communities.

For committed members, Never Quit should celebrate their service and dedication and highlight how their union is relevant to their lives. For potential members, Never Quit should provide a compelling reason to join: a union committed to its members, one another, the community and to public service. And for policymakers or community members, Never Quit should demonstrate that public service and the union are powerful forces for good.

ENGAGEMENT STRATEGY

The strategy outlined below includes recommendations on how you can encourage members to engage with the Never Quit campaign. Although each phase of the strategy gradually increases the level of interaction with the campaign, they all underscore that through the union, AFSCME members:

- Recognize the power of each individual member and the value they bring to their communities.
- Fight to secure things like better benefits, better pay and job security that give members peace of mind as they work to support not just their communities, but also their own families.
- Ensure members are treated fairly and get the respect they deserve in the workplace.
- Make sure communities know the value that public service workers offer.

It is important to lay a foundation and establish an understanding of what Never Quit is among members before you ask them to engage with the union more deeply. To do this, we recommend implementing the campaign in four phases:



Introduce the Campaign

In the first phase, you should lay the foundation for storytelling that will take place throughout the campaign by focusing on our union's new brand story. This includes:

- Highlighting the campaign in member communications such as emails, newsletters and meeting flyers.
- Incorporating Never Quit messaging into all online communications, like your local website and social media channels.
- Distributing informational materials such as this manual or Never Quit swag, like t-shirts and hats branded with the Never Quit logo, at your meetings to generate additional excitement.

Directing members to visit neverquit.afscme.org to learn more about the campaign and explore stories of what Never Quit means to other public service workers like them.

This phase is also a chance to demonstrate that AFSCME members advocate for the issues that matter most to them by:

- Identifying the worksite or contract issues that matter most to your council or local and consistently communicating how AFSCME is working to move the needle on those issues.
- Highlighting major legislative and policy victories and encouraging members to spread the message about these wins to other public service workers.

Champion Public Service

Once your members are familiar with Never Quit and understand how it relates to them, you can then move into the second phase of the campaign. In this phase, you will focus on championing the public service that members provide every day and reinforcing that our union is a champion for every public service worker by:

- Profiling members who Never Quit on their communities on your website and social media channels, or in communications like newsletters or emails, to highlight the broader impact of public service on individuals and their communities.
- Leveraging the member profiles to launch nominations for the Never Quit Service Award (discussed in more detail later in this manual) and encouraging members to nominate their peers. As you receive nominations, continue to highlight particularly powerful stories to demonstrate the momentum of the campaign and encourage continued participation.
- Look for opportunities for public service workers to more deeply connect with their union and their peers. This could include things like hosting a community service event or AFSCME Day of Service to bring members together outside of their workplaces and foster a sense of camaraderie.
- Continue to communicate about AFSCME's legislative and policy victories, as well as contract and workplace wins, to reinforce the value and effectiveness of AFSCME.

Rally the Base

By the beginning of the third phase, members should have a full understanding of Never Quit and feel like the campaign resonates with their own dedication to public service. With your membership fully engaged, you should next:

- Identify the issues and legislative priorities that matter most to the members of your council or local and organize them to rally around these issues.

- Use the announcement of the Never Quit Service Award winners (likely to occur during this phase) as an opportunity to either highlight a member who won, or to continue to feature stories of exceptional public service workers nominated in your area alongside the winners.
- Inviting members to visit your website and sign the Never Quit pledge to show their pride in their union and rekindle a strong sense of community.

Ongoing Engagement

Once the campaign is fully underway, continue to:

- Look for opportunities on an ongoing basis to demonstrate how members play an important role in their communities.
- Showcase how AFSCME supports public service workers as they work each day to support communities in your messaging and resources.
- Build support for the key issues and legislative priorities identified in phase three.

Towards the end of this phase, in preparation for 2017, check in with your members to find out what they liked most about engaging with Never Quit in 2016 and what they would like to see in 2017. You should also assess what you have learned from your 2016 efforts at this time, and what you would personally change as you plan for 2017 engagement.

NEVER QUIT SERVICE AWARDS

One way for members to engage and identify with the new brand story will be the Never Quit Service Awards. AFSCME will honor members who exemplify exceptional service to their communities with this award. These awards have the potential to engage the entire membership by allowing members to nominate their co-workers via a simple form on the Never Quit website. Awardees will be selected on a rolling basis and will receive a certificate and will be recognized on the AFSCME blog, social media and the Never Quit site. In addition, information about nominees and those who nominated them will be shared with their respective affiliate.

The ultimate goal of the award is to demonstrate that AFSCME recognizes and uplifts the dedication of AFSCME members and to provide an avenue for members to show their pride in their colleagues and union.

Through highlighting the work of individual members, the Never Quit Service Awards will drum up excitement around public service workers' passion for their jobs and underscore that their individual service each and every day is part of something larger than themselves that makes their communities better places.

Ways to raise awareness of the nomination process and encourage participation in the Never Quit Service Awards among your members include:

- Distribute information about the awards and the nomination process through all communications channels (email, website, social media, newsletter, etc.).
- Work with AFSCME national to identify nominations from your area as they are submitted to highlight through photos, brief stories, or quotes on your local website and other communications channels.
- Maintain a bank of these stories that can be used on an ongoing basis to tell your union's story and demonstrate how members Never Quit on each other or on their communities.

GUIDELINES FOR NEVER QUIT

When developing and before launching Never Quit materials and Communications, always ask these questions.

DOES THIS:

- Position our union as a champion of every person in public service?
- Honor the audience's commitment first, and position it as the reason AFSCME works so hard on their behalf?
- Achieve the goal of winning over our key target audiences, given what we know of them? Or is the message being mixed in an ineffective or problematic way with other forms of AFSCME messaging?
- Demonstrate to members and potential members that AFSCME recognizes their individual value and offers them collective value as well?
- Demonstrate how AFSCME members strengthen individual power, workplace opportunity, family well-being and/or community support?
- Motivate current and potential members to renew or join membership?



MATERIALS & RESOURCES

MATERIALS AND RESOURCES

In the pages that follow, you will find materials and resources that you can reference and customize as you activate the new brand story and Never Quit campaign in your affiliate.

SAMPLE LANGUAGE

The language below includes remarks that capture the tone and sentiment of the brand story and values. Use these as a guide when developing communications directed towards both committed and potential members, such as speeches, talking points and phone banking scripts.

Sample Remarks

You know better than anyone else that public service isn't just a job. It's a commitment to serving your community and making it a better place for not just you and your family — but for everyone else, too. Whether it's making sure our streets are clean, that our communities are safe or any number of other responsibilities, you're committed to the public service that makes your community work. You don't do this work to get rich. You do it because it matters. And that's what Never Quit is all about.

While you focus on never quitting on your community, our union's focus is to never quit fighting for each other. We do that by advocating for better pay and benefits, safer working conditions — and stronger job protections — making sure we're treated with the fairness and respect that we deserve. We champion the importance of AFSCME members' work to their communities — making our contributions known to local officials, in our state capitals and in Washington. And we help with everyday things that make life a little easier, like resources to help members with planning for retirement, getting relief from student loan debt or even discounts on car rentals for you or your family. AFSCME members stand up and support each other, because we get up — often earlier than anyone else we know — and support our community each and every day.

The benefits we have today were earned through public service workers coming together in the face of powerful obstacles. That's why we never quit working to ensure these benefits are here for us now and into the future. We never quit responding to members' needs. We never quit building political power, because that power allows us to create lasting change that ultimately strengthens our communities.

Each one of you has individual talents that you bring to your job every day to make your community work better. Our union works better for *you* when *you* are involved. It's through AFSCME that we can come together and speak with one voice for all of these things, and more. So we hope you join us, because a little collaboration goes a long way — for your job satisfaction and growth, and the committed service you provide each day to make sure our neighborhoods, towns, cities and states are the best places they can be.

Here's the bottom line: Your work is essential to the well-being of our communities, which means your well-being is essential to our communities. We know you never quit doing the best job you can, and as a union, we never quit on each other.

Sample Talking Points

Committed members

AFSCME is more than a union. It's the spirit of a powerful movement that defends the hard-won rights of public service employees. As a member of AFSCME, you not only connect with people as passionate about economic justice as you are, but your individual voice helps advance the fight to rebuild the middle class. Public service sustains the health of our communities, and AFSCME sustains the people who commit to that service. Continue standing with us as we lift each other, and our communities, to a thriving future.

Uncommitted members

Every member brings something different to the table. When you bring your talents to your job, it makes your community work better. When those talents are recognized, it makes all your hard work worth it. But when superiors don't recognize your good work and your service seems unappreciated by those you serve, it's hard to stay passionate about your job. AFSCME is where public service workers find the support they need on every level. We're the union that fights to achieve respect on the job and in the community. Because the union is its membership, your personal goals are the union's goals – better pay, better conditions, a better future – and we don't rest until you reach them. We know you never quit on those who depend on you, and as a union we never quit on each other.

ENGAGEMENT MATERIALS

To ensure we're delivering a consistent message every time a member comes in contact with their union, member engagement communications should also reflect the Never Quit campaign and brand story. The sample email, social media content and Never Quit pledge below are all examples of language you can pull into your engagement efforts as you roll out the Never Quit campaign in your affiliate.

Sample Email

The sample email below is one example of how to incorporate this new language into communications that invite public service workers to join a local meeting and find out more about their union. We recommend using these types of invitations as an opportunity not just to convey the brand promise, but also to bring it to life with member profiles where possible and direct public service workers to the Never Quit campaign website (or your local website that has been updated with the Never Quit campaign messaging). You will notice that the email includes the call to action from the body copy to join the meeting and/or find out more again at the bottom of the email to increase the likelihood that the recipient will take action as a result of the communication. Recommendations for more in-depth email marketing campaigns directed at specific asks of members are also included in this manual.

SUBJECT: You Never Quit & Neither Do We, [Insert Name]



Dear [Insert Name],

You bring your unique talents to your job every day to make your community a better place. You never quit on the people who count on you, and together, as a union, we never quit fighting for the recognition you and all public service workers deserve. The resources you need to serve the public. Better pay. Better working conditions. A better future for you and your family.



But we can't do it without you. Our union can only work for you when you are involved. When all of us come together to speak with one voice for [Issue You Are Fighting For].

So join us next [Insert Day of Week], [Insert Month] [Insert Date], at [Insert Time] at [Insert Location] to meet other dedicated public service workers who make up [Local/Council] [Insert Number]—like [Insert Name], a [Insert Description and Hyperlink to Profile], or [Insert Name], a [Insert Description and Hyperlink to Profile].

Let us know if you're able to join us [here], and find out more about how your union never quits working for you at afscme.org/neverquit.

In solidarity,

[Insert Name]

[>>Let us know you'll be there!](#)
[>>Show me how my union never quits on me.](#)

Email Marketing Campaigns

Regular membership emails from affiliates and locals that offer opportunities for engagement and provide uncommitted members with an easier ask than “join a rally” or “attend a meeting” are key to connecting with individuals and demonstrating the union’s value and commitment to public service. Below are several ideas for sign-on series to engage and solicit feedback tailored to both committed and uncommitted members. These sign-on series are designed to encourage engagement outside of general member and political communications and can also be amplified via social media.

- **Never Quit sign-on series.** This email series could kick off the campaign, deliver campaign messages and solicit feedback. It will drive people to the Never Quit landing page and collect responses about what public service means. Stories will be collected and repurposed for future Never Quit website content and campaign materials.
 - **Uncommitted Call To Action (CTA):** We want to hear from you – why are you proud to work in public service?
 - **Committed CTA:** Join millions of others and add your name to show that public service workers never quit.
- **“Your Chance to Weigh In” survey series.** In an explicit effort to conduct data gathering through the campaign, we recommend creating a mini survey or enhancing a bargaining survey to identify the issues that members and uncommitted audiences want AFSCME to focus on in the coming year. Follow-up messages can be delivered based on responses.
 - **Uncommitted CTA:** As part of AFSCME, we want to make sure you have a seat at the table. Tell us what you’re passionate about.
 - **Committed CTA:** We can’t do it without you – let us know what you would like to focus on in the upcoming year.
- **Tweet/Facebook Your Rep series.** Work with the data team to create a custom data set that allows you to personalize emails with unique, shareable graphics and sourced links by inserting a few pieces of code in the body of your email. This will enable you to create content that is personal and feels local.
 - **Uncommitted CTA:** Send a thank you to your state senator for standing up for [INSERT LOCAL ISSUE HERE].
 - **Committed CTA:** Let your city councilmember know where you stand on [INSERT LOCAL ISSUE HERE].
- **“Share Your Story” series.** To combat “right-to-work” leading up to the 2016 elections, create a “Share Your Story” email push, encouraging members to share why they are proud to be part of the union.
 - **Uncommitted CTA:** How did you end up in public service? Share your story.
 - **Committed CTA:** How did you end up in public service? Share your story.
- **“Public Service in America” series.** Amplify stories collected in the previous push by highlighting people working in public service across the country. The ask in this series will be to share the story on social media for amplification. You could also take the stories and develop additional creative that will be shared on social media and the website down the road – customized for each channel.
 - **Uncommitted CTA:** Share the story on social media for amplification.
 - **Committed CTA:** Share the story on social media for amplification.

- **Pick Our Next Swag series.** In the spirit of rallying the base, create new merchandise that reflects AFSCME members' championing of public service and gives committed and potential members opportunities to show their union pride. Your email audience will decide which design goes into production.
 - **Uncommitted CTA:** What should go on the back of our new union jackets?
 - **Committed CTA:** We'd love your help in picking our next swag.
- **"Last Call" or final push on ballot initiatives/political issues.** Building the drumbeat leading up to Election Day, kick off an election email series with a few final pushes to get the vote out with members.
 - **Uncommitted CTA:** Election Day is so close! Be sure to vote!
 - **Members CTA:** Do you know when and where you'll vote tomorrow? Vote [INSERT ENDORSEMENTS].
- **"Thank You" social amplification series.** As AFSCME looks back on the year and has an eye on the future, check in with your members and thank them for their support and hard work. In this last email series for the year, we recommend highlighting the legislative victories and other big moments from 2016 with a series of infographics. The "ask" here is to share on social media and spread the word on the union's wins.
 - **Uncommitted CTA:** Share on Facebook and Twitter.
 - **Members CTA:** Share on Facebook and Twitter.

Social Media Content

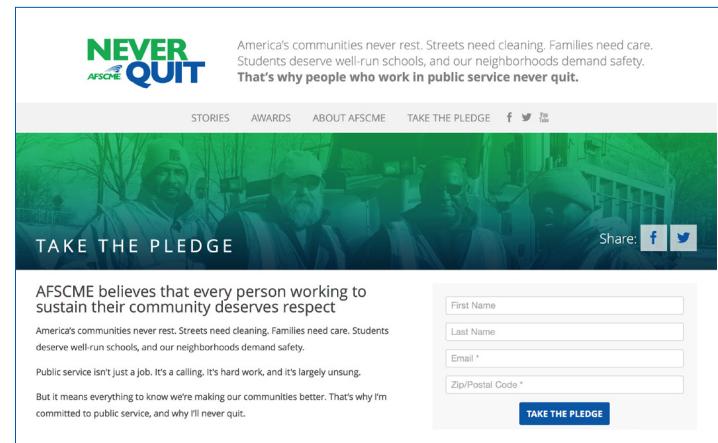
Social media offers a great opportunity to engage committed and uncommitted members alike. Complementing the email marketing campaigns, below are sample content series that you could implement on Facebook and Twitter.

- **"Never Quit" content series.** To complement what we're doing on email, you could kick-off the campaign on social media with coordinated content pushes on Facebook and Twitter, highlighting the public service work that help make our country great and why AFSCME will never quit. You could coordinate this content under one hashtag (#AFSCMENeverQuit) throughout the campaign.
- **"Your Chance to Weigh In" content series.** Use the poll feature on Facebook and Twitter to identify the issues that members want the union to focus on in the coming year. You can then message people on social media based on those responses. This could also help with data gathering to build your email lists.
- **Tweet & Facebook Your Representative content series.** Reach out to opinion leaders on Facebook and Twitter to make sure they know where AFSCME members stand on the important issues. You could also prepare content for organizers and partners to amplify the reach of these social pushes.
- **"Excellence in Public Service" content series.** To accompany the Never Quit Award nominations, AFSCME national union will create and distribute graphics for Twitter and Facebook of a list of four to five attributes that make up "Excellence in Public Service" and ask followers to share the list on social media.
- **Twitter Handle Takeover.** Allow one of your members with a compelling story to "take over" your Twitter handle for an hour, sharing their stories of commitment to public service.

- **“Public Service in America” content series.** To complement what you’re doing on email, amplify the stories collected in the previous push by highlighting people working in public service on Facebook and Twitter. You can document the lives of public service workers through portraits and brief, powerful interviews, similar to the Humans of New York photo essay.
- **Pick Our Next Swag content series.** Create designs for things like bumper magnets and stickers for the Never Quit campaign and ask your social media audiences to vote on which design goes into production.
- **“Last Call” or Final Push content series.** Building the drumbeat leading into Election Day, do a few final social amplification and email pushes to get the vote out with AFSCME members.
- **Online Debate Watch Parties.** Tap into the energy on social media for each debate by creating special hashtags for the AFSCME community to use during each general election debate.
- **Thank You content series.** As AFSCME looks back on the year and has an eye on the future, check in with members and thank them for their support and hard work. In this last social push for the year, highlight the legislative or contract victories and other big moments from 2016 with a series of infographics. The “ask” here is to share on Facebook and Twitter.

Never Quit Pledge

Part of Never Quit is creating the feeling of a community of public service workers all committed to one thing – never quitting on their jobs or one another. We recommend creating a space on your website where public service workers can enter their email address and sign the Never Quit pledge to commit their support to the campaign and what their work and their union stands for: better workplaces, stronger communities, and brighter futures. This sign-up also serves as a way to acquire email addresses of both members and potential members in your local area for future outreach.



EARNED MEDIA

Earned media coverage is an opportunity to secure independent validation of our union’s efforts to champion public service workers. When pursuing these opportunities, you should leverage both the brand story and Never Quit as a framework for elevating public service and AFSCME members’ active role in never quitting on the community. We recommend focusing your earned media outreach efforts on local media and tailoring your pitches to current news and needs in your area.

Sample Op-Ed

Op-eds are an important way to reach opinion leaders, elected officials and other influencers with key messages about the importance of public service and the value that public service workers bring to their communities. Since most publications have strict word limits (typically 600 to 800 words for national outlets and 500 for local outlets) and will only run op-eds they believe readers will find timely, relevant and important, crafting a successful op-ed can be challenging.

The op-ed should be written with the audience firmly in mind. It should avoid complex arguments and overly flowery language. Most importantly, the author should aim to engage – not just inform. The way to do this is to think of your op-ed as introducing both a clearly defined problem and its logical solution.

What follows are suggested elements for an op-ed based on the resurgence of union organizing and growth in Oregon. This is meant to serve as an example of how to build an op-ed, and we encourage you to find local news hooks to focus your op-eds around.

Opening: Use the first few lines of your op-ed to quickly set the scene (provide context) and to establish a tone for your “dialogue.” Keep in mind that you are competing for attention with other enticing pieces on the op-ed page. You not only need to grab the reader’s attention, but also keep it. Meet readers on their own terms, and treat them as partners in a narrative that presents commonsense arguments, but doesn’t preach.

To achieve this, use values-driven messaging and reference recent (preferably local) items that have been in the news. If appropriate, give your op-ed a “face” by introducing an individual whose moving story you can use in the body of the op-ed to illustrate your case. In those instances where localization is not possible or preferable, frame your story in a broad context that demonstrates its wider significance.

The Problem or Issue: Setting the Scene

People in Oregon are fed up. They’re working hard and not getting ahead. They’re watching as their children grow up to enter an economy where the stable, middle-class careers seems like a distant memory.

And they’re fed up for good reason, too: wages for ordinary Americans have been stagnant since the 1970s, and in many sectors those numbers are actually falling. A new report from the Government Accountability Office shows that the number of workers who are stuck working part time, on call or for a temp agency is at an all-time high. Stable, fulltime jobs are more and more difficult to come by.

Recommended Solution: References and Localization

But here in Oregon, American Federation of State, County and Municipal Employees (AFSCME) members are fighting to protect public service jobs and fend off attacks from corporate interests who want to turn our jobs into low-wage contract positions. And we’re making sure those who serve our communities each and every day feel confident and secure in their futures, fending off politicians who want to dip into our retirement savings and cut our pay and benefits.

Middle-class prosperity was once within everyone’s reach.

It’s possible again if we grow the labor movement and bring together the voices of public service employees across the nation who strengthen our communities each and every day.

Consider Susan Delaney, who works at the Oregon Health and Science University. When management cut \$380 out of her monthly paycheck in contract negotiations, she realized how important the union’s ongoing efforts were to her.

Body: Once you determine your primary argument and set it up in your opening, you can present supporting information that will put the issue in a broader context to bolster and illustrate your case. Remember that whatever tone you strike in your opening should remain consistent throughout the body text.

The sample body text offered below seeks to reaffirm the prompt at the core of the opening above. It urges readers to identify with the new active AFSCME member and underscores the value the member's service brings to her community.

Putting the Problem in Broader Context

Susan is just one of the thousands of Oregon public employees who have dedicated their lives to serving the community and making it a better place not just for their families, but for all others, too. Around the clock, every day, people in public service, like Susan, make sure our streets are clean, our families have medical care, our students attend clean, well-run schools and our neighborhoods are safe. It's hard work, and they don't do it to get rich. Instead, public service employees, like Susan and AFSCME's 1.6 million members nationwide, do what they do because it means something to make a community better. In fact, it means everything.

Closing: Your closing should leave your reader feeling both persuaded and more aware of the value that public service employees bring to their communities.

Closing

It's no coincidence that the most prosperous decades in this country's history were also the decades with the highest rates of union membership among working Americans. A union gives us a seat at the table when the decisions about the future of our economy are made. After years of layoffs, low wages, and tight budgets, we are more than ready to reclaim that seat.

There's power in collective action and AFSCME's efforts lead to better, more secure jobs. Oregon union membership and middle class prosperity go hand in hand, and this offers a model for the rest of the country to follow. Because when people like Susan come together and win betters public services and jobs, they can focus on their dedication to serving our communities each and every day.

Byline: Every op-ed needs a good byline. This italicized section supports the credibility of the author in the eyes of the reader. It can also give the reader information about an organization or effort that is dedicated to the issues he or she has just read about in your op-ed. The below is the sample byline for the national union.

Byline

[Insert Name] is [Insert Title] for the American Federation of State, County and Municipal Employees. AFSCME is the nation's largest and fastest-growing public services employees union with more than 1.6 million working and retired members from approximate 3,400 local unions and 58 councils and affiliates in 46 states, the District of Columbia and Puerto Rico. With members in hundreds of different occupations who provide the vital services that make America happen, AFSCME advocates for fairness in the workplace, excellence in public services and prosperity and opportunity for all working families.

Sample Letter-to-the-Editor

Letters-to-the-editor are another way to reach opinion leaders and other influencers with your key messages. These pieces are often trickier than op-eds, since they also have strict, but much shorter, word limits (usually 150-200 words) and require that you focus your letter on and in response to an article that has appeared recently in a specific publication.

Given the limited space to make your argument, it is critical that letters-to-the-editor take on a specific issue, argument or point of view that will engage and inform the audience. These pieces should be concise and engaging, making your argument in one or two points, especially if they are in response to an article on a particularly popular or contentious issue that likely solicited letters to the editor from many others as well. Also note that these pieces require less “set-up” than an op-ed since the author is assuming a reader will be familiar with the arguments and issues outlined in the article the letter to the editor is written in response to.

What follows is a suggested letter to the editor on the U.S. Supreme Court’s hearing of *Friedrichs v. California Teachers Association*.

To the Editor:

On Monday, the U.S. Supreme Court heard *Friedrichs v. CTA* — a case that threatens to gut public sector unions and take away workers’ rights to negotiate for workplace safety and fair compensation for our hard work.

For me and my co-workers, our jobs are about more than just a paycheck. It’s about making our community better, safer and stronger through public service. My co-workers and I work with sex offenders and violent patients every day at the Minnesota Security Hospital and the Minnesota Sex Offender Program. Having the support of our union means we can stand up for our safety. We put our lives on the line and work hard to protect the public. We too deserve the protections that we only set with our union.

Friedrichs v. CTA is a transparent attempt by big-money special interests to take away workers’ power to join together and have a voice for safety in the workplace and stand up for public safety legislation.

The SCOTUS has a big decision to make in *Friedrichs v. CTA*. Siding with the anti-worker forces behind this case won’t just take away our power to negotiate for safe workplaces and fair benefits — it will put America’s working families directly in harm’s way.

[Insert Author Name]

[Insert Author Title], American Federation of State, County and Municipal Employees (AFSCME)

[Insert Author Town/City/Community and State]

Identifying News Hooks and Pitching Reporters

When pitching reporters, remember that they are most interested in stories that:

- Highlight a **change** from the status quo.
- Shed light on a **controversy** or **conflict**.
- Have an **impact** – whether on one individual, their readers/viewers/listeners or the community as a whole.
- Include someone who is **prominent**.
- Are **novel** and unique.
- Have a **human interest** angle that their audiences can relate to or connect with.

These characteristics dovetail with the “champion of public service” notion that powers Never Quit. For example, local or state news hooks could include:

- Pitching reporters to cover legislation that your union is championing for or against. The story could highlight the **impact** of the law on AFSCME members, and could include placing a profile story about an employee who would be affected by the **change** in the law and how AFSCME is helping them. In your pitch, you should establish local AFSCME leaders as experts who are available to talk about this on the record.
- Pitching **human interest** profile stories of members who have directly benefited their communities. The story would highlight the instrumental role AFSCME members play in making a difference in the lives of their neighbors.
- Pitching reporters to cover a local media event that your union is holding, such as an “AFSCME Day of Service” or other community event.

Before conducting earned media outreach, make sure that you:

- Discuss your strategy for earned media outreach to ensure everyone is aligned on goals and approach.
- Share tactics to generate proactive and positive coverage.
- Train all spokespeople on key messaging to ensure that they are prepared for media interviews before they are requested.
- Compile a shared drive for all communications staff with key resources that will increase capacity for securing proactive media coverage (e.g., press lists, template news releases, key messages, etc.).
- Put together story packages for media that could include b-roll, photos or other visual elements.

Media Interview Tips

In a media interview, sometimes your interests are the same as a reporter, while other times they are different. Remember that the reporter’s objective is to tell a story, provide timely and interesting information and sell newspapers or attract listeners, viewers or readers.

Your objective during an interview is to deliver your key messages to your audience. Building a positive rapport with reporters will help you meet your objectives. You can do this by being:

- **Responsive.** Return calls and emails promptly.
- **Helpful.** Provide background information and referrals to others who might be able to provide context to a story.
- **Responsible.** Show up for scheduled appointments.
- **Informed.** Familiarize yourself with how key reporters are covering the issue.

Following the Rules of the Road

Know the rules of the road to be able to take control of an interview.

- Determine the ground rules at the outset of the interview.
 - Is it on the record? That means anything you say can be attributed to you.
 - Is it on background? That means any information you provide may be included in the story, but will not be quoted.
 - Is it off the record? There is no such thing. Remember that there is always a chance that anything you say in an interview could appear in a story, whether you are quoted or not.
- Know your message and be dogged in delivering it to your audience.
- Bring talking points and refer to them during your interview.
- Take the lead in setting the tone of the interview. You can help set a comfortable pace by pausing to gather your thoughts before answering questions.
- NEVER lie to a reporter. If you do not know the answer, say so, or tell the reporter that you will get back to them later with more information, and then make sure to follow up.

Knowing Your Audience

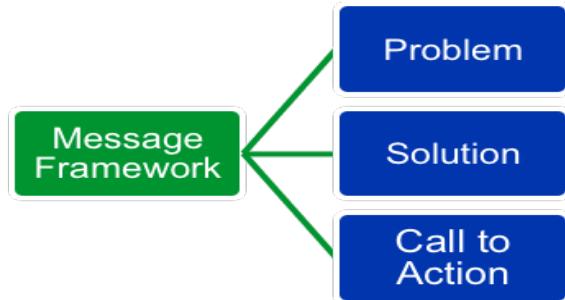
During a media interview, always keep in mind your audience and who you are ultimately trying to reach.

- Remember that the audience is not the reporter. The audience is the viewer, listener or reader who will receive the reporter's story.
- Speak in lay person's terms. If you must use jargon or technical language, explain what it means.
 - Note that technical language may be appropriate if your audience is policymakers or experts in a particular issue.

Identifying Your Key Messages

This is the most important information you want your audience to hear.

- Have three key points supported by examples that will help you communicate your message most effectively.
- Remember that everything you say should state or reinforce your key message.
- Stick to your message. Do not offer the other side a platform by bringing up their position.



Practicing for Media Interviews

You only get one shot for most media interviews, so be prepared.

- Determine your primary objective in conducting the interview, participating in the meeting or delivering the speech.

- Review your key messages and talking points.
- Role play the interview or your key points and rehearse your responses to hard questions.
- Visualize members of your audience and speak to them as though they were in the room.

Using Helpful Techniques

- Make your first words count. Lead with a positive conclusion and then state supporting facts. All other remarks should support your lead statement.
- Stick to your key message and do not be afraid to repeat it.
- Be brief. For media interviews, responses to questions should be short (about an 18- to 30-second sound bite).
- Block and bridge. If you get a question you do not want to answer, change the question by using a transitional phrase such as:
 - *“What is more important is...”*
 - *“Another thing to remember is...”*
 - *“That is not my area of expertise, but what I can tell you is...”*
- Use flagging to emphasize what is most important.
 - *“I have talked about many issues, but it really boils down to these three things...”*
 - *“The most important thing to remember is...”*
- Use anecdotes from your work to support your points.

CREATIVE ASSETS

In this section, you will find guidelines for the campaign look and feel, including logo, copy and font and general design guidance, as well as customizable materials available on a password protected website. These include customizable industry-specific flyers, worksite posters, Never Quit Service Award certificates, and logos. These materials are built specifically to be adjusted to meet the needs of your union, but please keep in mind that all language should always reflect the brand story and Never Quit campaign tone, and adhere to the guidelines outlined below. If you have any questions on how to customize these materials for your needs, please reach out to jberney@afscme.org.

You can find these materials at neverquit.afscme.org/toolkit.

Campaign Look and Feel Guidelines

Never Quit is a campaign that respects the hard work AFSCME members do on behalf of their communities. The visual tone has been designed to communicate both the determination of public service workers and the positive role AFSCME plays in their lives. The mix of toughness and brightness creates an arresting palette that should help Never Quit campaign assets look different from other AFSCME materials.

Photos

Ideally, Never Quit should use images of members working and show individuals serving their communities, but teamwork is okay, too. To help make sure images feel candid and authentic, avoid using images that feel like stock photos and minimize those where members are looking directly to camera. Where possible, you should identify members in photos by name, job and location. If it is necessary to flip photos so that they fit in the space provided, blur or remove any text that will also be flipped (backwards letters, numbers, American flags, other symbols, etc.). **Images should be desaturated between 85 to 93 percent to accentuate a feeling of grittiness that upholds the overall tone of the campaign.**

Figure A.



Figure 2A.



Figure 2B.



Logo Usage

Where possible, the stacked logo should be used, as illustrated in Figure A. However, in cases where a separate council/local is needed, it should be used with the affiliate logo placed first and the Never Quit logo placed to the right, evenly split with a solid, white line. To avoid duplicative use of the AFSCME logo, Figure 2A and Figure 2B both correctly illustrate how affiliate logos should be used in correspondence with the Never Quit logo.

Copy and Font

For copy guidelines, please refer to the Never Quit campaign guidelines and the AFSCME brand story. Use the fonts listed below for each component when updating sample campaign materials included here, or creating new materials.

- **Headline:** Gill Sans Bold
- **Subhead:** Gill Sans Light
- **Copy title:** Avenir LT STD Heavy
- **Body copy:** Avenir LT STD Medium
- **Call-to-action** (i.e., “Learn More”): Avenir LT STD Light
- **URL:** Avenir LT STD Heavy

Whenever possible, the headline should sit in white space at the top of the piece. It should be split between a bold AFSCME blue (CMYK 100.90.10.0) typeface and a lighter AFSCME green (CMYK 75.5.100.0) typeface. In smaller spaces, like banner ads or social media graphics, the headline can be split between the white space and atop the image, and the URL/call-to-action can also sit atop the image.

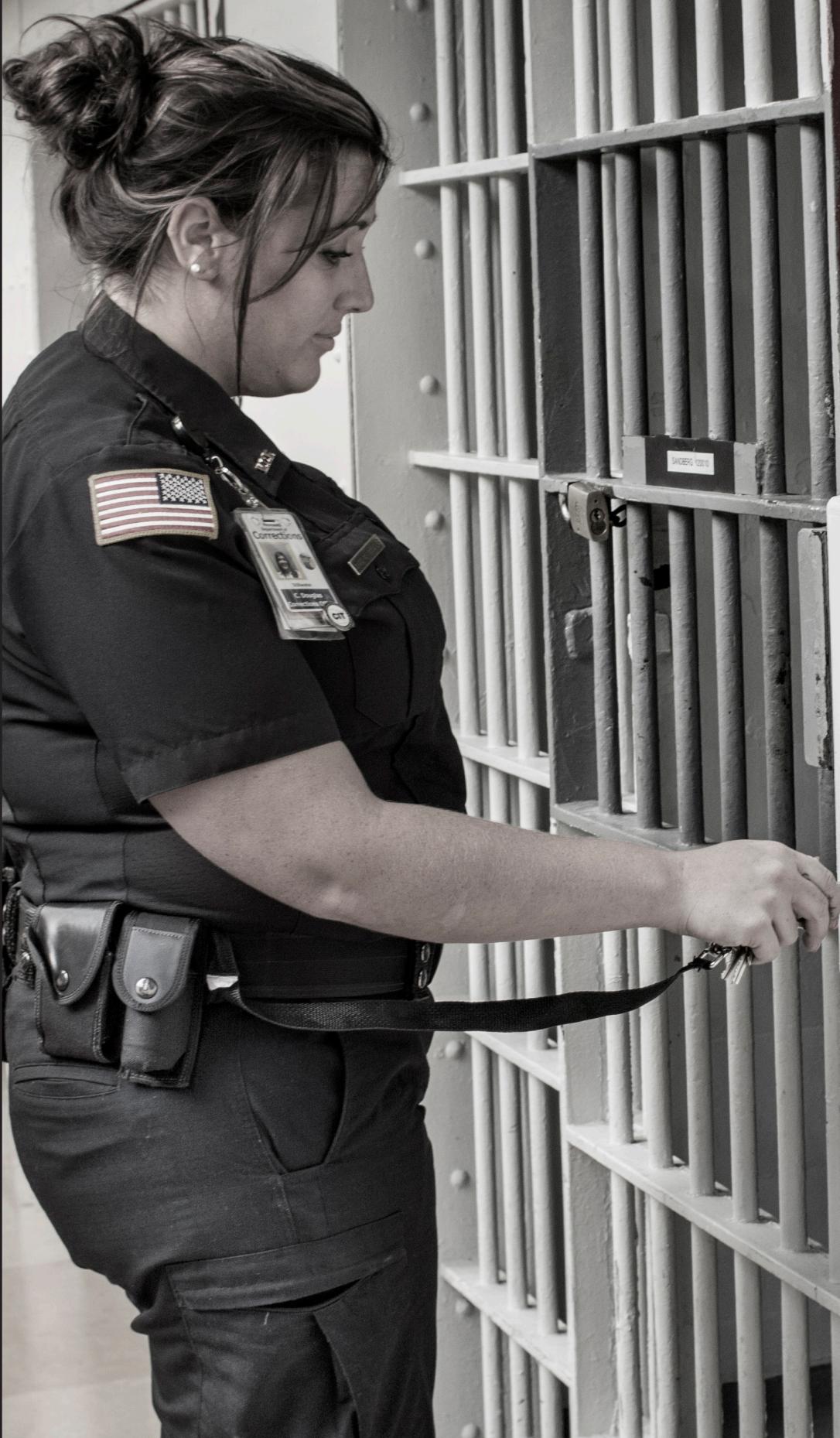
Body copy on posters, print ads and flyers should sit over the center image in white type. For readability, copy should be kept short and the background should provide maximum contrast to the type. When using an image that does not easily allow for copy, darken the area behind the white copy to increase legibility.

Overall Design

At the very top of each piece, there should be a thin gradient blue-green stripe. The “wrapper” around images should be angled against the photo at the top and bottom (see examples). The bottom of each piece should feature a gradient background of blue to green, and contain the web address (with “Learn More”) and the Never Quit logo. At the very bottom of each piece, there should be a thin white stripe.



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