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# Executive Council Report



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## President's Report

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Most important, we have the strength that comes of solidarity—of shared values and priorities that make us one movement, united.

JOHN J. SWEENEY

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**W**hen we last gathered two years ago, none of us could have guessed what the future had in store for us—as workers, as union leaders, as a nation.

Although its bounty did not extend to all working families, our economy then was robust. The presidential administration generally was receptive to our working families agenda and blocked many attacks on working families by congressional extremists.

But our economy began to slow. Working families were deprived of their choice in the presidency. We were beset by an anti-worker assault from a hostile administration and corporate-sponsored lawmakers. It seemed the worst of times.

Then came Sept. 11.

When terrorists attacked working men and women in New York City and at the Pentagon, they attacked our way of life—our sense of security, our economy, our values.

A week after the attacks, I visited New York. I spent the hardest two days of my life there, meeting dozens of rescue workers and volunteers

at relief centers, in hospitals and at the ghastly mound of rubble that had been the World Trade Center. A 30-year firefighter sobbed on my shoulder. A nurse simply laid her face in her hands and cried. Like their brothers and sisters responding to the tragedy, they were devastated—but they were strong.

They were heroes. As were the hundreds of firefighters, police officers, janitors, state employees, dishwashers, carpenters, engineers and others who perished, and the thousands of workers in every walk of life who responded in the days and weeks that followed, each in his or her own way.

When I felt the strength in the handshakes and embraces of rescue and recovery workers, it was clear to me they were living their values in much the same way union workers do every day, but on a massive scale.

Our movement is founded on the bedrock principle of working together for a common good that transcends our individual interests. That's what our courageous members did on and after Sept. 11. It's what our members do each day.

Paramedic Carlos Lillo, an AFSCME Local 2507/District Council 37 member, was a hero when he gave his life rescuing workers at the World Trade Center. Bill Hein had no part in those rescue efforts, but he was the kind of everyday hero that makes our movement what it is. The Brewery Workers Local 9/UAW steward from Milwaukee was an occupational safety and health activist before his death at 48—less than six weeks after he accepted his college degree from the National Labor College, in a wheelchair with nonstop drugs pumped into his veins to fight the pain of his cancer.

Dr. Toko Morimoto, a Committee of Interns and Residents/SEIU member, was a heroine when she entered the dust and smoke near Ground Zero to lend medical help. Martha Dickerson-Blackman is a heroine, too. The Church of God in Christ minister from Little Rock, Ark., whose Machinists Local 2907 stewardship led to a Seminary Summer internship, has mobilized religious leaders to support organizing workers and plans to spend the rest of her life helping workers improve their lives by winning a voice on the job.

Pat Mahon, a Laborers Local 79 member, was a hero, working around the clock to clear debris of the fallen World Trade Center. Willie Lucy is a hero, too. The retired civil rights director for UNITE's central region is a dynamo in his community: vice president of the Kentucky

chapter of the Coalition of Black Trade Unionists; treasurer of Jobs with Justice; and an active member of the A. Philip Randolph Institute, NAACP, Southern Christian Leadership Conference, Rainbow/PUSH Coalition and several other groups.

Noemi Balinth, a member of the New York State Psychological Association/AFT, was heroic as she offered psychological help to rescue workers in the days after Sept. 11. And Sheet Metal Workers Local 17 member Dennis Gionet is a hero, too, still promoting year-round member education and mobilization after 30 years of political activism.

What got me through the weeks after my September visit to New York was being reminded that the scale of the horror was matched by the scale of the goodness of working men and women.

We are skilled at putting solidarity to work for massive, positive change. We know how to persist through patient struggle as well as urgent action. The history of our movement proves our capacity to triumph over seemingly impossible challenges—and to emerge stronger.

■ From the injunction era, when America's courts acted as agents of business striving to limit our power with employers, we learned we must mobilize working people to vote in their own best interests.

■ From the Depression, we learned how to marry politics and organizing—to build support for workers' freedom to form unions through political leverage—and we emerged stronger than ever.

■ From segregation and state-sponsored racism, we learned to mobilize communities and work closely with allies—and the result was a civil rights revolution.

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■ In the postwar years, we learned to build an economy that worked for all Americans, and today we continue the struggle to ensure economic justice for all against those bent on establishing privilege for the few.

Working men and women have turned travail into triumph throughout our history and will do so again—whatever is required. Working men and women will rebuild our torn cities, heal battered communities, nurture frightened families and carry the rifles and pilot the warships and planes defending our country and the world from terrorism.

It's a job only working people can do and only by working together.

As union leaders, it is our job to lead these efforts and to ensure that work is respected and safe, that it enables workers to care for their families and that the economy works for working families rather than just for corporations and the wealthy.

We gathered two years ago in a time of peace and prosperity. Now, in the aftermath of terrorist barbarism, hundreds of thousands are losing their jobs and still more job cuts are projected. Our job has never been harder—and America has never needed us more. Through the strength, resilience and perseverance of our members and the solidarity of our movement, we will prevail.

We must leave this Convention with more than a redoubled sense of commitment, a determination inspired by 13 million everyday heroes and heroines to face down our challenges and re-stitch the torn fabric of America with our values. We must leave here with concrete plans backed by the solidarity of the entire union movement to get America's workers back to work in the types of jobs heroes and heroines deserve, to create a real voice for working families in everything we do, to build a stronger movement and to make America stronger in the process.

If anyone doubted before Sept. 11 that we have a mandate to organize, exercise political will, strengthen communities and reshape the global economy, that doubt must be erased. It's time to roll up our sleeves and:

■ Commit new resources to organizing so 1 million additional workers each year can gain the economic security and voice on the job that comes with a union contract; engage communities and political leaders in supporting organizing as never before; and begin to reduce the political, legal and other barriers that make it harder for workers to form unions.

■ Make legislative and political activism priorities every day so America's leaders cannot continue to turn deaf ears toward workers and open hands toward business and the rich—as so many have done since Sept. 11 in bailing out industry and cutting taxes for the wealthy but refusing to aid unemployed workers.

■ Build our movement in states and communities throughout the country through the Union Cities and New Alliance initiatives so all working families—whatever race, ethnicity, religion or immigrant status—enjoy social and economic justice.

■ And make the national and global economy work for working families everywhere by demanding full employment, rebuilding our manufacturing sector, improving service jobs and investing in America's infrastructure while strengthening the international solidarity of working people everywhere and rejecting trade agreements and policies that subjugate workers to the tyranny of global capital.

We are well-suited to do this, as the Executive Council's report to the Convention illustrates. We have in place the tools we need—from the Organizing Institute that trains new organizers to a Web-based system for creating localized workplace fliers on legislative issues, and from the Center for Working Capital's efforts to organize workers' assets in their best interests to the broad coalitions of activists supporting workers in hundreds of communities.

Most important, we have the strength that comes of solidarity—of shared values and priorities that make us one movement, united.

Together we can meet today's challenges. Together we will.

## Secretary-Treasurer's Report

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Union members across this country  
are working to build a better world  
for our families—and we will succeed.

RICHARD L. TRUMKA



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**W**hen terrorists attacked America's workers Sept. 11, it was union members who rushed in, risked their lives—and lost their lives—to help. In the long days and weeks that followed, union workers fought the fires, cleared the debris and cared for the injured.

And when the horrific events of Sept. 11 cost hundreds of thousands of workers their jobs and sent our faltering economy toward a job-killing recession, again unions and their members came to the rescue. As hundreds of thousands of workers lost jobs, unions came together to use their power, size, resources and skills to help. From the temporary job placement program through the New York City Central Labor Council to one-stop employment assistance centers in Las Vegas and Los Angeles and relief funds collected across the country to pump desperately needed assistance to families of victims and unemployed workers, unions and union members were heroes once again.

We were able to help because it's what we do—every day we work together to improve the lives of working families. But we also were able to

help because our union movement is a unique national network that had many of the tools we needed already in place, and we were able to put them to use in a time of crisis.

The Community Services network was on hand to set up and staff relief efforts for suddenly jobless workers. The Union Community Fund and affiliate unions' special funds were there to funnel union members' generosity to where it was needed most. The AFL-CIO Working for America Institute was ready to provide technical assistance to union relief, employment and training efforts. The AFL-CIO's economic Information Center was able to churn out and share daily updates on layoffs by sector, and the legislative and public policy offices of the AFL-CIO and affiliate unions immediately began crafting urgent plans for assistance to laid-off workers and long-term remedies for a beaten economy.

I am proud of the way our union movement responded. Thousands of volunteers in every part of America relieved untold suffering.

But suffering goes on. So many workers still face the prospect of long-term unemployment,

inadequate assistance and the loss of health care benefits. And we've got much, much more work to do.

Although it is weakened, ours is still the strongest economy in the world and we must rebuild it and ensure its benefits extend to all working families. To start the rebuilding, the AFL-CIO launched a two-pronged effort:

First, we sought immediate relief for unemployed workers—extended unemployment insurance benefits, subsidized health benefits, re-training and aid to struggling states and cities so they can maintain benefits and services. For reasons humane citizens can't begin to understand, the majority in Congress and the presidential administration have been hostile to these proposals, preferring instead to "stimulate" our economy with more unjust tax breaks for corporations and the rich. But we will fight on. We will not accept that multimillionaire CEOs come out of this tragedy with industry bailouts that include golden parachutes, while jobless airline, hospitality and manufacturing workers get nothing. And we will remember every vote cast against assistance for the economic victims of Sept. 11—those who have lost their jobs, their livelihoods and their means of supporting their families.

Second, we issued a set of principles that would provide long-term stimulation for our ailing economy. Our plan calls for rebuilding and improving our nation's infrastructure for lasting economic stability, rebuilding our industrial base, improving the quality of service jobs, shaping our tax system more fairly and pursuing sounder and more rational regulation policies.

Just as unions and union workers came together to assist each other in the aftermath of Sept. 11, we are coming together to use our strength to influence this changing economy so it helps working families—for the long term, as well as in response to current crises. Again, the resources we have in place will be the tools we use to reshape the economy.

With the leadership of our unions, working families over the past two years have worked aggressively to organize their assets to ensure their money works to their benefit. The value of union-related pension funds is \$7 trillion in the United

States and \$13 trillion worldwide, one of the largest pools of capital in the world.

In 1997, we launched the Center for Working Capital to enable union-sponsored pension funds to promote, at the companies in which they invest, corporate governance structures and specific policies that promote long-term value creation for shareholders. The center gives union pension trustees the tools and training they need to ensure workers' savings not only provide a good benefit in retirement but also work on their behalf in the meantime. The center has completed a new curriculum for trustees and holds several training sessions and workshops each year to spread the knowledge.

Several tools created by the center help trustees more effectively meet their fiduciary responsibilities. The *Proxy Voting Guidelines* provides pertinent information that helps trustees protect the long-term interests of plan participants when casting proxy votes. The annual *Key Votes Survey* enables funds to evaluate their investment managers' proxy voting performance. The *Investment Product Review* sets standards trustees can use to determine whether a potential investment product is worker-friendly.

Through the Office of Investment, the AFL-CIO promotes shareholder activism. Shareholder activists are speaking out increasingly for corporate policies that hold corporations accountable to employees and to society, opposing exorbitant executive pay that diminishes members' pension benefits and urging high-road workplace standards that build genuine long-term value.

This year alone, union owners sponsored a record 175 shareholder proposals; 91 came to a vote and 16 won a majority—up from 14 last year. That's an increase from an average of fewer than 100 union-sponsored proposals annually in the mid-1990s, of which fewer than 50 came to a vote each year. Even though most of the proposals did not get a majority of proxy votes, corporate executives and boards pay attention to the opinions of their institutional investors as expressed in these actions, and that in turn can make managers more accountable.

Shareholders were especially active in trying to rein in excessive compensation, including stock

options, for corporate executives. In 2000, the Electrical Workers Pension Benefit Fund—which holds 75,000 shares of stock in Sprint—and the New York State Common Retirement Fund reached out to other institutional investors on a shareholder resolution to prohibit Sprint executives from buying shares of the company below market price. This practice, known as repricing, dilutes stock values and decreases the dividends for shareholders, including pension funds. By working with the Council of Institutional Investors—made up of union pension funds and large public funds, such as the California Public Employees’ Retirement System and the Teachers Insurance and Annuity Association–College Retirement Equities Fund—the resolution won a huge 46 percent “yes” vote.

Workers’ voices also are being heard in international financial markets. Along with our union partners in other countries, we launched a global capital committee within the International Confederation of Free Trade Unions to create a common global voice for workers’ capital.

Combining the financial power of unions worldwide goes hand in hand with our other efforts to bring fairness to the global economy. We have played key roles in mass protests against policies promoted by the World Bank, International Monetary Fund and World Trade Organization, such as forced privatization of vital services and restructuring of economies to eliminate or weaken the power of unions. From Seattle in 1999 to

Quebec City in April 2001, unions were there along with our religious, environmental, civil rights and community allies to raise our voices and demand that the global economy work for workers everywhere. Unions also have led the effort to prevent the Clinton and George W. Bush administrations from imposing a Fast Track trade negotiating authority that would allow the president to make trade agreements without sufficient congressional oversight.

We gain strength to effect change by mobilizing our members and by organizing new members. But many employers aggressively use their power and spend enormous amounts of money, time and energy trying to concoct new and better ways to deny workers their right to join a union.

Many unions are changing their bargaining strategies to meet these challenges and to defend the job security, wages and benefits of their members. And many of them are challenging employers successfully, not just in workplaces, but also in communities, boardrooms and international markets.

Responding more effectively to aggressive employers bent on weakening unions is a challenge to the entire union movement. We are building bargaining power by sharing collective bargaining knowledge and expertise and assisting affiliates in analyzing how to use collective bargaining strength to build membership.

We have fought for justice, the freedom to join a union and good contracts for workers at hundreds of workplaces across the country. The fight for a contract at Boeing Co. (see page 34) shows what unions working together can accomplish.

Union members across this country are working to build a better world for our families and we will succeed because of the same spirit we showed after Sept. 11. We share common values and we are willing to stand and fight for the right of workers everywhere to organize and to live in a fair and just society.

And united we will not fail.

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## Executive Vice President's Report

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We've joined together because every bit of experience we have tells us that when we join together in solidarity, there are no limits to what we can do in the union.

LINDA CHAVEZ-THOMPSON

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**S**olidarity. This beautiful word that all of us learned on the first day we got our union cards took on a new meaning Sept. 11.

In the wake of the massacre, women and men in the union movement showed a solidarity that gave the word a powerful new meaning. Were they courageous? Absolutely. Were they unique? Absolutely not. I am convinced they are just like you and me. And what's more, I am convinced the very same spirit of solidarity they showed—the unselfishness, the reaching out to help each other, the core understanding that we actually are sisters and brothers—is just as vital for all of us union activists now as it was for those heroes and heroines at the World Trade Center and the Pentagon.

Of course, that solidarity takes a different and less dramatic form for most of us. Few of us will ever be called upon to show the heroism they did—and I thank God for that. But one of the very best ways we can honor the union women

and men of Sept. 11—both the heroes and the victims—is to bring their spirit into our own work and struggles. When you think about it, the goal and dream of our movement is to build solidarity brick by brick.

Let me be specific. Our most important mission, bar none, is to help millions more workers organize into our movement and enjoy the same benefits of union membership we already have. And one of the very best strategies we have to do that is reaching out to our communities, bringing more people to the table, creating larger coalitions and alliances with our friends.

This strategy is the right thing to do, but it's also the practical thing to do. It helps us make our movement stronger and more vigorous, and it helps advance our goal of economic and social justice.

In a way, this kind of solidarity is a matter of arithmetic. When you add more members in our movement or partners in the community, the addition makes us all larger, more powerful and more effective.

This isn't just theory. It's solid fact. I've seen it with my own eyes a thousand times. I'm sure you have, too. Browse through the AFL-CIO Executive Council Report and you'll see for yourself several of our movement's biggest recent success stories in areas like these:

#### Constituency Groups

Some of the most exciting work in the union movement is being done by our constituency groups. They're reaching out to the communities they serve, building solidarity, helping out with organizing efforts and more. Believe me, it's happening all over the place.

Pride At Work has mobilized members at rallies and demonstrations for striking electrical workers at Raytheon Co. in Boston. The A. Philip Randolph Institute is working with religious and community activists to support organizing in the poultry industry on Delaware's eastern coast. The Asian Pacific American Labor Alliance has been at the center of the multiunion organizing campaign at San Francisco International Airport. The Coalition of Black Trade Unionists has helped workers trying to organize at the Avondale shipyard in New Orleans and a Kmart warehouse in North Carolina. The Coalition of Labor Union Women helped workers win a union at a Bath & Body Works shop in Virginia. And the Labor

Council for Latin American Advancement is pitching in with organizing campaigns of immigrant workers in Michigan.

#### Immigrant Workers' Rights

We're a movement of immigrants. Our families came here on slave ships, on the Mayflower, through Ellis Island and across the Rio Grande. In February last year, we declared the time has come to recognize this generation of immigrant workers and give them the rights they deserve. That means a new program to offer citizenship to all those undocumented workers and their families who have been working hard for years and contributing to their communities. And it means we should make sure all working people have equal rights on the job, whether they were born here or elsewhere and whether they are documented or undocumented.

We made a strong statement, but we didn't just leave it at that. We held forums across the nation at which immigrant workers had the chance to talk about their struggles to build a better life through unions. The biggest was in Los Angeles, which thousands of working people attended. Since then, the AFL-CIO launched a campaign to stand up for immigrants' rights and reach out to immigrants more than ever through organizing and bilingual education materials.

#### Working Women's Rights

Our mission of helping more working women build a better life through the union movement is absolutely vital, because our working sisters now make up nearly half of the nation's workforce.

In 1997 and 2000, we asked thousands of working women in a survey what issues were most important to them, and they answered loud and clear. They told us that for them to do what they need to do at

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home and at work, they badly need higher pay, better benefits and more time. And they told us the legislative priorities that mean the most for them are equal pay, paid family leave, health care and retirement security.

We heard what they said, and we've been responding. For example, when 87 percent of women in the 2000 survey told us that stronger equal pay laws are important to them, the union movement started the national Equal Pay campaign to spread the word about the injustice of unequal pay for women and to press politicians to focus on this issue.

And last year, more than 5,000 women from every corner of America gathered in Chicago for the AFL-CIO Working Women Conference 2000. They put together a terrific agenda on equal pay, health care, pensions and other issues. They helped lay the groundwork for an election campaign in which working women's issues received more attention than ever before.

I've been in the union movement for 30 years now, and when I look around I see so much for all of us to be proud of. After all, look at who we really are. We are the ones who build America's homes, drive America's trucks, teach America's children, sew America's clothes, care for America's homebound seniors and put out America's most deadly fires.

Sure, each of us could be out there on our own, trying to make it through all alone—but that's not how we do things. We have a better way. We've joined together because every bit of experience we have tells us that when we join together in solidarity, there are no limits to what we can do in the union.

We all know what union membership brings. Because of our unions, there are single working moms who earn enough to provide for their kids and even save for their children's college education.

Because of our unions, there are assembly line workers and secretaries who have the health insurance and benefits they need. Because of our unions, there are retirees who know they can count on stable, secure pensions as long as they live. Because of our unions, there are workplaces where employees are treated equally whether they're black or brown or white, female or male, gay or straight.

I wish it were easy to say that we're going to grow our movement into larger numbers or that powerful corporate interests will stop their campaigns against working Americans who want a voice on the job, but I can't say that. The fight against us to organize new members will continue, millions of dollars will be spent against workers who want to be treated with dignity and respect on the job. We cannot afford to sit back and be silenced or to be deterred from our goals. With all of our hearts and our souls we must bring justice and fairness to those who are denied their voice.

We have no choice but to reach out to new members, to connect with our natural allies, to defend our history of being on the side of America's working families. That is who we are, that is what we can do to make the country we love into the country we know it can be... a country where justice is yours without regard to what you look like, what language you speak, how you live or whom you love.

That's what solidarity is about.

## Executive Council Report

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Winning a Voice at Work

People-Powered Politics

A Voice for Workers in the Global Economy

Building a Strong Union Movement  
in Every State and Community



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## Winning a Voice at Work

America's unions, committed to transforming themselves to improve the lives of workers, their families and their communities, are making profound changes to help workers win a voice on the job. Since January 2000, more than 524,000 workers have come together to form unions. Union leaders can point with pride to victories—such as 4,000 workers at Boeing Co.'s Wichita, Kan., plant joining the Society of Professional Engineering Employees in Aerospace, an affiliate of the International Federation of Professional and Technical Engineers, and to thousands of exploited workers in the poultry and meatpacking industries coming together with United Food and Commercial Workers. Through spirited organizing efforts, more than 10,000 workers at Catholic Healthcare West have won a voice on the job with SEIU in the past two years. Some 10,000 Cingular Wireless workers have joined the Communications Workers of America. Each time workers win a voice at work—whether strawberry pickers in

California coming together with the Farm Workers, 1,000-strong city employees in Albuquerque, N.M., joining AFSCME or 2,000 America West Airlines fleet service workers voting to join the Transport Workers—the union movement grows stronger and better able to strengthen our neighborhoods, the nation and the world.

Successes like these stem from unions' willingness to experiment with bold, innovative strategies that maximize the organizing energy of workers thirsting for justice on the job. They are the gains from increasing investments in organizing. As part of the AFL-CIO "changing to organize" initiative, 25 national unions have examined their longtime practices and shifted priorities, resources and people power to organizing, including recruiting and training hundreds of organizers.

Unions have won victories by channeling the bargaining relationships working families already have to grow further, harnessing the strength they have won over the years in contracts with

employers and finding opportunities in bargaining to organize. By focusing on a strategic vision, union leaders have examined the core industries and the geographic regions in which they operate and devised campaigns aimed at building strength in smarter ways. Unions also have magnified their strength by coming together in multiunion organizing campaigns.

Union leaders continue to work to change the climate in our country from one that accepts or ignores employer exploitation and abuse of workers struggling to organize to one that supports workers' rights. A key component continues to be the AFL-CIO Voice@Work campaign, aimed at educating the public and elected officials about the obstacles workers face when they try to unionize and engaging the broader community in these struggles. "Community attention puts a spotlight on organizing campaigns," says Phil Kugler, assistant to the president for organizing and field services at AFT, which has used Voice@Work strategies in recent successful drives. "It boosts workers' morale in tough situations when they face bitter employer opposition."

Despite the promise of these strategies, however, the percentage of union members as a proportion of the workforce declined after 1999, a year in which unions organized workers in

sufficient numbers to maintain overall membership. But even in the face of setbacks, unions in August 2000 challenged themselves to increase the scale and pace of organizing dramatically, setting a goal of 1 million new members a year. Getting to that level means organizing bigger, better and faster.

### Investing in Organizing

Faced with a decline in union membership—and the diminution of wages, benefits and political power that comes with fewer members—a task force of top elected union leaders in 1996 challenged unions to make a real and long-term investment in organizing. The task force recommended unions "change to organize" and offered a plan to fulfill that vision. The first key component of that plan is to invest in organizing by effectively harnessing financial resources, recruiting and training dedicated staff and mobilizing the support of union members to reach out to unorganized workers. Many are doing so.

The executive board of the United Union of Roofers and Waterproofers, for instance, voted to devote 40 percent of the union's income to organizing, providing the people power to help the union grow by 25 percent in four years. Its most recent victory came in spring 2001 in

## Changing to Organize

These unions are changing to organize, devoting more resources to building the strength workers need to have a voice on the job, in their communities and in the global economy:

AFGE	Iron Workers	International Federation of Professional and Technical Engineers
AFSCME	Laborers	United Union of Roofers and Waterproofers
AFT	Machinists	Sheet Metal Workers
Bakery, Confectionery, Tobacco Workers and Grain Millers	Maritime Trades (Marine Engineers' Beneficial Association; Seafarers; Masters, Mates and Pilots; National Maritime Union; and American Maritime Officers)	Steelworkers
Communications Workers of America	Operating Engineers	SEIU
Electrical Workers	Painters and Allied Trades	Teamsters
Flight Attendants	Plumbers and Pipe Fitters	UAW
Hotel Employees & Restaurant Employees		UNITE
		United Food and Commercial Workers

Phoenix, where an ecumenical group of clergy members supported efforts by the mostly immigrant members of Local 135 to come together and, for the first time, win a strong contract in the city's residential roofing sector. Another union deploying its financial resources is the Laborers, which created eight regional funds to hire new organizers, most of them from the ranks of

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existing members, resulting in significant wins among construction workers.

A key tool in helping unions develop a growing cadre of organizers has been the AFL-CIO Organizing Institute, which opened its doors in 1989. Since then, thousands of activists—both college students and union members—have graduated from the Organizing Institute, fanning out to campaigns around the country. In 2000 and so far in 2001, 2,125 activists have experienced the intensive three-day program, simulating a real organizing campaign. “I learned from the best organizers in the union movement,” says Alan Hanson, a recent Organizing Institute graduate now working for UNITE. “When I graduated from the Organizing Institute, I was not only able to educate workers, I was able to move workers to action.” In addition, a half dozen national unions run their own recruitment and training programs.

Because no one understands the benefits of union membership better than union members themselves, many unions are stepping up their

recruitment and training of rank-and-file activists. AFSCME, for example, mobilizes, trains and deploys more than 300 volunteer organizers and hosted its first-ever organizing convention in September 2001, attracting more than 1,200 participants.

## Using Our Power

Union activists striving for a voice on the job for working families build on the current strengths of the union movement to maximize organizing successes. The strong foundations unions build on include using the clout of existing contracts with employers, focusing on specific geographic areas and core industries and cooperating in multiunion campaigns.

### Bargaining to Organize

Union members who win strong contracts succeed in building better lives for their families and communities. And

those who go one step further and fight for provisions in their contracts to reduce employer opposition when workers in other sections of their company seek to join the union build even more strength by “bargaining to organize.” As unions link the bargaining process to organizing, they boost the strength and security of all members.

Communications Workers of America leaders saw that telecommunications companies were focusing their growth on the high-tech—and least unionized—sectors of their firms. They devised a strategy leveraging the strength of existing union members. During contract negotiations, they won provisions allowing workers in the newer, higher-tech sectors, such as wireless phones and cable, to choose a union without employer harassment through an expedited system bypassing time-consuming National Labor Relations Board elections. More than 10,000 workers have joined CWA since January 2000, thanks to these bargaining-to-organize provisions in telecommunications (most recently at Cingular Wireless), health care and other industries. “ ‘Bargaining to organize’ is

an important tool for members who want to build their union and their future,” says Larry Cohen, CWA executive vice president. “Unions must use collective bargaining and community and political action to win the organizing rights and worker protections that federal labor laws fail to guarantee.”

Even with these agreements, however, CWA workers have had to remain vigilant against employer resistance. CWA members at Verizon went on strike in summer 2000 in part to gain organizing rights and opportunities for workers at Verizon Wireless and Verizon Information Services. A year later, it was clear the company was harassing and intimidating workers who wanted to join the union. CWA launched a campaign urging Verizon to keep its word. The New York region of the National Labor Relations Board is preparing an 86-count complaint against Verizon, alleging violations ranging from physical assault of a worker by a supervisor to threats of job loss at the company’s VIS operations in New York State, where workers sell ads in the *Yellow Pages*.

In Las Vegas, since March 1999 Hotel Employees & Restaurant Employees Local 226’s bargaining-to-organize provisions with major hotel chains have helped 8,000 workers win a voice on the job, including 2,200 at the Paris hotel in September 1999. Patricia Tabet, a food server and shop steward at the Paris, says it might have taken up to seven years to win a union had it not been for the card-check and neutrality provisions. “People who had never been in a union were amazed” when they found out about the injustices nonunion workers at neighboring hotels suffered, such as having their hours cut and paying high prices for benefits, Tabet says. During the union drive, “they saw people standing together.”

### Focusing on a Strategic Vision

In the past two years, more and more unions have taken a strategic approach to organizing, focusing their attention and resources on specific industries or geographic regions they know are crucial in building the strength they need to improve workers’ lives. Union leaders know that having a larger proportion of union members in an industry reduces corporations’ ability to undercut union members’ gains and pit groups of workers against each other. After examining their bases of existing strength and deciding on their goal, union leaders increasingly are choosing from a menu of effective methods—such as teaming up with other unions or insisting on card-check agreements—to win organizing campaigns. The research and planning it takes to lay the foundation for a strategic campaign enables unions to focus their efforts. “The work environment and the workforce are changing all the time, so we have to constantly change the way we think about organizing,” says Mike Leonard, an international executive vice president and director of strategic programs at United Food and Commercial Workers. “We need to look at our core industries and take on the big guys in those industries. That’s the only way we can set employment standards, and the only way to

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## Strategic Spotlight: Multiunion Campaigns

To magnify their strengths during organizing campaigns, affiliates are coming together into strategic partnerships. Multiunion campaigns are succeeding as union leaders work to build trust, involve workers in each others' struggles and pool research, organizing and political resources. For instance, the Detroit Casino Council, involving HERE, the Teamsters, Operating Engineers and UAW, organized 6,600 workers at three newly built casinos in 2000 and 2001.

Among the multiunion organizing campaigns that have taken off in recent years are efforts at airports around the country. At Los Angeles International Airport, the partnership between HERE Local 814 and SEIU Local 1877 has resulted in 2,000 baggage handlers, security screeners and food service workers becoming union members since the Respect at LAX project began in summer 1998, in addition to a successful campaign to include airport workers in the city's living wage law. An organizing effort involving HERE, Machinists, Office and Professional Employees, SEIU, IBT and UFCW at San Francisco International Airport brought a voice on the job to more than 2,000 workers in less than two years.

The massive layoffs in airline-related industries in the wake of terrorist attacks in New York City and Washington, D.C., mean a voice at work is more critical than ever for employees at the nation's airports, and union leaders in Los Angeles and San

Francisco as well as those in Seattle and Denver plan to continue their organizing efforts. In fact, the Sept. 11 tragedies have highlighted issues—such as paying security guards a living wage to reduce turnover and improve job performance—that long have been part of efforts in helping workers win a voice at work. A recent study from the University of California at Berkeley's Institute for Labor and Employment suggests that better pay and training drastically cut down on turnover, improve job performance and help employers recruit better-skilled applicants—all at a modest cost to travelers. Making the connection between safety issues and how workers are treated will be a major issue in upcoming organizing efforts at airports: Activists at the San Francisco airport, where a Quality Standards Program requires minimum pay of \$10 an hour (or \$11.25 if health benefits aren't provided), along with hiring, training and performance standards that in many ways exceed proposed Federal Aviation Administration standards, hope to work with union leaders at other airports to develop similar programs.

A group of unions came together as Offshore Mariners United, focusing on organizing the 15,000 offshore mariners and others along the Gulf of Mexico whose workplace is the sea. The unions—Marine Engineers' Beneficial Association, Seafarers, Masters, Mates and Pilots, National Maritime Union and American Maritime Officers—have worked together to build community and international

support for offshore mariners who want a voice when it comes to safety issues. OMU also enlisted the support of maritime union members in Norway, Brazil and Australia. Although breaking new ground in an industry is a slow, arduous process, momentum is building for workers' rights in the Gulf: After a 1999 victory for helicopter pilots who joined OPEIU, 830 oil rig workers at the J. Ray McDermott Offshore Platform Fabrication Yard joined IOUE Local 406.

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generate a dynamic union movement,” he says, citing UFCW’s strategic campaign at Wal-Mart as an example.

UAW leaders knew they had a long-standing, strong base among the Big Three automakers. But the workers at independent companies that make auto parts often had no voice on the job. UAW began a campaign to organize workers at parts plants, bringing in 25,000 new members. A key aspect of the campaigns at parts shops were shows of solidarity from UAW members employed at the Big Three, who sometimes traveled hundreds of miles to make house calls and attend rallies in the days before union elections.

A similar strategy for a very different group of workers has shown success for AFSCME. During its industrywide organizing strategy in Illinois, Council 31 has focused its efforts on bringing a voice on the job to more than 4,000 direct care workers who care for developmentally disabled clients. They work at group homes that are publicly funded but privately run. Union activists involved in the Campaign for Care and Dignity have been able to surmount the challenge of building support among workers at several sites because of AFSCME’s strategic focus on the industry. Political action goes hand in hand with the organizing campaign, as workers educate state legislators about the need to raise wages. “As workers, we shouldn’t be torn between taking

care of these very special people and supporting our families,” says Sylvia Twardowski, president of the council’s Local 1555.

In an example of unions building strength in a specific geographic area, SEIU’s Justice for Janitors campaign used its strong foundation in New York to bring a voice at work to office cleaners in other sections of the Northeast, including Baltimore, suburban New Jersey and Philadelphia. Today, about 4,000 janitors in the New Jersey and Pennsylvania suburbs have a union contract with better wages and health insurance, as do about 500 janitors in Baltimore. The workers in different cities often traveled to aid their fellow janitors’ struggles.

### Changing the Environment: Voice@Work

At a time when working people increasingly are trying to join together in unions to win better pay, health care and retirement security, safer jobs and time for their families and communities, employers routinely are resorting to legal—and sometimes illegal—tactics to block workers’ freedom to choose a union.

Some 92 percent of employers force employees to attend anti-union meetings designed to intimidate employees seeking a voice at work, and 79 percent of employers instruct supervisors to pressure workers in one-on-one meetings when

employees try to join together in a union. And in one-third of all organizing campaigns, employers illegally fire workers, according to Cornell University scholar Kate Bronfenbrenner, who documented these facts in her recent study for the U.S. Trade Deficit Review Commission, “Uneasy Terrain: The Impact of Capital Mobility on Workers, Wages and Union Organizing.” A report by Human Rights Watch found that workers’ basic rights are violated routinely in the

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United States because U.S. labor law is feebly enforced and filled with loopholes.

But while most Americans think such employer tactics are wrong, polls show only a third of the public knows they are used routinely. In an effort to shine a light on employer tactics, the AFL-CIO in 1999 launched a national campaign to help ensure the freedom of every worker to join a union and gain a Voice@Work. Through the Voice@Work initiative, unions seek to reduce employer interference so more workers can join unions. Over the long term, the initiative aims to change the rules governing organizing, including reforming laws to ensure workers can freely join unions.

Efforts growing out of the Voice@Work program mobilize the community, including elected officials, religious leaders, civil rights groups and community organizations, to stand with working people to protect their freedom to choose a union and speak out against employers who block that freedom. The campaign also is helping unions sustain lasting relationships with their communities by building permanent coalitions that support workers and their families.

Through town hall meetings and other events, workers are speaking from their own experiences to educate elected officials—from city council members to state legislators and members of Congress—about the obstacles they face when they try to organize. In those struggles, elected officials are intervening in the organizing struggles that benefit the working families in the communities they represent. For example, when Philadelphia city council members passed a resolution

supporting graduate employees' right to organize with AFT, the student-workers' campaign at Temple University got a critical boost, helping them to their victory in March 2001.

In July 2001, union leaders challenged our movement to step up involvement of elected officials after seeing that workers often can organize more successfully when political leaders play an active role in their campaigns. The AFL-CIO endorsed a statement of principles that unions can use to educate elected leaders about the obstacles workers face when seeking a voice on the job and to mobilize their support. The statement commits elected officials who sign it to support organizing in an environment free from interference, intimidation, coercion, harassment, reprisals or delay—and to take strong public actions to demonstrate this support, such as issuing public statements and attending rallies. The statement also binds signers to urge employers to respect their employees' right to form unions.

Already, state federation and central labor council leaders in several states have enlisted candidates and elected leaders to sign the statement. At Florida's state federation convention in September 2001, a panel of three workers involved in organizing drives educated the top Democratic candidates for governor about their struggles. All the candidates were moved to sign the pledge. Top elected officials in New Hampshire and Vermont also have signed.

Similarly, when employers see the entire community stands behind workers, they are more likely to negotiate fairly—and unions have spent the past several years reaching out to civil rights and women's rights groups, religious congregations and other social justice organizations.

■ More than 750 workers at Northwest Hospital in Seattle won a voice on the job after supporters who live in the community and use the facility's services banded together and convinced managers to remain neutral during the organizing campaign.

■ When graduate employees at Michigan State University were forming a union with AFT, activists kept elected officials up to date on the administration's taxpayer-financed anti-union

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campaign. “They expressed outrage at the tactics,” says the AFT’s Phil Kugler. “Some joined the phone banks and made calls to the graduate assistants. That helped build morale.” Now, Kugler says, AFT leaders are examining all of their organizing campaigns to see how they can integrate components of the Voice@Work program.

■ Religious and community allies, as well as elected officials, played a key role in helping members of UNITE win a fair contract with Up-to-Date Laundry this summer in Baltimore by coming to rallies and passing a city council resolution in support of the workers.

■ Community and religious leaders rallied to the side of immigrant workers in Minneapolis who not only were fired when they tried to organize a union at the Holiday Inn Express Hotel but also turned over to Immigration and Naturalization Service agents and threatened with deportation. After investigations by the National Labor Relations Board and other federal agencies, the hotel eventually agreed to compensate the workers for the retaliation, and most were allowed to stay in the United States for two years. Today, the hotel workers at Holiday Inn Express are members of HERE Local 17 and have a contract.

■ Omaha Together/One Community, a strong union, community and religious coalition in Nebraska, has boosted UFCW’s campaign for justice among meatpacking workers. In summer 2001, in an historic victory, workers at ConAgra’s Armour-Swift-Eckrich plant ratified the first union contract in the company’s history. Organizing efforts continue at other plants.

■ In Kansas City, Mo., a strong community and religious coalition is supporting nurses organizing with AFT at several Health Midwest facilities, in which workers have already won three victories.

Unions bring together all the Voice@Work strategies every year during *7 Days in June*. What began in 1998 as one day of nationwide events to focus attention on workers’ organizing efforts has grown to more than a week of actions—hundreds of rallies, marches and other activities involving central labor councils, state federations and local unions that have played pivotal roles in helping workers win. The 120 events in 38 states in 1999 mushroomed to 150 events in 2001.

*7 Days in June* events often serve as the kickoff for longer struggles, as in the case of 800 workers employed by the city of Savannah, Ga., who recently voted to join SEIU Local 1985. In 1999, activists staged a huge rally and convinced the city council to support a resolution backing workers’ freedom to organize for a voice on the job. That effort proved to be the kernel around which the activists built a two-year campaign involving community, religious and political allies.

“The proclamation was a way to hold elected officials accountable,” says Brett Hulme, president of the Savannah and Vicinity, AFL-CIO Trades and Labor Assembly. “Creating support for the rally and the proclamation built the coalition for the campaign.”

The challenge for unions today is to harness the strength of these winning strategies in bigger campaigns and at a faster pace—a renewed commitment critical for the union movement to make strides in improving the lives of working families.



## People-Powered Politics

Through the coordinated mobilization of union activists, massive education and get-out-the-vote efforts among working family voters and support of union members running for public office, the AFL-CIO and its member unions have created and sustained strategies for year-round political action.

And by linking politics and organizing, working families are building relationships with local elected officials best able to influence employers that might mount aggressive anti-union campaigns to prevent employees from winning a voice at work.

Working families' success at the ballot box in local, state and national elections and, increasingly, in organizing campaigns is a direct result of the AFL-CIO's new year-round political mobilization efforts that tap the union movement's greatest resource: active union members and their families.

### Member Mobilization

Labor 1996 and Labor 1998 served as proving grounds for the union movement's innovative new tactics to combat Big Business's big money advantage—a corporate cash gap that has widened from a 9-to-1 edge against working families in 1992 to a 15-to-1 margin in 2000.

By the 2000 elections, the federation's grassroots political action strategies, centered on member-to-member and worksite contact to build a permanent base of political activists, resulted in reaching and registering millions of union voters—and getting them to the polls. In 1992, union household votes made up 19 percent of all votes cast—jumping to 26 percent of the voting electorate in 2000.

Registering and getting out the vote are among grassroots mobilization strategies that have proved most effective in moving a working families agenda. Based on the experience of recent years, the AFL-CIO and its member unions developed a 10-step political action initiative that will be central to working families' success in 2002 and beyond:

1. Recruit a key contact at each local union and worksite.
2. Distribute leaflets at all union worksites.
3. Maximize member contact through union publications.
4. Maximize communication from local presidents and business agents.
5. Maximize impact of union phone calls.
6. Update local unions' membership lists.
7. Increase voter registration by 10 percent.
8. Direct a get-out-the-vote campaign.
9. Build a rapid response network in the workplace.
10. Link politics to organizing.

Building from these guidelines, more than 1,000 coordinators trained through the AFL-CIO were assigned to worksites, local unions, central labor councils and state federations across the nation in 2000. Their goal: to educate voters on working family issues and how well each candidate's position supported those issues, register voters and get them to the polls.

The coordinators and the 100,000 volunteers they recruited distributed 14 million worksite leaflets, made 8 million phone bank calls to union households, registered 2.3 million new union household voters and put together a get-out-the-vote drive that got more than 26 million union household voters to the polls.

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“There was a true human element to the election,” says New York City Central Labor Council President Brian McLaughlin. “Thousands of union volunteers pulling hundreds of thousands of union members to the polls.”

Those votes made a difference at the local, state and national levels. Union votes put six more working family-friendly U.S. senators in office, turning a 56–44 margin against working families into a 50–50 split. Working families elected more pro-union members to the House of Representatives, narrowing that gap to 221–212. And if not for the U.S. Supreme Court’s controversial decision to halt the recount of Florida’s presidential vote—despite widespread and substantiated reports of irregularities and voter discrimination—working families would have had a friend in the White House today instead of one of the most anti-worker administrations in recent history.

At the city, county and state levels, union votes:

- Defeated four state ballot initiatives that would have changed the future of public schools and jeopardized children’s education as well as silenced working families’ voices in the political arena.
- Elected 584 union members to public office as part of the federation’s 2000 in 2000 initiative,

increasing the number of elected union members in public offices to 2,504, including Minnesota AFT member Julie Sabo, who won a state senate seat, and 30 members of Electrical Workers Local 34 who took office in Cook County, Ill.

- Elected working family-friendly lawmakers to the Colorado and New Hampshire legislatures to ensure those states could not pass so-called right to work laws in 2001.

Bolstering member-to-member contact, the core of successful union-based political mobilization, Labor 2000 also utilized unique outreach efforts to educate and mobilize union members and the public.

Traveling the country and taking part in dozens of rallies, town hall meetings and other events, the Texas Truth Squad—made up of Texas union members who included a teacher, a building trades worker and a corrections officer—got the word out about George W. Bush’s anti-worker record as governor of Texas.

At the same time, AFL-CIO officers and Executive Council members boarded “People-Powered” bus tours that stopped at more than 100 events in 25 cities, drawing huge crowds of union members in Appalachia, the Pacific Northwest, the Midwest and Pennsylvania. And as the election drew near, the AFL-CIO’s unions organized three national leaflet days to energize union voters and get out the vote.

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## Linking Politics and Organizing

For working families and their unions, political action doesn't stop on Election Day: More and more, they are making the link between their endorsement and support of candidates and candidates' backing of workers' freedom to choose to join a union.

Union activists are urging lawmakers elected with working family support to join working families at organizing and contract rallies, ask employers to agree to card-check and neutrality agreements and take other steps to shape public opinion and convince employers to respect workers' right to organize a union.

As part of the initiative to link politics to organizing, central labor councils from coast to coast are making it a priority for local and state candidates and public officials to sign right-to-organize pledges, putting politicians on record and employers on notice that workers have a right to a voice at work.

By enlisting officials who won office through the support of working families, graduate teaching assistants at Temple University in Philadelphia, hotel workers in California's Silicon Valley and stadium concession workers at the Cleveland Indian's Jacobs Field have won a voice at work without having to battle vicious anti-union campaigns by their employers.

In Cleveland, for example, elected leaders joined with union and community supporters in delegations that met with the team's management. They urged ball club owners to encourage concession subcontractors to stay neutral in an organizing election. "They saw we had the allies" and agreed to pressure the concession operators who did indeed remain neutral, says John Ryan, executive secretary of the Cleveland AFL-CIO Federation of Labor.

With a permanent base of political activists, more registered union household voters and an unmatched get-out-the-vote campaign, working family voices will be out front in the coming 2002 elections and beyond, ready to challenge Big Business at the ballot box and in organizing campaigns—and better prepared than ever through new year-round political mobilization.

## Year-Round Issue Mobilization

Unions recognize that becoming politically active only at election time will not do the job of mobilizing members around critical working family issues and candidates' positions on those issues. Instilling and nurturing a passion for political action requires nonstop communication with members about issues that are important to their everyday lives, and about how elected officials vote on them. Political action and legislative issue mobilization form a circle—working families become knowledgeable about important issues, elect worker-friendly candidates and then hold them accountable.

In 2000, the AFL-CIO Executive Council set in motion a year-round legislative issue education and mobilization campaign, basing it on the success of the AFL-CIO's political mobilization efforts. Like Labor 2000 and similar political outreach in recent years, the union movement-wide issue mobilization campaign relies heavily on member-

to-member and worksite contacts, and is paired with readily available information and a staffing commitment from the federation's affiliate unions.

With some members of Congress and the White House beholden to corporate interests and hostile to working families, rallying union members to mobilize is the key element to advancing a working families agenda and holding corporate interests in check.

“With conservatives feeling their oats again, union members across the political spectrum can understand the importance of uniting against ideas that threaten our economic, social or family security,” says Bernard Brommer, recently retired president of the Minnesota AFL-CIO.

In 2000, working families raised their voices for a fair and substantial boost in the minimum wage, a strong ergonomics standard, a real Patients' Bill of Rights and more, joining with an ally of working families in the White House who could help counter the influence of a Congress controlled by anti-worker lawmakers. Working families and their unions:

- Joined more than 400 other organizations under the banner of the Coalition on Human Needs to rally around the country throughout

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the fall to raise the minimum wage. Congress passed a \$1-an-hour boost over two years, but Republican leaders rolled it into a tax-cut-for-the-rich bill that President Clinton was forced to veto.

- Launched a 21-state grassroots campaign with union, senior and community groups to lower prescription drug prices through state legislative mobilization, complimenting unions' nationwide campaign to add a prescription drug benefit to Medicare.

As working families entered 2001, they faced an onslaught of anti-worker attacks, the first of which overturned the nation's new workplace standard covering repetitive strain injuries, which was signed into law in December 2000 after a 10-year campaign by union health and safety activists. The ongoing anti-worker actions by Congress and President Bush—who also repealed responsible contractor rules and banned project labor agreements—go hand in hand with the administration's corporate-driven agenda of Social Security privatization, trade agreements unfettered by workers' rights or environmental protections and efforts to block passage of an improved minimum wage bill and an equal pay law.

In a hostile environment, and with domestic priorities receiving little attention in the wake of the Sept. 11 terrorist attacks, the story about what *hasn't* happened on Capitol Hill has been paramount to working families. Proponents of Fast Track trade negotiating authority—which would allow the president to rush through trade agreements without congressional change—were unable to secure enough support in Congress to bring the measure to a vote, thanks in large part to working family activism.

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Similarly, union activists, retirees and other allies noisily protested meetings of Bush's hand-picked commission charged with privatizing a portion of Social Security—another administration priority that has failed to become a reality.

To meet new challenges, the AFL-CIO expanded its website-based Working Families Toolkit to ensure local union activists and leaders, national unions, central labor councils and state federations have rapid access to the latest arguments about key issues. The site provides downloadable worksite fliers—which can be customized by local unions—on current legislative issues such as global fairness, Social Security, safety and health and the minimum wage. The Web-based issues mobilization effort calls on working family activists to contact their lawmakers, talk with union brothers and sisters or join in actions. These new tools have been instrumental in generating tens of thousand of e-mails and phone calls to Congress and turning out tens of thousands of union members in cities across the country for demonstrations, marches and rallies.

California Machinists member Charlie Williams, who signed up with the Working Families e-Activist Network on the AFL-CIO website ([www.aflcio.org](http://www.aflcio.org)), is among thousands who responded to a July 12, 2001, e-mail alert to oppose Fast Track legislation.

"I called Congressman [Randy "Duke"] Cunningham with your toll-free number and expressed my concerns about giving President Bush Fast Track authority as expressed in your

e-mail. Also, forwarded your e-mail to a lot of others who are friendly to our cause," he wrote to the e-Activist Network.

Through issues mobilization and e-activism, union members recently have:

- Rallied with injured workers at sham ergonomics forums this summer, which were held by the Department of Labor despite a decade of Occupational Safety and Health Administration hearings and independent studies that already confirmed carpal tunnel syndrome and other repetitive stress injuries are serious workplace hazards.
- Partnered with global activists to fight Fast Track legislation and call for worker and environmental protections in all trade agreements.
- Turned out to rally for strengthening Social Security at each meeting of the Bush-appointed commission seeking to privatize Social Security.
- Taken part with the Alliance for Retired Americans and other senior and family groups in several demonstrations calling for a prescription drug benefit for Medicare.
- Joined with immigrant workers on the steps of the Capitol to highlight the need for immigration reform.

Using 21st century tools, long-range coalition building and grassroots mobilization strategies, working families and their unions are the difference that turns a corporate-driven legislative vision into congressional action that focuses on the real needs of America's working families.

In fact, the best weapon working families have is their own voice—and they should use it, loudly and often, says Frank Mirer, UAW health and safety director, who has fought for a range of job safety issues on the federal and state levels. "Local union people, the rank and file, have no idea how influential their contacts with Congress are." At the AFL-CIO Convention, the AFL-CIO will introduce an e-mail and e-activism tool available

to the entire union movement to help working families make their voices heard.

### Alliance for Retired Americans

When Doris Clark visits her state legislators to talk about issues important to retirees and older Americans, the first thing they ask her is how many people she represents. “If it’s just me, then I get put down at the bottom of the list. One person can scream her head off and nobody hears,” says 85-year-old Clark, president of AFSCME’s Illinois Retiree Chapter 31 in Jacksonville. “But if 250,000 say something, that makes a politician think twice because they could make or break him. That’s why we have to work together if we are to have any hopes of living out our retirement in dignity.”

Clark is one of a record number of American workers—many of them union members—nearing or in retirement. In 1999, the AFL-CIO Convention adopted the goal of providing a powerful new voice for retired workers by encouraging lifelong connections with their unions. To harness the energy and commitment of millions of retired union members who care very deeply about their country and the issues shaping life for them and their families, the AFL-CIO launched the Alliance for Retired Americans in May 2001.

Building on the efforts of the former National Council of Senior Citizens, which led

the campaign to establish Medicare, the Alliance already has more than 2.5 million members. In its first month, the Alliance adopted an ambitious program to recruit activists and mobilize older Americans through a grassroots campaign to lobby Congress and the White House for passage of a Medicare prescription drug plan and to strengthen Social Security. With rallies across the country, visits to federal lawmakers and education among union members and the public, Alliance members have urged the government to provide relief from the high cost of prescription drugs for seniors and retirees and prevent privatization of Social Security, which would lead to reduced benefits, an increased retirement age—or both.

Future issues around which the Alliance plans to mobilize members include opening up job opportunities for people 50 and older, improving Older Americans Act programs and financing, cleaning up political campaign financing and reforming election practices, gaining rights for patients in HMOs and fighting for workers’ rights.

At the state level, the Alliance is working to expand local programs that help people with disabilities stay in their own homes; ensure the rights of nursing home patients; protect “lifeline” utility rates for older Americans; make tax policies fairer for seniors; and expand state-level health benefits.

“We realize that the gains we made as union members are under attack now,” says Clarence Huff, 73, a retired Laborers member. “If we don’t fight now, there will be nothing left when the baby boomers are ready to retire.”

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## A Voice for Workers in the Global Economy

Well before the Sept. 11 national tragedy, the economic boom of the previous decade had begun losing steam after stock prices peaked in early 2000. And even during the economic high times, the benefits were not shared equally. While CEO pay and corporate profits soared, the income gap between America's least-paid and highest-earning workers hit an all-time high. Although the hot high-tech sector got a great deal of media attention, it wasn't alone in fueling corporate profits and the gap between CEOs and their employees: Corporate coffers also fattened with gains from privatization, deregulation and exporting work to countries with the lowest labor costs and weakest environmental protections.

These corporate quests were boosted by the new presidential administration and members of Congress hostile to working families' interests. First pushing through a tax cut for the rich that endangers critical safety nets for working families, they then began trying to deliver top priorities on corporate America's wish list, including Social Security privatization and international trade agreements blind to workers' and human rights.

The AFL-CIO employed a range of strategies to take back the economy—domestically and globally—for working families, including:

- Worker education about how globalization of the economy and shrinking union density affect paychecks;
- High-road economic development efforts;
- Using our bargaining power;
- Programs to hold employers accountable to workers and communities, and to enable workers to have a greater voice in making sure their pension and other investments work in their interest;
- And a massive campaign to make the global economy work for working families everywhere.

By August 2001, the rate of job loss already was triple the 2000 rate. Then the Sept. 11 attacks on America sent the faltering economy into a tail-spin. Within a month, employers had announced more than 400,000 layoffs—a toll that exceeded 600,000 by the beginning of November.

The union movement was uniquely suited to respond, with the tools in place to intervene in the economy on workers' behalf and with one-of-a-kind connections with employers, a community services network and government agencies. Immediately after the attacks, the AFL-CIO went to work as the clearinghouse for information about the effects on America's workers, responses by workers and their unions and resources to assist unions in their relief and recovery efforts. The federation collected and shared with union leaders daily updates on layoffs by sector, as well as information about the impact on individual communities and attempts by employers to take advantage of the disaster by demanding concessions and thwarting collective bargaining agreements. This information, and relentless advocacy by the unions of the AFL-CIO, also shaped debate on Capitol Hill about the need for legislation to assist jobless workers, not just their industries. The AFL-CIO and its affiliates urged passage of laws to secure extended unemployment benefits, subsidized health insurance and retraining for laid-off workers—and

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advocated for long-term measures that include increased investment in jobs and schools to enhance national security, address long unmet needs and create jobs.

Drawing on its three decades of experience in assisting unions and workers facing layoffs, the AFL-CIO's Working for America Institute rapidly became an important resource for unions and employers shaping a range of services for laid-off workers, from one-stop centers to get unemployment insurance benefits flowing to counseling, training and re-employment programs.

Today, the AFL-CIO and affiliate unions continue to fight the jobs crisis facing America's workers while also working to shape the domestic and global economies for the long term.

### Educating Members About Common Sense Economics

The AFL-CIO's Common Sense Economics program continues to educate union members about pocketbook issues that affect working families—a mission more important now than ever—with the goal of involving them in organizing, bargaining and political campaigns that strengthen the union movement.

Reflecting economic and political trends of the past two years, Common Sense Economics training increasingly has focused on the connection between workers' economic opportunities and the global economy, and the link between pocketbook concerns and the importance of becoming involved in the political process.

The Common Sense Economics program serves unions from the international to the local level. It has:

- Been integrated over the past two years by the Electrical Workers into its new member orientation course. The union now is using the program in most of its educational efforts. "By educating members about what's going on in today's economy, they're encouraged to get involved in not just representation and bargaining but also community service and political action," says IBEW 9th District International Representative Tim Dixon. "It's one of our most enthusiastically received classes."

- Trained union trainers to explain to members the connection between job loss and wage depression for American workers and multinational corporations that exploit foreign workers, as part of the AFL-CIO's Campaign for Global Justice. In March 2001, program staff trained trainers with Seattle community groups and 10 affiliate unions of the King County Labor Council. "That work enabled trainers to start educating their members and the community about the impact of globalization on jobs and communities' economic strength here at home," says Verlene Wilder, a King County Union Cities organizer and president of OPEIU Local 8 in Seattle. "This prepared us for the Campaign for Global Justice border action in April in Quebec calling for an end to the Free Trade Area of the Americas agreement."

- Provided leaders attending the Utility Workers' 2001 regional education conferences in Rhode Island, Illinois, California, Ohio and Pennsylvania with the information to involve members in political action around the issue of deregulation in the energy industry.

### Taking the High Road in Economic Development

The global economy, and U.S. workers, suffer because too many employers have taken the low road: They have chosen to compete by moving jobs to countries with abusively low labor costs



and few if any requirements for protecting workers or the environment. Working families and their unions stand for a high-road alternative that allows employers to compete on the basis of the skills and productivity of their workers and the quality of their products and services.

One of the union movement's most important tools in shaping a high-road economy is the AFL-CIO Working for America Institute, which partners with unions, government, employers and community groups to help create and sustain good jobs.

WAI actually helps high-road employers with union workforces compete with nonunion employers. In Las Vegas, for example, the institute assists HERE locals 165 and 226 with their Culinary and Hospitality Academy. In eight years, the academy has graduated 18,000 workers trained to work in unionized casino operations. "Today the institute is helping us to expand with both private and public money," says D. Taylor, Local 226 staff director.

WAI works to ensure workers can gain skills they need in a fast-changing economy. When Washington's D.C. General Hospital closed this year, more than 1,500 workers were laid off, 90 percent of whom belonged to unions, including AFSCME, AFGE and the unaffiliated D.C. Nurses Association. In addition to helping the unions

assess, counsel and train workers, WAI created a multiunion hiring hall to place newly trained workers with unionized employers in industries ranging from health care to construction.

Another important aspect of WAI's work is monitoring, assessing and influencing government programs to make sure they help rather than harm workers. WAI successfully pressed for a federal tax on companies that import skilled foreign workers with H1-B visas instead of training U.S. workers. The institute then helped union training programs receive resulting funds from the U.S. Department of Labor—for example, \$1.5 million to the CWA for high-tech training and nearly \$600,000 to the National Union of Hospital and Health Care Employees, AFSCME 1199C for nurse training.

"I couldn't have afforded to go to school full-time because I'm working. This program has been a godsend to me," says Latanya Keller, a NUHHCE, AFSCME 1199C member and certified nursing assistant now training to be a licensed practical nurse in Philadelphia.

### Using Our Bargaining Power

Collective bargaining defines unions' relationship with employers and is perhaps the most direct way unions influence members' well-being. The AFL-CIO has helped affiliates wield bargaining power by providing strategic, tactical and technical assistance in negotiations with such employers as General Electric, Boeing Co., the Seattle newspapers and the advertising industry struck by Screen Actors Guild and American Federation of Television and Radio Artists.

Through the Strategic Approaches Committee, the AFL-CIO brings unions

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together to create comprehensive contract campaigns that capitalize on all possible sources of leverage and power, from pressure on managers and political leverage in the community to support and assistance from other unions with members employed at the same company.

To accomplish this task, the AFL-CIO's Corporate Affairs Department is developing a list of best bargaining-to-grow practices, techniques unions have used to gain pledges in contracts that promote organizing and help retain union membership, such as neutrality and card-check agreements and successorship language.

One contract struggle the AFL-CIO participated in—the fight for a contract at Boeing—shows what unions working together can accomplish.

Fed up with Boeing's demands for benefit concessions and wages 13 percent below market, 20,000 engineers in Seattle, members of the SPEEA/International Federation of Professional and Technical Engineers Local 2001, walked out last year in the largest white-collar strike in U.S. history. The entire union movement supported the 40-day strike: IAM members who also work at Boeing trained picket captains, Teamsters cooked hot breakfasts in a mobile kitchen and many unions provided food, picket line support and financial aid.

The IAM and the King County Labor Council galvanized public opinion in support of the strikers and nurtured community alliances. The AFL-CIO provided strategic and tactical aid and lobbied Federal Aviation Administration and Transportation Department officials to press for a settlement. And in the final stages of the negotiations, the strength of the 13 million members of the AFL-CIO helped spur a fair agreement.

During the talks, unions were able to leverage power to gain a union security clause for every Boeing plant where SPEEA has members. SPEEA parlayed the strike victory into the largest National Labor Relations Board organizing victory in 2000 when 4,200 engineers in Wichita, Kan., voted to join the union.

To build on the lessons learned at Boeing and in other successful strategic collective bargaining actions, the AFL-CIO Organizing and Corporate Affairs departments prepared a *Bargaining to Organize* manual, which has been distributed widely throughout the union movement, and will develop a *Bargaining to Grow* manual on ways unions can use contracts to retain current membership and add new members.

### Holding Companies Accountable and Gaining a Voice in Capital

When workers invest their retirement savings in corporate stocks and ventures, they need to know their money is being used responsibly—for, not against, working families' interests. To assist them, the AFL-CIO's Capital Stewardship Program joins with union pension trustees to promote corporate accountability and secure benefit funds, sustainable long-term returns and the investment of worker capital in ventures that improve the lives of working families and their communities. In the

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past two years, it has responded to a sagging stock market and increasing economic globalization by fostering new projects and shareholder actions while building on previously initiated projects.

The program advocates “active ownership” and assists shareholder activism. Raising awareness about the negative effect of runaway executive compensation on union pension funds’ value has taken on new importance during Wall Street’s recent downturn. The Capital Stewardship Program’s assistance yielded great success in April 2001, when the Electrical Workers and the New York State Common Retirement Fund brought a proposal to stop unilateral re-pricing of stock options that garnered an enormous 46 percent “yes” proxy vote. “We got letters from all kinds of people, saying they supported the proposal,” recalls Jim Combs, IBEW director of employee benefits.

Also in April 2001, the program launched a campaign on the AFL-CIO’s Executive PayWatch website ([www.aflcio.org/paywatch](http://www.aflcio.org/paywatch)), giving shareholder activists nearly 50 e-tools for reining in exorbitant CEO pay. PayWatch has remained among the AFL-CIO’s most popular website features, with more than 30 million visits since its 1997 inception.

To boost management accountability, the Capital Stewardship Program annually publishes two reports for union pension trustees. The *Investment Product Review* examines how financial products marketed as “worker-friendly” measure up to their claims and hold up to the AFL-CIO Pension Committee’s criteria for pro-worker investments. And the *Key Votes Survey* reviews the voting records of investment managers on

targeted shareholder proposals that promote the interests of worker capital. In 2000, the average vote for union pension-friendly proposals was 73 percent, up from 65 percent in 2000.

According to IUOE Central Pension Fund CEO Michael Fanning, the *Key Votes Survey* “gives us a sense of whether our current investment managers, as well as our potential ones, have a track record on proxy issues consistent with our proxy voting guidelines.” Fanning says the *Investment Product Review* is “a wonderful product because it gathers experts from the union pension community to collectively bring their perspectives to the value of the various investment products Wall Street offers.”

The program also helps workers intervene in corporate transactions. Working with CWA, it helped give union members who are AT&T shareholders a voice through their pension funds in the controversial proposal this year to break up AT&T. After a conference call with half of AT&T’s institutional investors and filing a shareholder lawsuit, union pension trustees held a series of meetings with AT&T management to discuss AT&T’s future.

Trustee education is another priority of the program, which re-launched a certificate program in July 2001 for union pension fund trustees to study issues ranging from fiduciary responsibility to active ownership. A joint effort by the AFL-CIO-supported Center for Working Capital and the George Meany Center for Labor Studies in Silver Spring, Md., the program now offers an updated curriculum, regional classes and coursework tailored to individual unions’ special issues.

Because workers' capital is increasingly global, the program helped establish the Committee for International Co-operation on Workers' Capital at the International Confederation of Free Trade Unions/International Trade Secretariats/Trade Union Advisory Committee to the Organization for Economic Cooperation and Development meeting in Stockholm in late 1999. In April 2001, the program hosted the committee's Washington, D.C., meeting.

In 2000, a program-led alliance of unions, lawmakers and faith-based groups warned investors that a public offering of PetroChina, the Chinese government's flagship oil company, exposed them to financial risks because of problems that included workers' rights and environmental abuses. Ultimately, a *New York Times* headline announced, "China's No. 1 Oil Company Goes Public With Whimper: Protest Led by AFL-CIO Takes a Toll."

### Changing the Rules for the Global Economy

For the past 30 years, multinational corporations have used the global economy to attack workplace standards, weaken government regulations and cancel their responsibilities as partners with work-

ing families building healthy communities. By requiring poor countries with minimal financial resources to repay crippling debt, destroying jobs with privatization and rewarding regimes that abuse workers' and human rights, the international banks dominated by these multinationals have stunted sustainable growth and democracy while encouraging capital flight that destroys U.S. jobs. And the World Trade Organization and international trade agreements similar to the North American Free Trade Agreement have emerged to codify these many abuses.

In the face of this juggernaut, workers from Johannesburg, South Africa, to Puebla, Mexico, are speaking out through the AFL-CIO Global Fairness Campaign.

■ The nearly 40,000 union, community, student and faith-based activists from around the world who gathered to protest the policies of the World Trade Organization meeting in Seattle in November 1999 dramatized for the first time the intensity of the opposition to trade policies that exclude workers' and human rights and environmental protections. The AFL-CIO organized and coordinated meetings with the world's union leaders, who described to the global activist community

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the damage done by multinationals' low-road policies.

■ Building on the success of Seattle, a nearly 30,000-strong crowd of union members and other activists convened in Washington, D.C., in April 2000 for a massive Mobilization for Global Justice rally and march during meetings of international finance ministers and World Bank and International Monetary Fund representatives. Union activists demanded Congress refuse to grant China permanent normal trade relations status that would free it from an annual review of its workers' and human rights abuses. After the Mobilization for Global Justice week, which included a Jubilee 2000 rally calling for debt relief for developing nations, the education continued nationwide as nearly 30 state federations, local unions and constituency groups sponsored workshops on the global economy.

■ In 2000, the AFL-CIO urged the International Labor Organization to launch a key tool for the global justice movement: a poster declaring the ILO's four core labor principles. Those principles, agreed upon by an ILO membership that includes international unions, governments and corporate leaders, are the right to organize and bargain collectively, the right to refuse forced labor, the right to reject child labor and the right to work free from discrimination. Launched in February 2001, the poster was used by unions including the IUE-CWA as an education and organizing tool: Its activists distributed posters to locals to post in plants to mobilize members around international labor rights issues and the Free Trade Area of the Americas agreement fight, says IUE-CWA Research Director Douglas Meyer. The proposed

FTAA would extend through most of the Western Hemisphere an agreement similar to NAFTA, which has destroyed more than 1 million American and Canadian jobs and lowered Mexican workers' wages.

■ In April 2001, unions throughout the hemisphere organized 40,000 activists in a massive protest at the Quebec meeting of negotiators for the FTAA trade agreement. Hundreds of union activists also participated with Canadian union activists at border protests in New York and Washington State.

■ As the global justice movement grows, the American Center for International Labor Solidarity (the Solidarity Center) is on the front lines in more than 27 developing countries, coordinating with trade unions to enable workers to achieve sustainable, democratic development. From helping to eliminate child labor to fighting for the rights of women workers in export processing zones, the Solidarity Center seeks to ensure the world's workers have a voice in the future of global trade, investment and the practices of international financial institutions.

As the U.S. economy slides toward recession and corporate-driven globalization continues to threaten workers' wages and rights worldwide, America's union movement and the workers we represent face profound challenges. The AFL-CIO and affiliate unions will be working on many fronts, from member education and shareholder activism to worker-friendly economic development and a massive Campaign for Global Fairness, to enhance the economic well-being of working families.

## Building a Strong Union Movement in Every State and Community

Today's unions, central labor councils and state federations are reaching out in new and expanded ways to women workers, workers of color, immigrants and community activists—including clergy and lawmakers. They are building new partnerships with students struggling to end sweatshop labor, pass living wage laws and gain a voice on the job. And they are fueling the momentum to create a strong movement in states and communities across the nation.

### Union Cities

In 1997, the unions of the AFL-CIO joined with central labor councils in launching the Union Cities initiative to strengthen local unions and the union movement community by community. Central labor councils reoriented their priorities and set strategies to better focus on organizing and building a movement that would take working families' struggles to their community.

Delegates to the 2001 AFL-CIO Convention will recognize communities that have met the Union Cities goals and acknowledge local central labor councils that have done outstanding work in implementing at least one of the key Union Cities strategies.

### Organizing

Activists working to create Union Cities have been key to connecting the union movement's political strength with union organizing campaigns. In 1999, the San Mateo (Calif.) County Central Labor Council brought together its affiliate unions and the San Francisco Labor Council to explore a collaboration to help six unions—HERE, IAM, OPEIU, IBT and CWA—organize workers at San Francisco International Airport. More than 2,000 service workers are now union members as a result of the campaign.

Central labor councils also played an important role in helping

build support for organizing drives in such cities as Baltimore; Charleston, S.C.; Chicago; Kansas City, Mo.; Milwaukee; New York City; Portland, Ore.; Seattle; and Syracuse, N.Y.

This past summer, activists from the Greater Syracuse (N.Y.) Labor Council helped gather signatures from workers at Syracuse University in support of a bargaining to organize clause in the school's contract with SEIU Local 200United.

In December 2000, the King County Labor Council helped build solidarity among unions and in the community for a UAW organizing campaign among University of Washington graduate student employees.

### Street Heat

The mass mobilization of workers and allies to apply "Street Heat" in support of workers' struggles is key to boosting bargaining, organizing and legislative efforts and to building a Union City.

In one massive Street Heat action, more than 8,000 Los Angeles union members—construction workers and janitors, public employees and actors, hotel employees and bus drivers—joined with community allies in an unprecedented show of solidarity in March 2000 to highlight upcoming contract negotiations for some 300,000 workers.

By joining together, workers from diverse jobs and unions unified their voice and strengthened their efforts to improve the lives of working

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families. The march was organized by the Los Angeles County Federation of Labor, which in 1998 made a strategic decision to reach out to local unions to better coordinate political and organizing efforts.

The joint mobilization effort helped propel several unions to organizing wins and contract gains and showed the power and potential of building a strong Union City. “In the past, when your contract was up or you went on strike, you were basically on your own,” says Mike Cherry, a vice president of United Teachers Los Angeles, a merged AFT/National Education Association local. “It’s different now. Unions have become a real power in Los Angeles.”

Other labor councils have shown the power of mobilizing workers:

■ The Metropolitan Washington (D.C.) Council mobilized more than 100 activists during last year’s World Bank/International Monetary Fund meetings in support of parking lot workers—many of whom are African immigrants—linking their struggle to organize with HERE and win a strong contract to the dislocations caused by unfettered globalization.

■ The Savannah (Ga.) and Vicinity, AFL-CIO Trades and Labor Assembly and the Atlanta Labor Council mobilized union members and the community to persuade the city council to recognize 800 city workers seeking to join SEIU Local 1985.

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## Political Action

When unions grow through organizing, they are able to increase the union vote and elect worker-friendly political leaders who address the concerns of working families. In the 2000 elections, central labor councils working to create Union Cities demonstrated successful political strategies by promoting coordination among unions (see *People-Powered Politics*, page 25, for details). In Colorado, the state federation and the Denver Area Labor Federation, the Northern Colorado Central Labor Council and the Western Colorado Trades and Labor Assembly turned out the union vote to win seven of 10 key state senate seats in the 2000 elections, ensuring defeat of any upcoming “right to work” proposals. Also in 2000, through a year-round member education and mobilization effort, the San Diego-Imperial Counties Labor Council replaced an anti-union congressman with a champion of working families. And the Greater Hartford (Conn.) Labor Council organized a get-out-the-vote campaign that helped elect worker-friendly state legislators, including one labor council board member.

## Community Alliances

In 1999, the Big Sky Central Labor Council in Helena, Mont., mobilized its members and the community to assist Steelworkers locked out at the local ASARCO steel mill. They reached out to religious, political and community leaders to support the workers on their picket line. On the first day of the mobilization, a priest blessed the workers as they began to picket. The next day, local politicians visited the picket lines and endorsed the workers’ cause. On the third day, affiliate unions placed food barrels in five markets that continued to be filled by the public for four weeks.

“The company couldn’t believe the public’s visible show of support for the workers and their cause,” says

Tom Huddleston, secretary-treasurer of the Big Sky labor council. The dispute was settled, in large because of the strong support from the community, he says.

The following labor councils also are among those building support for organizing, collective bargaining and political campaigns through community outreach.

■ The Quad City, Illinois and Iowa Federation of Labor formed a living wage coalition, made up of unions, religious and student organizations, to develop a living wage plan for the city of Davenport, Iowa.

■ The Kent-Ionia Labor Council in Grand Rapids, Mich., organized the West Michigan Network for Global Trade with Justice that includes environmental, union, religious and community groups. The network in April organized a demonstration to coincide with the visit of the Mexican ambassador.

## The Road to Union City

More than 160 central labor councils in 43 states are working to meet the Union Cities goals:

- Supporting affiliate unions' organizing efforts.
- Mobilizing 1 percent of members with Street Heat actions.
- Taking grassroots political action with increased voter registration and turnout.
- Building union–community alliances with people of faith, civil rights and women's organizations.
- Demanding diversity on labor councils and state federations.
- Training a new generation of leaders.
- Raising a public voice with media events and regular communication with activists.

## Launching a New Alliance

Seeking to create a strong and unified union movement better able to win a voice for working families, delegates to the 1999 AFL-CIO Convention endorsed a strategy to revitalize state and local labor councils so they can better coordinate unions' organizing, legislative and political strength. Union leaders in New York and North Carolina pioneered this New Alliance, voting to approve statewide coordination plans in June 2001.

Leaders from all levels of the union movement developed the New Alliance after traveling throughout the country in 2000 to meet with activists at international unions, state federations and central labor councils, who shared their ideas for working together more effectively. Drawing on the collective experience of hundreds of activists, the AFL-CIO's State and Local Advisory Committee, led by IAM President R. Thomas Buffenbarger, drew up a framework to define the roles of state federations and central labor councils, map each state's union structure with an eye toward tailoring relationships that will fit states' differing needs and encourage local unions to more fully participate in their state and local councils.

"If we are going to have a union movement that is going to effectively deal with large and powerful employers," says Sarah Palmer Amos, executive vice president and director of collective bargaining of UFCW, "then we're going to have to have a movement that is integrated at all levels."

New Yorkers brought the New Alliance plan from drawing board to reality when they approved a proposal for creating five powerhouse area labor federations to better coordinate the work of 25 central labor councils. In North Carolina, leaders redrew labor council boundaries to maximize working families' political strength and created a state chapter of the AFL-CIO Alliance for Retired Americans. Maryland and Washington, D.C., union leaders finalized their New Alliance at a spirited convocation in October 2001.

Activists there approved changes to leadership structures that will increase diversity, creating seats



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for representatives of AFL-CIO constituency groups. The local groups also will benefit from increased commitments from international and local unions to fully affiliate with labor councils and state federations, boosting the size and strength of each state's union movement.

Currently, union activists in Oregon and Colorado are developing New Alliance blueprints, and additional states are laying the groundwork to begin revitalizing their union movements. Together, the five states with or near New Alliance plans are home to 20 percent of the union members in the AFL-CIO. New Alliance efforts are reinvigorating the union movement across the country: State federations report a 6 percent increase in union affiliations between June 2000 and June 2001—following a comparable upsurge in 2000—which leaders attribute to the excitement generated by the New Alliance initiative.

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## Working Women Working Together

Working to ensure the concerns of women—who make up nearly half the workforce—are a key part of the nation's agenda, the union movement continues to mobilize women, channeling their political strength on working family issues. Through organizing, bargaining and legislative and political action, America's unions are fighting for women's top concerns: equal pay, paid family leave, job security and family health care.

Building on its 1997 nationwide survey of working women, which helped set the union movement's action agenda around working family issues, the AFL-CIO Working Women's Department in 1999 hosted 5,000 group discussions in homes, workplaces, conference rooms and town halls around the country. In January 2000, the AFL-CIO followed up with a national telephone survey of a large and nationally representative random sample of working women age 18 and older. In a yearlong survey, working women around the country said that to meet their obligations at home and at work, they need more time, pay and benefits. And their top legislative priorities are equal pay, paid family leave, health care and retirement security. The results were distributed through union publications, websites and by community partners and are being incorporated as a key part of the AFL-CIO's working families agenda.

After an overwhelming percentage of women in the 1997 survey said stronger equal pay laws are "important," the union movement began a national equal pay campaign to educate the public about pay inequality—women are paid 73 cents for every dollar a man makes—

and to force politicians to discuss the issue. The work was reinforced when the 2000 Ask a Working Woman survey showed 87 percent of respondents placed a very high priority on equal pay. Concern about pay likely is one reason more than half of new union members each year are women and organizing campaigns in workplaces staffed mostly by women are more likely to succeed than others.

In the 2000 election year, women—who make up 52 percent of voters—were in a strong position to influence the political debate. More than 5,000 women attended Working Women Conference 2000 in March of that year to develop an action agenda on equal pay, health care, pensions and other issues affecting women. The women expressed their concerns to then-Vice President Al Gore and other political leaders.

The action agenda developed at the Working Women Conference, combined with a vigorous

Working Women Vote campaign, energized women voters to meet with candidates and union members, describe their own experiences in the workplace and hold politicians accountable for dealing with their concerns.

As Kristi Hyde, a member of AFT Local 400 in Macomb, Ill., told conference participants: “The president of the university where I work [Western Illinois University] said women don’t need a raise because their husbands support them. I’m a single parent with a college degree, and I make enough to qualify for welfare. If we can tell our members what we heard here, they’ll get more involved in our union.”

Unions also have advocated strongly for rights of women around the world. While women make up 45 percent of the world’s workforce, they are 70 percent of the population living in poverty. Yet women fuel the global economy in multiple ways: 90 percent of Export Processing Zone workers are

## Faith at Work

One of the great successes involved in creating Union Cities is the growing outreach by central labor councils to religious communities. Over the Labor Day 2001 weekend, more than 800 union members spoke at local religious services in the Labor in the Pulpits program, compared with 600 in 1999. Since it began in 1996, Labor in the Pulpits has allowed thousands of union members to bring workers’ issues to religious congregations and to explain how they can put their faith to work for social justice. Unions also have reached out to religious groups through the Seminary Summer program. Launched in 2000 and modeled after Union Summer, the program immerses future clerics in organizing activities.

Religious outreach has been a crucial part of successful organizing drives across the country. In Los Angeles, several members of the clergy, including Cardinal Roger Mahony, actively supported thousands of immigrant janitors in their struggle for justice last year. In Little Rock, Ark., 51 local clergy members signed a newspaper ad reminding 700 workers of their right to join a union at St. Vincent Hospital as workers got set to vote in May 2000.

Along the eastern coast of Delaware and Maryland, the Delmarva Poultry Justice Alliance—a coalition of 17 organizations, including workers, farmers, environmentalists, civil rights activists, unions and faith-based groups—have worked since

1997 to gain a voice, dignity and justice for poultry workers. In the past two years, the alliance has spearheaded a community campaign that led to workers at Perdue Farms voting for the UFCW in July 2000. This past August, the workers at Tyson Foods won a \$2.1 million overtime pay suit with the alliance’s help.

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women and in the United States, women make 85 percent of purchasing decisions. America's unions have joined with other unions and women's organizations to demand that international financial institutions and governments support core workers' rights. In a world where most women work for pay, women's rights and workers' right cannot be separated.

## Union Community Fund

The Union Community Fund offers a unique opportunity for union members to ensure their charitable dollars benefit working families in their communities. The fund provides resources to programs that relieve or solve specific community needs, work for fairness in the use and distribution of community resources and give working people the tools to find long-term solutions to community problems. The fund embarked on its first major fund-raising drives in Arizona, Houston, New Orleans, North Dakota, Seattle and Washington, D.C.

But in the midst of this crucial, everyday work came Sept. 11. When terrorists attacked the World Trade Center and the Pentagon, hundreds of union members lost their lives and thousands

more lost jobs and loved ones. The Union Community Fund provided aid and relief to many of those in need, raising more than \$2 million in contributions. The money was distributed—with the guidance of the New York City Central Labor Council and the Metropolitan Washington (D.C.) Council—to groups that provided hands-on assistance to individuals affected by the tragedy.

The Sept. 11 tragedy was the fourth time the Union Community Fund has been a key part of disaster relief efforts since it was launched in February 2000. The fund raised \$70,000 to respond to specific working families' needs brought about by the Washington State earthquake and floods in Houston and West Virginia.

When the earthquake hit Washington State last February, the Union Community Fund provided almost \$25,000 for workers and community agencies hit hard by the disaster. "When you live from paycheck to paycheck and suddenly you're out of work, there is nothing more frightening than not knowing where the rent is coming from or if you can do a simple thing like buy groceries," says Kathy Timmerman, who is "thankful for the union and the Union Community Fund" for their support during the two weeks she was out of work.

While the Union Community Fund is flexible enough to respond to disasters, normally its work is focused locally. State federations and central labor councils play a key role in developing the goals of local Union Community Fund efforts, setting up advisory boards with representatives from unions and the community. The boards develop and implement plans for workplace fund-raising, conduct studies of community needs and determine which organizations to support. Because the fund does not compete with the United Way, it provides an opportunity to expand the pool of money available to economic and social justice groups.

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“Union members work hard for their money, and when we give our money to a cause, we want it to be used for something that leaves a lasting impact on our lives and our community,” says Joslyn N. Williams, president of the Metropolitan Washington Council.

### AFL-CIO Constituency Groups: Coordinating and Mobilizing

The six constituency groups of the AFL-CIO for the first time adopted a joint agenda in 2000 that reflects common areas of concern in their efforts to obtain social and economic justice for all workers. The groups pledged to work together to support union organizing campaigns, fight discrimination, make women and minorities count in the 2000 elections, defend immigrant rights, build the Union Cities program and defend retirement security.

Those efforts have borne fruit. In the past two years, the constituency groups have mobilized their members and community groups for *7 Days in June* activities in support of a voice at work and in organizing efforts around the country:

- The A. Philip Randolph Institute is working closely with religious and community groups on Delaware’s eastern coast to support organizing in the poultry industry.
- The Asian Pacific American Labor Alliance has mobilized on behalf of the multiunion organizing

campaign at San Francisco International Airport, aiding a workforce that includes a large number of Asian Pacific Americans.

- Coalition of Black Trade Unionists members have marched and reached out to community groups in difficult organizing efforts, such as among Avondale shipyard workers in New Orleans and in support of the Charleston 5, Longshoremen in South Carolina who faced potential federal prison terms for what observers say are trumped-up charges. The five were arrested in January 2000 when 130 ILA members, peacefully protesting a ship using nonunion labor in the Charleston port, allegedly were attacked by 600 police officers in riot gear wielding clubs and tear gas.

- The Coalition of Labor Union Women has been involved in the campaign to help Delta Air Lines flight attendants organize a union. CLUW members have distributed campaign materials in their communities, attended rallies and participated in other activities to help Delta workers gain a voice on the job with the Flight Attendants.

- Several Labor Council for Latin American Advancement chapters are working systematically with affiliated unions to organize immigrant workers in Michigan.

- Pride At Work, the constituency group for gay, lesbian, bisexual and transgender workers, recently mobilized its members for rallies and demonstrations on behalf of 2,800 striking Electrical Workers at Raytheon Corp. in Boston.

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Many constituency group members came together during the national labor celebrations of Martin Luther King Jr.’s birthday to plan strategies to further the common goals of the union and civil rights movements. During the past two celebrations, held in Atlanta and Greensboro, N.C., union members focused on the

political enfranchisement of the poor and people of color. Participants also marched in Atlanta to support striking Overnite Transportation Co. workers seeking a voice at work with the Teamsters and held town meetings on the political impact of the 2000 census and strategies for bridging the gap between the hip-hop generation and those who fought for civil rights.

As the union movement reaches out to a diverse workforce, the constituency groups are in a unique position to serve as bridges to communities of workers and to ensure that all workers' voices are heard. "The fact that constituency groups are becoming more active can only help the union movement," says Cylister Williams, a retired UAW member from Louisville, Ky., who is president of the local APRI chapter and treasurer of the local CBTU. "We live in the same communities as the new workforce," he says. "Not only can we bring the union message to them, we can deliver their concerns to the unions."

### Strengthening Our Common Bonds with Immigrant Workers

After arriving in New York City from the Ivory Coast, Siaka Diakite worked at least 60 hours a week delivering groceries for Hudson Delivery and Hudson Trucking in Manhattan. His pay averaged roughly \$110 a week, more than half of it in tips.

Diakite pushed 90- to 100-pound loads of groceries for as many as 12 blocks in rain, snow or heat, without a back brace and without being allowed to take a lunch break. He and his co-workers received little dignity or respect—until they voted for the Retail, Wholesale and Department Store Union/UFCW in February 2000. Now they receive higher wages and are able to take breaks and work under safer conditions.

"We were treated like slaves," says the 33-year-old Diakite. "We wanted to strike, but the majority got fired" when they tried to form a union.

Many immigrants like Diakite come to the United States to escape a cycle of poverty perpetuated by a corporate profit-driven global economy in which employers move operations to developing countries where workers often are not paid enough to survive. For those workers, coming to this country is the only way to create a better

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life for themselves and their families. Once here, though, many face harsh working conditions, harassment and fear. To counter the effects of the corporate-driven global economy, the AFL-CIO has launched new initiatives to create a fair economy for all workers, wherever they live.

As part of that effort, delegates to the 23rd AFL-CIO Biennial Convention in 1999 formed a Special Committee on Immigration to study and recommend changes to the federation's immigration policy. Adopted in 1985, that policy supported the current system of immigration enforcement, which includes employer sanctions for hiring undocumented workers.

In February 2000, on the committee's recommendation, the AFL-CIO Executive Council called for replacing the nation's immigration laws, which include sanctions, with fair immigration reform for the millions of undocumented men and women who work, pay taxes, support their families and contribute to their communities. In seeking strategies to address immigrant worker issues, the federation held a series of forums across the country where immigrant workers told of their struggles to find a better life through unions.

"The reality is that these immigrant workers are being cheated," says Richard Shaw, secretary-treasurer of the Harris County (Texas) Central Labor Council. "And when one worker is cheated, all workers are cheated." In Harris County, which includes Houston, immigrants make up one-third on the population, and the labor council has been involved in helping unions organize immigrant workers.

After the forums, the AFL-CIO launched a new initiative to stand up for the rights of immigrants and expand outreach to immigrants through organizing and greater use of bilingual educational materials. Many of the unions of the AFL-CIO, especially in the food, service and building trades, began restructuring their organizing efforts to include immigrant workforces. As support for immigration reform gained momentum across a wide spectrum of policymakers and the public in the summer of 2001, the union movement reaffirmed its commitment to a fair immigration policy and legal status for undocumented workers.

When hijacked planes crashed into the World Trade Center in New York City and the Pentagon outside Washington, D.C., Sept. 11, the news that foreigners were behind the attack recast the debate on immigration and tolerance in the United States. In their grief, some Americans have chosen wrongly to blame Arab Americans, South Asian Americans, Muslim Americans and other immigrants for the deaths of thousands. In doing so, they have overlooked the losses immigrant workers sustained during the attacks, including the loss of loved ones and the loss of jobs, especially in the hotel, restaurant and services sectors. Many of the immigrant workers also heroically helped rescue other workers after the blasts.

The union movement has spoken out sharply against intolerance in the wake of the Sept. 11 attacks and union members across the country are determined that terror will not set back a growing national consensus that immigrant workers who work hard, earn their way and pay taxes need a new, fair immigration system to protect them.

### The New Student Activism

Hungering for social justice, hundreds of students over the past two years have gotten involved with a wide range of workers' rights campaigns—anti-sweatshop mobilization, graduate student employee organizing and campus living wage crusades—and have infused the union movement with their energy and dedication. Many of these students learned the skills they later used in those campaigns during Union Summer, the AFL-CIO's training internship for aspiring organizers.

As a 2000 Union Summer intern in Omaha, Neb., Chris Langford worked on campaigns to bring justice to workers in the meatpacking industry. "Union Summer boosted my confidence and helped me develop my communications skills," he says. After the internship, he stayed on with UFCW, helping with organizing efforts at ConAgra Foods Inc. and Nebraska Beef. Back at Texas A&M University, Langford became more involved with progressive groups and helped

## Union Summer

Launched in 1996, Union Summer is an intensive, three-week internship created to educate and mobilize the next generation of union activists. Since the program began, more than 2,500 college students and rank-and-file union members have spent their summers meeting with workers, distributing leaflets and generating turnout for rallies at organizing and first-contract campaigns across the

country and learning first-hand about the struggles workers face when they seek a voice at work. Many Union Summer graduates return to their campuses and worksites to become leaders in union organizing and other social justice campaigns. Building on the success of Union Summer, the AFL-CIO has initiated several specially tailored programs to introduce other types of activists to organizing. Participants in International Union Summer

travel to such foreign nations as Egypt and Romania to learn about workers' rights around the world. Future clergy members from a range of faith traditions have participated in Seminary Summer, often working specifically to strengthen local labor-religion coalitions. And would-be labor lawyers use their legal skills as they learn about organizing on campaigns as part of Law Student Union Summer.



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develop an e-mail listserv. The next summer, he was one of four students chosen to participate in International Union Summer. Langford traveled to Romania, where he helped research the effect on workers of that nation's integration into the European economy.

Union Summer alumni were among the leaders of the victorious 21-day sit-in at Harvard University in support of a living wage for low-paid campus workers. In May 2001, students convinced the Harvard administration to create a living wage committee with worker participation, grant retroactive wage increases, issue a moratorium on subcontracting and outsourcing and create a process for building a uniform wage floor. Their activism inspired other students at campuses nationwide, including the University of Connecticut, where students held a successful 55-hour sit-in days after the Harvard victory to win a living wage for janitors, members of SEIU Local 32BJ.

#### Anti-Sweatshop Action

The student anti-sweatshop movement has continued to mature over the past two years, with many successful campaigns at universities to establish codes of conduct covering the conditions under which logo-bearing clothes, such as sweat-shirts and caps, are made. Members of United Students Against Sweatshops, a network of more than 200 like-minded groups nationwide,

convinced administrators at more than 80 colleges and universities to join the Worker Rights Consortium, an independent monitoring agency that oversees sweatshops making clothes for student stores. Many of these same students were allies in the global fairness rallies in Seattle, Washington, D.C., and Quebec City. Students are key players in a new anti-sweatshop coalition, Global Justice for Garment Workers, formed in August 2001 that for the first time is bringing together union leaders in the developing world and union leaders in the United States and working to hold specific retailers accountable for clothes made in sweatshops.

#### A Voice@Work for Graduate Student Employees

Just as they are standing up for workers' rights around the world, students are standing up for their own rights as workers. Graduate employees grade tests, write exam questions and teach undergraduates—but often earn low wages and have few benefits. At the University of Washington in Seattle, 1,600 graduate employees organized with UAW in December 2000. Building community and political support, graduate employees at Temple University in Philadelphia and at Michigan State University in East Lansing came together with AFT, both in April 2001. And after a contentious legal battle, graduate employees organizing with UAW at New York University broke new ground in 2001 to become the first such workers at a private university to form a union. "The structure of universities is becoming more like corporations," says Amy Jones, vice president of the Graduate Employees Union/AFT at MSU. "Forming a union was the only way we would ever be able to make any long-term, comprehensive changes in our working conditions and employment benefits." Jones says students she talked with during the organizing campaign "felt that they wanted to change something about their working conditions, but had never felt as if they had the power or ability to express these ideas"—a sentiment that has changed since the union victory.



## Trade and Industrial Departments Reports

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Building and Construction Trades Department

Food and Allied Service Trades Department

Maritime Trades Department

Metal Trades Department

Department for Professional Employees

Transportation Trades Department

Union Label and Service Trades Department

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## Building and Construction Trades Department

### Overview

With construction in generally positive territory, with the cost of building materials fluctuating but stable and with interest rates remaining low, only the well-established uncertainty of today's economy, due to the war on terrorism, hangs like a questionable storm cloud over the construction industry.

Like the entire world economy itself, the far-reaching future of construction continues to depend directly and indirectly on the positive attitude of the American consumer. If U.S. buyers and spenders continue to show the strong faith in our economic future they have in the past several years, construction is prepared to follow economic growth vigorously, as it generally has in the recent past.

The opportunity—and challenge—for the department is to maintain and enhance strong labor standards regardless of the coming economic

uncertainties, to maintain legislative advancement on the key issues outlined herein and to organize the emerging construction workforce into our unions.

### Organizing and Organizing Support

The department's detailed organizing activities fall into three categories: education and training, assistance to our international affiliates and national initiatives.

Education and training are provided primarily through classroom instruction at the George Meany Center for Labor Studies in Silver Spring, Md. Courses such as Construction Organizing I and II and Train-the-Trainer courses for COMET 1 are well received and attended. In addition, the department produced *The Campaign Guide: Organizing the Construction Industry*, as well as other written materials and training videos, as part of its educational role.

Assistance to our affiliates consists primarily of technical and research assistance. For example, over the past two years the department has provided support of this kind to the United Union of Roofers and Waterproofers on their organizing campaign in Phoenix, the Iron Workers for their development of a national organizing plan and the Elevator Constructors in support of several different organizing efforts. In addition, the department facilitates a monthly meeting of the organizing directors of all the unions affiliated with the department.

The department's current national initiative is the National Temp Campaign. The campaign, which deals with the tremendous increase in temporary employment agencies and temporary workers in the construction industry, has four main objectives:

- To educate and mobilize local leaders and members about the temporary worker situation;
- To organize and bring into membership the workers being dispatched;
- To unionize the contractors using temp firm agencies;
- And to end temp agency abuses and “level the playing field” through legislation and litigation.

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The campaign has received a great deal of national attention and has positioned the building trades as leaders on the issues of temporary labor and other forms of nontraditional employment.

### Legislative Activities (January 2000–August 2001)

During the past two years, the department and our Legislative Task Force have been working on many issues of concern to our members. These issues include, but are not limited to, the following.

#### School Construction

In 2000, the building trades lobbied in support of and got members of Congress to co-sponsor the Johnson-Rangel bill, America's Better Classroom Act of 2000 (H.R. 4094). It amends the Internal Revenue Code to authorize \$25 billion in school construction bonds, interest-free for school districts. Just before the 2000 elections, the congressional leadership offered a proposal of federal assistance without Davis-Bacon protections, which we successfully opposed. Another venture to increase school construction came in the form of adding \$900 million in direct federal appropriations (fiscal year 2001 Labor/Health and Human Services/Education Appropriations Act), with Davis-Bacon protections, to local school districts for school repairs. This year, the building trades lobbied in support of Sen. Tom Harkin's (D-Iowa) amendment (which ultimately failed) to authorize money for emergency school repair in the Elementary and Secondary Education Act.

#### FAIR Act

Building trades lobbyists kept H.R. 1987, the FAIR Act, from coming to the House floor for a vote in February 2000. The FAIR Act, or Fair Access to Indemnity and Reimbursement Act, amends the National Labor Relations Act and the Occupational Safety and Health Act to require the Department of Labor and the National Labor

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Relations Board to pay the legal fees and expenses of small employers and unions that prevail in any administrative or civil proceedings. After intense lobbying by building trades lobbyists, about two dozen sympathetic Republicans told the House speaker not to count on them to support the bill, and he was forced to pull the bill the day before it was scheduled for consideration.

#### DOE Nuclear Workers' Compensation

The department and its affiliates worked with Sens. Ted Kennedy (D-Mass.), George Voinovich (R-Ohio) and Jeff Bingaman (D-N.M.), among others, to craft and pass legislation that would provide compensation for employees of Department of Energy contractors, subcontractors and vendors who sustained illness or died as a result of their work and exposure to beryllium, radiation, silica or other hazardous substances. In fall 2000, the measure was passed and signed into law. In early 2001, we applied pressure on the Bush administration to make sure the compensation program would be administered by the Labor Department rather than the Department of Justice. Currently, the department is monitoring the Labor Department's progress in carrying out the program and is beginning negotiations with congressional staff on follow-up legislation.

#### Tax Code Section 415

In 2000, the department worked with Reps. Rob Portman (R-Ohio) and Ben Cardin (D-Md.) to again include Tax Code Section 415 relief in their comprehensive pension reform bill, H.R. 1102. The 415 reforms included three pieces: the elimination of plan aggregation, the easing of the retirement age cap and the elimination of the 100 percent of compensation limit. Even though H.R. 1102 passed the House July 19 by a vote of 401-25, companion legislation stalled after it unanimously passed the Senate Finance Committee Sept. 7. This year, the building trades worked with Portman and Cardin again to pass their pension reform bill. The bill passed the House in early May. As it moved to the Senate (with the help of the chair and the ranking member of the Senate Finance Committee), it was folded into President George W. Bush's tax package and became law over the Memorial Day weekend.

#### Pipeline Safety

In spring 2000, the building trades met with Senate Commerce Committee staff to discuss concerns about pipeline legislation introduced by Sen. John McCain (R-Ariz.). S. 2438 passed the Senate with only some of our requested changes. The House leadership brought McCain's bill to a vote without the possibility for amendment, under suspension of the rules. It failed to garner the needed two-thirds support and was defeated 232-158. McCain brought his bill up again, and it passed the Senate in February 2001. The department continues to monitor its companion bill in the House.

Congressional Attack on the Clinton/Gore Responsible Federal Contractor Regulation  
Reps. Tom Davis (R-Va.) and Jim Moran (D-Va.) offered a hostile amendment to the fiscal year 2001 Treasury/Postal appropriations bill aimed at killing President Clinton's responsible contractor regulation. The amendment would block the administration from implementing a regulation that would disqualify companies from receiving

federal contracts if they are chronic violators of federal labor, environmental, tax or other laws. Even though the amendment passed the House by a vote of 228–190, the amendment was stripped in conference committee. We expect another attempt to undo the regulations to come up again.

#### Patients' Bill of Rights

The Building and Construction Trades Department, in conjunction with the National Coordinating Committee for Multiemployer Plans (NCCMP), has worked hard to prevent the enactment of patients' rights legislation that would subject Taft-Hartley, multiemployer health and welfare funds and their labor-management trustees to greatly expanded liability for erroneous benefit claim decisions. Patients' rights legislation was not enacted into law during the 106th Congress, even though both the House and Senate passed bills. In 2001, the Senate passed a Kennedy-McCain patients' bill of rights that did not have enough protections for Taft-Hartley plans. The House passed a bill after Rep. Charles Norwood (R-Ga.) cut a deal with the White House. Several items still need to be improved before we can support a House-Senate compromise.

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#### Apprenticeship Bills

The building trades are closely monitoring the progress of a bill called the Skilled Workforce Enhancement Act (SWEA). It would give up to \$15,000 in annual tax credits to employers to train employees without being held to the Labor Department's Bureau of Apprenticeship and Training standards or the standards set forth by state apprenticeship councils. In 2001, the trades find themselves lobbying against SWEA and another bill called the Apprenticeship Enhancement Act. This bill, in effect, would provide loopholes for an employer to get around Labor Department and state-level apprenticeship certification programs to certify their programs.

#### Appropriations Bills

Each year, the building trades keep an eye on funding for programs that are vitally important to the Center to Protect Worker's Rights, which does safety and health research in the construction industry. Among these programs are training for workers handling hazardous materials and medical screenings for former workers at Department of Energy sites.

#### PLA Legislation

The building trades crafted a bill with Reps. George Miller (D-Calif.) and Peter King (R-N.Y.) to allow federally assisted projects to be built under a project labor agreement (PLA), as provided by the National Labor Relations Act. The bill was introduced to counter Bush's Executive Order 13202, intended to outlaw PLAs on construction projects receiving federal assistance. The bill was introduced April 3, 2001, and continues to gain co-sponsors.

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#### Davis-Bacon

*Water Resources:* The Water Resources Development Act of 2000 was coupled with an Everglades restoration bill in the House. The Army Corps of Engineers opposed the application of Davis-Bacon to so-called “reimbursable” projects. An agreement was reached after discussions between the building trades, the Labor Department and the Corps that confirmed Davis-Bacon’s application to these reimbursable projects. The bill passed both houses and became law in December 2000.

*Clean Water:* Reps. Ellen Tauscher (D-Calif.) and Sue Kelly (R-N.Y.) introduced the Clean Water Infrastructure Financing Act of 2001. Discussions have been held with congressional staff to ensure full Davis-Bacon application.

*Brownfields:* Sen. Lincoln Chafee (R-R.I.) introduced his Brownfields Revitalization and Environmental Restoration Act of 2001 in February. The building trades worked with Senate staff to improve the Davis-Bacon coverage. It passed the Senate in April. We are monitoring the House progress and working toward total coverage.

*Defense Budget:* Secretary of Defense Donald Rumsfeld is advocating and pursuing an increase in the Davis-Bacon threshold from the current level of \$2,000 to \$1 million. The building trades are working in opposition to this measure.

*School Construction:* The charter schools funded by the ESEA currently do not have full Davis-Bacon coverage. Negotiations to fix this problem are ongoing.

### Community Outreach, Coalition Work and Leadership Development

In 2000, the department enrolled as a member organization of the National Alliance for Fair Employment (NAFFE). NAFFE is composed of more than three dozen diverse labor and community groups and has provided the department the opportunity to work with such diverse groups as the Chicago Coalition for the Homeless, the Korean Immigrant Workers Advocates and the National Employment Law Project. In March 2001, the department co-sponsored a one-day conference for day-labor organizers, allowing building trades organizers the opportunity to engage in constructive dialogue with organizers from the larger labor movement and community groups from across the country. The department also has worked with affiliates concerning abuses of the J-1 and H-2B visa programs.

### Summary

The department’s reasonably successful legislative and organizational thrust is building momentum to continue to strengthen our movement.

The challenges and opportunities of today’s organized construction workforce are without precedent. Never before has the world’s labor moved across national and geographic borders and boundaries—and indeed through cyberspace—as it does today. Never before has organized labor been under such a highly financed legislative onslaught. And never before has organized capital had such miraculous technological tools at its disposal for outright anti-union activity. The Building and Construction Trades Department, however, remains strongly committed to continuing to build solidly upon this ever-changing foundation to best represent workers in our industry.

## Food and Allied Service Trades Department

The affiliates of the Food and Allied Service Trades Department represent millions of workers in an increasingly large and diverse set of occupations, ranging from meatpackers to nurses; retail clerks to industrial workers; housekeepers to building engineers; flight attendants to bakers. FAST affiliates' members are as varied as their occupations— young and old; African American, Latino, Asian and white; U.S.-born and immigrants. No matter what the industry or need, FAST is dedicated to assisting affiliates in fights against employers who trample on the rights of workers. The department's contribution is to provide comprehensive research to allow a detailed understanding of the company, the industry and key players and power structures so that affiliates can develop innovative and effective tactics and strategies to fight and win on behalf of their members.

### Information Is Power

Information for Organizing and Bargaining  
FAST truly believes that—when used correctly— information is power: The more knowledge workers and their unions have, the more effective they will be. Providing real information in a timely fashion

to decision makers at all operational levels of affiliated unions always has been, and will continue to be, a primary function of the FAST staff. To this end, FAST provides a number of resources:

■ The *FAST Manual of Corporate Investigation* is one of the foremost sources on corporate investigations for union organizers and researchers. The manual has been online (at [www.fastaficio.org](http://www.fastaficio.org)) for three years, and it is constantly being updated with new hyperlinks and sources. It is organized in a step-by-step fashion, walking users through the basics of researching both public and private companies. The manual includes state-specific information and guides to regulatory agencies, and it now has an extensive list of hard-to-find links for Internet users who want to expand their sources. All members of FAST affiliates can receive passwords to help them find information for targeting, organizing, bargaining and rank-and-file communications.

■ The *FAST Healthcare Industry Manual* is a recent supplement to the *Manual of Corporate Investigation*. The manual was developed this past year and is also found on the FAST website ([www.fastaficio.org](http://www.fastaficio.org)). It is structured in a similar fashion to the full manual, and it provides much greater depth of information on researching the health care industry. Users can quickly familiarize themselves with hospital and nursing home ownership-type sources; they can learn how to uncover quality-of-care issues; and they can easily access all 50 states' health departments through the user-friendly links page. In addition, the "Finding Workers" section is an excellent guide to creative ways to identify health care workers employed in different parts of the industry.

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■ *FAST Unionbusters*, another new addition to the FAST website, is a guide to some of the top unionbusters in America, including law firms, security agencies, consultants and associations. It can provide an early warning system for anti-union activities throughout North America, and it can be used as a tool to fight unionbusters outside specific organizing campaigns—unionbusters spread their anti-union propaganda in many other realms, including politics, media, conferences and seminars. The “Unionbuster” website section is informative and entertaining; while it is not meant to be a comprehensive, step-by-step guide to fighting unionbusters in specific campaigns, it provides a useful insight into the tactics and strategies of the mercenaries who wage battles against us.

### FAST Office Resources

In addition to the online research guides found on the FAST website, FAST has amassed an extensive collection of CD-ROMs and books that provide even more specialized information useful to affiliates. FAST’s library holdings encompass topics as wide ranging as people finders, corporate affiliations, institutional investors and import-export data. Many of FAST’s books and CDs are updated on a monthly or quarterly basis. To supplement the library collection, FAST maintains active subscriptions to many trade journals and publications that are useful for gathering information for affiliates’ fights.

To supplement all these information sources, FAST has a research staff that includes some of the

most motivated and best-trained investigators in the union movement. FAST researchers assist affiliates and their local unions in all sorts of projects and campaigns, ranging from matching names and addresses of workers in a potential bargaining unit to spending weeks on the ground actively helping during a national strike.

### Labor Database CD

In early 1999, FAST developed its first version of the now-ubiquitous “FAST Labor Database” on CD-ROM. Recognized as an indispensable tool for organizers and researchers all over the country, this single-volume CD includes 20 databases containing more than 1.6 million records compiled from U.S., Canadian and Mexican government sources. It includes detailed indices of NLRB petitions, elections and unfair labor practice charges; FMCS contract notifications; and wage and hour compliance activity—to name only a few elements. The database can be sorted and searched in any number of ways, which allows an organizer to quickly create a history of labor relations at a given company or in a certain region or industry. The “FAST Labor Database” is updated annually, and new databases are added as they become available.

### Information for Community Coalition Building and Legislative Change

Over the years, FAST has honed its expertise in assisting affiliates in community coalition building. Whether it involves identifying local groups and community leaders available to help during an organizing campaign or participating in a broad-based coalition to actively support a strike, FAST has successfully worked with its affiliates to help build power for workers and local unions all over the country. Additionally, the department collects and updates information on regulatory and local development issues of interest to affiliates and their members, including corporate subsidies, urban sprawl and environmental compliance. In the broader national arena, FAST has continued to work on legislative and regulatory matters ranging from worker health and safety to food stamps.

## Information for International Labor Solidarity

FAST's affiliates form part of an increasingly unified international labor movement. Union members around the world are joining to fight the expansion of corporate control at the expense of working people and to defend the rights of workers everywhere. Understanding that corporate power is truly global, and exposing these international links and relationships, is a critical part of building power in the labor movement. Labor rights, human rights, fair trade and decent jobs and wages are issues that transcend national borders.

To meet the needs of affiliates in these areas, FAST has developed a special understanding of many areas pertaining to international labor solidarity. During the past several years, FAST has dedicated itself to expanding its information sources on international trade, international investment and labor solidarity and making this information available to affiliates. The FAST corporate library includes numerous volumes and CDs to help researchers and organizers identify international production locations, subsidiaries and trade data. In addition, the "FAST Labor Database" CD-ROM contains information on Canadian and Mexican unions, which facilitates direct cross-border contact between unions.

FAST actively participates in international campaigns for labor rights in regions and industries that impact affiliate unions. FAST has taken a leading role in the fight against permanent normal trade relations status for China and will

continue to illuminate labor and human rights abuses in that country and the corporate-dominated foreign policy that supports the denial of those basic rights. FAST has assisted affiliates in NAFTA labor-related cases at the National Administrative Office and at the Organization for Economic Cooperation and Development.

Moreover, FAST is working to elaborate a strategic analysis of immigration issues that are of significant importance to its affiliates. As an increasing number of low-wage and dangerous jobs are being filled by immigrants, FAST's affiliates are rising to the challenge of helping these workers organize. To do that, it is important to develop a comprehensive understanding of the forces propelling immigration—not only questions of why certain jobs are being filled by immigrants in the United States, but also the reasons why people are leaving their home countries. This ongoing investigation is providing affiliates with important insights to facilitate the increasing number of organizing campaigns in which immigrant workers are participating.

## Staff Development

FAST continues to offer bright and committed men and women the opportunity to learn the fundamentals of comprehensive campaigns and gain varied experience fighting corporate power. FAST trains these folks and places them in positions in the labor movement. Many of these talented people now are working throughout the labor movement and are making significant contributions.

## Maritime Trades Department

Formed in 1946, the Maritime Trades Department, AFL-CIO is a constitutionally mandated department of the AFL-CIO.

In addition to providing grassroots support for the federation's initiatives, the department performs a specialized role in the labor movement by supporting existing federal programs and practices and proposing new ones to ensure the continuation of a strong domestic maritime industry.

A diverse organization representing the full spectrum of the North American workforce, the MTD is dedicated to promoting the interests of working families, not just in Washington, D.C., but at the state, local and international levels as well.

A network of 23 port maritime councils provides our 30 affiliated unions with a mechanism to exchange information and pool their resources on a wide range of issues and projects.

### Industry Profile

Despite the far-reaching changes of the past decade, the various segments of the maritime industry continue to play a pivotal role in the defense and economic development of this nation. Over the past two years, the industry has been able to build upon the successes of the early 1990s, when Congress and the Clinton administration

laid the foundation for a bipartisan and truly effective national maritime policy.

Much more needs to be done, and the MTD is working with its allies in the labor movement and in government and business to promote new job opportunities for maritime workers and those employed in its allied trades. However, measured against the conditions that existed when the Persian Gulf War broke out in 1990, the industry is in good shape.

U.S. maritime workers of all stripes—civilian mariners, longshore personnel and shipyard workers—responded quickly and ably to events in the Persian Gulf, earning praise from the Defense Department and many in Congress. Even so, the industry's prospects looked grim.

Beginning in 1992, Congress and the White House began devising and implementing policies to ensure the long-term health of the industry, first by restoring monies to the Title XI shipbuilding loan guarantee program, then by reaffirming their support for long-standing U.S. cabotage and cargo preference laws and finally by fashioning a new security fleet of U.S.-flag vessels, which is part of a larger Maritime Security Program.

### Since the Last Convention

Since the last AFL-CIO Convention, the maritime industry has made a successful sailing into port under that much-discussed bridge to the 21st century.

Thanks in large part to the MSP, the U.S.-flag merchant marine has continued to provide the Defense Department with a secure strategic sealift capability and access to one of the world's pre-eminent internal networks of intermodal services, including a skilled pool of civilian mariners. More and more commercial vessels are being built in unionized U.S. shipyards, including container-ships, ro/ros, dredges, ferries and double-hulled tankers.

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The many successful legislative developments since the last Convention include:

- The 106th Congress set aside \$30 million for the Title XI shipbuilding loan guarantee program, some \$28 million more than the Clinton administration originally had requested.

- The MSP was fully funded.

- The integrity of our nation's cabotage and cargo preference laws has been upheld. Efforts to weaken U.S.-flag vessel requirements for Export-Import Bank cargoes were thwarted.

- The 107th Congress recently approved \$300 million for the U.S. Coast Guard's proposed Deepwater acquisitions program, which would modernize the U.S. Coast Guard's aging fleet of long-range cutters.

- Attacks against the 1998 Ocean Shipping Reform Act, which, among other things, protects the job security of U.S. longshore workers, have been successfully repelled.

- The 106th Congress repealed an unfair fuel tax that threatened the maritime industry's economic competitiveness.

Overall, Congress and the administration have made a great deal of progress in fashioning a comprehensive maritime policy. Even so, they have fallen short in a number of areas, including:

- *Dredging.* The federal government has been unable to come up with a new funding mechanism to replace the Harbor Maintenance Tax, which was declared unconstitutional. U.S. ports are an important source of jobs and revenues; the federal government therefore has an overriding interest in ensuring they are properly maintained and modernized.

- *U.S. naval shipbuilding construction.* Important national security interests are being threatened by the failure of the U.S. government to set aside

sufficient monies for the construction of U.S. naval ships. Because of inadequate funding, the Navy is building only eight vessels a year. At that rate, the fleet soon will fall below 300 ships, which many believe is the minimum needed to protect U.S. interests overseas. The Navy won't even be able to maintain that number unless the annual build rate is raised to 10 to 12 vessels. Unless quick action is taken, the number of vessels will level out at about 200. The MTD has joined many defense experts and others in the shipbuilding community in pointing out that America's entire industrial shipbuilding base is being put at risk.

- *Creating tax incentives.* While the MTD and others have put forth a number of plans to make small, commonsense modifications to the U.S. tax code to stimulate profitability in the industry, as of yet Congress has not adopted any. These include revising Section 911 of the Internal Revenue Code to exclude from federal income taxes up to \$80,000 of income earned by American seamen while working aboard U.S.-flag vessels engaged in international commerce and treating conventions held aboard U.S.-flag vessels the same as those held on land.

### The 107th Congress: Some Highlights

Title XI and the budget process.

Once again, the MTD is monitoring the budget process to ensure the continuation of vitally important industry programs. Because maritime, by its very nature, is one of the nation's most heavily regulated industries, few things are more important to the job security of American maritime workers than the outcome of this year's budget deliberations.

The Bush administration failed to include any monies for Title XI in its budget request. The MTD, working with its affiliates and through a grassroots organization known as the Title XI Coalition, is advocating that the program be funded at \$100 million annually. Since each federal dollar placed in the program generates \$20 worth of private investment, such an amount, insignificant when viewed in the context of the entire federal budget, would go a long way toward easing a \$5 billion

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backlog of applications pending before the Maritime Administration.

As it did in the 106th Congress, Title XI continues to have strong bipartisan support in Congress. Key House and Senate panels recently recommended that the program be fully funded at \$100 million.

#### Maritime Security Program

Created in 1996 as part of the Maritime Security Act, the MSP has helped the United States preserve a minimum domestic maritime base and enhance its sealift capability. Not surprisingly, the program has attracted strong bipartisan support.

The 10-year program is set to expire in 2005. The MTD and others have been making the case that an early reauthorization of the program is needed to ensure the continued operation and viability of a maritime security fleet of privately owned, militarily useful U.S.-flag vessels. Moreover, the program should be expanded. Present funding levels are enough to cover only 47 vessels. Clearly, a larger reserve fleet would be in our nation's best interests.

#### Arctic National Wildlife Refuge

The MTD has joined a nationwide coalition of unions in supporting the opening of the Arctic National Wildlife Refuge to exploration and development. Such a move could reduce America's growing dependence on foreign oil, enhance the nation's sealift capability and create hundreds of thousands of middle-class jobs for U.S. workers.

Working closely with the Building and Construction Trades Department and other labor

unions, the MTD believes it is possible to develop the region in an environmentally sensible manner.

#### Coastwise Shipping

Working on its own and through a grassroots organization known as the CoastWise Coalition, the MTD has been highlighting a growing threat to our nation's economic future. As international trade doubles over the next two decades, increasing traffic on regional highway and rail systems will reach a critical point. Unless the federal government makes full use of all modes of transportation—water as well as road and rail—Americans can expect major economic disruptions.

The issue is just beginning to get the attention it deserves. This year, Transportation Secretary Norman Mineta highlighted transportation gridlock in an appearance on Capitol Hill, and two House panels—the Coast Guard and Maritime Transportation subcommittee and the Water Resources and Environment subcommittee—held a joint hearing on the matter.

#### Jones Act

Over the past two decades, foreign shipping interests and other opponents of a strong U.S. maritime industry have waged a relentless battle to repeal our nation's vitally important cabotage laws. Fortunately, their efforts have achieved little. If anything, bipartisan support for these statutes is stronger than ever.

Unable to achieve an outright repeal, these groups are ready to support any waiver or loophole in the vague hope such a development could be used as a precedent to chip away at the integrity of the Jones Act and other related laws.

At present, a plan is being floated to relax existing Jones Act standards to promote the development of a mega-transshipment port in Puerto Rico. While enhancing the island's maritime infrastructure is a worthy goal, it is one that can be achieved without debasing existing federal requirements.

#### Workers' Rights (Port Security/Drug Testing)

Legislation has been enacted to enhance security against terrorism and fraud in U.S. ports. The MTD is working to ensure the constitutional rights of longshore workers and other port employees



are respected in any final bill. The MTD also has been tracking developments relating to a drug testing plan issued last year by the Department of Transportation for the same reason.

## The Global Economy

The MTD is giving strong support to the federation's efforts to highlight the pernicious effects of globalization.

Last year, the MTD and its affiliated unions participated in a federation-sponsored demonstration on the Mall in Washington, D.C., opposing permanent normal trade relations with China. Simply put, the MTD believes there is an intrinsic connection between human rights and trade.

This is a particularly important issue for maritime workers. Decades before American corporations began relocating their plants overseas to escape U.S. taxes, minimum wage requirements and any meaningful oversight, U.S. shipping companies helped establish the flag-of-convenience system. As a result, most traditional maritime registries have been decimated. Human rights abuses aboard these vessels are rampant. Worker safety and the environment have been seriously compromised.

The MTD has been working closely with the International Transport Workers' Federation to highlight the issue. A recent study released by the International Commission on Shipping underscored the following point: The FOC system has had a devastating effect on conditions in the international maritime industry.

The ICONS panel held numerous regional meetings with government officials, industry executives and labor representatives worldwide. A respected panel of four international commissioners—Peter Morris (Australia), James Bell (England), Moritaki Hayashi (Japan) and Captain B. F. McKay (Canada)—studied different aspects of the international maritime industry—shipboard safety, the environment, labor rights abuses, manning agencies, classification societies and port state control—and came up with a series of recommendations to restore accountability to the system.

In its testimony to the commission, the MTD noted that the proliferation of FOC registries has created a structural crisis that is manifesting itself

in numerous ways: a future shortage of suitably skilled mariners, an aging world fleet, a dramatic long-term increase in the numbers of accidents and lives lost at sea, serious and chronic human rights abuses and the inability of some flag states to implement international standards.

These issues also were highlighted at a "Ships of Shame" rally on Capitol Hill last year, which was sponsored by the ITF, MTD and its affiliates.

With regard to shipboard safety, maritime unions affiliated with the MTD have been working with their contracted companies to ensure the U.S. maritime industry is able to meet new international training and safety standards.

The MTD also has been active in highlighting specific trade issues associated with globalization. Among other things, it is urging Congress and the administration to stop the unfair dumping of steel products onto American markets, strongly opposes giving the executive branch "Fast Track" authority to negotiate international trade agreements and supports the Union Label campaign to stop the "Made in USA" scam in Saipan.

## Helping Workers Gain a Voice

The MTD actively promotes the federation's ongoing efforts to give workers a voice in our nation's political process. Among other things, it has pushed for an increase in the minimum wage, urged that more federal monies be set aside for school construction, argued on behalf of preserving Davis-Bacon rules and other important worker protections, opposed the privatization of Social Security and opposed ill-conceived utility deregulation schemes that do not advance the following principles: enhanced safety, universal access and preserving the job security of U.S. workers.

## Organizing and Outreach

The MTD's network of 23 port maritime councils gives its affiliates an effective way of supporting each other's organizing drives and engaging in outreach efforts to the public at large.

Port councils from one end of this nation to the other have supported their trade union brothers and sisters in strikes and organizing drives too numerous to mention, such as Verizon, Kaiser Aluminum and McDermott shipyard. They've

worked with such community organizations as the United Way to promote job development and retraining and have taken stands on such important local issues as port modernization in New York and Oakland, preserving the Jones Act in Hawaii and Puerto Rico and promoting the fishing and ferry industries in Massachusetts.

Port maritime councils have opposed the deregulation of the power industry in California and in other states and have supported living wage ordinances in such places as Texas. They've worked to preserve meaningful workers' compensation standards and helped get out the vote during the 2000 elections.

Trade union activists associated with the department have, among other things, met with port chaplains, worked with reporters to highlight abuses aboard substandard FOC vessels docked in U.S. ports and offered strong support to the International Longshoreman's Association campaign on behalf of the "Charleston 5."

Right now, the MTD is working closely with the federation, international trade unions and a number of our own affiliates to secure justice for workers employed in the thriving Western Gulf offshore oil and gas industry, which employs some 15,000 civilian mariners. It also is supporting

other organizing drives in the area, including those aimed at shipyard and helicopter workers.

Two years ago, civilian mariners at Trico Marine and other offshore marine companies in the Western Gulf approached a coalition of MTD unions in an effort to improve safety and working conditions. From these meetings sprang the Offshore Mariners United.

Recently, a delegation of international trade unionists from unions that have members employed by companies that perform services overseas for Trico toured Houma, La. Conditions were so bad that one union, the Norwegian Oil and Petroleum Workers Union, is urging international action against Trico's foreign entities. According to the delegation, Trico is breaching articles 20 and 23 of the U.N.'s World Declaration on Human Rights and ILO Convention 98.

In late August, affiliates of the MTD signed a unity pact with the Brazilian Seamen's Union in support of the Trico workers.

Workers who have joined the OMU's cause merely want good jobs, decent pay, better benefits, more upgrading opportunities, job security and stability. Yet what they're being offered is something else—anti-union harassment on a scale that hasn't been seen since management violated labor laws at Avondale shipyard.

### In Summary

It has been a productive two years since the last AFL-CIO Convention. Much progress has been made in strengthening the U.S. maritime industry and in advancing labor's legislative and political agenda. By remaining actively engaged and working in a coordinated fashion with the rest of organized labor, we can meet the challenges before us.

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## Metal Trades Department

Founded in 1903, the Metal Trades Department is the oldest AFL-CIO constitutional department and the only one with a collective bargaining function. The department's primary jurisdiction is in the representation of both private and federal skilled craft workers in shipbuilding and related maritime ventures, energy and nuclear facilities and certain mining and manufacturing operations.

Operating with a staff of two office assistants and two representatives, assigned to the East and West Coasts, the department provides a multi-union apparatus to facilitate union representation where an employer requires a workforce with multiple skills and crafts. The representatives, working with President John Meese, share responsibility for leadership, training, contract administration and research for the department's local councils and regional councils. Additionally, there are specialized councils for the federal employees represented by the department.

In addition to their role in creating an orderly structure for collective bargaining, local Metal Trades councils resolve jurisdictional issues among affiliates, administer collective bargaining agreements and conduct training for stewards and officers.

### Organizing

On a national level, the department assists in organizing through research, support and logistics

for conducting campaigns where multiple crafts are involved. At the level of local councils, Metal Trades councils require consensus among affiliates prior to undertaking projects. Participation in a Metal Trades organizing campaign is optional among affiliates, but jurisdictional claims to represent newly organized workers are limited to those affiliates who participate in that campaign.

### Industry Trends

The department tracks developments in shipbuilding, public and private nuclear operations, governmental affairs and budgeting and federal agency regulations and decisions. The department monitors legislative activities affecting both its federal and private-sector interests, with specific attention to its primary employers—the Department of Defense, the U.S. Navy, appropriations for support of the shipbuilding and maritime industries and the Department of Energy. Perennial legislative issues include Buy American statutes, the Davis-Bacon and Service Contract acts, appropriations for shipbuilding loan guarantees, governmental decisions relating to shutdowns of governmental facilities and federal pay and contracting decisions.

Internationally, the department maintains close relationships with affiliated unions and other AFL-CIO constitutional and staff departments to monitor global developments affecting shipbuilding, particularly those that affect workers covered by Metal Trades agreements.

### Membership Profile

Twenty-one international unions are affiliated with the Metal Trades Department. The workers covered by Metal Trades contracts are predominantly craft workers who require representation with an employer operating a complex facility where a diversity of skills is required—primarily shipbuilding and nuclear operations, both private-sector and federal operations. Metal Trades contracts require clear definitions of work rules, safety operations and processes that integrate the various skills required to carry out the employers' mission. The department plays an important role in maintaining jurisdictional lines among signatories to an agreement.

### Community, Political and Legislative Relations

Metal Trades councils are encouraged to assume active roles in the political education and political action programs of their respective affiliate unions and the grassroots programs established by AFL-CIO national, regional and central bodies. Generally, it is not practical for local Metal Trades councils to establish parallel political action and education programs where those programs already are well established and effective.

Similarly, the department's local councils are encouraged to participate generously in community action, outreach and coalition activities through the AFL-CIO and individual union programs.

## Shipbuilding

Into the 21st century, the Metal Trades Department sees new opportunities to expand trade union representation in shipbuilding and related enterprises. After years of underperformance, the shipbuilding industry in the United States appears poised for a period of heavy activity and growth. The U.S. Navy has permitted its active fleet to fall precariously low, to fewer than 400 ships. The recent jolts to America's sense of security administered by terrorist attacks on Sept. 11—along with the attack on the USS Cole—should prompt a new wave of public opinion in support of massive ship construction of Navy vessels of every variety.

Furthermore, appropriations allocated in the final year of the Clinton administration will provide substantial economic activity in the construction of specialized vessels for the U.S. Coast Guard.

In the private sector, environmental concerns and increased economic activity have created a growing demand for specialized tankers, cargo vessels and passenger vessels. New design and construction technologies have provided new energy for the shipbuilding industry. This summer, the department hailed the start of construction of the first of a series of vessels by Kvaerner Shipyard in Philadelphia, located on the grounds of the former Philadelphia Naval Shipyard. The first new entrant to the shipbuilding industry in recent years, Kvaerner agreed to Metal Trades representation and signed a collective bargaining agreement in 1998.

In certain regions of the country, there is a growing recognition that transportation and traffic congestion can be addressed with increased use of water transportation. In recent years, the department's Puget Sound Metal Trades Council played a significant role in encouraging the expansion of ferry transportation in the state of Washington and backing state and federal allocations to fund additional ferry service and construction.

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A multiplier effect ripples throughout the supply chain of the shipbuilding industry, where additional jobs are created in related enterprises—from anchor chain, engine and fabrication parts to electronics and navigational aids.

In both private shipbuilding and the U.S. Navy's remaining ship repair facilities in Hawaii and on the East and West Coasts of the continental United States, the department has played an active role in negotiating new work rules that provide the employer with efficiencies and savings while protecting jobs and creating incentives to generate new work. The department has carefully weighed requests from these employers to ensure that work rule changes do not compromise safety conditions for Metal Trades-represented workers and that these changes are not used as a ruse to reduce employment.

All these factors should translate into dramatic new employment opportunities in the shipbuilding industry. It is incumbent on the department and our affiliated unions to work together to see that the new jobs created on the wave of this activity will be union jobs, and that facilities already organized remain union.

Prior to the change in administrations after the November 2000 elections, the department—in conjunction with many of its affiliates and the AFL-CIO—had been in deep discussions with shipbuilding employers and officials within the Department of Labor and the Department of the Navy to encourage development and funding for new apprenticeship programs for shipyard crafts. The department will continue to press for the

adoption and funding of this plan to address the growing need for and the acknowledged shortage of skilled shipbuilding personnel.

### Outsourcing in the Federal Sector

Several Metal Trades councils in the federal sector report they are under siege as a result of new pressures within the federal government to expand the contracting out of federal jobs to private employers, especially within the Department of Defense. The Pentagon is proposing to remove some of the few remaining constraints on federal management to allow contractor takeovers of a number of functions performed by federal workers regardless of cost or efficiency considerations. The department will support congressional efforts to reign in Pentagon contracting practices and to provide new opportunities for federal workers represented by the department to bid for the right to reclaim work previously contracted out.

### Avondale

In 1999, the department closed out the long-running organizing campaign at Avondale Shipyards with a first contract for the 4,000 employees there. The New Orleans Metal Trades Council has subsequently elected a new slate of officers and is providing ongoing training in

contract administration and representation for the stewards at the shipyard.

The Avondale campaign was the first major organizing victory in the South in more than a decade. It was also the first major successful campaign in a shipyard in a generation. The details of this campaign have been chronicled thoroughly in earlier reports and need not be repeated here, save to note the shortcomings of the National Labor Relations Act. It is also important to spotlight the sordid role the U.S. Navy played in enabling a scofflaw employer not only to thwart the voice of these workers but to do so at little or no financial risk to anyone except U.S. taxpayers. It was with no small measure of satisfaction that the department received a belated but very welcome decision by a federal judge this year directing that the employer make wronged employees and the government whole for an estimated \$10 million. Some \$5.4 million of that total represents money that the judge determined Avondale had collected improperly from the U.S. Navy to improperly reimburse the company for expenses involved in fighting union representation.

The department is tracking a number of organizing campaigns in various stages of development. The department will continue to lend assistance to these campaigns as required.

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Remediation of nuclear weapons facilities continues to be a major area of employment for Metal Trades-represented workers. The technology of cleanup and restoration of these areas—including Hanford in Washington and Fernald in Ohio—is a labor-intensive process. The department has taken a proactive role in promoting research and development of productive alternative uses of spent nuclear fuel and weapons materials and will continue to do so in the future. The department also has played a pivotal role as an intermediary between the Department of Energy and key contractors who are supervising the cleanup process to ensure the safety of the workers involved as well as the safety of nearby communities. The department and its local councils in both Hanford and Fernald have participated in safety and educational programs to allay concerns and expand understanding about the remediation process.

### Leadership Development

Leadership development within the department and its councils is largely a function of training at the local level. On request, the department provides local councils with training programs suitable for stewards and local officers in contract administration, representational skills, grievance handling and union administration. The department conducts an annual meeting for local and regional councils. A significant portion of the agenda for these sessions is devoted to representational training, with one component designed for federal councils and another for those with private-sector responsibilities.

### Contracts and Representation

The department holds more than 50 recognitions within the federal sector as the representative of various federal shipyards and other Defense Department and Department of Energy facilities. The department's private-sector representation responsibilities include contract personnel at the U.S. Department of Energy in six locations and craft and trade workers at eight private shipyards, including Avondale in New Orleans; Electric Boat in Groton, Conn.; Kvaerner Shipyard in Philadelphia; Ingalls in Pascagoula, Miss.; and Todd Shipyard in Puget Sound, Wash., as well as dozens of smaller shipbuilding operations along the West Coast and in the Pacific Northwest.

The department continues to represent the workforce of the Panama Canal Co. even though its operations have been formally turned over to that nation and labor relations are now governed by Panama's own labor laws.

Over the past two years, the department has followed a strict policy of cooperation and collaboration with all other departments of the AFL-CIO and support for the overall programs of the federation. The department is appreciative of the support and cooperation it has received from its 21 affiliated unions and the other operational arms of the federation.

As we approach the observance of our centennial year, we recognize that the challenges we confront will tax our energies, imagination and leadership skills. We also recognize that the working families that depend upon the Metal Trades Department for vigorous representation deserve the very best we can give. That is the charge we will continue to follow in the years ahead.

## Department for Professional Employees

“If the labor movement is to grow as it should—and as it must—it will be by organizing millions more professional, technical and administrative support workers. Make no mistake about it. That is one of the highest priorities of the federation.”

JOHN J. SWEENEY, AFL-CIO PRESIDENT, SPEECH TO 1997 DPE CONVENTION

### Professional Workers in the New Millennium

The proliferation of professional and technical workers in the last quarter of the 20th century, as well as the growth of contingent and other non-traditional work arrangements in the burgeoning service sector, are causing major shifts within the American labor movement. As implied commitments by companies to workers evaporate, so do the loyalties of professional employees to the organizations that employ them. Simultaneously, the role of unions in building new and improved social programs and support systems for these workers expands along with opportunities for organizing.

The changing character and conditions of work and the resulting turbulence have brought larger numbers of professional and technical workers into the labor movement since the last AFL-CIO Convention. During the past two years, engineers and technicians, nurses and doctors, university researchers, professors and graduate teaching assistants, psychologists, customer service representatives, as well as a host of others, have joined the millions who already find a voice for themselves and their professions within the unions of the DPE. As of this report, our 22 affiliates collectively represent some 4 million professional, technical and administrative support workers employed in education, health care, entertainment and media, science and engineering and public administration.

While total union representation has fallen since DPE was created in 1977, it has increased to

22.5 percent among the professional occupations. Professionals currently constitute the largest contingent of union members of any occupational classification. Significant numbers of technical and administrative support workers also enjoy union representation. And despite the common perception that organized labor primarily attracts and represents blue-collar workers, almost 50 percent of union members wore white collars in 2000 and their numbers are rising. Growing insecurity, increasing work hours and decreasing job satisfaction are prompting these workers to turn to the collective power of unions for support and assistance.

### Organizing and Collective Bargaining Support

The department initiated new efforts to provide key assistance to affiliates during organizing campaigns and contract disputes:

- DPE helped raise funds for the internal organizing effort by the Society of Professional Engineering Employees in Aerospace/International Federation of Professional and Technical Engineers among Boeing engineers. The early support of the DPE network helped SPEEA's membership grow from its pre-affiliation number of 10,000 to its current membership of more than 20,000. Since SPEEA's affiliation with IFPTE, it has successfully organized another 4,000 information technology and technical workers at Boeing's Wichita, Kan., plant. Another SPEEA/IFPTE organizing drive is currently under way among 5,000 engineers in St. Louis at the former McDonnell- Douglass (now



Boeing) facility. On behalf of IFPTE, DPE again has requested the support of the AFL-CIO organizing fund in the St. Louis campaign.

■ During the six-week Boeing strike that followed the SPEEA/IFPTE affiliation, the DPE facilitated support from the AFL-CIO Strategic Campaigns Committee and AFL-CIO affiliates in general. The federation lent both financial and staffing support that was critical to the success of this strike by more than 17,000 Boeing engineers.

■ During the six-month commercial advertising strike by the Screen Actors and Television and Radio Artists, the department was directly involved in strategy discussions between the unions and the AFL-CIO. The DPE also advised AFL-CIO leadership and corporate campaign staff assigned to assist with the strike regarding appropriate support measures throughout the dispute.

■ The DPE also facilitated early roundtable discussions with AFL-CIO President John Sweeney and Secretary-Treasurer Richard Trumka and the Hollywood unions prior to contract bargaining in 2001, which concluded successfully in early June with a contract settlement.

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■ The department provided boycott support assistance directly and through the AFL-CIO to Actors' Equity against the nonunion, traveling theatrical productions of "Sound of Music" and "Music Man."

## Training and Outreach

### Organizer Training

In response to affiliate requests for assistance, the department is working with the George Meany Center for Labor Studies to develop courses in training new organizers of professional workers. A pilot course was held in early 2000. Attended by organizers from nine DPE affiliates, this was the second successful test program that led to the weeklong Basic Course in Organizing Professional, Technical and Other Highly Skilled Workers offered by the center in March 2001 and slated for next year. Similar collaboration is under way with the center on a curriculum for a pilot course geared to lead organizers scheduled for December 2001. The DPE intends for these courses to become an annual offering at the center.

### Outreach to Pre-Professionals

A DPE task force chaired by AFT Secretary-Treasurer Ed McElroy blocked out a strategy for carrying the union message to pre-professionals in colleges and universities, unorganized professionals and the general public. In the past two years, with AFT members acting as faculty advisers, discipline-oriented student groups were created in journalism, media and communications and, with the assistance of the Musicians, in music. Plans are under way to develop programs in technical disciplines and health care as well.

At Eastern Illinois University (in journalism, media and communications) and at the Berklee College of Music, a series of programs has been held to promote an understanding of the role unions play on behalf of professionals in these occupations. Activities have included workshops, lectures, small gatherings, lunches

and class presentations, all involving representatives from the affiliates. More programs are planned for these campuses, as is expansion of both programs to other locations. The department also sponsored a briefing for a group of 25 top engineering students from colleges and universities throughout the nation who were in Washington, D.C., as part of a national internship program. The success of these programs has led affiliates, including AFM and Actors' Equity, to initiate their own outreach efforts to pre-professionals.

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#### Professional Associations

The DPE continues to assist affiliates in building relationships with nonunion professional organizations and their members by establishing a presence whenever and wherever possible at professionally oriented conferences and meetings. DPE publications identify these organizations within key areas and provide information on the locations and dates of their major meetings. The next step is to plan activities that will help the affiliates relate more directly to these organizations. Two examples of this interaction are with the Institute of Electrical and Electronics Engineers and the American Public Health Association. For the past several years, the DPE has collaborated with IEEE to lobby Congress against increases in the H-1B guest worker program. The DPE also continues to work with APHA's Labor Caucus to expand its

membership and sponsor workshops and other activities. The department worked with HERE and other caucus members to craft an APHA policy resolution calling for their affiliates to use union hotels for events.

#### Unions and Professionals

Communicating to professionals and the general public the message that today's unions serve all professionals, including those at the highest levels, is another outreach strategy of the DPE. To do this, the department is planning to hold a series of well-publicized public events featuring prominent professionals in the arts, journalism and the media, science and technology, education and health care who are union members and who understand and reflect the values and traditions of the labor movement. The department, with The Newspaper Guild-CWA, AFT and other groups, is planning a one-day meeting on the threats to freedom of the press and academic independence posed by growing commercial and ideological intrusion into these areas of free expression. The event will feature two panels of union-member press and academic experts as well as others.

Additional public events are in the planning stages.

#### Communications

To enhance the profile of the department and its activities and to relate more effectively to the public and professional workers, the DPE created a new staff position in 2000 to coordinate its public affairs outreach. Through interviews, press releases, opinion editorials, letters to the editor and other press opportunities, the visibility of the DPE and labor's message about unions and professionals is now reaching a wider audience.

#### Research and Publications

The department focuses its resources on activities that assist its affiliates in relating to and organizing the professional, technical and administrative workforce. The extensive research and publications



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work of the DPE supports this objective, as do its lobbying and other public policy activities. In the past two years, the department has issued a total of 10 publications. The first were a series of five economic reports that present comprehensive portraits of the white-collar workforce:

■ *The Professional and Technical Work Force: A New Frontier for Unions* surveys America's rapidly expanding professional and technical occupations and the development of unions within them. Chapters of the 99-page report discuss different occupational categories.

■ *Current Statistics on White Collar Employees* is a compendium of data on the composition of the white-collar workforce; employment gains, losses and projections; the rise and nature of contingent work arrangements; union membership; trends in wages and salaries; college enrollment; and other data.

■ *Salaried and Professional Women: Relevant Statistics* presents data depicting the growth, employment and earnings trends of women in the professional and technical workforce and their increasing participation in unions and higher education.

■ *Current Statistics on Engineers, Scientists and Technicians* offers data on employment and earnings in these occupations, union membership, trends in college and university education and related areas.

■ *The Service Sector: A Statistical Portrait* includes sections examining the growth in service-sector employment, with projections for the future; earnings in service-sector industries; union membership; and the sector's role in U.S. trade.

Three other publications—*Societies for Engineers, Scientists and Technicians*, *Non-union Organizations for Professional and Business Women* and *Societies for Health Care Professionals and Technicians*—analyze the membership benefits of various professional societies and organizations and include schedules of their upcoming conferences and meetings. Two additional publications focus on the status of the contingent workforce, with particular regard to professional employees. *Disenfranchising Employees: A Briefing Book on Worker Classification Under the National Labor Relations Act* is a legal analysis of the status of professional workers, temporary, leased, agency and other contingent employees under the NLRA. The problems this poses for union organization and some possible solutions are discussed. *Virtual Employees Have Virtually No Protection* is a brief lay version of the above 210-page publication.

## Legislation and Public Policy

From late 1999 through mid-year 2001, the department was involved in nearly 20 different legislative, regulatory and other policy matters. The DPE provides legislative, research, strategy and agency liaison support to affiliates and advises the AFL-CIO on policy matters that are unique to DPE affiliates. Among the major issues of concern were:

### Telecommunications

■ Lobbying the Federal Communications Commission and Congress to preserve certain broadcast regulations, including restrictions on newspaper/broadcast cross-ownership.

■ Stopping legislative efforts by right-wing religious broadcasters to end-run the FCC's broadcast license renewal process for noncommercial, educational public broadcasting TV licenses.

■ Securing labor-backed protections enhancing consumers' programming choices in satellite

broadcasting legislation through “must carry” and retransmission consent requirements related to the rebroadcast of local TV programming.

- Joining other affiliates in filing comments with the FCC supporting adoption of the American standard for high-definition TV.

#### Labor Law

- The DPE, the AFL-CIO and affiliated unions thus far have been successful in warding off efforts to further erode Fair Labor Standards Act overtime protections for certain classifications of computer information technology professionals.
- The department supported affiliates on House-passed legislation to enact a limited anti-trust exemption for certain health care professionals so they could bargain with managed care plans.
- The department also is backing legislation to address the problem of employer misclassification by simplifying and reforming the legal definition of independent contractors.

#### Tax Issues

- The DPE supported 2001 legislation to make permanent the extension of Section 127 of the Internal Revenue Service code, which allows workers to exclude from taxable income employer-provided educational tuition benefits. The legislation, which was later included in the Bush tax package as a 10-year extension, extended the exclusion to graduate-level training.
- The DPE also has been pushing Congress to amend the Alternative Minimum Tax (AMT) to end discriminatory tax treatment against middle-income performers.
- The department opposes legislation to extend the congressional moratorium disallowing the states from collecting sales taxes on Internet commodity transactions without provisions enabling state and local jurisdictions to eventually collect

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billions in lost revenue. The DPE established a task force of affiliate lobbyists to work on this issue.

#### Immigration

- Despite the opposition of the DPE, the AFL-CIO and affiliated unions, Congress overwhelmingly approved and President Clinton signed legislation to massively expand the H-1B guest worker program less than two years after it had passed legislation nearly doubling the H-1B cap.
- The department opposed an Immigration and Naturalization Service proposal to implement a so-called “grace period” to allow dislocated H-1B workers to stay in the United States and compete against U.S. workers for high-tech jobs.

#### Intellectual Property

- The department has been working to convince Congress to successfully restore copyright protections for recording artists and lobbying Congress to forestall publishing industry efforts to reverse the Supreme Court’s landmark decision in *Tasini v. New York Times et al.* that sustained the right of free-lance writers to be compensated for the republication of their works on the Internet.

#### Other Issues

- The department also successfully lobbied for additional funds for the National Endowment for the Arts.

## DPE Leadership

The new millennium ushered in an historical change of leadership for the department as its first and only CEO—Jack Golodner—announced his retirement in 2000. Since it was first chartered by the AFL-CIO in 1977, the DPE had been ably led by Brother Golodner, who, in the late 1960s, had been the driving force in the formation of the Council of AFL-CIO Unions for Scientific, Professional and Cultural Employees, which later became the DPE. During Golodner’s more than three decades of service, the role of professional and technical workers in the labor movement rose to major importance. Throughout his tenure, Golodner sought to give voice to their concerns and dedicated himself to bringing the benefits of collective bargaining and union membership to their ranks. At his retirement in early 2001, the General Board of the DPE, in adopting a resolution naming Golodner president emeritus, said this about his tenure:

“As the labor movement meets the challenges of a changing economy and changing workforce,

we owe Jack a debt of gratitude for his farsighted leadership in laying the groundwork for union growth among professional and technical workers. His depth of knowledge, compassion and dedication to the cause of working families is recognized by all that know him. We value having had the benefit of his talents and friendship for these many years.”

As his successor, the board named Paul E. Almeida, president of the IFPTE since 1994. In the past several years, IFPTE has been among the fastest-growing unions within the federation. Through new organizing and affiliations, IFPTE doubled its size from 30,000 to 60,000 in less than five years. Almeida, an engineer by profession, had been a general vice president and executive board member of the DPE and chaired its Committee on Engineers, Technicians and Scientists.

The other principal officers of the DPE were: chairman of the board, CWA President Morty Bahr; first vice president, AFSCME Secretary-Treasurer Bill Lucy; and treasurer, OPEIU Secretary-Treasurer Gilles Beauregard.

## Transportation Trades Department

We are pleased to submit to the 2001 AFL-CIO Convention a report on the activities of the Transportation Trades Department.

Obviously, there is nothing more permanently etched in our minds than the horrific events of Sept. 11. The attacks on our country not only claimed the lives of 33 courageous airline workers, but during recovery efforts since that day thousands of union members in every sector of the workplace have risen to the occasion by putting their dedication and solidarity on display to ensure the spirit of America is not shaken.

Although transportation labor has had a busy two years since the last AFL-CIO convention, a significant portion of this report will focus appropriately on the days and weeks following Sept. 11 as we mobilized to save an industry and its workforce and to stop those who would use our transportation system to terrorize America, weaken our economy and ultimately undermine the confidence and mobility of Americans. A large number of important activities, therefore, will not appear in this report due to space constraints.

### A Strong National Voice

TTD, now in its 11th year, has continued to focus on carrying out its core mission of providing a strong national voice in the legislative, policy and political arenas for the millions of workers in the aviation, rail, transit, trucking, highway, parcel delivery service, longshore and maritime sectors represented by the department's affiliated unions. TTD has grown since the 1999 convention with several more unions seeking and securing affiliation, including:

- The National Association of Letter Carriers,
- The International Longshoreman's Association,
- The Master, Mates and Pilots,
- And the Office and Professional Employees International Union, which affiliated its growing units of helicopter pilots.

With the number of member unions in TTD growing to 33, transportation unions are more poised than ever to represent their members

before Congress, the executive branch and independent government agencies.

### Busy Two Years

Even before the horrible terrorist attacks Sept. 11, the transportation industry was in a dynamic and often turbulent state, a time of great uncertainty for transportation workers and their families. Much of this is the result of mergers and consolidations, the effects of globalization and employers seeking to capitalize on the transfer of power in the White House.

We have been busy on numerous fronts, including:

- Finalizing new Federal Aviation Administration regulations governing the safety of aircraft repair facilities based overseas;
- Globalization and trade issues, including the ongoing battle over NAFTA cross-border transportation safety and aviation liberalization;
- Airline competition policies;
- Airline collective bargaining disputes and the McCain "baseball" arbitration legislation;
- Bush administration appointments;
- Transportation infrastructure and system investment, including mass transit, highways, airports and air traffic control, Amtrak and commuter rail, ports and navigation channel dredging;
- Railroad retirement reform legislation;
- Blocking Bush administration raids on the funding guarantees in TEA-21 and AIR-21;
- TEA-21 implementation issues, including raising safety standards for small commercial van operations;
- Security and safety of transit workers and passengers;
- Legislation creating a new Federal Motor Carrier Safety Administration;
- Amtrak and high-speed rail legislation;
- Workplace safety, including ergonomics standards and Occupational Safety and Health Administration protections for flight attendants and hazardous materials employees;

- FAA employee issues and air traffic control privatization and modernization;
- Port security legislation;
- Pipeline and hazardous materials safety;
- Drug and alcohol testing program reforms, especially involving validity testing; and,
- Commercial driver's license standards.

### Legislative Activists

At the same time, we have moved ahead in implementing new grassroots initiatives adopted by affiliates at our July 2000 convention, marking the department's 10th anniversary. In the fall we designed and launched a revamped website, [www.ttd.org](http://www.ttd.org), and *The Transportation Worker*, a new online newsletter for transportation workers in the field geared exclusively to activating them to speak out and, specifically, to "Tell it to Washington" via our website. These will be the foundation for TTD's new legislative activist program and will become the tools for educating transportation workers on the wide range of transportation policy issues and challenges.

This initiative is intended to bring national debates back to politicians' states and districts by activating rank-and-file leaders and activists. While these initiatives are still in their infancy, they are beginning to pay huge dividends to our lobbying efforts and will be the platform for our

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participation in political education in 2002 and 2004. To that end, TTD will continue to join legislative activism with political education during and between elections by integrating transportation worker issues into select congressional races and the 2004 presidential contest through the use of these Internet-based communications tools.

### Sept. 11 Attacks

In the wake of Sept. 11, the transportation industry has changed forever. This reality has forced us to direct most of our energies and resources to dealing with the challenges stemming from this act of terrorism carried out in the transportation system. At the forefront of these efforts has been our ongoing campaign to enact relief legislation for laid-off airline industry workers—the economic victims of the severe financial distress faced today by the airlines, the airports, aircraft manufacturers and the vast supplier sector.

The economic fallout since the attacks obviously hit harder in the transportation industry than anywhere else in our economy. With cross-country flights being used by terrorists as weapons of destruction, the entire air transportation industry was grounded on Sept. 11 and remained shut down through the following weekend. This decision idled hundreds of thousands of union members and cost the airlines more than \$1 billion in losses in just the first few days.

The effects on airline workers have been dire, with more than 110,000 airline layoffs announced in the first few weeks and tens of thousands more expected. The ripple effect elsewhere in this industry has been devastating as well, with 30,000 Boeing Co. workers slated for layoff and thousands more in and around airports and with suppliers losing their jobs and bracing for long-term unemployment.

By late October, the industry was operating at about 75 percent capacity, with load factors improving only because the system has eliminated

thousands of flights. Aircraft purchases have been canceled or deferred at astonishing levels, with Boeing expecting significantly softer aircraft sales next year than previously projected. Accurate or not, analysts are predicting airline bankruptcies, which is having a further chilling effect on the industry's ability to regain confidence with the customer. These economic conditions also are making it extremely difficult for aviation workers at the collective bargaining table.

### Worker Relief Bill

A great deal of our time has been directed at passing a relief bill for laid-off airline industry workers. Sen. Jean Carnahan (D-Mo.) led the effort by sponsoring legislation that provides extended unemployment and health care benefits and training and re-training assistance. Reps. Richard Gephardt (D-Mo.), Melissa Hart (R-Pa.) and Alcee Hastings (D-Fla.) sponsored companion House bills. Unfortunately, despite numerous promises to the contrary, as this report was finalized

Congress had yet to enact relief legislation for these out-of-work airline employees.

The first promise came when Congress was considering a \$15 billion emergency bailout bill for the airlines, which was supported by TTD and its airline affiliates. This legislation provided \$5 billion in direct cash subsidies and \$10 billion in loan guarantees. Promises were broken when House Majority Leader Dick Armey (R-Texas) and House Majority Whip Tom DeLay (R-Texas) blocked consideration of the legislation, with Armey claiming our effort to help laid-off workers was not in the "American spirit." Next came the Senate aviation security legislation, to which Sen. Tom Daschle (D-SD) and Carnahan tried to attach the worker relief bill. Despite the support of 56 senators (including five courageous Republicans) on a roll call vote, we could not muster the 60 votes needed to choke off a filibuster waged by Sen. Trent Lott (R-Miss.) and others. As of this writing, we were busy seeking to attach our bipartisan worker relief measure to other legislation and

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were locked in a struggle with Arney and Delay in the House and Lott and Phil Gramm (R-Texas) in the Senate, among others, who have thrown up one roadblock after another to stop this legislation.

One of the major mobilizations we undertook was a press conference and rally in October with hundreds of rank-and-file workers, AFL-CIO President John Sweeney, airline union officers and several senators and members of the House. In just a few days, we also generated thousands of e-mail letters and phone calls to Congress from rank-and-file members. These have been among our efforts to continually put a human face on this battle, a move we believe helped secure the support of several Republicans. We are especially appreciative of the personal involvement of John Sweeney and AFL-CIO Secretary-Treasurer Richard Trumka, who have worked tirelessly on behalf of our campaign. We also want to thank the federation for lending its resources, including placing two-page ads in *The Washington Post* and *New York Times* urging Congress to act.

### Transportation Security

Clearly, the transportation industry—especially airlines—has taken a big hit in the public eye as new questions arise daily about the security of the system. We have tried to the best of our ability to contain this feeding frenzy on Capitol Hill and bring focus to the objectives of TTD affiliates. We have been pushing numerous proposals as Congress has considered an array of legislative proposals.

The debate over port security legislation—already in early drafting stages months before Sept. 11—is critically important to transportation labor. While we have advanced unified longshore labor interests and concerns, we continue to have great concern over the possible imposition of criminal background checks on existing workers, including those who already have been subject to such checks. The outcome of this debate is crucial, because it may set the standard for all background check procedures applied across the entire transportation workforce in this time of heightened security concerns. As this report was being completed, we already were dealing with efforts to impose sweeping criminal background checks on airline and trucking employees without consideration of important workers' rights and due process issues.

TTD will continue pushing a unified transportation security agenda that addresses breaches in the system and better protects workers on the job. We will also continue to speak out on issues involving the treatment of workers in the implementation of any background check procedures. Further, with the concerns surrounding exposure to anthrax, especially among postal workers, we will be evaluating any and all proposals that would minimize exposure to such lethal substances, especially in the parcel delivery sector where tens of thousands of our members work.

### Economic Stimulus

We also added our voice this fall to the debate over economic stimulus legislation, as business interests and their congressional allies peddled numerous tax cut proposals. In addition to supporting the AFL-CIO broad blueprint for stimulus and worker assistance, we insisted that any stimulus package include a major transportation investment component covering mass transit, airports and air traffic control, highways, Amtrak and commuter rail, ports and navigation channels.

Our efforts were directed at using such existing funding mechanisms as TEA-21 (highway/transit) and AIR-21 (airport and air traffic control) programs and enacting new legislation for other sectors where needed. Rep. Jim Oberstar (D-Minn.)



and Sen. Harry Reid (D-Nev.) led the battle by releasing major transportation stimulus packages that contain many of our objectives. TTD President Sonny Hall said it best in a press statement after TTD's fall executive committee meeting: "Improvement and expansion of our transportation system and infrastructure will not only accomplish economic stimulus and job creation goals—it will significantly improve transportation security, which in turn will inspire confidence in an industry that is reeling since the terrorist attacks on our country."

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## Organizing and Bargaining Support

Our work in the area of organizing and bargaining has focused largely on playing a value-added role where it is appropriate to do so. We have brought unions together for better informed, more integrated campaigns to organize and bargain on behalf of transportation workers. This is typically conducted around a specific, targeted activity, such as the busy season of bargaining this year in the airline industry. We want to thank Richard Trumka for putting the weight of the AFL-CIO Strategic Approaches Committee, which he chairs, behind these efforts.

We have been assisting in targeted affiliate campaigns to organize airport workers in security, restaurant and retail work. We have tried to amplify the voices of the affiliates through our relationships with the leaders of national airport and port authority groups. We have attempted to offer institutional support for flight attendants at Delta Air Lines and Teamsters members fighting a protracted battle against the unfair labor practices of anti-worker Overnite Transportation. An example of this activity was our work to secure support from members of the House for a sign-on letter urging Delta Chairman Leo Mullin to stop blocking the will of his flight attendants seeking to organize a union.

Where politics and collective bargaining collide in the airline and rail sectors, we have coordinated educational outreach to members of Congress. In 2001 we have been especially busy countering the efforts of the airlines and

their new-found ally in the White House to weaken airline workers' bargaining rights. Specifically, we have had to respond to a White House that repeatedly has threatened to exercise its authority to intervene in bargaining disputes and we have faced an industry-led campaign to enact legislation that guts the Railway Labor Act processes by imposing "baseball" style arbitration on airline workers. This winter we are bracing for possible battles over freight rail and Amtrak negotiations. We also will engage in a pending nomination to the National Mediation Board to fill a vacancy left behind by Ernie DuBester's departure.

## Challenges and Opportunities Going Forward

Clearly the biggest challenge facing transportation workers will be the nation's war on terrorism and its effects on our members' jobs and working conditions. As of this writing, the airline industry and its workers were in the midst of an economic tailspin. We expect dramatic changes in security and other processes in all sectors of transportation. We will remain vigilant in protecting our members during this sweeping wartime transformation of our industry.

We intend to continue our efforts to isolate and expose such anti-labor, nonunion giants as FedEx, Overnite and Delta Air Lines. We will continue to work to protect collective bargaining rights, federal funding for the transportation system and infrastructure and key worker safety

programs. We will speak out against risky, ideologically driven privatization schemes directed at Amtrak, air traffic control and mass transit. We will continue our work to ensure that the complicated task of integrating economies in an era of globalization respects the jobs and the safety of workers. This will include fighting to keep unsafe and uninspected Mexican trucks and buses from using their NAFTA privileges to travel freely throughout the United States, opposing bad trade negotiated under the straitjacket procedures of Fast Track and guarding against the use of bilateral and multilateral aviation liberalization negotiations to weaken foreign ownership and cabotage laws. And we will push for significant improvements in worker training mandates, especially as they relate to safety and security issues arising out of the Sept. 11 terrorist attacks.

The terrorist attacks—and policymakers' responses to them—have significant effects beyond just the airlines. Amtrak ridership has jumped dramatically, simultaneously showing its value to our nation, its exposure to security risks and its inability to secure needed financing to fulfill its mission. Shipments by truck and rail are affected by new security and logistical needs, especially in the area of hazardous materials transportation. The security and operations of our public transit systems are under new review as security and mobility needs collide and as public demand for more and better transit services grows. Firefighters, the nation's first responders to transportation emergencies of all types, need new federal resources, which we will fight to secure. And new attention is being focused on the issue of criminal background checks for transportation workers in all sectors, raising privacy, due process and workers' rights concerns.

Prior to the Sept. 11 attacks, a dominant issue for transportation labor was opposing President Bush's plans to throw open our highways to unsafe and uninspected Mexican trucks and buses. TTD affiliates succeeded in persuading large majorities in the House and Senate to step in to protect highway safety. Congress said that before trucks and buses from Mexico use their

NAFTA privileges to travel on our roads, they must first meet our standards for safety, health and labor protections. As of this writing, the president was threatening to veto any legislation restricting the flow of Mexican motor carriers.

We also have been working with our rail unions in support of legislation that would finally give rail workers a secure retirement system. Both rail unions and the railroads support this bill, which makes long-overdue improvements in survivor benefits, provides better health benefits for retirees and strengthens the long-term viability of the plan. Also in the rail sector, we have been closely following the Surface Transportation Board's policies on mergers and consolidations in the rail industry. We have urged Congress and the administration to fully support Amtrak funding increases and to eliminate funding for the Amtrak Reform Council, a panel created by Congress that has become a stalking horse for the breakup of Amtrak through restructuring and privatization schemes.

We have been working to ensure that the funding guarantees in the landmark AIR-21 and TEA-21 laws remain intact, providing the nation with a badly needed investment in transportation infrastructure. Early in 2002, Congress will begin considering a new surface transportation bill, and we already have started working with affiliates and the building trades to develop priorities for this crucial investment program that supports hundreds of thousands of good jobs.

Working across the labor movement, we have been lobbying Congress on a number of health and safety initiatives, including ergonomics and other OSHA protections for workers. We also have been closely following and commenting on proposed federal regulations pertaining to drug and alcohol testing and other rules affecting workers' privacy. The example of a major railroad secretly conducting genetic testing on its employees is horrifying, and was yet another reminder of the need to protect our members' privacy and dignity in a time of sweeping changes in science and technology.

## Union Label and Service Trades Department

More and more Americans are becoming aware of the negative impact sweatshops, child labor and our trade deficit are having on the American working family. This awareness extends to the many issues that affect workers in the global economy.

Looking for and demanding the union label is a true guarantee that the item being purchased or used will result in a positive effect for American working families.

With these facts in mind, the Union Label and Service Trades Department continues our promotion of the union label for all union-made products and for all union services. Using an extensive “Do Buy” program, the department educates union members and the public about which products and services are made or provided by union members. The department also informs union members and the public about the products and services on the AFL-CIO boycott list, sometimes referred to as the “Do Not Buy” list. Also, the department works to educate all Americans about trade issues, child labor, sweatshop conditions and the ways in which they harm working families.

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Two full-time officers and three administrative support personnel work closely with the department’s Executive Board to accomplish our goals. Our Executive Board is made up of 20 vice presidents from 18 national and international unions, each of whom is an elected union officer. The department also works with all the AFL-CIO national and international unions, including the 39 unions affiliated with the department. The department’s 230 union label and service trades councils, chartered throughout the country, are vital in educating members at the grassroots level of the labor movement. Through area meetings and union publications, union label councils get information out on boycott updates and on special issues, including the “Do Buy” program.

Of the variety of methods and tools used to accomplish our goals of spreading the union label message, the *Label Letter* is the most visible. With a circulation of 34,000, the bimonthly *Label Letter* runs from eight to 12 pages. National, international and local unions reproduce many of the sections and articles, spreading the union label message to hundreds of thousands of union members and their families.

Regular features in the *Label Letter* are the AFL-CIO boycott list and a special “Do Buy” section, featuring a different category in each issue. The newsletter also publishes boycott updates, special-interest stories, articles on hot issues and union label facts and information.

Special News Releases also are used to alert workers on boycott victories, new boycotts or special events that need immediate attention.

On an as-needed basis, the department produces special editions of the *Label Letter*, such as the special Saipan Scam edition, which protested the exploitation of workers in the U.S. territory of the Northern Mariana

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Islands and the use of the “Made in USA” label. Workers are brought in from China, the Philippines, Bangladesh and other Pacific Rim countries to work in factories that are for the most part owned by the Chinese, including the Chinese government. These workers are subjected to the worst kind of sweatshop conditions as they sew in the “Made in USA” label.

In the Saipan Scam issue we asked workers to contact Congress to support the “Made in USA Label Defense Act”—H.R. 1621, introduced by Reps. John Dingell (D-Mich.) and Bob Franks (R-N.J.), and S. 922, introduced by Sens. Ernest F. (Fritz) Hollings (D-S.C.) and Spencer Abraham (R-Mich.).

Both of these bills addressed the issue of the “Made in USA” label and also attacked the \$200 million a year that is lost in duties that should be paid to the U.S. Treasury.

Our efforts built the Take Pride in American Coalition to more than 300 member organizations from labor, business, consumers, senior citizens and human rights groups. Even though we received majority co-sponsorships in both the House and Senate, these bills died with the close of the 106th Congress.

In addition to the *Label Letter*, we produced two other special publications—*It’s a Good Sign* and *American Dream—Keeping It Alive*.

*It’s a Good Sign* is a fold-out poster (22” x 17”) that shows the union labels of 63 AFL-CIO affiliated unions in addition to the AFL-CIO’s and this

department’s. It lists each union, including the predecessor union that was merged, absorbed or affiliated with the successor union. *It’s a Good Sign* also gives readers a brief history on the importance of looking for the union label.

The *American Dream—Keeping It Alive* publication tracks the experiences of two fictional American working families. Jim Jones, who consistently overlooked the importance of “looking for the union label,” is dogged by misfortune. Joe and Jane Smith, on the other hand, are conscientious about buying American and buying union. Their quality of life has been enhanced because their buying habits have helped keep good union jobs alive in the United States.

Union brand names and services are cited selectively. There are obviously many more union-made goods and union-provided services from which to choose. And some brands named here may be made under both union conditions and nonunion conditions or in other countries. Readers are cautioned to check labels on all products when shopping.

## Other Activities that Spread the Union Label Message

The AFL-CIO Union-Industries Show  
The AFL-CIO Union-Industries Show, started in 1938, is one-of-a-kind exposition that showcases union-made products and union services. This is the largest “Made in USA” show in existence; the department considers it the largest job fair, as well. Several activities and events connected with the show merit special comment:

The Labor-Management Award  
Each year, several national and international unions nominate an employer that has demonstrated the highest standard in the collective bargaining process. All nominated employers receive recognition at the show’s opening day ceremony. Our 2000 winners were A. Zahner Co. and Bear Creek Production Co. and our 2001 winners were Fenton Art Glass Co. and Amtrak West, National Railroad Passenger Corp.

### The Union Label Conference

Held in conjunction with the show, the conference attracts between 200 and 250 grassroots activists from across the country who share information about union label issues. The 2000 conference had two main topics: the Saipan Scam and the Glass, Molders, Pottery, Plastics and Allied Workers International Union's ongoing battle with the Anheuser-Busch Co. to stop using bottles imported from Mexico. Our 2001 conference's two main topics were a report on the victory in getting Anheuser-Busch to stop using imported bottles and reaching an historic labor agreement with Anheuser-Busch for the glass industry, and energy deregulation and the need for a balanced energy policy that includes working families and consumers.

### The Student Outreach Program

The student outreach program is now a permanent part of the Union-Industries Show with our "just for you" early opening on the show's first day. Both the 2000 and 2001 shows had successful programs.

### Organizing

Organizing always has been a part of the show and at both the 2000 and 2001 shows the unions of the Building and Construction Trades

Department, AFL-CIO, promoted their apprenticeship programs.

### Conference and Seminars

The number of meetings held in conjunction with the show has increased steadily over the past few years—a trend that is expected to continue.

### Union Label Online

Our website ([www.unionlabel.org](http://www.unionlabel.org)) has proven to be a great tool in our effort to get the union label message out. In spring 2001 we began working on a total redesign of our website that will include the use of the latest technology to make our site extremely user-friendly.

Our department also assisted the AFL-CIO in its efforts to produce the 2000 Online Labor Day Festival. We helped obtain prizes and used our website to promote the festival.

### Grassroots Outreach

The department's grassroots mobilization effort is highlighted across the country with union label booths at state and county fairs. In 1998 and 1999, the department sent material to approximately 150 union label councils for use at fair booths.

During Union Label Week (Labor Day week of each year), the department sends out special press kits including sample proclamations, clip art, public service announcements and radio ads to chartered union label councils and AFL-CIO state and local labor councils.

The department also gives support—through speeches at conventions and seminars around the country and other efforts—to AFL-CIO human rights issues.

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### World Trade Organization

On Nov. 30, 1999, the department took part in the rally and march in Seattle in opposition to the World Trade Organization's (WTO) beginning new talks.

### Energy Deregulation

The department is actively serving on the AFL-CIO's committee to address electricity restructuring, at the national, regional and local levels, to ensure affordable, reliable electric power for working families that will be produced with a union label.

### Looking Ahead

As the department looks ahead, one single challenge is at the forefront of the department's work: making sure that in the global economy, the American working family has a proper seat at the table of the New World Order and not a spot on the floor waiting for leftovers.

To accomplish our goals and to spread the union label message, we will continue our current activities, making improvements as needed, and to:

- Improve the student outreach program, based on lessons learned during the 2000 and 2001 AFL-CIO Union-Industries Shows. We plan to continue the program to a more targeted group of students in the future. Our next show will be on April 5-8, 2002, in Minneapolis.
- Continue work on the website and expand its use to better communicate the union label message in all areas, including organizing, legislation, trade and human rights issues.
- Work closely with the AFL-CIO Legislative Department on all issues related to the union label, reducing the U.S. trade deficit and protecting American jobs. The department will work particularly hard to maintain the current meaning of the "Made in USA" label.

As we face the future, we will use the knowledge that experience has taught us in the past two years. We will continue our effort to increase the number of affiliated national and international unions and to work to win greater support and involvement from our current affiliates.

A global economy, Internet, e-commerce and a New World Order can be our worst nightmare or our greatest opportunity. The scorecard, as it stands today, does not look as good as it could for the American working family. We must do our part to level the playing field so all Americans can share in the wealth of the world as we move into the new millennium, a millennium in which the union label, whether on a product or service, means fair treatment and a share of the profits of progress.





## Deceased Brothers and Sisters Since the 1999 Convention

Ables, Larry F. (HERE)  
Abuam Sr., Valeriano A. (HERE)  
Ackerman, Agnes V. (HERE)  
Adamaski, Betty J. (USWA)  
Adkins, Mildred L. (HERE)  
Agbavani, Dominador S. (HERE)  
Agostino, Raymond D. (HERE)  
Aidana, Juan Moises (HERE)  
Albert, Roy T. (USWA)  
Albright, Alton (IUOE)  
Aldrich, Richard (Wichita/Hutchinson  
Labor Federation of Central Kansas)  
Alexander, Eudora (HERE)  
Alfonso, Renato (HERE)  
Allen, Sandy (AFM)  
Allen, Leroy (HERE)  
Alonso, Luisa (HERE)  
Alsop, Frances Dean (NATCA)  
Alvarado, Rene A. (HERE)  
Alvin, Cass D. (USWA)  
Amerling, Ralph (UAW)  
Amico, Louis (AFM)  
An, Young Kon (HERE)  
Anders, Martha (SEIU)  
Anders, Louise (HERE)  
Anderson, Frances (PACE)  
Anderson, Joie M. (HERE)  
Anderson, Adena B. (HERE)  
Anderson, Gilbert (Gil) (AFM)  
Anderson, William J. (HERE)  
Andrews, Hugh W. (HERE)  
Androy, Margaret (USWA)  
Anerson, James H. (IAM)  
Anselmo, William J. (HERE)  
Aquino, George G. (HERE)  
Arellano, Kathleen R. (HERE)  
Armour, Nettie (HERE)  
Athnos, Lucille (HERE)  
Austin, Carl (AFM)  
Avila, Edward (HERE)  
Avila, Benjamin (HERE)  
Ayala, Adolfo J. (HERE)

Babu, John (HERE)  
Bachellor, Myrtle L. (HERE)  
Badoud, Dale T. (USWA)  
Bahrs, Joyce A. (HERE)  
Baker, Walter M. (UAW)  
Baker, Elsie M. (HERE)  
Baker Jr., David H. (AFM)  
Baldree, Claude E. (USWA)  
Baldwin, Hazel M. (HERE)

Bale, Jerry R. (HERE)  
Baltazar, Jaime Tamayo (HERE)  
Baltazar, Ricardo R. (HERE)  
Bannon, Ken (UAW)  
Barnett, Lillie Mae (USWA)  
Barnishan, Irene (USWA)  
Barrows, Jean M. (HERE)  
Bassler, Stella (SEIU)  
Bates, R.T. (BRS)  
Bates, Sherrill F. (HERE)  
Bauer, Arnold C. (USWA)  
Bault, Bonnie L. (HERE)  
Baxter, Sue A. (HERE)  
Baxter, Arthur A. (HERE)  
Beadling, Thomas (SEIU)  
Bearden, Mary Mariko (HERE)  
Beaulieu, Ritta B. (HERE)  
Beck, Flora (USWA)  
Beckmann, William R. (HERE)  
Bednarek, Florence (HERE)  
Bejner, Litha E. (HERE)  
Belcina-Dequito, Andrea (HERE)  
Bennett, Marie (HERE)  
Benton, O.Z. (BG) (HERE)  
Bergany, Salle aka Sallie (HERE)  
Bermejo, Noe (HERE)  
Bernhardsen, Randi (HERE)  
Bevan, Clyde K. (BRS)  
Biggs, Alma M. (HERE)  
Bimm, Alvin (UAW)  
Birner, Augustine H. (HERE)  
Bisgard, Martha J. (HERE)  
Bisland, Thomas (HERE)  
Blackburn, Ruby H. (HERE)  
Blackburn, Glen N. (USWA)  
Blair, Beauford D. (BRS)  
Blanchard, Sylvia (PACE)  
Blanco, Arnoldo A. (HERE)  
Blum, Eugene (HERE)  
Bognanno, Joseph (HERE)  
Bolibol, Pacita (HERE)  
Bolton, June R. (HERE)  
Bolton, Opal F. (AFM)  
Boodhram, Boodhram (HERE)  
Borschlein, Freida (HERE)  
Bothwell, Marlene M. (HERE)  
Botos, Paul J. (USWA)  
Boucher, Jean C. (HERE)  
Boudeau, Robert (PACE)  
Bowles, Richard (SEIU)  
Bowles, George E. (IAM)  
Bradford, Dale (HERE)

Bramstedt, William (IUPA)  
Bran, Richard E. (HERE)  
Branch Jr., Roland L. (HERE)  
Breithaupt, Theresa A. (HERE)  
Breitzman, Stephen P. (HERE)  
Bremer, Josephine W. (HERE)  
Brennan, Frank E. (HERE)  
Bressler Sr., William C. (HERE)  
Bridgeman Jr., Edward (SEIU)  
Broderick, Robert (UAW)  
Brom Sr., Dennis M. (HERE)  
Brooks, George (PACE)  
Brooks, Thomas F. (HERE)  
Brothers, Douglas (UAW)  
Brown, Irma B. (HERE)  
Brown, Lucille (HERE)  
Brown, Patricia F. (HERE)  
Brown, Sam (SEIU)  
Brown, Charlie (SEIU)  
Bruce, Gerald (HERE)  
Bruce, Eurie (UAW)  
Brulia, Matt J. (USWA)  
Brumble, Olga M. (HERE)  
Buchanan, Grace C. (HERE)  
Buchanan, Elmer (SEIU)  
Bugarin, Fernando H. (HERE)  
Bumanglag, Rogelio S. (HERE)  
Bunting, Charles D. (NATCA)  
Burd, Jeanne, (HERE)  
Burell, Edna (HERE)  
Burgess, Bennie (UAW)  
Burgillos, Josefa D. (HERE)  
Burke, William (SEIU)  
Burton, Bob (San Francisco  
Labor Council)  
Butkovich, Michael (SEIU)  
Butler, Brenda L. (HERE)  
Butler, Walter (SEIU)

Cadena, Estevan (USWA)  
Caine, Dennis R. (HERE)  
Caldwell, Bill (UAW)  
Calhoun, Alonzo (HERE)  
Calkins, Robert (IUOE)  
Calvin, Macie L. (HERE)  
Camarena, Marilu (AFSCME)  
Camerena, Marilu (SEIU)  
Campbell, Fleming (IBT)  
Campbell, Buddy (UAW)  
Campisi, Jack Salvador (HERE)  
Campos, Amelia R. (HERE)  
Canales, Antonio (HERE)

Cancilla, John F. (HERE)  
 Capellan, Rafael (HERE)  
 Carchidi, Maria Raffaella (HERE)  
 Cardenas, Jesus S. (HERE)  
 Cardwell, Herbert H. (USWA)  
 Carey, Joseph F. (USWA)  
 Carlos, Maria Avalos (HERE)  
 Carloss, Roy (AFM)  
 Carpenter, Thomas F. (USWA)  
 Carrig, Edwin J. (IAM)  
 Carter, Emilton H. (AFM)  
 Carter Jr., Sanford J. (BRS)  
 Caruso, Iva A. (HERE)  
 Casapula, Thomas (AFM)  
 Casdia, Anthony B. (Painters and Allied Trades)  
 Catalan, William (San Francisco Labor Council)  
 Catalano Sr., William J. (AFM)  
 Cavazzini, Maria (HERE)  
 Cayenne, Anita (SEIU)  
 Cazares, Teodora (HERE)  
 Ceponis, Hohn P. (BRS)  
 Cerda, Robert (HERE)  
 Cerise, Jennie M. (HERE)  
 Cesanek, Bradley J. (HERE)  
 Champ, Robert D. (BRS)  
 Chatten, John D. (IAM)  
 Chavez, Frank G. (HERE)  
 Cheng, Seng (HERE)  
 Chiarelli, Lucien (HERE)  
 Childs, Fred H. (USWA)  
 Chiluka, Dilip K. (HERE)  
 Chiotis, Nick E. (HERE)  
 Chizmadia, Robert (Southern Arizona Central Labor Council)  
 Chow, Hubert (HERE)  
 Chrestopoulos, Bessie (HERE)  
 Christinzio Sr., John J. (HERE)  
 Church, James (AFSCME)  
 Church, Johnny (UAW)  
 Cignarella, Carmine G. (HERE)  
 Cimiluca, Alfred (AFM)  
 Ciotola, Walter F. (USWA)  
 Cirelli, Clement (GMP)  
 Clare, Loretta M. (HERE)  
 Clausius, William H. (BRS)  
 Clayman, James C. (Plasterers and Cement Masons)  
 Cleveland, Donald A. (BRS)  
 Clouser, Paul (UAW)  
 Clover, Hershhal, (UAW)  
 Coates, William O. (AFM)  
 Code, Alice (SEIU)  
 Coffey, Edward (UAW)  
 Coffey, Conald W. (HERE)  
 Cohan, Evelyn (IBT)  
 Cole, Addie (HERE)  
 Coleman, Margaret N. (USWA)  
 Collier, Anthony P. (HERE)  
 Collins, Leonard C. (USWA)  
 Collins, Myrtle P. (HERE)  
 Colombo, Mario A. (HERE)  
 Connolly, Julia E. (USWA)  
 Conti, Harry A. (USWA)  
 Cooper, Jack E. (HERE)  
 Corradi, Vincent (HERE)  
 Costas, John (AFM)  
 Cote, Gerard E. (USWA)  
 Covell, Steven L. (HERE)  
 Cox Sr., Franklin (SEIU)  
 Cox, James B. (Painters and Allied Trades)  
 Coyne, Mary (SEIU)  
 Crandall, Stewart (AFM)  
 Crawford, Radna C. (HERE)  
 Crechiolo, Gladys (HERE)  
 Creek, Evelyn M. (HERE)  
 Cristello, Valentino (BRS)  
 Cron, William (AFM)  
 Crown, Charles M. (IAM)  
 Cullen, Marjorie S. (HERE)  
 Darden, Mary I. (HERE)  
 Davies, Thomas (HERE)  
 Davis, Dora D. (HERE)  
 Davis, Mabel I. (HERE)  
 Dearing, Jerry M. (HERE)  
 Dedrick, Daniel A. (HERE)  
 Degner, Ada E. (HERE)  
 DeGregorio, Peter J. (HERE)  
 DeKing, Peter J. (HERE)  
 DeLaCruz, Jose P. (HERE)  
 Delgado, Ruben A. (HERE)  
 Demoulin, Sidney F. (HERE)  
 Derrien, Germain M. (HERE)  
 Desmond, Nellie V. (HERE)  
 DeVoe, Eugene L. (HERE)  
 Dietrich, Emma (HERE)  
 Dill, Viola Bell (HERE)  
 Dimercurio, Lydia M. (HERE)  
 Dobson, Martha (HERE)  
 Doherty, Myrtle M. (HERE)  
 Domingo, Gloria Concepcion (HERE)  
 Douglas, Cecilia (HERE)  
 Dragovich, George C. (HERE)  
 Driver, Muriel M. (HERE)  
 DuFresne, Thomas L. (HERE)  
 Duldualao, Antonio C. (HERE)  
 Duncan, Bonnie M. (HERE)  
 Duncan, Beatrice M. (HERE)  
 D'Inzillo, Steve (IATSE)  
 D'Agostino, John (UAW)  
 Daily, Harvey (PACE)  
 Dalena, Donald T. (USWA)  
 Dalessio, Ross (SEIU)  
 Dallas, Robert (UAW)  
 Daniel, Gerald (Jerry) A. (UAW)  
 Davidson, Bill (UAW)  
 Davis, Charles (SEIU)  
 Day, Ivan (AFSCME)  
 DeBoer, Ralph W. (USWA)  
 DeBois, Mariette T. (USWA)  
 Debow, Jean (SEIU)  
 Degetter, Stephen (NATCA)  
 DeMarco, Peter (SEIU)  
 Dempster, Paul (San Francisco Labor Council)  
 Dempster, Paul (SIU)  
 Denaut, George (Jud) (AFM)  
 Dennis Sr., Raymond B. (USWA)  
 Desimone Sr., Albert (AFM)  
 Detrick, Roger (AFM)  
 Deutsch, Robert D'Arcy (AFM)  
 Di Russo, Virginia (AFM)  
 Di Bari, Vince (AFM)  
 Dial, Donald (AFM)  
 DiJames, Paschal (BAC Local 45, NY)  
 Dingwall, George R. (AFSCME)  
 DiSanno, Frank (PACE)  
 Dittamo, Fedele (Fred) (AFM)  
 Dixie, Christian J. (USWA)  
 Doddie, Jim (UAW)  
 Doherty, Edna (SEIU)  
 Dollarhide, Nellie M. (HERE)  
 Dollens, Vernon L. (UAW)  
 Donovan, Raymond R. (BRS)  
 Dougherty, Mary M. (USWA)  
 Downs, Arthur W. (IAM)  
 Drake, James (AFM)  
 Drapala, Dolores (SEIU)  
 Drew-Dale, Hildred J. (UAW)  
 Duiel, Mary K. (USWA)  
 Dunbar, Gordon (AFM)  
 Duncan, Lawrence C. (USWA)  
 Durkson, Michael (PACE)  
 Dwyer, John (SIU)  
 Eberhardt, Donald (IUPA)  
 Ebisuya, Patricia (SEIU)  
 Ebner, Leo J. (UAW)  
 Eby, Vincent V. (AWIU)  
 Eckart, Anna (HERE)  
 Eckes, Martha (HERE)  
 Eckles, Melvin H. (Painters and Allied Trades)  
 Edwards, Iona (HERE)  
 Edwards, O.F. (HERE)

Egeler, Rosemary A. (HERE)  
 Eleccion, Romulo Valdez (HERE)  
 Elkins, Chad (IUPA)  
 Elkins, Edward R. (USWA)  
 Ellerman, James M. (HERE)  
 Enea, Elizabeth M. (HERE)  
 Enos, Ellen H. (HERE)  
 Enright, Bernice L. (HERE)  
 Ephlin, Donald F. (UAW)  
 Erb, Alberta C. (HERE)  
 Erickson, Harriet M. (HERE)  
 Ern, Harry (AFM)  
 Errera, Frank W. (USWA)  
 Esqueira, Jean (HERE)  
 Eubanks, Gordon J. (HERE)  
 Evans, Darryl (SEIU)  
 Evans, Malcom (UAW)  
  
 Fackler, William A. (HERE)  
 Falcon, Tony V. (AFM)  
 Falconer, John P. (HERE)  
 Fanucchi, Angelo (HERE)  
 Farrell, Michael S. (USWA)  
 Fazio, Louis B. (BRS)  
 Felix, Louise (SEIU)  
 Fernan, James (IBT)  
 Fernandez, Cecilio L. (HERE)  
 Ferro, Gasper F. (HERE)  
 Festa, Roberto Bruno (HERE)  
 Finlayson, Catherine M. (HERE)  
 Finley, Clinton H. (USWA)  
 Finneran, Thomas (SEIU)  
 Fitsimones, Florence L. (HERE)  
 Fitzmaurice, John J. (HERE)  
 Fitzpatrick, Carolyn (HERE)  
 Flores, Edgar A. (HERE)  
 Foley, John F. (USWA)  
 Fomasi, Albert T. (HERE)  
 Fontaine Jr., William (IBT)  
 Ford, Jim (AFM)  
 Fortes, Tony P. (HERE)  
 Foster, Olga (HERE)  
 Fowler, Marion (HERE)  
 Fowler, Myrtle M. (HERE)  
 Fox, David N. (HERE)  
 Fradella, Frank A. (HERE)  
 Francis Jr., Robert N. (HERE)  
 Franzen, Louise G. (HERE)  
 Fraschieri, Mary S. (HERE)  
 Freije, George (AFM)  
 Frey, Rayburn (Red) (UAW)  
 Fritz, Joyce H. (HERE)  
 Froio, Joseph N. (HERE)  
 Frugoli, George C. (HERE)  
 Fulimeni, Valentino M. (USWA)  
 Fulks, Walter D. (UAW)  
  
 Gabelhausen Sr., Jack L. (IAM)  
 Galford, Linda A. (HERE)  
 Galligan, Frank (SEIU)  
 Garcia, Ignacio (Mario Zepeda) (HERE)  
 Garcia, Godfrido F. (HERE)  
 Garcia, Robert (AFM)  
 Gary, James (IUOE)  
 Gasner, Sheryl L. (HERE)  
 Gaston, Beatrice M. (HERE)  
 Geis, Lester E. (BRS)  
 Gentile Sr., Joseph (USWA)  
 George, Henry S. (AFM)  
 George, Augustus C. (HERE)  
 Geroux, Elmer (UAW)  
 Gerzen, Alfred R. (HERE)  
 Geske, Neil (SEIU)  
 Gettlinger, Lawrence (Larry) (UAW)  
 Gibson, John F. (HERE)  
 Giesecke, Alan (Wichita/Hutchinson Labor Federation of Central Kansas)  
 Gildea, Mary (PACE)  
 Giles, Paul (AFM)  
 Gillies, Ada L. (HERE)  
 Gilloy, Gene L. (USWA)  
 Giordano, Silvio J. (HERE)  
 Gittinger, Del (AFM)  
 Glanton, Chester (IBT)  
 Gobich, Christ (HERE)  
 Goglia, Fred (AFM)  
 Goich, Martin (HERE)  
 Goings, Diamond J. (USWA)  
 Golden, James D. (USWA)  
 Goldsborough, Heiland (AFSCME)  
 Gomulka, Edward (AFM)  
 Gontarz, Frank (SEIU)  
 Gonzalez, Idelina E. (HERE)  
 Goodwin, Mathew (AFSCME)  
 Goodwin, Iva W. (USWA)  
 Goodwin, Barbara A. (HERE)  
 Gordon, Lefty (San Francisco Labor Council)  
 Goucher, Lena E. (HERE)  
 Gour, Norman (AFM)  
 Goutin, Edmond M. (HERE)  
 Granderson, James E. (HERE)  
 Grant, Helen L. (USWA)  
 Gray, Annie O. (HERE)  
 Green, Ethel M. (HERE)  
 Green, Pamela (HERE)  
 Green, Jim (San Francisco Labor Council)  
 Greene, Harold (IBT)  
 Greene, Jim (CWA)  
 Greenidge, Kenneth C. (HERE)  
 Greenlay, Evelyn M. (HERE)  
  
 Gregory, Dorris M. (HERE)  
 Greitens, Helen Gould (HERE)  
 Greyhosky, Pete (AFM)  
 Grigoli, Joseph A. (USWA)  
 Grimes, Kenneth M. (HERE)  
 Groeger, Josef V. (HERE)  
 Grves, Earl F. (USWA)  
 Gupp, Earl N. (HERE)  
 Gustavson, Greta (HERE)  
 Gutierrez, Frank (SEIU)  
 Guzman, Maria Luz (HERE)  
  
 Haase, Fred (HERE)  
 Haener, Dorothy (UAW)  
 Hall, Ron (UFCW)  
 Hall, Edward (AFM)  
 Hall, Ron (San Francisco Labor Council)  
 Hall, Robert (UAW)  
 Hamilton, Jack F. (AFM)  
 Hammond, Reese (IUOE)  
 Hanley, Edward T. (HERE)  
 Hann, Steven F. (Greater Stark County, [Ohio] AFL-CIO Council)  
 Hansen, Melda (HERE)  
 Harasim, Chester, (PACE)  
 Harmon, William J. (HERE)  
 Harold, Fischer (SIU)  
 Harris, Lillian P. (HERE)  
 Harris, Preston (UAW)  
 Harris Jr., Clarence S. (USWA)  
 Harrison, Charles (USWA)  
 Hartman, Helen K. (HERE)  
 Harvey, Francis G. (IAM)  
 Harville, A.Q. (USWA)  
 Hasiotis, Tom F. (USWA)  
 Hastings Jr., Clarence (HERE)  
 Hatfield, Jepp L. (USWA)  
 Hawbaker, Minnie J. (HERE)  
 Hawkins, Richard (USWA)  
 Hayes, James J. (HERE)  
 Haynes, Stacie (SEIU)  
 Hays, Anna M. (HERE)  
 Hazard, Bruce A. (BRS)  
 Heitter, W.H. (BRS)  
 Helman, Vada F. (HERE)  
 Hemming, Howard (HERE)  
 Herce, Juan Jose (HERE)  
 Hernandez, Antonio (AFM)  
 Hernandez, Luis H. (HERE)  
 Herzing, Paul A. (BRS)  
 Hess, Charles (Chuck) (UAW)  
 Hickman, Geraldine F. (USWA)  
 Hicks, John (BRS)  
 Hill, Charles (PACE)  
 Hill, Henry (Bud) (AFM)  
 Hill, Mildred A. (HERE)

Hill, Clara (HERE)  
Hill, Thomas C. (AFM)  
Hill, Rowland (IUOE)  
Hill, Barelli (IUPA)  
Hill, Oscar (IUPA)  
Hirt, Al (AFM)  
Hoang, Alice W. (HERE)  
Hofer, Alfred H. (HERE)  
Hohenshell, Harry (AFM)  
Holley, Lawrence (ABG)  
Hollon, Marie (HERE)  
Hollowell, Richard M. (HERE)  
Holly, William S. (IAM)  
Holmes, Gladys (UAW)  
Honaker, Daniel R. (HERE)  
Hood Sr., Morris W. (UAW)  
Hooker, Maybelle (HERE)  
Hooks, Ronald E. (BRS)  
Hopkins, Morgan (SEIU)  
Horaitis, James (IUOE)  
Horny, Jaroslav (HERE)  
Horny, Jaroslav (HERE)  
Hosa, Katharine L. (USWA)  
Houck, Gladys E. (HERE)  
Hough Jr., Bert P. (USWA)  
Howard, Joe (BRS)  
Howard, Veronica H. (HERE)  
Huber, Lawrence (UAW)  
Huffman, Stuart (AFM)  
Hughes, Joie R. (USWA)  
Hullinger, Robert J. (HERE)  
Humbard, Gary (LIUNA)  
Humphrey, Robert E. (BRS)  
Hunt, Shirley J. (HERE)  
Hurtado, Jose (HERE)  
Hutchinson, Herman H. (HERE)  
Hutto, Robert (IAM)  
Hwang, Soon Hack (HERE)  
Hyde, Alfred (UAW)

Iacobellis, Vito (SEIU)  
Imrie, Robert (USWA)  
Imrit, Leila (HERE)  
Infantino, Joseph (AFM)  
Ingold, Albert A. (HERE)  
Irby, Ruby V. (HERE)  
Irizarry, Juan (SEIU)  
Isabelle Schutte (HERE)  
Ivanich, Rubina M. (HERE)

Jacklett, Mary L. (HERE)  
Jackson, Zara H. (HERE)  
Jackson, Pearl (HERE)  
Jackson, Bessie L. (HERE)  
Jackson, H.P. (UAW)  
Jackson, Frieda A. (HERE)

Jackson, Jimmy (PACE)  
James, Frank (UAW)  
James, Mae (IBT)  
Jansen, Edward G. (HERE)  
Jarrette, Eddie (AFM)  
Jasen, Mary Ann (HERE)  
Jaussaud, Irma J. (HERE)  
Jean H. Walters (USWA)  
Jean, Mae W. (AFM)  
Jeffries, Louis (HERE)  
Jenkins, John W. (HERE)  
Jenkins, Marie E. (HERE)  
Jenkins, Donald R. (AFM)  
Jensen, Frances E. (HERE)  
Jernberg, Adele M. (HERE)  
Jimenez, Cirilo (HERE)  
Joffray, Gladys M. (HERE)  
Johansen, John S. (HERE)  
Johns, James J. (USWA)  
Johnson, Carl (AFM)  
Johnson, Thomas C. (USWA)  
Johnson, Willie F. (HERE)  
Johnson, LaVerne (HERE)  
Johnson, Robert (USWA)  
Johnson, Carl (IAM)  
Johnson, Fermina Garcia (HERE)  
Johnston, Norma D. (HERE)  
Joinette, Emil (HERE)  
Jonas, Hermand R. (HERE)  
Jones, Hester R. (HERE)  
Jones, Louise (HERE)  
Jones, Olive M. (HERE)  
Jones, Kathryn (HERE)  
Jones, Charles H. (IAM)  
Jones, Earlean (SEIU)  
Jones, Claude I. (IAM)  
Joos, Grant (AFM)  
Josephson, Louise M. (HERE)  
Jurgenson, David C. (HERE)

Kabroth, George (BRS)  
Kahan, Seymour (UAW)  
Kaio, Rosemary K. (HERE)  
Kaisinger, Patricia A. (HERE)  
Kampf Jr., Harold (BRS)  
Kanas, Andrew (HERE)  
Kanatzar, Everett L. (ABG)  
Kantor, Robert (HERE)  
Kaplan, Ronald (HERE)  
Kapland, Stanley (USWA)  
Kastl, Albert (HERE)  
Kaufman, Tillie Jean (HERE)  
Keane, Anna (HERE)  
Keeler, Don (AFM)  
Kegley-Norman, Shirley J. (HERE)  
Keller, Lawrence A. (USWA)

Kellerhals, George G. (HERE)  
Kelliher, Denny (AFM)  
Kelly, Ella Mae (PACE)  
Kelly, John J. (HERE)  
Kelly, Patricia (SEIU)  
Kelly, Paul R. (IAM)  
Kembeitz, Anton (HERE)  
Kemp, Bob L. (USWA)  
Kennedy, John P. (IAM)  
Kereakos, Sophie E. (HERE)  
Kerr, Rawleigh L. (BRS)  
Kettler, August (Gus) (UAW)  
Keyes, Joseph L. (HERE)  
Kidd, John (HERE)  
Killingbeck, Thomas J. (BRS)  
Kim, So Soon (HERE)  
King, Virginia (HERE)  
King, James S. (USWA)  
King, Julia (San Francisco  
Labor Council)  
King, George (IBT)  
Kinsel Sr., Curtis A. (HERE)  
Kirby, Louella J. (HERE)  
Kirk, Aleta D. (HERE)  
Kittle, Mary T. (HERE)  
Klass, Irwin E. (Chicago Federation  
of Labor)  
Kline, William (USWA)  
Klug, Roy (PACE)  
Knowlden, Mary June (HERE)  
Kocher, Helen V. (HERE)  
Koers, Wilhelmus M. (HERE)  
Kokias, Kostas C. (HERE)  
Komara, Erma (HERE)  
Konen, Angela (HERE)  
Kordell, Kathleen T. (USWA)  
Kosmosky, Walter T. (HERE)  
Kovacevich, Peter (IAM)  
Krueger, Theodore (SEIU)  
Kudeki, Alimkay (HERE)  
Kutsopias, John T. (USWA)  
Kutz, Barney (AFM)  
Kwang, Helen (HERE)

Lahood, Herbert J. (AFM)  
Lang, Bill J. (USWA)  
Lange, William (AIW)  
Lankford, Roy M. (IAM)  
Lansing, Rose H. (HERE)  
Lanz, Josephine (SEIU)  
Laosy, Noy (HERE)  
Larkin, Pearl B. (HERE)  
LaRose, Ruth (PACE)  
Larson, Neal G. (HERE)  
Laufer, Mary K. (HERE)  
Lauria, Joseph (AFM)

Lawrence, Otis (UAW)  
 Lazar, Fay C. (HERE)  
 Leaker, Betty (HERE)  
 Lee, Winnifred C. (USWA)  
 Lee, Ngip Lee (HERE)  
 Lee, Foo Ting (HERE)  
 Lee, Bridget (HERE)  
 Lee, Melinda (PACE)  
 Lefheit, Fausten (SEIU)  
 Legowski, Hank (IUOE)  
 LeGuen, Andre R. (HERE)  
 Lenish, Marianne (SEIU)  
 Leon, Wayne (IUPA)  
 Leonardos, John E. (BRS)  
 Leong, Diane (HERE)  
 LePage, Paul (USWA)  
 LeTarte, Billie M. (HERE)  
 Levi, Erna (HERE)  
 Lew, Wing Jom (HERE)  
 Lewis, Flossical (HERE)  
 Lewis, Prince Edward Charles (HERE)  
 Liguoris, Daniel C. (IBT)  
 Likovich, Mary Ann (USWA)  
 Liong, Yut (HERE)  
 Loader, Stanley K. (USWA)  
 Loco, Betty E. (HERE)  
 Loera, Apolonio H. (HERE)  
 Lomonico, Concetta (HERE)  
 Long, Bob G. (USWA)  
 Long, Olan (IAM)  
 Loosier, James L. (USWA)  
 Lopez, Ermino L. (HERE)  
 Lopez, Juanita Perez (HERE)  
 Lopez-Botelho, Juan K. (HERE)  
 Loreman, Gladys (HERE)  
 Loren, Anthony (SEIU)  
 Lorrain, Louis (PACE Canadian)  
 Louie, Kim Sim (HERE)  
 Louie, Shui Hing (HERE)  
 Love, Frank E. (ABG)  
 Lowman, Deron O. (HERE)  
 Luchini, Chester A. (HERE)  
 Luna, Job M. (HERE)  
 Lynch, Edward C. (HERE)  
 Lyons, Jerry (AFM)

MacDonald, John P. (HERE)  
 MacDonald, Bruno D. (USWA)  
 Macias, Rodolfo (HERE)  
 MacLuskie, William (GMP)  
 Madeiros, Minnie M. (HERE)  
 Mahaffey, Elizabeth (USWA)  
 Mahazu, Pearl Hawa (HERE)  
 Malkowksi, Richard (SEIU)  
 Malm, Gladys V. (HERE)  
 Mangano Jr., Michael J. (USWA)

Manning, Lawrence C. (HERE)  
 Maravilla, Jose Salvador (HERE)  
 Marchetti, Paul R. (HERE)  
 Maria, Arthur A. (HERE)  
 Marino, Deborah A. (HERE)  
 Marquet, Albert (HERE)  
 Marquette, Christina C. (HERE)  
 Marsh, Catherine (SEIU)  
 Marshall, George H. (USWA)  
 Martelli, Charles (IBT)  
 Martens, Layton (AFM)  
 Martin, Marie C. (HERE)  
 Martinez, Pedro L. (HERE)  
 Martinez, Pedro (SEIU)  
 Martino, John (AFM)  
 Mastandrea, Michael (BCTGM)  
 Mastrantonio, Richard A. (HERE)  
 Masuda, Hiroshi (HERE)  
 Mata, Helen (HERE)  
 Matos, Teresa (HERE)  
 Matthews, Carl A. (HERE)  
 Matthiesen, Bill (AFM)  
 Maxfield, Ruby A. (HERE)  
 Maxwell, Elsten (IATSE)  
 May, Rose Marie (HERE)  
 Mayfield, Geraldine (USWA)  
 McBrearty, Leo (IUOE)  
 McCaffrey, John A. (HERE)  
 McCann, John W. (USWA)  
 McCarthy, Kevin (AFSCME)  
 McConn, Gordon (BRS)  
 McCormick, Jim (San Francisco Labor Council)  
 McCormick, Jim (HERE)  
 McCoy, Roy (AFM)  
 McCune, Evelyn E. (HERE)  
 McDaniel, Rue (HERE)  
 McDonald, Ethel E. (HERE)  
 McDowell, Evans (USWA)  
 McEwing, Leone M. (HERE)  
 McGarvie, Frances (SEIU)  
 McIntosh, Jaime (AFM)  
 McIntyre, Dorothy M. (HERE)  
 McLamb, Mary (HERE)  
 McLane, Mary H. (HERE)  
 McLaughlin, John P. (San Francisco Labor Council)  
 McLeod, Neil S. (USWA)  
 McLott, Donald (IBT)  
 McManus, Richard (PACE)  
 Mc Nerney, Daniel O. (BRS)  
 McPartlan, Jim (San Francisco Labor Council)  
 McPartlan, Jim (UBC)  
 McPherson, Don A. (HERE)  
 McVay, Robert L. (Iron Workers)

Meacham, George E. (IAM)  
 Meade, Phyllis (SEIU)  
 Mehaffey, Michael (SEIU)  
 Melicia, Aldina (HERE)  
 Melis, Nicolaas J. (HERE)  
 Mercuri, Louis A. (AFM)  
 Merrill, Helen (HERE)  
 Messagie Sr., Charles (SEIU)  
 Metaxas, Andrew (HERE)  
 Michelis, Firmino J. (HERE)  
 Milanovich, Joseph (HERE)  
 Militti, Luciano (HERE)  
 Miller, Carrol (Bud) (UAW)  
 Miller, Clarence (SEIU)  
 Miller, Clarice T. (HERE)  
 Miller, Edward (AFSCME)  
 Miller, Marvin H. (HERE)  
 Miller, Gerald (BCTGM)  
 Mills, Charles F. (HERE)  
 Mingione, Andy (AFM)  
 Minor, Jerry (AFSCME)  
 Mitchell, Thomas (UAW)  
 Moats, Doug (IUOE)  
 Moffitt, Kenneth (HERE)  
 Molski, Dorothy R. (HERE)  
 Monarrez, Jesus (HERE)  
 Monk, Dr. Robert (AFM)  
 Monroy, Raul L. (HERE)  
 Monsivais, Manuel T. (HERE)  
 Montesinos, Andres (HERE)  
 Montgomery, Donald R. (USWA)  
 Moon, Prince (UAW)  
 Mooney, Edward X. (SIU)  
 Moore, Alvin (UAW)  
 Moore, Dora K. (HERE)  
 Moore, Michael C. (HERE)  
 Moore, Betty S. (HERE)  
 Moore, Shane M. (HERE)  
 Moore, Marion E. (HERE)  
 Mora Sr., Vicente B. (HERE)  
 Morateck, George (AFM)  
 Moreno, Isabel Garcia (HERE)  
 Moreno Jr., Leonardo A. (HERE)  
 Morgan, James (SEIU)  
 Morgan, Hazel (HERE)  
 Morgan, James (UAW)  
 Morgan, Johnathan H. (HERE)  
 Morghesi, Emilio (HERE)  
 Morrison, Levi (IUOE)  
 Mosher, Donald A. (HERE)  
 Mouish, Ervin (AFM)  
 Moultrie, Frances (HERE)  
 Mozlin, Emma (SEIU)  
 Mrowka, Erika (HERE)  
 Muasau, Faamanu E. (HERE)  
 Mueller, Ellie (HERE)



Mulhall, Margaret (HERE)  
Muller, Ena (HERE)  
Muller, Anna (HERE)  
Mulroy, Katherine H. (HERE)  
Murdock, Dixie A. (HERE)  
Murphy, Elida M. (HERE)  
Murphy, Donald (AFSCME)  
Murray, Leona M. (HERE)  
Muscatelli, Dominick (HERE)  
Myers, Robert L. (UAW)  
Myers, Alice M. (HERE)

Nanfro, Vincent (HERE)  
Nelson, Hazel J. (HERE)  
Nelson, Anna A. (HERE)  
Nelson, Edward (HERE)  
Neska, Elsa (HERE)  
Neu, Otto P. (HERE)  
Newman, Grace E. (HERE)  
Newsome, Bryan K. (HERE)  
Nguyen, Tiet Van (HERE)  
Nicholson, Doris (HERE)  
Nielsen, Lavona M. (HERE)  
Noel, Norma D. (HERE)  
Norris, Francis P. (HERE)  
Nuncley, Edith V. (HERE)  
Nundley, Edith Vontella (HERE)  
Nunez, Tirzo (HERE)  
Nurmi, Lempi V. (HERE)  
Nagle, Daniel J. (AFSCME)  
Napierski, William (USWA)  
Natchuras, Thomas (UAW)  
Nau, Ronald (USWA)  
Neal, Arline (SEIU)  
Neary, Charles (SEIU)  
Neel, Douglas C. (NATCA)  
Neeley, Ira (IUOE)  
Neilson, Verlyn H. (PACE)  
Newton, Joseph (UAW)  
Niemczyk, Kenneth E. (USWA)  
Nolan, Elvria (USWA)  
Nomberg, Murray (SEIU)

O'Brien, Clementine M. (HERE)  
O'Leary, Barbara (HERE)  
O'Brien, Larry (SEIU)  
O'Mealia, Francis (UAW)  
O'Neill, Doris (PACE)  
Oakes, Ben (San Francisco  
Labor Council)  
Oakley, Velma V. (HERE)  
Okamura, Joy Terue (HERE)  
Olivas Sr., Roberto (HERE)  
Oliver, Frank (AFM)  
Oliver, Kimberly (HERE)  
Ondrasik, Joseph T. (HERE)

Oquendo, Abraham (HERE)  
Oquendo, Fausto E. (HERE)  
Orange, Arthur H. (HERE)  
Orndorff, Gerald (BRS)  
Owens, Phyllis R. (HERE)

Padgelek, Alice J. (USWA)  
Palmer, Alvin G. (USWA)  
Palmer, Gerald (BCTGM)  
Palmer, James (HERE)  
Paniagua, Salvador Jesus (HERE)  
Pardo, Vera (SEIU)  
Parent, Rachel (HERE)  
Parker, Segunda I. (HERE)  
Parker, Irene (HERE)  
Parnell, Ralph Darry (PACE)  
Parsons, Steve (IUPA)  
Paschal, Allie (HERE)  
Pasciak, Stanley (SEIU)  
Pastin, John J. (USWA)  
Patterson, Bonnie J. (HERE)  
Pauley, Leon (SEIU)  
Pauling, Roaslie (PACE)  
Pavlakos, George M. (HERE)  
Pavlik, Steve L. (USWA)  
Payes, Maria E. (HERE)  
Pearson, Henry L. (USWA)  
Peet, Charles W. (BRS)  
Pelizzari, Dorothy L. (HERE)  
Pellitta, Nicholas (HERE)  
Pemmerville, Dale S. (IAM)  
Penhollow, Raymond M. (BRS)  
Perdikos, Kyriakos (HERE)  
Perez, Robert (IUPA)  
Perkins, Zenith L. (HERE)  
Perrin, Studie G. (HERE)  
Pestoni, Maurillo F. (HERE)  
Peters, Fred (AFM)  
Peterson, Peter A. (HERE)  
Petroni, Peter (IAM)  
Pettit, Laura N. (HERE)  
Pezel, Ian K. (HERE)  
Pezzano, Anthony J. (AFM)  
Phan, Erik (HERE)  
Phanphengdy, Keoounkham (HERE)  
Phelan, John (IUOE)  
Phillippe, Paul (UAW)  
Phillips, Gertrude (HERE)  
Pierre, Marguerite O. (HERE)  
Pinckard, Betty L. (HERE)  
Pinsky, Paul George (San Francisco  
Labor Council)  
Pion, Gercides (HERE)  
Piotrowski, Peter (SEIU)  
Pippo, Vincent J. (USWA)  
Pistone, Patrick P. (HERE)

Pitcher, Alex (San Francisco  
Labor Council)  
Pleau, Maurice (AFM)  
Plemer, Leroy B. (HERE)  
Poad, Pearl E. (HERE)  
Ponce, Juan (HERE)  
Poole, Betty V. (HERE)  
Poppo, Barbara (AFSCME)  
Porter, Howard R. (BRS)  
Portillo De Rivas, Sonia E. (HERE)  
Posnick, Donald T. (USWA)  
Potrafke, Richard (UAW)  
Potter, Mary Jane (HERE)  
Poulson, Edith M. (HERE)  
Premdas, Rita (SEIU)  
Prusi, Leo W. (USWA)  
Puchalski, Bernard S. (Iron Workers)  
Pursley, Wilbur (AFM)  
Purvis, Earl (PACE)  
Purvis, Edith E. (HERE)  
Puskar, Carl J. (HERE)

Quattrin, Antonio (HERE)

Racaido Jr., Franklin A. (HERE)  
Radakir, Jeanne (USWA)  
Radakovic, Dan (UAW)  
Raftery, Kathleen J. (HERE)  
Ragaza, Jack Stevens (HERE)  
Ragland, Lawrence B. (USWA)  
Ragusa, Carol P. (HERE)  
Raiford, Mamie (AFSCME)  
Ramsey, Hester M. (HERE)  
Raygoza, Pedro Soto (HERE)  
Rea, Evelyn E. (HERE)  
Reiber, Nellie B. (HERE)  
Reinhart, Anthony N. (USWA)  
Reinosa, Juan (SIU)  
Renfro, Margaret E. (HERE)  
Reyes, Elena (HERE)  
Rice, Samuel D. (HERE)  
Rice, John (UAW)  
Richards, Marlisse A. (HERE)  
Richards, Otis D. (USWA)  
Richards, Richard (AFM)  
Richardson, Max (SEIU)  
Rickey, Edward (UAW)  
Riley, James (IATSE)  
Rillorta, Benito P. (HERE)  
Riollano, Fernando (HERE)  
Risner, Rose B. (HERE)  
Rivera, Jose (HERE)  
Rivera, Ana M. (HERE)  
Rivera Santos, Efrain (HERE)  
Riveron, Aurelio (HERE)  
Roberts, Robert E. (UAW)

Roberts, Fredna M. (HERE)  
 Robertson, Iva L. (HERE)  
 Robinson, Elbert F. (HERE)  
 Robles, Consuelo (USWA)  
 Robles, Dario (HERE)  
 Roche, William (HERE)  
 Rodgers, Mary Ellen (UAW)  
 Rodriguez Sr., Amilcan (Mickey) (HERE)  
 Rodriguez, Wilfredo M. (HERE)  
 Rodriguez, Orlando (HERE)  
 Rogers, Cephus N. (USWA)  
 Rolon Cuevas, Ramon A. (HERE)  
 Rome Sr., Thomas J. (HERE)  
 Roque, Victor (HERE)  
 Rosario, Pedro (HERE)  
 Rosdolsky, Emily (UAW)  
 Ross, Billy (UAW)  
 Ross, Ray (UAW)  
 Roth, Robert (BRS)  
 Rumbles, Lee A. (HERE)  
 Rummler, Frank (AFM)  
 Ruzzi, Ralph A. (HERE)  
 Ryan, Luther D. (HERE)  
 Ryan, John (IATSE)  
 Ryan, Louise (HERE)

Sadvery, John W. (USWA)  
 Sagliani, Hugo G. (HERE)  
 Salerno, William (SEIU)  
 Sanders Jr., Juden (HERE)  
 Sanderson, Harold C. (USWA)  
 Sandoval, Alberto (HERE)  
 Sanford, Clarence (SEIU)  
 Santamaria, Joseph M. (HERE)  
 Santos, Reynaldo Q. (HERE)  
 Saradakis, Elias G. (HERE)  
 Saunders, Lewis (Lew) (AFM)  
 Sawyer, Willie Farris (PACE)  
 Schaefer, Robert (PACE)  
 Scham, Norma (SEIU)  
 Scharwark, Neomie (HERE)  
 Scheidel Sr., Francis X. (HERE)  
 Scheifer, Clara (SEIU)  
 Schlichting, Ruth (SEIU)  
 Schmidt, Rene (AFSCME)  
 Schneider, Dorothy (SEIU)  
 Schneider, Henry (HERE)  
 Schoessling, Ray (IBT)  
 Schuler, Jim (UAW)  
 Schulmeister, Charlotte A. (HERE)  
 Schumacher, Wayne (UAW)  
 Schumacher, Anton A. (HERE)  
 Sciury, William (Greater Stark County [Ohio] AFL-CIO Council)  
 Scott, Larry (GMP)

Seely, J. Hawley (BRS)  
 Seffen, Monica (HERE)  
 Segal, Myron J. (AFM)  
 Sergeant, Ruth L. (HERE)  
 Serraino, Filomena (HERE)  
 Seymour, Joseph (IUOE)  
 Shamblin, Eldon (AFM)  
 Sheehan, Marguerite A. (HERE)  
 Sheets, Van Alan (AFSCME)  
 Shein, Dorothy D. (HERE)  
 Shelton, Joy L. (HERE)  
 Shepardson, Wayne (AFM)  
 Shephard, Gene (IBT)  
 Shields, Louis (HERE)  
 Shifflette, Virginia L. (HERE)  
 Shipp, Hazel M. (HERE)  
 Shoemaker, Robert (Red) J. (UAW)  
 Shorter, Ardee (HERE)  
 Shouman, Stanley (AFM)  
 Simon, Gussie L. (HERE)  
 Simpkins, Eleanor (PACE)  
 Simpson, Violet S. (HERE)  
 Sims, Lois (HERE)  
 Sin, Po Kam (HERE)  
 Sinclair, Antonio (HERE)  
 Singer, George E. (AFM)  
 Skrut, Maria (HERE)  
 Smania, Antone (AFM)  
 Smith Jr., Jeffrey (HERE)  
 Smith, Cecelia M. (HERE)  
 Smith, Clara E. (HERE)  
 Smith, Delores D. (HERE)  
 Smith, Velma L. (HERE)  
 Smith, William (USWA)  
 Smith, Gerry G. (IAM)  
 Smith, Howard (UAW)  
 Smith, Margaret L. (HERE)  
 Snider, Ruth (SEIU)  
 Snyder, Carol (SEIU)  
 Snyder, Maria (HERE)  
 Solano-Avila, Gabriel J. (HERE)  
 Soliman, Kawkab (IUOE)  
 Sonier, Myrdie A. (HERE)  
 Soriano, Maria C. (HERE)  
 Sorisantos, Tommy B. (HERE)  
 Sowers, Archie M. (BRS)  
 Sponaule, Frederick (AFSCME)  
 Sprague, Sally B. (HERE)  
 Springer, William T. (USWA)  
 Spurgeon, Larry J. (HERE)  
 St. Godard, Noreen M. (USWA)  
 St. Pierre, Bob (UAW)  
 Staben, Rosa M. (HERE)  
 Stallard, Wayne (SEIU)  
 Stamm, Erma E. (HERE)  
 Stanich, Nicholas J. (HERE)

Stanzione, Joseph R. (USWA)  
 Staub, George (UAW)  
 Steff, Richard I. (AFM)  
 Steib, Karl (HERE)  
 Steigerwald, Tres (USWA)  
 Stevens, Donald F. (BRS)  
 Stiles, Dewey D. (USWA)  
 Stone, Bertha (HERE)  
 Stovall, Willie (UAW)  
 Stramel, John M. (HERE)  
 Streeter, Frank (SEIU)  
 Streeter, Paul (AFM)  
 Strub, Herbert C. (HERE)  
 Suarez, Carlos A. (USWA)  
 Summers, Carmina (HERE)  
 Swafford, John L. (AFSCME)  
 Swain, Robert (AFM)  
 Swedish, Gertrude J. (USWA)  
 Sweet, Jean (HERE)  
 Swornik, Edward (UAW)

Tansky, William (ALPA)  
 Tapscott, Jeanne M. (HERE)  
 Tarantola, Joseph (SEIU)  
 Taylor, Mary Anna (HERE)  
 Taylor, John P. (USWA)  
 Taylor, Gerald R. (AFSCME/CEC 7)  
 Taylor, Troy C. (HERE)  
 Teague, Paul (IUOE)  
 Telfair, Lesley (IBT)  
 Testa, Frank (AFM)  
 Tetrick, Graydon (BCTGM)  
 Thomas, Ralph C. (USWA)  
 Thomas, Violet G. (HERE)  
 Thomas, Lucy May (HERE)  
 Thomas, Kenneth (HERE)  
 Thompson, Christopher (AFSCME)  
 Thompson, Robert T. (HERE)  
 Thompson, Theresa M. (HERE)  
 Thompson, Ted (ALPA)  
 Thomsen, Elma K. (HERE)  
 Thorne, Marion Anderson (HERE)  
 Tirree, A.S. (Pat) (USWA)  
 Tobin, Donald E. (USWA)  
 Tolbert, Campbell (AFM)  
 Tonelli, Joseph (PACE)  
 Toro, Estefania (HERE)  
 Torres, Tony (USWA)  
 Tosti, A.L. (IAM)  
 Townsend, Florence (SEIU)  
 Trainham, Linwood (IBT)  
 Treherne, Alfred (USWA)  
 Trenche, Lazaro M. (HERE)  
 Troestler, William J. (UAW)  
 Trojan, Frank (GMP)  
 Trull, Mary H. (HERE)



Tucker, Gladys M. (HERE)  
Tuckett, Isa (HERE)  
Tupper, Phoebe (SEIU)  
Turcott, Evelyn M. (USWA)  
Turner, Wayne A. (PACE)  
Turner, Katie M. (HERE)  
Twomey, Joan (SEIU)  
Tyler, Archie (AFSCME)

Uga, Ann A. (HERE)  
Urbanovics, Otto (USWA)  
Uzala, Albert (HERE)

Vachon, Lionel C. (AFM)  
Vale, Sheridan (BRS)  
Valentine, Robert (HERE)  
Valentini, Santos (HERE)  
Van Gelder, Philip H. (IAM)  
Varney, Hattie (HERE)  
Velazquez, Alejo (USWA)  
Venuta, Barney (AFM)  
Vermudez, Asuncion (HERE)  
Versus, Plato (HERE)  
Vest, Clarence (AFM)  
Vigreux Jr., Hubert J. (HERE)  
Villalobos, Francisco (HERE)  
Villareal, Gerald L. (HERE)  
Vines, Gary (PACE)  
Voel, Mary Kaye (USWA)

Waedekin, Roger (OCAW)  
Wahinepio, George K. (HERE)  
Waedekin, Roger (PACE)  
Waldron, Thomas (UAW)  
Walker (Wilson), Mildred (HERE)  
Walker, Eva B. (HERE)

Walker, Andrew (SEIU)  
Walker, Dorothy (UAW)  
Wallick, Phillip (GMP)  
Walsh, John F. (Iron Workers)  
Walsh, Michael (SEIU)  
Walshin, Seymour R. (HERE)  
Wantling, Edith (USWA)  
Ward, Jack A. (USWA)  
Ward, Avis (HERE)  
Ward, Michael (HERE)  
Ware, Shirley (SEIU)  
Waring, Juanita E. (HERE)  
Warner, Wesley W. (USWA)  
Wasson, Beulah (HERE)  
Waters, John F. (Painters and Allied Trades)  
Watson, William (SEIU)  
Watson, Keith R. (AFSCME)  
Ward, Melvin (BCTGM)  
Webb, Robert V. (HERE)  
Weinmeister, Arnie (IBT)  
Weiss, Jay (SEIU)  
Welshons, Eugene S. (HERE)  
Wendam, Sidney D. (HERE)  
Werkheiser, Harold M. (USWA)  
Weston Jr., Milton C. (USWA)  
White Jr., Percy (IBT)  
White, Andrew D. (USWA)  
Whiteley, Nora A. (HERE)  
Whitt, Monte (AFSCME)  
Wiggins, Warren J. (AFM)  
Wille, Bonnie Lou (HERE)  
Williams, Michael R. (HERE)  
Williams, Jessie (HERE)  
Williams, John (PACE)  
Williams, Lucy (HERE)  
Williams, V.H. (Bill) (IUOE)  
Williams, Robert (SEIU)

Williams, Queen E. (HERE)  
Williams, William (SEIU)  
Williams, Robert M (UAW)  
Williams, Ola (HERE)  
Wilson, Imogene (HERE)  
Winstein, David (AFM)  
Withington, Edith (San Francisco Labor Council)  
Witt, Belle E. (HERE)  
Wittbrodt, William R. (USWA)  
Wojtowicz, Mary Ann (USWA)  
Wong, Ngeon (HERE)  
Woodcock, Leonard (UAW)  
Woods, Millie (HERE)  
Woods, Charles A. (HERE)  
Worth, Martha E. (HERE)  
Wright, Rose (HERE)  
Wright, Louis K. (HERE)  
Wrobel, Ann (PACE)

Yaller, Carl (GMP)  
Yee, Koon Wing (HERE)  
Yee, Anita (HERE)  
Yi, Chong Muk (HERE)  
Yoro, Nicomedes T. (HERE)  
Young, Ethel (HERE)  
Young, Charles (AFM)  
Youse, Daniel W. (AFM)  
Yu, San Yip (HERE)

Zadroga, Stephen (SEIU)  
Zaltsman, Kathryn (HERE)  
Zentner, Dr. Si (AFM)  
Zilbert, Jerry (AFM)  
Zimmerman, Samuel O. (AFM)  
Zusman, Dale S. (United Union of Roofers and Waterproofers)

## Union Members Lost to Terrorism

Since Sept. 11, 2001

### AFSCME

Anderson, Yvette (Civil Service Employees Association Local 1000), World Trade Center  
Cohen, Florence (CSEA Local 1000), World Trade Center  
Goody, Harry (CSEA Local 1000), World Trade Center  
Hrycak, Marian (CSEA Local 1000), World Trade Center  
Temple, Dorothy (CSEA Local 1000), World Trade Center  
Louie, Chet (Local 2021, District Council 37), World Trade Center

### AFSCME/Fire Fighters

Judge, the Rev. Mychal (AFSCME Local 299, District Council 37/IAFF locals 94 and 854), World Trade Center  
Quinn, Ricardo (AFSCME Local 2507, District Council 37/IAFF Local 94), World Trade Center  
Lillo, Carlos (AFSCME Local 2507, District Council 37/IAFF Local 94), World Trade Center

### AFT

Clark, Sarah M. (Washington Teachers Union), American Flight 77/Pentagon  
Debeuneure, James (Washington Teachers Union), American Flight 77/Pentagon  
Mauro, Charles J. (PSC-CUNY Local 2334), World Trade Center  
Taylor, Hilda E. (Washington Teachers Union), American Flight 77/Pentagon  
Zucker, Andrew (PSC-CUNY Local 2334), World Trade Center

### Air Line Pilots

Dahl, Jason (Local 52), United Flight 93/Pennsylvania  
Homer, Leroy (Local 52), United Flight 93/Pennsylvania  
Horrocks, Michael (Local 52), United Flight 175/World Trade Center  
Saracini, Victor (Local 52), United Flight 175/World Trade Center

### Allied Pilots Association

Burlingame, Chick, American Flight 77/Pentagon  
Charlebois, Dave, American Flight 77/Pentagon  
McGuinness, Thomas, American Flight 11/World Trade Center  
Ogonowski, John, American Flight 11/World Trade Center

### Association of Professional Flight Attendants

Arestegui, Barbara, American Flight 11/World Trade Center  
Collman, Jeffrey, American Flight 11/World Trade Center  
Heidenberger, Michele, American Flight 77/Pentagon  
Lewis, Jennifer, American Flight 77/Pentagon  
Lewis, Kenneth, American Flight 77/Pentagon

Low, Sara, American Flight 11/World Trade Center  
Martin, Karen, American Flight 11/World Trade Center  
May, Renee, American Flight 77/Pentagon  
Nicosia, Kathleen, American Flight 11/World Trade Center  
Ong, Betty, American Flight 11/World Trade Center  
Roger, Jean, American Flight 11/World Trade Center  
Snyder, Dianne, American Flight 11/World Trade Center  
Sweeney, Madeline, American Flight 11/World Trade Center

### Carpenters

Canavan, Sean (Local 608), World Trade Center  
Coughlan, Martin (Local 608), World Trade Center  
Diaz, Matthew (Local 2287), World Trade Center  
Gill, Paul (Local 608), World Trade Center  
Gonzalez, Mauricio (Local 608), World Trade Center  
Kelly, Maurice (Local 157), World Trade Center  
Kirby, Chris (Local 608), World Trade Center  
Millman, Benjamin (Local 608), World Trade Center  
Mistruilli, Joseph (Local 157), World Trade Center  
Monaghan, Brian (Local 157), World Trade Center  
Ortiz, David (Local 608), World Trade Center  
Piskadlo, Joseph (Local 157), World Trade Center  
Rizzo, John (Local 608), World Trade Center  
Rossetti, Daniel (Local 15), World Trade Center  
Ruddle, David (Local 157), World Trade Center  
Russell, Steven (Local 45), World Trade Center  
Sanchez, Erick (Local 2287), World Trade Center  
Vecario, Robert (Local 926), World Trade Center  
Woods, Patrick (Local 608), World Trade Center

### Communications Workers of America

Bowen, Donna (Local 2336), Pentagon  
Cushing, Patricia (Local 1023), United Flight 93/Pennsylvania  
Davila, Niurka (Local 1177), World Trade Center  
DiFranco, Don (NABET-CWA Local 51016), World Trade Center  
Jones, Mary (Local 1032), World Trade Center  
Merrick, Deborah (Local 1032), World Trade Center  
Orth, Jane (Local 1365), American Flight 11/World Trade Center  
Pecorelli, Tom (NABET-CWA Local 59053), American Flight 11/World Trade Center  
Steckman, William (NABET-CWA Local 51011), World Trade Center  
Teretola, Lisa (Local 1032), World Trade Center

### Detectives' Endowment Association

Richards, Claude (NYPD), World Trade Center  
Vigiano, Joseph (NYPD), World Trade Center

#### Electrical Workers

Ashton, Thomas (Local 3), World Trade Center  
Cartier, James M. (Local 3), World Trade Center  
Caulfield, Robert J. (Local 3), World Trade Center  
Coppola, Gerard (Local 1212), World Trade Center  
DiPilato, Joseph (Local 3), World Trade Center  
Fiumefredo, Salvatore A. (Local 3), World Trade Center  
Hermer, Harvey (Local 3), World Trade Center  
Jacobson, Steven (Local 1212), World Trade Center  
Licciardi, Ralph M. (Local 3), World Trade Center  
Lowe, Michael W. (Local 3), World Trade Center  
Lucania, Charles P. (Local 3), World Trade Center  
Mariano, Lester V. (Local 3), World Trade Center  
Martinez, Jose F. (Local 3), World Trade Center  
Pattison, Robert (Local 1212), World Trade Center  
Rivera, Isaias (Local 1212), World Trade Center  
Romagnolo, Joseph (Local 3), World Trade Center  
Shaw, Jeffrey J. (Local 3), World Trade Center  
Strauss, Steven R. (Local 3), World Trade Center  
Travers Sr., Glenn J. (Local 3), World Trade Center  
White, Kenneth W. (Local 3), World Trade Center

#### Elevator Constructors

Costello, Charles (Local 1), World Trade Center

#### Fire Fighters

Agnello, Joseph (Local 94), World Trade Center  
Ahearn, Brian (Local 854), World Trade Center  
Allen, Eric (Local 94), World Trade Center  
Allen, Richard (Local 94), World Trade Center  
Amato, James (Local 854), World Trade Center  
Anaya Jr., Calixto (Local 94), World Trade Center  
Angelini, Joseph (Local 94), World Trade Center  
Apostol Jr., Faustino (Local 94), World Trade Center  
Arce, David (Local 94), World Trade Center  
Arena, Louis (Local 94), World Trade Center  
Asaro, Carl (Local 94), World Trade Center  
Atlas, Gregg (Local 854), World Trade Center  
Atwood, Gerald (Local 94), World Trade Center  
Baptiste, Gerard (Local 94), World Trade Center  
Barbara, Gerard (Local 854), World Trade Center  
Barnes, Matthew (Local 94), World Trade Center  
Barry, Arthur (Local 94), World Trade Center  
Bates, Steven (Local 854), World Trade Center  
Bedigian, Carl (Local 94), World Trade Center  
Belson, Stephen (Local 94), World Trade Center  
Bergin, John (Local 94), World Trade Center  
Beyer, Paul (Local 94), World Trade Center  
Bielfeld, Peter (Local 94), World Trade Center  
Bilcher, Brian (Local 94), World Trade Center  
Bini, Carl (Local 94), World Trade Center  
Bocchino, Michael (Local 94), World Trade Center  
Bonomo, Frank (Local 94), World Trade Center  
Box, Gary (Local 94), World Trade Center  
Boyle, Michael (Local 94), World Trade Center  
Bracken, Kevin (Local 94), World Trade Center

Brennan, Michael (Local 94), World Trade Center  
Brennan, Peter (Local 94), World Trade Center  
Brethel, Daniel J. (Local 854), World Trade Center  
Brown, Patrick (Local 854), World Trade Center  
Brunn, Andrew (Local 94), World Trade Center  
Brunton, Vincent (Local 854), World Trade Center  
Bucca, Ronald (Local 854), World Trade Center  
Buck, Greg (Local 94), World Trade Center  
Burke Jr., William (Local 854), World Trade Center  
Burns, Donald (Local 854), World Trade Center  
Burnside, John (Local 94), World Trade Center  
Butler, Thomas (Local 94), World Trade Center  
Byrne, Patrick (Local 94), World Trade Center  
Cain, George (Local 94), World Trade Center  
Calabro, Salvatore (Local 94), World Trade Center  
Callahan, Frank (Local 854), World Trade Center  
Cammarata, Michael (Local 94), World Trade Center  
Cannizzaro, Brian (Local 94), World Trade Center  
Carey, Dennis (Local 94), World Trade Center  
Carlo, Michael (Local 94), World Trade Center  
Carroll, Michael (Local 94), World Trade Center  
Carroll, Peter J. (Local 94), World Trade Center  
Casoria, Thomas (Local 94), World Trade Center  
Cawley, Michael (Local 94), World Trade Center  
Cherry, Vernon (Local 94), World Trade Center  
Chiofalo, Nicholas (Local 94), World Trade Center  
Chipura, John (Local 94), World Trade Center  
Clarke, Michael (Local 94), World Trade Center  
Coakley, Steven (Local 94), World Trade Center  
Coleman, Tarel (Local 94), World Trade Center  
Cordice, Robert (Local 94), World Trade Center  
Correa, Ruben (Local 94), World Trade Center  
Coughlin, John (Local 94), World Trade Center  
Coyle, James (Local 94), World Trade Center  
Crawford, Robert (Local 94), World Trade Center  
Crisci, John (Local 854), World Trade Center  
Cross, Dennis (Local 854), World Trade Center  
Cullen III, Thomas (Local 94), World Trade Center  
Curatolo, Robert (Local 94), World Trade Center  
Datri, Edward (Local 854), World Trade Center  
D'Auria, Michael (Local 94), World Trade Center  
Davidson, Scott (Local 94), World Trade Center  
Day, Edward (Local 94), World Trade Center  
DeAngelis, Thomas (Local 854), World Trade Center  
Delvalle, Manuel (Local 94), World Trade Center  
Demeo, Martin (Local 94), World Trade Center  
Derubbio, David (Local 94), World Trade Center  
Desperito, Andrew J. (Local 854), World Trade Center  
Devlin, Dennis (Local 854), World Trade Center  
Dewan, Gerard (Local 94), World Trade Center  
DiPasquale, George (Local 94), World Trade Center  
Donnelly, Kevin (Local 854), World Trade Center  
Dowdell, Kevin (Local 854), World Trade Center  
Downey, Raymond (Local 854), World Trade Center  
Duffy, Gerard (Local 94), World Trade Center  
Egan Jr., Martin J. (Local 854), World Trade Center

Elferis, Michael (Local 94), World Trade Center  
Esposito, Frances (Local 94), World Trade Center  
Esposito, Michael (Local 854), World Trade Center  
Evans, Robert (Local 94), World Trade Center  
Fanning II, John (Local 854), World Trade Center  
Farino, Thomas (Local 854), World Trade Center  
Farrelly, Joseph (Local 854), World Trade Center  
Farrelly, Terrence (Local 94), World Trade Center  
Feehan, William (Local 854), World Trade Center  
Fehling, Lee (Local 94), World Trade Center  
Feinberg, Alan (Local 94), World Trade Center  
Fiore, Michael (Local 94), World Trade Center  
Fischer, John (Local 854), World Trade Center  
Fletcher, Andre (Local 94), World Trade Center  
Florio, John (Local 94), World Trade Center  
Fodor, Michael (Local 854), World Trade Center  
Foley, Thomas (Local 94), World Trade Center  
Foti, Robert (Local 94), World Trade Center  
Freund, Peter (Local 854), World Trade Center  
Gambino Jr., Thomas (Local 94), World Trade Center  
Ganci, Peter (Local 854), World Trade Center  
Garbarini, Charles (Local 854), World Trade Center  
Gardner, Thomas (Local 94), World Trade Center  
Garvey, Matthew (Local 94), World Trade Center  
Gary, Bruce (Local 94), World Trade Center  
Geidel, Gary (Local 94), World Trade Center  
Geraghty, Edward (Local 854), World Trade Center  
Germain, Denis (Local 94), World Trade Center  
Giammona, Vincent (Local 854), World Trade Center  
Giberson, James (Local 94), World Trade Center  
Gies, Ronnie (Local 94), World Trade Center  
Gill, Paul (Local 94), World Trade Center  
Ginley, John (Local 854), World Trade Center  
Giordano, John (Local 94), World Trade Center  
Giordano, Jeffrey (Local 94), World Trade Center  
Glascoe, Keith (Local 94), World Trade Center  
Gray, James (Local 94), World Trade Center  
Grzelak, Joseph (Local 854), World Trade Center  
Guadalupe, Jose (Local 94), World Trade Center  
Guja, Geoffrey (Local 854), World Trade Center  
Gullickson, Joseph (Local 854), World Trade Center  
Halderman, David (Local 94), World Trade Center  
Halloran, Vincent (Local 854), World Trade Center  
Hamilton, Robert (Local 94), World Trade Center  
Hanley, Sean S. (Local 94), World Trade Center  
Hannafin, Thomas (Local 94), World Trade Center  
Hannon, Dana (Local 94), World Trade Center  
Harlin, Daniel (Local 94), World Trade Center  
Harrell, Harvey (Local 854), World Trade Center  
Harrell, Stephen (Local 854), World Trade Center  
Haskell Jr., Thomas (Local 854), World Trade Center  
Haskell, Timothy (Local 94), World Trade Center  
Hatton, Terence (Local 854), World Trade Center  
Haub, Michael (Local 94), World Trade Center  
Healey, Michael (Local 854), World Trade Center  
Heffernan, John (Local 94), World Trade Center

Henderson, Ronnie (Local 94), World Trade Center  
Henry, Joseph (Local 94), World Trade Center  
Henry, William (Local 94), World Trade Center  
Hetzel, Thomas (Local 94), World Trade Center  
Hickey, Brian (Local 854), World Trade Center  
Higgins, Timothy (Local 854), World Trade Center  
Hohmann, Jonathan (Local 94), World Trade Center  
Holohan, Thomas (Local 94), World Trade Center  
Hunter, Joseph (Local 94), World Trade Center  
Hynes, Walter G. (Local 854), World Trade Center  
Ielpi, Jonathan (Local 94), World Trade Center  
Ill Jr., Frederick (Local 854), World Trade Center  
Johnston, William (Local 94), World Trade Center  
Jordan, Andrew (Local 94), World Trade Center  
Joseph, Karl (Local 94), World Trade Center  
Jovic, Anthony (Local 854), World Trade Center  
Juarbe Jr., Angel (Local 94), World Trade Center  
Kane, Vincent (Local 94), World Trade Center  
Kasper, Charles (Local 854), World Trade Center  
Keating, Paul (Local 94), World Trade Center  
Kelly Jr., Richard (Local 94), World Trade Center  
Kelly, Thomas W. (Local 94), World Trade Center  
Kennedy, Thomas (Local 94), World Trade Center  
Kerwin, Ronald (Local 854), World Trade Center  
Kiefer, Michael (Local 94), World Trade Center  
King, Robert (Local 94), World Trade Center  
Kopytko, Scott (Local 94), World Trade Center  
Kumpel, Kenneth (Local 94), World Trade Center  
Kuveikis, Thomas (Local 94), World Trade Center  
Laarsen, Scott (Local 94), World Trade Center  
LaForge, David (Local 94), World Trade Center  
Lake, William (Local 94), World Trade Center  
Lane, Robert (Local 94), World Trade Center  
Langone, Peter (Local 94), World Trade Center  
Leavey, Joseph (Local 854), World Trade Center  
Leavy, Neil (Local 94), World Trade Center  
Libretti, Daniel (Local 94), World Trade Center  
Linnane, Robert (Local 94), World Trade Center  
Lynch, Michael (Local 94), World Trade Center  
Lyons, Michael (Local 94), World Trade Center  
Lyons, Patrick (Local 94), World Trade Center  
Maffeo, Joseph (Local 94), World Trade Center  
Mahoney, William (Local 94), World Trade Center  
Maloney, Joseph (Local 94), World Trade Center  
Marchbanks Jr., Joseph (Local 854), World Trade Center  
Margiotta, Charles (Local 854), World Trade Center  
Marino, Kenneth (Local 94), World Trade Center  
Marshall, John (Local 94), World Trade Center  
Martin, Peter (Local 854), World Trade Center  
Martini, Paul (Local 854), World Trade Center  
Mascali, Joseph (Local 94), World Trade Center  
Maynard, Keithroy (Local 94), World Trade Center  
McAleese, Brian (Local 94), World Trade Center  
McAvoy, John (Local 94), World Trade Center  
McCann, Thomas (Local 94), World Trade Center  
McGinn, William (Local 854), World Trade Center

McGovern, William (Local 854), World Trade Center  
McHugh, Dennis (Local 94), World Trade Center  
McMahon, Robert (Local 94), World Trade Center  
McPadden, Robert (Local 94), World Trade Center  
McShane, Terence (Local 94), World Trade Center  
McSweeney, Timothy (Local 94), World Trade Center  
McWilliams, Martin (Local 94), World Trade Center  
Meisenheimer, Raymond (Local 94), World Trade Center  
Mendez, Charles (Local 94), World Trade Center  
Mercado, Steve (Local 94), World Trade Center  
Miller, Douglas (Local 94), World Trade Center  
Miller Jr., Henry (Local 94), World Trade Center  
Minara, Robert (Local 94), World Trade Center  
Mingione, Thomas (Local 94), World Trade Center  
Mitchell, Paul (Local 854), World Trade Center  
Modafferi, Louis (Local 854), World Trade Center  
Mojica, Dennis (Local 854), World Trade Center  
Mojica, Manuel (Local 94), World Trade Center  
Molinaro, Carl (Local 94), World Trade Center  
Montesi, Michael (Local 94), World Trade Center  
Moody, Thomas (Local 854), World Trade Center  
Moran, John (Local 854), World Trade Center  
Morello, Vincent (Local 94), World Trade Center  
Mozzillo, Christopher (Local 94), World Trade Center  
Muldowney Jr., Richard (Local 94), World Trade Center  
Mullan, Michael (Local 94), World Trade Center  
Mulligan, Dennis (Local 94), World Trade Center  
Murphy, Raymond (Local 854), World Trade Center  
Nagel, Robert (Local 854), World Trade Center  
Napolitano, John (Local 94), World Trade Center  
Nelson, Peter (Local 94), World Trade Center  
Nevins, Gerard (Local 94), World Trade Center  
Ober, Dennis (Local 94), World Trade Center  
O'Callaghan, Daniel (Local 854), World Trade Center  
Oelschlager, Douglas (Local 94), World Trade Center  
Ogren, Joseph (Local 94), World Trade Center  
Ohagan, Thomas (Local 854), World Trade Center  
Oitice, Samuel (Local 94), World Trade Center  
O'Keefe, Patrick I. (Local 94), World Trade Center  
O'Keefe, William (Local 854), World Trade Center  
Olsen, Eric (Local 94), World Trade Center  
Olsen, Jeffrey (Local 94), World Trade Center  
Olson, Steven (Local 94), World Trade Center  
O'Rourke, Kevin (Local 94), World Trade Center  
Otten, Michael (Local 94), World Trade Center  
Palazzo, Jeffrey (Local 94), World Trade Center  
Palmer, Orio (Local 854), World Trade Center  
Palombo, Frank (Local 94), World Trade Center  
Pansini, Paul (Local 94), World Trade Center  
Paolillo, John (Local 854), World Trade Center  
Pappageorge, James (Local 94), World Trade Center  
Parro, Robert (Local 94), World Trade Center  
Pearsall, Durrell (Local 94), World Trade Center  
Perry, Glenn (Local 854), World Trade Center  
Petti, Philip (Local 854), World Trade Center  
Pfeifer, Kevin (Local 854), World Trade Center

Phelan, Kenneth (Local 854), World Trade Center  
Pickford, Christopher (Local 94), World Trade Center  
Powell, Shawn (Local 94), World Trade Center  
Princiotta, Vincent (Local 94), World Trade Center  
Prior, Kevin (Local 94), World Trade Center  
Prunty, Richard (Local 94), World Trade Center  
Quappe, Lincoln (Local 94), World Trade Center  
Quilty, Michael (Local 854), World Trade Center  
Ragaglia, Leonard (Local 94), World Trade Center  
Ragusa, Michael (Local 94), World Trade Center  
Rall, Edward (Local 94), World Trade Center  
Rand, Adam (Local 94), World Trade Center  
Regan, Donald (Local 94), World Trade Center  
Regan, Robert (Local 854), World Trade Center  
Regenhard, Christian (Local 94), World Trade Center  
Reilly, Kevin (Local 94), World Trade Center  
Richard, Vernon (Local 854), World Trade Center  
Riches, James (Local 94), World Trade Center  
Rivelli Jr., Joseph (Local 94), World Trade Center  
Roberts, Michael (Local 94), World Trade Center  
Rodriguez, Anthony (Local 94), World Trade Center  
Rogan, Matthew (Local 94), World Trade Center  
Roma, Keith (Local I-26), World Trade Center  
Rossomando, Nicholas (Local 94), World Trade Center  
Ruback, Paul (Local 94), World Trade Center  
Russell, Stephen (Local 94), World Trade Center  
Russo, Michael (Local 854), World Trade Center  
Ryan, Matthew (Local 854), World Trade Center  
Sabella, Thomas (Local 94), World Trade Center  
Santora, Christopher (Local 94), World Trade Center  
Santore, John (Local 94), World Trade Center  
Saucedo, Gregory (Local 94), World Trade Center  
Scauso, Dennis (Local 94), World Trade Center  
Schardt, John (Local 94), World Trade Center  
Schoales, Thomas (Local 94), World Trade Center  
Schrang, Gerard (Local 94), World Trade Center  
Sikorsky, Gregory (Local 94), World Trade Center  
Siller, Stephen (Local 94), World Trade Center  
Smagala Jr., Stanley (Local 94), World Trade Center  
Smith Jr., Leon (Local 94), World Trade Center  
Smith, Kevin (Local 94), World Trade Center  
Spear, Robert (Local 94), World Trade Center  
Stack, Lawrence (Local 854), World Trade Center  
Stackpole, Timothy (Local 854), World Trade Center  
Stajk, Gregory (Local 94), World Trade Center  
Stark, Jeffrey (Local 94), World Trade Center  
Suarez, Benjamin (Local 94), World Trade Center  
Suhr, Daniel (Local 94), World Trade Center  
Sullivan, Christopher (Local 854), World Trade Center  
Sweeney, Brian (Local 94), World Trade Center  
Tallon, Sean (Local 94), World Trade Center  
Tarasiewicz, Alan (Local 94), World Trade Center  
Tegtmeier, Paul (Local 94), World Trade Center  
Tierney, John (Local 94), World Trade Center  
Tipping Jr., John (Local 94), World Trade Center  
Tirado Jr., Hector (Local 94), World Trade Center



VanHine, Richard (Local 94), World Trade Center  
 Veling, Lawrence (Local 94), World Trade Center  
 Vigiano II, John (Local 94), World Trade Center  
 Villanueva, Sargio (Local 94), World Trade Center  
 Virgilio, Lawrence (Local 94), World Trade Center  
 Wallace, Robert (Local 854), World Trade Center  
 Walz, Jeffrey (Local 94), World Trade Center  
 Warchola, Michael (Local 854), World Trade Center  
 Waters II, Patrick (Local 854), World Trade Center  
 Weinberg, Michael T. (Local 94), World Trade Center  
 Welty, Timothy (Local 94), World Trade Center  
 Whelan, Eugene (Local 94), World Trade Center  
 White, Edward (Local 94), World Trade Center  
 Whitford, Mark (Local 854), World Trade Center  
 Wilkinson, Glenn E. (Local 854), World Trade Center  
 Williamson, John (Local 854), World Trade Center  
 Wooley, David (Local 854), World Trade Center  
 York Jr., Raymond R. (Local 94), World Trade Center

Fire Fighters/AFT  
 Fredericks, Andrew (IAFF Local 94/AFT PSC-CUNY  
 Local 2334), World Trade Center

Fire Fighters/Iron Workers  
 Collins, John (IAFF Local 94/Iron Workers Local 580),  
 World Trade Center  
 Vega, Peter (IAFF Local 94/Iron Workers Local 40),  
 World Trade Center  
 Watson, Kenneth (IAFF Local 94/Iron Workers Local 580),  
 World Trade Center  
 Weiss, David (IAFF Local 94/Iron Workers Local 580),  
 World Trade Center

Fire Fighters/Operating Engineers  
 Krukowski, William (IAFF Local 94/IUOE Local 15),  
 World Trade Center  
 Scheffold, Fred (IAFF Local 854/IUOE Local 15),  
 World Trade Center

Fire Fighters/Plumbers and Pipe Fitters  
 Kelly, Thomas R. (IAFF Local 94/UA Local 638),  
 World Trade Center

Fire Fighters/SEIU  
 Blackwell, Christopher (IAFF Local 94/SEIU District 1199NE),  
 World Trade Center

Flight Attendants  
 Bay, Lorraine G. (Local 6), United Flight 93/Pennsylvania  
 Bradshaw, Sandra W. (Local 6), United Flight 93/  
 Pennsylvania  
 Fangman, Robert (Local 27), United Flight 175/  
 World Trade Center  
 Green, Wandra A. (Local 6), United Flight 93/Pennsylvania  
 Jarret, Amy (Local 27), United Flight 175/World Trade Center

King, Amy R. (Local 27), United Flight 175/  
 World Trade Center  
 LaBorie, Kathryn (Local 27), United Flight 175/  
 World Trade Center  
 Lyles, Cee Cee (Local 6), United Flight 93/Pennsylvania  
 Tarrou, Michael C. (Local 27), United Flight 175/  
 World Trade Center  
 Titus, Alicia N. (Local 27), United Flight 175/  
 World Trade Center  
 Welsh, Deborah A. (Local 6), United Flight 93/Pennsylvania

Flight Attendants/CWA  
 Marchand, Alfred G. (AFA Local Council 27/CWA Local  
 7911), United Flight 175/World Trade Center

Hotel Employees & Restaurant Employees  
 Ahmed, Shabbir (Local 100), World Trade Center  
 Alvarez, Antonio Javier (Local 100), World Trade Center  
 Alvear, Telmo (Local 100), World Trade Center  
 Astimbay, Manuel O. (Local 100), World Trade Center  
 Ayala, Samuel (Local 100), World Trade Center  
 Buruwa Addo, Sophia (Local 100), World Trade Center  
 Cabezas, Jesus (Local 100), World Trade Center  
 Carpio Bautista, Ivhan Luis (Local 100), World Trade Center  
 Chavez, Manuel-Gregorio (Local 100), World Trade Center  
 Chowdhury, Mohammed S. (Local 100), World Trade Center  
 De Pena, Jose (Local 100), World Trade Center  
 Diaz, Nancy (Local 100), World Trade Center  
 Fernandez, Henry (Local 100), World Trade Center  
 Francis, Lucille V. (Local 100), World Trade Center  
 Gomez, Enrique A. (Local 100), World Trade Center  
 Gomez, Jose B. (Local 100), World Trade Center  
 Gomez, Wilder (Local 100), World Trade Center  
 Holland, John (Local 100), World Trade Center  
 Jean-Pierre, Francois (Local 100), World Trade Center  
 Jimenez Jr., Eliezer (Local 100), World Trade Center  
 Kone, Abdoulaye (Local 100), World Trade Center  
 Kwarkye, Victor (Local 100), World Trade Center  
 LaTouche, Jeffrey (Local 100), World Trade Center  
 Lopez, Leobardo (Local 100), World Trade Center  
 Maciejewski, Jan (Local 100), World Trade Center  
 Mejia, Manuel (Local 100), World Trade Center  
 Melendez, Antonio (Local 100), World Trade Center  
 Minkah, Nana Akwasi (Local 100), World Trade Center  
 Morales, Martin (Local 100), World Trade Center  
 Morocho, Blanca (Local 100), World Trade Center  
 Nedd, Jerome (Local 100), World Trade Center  
 Neives Jr., Juan (Local 100), World Trade Center  
 Nunez, Jose R. (Local 100), World Trade Center  
 Ottenwalder, Isidro (Local 100), World Trade Center  
 Ovalles, Jesus (Local 100), World Trade Center  
 Paz Gutierrez, Victor (Local 100), World Trade Center  
 Perez, Alejo (Local 100), World Trade Center  
 Rivas, Moises N. (Local 100), World Trade Center  
 Rodriguez-Vargas, David B. (Local 100), World Trade Center

Ruiz, Gilbert (Local 100), World Trade Center  
Salas, Juan (Local 100), World Trade Center  
Tejada, Ysidro H. (Local 100), World Trade Center  
Traore, Abdoul Karim (Local 100), World Trade Center

#### Iron Workers

Cashman, William J. (Local 46), World Trade Center

#### Laborers

Gorman, Kieran J. (Local 79), World Trade Center  
Jaggernauth, Ricknauth (Local 79), World Trade Center  
Lachhman, Amarnauth (Local 79), World Trade Center  
Mancini, Francisco M. (Local 79), World Trade Center

#### Longshoremen

Thompson, William (New York State Supreme Court  
Officers Association), World Trade Center  
Jurgens, Thomas (New York State Supreme Court Officers  
Association), World Trade Center  
Wallace, Mitchell (New York State Supreme Court Officers  
Association), World Trade Center

#### Machinists

MacFarland, Marianne (Local Lodge 1726),  
United Flight 175/World Trade Center  
Sanchez, Jesus (Local Lodge 1726), United Flight 175/  
World Trade Center

#### Office and Professional Employees

Valcarcel, William (Organization of NYS Management  
Confidential Employees Local 153), World Trade Center

#### Operating Engineers

Danz, Vincent (Local 138), World Trade Center  
Deleo, Vito (Local 94), World Trade Center  
Griffin Jr., John (Local 94), World Trade Center  
Magee, Charles (Local 94), World Trade Center  
Williams, David (Local 94), World Trade Center

#### Painters and Allied Trades

Campbell, Robert A. (District Council 9, Local 24),  
World Trade Center  
Fernandez, Julio (District Council 9, Local 20),  
World Trade Center  
Green, Derrick (District Council 9, Local 1974),  
World Trade Center  
Hughes, Thomas F. (District Council 9,  
Signatory Contractor), World Trade Center  
Pigis, Theodoros (District Council 9, Local 28),  
World Trade Center  
Romero, Efrain (District Council 9, Local 24),  
World Trade Center  
Szurkowski, Norbert (District Council 9, Local 490),  
World Trade Center

Patrolmen's Benevolent Association  
Dallara, John (NYPD), World Trade Center  
Danz, Vincent (NYPD), World Trade Center  
Dominguez, Jerome (NYPD), World Trade Center  
Driscoll, Stephen (NYPD), World Trade Center  
Ellis, Mark (NYPD), World Trade Center  
Fazio, Robert (NYPD), World Trade Center  
Kloepfer, Ronald (NYPD), World Trade Center  
Langone, Thomas (NYPD), World Trade Center  
Leahy, James (NYPD), World Trade Center  
McDonnell, Brian (NYPD), World Trade Center  
Perry, John (NYPD), World Trade Center  
Pettit, Glenn (NYPD), World Trade Center  
Smith, Moria (NYPD), World Trade Center  
Suarez, Ramon (NYPD), World Trade Center  
Talty, Paul (NYPD), World Trade Center  
Valentin, Santos (NYPD), World Trade Center  
Weaver, Walter (NYPD), World Trade Center

#### Plumbers and Pipe Fitters

Calixte, Felix (Local 638), World Trade Center  
Serenio, Arturo (Local 638), World Trade Center

#### Port Authority Police Benevolent Association

Amoroso, Christopher (Port Authority Police),  
World Trade Center  
Barry, Maurice (Port Authority Police), World Trade Center  
Challahan, Liam (Port Authority Police), World Trade Center  
Cirri, Robert (Port Authority Police), World Trade Center  
Davis, Clinton (Port Authority Police), World Trade Center  
Foreman, Donald (Port Authority Police), World Trade Center  
Froehner, Gregg (Port Authority Police), World Trade Center  
Gorman, Thomas (Port Authority Police), World Trade Center  
Houston, Uhuru (Port Authority Police), World Trade Center  
Howard, George (Port Authority Police), World Trade Center  
Huczko, Steve (Port Authority Police), World Trade Center  
Infante, Anthony (Port Authority Police), World Trade Center  
Jurgens, Paul (Port Authority Police), World Trade Center  
Kaulfers, Robert (Port Authority Police), World Trade Center  
Laszczyński, Paul (Port Authority Police), World Trade Center  
Lemagne, David (Port Authority Police), World Trade Center  
Lennon, John (Port Authority Police), World Trade Center  
Levi, John (Port Authority Police), World Trade Center  
Lynch, James (Port Authority Police), World Trade Center  
Mazza, Kathy (Port Authority Police), World Trade Center  
McIntyre, Donald (Port Authority Police), World Trade Center  
McNeil, Walter (Port Authority Police), World Trade Center  
Morrone, Fred (Port Authority Police), World Trade Center  
Navis, Joseph (Port Authority Police), World Trade Center  
Nelson, James (Port Authority Police), World Trade Center  
Niedermeyer, Alfonse (Port Authority Police),  
World Trade Center  
Parham, James (Port Authority Police), World Trade Center  
Pezzulo, Dominick (Port Authority Police),  
World Trade Center



Reynolds, Bruce (Port Authority Police), World Trade Center  
Rodrigues, Antonio (Port Authority Police),  
World Trade Center  
Rodriguez, Richard (Port Authority Police),  
World Trade Center  
Romito, James (Port Authority Police), World Trade Center  
Skala, John (Port Authority Police), World Trade Center  
Stuart, Walwyn (Port Authority Police), World Trade Center  
Tietjen, Kenneth (Port Authority Police), World Trade Center  
Webb, Nathaniel (Port Authority Police), World Trade Center  
Wholey, Michael (Port Authority Police), World Trade Center

#### Postal Workers

Curseen Jr., Joseph (Local 140), Anthrax/Washington, D.C.  
Morris Jr., Thomas (Local 140), Anthrax/Washington, D.C.

#### Public Employees Federation—

jointly affiliated with AFT and SEIU  
Ahearn, Jeremial (Local 4053), World Trade Center  
Alikakos, Ernest (Local 4053), World Trade Center  
Aryee, Japhet (Local 4053), World Trade Center  
Berger, Steven (Local 4053), World Trade Center  
Chalouh, Eli (Local 4053), World Trade Center  
Domanico, James (Local 4053), World Trade Center  
Dukat, Sareve (Local 4053), World Trade Center  
Frazier Jr., Clyde (Local 4053), World Trade Center  
Gladstone, Dianne (Local 4053), World Trade Center  
Guan, Cindy (Local 4053), World Trade Center  
Ignatius, Adanga (Local 4053), World Trade Center  
Lai, Neil K. (Local 4053), World Trade Center  
Lam, Chow K. (Local 4053), World Trade Center  
Lee, Hyunjoon (Local 4053), World Trade Center  
Lee, Myoung (Local 4053), World Trade Center  
Lefkowitz, Stephen (Local 4053), World Trade Center  
Lesperance, Charles (Local 4053), World Trade Center  
May, Tyrone (Local 4053), World Trade Center  
Miller, Robert (Local 4053), World Trade Center  
Miuccio, Richard (Local 4053), World Trade Center  
Nesbitt, Oscar (Local 4053), World Trade Center  
Ou, Michael (Local 4053), World Trade Center  
Papasso, Salvatore (Local 4053), World Trade Center  
Parsons, Diane (Local 4053), World Trade Center  
Pierce, Dennis (Local 4053), World Trade Center  
Riso, Rose M. (Local 4053), World Trade Center  
Ruaazi, Gerard (Local 4053), World Trade Center  
Schlissel, Jonathan S. (Local 4053), World Trade Center  
Shum, See Wong (Local 4053), World Trade Center  
Simowitz, Barry (Local 4053), World Trade Center  
Tembe, Tesh (Local 4053), World Trade Center  
Urban, Diane (Local 4053), World Trade Center  
Velamuri, Sankara (Local 4053), World Trade Center  
Wong, Yuk Ping (Local 4053), World Trade Center

#### SEIU

Ajala, Godwin (Local 32BJ), World Trade Center  
Amaranto, Angelo (Local 32BJ), World Trade Center  
Audifred, James (Local 32BJ), World Trade Center  
Bowman, Larry (Local 32BJ), World Trade Center  
Camaj, Rocco (Local 32BJ), World Trade Center  
Carstanjen, Christopher (Local 509), United Flight 175/  
World Trade Center  
Conley, Denny (Local 32BJ), World Trade Center  
Cruz Sr., Francisco (Local 32BJ), World Trade Center  
Dedvukaj, Simon (Local 32BJ), World Trade Center  
Djonbalaj, Mon (Local 32BJ), World Trade Center  
Domingo, Benilda (Local 32BJ), World Trade Center  
Fields, Samuel (Local 32BJ), World Trade Center  
Gailliard, Ervin (Local 32BJ), World Trade Center  
Lebor, Leon (Local 32BJ), World Trade Center  
Lugo, Daniel (Local 32BJ), World Trade Center  
Luparello Jr., Anthony (Local 32BJ), World Trade Center  
Martinez, Robert (Local 32BJ), World Trade Center  
Molina, Manuel (Local 32BJ), World Trade Center  
Morrison, Jorge (Local 32BJ), World Trade Center  
Nguyen, Kathy (Local 1199NY), Anthrax/New York, N.Y.  
Ortiz, Sonia (Local 32BJ), World Trade Center  
Ramsaroop, Vishnoo (Local 32BJ), World Trade Center  
Salcedo, Esmerlin (Local 32BJ), World Trade Center  
Soto, Fabian (Local 32BJ), World Trade Center  
Sullins, David M. (Local 1199NY), World Trade Center  
Thompson, Vanauah (Local 32BJ), World Trade Center  
White, John (Local 32BJ), World Trade Center

#### Sergeants Benevolent Association

Coughlin, John (NYPD), World Trade Center  
Curtin, Michael (NYPD), World Trade Center  
Gillis, Rodney (NYPD), World Trade Center  
Roy, Timothy (NYPD), World Trade Center

#### Transportation • Communications Union

Barbella, James W. (United Service Workers of America  
Local 111-M), World Trade Center  
Calderon, Edward (USWA Local 111-S), World Trade Center  
Medaglia, Rocco (USWA Local 355), World Trade Center  
Raggio, Eugene (USWA Local 111-S), World Trade Center  
Strauss, Edward T. (USWA Local 111-S), World Trade Center