

POWER to FIGHT. POWER to WIN!



THE AFSCME 21ST CENTURY INITIATIVE

Report to the 37th International Convention, Chicago

**AFSCME
WE FIGHT.
WE WIN.**



FROM THE PRESIDENT & SECRETARY-TREASURER

A BOLD, NEW PLAN TO FIGHT & WIN

Brothers and Sisters,

Public employees are under attack. Our bills are harder to pay. Our wages are stagnant. Our workloads are up and staffing is down. Our jobs are being privatized and even shipped overseas. We're paying more for health care. Our pensions are on the chopping block. It's getting harder to negotiate good contracts. And the very right to join or start a union is threatened by Big Business fat cats and the politicians they control.

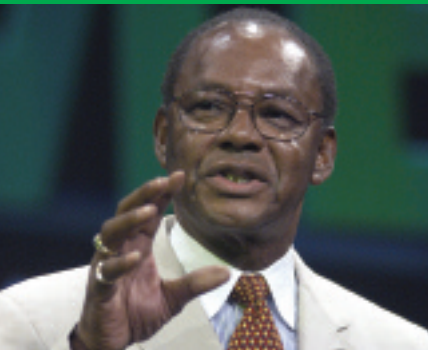
Conditions for workers have been bad before—but the crisis we face today is fundamentally different. Union membership is at an all-time low. The middle class is shrinking. The safety net Americans worked so hard to create for our children, the elderly and the disabled is being shredded by politicians who put corporate greed before public need.

It is clear that we cannot achieve real progress unless we develop a new game plan to fight back and win. AFSCME formed the 21st Century Committee after delegates to the 2004 International Convention adopted a resolution calling on our union to examine itself from top to bottom and recommend bold changes.

More than 80 affiliate leaders collaborated on the 21st Century process, logging hundreds of planning hours in city after city, state after state. The committee heard from members and local leaders through national conferences and affiliate conventions, through town hall gatherings and local union meetings, through online surveys and more. Their deliberations have produced a set of sweeping proposals to help AFSCME change and grow.

Our union's International Executive Board has endorsed the recommendations, believing they will enhance AFSCME's power to fight and win the big battles. We will become a stronger force by increasing our numbers and the activism of our members. We will be most dogged where the stakes





are the highest. We will apply the same passion to our new campaign to dramatically reform the health care system that we did to our successful effort to defeat George W. Bush's Social Security privatization scheme.

The 21st Century Initiative is about AFSCME's commitment to lead. It is about transforming ourselves into an even more forceful and effective champion of public services and the workers who provide them. In today's hostile political climate to organized labor, we must redouble our efforts to wage winning battles for workplace fairness and economic justice.

We have a thoughtful and ambitious new plan. Now it is up to each of us to make it a reality. We hope we can count on your support, because the 21st Century Initiative is our union's blueprint for survival and growth.

This is a defining moment in the life of our union. Never has there been a greater need for every one of us to act decisively to defend all that we have earned. If we are strategic and bold in thought and action, we will march with pride, power and purpose into the 21st century.

In Solidarity,

A handwritten signature in black ink that reads "Gerald W. McEntee".

Gerald W. McEntee
International President

A handwritten signature in black ink that reads "William Lucy".

William Lucy
Secretary-Treasurer

THE CRISIS WE FACE

The 21st century finds workers in the throes of a full frontal assault on our workplace rights. Public service employees, in particular, are in the crosshairs. Our adversaries have taken aim at us and are relentless in their efforts to roll back our hard-won gains.

For nearly 75 years AFSCME has led the labor movement's fight to achieve bargaining, political and legislative victories for working men and women. Yet never in the proud history of our union have we been confronted with a challenge of this magnitude.

Everything we have fought for is at risk: a decent standard of living for our families, affordable health care, a secure retirement, and the promise of quality education and a better future for our children. Corporate greed is pulling money from the pockets of those who need it most and sending it to the offshore accounts of those who need it least. Globalization is robbing workers of good-paying union jobs in the private sector; privatization is decimating union jobs in the public sector. Our future—and our quality of life—hang in the balance.

There have always been anti-worker politicians. There have always been corporate profiteers who exploit workers to further enrich the wealthiest in our midst. But never in American history have the bosses and the politicians traded favors so openly or dominated the halls of power so completely. They are determined to weaken the labor movement and destroy the ability of workers to fight for their rights.

Tax handouts to the rich have resulted in budget cuts at every level of government. The fallout hits rank-and-file public employees the hardest. To balance their books, too many politicians slice away at employee health care benefits, renege on their pension promises and slash vital services. Some gleefully eliminate government workers from the payroll altogether, farming out job after public job to their anti-union

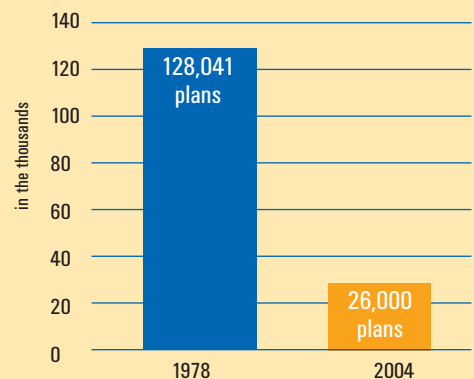
HEALTH CARE COSTS FAR OUTPACE WAGE HIKES

	Annual Health Care Increases (in percent)	AFSCME Average Wage Increase (in percent)
2001	10.9	4.0
2002	12.9	3.04
2003	13.9	2.58
2004	11.2	3.4
2005	9.2	2.99
Five-Year Average	11.6%	3.2%

Source: Health insurance cost increase—Kaiser Family Foundation/HRET 2005 Survey of Employer-Sponsored Health Benefits; wage increases—AFSCME's Department of Research and Collective Bargaining Services

PENSION COVERAGE FALLS

Number of employee-friendly defined-benefit pension plans in the private sector



Source: Employee Benefit Research Institute

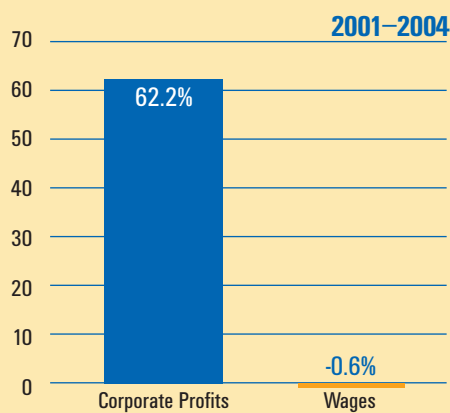
friends in the private sector. In California, Governor Arnold Schwarzenegger calls paying public salaries “feeding the monster” and announces his plan to “starve the public sector.” Yet few people even blink—so commonplace has such disparaging rhetoric become.

AFSCME members are struggling harder every day with fewer resources to do our jobs and to provide for our families. Wage increases are harder to win. We’re paying more for our health insurance and getting less care in return. Meanwhile, outsourcing and privatization are consuming a record number of public service jobs—more than 322,000 lost nationwide since 2002.

Now even the fundamental right to form a union and bargain collectively is in jeopardy. Public employees do not have fair share or full bargaining rights in 28 states. Where these rights do still exist, they are under assault. Newly elected governors in Indiana, Kentucky and Missouri each rescinded collective bargaining rights for state employees as soon as they took office.

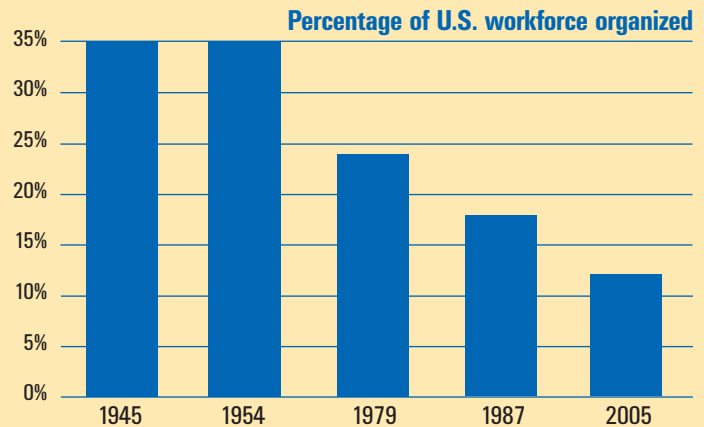
Unions are the only defense that working people have in a society in which the deck is increasingly stacked in favor of the rich and powerful. But we have to face facts: Labor is losing ground. While our union has been growing, most unions are shrinking. As a result, workers have less and less power every day.

ZERO WAGE GROWTH... WHILE PROFITS SOAR



Source: Economic Policy Institute

FEWER WORKERS ARE IN UNIONS



Source: Bureau of Labor Statistics

AFSCME has proven—time and again—that when we fight, we win. We have negotiated some of the best contracts in the labor movement, raising the standard of living of AFSCME members and establishing our power in the workplace. We have mobilized to defeat privatization initiatives, to preserve endangered public services, to halt draconian budget cuts. We have led the way in organizing new members and growing the ranks of our union.

We're widely recognized as the labor movement's most politically effective union. Against great odds and well-funded foes, we have passed pro-worker laws and beaten back legislation that threatens our economic security. We saved worker pensions in California, for example, and led the successful effort to roll back the ill-conceived "Taxpayer Bill of Wrongs" amendment in Colorado and to defeat a similar proposal in Wisconsin.

But the fight becomes more difficult every day, the challenges more daunting, the victories more hard-won. The other side has more power, unleashing a tide of corporate campaign cash to great effect. They are more focused than ever on cutting vital public services and social programs—and more poised than ever to succeed.

If we are truly going to help change the course of America, we first must change ourselves. Our future as a union will be shaped by how we confront this crisis. We need fresh thinking and a bold, new plan of attack to lead AFSCME into the 21st century. We have to work even harder if we are to keep up with our opponents. We can't just keep doing things as we've done in the past. We have to make big changes in our union—so we can create great change in our country.

We have to remake our union to fight and win the battles of the new century. That is what the AFSCME 21st Century Initiative is all about—six "power priorities" to increase our strength, grow our ranks, exert our power, and protect and expand our basic job rights and benefits.



I have witnessed firsthand the cold and callous disregard for workers and their benefits on the part of management, where we are made to do more with less resources.

Veronica Montgomery-Costa
President of Local 375 (DC 37)
N.Y. City Board of Education

POWER to **FIGHT.** POWER

POWER PRIORITY #1 **BUILD MORE MEMBER PARTICIPATION**

We can't win without an army of members forging into battle. So Job One must be to stimulate more member involvement and activism. If our union is not just to survive, but to thrive and grow, we need many more informed and engaged members to power our legislative and political programs, help fight contract battles, accelerate our organizing, handle workplace grievances and manage the communications networks that keep us a step ahead.

The 21st Century Initiative will provide a host of additional resources to councils and locals to help them recruit activists and mobilize AFSCME members for action.

The International Union will create an innovative Leadership Institute to train leaders and activists at every level. The Institute will show



For us, it has been about combining politics and organizing. We can't win at one without winning at the other.

Gloria Peterson
President of Local 1583 (Council 25)
University of Michigan

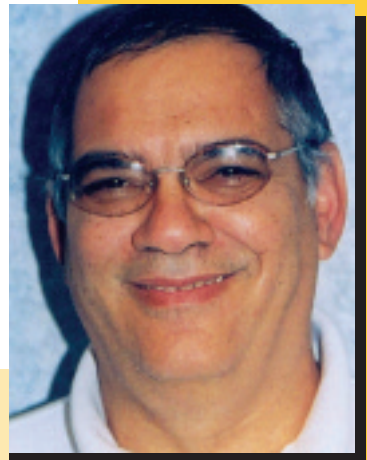
to WIN!

AFSCME members how to use basic field skills and new online communications tools to mobilize members for action—whether to fight for a fair contract, to defeat privatization or to preserve our jobs against budget cuts.

By building more member action teams (MATs), local unions will create an expanded network of stewards and workplace leaders who systematically communicate with their co-workers and rally them to take action.

By recruiting more volunteer member organizers (VMOs), councils and large locals will more quickly and effectively expand their organizing programs to reach out to unorganized workers and bring them into the AFSCME family.

By enhancing the AFSCME website, the International Union will ensure we have the most effective and modern means to engage our members by providing online opportunities to take action, access training and assistance, complete web-based surveys and enlist support for “offline” grassroots activism.



This is New York and we're supposed to be a pro-union state. But our unions are under constant attack. The quickest, surest way to fight back is to activate more of our members, because the one thing we have is people power.

Billy Riccaldo, President, Local 844 of CSEA/AFSCME
Local 1000, Rockland County, New York

POWER to **FIGHT.** POWER

POWER PRIORITY #2 **HOLD POLITICIANS ACCOUNTABLE**



Through our union, we elected **Bill Richardson** as governor, won our collective bargaining bill and now we have **9,000** members.

Maria Gallegos,
Secretary-Treasurer of
Local 3022 (Council 18)
Albuquerque, New Mexico

At AFSCME, we know that good political leadership matters. After all, we elect our bosses. The decisions they make in the halls of power and at the bargaining table determine our wages, our health care costs, our pensions and our job security. We look to our elected leaders to champion the needs of *all* working families—necessities like strong public schools, retirement security, workplace health and safety, environmental protection, and wage and hour standards.

Our union has built the most effective political action program in the American labor movement, because it is so important to elect strong, principled public officials. AFSCME's political program is based, first and foremost, on the needs and concerns of union members, not on allegiance to any one candidate or one party.

The last presidential election demonstrated the wide scope of our outreach efforts. AFSCME distributed 7 million pieces of direct mail and made 8 million telephone calls. More than 15,000 AFSCME volunteers logged 1.7 million volunteer hours in 16 battleground states. Yet, at the end of the day, working families lost the 2004 election.

to WIN!

Even when we win, too often we lose out because the candidates we backed don't live up to their campaign pledges to us. That's why our commitment to political and legislative action has to go farther and deeper, if we are to impact the decisions that affect our daily lives. Our adversaries are outspending us by a wide margin. Even though organized labor spent more than \$61 million to support pro-worker candidates in the 2004 elections, corporate America funneled almost 25 times as much to our opponents. We need more resources and more activists to help make sure that the candidates we support prevail. We also need to work even harder to make sure that we hold the officials we elect accountable for the promises they make. Their campaign pledges are only as good as their follow-through.

To counter the unrelenting pressure from our opponents, every council should operate a multi-faceted, year-round political and legislative agenda. It will be a program that works in concert with our organizing efforts and never lets up—a strategically planned, member-based action program that consolidates political action, legislative advocacy and fundraising under the banner of PEOPLE (Public Employees Organized to Promote Legislative Equality).

Our goal is to create a 40,000-member network of volunteers to register 90 percent of AFSCME members to vote and turn out in similar percentages. To raise critical resources, we will work tirelessly to enlist 25 percent of our members in the PEOPLE political action committee at the \$100 MVP level or higher.



We will recruit and train an activist army, increase PEOPLE participation, maximize voter registration and make sure more of our members vote.

JoAnn Johnntony, President
OAPSE/AFSCME Local 4
Girard, Ohio

POWER to **FIGHT.** POWER

POWER PRIORITY #3 **INCREASE OUR MEMBERSHIP**



We fought for years, and we won collective bargaining rights. We got people involved, agency by agency, and now we have our own union council representing more than 25,000 workers.

Annette González
President of Local 132
(SPU/Council 95)
Puerto Rico
Family Services Department

Expanding our ranks gives us more power at the bargaining table, at the ballot box and in the corridors of government. Even though AFSCME is growing, union membership is down nationwide. Today, only 13 percent of all U.S. workers are organized—down from 35 percent in 1954. The decline in union density among American workers is a major reason that working families have been losing ground and face this crisis today.

AFSCME is a big union, but not nearly big enough. We have to grow faster than we ever envisioned, because our bargaining strength and political power depend on it. We will promote AFSCME as a union that represents all workers who provide public services, whether in the public or private sector, and we will expand our organizing program to reach out to all unorganized workers in the public service.

In 1998, our union launched a sweeping program to grow our membership. As a result, we have already made great changes to our organizing program, boosting our capacity by having the International Union initiate large-scale campaigns in new worksites and emerging industries such as home health and family child care. From 2000 to 2005, we won the rights for more than 250,000 new workers to join our union.

to WIN!

But employer resistance to organizing efforts is fierce, and bringing in new members requires more determination and resources than ever. That's why it is critical that every AFSCME council and large unaffiliated local establish an effective organizing department and make the organization of new workers a key priority.

Under the 21st Century Initiative, we will embrace an organizational commitment to growth at every level of our union. We will commit ourselves to winning representation rights for 70,000 workers per year. To accomplish this, councils will organize at an annual rate of 3 percent of their membership, and the International Union will organize at a rate equal to 2 percent of AFSCME's total membership.

We will hire hundreds of new organizers, recruit and train thousands of volunteer member organizers and provide incentives to help affiliates reach their goals. The International Union will more strategically target resources in states without collective bargaining rights and develop new models of organization to advance the battles for such rights.

We will also develop new models of participation for non-traditional workers, such as state-paid independent service providers who offer child care in their homes. We will explore alternative ways for workers who cannot yet form a union in their own workplaces to become members of AFSCME.



When it comes to building power, and raising the voices of working men and women across our nation, there is strength in numbers. And there is success in solidarity.

Dwight Ishiguro
Shop steward
HGEA/AFSCME Local 152
Honolulu, Hawaii

POWER to **FIGHT**. POWER

POWER PRIORITY #4 **EXPAND OUR CAPACITY**



We're paying more and more for health care, wages are not keeping up with the cost of living, and our union is under constant attack. The answer? Build stronger unions.

John Miller
President of Local 3170
(Council 79)
Tallahassee, Florida

Our battles are fought at every level—local, state, regional and national. To be successful, we must develop greater organizational capacity across the board and coordinate our efforts to maximize our resources. We cannot afford to act merely as individual locals or councils; our adversaries are simply too big, too powerful and too well coordinated. They work in concert; we should, too. Our affiliates must work more closely together, plan strategically and demand accountability.

Every council must have the ability to fight for its members at the bargaining table; provide strong representation in the workplace; and run effective legislative, political, organizing, communications and education programs. Councils will provide first-rate training for our union stewards and member action teams to combat contract violations, address workplace problems and involve members in all of the union's activities.

Councils are the unifying support structure for local unions. As such, they must have the ability to provide high-quality representation, wage aggressive contract campaigns, influence political decision-making and mobilize members for action. Councils must also reach out to the wider public with the union's message, communicate regularly (and electronically) with all members and operate on a sound financial basis.

to WIN!

In states where there are multiple councils, they will be encouraged to coordinate and unify their activities. Where there is a single council (or a large, unaffiliated local) in a state that lacks the capacity to carry out its core functions, the International will facilitate a discussion about the establishment of a multi-state affiliate and help with its formation, if so desired.

The International Union will provide timely assistance to council and local leaders to ensure that affiliates are able to meet their goals and maintain the highest standards for an effective, progressive union. The International will act as an information clearinghouse devoted to the sharing of innovations and “best practices” in our union; aid affiliates in developing better fiscal and operating standards; and offer training and guidance on mobilization strategies and bargaining efforts. International staff will offer on-the-ground assistance in communicating with the media, public officials, and current and potential AFSCME members.

We will fully embrace the online revolution because Internet-based communications are often more cost-effective and timely than traditional modes of communication—and because being a labor leader in cyberspace strengthens our ability to lead on the ground. The International Union will help affiliates enhance their websites and build their online capacity with e-mail advocacy tools and strategic online support. We will utilize our revamped national website (www.afscme.org) to keep leaders and members in the know and reach out to prospective allies. On key fights, we will draw from our growing E-activist database to take action on critical issues at a moment’s notice.



Forming a stronger union is the way to make our voices heard and protect working families. A stronger union means quality services and better lives for those who work hard to provide those services.

Jamie Huang
Family child care provider
United Child Care Union/
NUHHCE
San Francisco, California

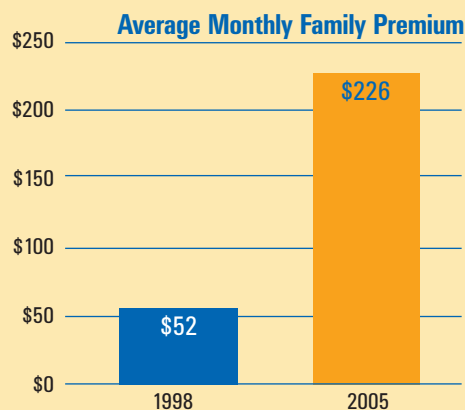
POWER to **FIGHT.** POWER

POWER PRIORITY #5 **MAKE AFFORDABLE HEALTH CARE UNIVERSAL**

Skyrocketing health care costs are threatening to destroy the economic security of many working families. Those of us in the labor movement who have fought for and won some of the best health care plans in the country now find ourselves constantly squeezed at the bargaining table. We are pressed to sacrifice wage increases just to maintain our health benefits and to pay an ever-growing portion of ballooning health care costs. Health insurance coverage will remain at the center of contract battles, eating away at the economic gains we can make—unless we act now to lead a movement to take health care off the bargaining table and make it a universal right for all citizens.

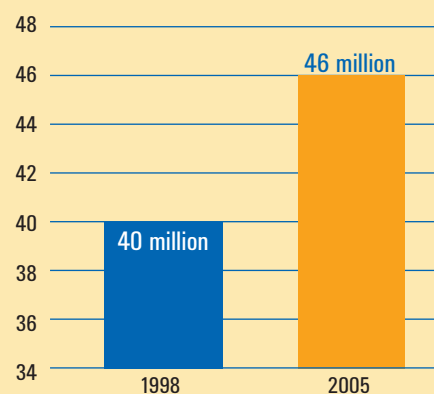
We face monumental challenges in our effort to bring basic health benefits to the low-wage and non-traditional workers who are increasingly joining our union, such as home-based child care providers. The number of uninsured Americans is expected to top *50 million* this

WORKERS PAY MORE FOR HEALTH CARE



Source: Kaiser Family Foundation/HRET 2005 Survey of Employer-Sponsored Health Benefits

THE NUMBER OF UNINSURED IS RISING



Source: Economic Policy Institute

to WIN!

year—a full 10 million more than when George W. Bush was elected president. The crisis of the uninsured is everyone’s problem, including those of us who have coverage. Our insurance rates are padded to pay for uncompensated care for the uninsured. That means each time the number of uninsured Americans increases, so do our premiums.

AFSCME will lead a forceful national effort to control health care costs and increase access to coverage while we coalesce our allies and build momentum to make comprehensive health care reform a reality.

We will develop effective strategies to defend our health benefits at the bargaining table and in the political arena. We will make health care reform a central issue in political elections. We will promote reforms that expand coverage and lower costs at the national and state levels. We will explore the development of cost-effective health care options for low-wage workers, such as home health providers, who are joining our union. We will do so because it is wrong that so many caregivers have no care themselves.



Our union had to strike statewide just so we wouldn't lose our benefits. We're going nowhere until we make the corporate and wealthy taxpayers kick in their fair share.

Mike Buesing of Local 1011
President, Council 5
Shoreview, Minnesota



We cannot afford to wait any longer. AFSCME must act now to help achieve real health care reform in America. We will use our resources to win affordable coverage for everyone—and we will support those candidates who are willing to take the lead on reform. Only a broad national solution will relieve the current pressures our members face at the bargaining table.

My family has had no dinners out, no extra clothes or toys for the kids, no annual checkups or even flu shots—all too expensive. When my kids are sick, we borrow from friends to take them to a doctor and pay the friends back when we can.

Maria Guadalupe Alvarado, family child care provider
Child Care Providers Together/Council 75, Springfield, Oregon

POWER to **FIGHT**. POWER

POWER PRIORITY #6 **PROJECT A PROUD, BOLD IMAGE**

All too often, the media depicts public workers in the harshest imaginable light, demonizing our members and our union. We will counter these images with a powerful public communications program that accurately portrays us as the dedicated public service providers we are—as the neighbors who make enormous contributions to our economy and security while supplying the services that are the backbone of strong communities.

We will develop and execute a comprehensive plan to project a proud, bold image of public services and the employees who provide them—through paid media, issue campaigns, public service announcements and aggressive media outreach.



Connecticut Works Because We Do!

AFSCME
COUNCIL 4
PUBLIC EMPLOYEE'S UNION

American Federation of State, County and Municipal Employees Union / AFL-CIO

to WIN!

We will launch an aggressive campaign to educate the media, elected officials and the general public about the need for a vibrant and adequately funded public sector, which meets the needs of America's people and values the employees who deliver its services.

We will speak with one voice—not as the International Union, as councils or as locals—but as one AFSCME, our country's leading public service union and a dynamic force for economic and social justice. We will speak on behalf of 1.4 million men and women who are proud to serve their country and proud to work every day to ensure that America lives up to its most cherished values.

We will use our unified voice to establish a clear identity for AFSCME that builds member pride and loyalty; attracts new members; and reaches politicians, allies and journalists with a powerful message of who we are and what we're fighting for.



Public service employees know we are among the most dedicated, and we work hard every day in dangerous jobs to serve the needs of and protect the values of our communities. We must do what it takes to project that strong and proud image to the communities we serve.

Tim Shafer, Corrections Officer,
Ohio OCSEA/AFSCME Local 11

RAISING THE RESOURCES TO FIGHT & WIN!



We must train and empower an army of AFSCME members to educate our elected officials, the media and the public about the importance of a strong commitment to the critical public services that we work so hard to provide every day.

Todd Singer
President, Local 2545
(Council 13)
Harrisburg, Pennsylvania

None of the 21st Century Initiative's transformational changes will become reality without sufficient resources to make them happen.

Delegates to AFSCME's 37th International Convention are being asked to support a constitutional amendment to increase the International Union per capita tax by \$3 per member per month, phased in over three years. For that same period (2007–2009), the International Union's share of the annual minimum dues adjustment will go to councils and unaffiliated locals to build or expand our capacity to meet the goals of the 21st Century Initiative.

The per capita tax increase is intended to stabilize our funding and help us widen our work to organize new members, fight privatization, build political power and bargain better contracts. Equally important, we will marshal new dollars to launch new initiatives dedicated to making affordable health care universal, fighting for retirement security, establishing a Leadership Institute and improving the image of public services.

As we move forward, we will improve our dues system by implementing centralized dues collection and distribution at the council level (by 2010) and instituting a progressive dues structure where dues levels are related to income levels (by 2011). Each council will decide which type of progressive dues structure is best suited to its circumstances.

We won't be able to make the kind of bold changes we need to confront the challenges we face unless we are willing to raise the resources necessary to support such change. No army can prevail in battle unless sufficiently equipped. If we recognize the importance of making this fight, we cannot fail to recognize the importance of securing the resources to wage it effectively.

THE FUTURE IS UP TO US

We have awakened to a new century in which workers can take nothing for granted. Our foes are fighting harder and our challenges are more formidable. But we can fight harder and smarter, and we can win, if we make the 21st Century Initiative a reality in the daily life of our union.

AFSCME's history is clear: Taking on the toughest challenges and winning is who we are and what we do.

We know what we are up against, and we know what must be done to prevail in this all-out war to survive—and thrive. We have a plan for the 21st Century. We are poised to ferociously defend against the sweeping assaults against us and make new gains.

This great test of the new millennium is not one we cannot afford to lose—and we have no intention of doing so.

We will look back on the 21st Century Initiative as a critical turning point for our union and all public service workers—the moment when we united behind a common purpose and executed a visionary plan to secure a better future for our members and all of America's working families.

This is the moment for bold action. The future is up to us.



Our opponents never let up and they are growing more powerful. We have to strengthen our union and fight back.

Joan Raymond
President of Local 127
(Council 36)
San Diego, California

AFSCME 21ST CENTURY COMMITTEE MEMBERS

Gerald W. McEntee	AFSCME International President, Committee Chair
William Lucy	AFSCME International Secretary-Treasurer
Peter Benner	Executive Director, 21st Century Committee
Ronald C. Alexander	Ohio Civil Service Employees Association/AFSCME Local 11
Greg Devereux	Washington Federation of State Employees/Council 28
Danny Donohue	Civil Service Employees Association/AFSCME Local 1000 (NY)
David R. Fillman	Pennsylvania Council 13
Albert Garrett	Michigan Council 25
Raglan George Jr.	District Council 1707 (NY)
Sherryl Gordon	New Jersey Administrative Council 1
Ellie Ortiz López	Servidores Públicos Unidos de Puerto Rico, Council 95
Salvatore Luciano	Connecticut Council 4
Roberta Lynch	Illinois Council 31
Patricia A. Moss	Ohio Council 8
Michael D. Murphy	Wisconsin Council 40
Henry Nicholas	District 1199C, National Union of Hospital and Health Care Employees (PA)
Joan H. Reed	Local 2054 of DC 37 (NY)
Joseph P. Rugola	Ohio Association of Public School Employees/AFSCME Local 4

SUBCOMMITTEE MEMBERS

Affiliate Capacity

Henry Bayer, Illinois Council 31, *Chair*
Ronald C. Alexander, Ohio OCSEA/AFSCME Local 11
Michael Begatto, Delaware Council 81
Martin Beil, Wisconsin Council 24
George Boncoraglio, New York CSEA/Local 1000
David R. Fillman, Pennsylvania Council 13
Sherryl Gordon, New Jersey Council 1
LaKesha Harrison, California Local 3299
James Howell, Connecticut Council 15
Greg Powell, Texas Local 1624
Lillian Roberts, New York DC 37
Eliot Seide, Minnesota Council 5

Dues

Michael Fox, Pennsylvania Council 89, *Chair*
Thomas Cronin, Pennsylvania Council 47
Dorothy Crook, Tennessee Local 1733
Danny Donohue, New York CSEA/Local 1000
Christopher Dugovich, Washington Council 2
Linda LeGerrett, UDW/NUHHCE Local 1199, California
Ellie Ortiz López, Puerto Rico Council 95
Gerard Meara, New Jersey Council 73
Michael Murphy, Wisconsin Council 40
Steve Preble, Minnesota Council 65
Lawrence Roehrig, Michigan Council 25
Kathy J. Sackman, UNAC/NUHHCE Local 1199, California
David Warrick, Indiana/Kentucky Council 62

Growth

Ken Allen, Oregon Council 75, *Chair*
Richard Abelson, Wisconsin Council 48
William Bryles, Oklahoma Local 2406
Jan Corderman, Iowa Council 61
Raglan George Jr., New York District Council 1707
Faith Jones, Maryland Local 2250
Roberta Lynch, Illinois Council 31

Henry Nicholas, NUHHCE 1199, Pennsylvania
George E. Popyack, California Council 57
Mark Schwane, Colorado Council 76
Donene Williams, Massachusetts Council 93
Jack Yoak, Michigan State Employees Association Local 5

International Union Capacity

Glenard S. Middleton Sr., Maryland Council 67, *Chair*
Anthony Caso, Massachusetts Council 93
Greg Devereux, Washington Council 28
Joseph Franklin, NUHHCE 1199J, New Jersey
Anthony Gingello, New York Council 66
Carl Goldman, Washington, DC Council 26
Don Kinman, Montana Council 9
Jerry LaPoint, Retiree Chair, Wisconsin
Salvatore Luciano, Connecticut Council 4
James Lyman, New York Council 82
Patricia Moss, Ohio Council 8
Gary Robinson, California UAPD Local 206
Edward Rodriguez, New York Local 1549 of DC 37
Timothy Shafer, Ohio OCSEA/Local 11
Jeanette Wynn, Florida Council 79

Politics

Mary Sullivan, New York CSEA/Local 1000, *Chair*
Ronnie Bailey, Maryland Council 92
Jim Duncan, Alaska ASE/Local 52
Albert Garrett, Michigan Council 25
Alice Goff, California Council 36
Anthony Marquez, New Mexico Council 18
Scott McKenzie, State of Nevada Employees Association/Local 4041
Russell K. Okata, Hawaii Government Employees Association/Local 152
Joan H. Reed, New York Local 2054 of DC 37
Patty Rich, Utah Local 1004
Joseph P. Rugola, Ohio OAPSE/Local 4
Garland Webb, Louisiana Council 17



OVER 200,000 MEMBERS STRONG
AFSCME RETIREES
OVER 200,000 MEMBERS STRONG

THE BOY HOMME RICHARD
CVA-31

AFSCME
RETIREES

SOC
AFSCME

Priv
SOC

OVER 200,000 MEMBERS STRONG
AFSCME RETIREES
OVER 200,000 MEMBERS STRONG



August 2006



1625 L Street, N.W.
Washington, DC 20036
www.afscme.org

Gerald W. McEntee
International President

William Lucy
International Secretary-Treasurer