

**SEIU Local 1021  
EXECUTIVE BOARD MEETING  
Tuesday, October 13, 2009  
Santa Rosa**

**Members present:** Damita Davis Howard (president), Christal Cox (vice president), Sandra Lewis (treasurer), John Morrison (secretary), Larry Bevan, Karen Bishop, Derrick Boutte, James Bryant, Michelle Coleman, Nadia Frazer-Robinow, Ed Kinchley, Kathy O'Neil, Leea Rodriquez, Mary Sanders, Norm Ten, Lacy Topolewski, Marcus Williams

**Members excused:** Jim Nebel, Vickie Reed, Jan Schardt.

**Guest:** Karen Thompson

**Staff Present:** Mo Kashmiri, Valerie McCan-Murrell, Kerry Newkirk, Lety Salcedo, Seth Schapiro, Bill Steck

President Damita Davis Howard called the meeting to order at 10:45 a.m.

**ANNOUNCEMENTS:** Courts Industry will have an AOC transparency demonstration at the capitol. Kathy O'Neil was elected to the Sacramento County Retirement Board. Cathy Hackett is in a runoff for the CalPERS board. .

**REVIEW/APPROVE MINUTES:** It was M/S/C to approve the September 8, 2009 minutes submitted by Jan Schardt as corrected.

**BYLAWS:** President Davis Howard reported that on September 26 the Member Advisory Committee recommended the MAC, officers, and executive board meet regarding the bylaws. The Vision/Bylaws Committee met October 6 as an incomplete body and recommended meeting dates. President Davis Howard referred to SEIU President Andy Stern's letter that; "no more meetings are required." Point was made at the MAC that neither consensus nor agreement was reached. The three bodies are not in agreement. The executive board discussed content of the letter. Letter to Andy Stern addressed Article 9 as he is the provisional authority and the SEIU legal department has reviewed the bylaws. There was concern that the VBC get clarification on agreement of every step. There must be a consensus of the three groups. The VBC recommended up to three meetings. The next steps are sending out the bylaws with the recommendations reviewed by the VBC. The executive board was reminded that the three bodies couldn't get agreement as required by Article 9 of the provisional bylaws, thus the advice and opinion from President Stern and the executive board motion to change Article 9 was denied. It was noted that President Stern's letter included many items that were not related to the International Union bylaws. It was discussed that the executive board had voted to recommend continuing the process to attempt to reach agreement with the three groups.

At 11:08 a.m. the executive board met as a caucus (i.e., board members met without the officers). The executive board and officers reconvened at 11:50 a.m. Executive session was declared at 11:51 a.m. Executive session ended at 12:15 p.m. Report out of executive session: Executive board amended agenda for October 13; commence discussion ASAP about bylaws with the three bodies.

**CHIEF OF STAFF POSITION:** Marcus Williams reported that there are three external candidates for the chief of staff position.

## REPORTS:

- **Building Committee:** Building committee will meet October 15 with the BART officers about the Oak Street building.
- **Executive Board vacancies:** President Davis Howard reported there are three board vacancies: Jackie Carvalho, Kim Burke, and Jim Ellett. Candidates to fill the vacant seats are Andrea Longoria (Mendocino County), Oliver Tarap (Calaveras County Water District), and Amanda Booker (Solano County).
- **Appeals Committee:** Per policy, industry chairs were asked to submit the name of one steward from each industry to participate on an Appeals Committee to hear appeals from arbitration denials. President Davis Howard will appoint the committee.

**LOCAL 1021 LETTERHEAD POLICY:** A proposed SEIU Local 1021 policy on use of union letterhead was distributed to the board. Decision to act was postponed to next meeting.

**LOST TIME POLICY REVISION:** Treasurer Sandra Lewis distributed a lost time form which has been revised to address past irregularities, overcharging, and misunderstandings. Under our ethics guidelines, awareness of transparency and consistency with fiduciary policies is required. A pay stub validation is required to be attached to lost time reimbursement forms. There may be other ways to validate pay. The revised form is in effect as of today. Additions include “my signature below certifies the following” and “my approved leave slip or other documentation of time off from work is attached.” The responsibility is on the directors. The president approves lost time. There may be some exceptions. Treasurer Lewis agreed to offline executive board discussions for clarity.

**MEMBER RESOURCE CENTER:** Treasurer Sandra Lewis announced the results of the industry-based contest to have members call in and use the MRC. Highest number of calls was made by ere San Joaquin County and San Francisco private sector non-profit members. Industry prizes will be \$2,500, \$1,500, \$1,000, and Starbucks coffee gift cards. Political/Member Engagement Director Bill Steck reported a 30% increase in MRC call volume. There has been an exchange program of MRC and 1021 worksite organizers. Reports indicate a positive experience from our members and a rewrite of the procedure on how to handle calls. There is a 2010 plan to extend access to the UnionWare database to chief stewards, stewards, and staff.

President Davis Howard announced that Akbar Bibb was appointed to the Member Resource Center board.

There were drawings for the third, second, and first prizes. Names per industry were drawn for the Starbucks gift cards. Third prize (\$150) winner was J.F. Perez of Sacramento County; second prize (\$400) winner was Sherry Labay from Sacramento City Unified School District; first prize (\$500) winner was Mary Conway from San Joaquin County. Congratulations to those who participated.

**COMMITTEE ON STRUCTURAL INTEGRITY:** The board reviewed the CSI meeting minutes of October 5. It was M/S/C to approve the report and committee recommendations.

**SEXUAL HARASSMENT TRAINING:** Kerianne Steele of the Van Bourg, Weinberg, Roger & Rosenfeld law firm provided a required training on sexual harassment. The best advice is prevention and treat co-workers and members with respect, dignity, and professionalism. Sample contract language was distributed regarding discrimination, grievance procedures, workplace harassment, investigation procedures as well as the California Labor & Employment Law Review.

President Davis Howard reported a staff member has been disciplined and a staff member has resigned.

**POLICIES:** The Arbitration Approval and Appeal Policy, Anti-Harassment and Anti-Discrimination Policy and Procedure, and Complaint Resolution Procedure were distributed.

A packet of information was distributed with an October 6 cover letter addressed to executive board members from a Tenderloin Housing Clinic member regarding his termination. The board was informed that the case would be followed up.

**STAFF ISSUES:** The board discussed issues regarding staff representation in Chico, Redding, and the Alameda County Medical Center; complaints from Head Start and E-Center members; and questions about staff assignments in San Francisco. President Davis Howard will follow up on the issues. There was discussion about the staff hiring process and geographic assignments. Geography is a factor and how we manage our resources as an organization is an ongoing discussion.

There will be a Member Advisory Committee meeting on October 16 at 10:00 a.m. in Fairfield. Larry Bevan will call members. Lost wages will be paid to MAC members.

It was M/S/C to adjourn the meeting at 5:04 p.m.

Respectfully submitted by  
John Morrison,  
SEIU 1021 Secretary

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**COURTS INDUSTRY REPORT submitted by Lacy Topolewski**

September 16 was the first statewide court furlough day. Sonoma had a blood drive that not only members but court customers also took part in. Alameda had a stewards training where over six new stewards are hitting the ground running.

Marin and Sonoma have a TA on furlough days. Alameda Courts just settled on their reopener on healthcare. Solano is without a worksite organizer and has been in negotiations one year come Halloween. This continues to be a struggle for me as the chair and other Court Industry leaders. Management is practicing regressive bargaining and, to my knowledge, no ULPs or grievances have been filed or looked into.

Alameda is still having a hard time with revolving worksite organizers and has threatened actions. Being our largest court I believe it to be in our best interest to work with the leaders there and try to appease them.

We are working with State Council on setting up a statewide Court Industry to fight the Administrative Office of the Courts. The industry is planning a winter activity for members in lieu of a holiday party this year.

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**DIRECTOR REPORT submitted by Bill Steck**

**Elections:** City of Fairfield is our priority for the November 2009 elections. We are currently phone banking Tuesday – Thursday and walking on weekends in support of our endorsed candidates. We are also in the process of planning for 2010 elections, both locally and at the state level through the State Council.

**SEIU “Change That Works” Campaign:** Health care reform remains the major focus of Change That Works. We continue to participate in earned media events, phone call and letter writing campaigns, and legislative visits.

**COPE operations manual:** Work continues on implementation of operations manual, with target of full implementation by January.

**COPE:** We are engaged in a COPE drive for the remainder of the year.

**PAC Expenditures:** The following expenditures were approved in September: City of Fairfield - \$5,000 to Pam Bertani, \$5,000 to Jamie Johnson; State Assembly - \$1,000 to Jared Huffman, AD6; Sacramento CLC, \$1,200 for annual dinner; San Joaquin CLC, \$2,000 for annual dinner; San Francisco - \$11,000, Prop A debt retirement; Alameda - \$1,000 Alameda County DCC; Congressional Black Caucus - \$10,000, annual conference; Sacramento retirement

board – up to \$2,000, Kathy O’Neil campaign.

**Member Strength:** For the remainder of this year we will be focused on meeting our 2009 organizational Member Strength goals (2% of members leading, 10% of members engaged) in ways that lay the foundation for reaching our overall member engagement goals (10% members leading, 50% members engaged) to achieve our organizational vision. Priority programs for the remainder of this year:

1. Build our Communication Action Network
2. Develop and implement a new member orientation program that gives new hires a positive initial experience of our union, our vision for the future, and their part in it.
3. Launch our Building Better Communities program to advocate for quality, accountability, and transparency to restore public trust in government services and our members, and raise revenues to fund essential services.
4. Encourage experimentation to learn from what works and what doesn’t.
5. Systems and processes to track member participation.
6. Managing the conversion of both our web content and on-line activism platforms.

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**DIRECTOR REPORT submitted by Fran Jefferson**

**Alameda County:** Over 2,000 Alameda County members voted by 72% to give up a 3% December raise and extend their contract for two years through 12/12. There were no negotiations with the county, who through budget presentations to county unions, were projecting a huge deficit for FY 2010/11 with the very real possibility of cuts to critical services and layoffs. The county asked all unions to consider making concessions. The Alameda contract expired 12/10 so we were under no obligation to reopen the contract and there was no immediate threat to jobs or services.

However, members were concerned so via worksite meetings we held numerous conversations with members on the future state of the budget and possibility of losing jobs and important services. Our question was; should we be proactive? What responsibility do we have to our community as well as members? After the first round of meetings our members agreed that we should put the question to a vote. We were all impressed that so many members believed that they have a responsibility to the public and services must be protected as well as saving co-workers jobs. Approximately 49% of members voted, a record for Alameda County.

The board of supervisors was so impressed that they will be recognizing Local 1021 at their 10/13 board meeting. They also invited, and gave release time to, our members who organized worksite meetings and staffed the voting sites. The \$11 million savings will go a long way to protecting jobs and services.

**Alameda County Superior Court:** All bargaining is finally completed and we have new health and dental plans for court members. We did hold the line so employee premium pickup will be limited to 10% for plan year 2010 and 15% or plan year 2011. The bargaining team rejected a “low end” Kaiser plan which was filled with hidden out-of-pocket costs, and insisted on keeping a \$10 prescription co-pay. In exchange, the team did agree to a \$15 office visit co-pay (up from \$10). Management continued to “dangle” their 2% raise as bait in order to have no out-of-pocket premium costs but court workers said “enough is enough; we’ve given back all we’re going to give back.” Health plan bargaining was difficult and the team did an outstanding job. The Court’s position was they would cap their contribution at the 2009 rate so members would be responsible for all premium increases. The team ultimately beat them down to a formula that was acceptable to our members.

**Contra Costa County:** Finally, some good news. Due to savings from the furlough days we aren’t facing additional cuts. However, since the layoffs there has been a significant increase in workload (big surprise) and there are currently three meet & confers on workload and collapsed classifications pending. There may be a potential problem on the horizon. The new MOUs have language stating that all unions must “share the pain”. CNA is balking at this (another big surprise) and it may end up being an issue for us. At least for now we’re holding our own after some devastating cuts.

**La Clinica de la Raza:** Another example of members making a decision to save critical services is La Clinica. On 10/9, 96% of the members voting (over 50% and unit is 400) made the decision to defer a 3.5% increase for one year in exchange for no layoffs. Due to funding cuts the employer had literally exhausted their reserves and without the deferral we would be facing over 90 layoffs and cuts in several community health programs. The contract expired at the end of September and members made the decision not to go to the bargaining table but defer the already negotiated raise and extend the contract.

**Alameda County Medical Center:** The struggle goes on with a continued avalanche of disciplinary actions. We’re probably setting a new union record. The good news is that we have an amazing team in place (Templeton, Stofan, and now Golden) who are making sure every member gets the best defense possible. Jet Chapman, our new team leader, is experienced in representation and determined to turn this around. Jet is spending a fair amount of time at ACMC getting the lay of the land and has a meeting with ACMC management scheduled to figure out how we can drastically reduce the number of disciplines. The Workforce Planning Committee continues to meet over layoffs and the number of layoffs continues to decrease. By next month I should be able to report final numbers. From over 120 we’re down to less than 30.

**Private Sector/Non-Profit:** Head Start members had a picture perfect San Francisco day for their conference. The Exploratorium played host to over 200 Head Start members and their families. While members attended a series of workshops, the kids, courtesy of PNP Industry Chair Norm Ten, were able to have fun at the Exploratorium. Members I spoke with thoroughly enjoyed the event and are looking forward to the next one. Many and sincere thanks to Norm and all the members and staff who worked so hard to ensure a successful and fun conference. Members also took an important first step by voting to form a California SEIU Head Start Council. This could be a historic moment for Head Start workers.

**E-Center:** With the intervention of a federal mediator, a tentative agreement was reached for E-Center. Improvements include stimulus money COLAs, a 5% footnote for working out of class, and binding arbitration for discipline and discharge. Worksite voting will be scheduled. This takes some work since there are 53 sites in six counties. As of now it looks like voting will take place on 10/19. It's clear we have a lot of work to do with our E-Center members. Besides the challenging geography there is a big cultural divide between our Head Start Regional members and our Head Start Migrant members. Several important issues were raised that could not be addressed at the bargaining table. After the contract vote we'll be able to map out a strategy to tackle these issues.

**Unity Council:** Members at the Unity Council really want a union. While organizing under legacy Local 616, members faced huge opposition from the employer. Contract negotiations took over a year and a federal mediator was involved most of the time. After the merger the employer took advantage by not agreeing to 1021 as the new union and allowing the contract to expire. They then took the position that the union no longer existed. Members rallied and "re-organized" by signing cards again. We then had to negotiate another "first contract". It was a long, long fight but we finally reached agreement with the employer and members will be voting on the new agreement. Thanks to Worksite Organizer Sarah "Fred" Sherburn-Zimmer and the amazingly dedicated bargaining team.

PNP members at CSN, CAP, CAM, NCO & St. Vincent's are doing terrific work. CAP had a major contract success with a solid COLA and were able to improve several faulty contract provisions. Many PNP employers are anti-union and would rather pay big bucks to a union busting law firm than negotiate in good faith or treat their staff with dignity and respect. It's a battle in many places but the staff is doing a terrific job. Thanks to our members and Lorenzo Sotelo for the excellent work at CSN, CAP, CAM, NCO & St. Vincent's, where several of the brothers attempted to gang up on Lorenzo and intimidate him. They now know better.

**Community Housing Partnership:** Our newest 1021 members are anxious to get involved. 18 members turned out for beginning shop stewards training. While we produced the flyer, it was our new member leaders who ID'd the new recruits and made sure they attended the training. Leadership ID and development provided by Cristal Java.

**Staffing:** We have some good news on the PNP staffing front. After being off on medical leave for several months Ron Rhone will be returning to work on 10/13. Welcome back Ron. Sincere thanks to Yvette and all the PNP staff who covered Ron's turf while he was gone. It wasn't easy. Also thanks in advance to the entire PNP team who volunteered to assist Irene with the E-Center contract vote. With 53 sites it does take a team to make it happen.

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#### **DIRECTOR REPORT submitted by Ulysses Madison**

**San Joaquin County:** September was a very busy member engagement month for San Joaquin County. Ice cream socials were held for the Department of Public Works, Department of Public Health, and the Human Services Agency. Tia Orr, SEIU State Council, attended and spoke at the Human Services Agency concerning the state budget and impact of members who are social workers and eligibility workers. Members found this meeting to be very educational and informative.

SEIU Local 1021 hosted a "town hall" meeting at San Joaquin General Hospital. Assemblywoman Alicia Huber and Senator Lois Wolk were guest speakers, in addition our very own Damita Davis-Howard. Both speakers spoke on the importance of keeping San Joaquin General Hospital open as a public hospital, on the state budget, and how they work to represent their constituents in while they are engaged in the state budget process. It was also important for members to hear of their personal connection to San Joaquin County while attending school, growing up, and living in Stockton. Members were asked to contact the governor regarding the Medi-Cal Reimbursement Bill (AB 1363) by calling directly and writing letters.

San Joaquin County Board of Supervisors was presented with a report concerning San Joaquin General Hospital and its budget problems. In summary, the hospital cost \$16 million from the general fund in fiscal year 2008-09. The report was developed by the Camden Group which was contracted by the county to manage and oversee the operations of the hospital in an effort to cut loses and raise revenue. This has not happened and the report gave the board of supervisors five options which basically consisted of privatization, sub-contracting work, and or looking for investment groups to buy, lease, or invest in the operations of the hospital. The board of supervisors did not accept the report and asked that the union be at the table with the leadership committee at the hospital and have a voice in the future of the hospital. The parties were asked to report back in 60 days with other viable options.

**City and County of San Francisco:** Layoff Notices were issued to 529 members, primarily in the CNA and unit clerk classifications in the hospital. 29 layoff notices went to members in the Human Services Agency. A plan to fight layoffs was adopted by the Strategic Budget Action Committee and is comprehensive in nature. The committee developed a

number of sub-committees to help focus attention and activity in various areas of the plan, including but not limited to: media, due process, member engagement, and comparable worth. The Strategic Action Budget Committee has been meeting weekly to enact a plan to fight layoffs. The committee developed several member actions last month to publically dispute the issuance of layoff notices: 300 member marched on city hall and the mayor's office; 150 members rallied at San Francisco General Hospital, 300 members rallied at the Human Services Agency. Layoff fight back petitions are being disseminated throughout worksites in San Francisco. Up to this point, over 150 members signed the petitions. A committee of strategic bargaining team members and key member leaders from Laguna Honda Hospital and San Francisco General Hospital met with the mayor's office in agreed-upon mediation to develop options to avoid layoffs. The mediation was facilitated by Tim Paulson of the SF Central Labor Council and basically was a relational and information meeting. Next meetings were scheduled for 10/10 and 10/15,

Member Resource Center and staff assignments: Due to the MRC being rolled into the general government jurisdiction of the San Francisco office, worksite assignments are being reviewed and changes in assignments are being proposed for worksite organizers. Worksite organizers are being allowed to give feedback on proposed assignments but they should be finalized with the next 2-3 weeks.

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**DIRECTOR REPORT submitted by Valerie McCan-Murrell**

**Staffing:** Due to a resignation, there is currently a vacant worksite organizer position on the in the North Bay-Solano area. The position will be posted internally this week.

At **San Lorenzo Unified**, members are celebrating a huge victory in the food services division. The workers had been required to take a 15 minute unpaid break. As a result of the union letter to the district and members posting this letter to all school sites, the district agreed to retro back to the beginning of the school year. We are also requesting timesheets for workers for the last three years to see if there have been other violations.

There is fear at **Fremont Unified** that the transportation division will be eliminated next fiscal year. As a result of many concerns, monthly meetings to address these issues have been scheduled. Member involvement and coalition-building with other unions and the community will be discussed.

In **Oakland Unified School District**, in speaking with members, we have identified potential budget problems with the mid-year cuts and will be talking about common issues with other school districts. The ratification vote for the three year renewal (7/1/09 through 6/30/12) of the **OUSD** contract with no take-a- ways is scheduled for 10/29.

**San Francisco Community College** members are moving forward with Building Better Communities. Through outreach to the student body, they will be supporting our efforts with a food drive. The kick-off to the food drive will begin 10/12. The leaders and members want to support the community during these hard economic times.

At **Peralta Community College District**, the members moved a petition for management to "Lead the Way" in taking up to twelve work furlough days. We were successful in getting the district to agree to provide the union with the letter which states that they will take work furlough days. However, during concessionary bargaining, the district did not agree to extend the contract for another year. Since there has been no movement at the table, the negotiating team decided to take the district's proposal to a vote and have members make the decision. We are scheduled to have a concessionary vote on 10/15.

After much hard work and input, our members in **Marin County** escaped with no layoffs or furloughs this budget season. Members are extremely thankful. The VSIP (Voluntary Separation Incentive Program) has rolled out in the Department of Health and Human Services and is set to roll out to the remaining county departments in an effort to continue to save money and avoid layoffs and furloughs. The program is expected to save \$1.5 million for the 2009-10 fiscal year. **Marin** is in the process of reorganizing every department to reduce costs. Members are being very assertive in ensuring they are heard by requesting meetings, sending delegations, and launching campaigns around the impact of proposed changes. Bargaining will begin next year and the **Marin County** leadership is busy developing a strategy to combat concessions next year. They are exploring the possibility of interest based bargaining with the county. Members are meeting to discuss replacing a personnel commission board member whose term of office is up. A search is being done by the RNs to find a viable candidate to support. One of our own **Marin County** members, Shelly Scott is running in the local election for Novato School Board. Congratulations to the communication dispatchers for standing up and standing together to win their fight on seniority shift sign-up violations.

In **Sonoma County**, members are fighting to keep the landfill local as opposed to the county's idea to contract it out. Beyond there being environmental and budget concerns, if this proposal were to go through, it would affect 44 positions. So far we have been successful in delaying the contract approval, but there is still work to be done.

In **Solano County**, discussions around possible concessions have moved slowly. Management has a "wish list" and doesn't appear interested in anything less. At the same time, the director of Health and Social Services appears to be moving forward with removing alternate work schedules for our members. This was one of the major points of contention during last year's campaign. Our members are being polled and we may be at a point where we are not interested in concessions. Simultaneously, we're organizing around the H&SS director, filing multiple grievances, and working on unfair labor practice charges. We continue to search for a viable candidate for the board of supervisors for the June 2010 election.

The county executive in **Sacramento County** announced a plan to lay off all county employees and hire them back at .908 time. This is essentially a 10% reduction in hours. We, along with several of the other unions, filed grievances. The county initially rejected the grievances, and then tried to force us to consolidate. We have refused to consolidate. There is some belief that the threat was made in order to leverage some concessions from our membership. Also in **Sacramento County** the full PERB Board recently upheld the administrative law judge's decision that the county's elimination of retiree health benefits in 2007 was an unfair labor practice and ordered the restoration of the benefits. The county's response has been to file suit in the Third District, asking the court to overturn PERB.

At **Sacramento City Unified School** members had a very successful first day of school action, leafleting around the state budget's impact on education. The members were so excited; they also leafleted on the second day of school. There are two major victories to report: bus drivers and custodians will collectively receive tens of thousands of dollars in retroactive longevity and overtime pay earned over the summer. Instructional assistants had their work hours cut by one hour per day. We are organizing around this issue and using it to build strength. So far, it looks like the hour will be restored.

The **Far Northern Regional Center** contract action and bargaining team are working on proposals, research, and a campaign plan for bargaining. Members are interested in a possible extension of the current agreement; management has notified us they want to bargain. Two dates in October have been set for bargaining.

**City of Redding** members ratified a one year deferral of COLAs, a one year contract extension, and a voluntary time off program to mitigate the impact of budget cuts on SEIU-represented positions.

At **Los Rios Community College District** there will be no layoffs for this year. Members received bonus checks and will receive their step increases.

Our **Dixon Unified** members voted to "adopt" a 5<sup>th</sup> grade student from each elementary school in Dixon and pay for their 5<sup>th</sup> grade camp. While the final criteria has not been decided, the intent is to identify those kids whose families, because of the economic crisis, can't afford the cost of 5<sup>th</sup> grade camp.

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#### **DIRECTOR REPORT submitted by Lety Salcedo**

All organizing staff is assigned to Member Strength campaigns. They are currently assigned to the campaigns listed below with the goal of meeting the Member Strength goals of 5% leadership and 10% new member engagement. In addition to meeting these goals they are identifying issue organizing campaigns to develop leaders and assist in the resolution of issues that are widely and deeply felt.

**Alameda County Medical Center:** The team is moving issue organizing around bad bosses, respect, and staffing levels.

**Laguna Honda Hospital:** The team is helping to mobilize around the San Francisco plan to prevent layoffs as well as moving issue organizing campaigns. We also have our researcher spending half of his time assisting with finding money in the San Francisco budget to fight the layoffs.

**San Francisco General:** The team is assisting with the clerical and EVS leader IDs and issue organizing.

**Sonoma:** The team is focusing on the landfill issue in the county. They are helping to move the members and the politics to stop the sale of the landfill. They are also outreaching to the rest of the county membership to help voice their concerns as constituents of the county.

**Solano:** The team is turning members out for the phone banks to win the two City of Fairfield council seats. They are working both in the City of Fairfield and in Solano County.

**San Joaquin:** The focus is on member engagement, leader development, and leader identification. Since the county recently announced the possible contracting out of the hospital, the team is also assisting in the research and planning to fight the sale.

**Schools:** The team is working with the internal team to fight the state budget cuts. They are also focusing on member engagement and leader development.

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