



# 21<sup>ST</sup> Century Committee Recommendations

Prepared for  
International Executive Board  
AFSCME

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## 21<sup>ST</sup> Century Vision

- Background of Committee
- Challenges AFSCME faces
- Dramatic changes needed
  - ***Unified and Coordinated Action at All Levels of AFSCME:*** We must act as a single union. Organizing, political action, representation and member mobilization must be unified and integrated programs.
  - ***Deepened Commitment to Organizing:*** AFSCME must grow at the rate of 5 percent per year; reward affiliates that organize; expand organizer recruitment and training; aggressively organize new and nontraditional workers in the public service, such as child care and home health care providers.
  - ***Strengthened Political Action:*** Our union must adopt a year-round program; trained and committed members; 40,000 member activists; 90 percent of members registered and voting; 25 percent at MVP level in PEOPLE PAC.
  - ***Increased Capacity to Achieve Our Priorities:*** At every level of the union, we must focus on what it would take to most effectively represent AFSCME members, organize the unorganized and operate an effective legislative and political program; develop a training institute for rank-and-file leaders and staff; consider unifying services and operations at the affiliate level; and plan strategically, set benchmarks and hold ourselves accountable to meet our goals.
  - ***Bold Leadership in Fighting for Universal Health Care:*** We must develop and implement creative strategies to control health care costs and increase access while building the political momentum to finally address the need for universal health care;
  - ***Raise the Revenues We Need to Accomplish Our Goals***



## **Deepen Commitment to Organize At Every Level of the Union**

We made great changes in our organizing program at the 1998 Convention, but organizing is harder than ever and too few affiliates have established effective organizing departments.

The 21<sup>st</sup> Century Committee calls for a top-to-bottom organizational commitment to growth by setting goals for organizing at the International and affiliate level; by making the recruitment and training of organizers and training of volunteer member organizers (VMOs) a greater responsibility of the International; by recommending that International resources – money and staff – be used to encourage and reward those who organize; and by pursuing new organizing opportunities. Our political power will grow as we add members. Our bargaining power will grow as we add members.

### **Goals**

The 21<sup>st</sup> Century Committee recommends that AFSCME set and follow established goals for organizing, as the most concrete way of highlighting the importance of growth and measuring our success. It calls for growth at the rate of 5 percent per year, with an initial goal of winning representation rights for 70,000 new workers annually. We would achieve this goal in the following way:

- Councils would organize and grow at the rate of 3 percent per year, with all councils creating the capacity to meet this goal in four years.
- In addition to the growth generated by affiliates, the International Union would organize at the rate of 2 percent growth annually.
- At all levels – International Union and affiliate – organizing programs and sufficient funds and staff to meet these goals must be developed and assured. Councils should create organizing departments that are devoted to ongoing campaigns 100 percent of their time. They should recruit and train organizers in conjunction with the International Union's recruitment program, and fully utilize VMOs.

## **Role of Councils**

The Committee gave serious consideration to the components that are necessary at the council and large, unaffiliated local level for an effective organizing program. The Committee recommends, at a minimum, that affiliates:

- Identify targets, develop timetable for staffing and developing VMOs, and reallocate and/or raise resources to meet their organizing goals.
- Hire an experienced, full-time organizing director and sufficient staff exclusively for organizing.
- Educate locals and chapters on benefits of organizing and recruitment of VMOs.
- Coordinate political and organizing functions and make support of organizing a key component of political action.

## **Role of Locals**

The Committee gave careful consideration to the role of local unions in organizing, balancing the realization that not all locals have resources but that *at every level* of AFSCME the commitment to organizing must be clear and evident. The Committee recommends the following:

- Local unions would be responsible for internal organizing. In non-Right-to-Work states with public sector bargaining law, goal of 90 percent membership for public and private sector locals. In Right-to-Work states with public sector bargaining law, goal is 70 percent membership for public and private sector locals. In Right-to-Work states without public sector bargaining law, goal is 70 percent in the private sector and majority status in public sector.
- Locals would have a vital role in identifying unrepresented workers in their jurisdiction, recruiting VMOs, and supporting their affiliate's organizing program, which would include financial support where the funds exist.
- Locals and chapters should bargain for language to facilitate organizing, such as card-check recognition for their employer's unrepresented workers.

## **Role of International Union**

The International Union would continue – and expand – its assistance to councils in developing capacity and running campaigns of strategic importance that are beyond council capacity. Specifically:

- Where a council does not have capacity, the International Union would run campaigns of sufficient strategic importance.
- Where appropriate, the International Union should be the primary vehicle where no public sector collective bargaining law exists. In those instances, Organizing Committee structures should be developed, rather than traditional councils. Organizing Committees would be most appropriate where collective bargaining laws or executive orders have recently been adopted or passage is imminent and there is no council structure in place.
- The International Union would have the authority to encourage and reward councils that organize – through grants, staff, etc. – and withhold resources where there is no commitment or performance on organizing.
- The International Union should develop programs to organize key “industries” and develop the capacity to run corporate campaigns. It must further develop capacity and strategies to organize private sector and non-traditional public service workers.
- To support organizing efforts, the International Union should develop a database of employers where AFSCME has more than three contracts with a private sector employer, coordinate bargaining, and coordinate campaigns for voluntary recognition.
- The International Union should be primarily responsible for organizer recruitment and training, for both its own campaigns and for affiliates. To that end, the Committee suggests we increase the number of recruiters, continue the United Negro College Fund internship program, and emphasize the recruitment of multi-lingual organizers.
- The International Union would be responsible for large decertification campaigns, should monitor decert activity and guide councils to engage in prevention strategies; and intervene where there are an excessive number of decerts.

- The International Union would be responsible for fostering large affiliations and advising councils on smaller affiliations, as well as being the primary point of contact with other International Unions.
- To achieve the goal of one Council in each state, the IU should foster an effort to have affiliates consider whether unified efforts can help ensure that resources are more effectively marshaled and deployed. In states with multiple councils, the International Union should restructure jurisdictions as needed in order to foster the most effective organizing program.
- Finally, the Committee recommends that the International Union coordinate its political and organizing functions, and believes that support of organizing must be a key component of political action.

### **Proposed Constitutional Amendments**

In support of the Union's ramped up organizing program, the Committee urges passage of the following proposed constitutional amendments:

#### ***Amendment Proposal: Alternative Forms of Membership***

The International Executive Board would be authorized to establish alternative forms of membership to make AFSCME membership available to very low-paid or non-traditional workers and workers for whom collective bargaining is not available. The Board would have the power to modify dues and per capita tax rates for such workers and define the manner in which they would participate in the Union.

#### ***Amendment Proposal: Organizing Committee***

AFSCME has historically used organizing committees as a mechanism to carry out and fund organizing campaigns in certain situations where a new organizing opportunity presents itself under an executive order or bargaining law and there is no existing affiliate capable of taking advantage of that opportunity. However, the International Union currently has no authority to mandate the creation of such organizing committees in circumstances where the existing affiliates in a given jurisdiction will not agree to conversion of any existing council to an organizing committee or, where no council exists.

This proposed amendment would authorize the International President to establish an organizing committee when a growth opportunity is presented and the International President finds that the existing council or other structure is not capable of taking full advantage of that organizing opportunity.

- If there is an existing council, establishment of an organizing committee would effectively dissolve that council, at least on a temporary basis, and the per capita tax that the council's affiliated locals had been paying to the council would be paid to the organizing committee.
- Where there is no existing council, local unions would be required to pay per capita tax to a newly established organizing committee as if it were a council.

Per capita taxes paid to the organizing committee would have to be spent in connection with that organizing campaign, including providing services that would otherwise have been provided by a council.

Those funds would be supplemented by the International Union to the extent determined appropriate by the International President, in accordance with the International Union's strategic plan and budget. The members of the organizing committee, who would serve in an advisory capacity, would be appointed by the International President.

Finally, the amendment would provide that any affected local or council would have the right to appeal the International President's decision to establish an organizing committee to the International Executive Board.



## **Strengthen Political Action**

Throughout this union we have long understood the vital importance of political action. We elect our bosses. We count on our elected officials to fund and support programs that our members care about. The decisions they make on budgets and programs set the boundaries for collective bargaining, govern privatization, determine our pensions, and control whether we have affordable and accessible health care. But the commitment to political action has not gone far enough or deep enough.

The 21<sup>st</sup> Century Committee recommends that AFSCME embrace a year-round, strategically planned, member-based political action program – called PEOPLE – that clearly links three activities: issue advocacy and legislative activity, electoral politics and PAC fundraising. PEOPLE would be embraced as a program in which AFSCME is partisan on behalf of our members not on behalf of a political party.

Just as in the organizing program, the Committee believes that clear, concrete and higher goals must be set, that members must be the foundation of our work, and that we should hold ourselves accountable to produce this comprehensive program.

The Committee believes that the International Union, working with major affiliates, must develop an overall political action message that is tied to workplace issues, is framed in a non-partisan way, and which helps members and staff make the connection between success in political action, success in legislative advocacy, success in organizing and success at the bargaining table. It shall educate members about the importance of taxes and budgets, health care, retirement security and other issues important to AFSCME members and their families. Our goal is to have a consistent overall political message that is used at the International, council and local levels.

### **PEOPLE Goals**

The committee calls for:

- A year-round, strategic program of political action, legislative advocacy and fundraising consolidated under the name “PEOPLE”.
- 40,000 AFSCME activists nationwide by September 2008 – 3 percent activists in each council and local and 2 percent of members working Election Day.

- An International Union and councils with sufficient funding and staff for year-round political activities. The Committee recommends that councils have a full-time PEOPLE director and that PEOPLE activities be included in the duties of staff representatives.
- Computerized phone banks at councils.

### **Role of International Union**

- The International Union would leverage resources to ensure accountability to meet political action goals and benchmarks. To that end, the International Union would work with councils to develop criteria for access to resources and notify councils of guidelines.
- The International Union would develop a model member mobilization training.
- The International Union would report periodically to the IEB and councils on councils' progress in meeting goals.

### **PEOPLE Political Action**

- A specific area where the Committee recommends improving our effectiveness is the endorsement and contribution process. Each council and large, unaffiliated local union would be encouraged to create a screening and endorsement process that strives to unify the process throughout all of its levels. Regardless of the number of affiliates in a state, councils and large, unaffiliated locals are empowered to make endorsements and should involve locals in the process. A procedure to address conflicting endorsements by AFSCME affiliates should be developed, with the long-term goal of developing a unified political structure in each state.
- Both the International Union and councils should embrace comprehensive candidate development and recruitment.
- Every council and local should adopt a permanent, ongoing voter registration program. The goals:

- Register 90 percent of members who are citizens, reached at the rate of 5 percent per year;
- Accurate and comprehensive voter files of all members for all levels of the union
- Capacity to turn out 90 percent of members to vote in each local.
- Vote by mail included in council GOTV programs.

## **PEOPLE Legislative Action**

- The International Union should develop a Congressional cycle legislative agenda, linking organizing, representation and policy, with input from councils and locals. This agenda would be presented to the IEB and sent to Council Directors.
- The International Union would work with councils and locals to build relationships with members of Congress, with the goal of identifying a lead activist for every congressional district and a lead staffer on federal issues in each council.
- The International Union would assist affiliates in developing ballot initiatives and fighting off hostile ones.
- Each council and large, unaffiliated local union should develop a state and local legislative agenda, tied to our national agenda, and linking organizing, representation and policy. Locals would make recommendations. Progress would be reported regularly at council executive board and local union meetings.
- Councils and locals would develop relationships with state legislators and local elected officials. There would be a lead activist for every legislative and local government district.
- Councils would develop capacity to generate phone calls, letters and grassroots pressure, partnering with locals. Locals would distribute voting report cards to members.

## **PEOPLE Fundraising**

In recognition of the growing importance of hard dollars in the political process, the Committee recommends that:

- 25 percent of all AFSCME members participate at the MVP level (\$100 per year), reached at the rate of 5 percent per year;
- International Union leaders and staff, and council and local leaders and staff, would be encouraged to contribute 1 percent of salary;
- The Committee recommends that PEOPLE check-off language be sought in 100 percent of contracts. Where check-off is not available, locals would raise money by other means.
- Current incentives would be reviewed and improved.
- There would be regular reports to the International Executive Board and councils, as well as to council and local boards.

## **Leadership in Health Care Reform**

Health care has long been a top priority of our union's members, as they – and their families – grapple with rising costs and decreasing coverage. Rapidly escalating health care costs have created significant problems across the American economy and the issue has re-emerged at the national policy level. At the bargaining table, we are under great pressure as we seek to maintain our benefits and we face monumental challenges in our effort to bring basic health benefits to the low wage and non-traditional workers who are the focus of our organizing campaigns.

To effectively respond to this increasingly complex problem, the 21<sup>st</sup> Century Committee recommends the following:

- The International Union should craft effective policies and lead a powerful program to influence the political environment in order to make health care universal and affordable and ensure that guaranteed universal coverage is a priority at the state and national levels.
- Councils should take an active part in reform efforts that expand coverage and lowers costs in their states.
- The International Union should form a committee of International Union and affiliate representatives to develop health benefit strategies and programs, especially focused on purchasing, and the International Union should participate in the implementation of these strategies and facilitate the exchange of useful information throughout the country;
- Based on the needs of affiliates, the International Union should actively consider developing a cost-effective national health and welfare plan for private sector members who have difficulty obtaining affordable health benefits from their employers.
- The International Union should continue creative efforts to provide health benefits to non-traditional workers.



# **Build Capacity for Our Union**

To become a union that grows aggressively and harnesses political power effectively in order to fight for the wages, benefits, working conditions and policies that our members care about, we must change the way we do business.

The 21<sup>st</sup> Century Committee believes this means: taking a clear and honest look at the operations of our union at every level; developing the institutional will and programs to engage in effective organizing and political action; committing to staff and resources; strategically planning to succeed at organizing, politics and capacity building; and holding ourselves accountable to the goals we set.

## **Council Capacity**

In addition to developing and increasing capacity to organize and engage in political action, a high-functioning council would be able to:

- Represent members on individual and collective issues and grievances, by recruiting and training member action teams (MATs) to communicate and mobilize their co-workers, stewards with the ability to represent members in the early stages of the grievance procedure, skilled staff representatives, and legal support as needed.
- Communicate with the general public and with leaders and members in support of objectives, including ability to maintain press relations, internal publications, websites and e-mail, literature distribution, phone bank, one-on-one contact and worksite meetings, orientation, etc.
- Conduct research and policy analysis with full-time staff dedicated to each function and able to produce wage surveys, benefit analyses, contract language, targeting and employer research, budget analyses, legal research, tax and policy issues.
- Educate members, with a full-time education director, trained stewards to represent every member in the worksite, 1 member action team (MAT) member for every 10 members, and new member orientation.
- Maintain a retiree structure and PEOPLE check off for retirees.

- Other capabilities include using 21<sup>st</sup> Century technology and maintaining a member database with accurate and useful information on members; and complying with government regulations and the AFSCME Financial Standards Code.
- Train on effective handling and resolution of member complaints.

## **Local Union Capacity**

The 21<sup>st</sup> Century Committee also gave consideration to the highest and best functions of our local unions. Here are the recommendations:

- Locals/chapters are the primary point of member contact, and should embody the beliefs, values and solidarity of a union. Local and chapter structures should maximize the power of collective action, and should be adjusted if needed to maximize bargaining and political power.
- Where locals/chapters have a common employer, joint bargaining should be considered.
- Local/chapter size should be conducive to the organizing, political and bargaining strategies of the council; and locals/chapters should fully participate in council programs.
- Locals/chapters should be responsible for internal organizing.
- Each local/chapter should maximize use of technology including maintaining member email addresses, a website, telephone contact point, etc. Member databases should be coordinated with councils, including gathering demographic information.
- Each local/chapter should have internal communication capacity, including newsletters, information distribution systems, one-on-one contact, etc.
- Each local/chapter should establish Member Action Teams MATs (1:10 ratio), map workplaces, train 100 percent of stewards, handle initial stages of grievances and labor-management meetings, mobilize members, and conduct new employee orientation.

- Locals/chapters should encourage diversity of leaders and activists so that they are representative of membership.
- Locals/chapters should be responsible for establishing and maintaining effective leadership and structure.
- Locals/chapters should comply with government regulations and AFSCME Financial Standards Code.
- Each local/chapter should affiliate with area labor federations.
- The IU will initiate a study of current local structures and capacity and recommend ways to bring local capacity up to recommended levels.

### **International Union Capacity**

The International Union should function in a way that reflects the priorities of increasing political power, growing membership, mobilizing members and developing new leaders. It would include:

- Review of all conferences, advisory committees, convention programs to ensure that they advance mission and priorities;
- Evaluation of departments to eliminate redundancy, as well as examination of role of Field Services;
- Affiliate capacity building and facilitation of affiliate planning efforts;
- Creation of models and best practices to assist affiliates in achieving benchmarks; and
- Development of baseline budgets for Organizing and Political Action.

The International Union would also use look into use of current and potential coalition partners.

The International Union would ensure it has an effective and efficient centralized online member database with maximum affiliate participation. Appropriate training and support would be provided to affiliates.

## **International Executive Board**

The Committee recommends that the International Executive Board develop a plan to achieve a diversity representative of our membership. The report would be completed for 2008 Convention.

In addition, the International Executive Board would monitor progress on 21<sup>st</sup> Century programs and approve an AFSCME mission statement.

## Achieving the Vision

The 21<sup>st</sup> Century Committee has set aggressive goals for AFSCME. The Committee has looked what AFSCME needs to do to meet and hopefully exceed these goals.

***AFSCME must plan.*** We will only meet these goals by laying out the specific steps we need to take at each level of the Union.

***AFSCME must unify.*** We will only meet these goals by maximizing our use of resources and with each part of the union moving together.

***AFSCME must develop its members and leaders.*** We will only meet the goals of the 21<sup>st</sup> Century Initiative by giving our elected leaders, rank-and-file members and staff the skills and tools they need to get the job done.

***AFSCME must have a single identity and message.*** We will only meet these goals if our current members, future members, and the public can easily see who we are and what we are for.

***AFSCME must fund the program.*** We will only meet these goals by having the resources we need.

The remainder of the report describes in detail the recommended steps AFSCME at every level must take.



## **Strategic Planning**

The Committee recommends that councils, large unaffiliated locals and the International Union develop annual strategic plans that create blueprints for the coming year on organizing, politics and other important work. These plans would be used to assess our successes and failures of the previous year and should be used by the International Union to allocate resources. Specifically, the Committee recommends rewarding those affiliates that embrace our mission.

Strategic plans should include vision and mission statements, evaluation of long and short term goals, and timetables and accountability. They would also include long and short term goals and objectives for organizing, political action, legislative advocacy and fundraising.

For councils, the 21<sup>st</sup> Century Committee specifically recommends that political activities be mapped out on an election cycle basis (2 and 4-year) and adopted by the affiliate's board September 1 and submitted to the International Union annually. The International Union will provide technical assistance on strategic planning.



## Unification of Affiliates

Another way to help achieve our goals is to recognize that in a best case scenario, resources are limited and by working together we can do better. We believe that Councils can become high functioning only if they are large enough to run a full program. We believe that members are best represented when AFSCME can run unified and integrated organizing, political action, and member mobilization efforts in a state. To that end, the Committee recommends that in addition to council-by-council assessments of capacity, affiliates consider how through consolidation and unification they can work better and work smarter. Specifically:

- In states with multiple major affiliates, where individual affiliates do not have capacity to achieve our goals, top leaders should endorse and participate in discussion of unification.
- In states with where there is a single council or large, unaffiliated local that lacks capacity, top leaders should endorse and participate in discussion of the establishment of a multi-state affiliate where feasible. The multi-state effort would be required to be anchored by a high capacity council.
- In states with long-term high growth potential, where no single or merged affiliate could achieve this potential, the International Union should establish Organizing Committees.

The Committee recommends that AFSCME systematically examine every state to determine our capacity to respond to our environment. Those discussions should be conducted by April 2007.

### **Proposals to Amend Constitution**

The Committee identified several proposed changes to the International Constitution that would address the relationship between councils and locals.

#### ***Proposed Amendment: Authorize Councils to Collect and Pay Central Labor Council Per Capita Tax***

The International Constitution requires local unions to affiliate with their state AFL-CIO and local central body, unless the International Executive Board grants permission to discontinue such affiliation. That provision also requires the IU to pay state AFL-CIO per capita tax for all AFSCME local unions.

This proposed amendment would authorize councils that have central collection of dues to deduct central body per capita tax from the locals' share of dues and pay it on behalf of their affiliated local unions. There are several councils that currently pay central body per capita tax from the council's share of dues.

The amendment would not make payment from the local share of dues mandatory; it would simply permit the practice if a council so chooses.

***Proposed Amendment: Right of Affiliate Representative to Attend Meetings of the Affiliate's Locals/Chapters***

The International Constitution now provides that meetings of subordinate bodies "shall be open to accredited representatives of the International Union." This proposed amendment would extend that same right to accredited representatives of a council or local union with which such subordinate body is affiliated.

***Proposed Amendment: Council Authority to Audit Affiliated Locals***

The current provisions of the International Constitution regarding subordinate body audits provide that the International Union is required to annually review, and where appropriate audit, the finances of each council and each local having 2,000 or more members.

In addition, the International Union is authorized, but not required, to audit locals with less than 2,000 members. This proposed amendment would enhance the auditing capacity of the union by also authorizing councils and unaffiliated locals to audit their affiliated subordinate bodies with less than 2,000 members.

## **Member & Leadership Development**

AFSCME must make a long-term commitment to recruiting and training the next several generations of union activists, leaders, and staff. Worksite activists, stewards, VMOs, member educators, and political activists are the front line leaders of the union. The 21<sup>st</sup> Century Committee recommends ways to create and improve education and leadership development for activists and leaders at all levels, not just officers and staff.

- All training should incorporate the following principles:
- Education and leadership development should be built into everything we do (e.g. conferences, delegate meetings, etc.).
- Follow up and evaluation must be a part of all training programs.
- The International Union and affiliates should work collaboratively to develop “best practice” leadership development and training programs that build affiliate capacity.
- Participants in these programs should reflect the diversity of our union members to provide leadership within the union and within other institutions of our society.

### **Role of Councils**

In order to achieve the goals and benchmarks proposed by the 21<sup>st</sup> Century Committee, each major affiliate should have an education and leadership development program.

The Committee proposes several key components for a major affiliate education program:

- The program should include training for local treasurers and trustees, member action team (MAT) training, steward training, local executive board/officer training, and staff training and development. The national union has developed curricula for some of these programs that represent the best thinking and experience of AFSCME activists and educators, such as the AFSCME

Stewards in Action curriculum. A train-the-trainer approach using these best practices curricula should be utilized.

- Training programs should be closely linked to the benchmarks for high-performance affiliates, such as a 1:10 ratio of MAT activists to bargaining unit members and enough stewards to provide worksite representation to every member. Affiliates should maintain records regarding how many stewards, officers, and MAT activists have been trained.
- The education programs of major affiliates should use the model Voluntary Member Organizer and PEOPLE Training Programs developed by the International Union.
- Major affiliate education programs should also include a new member orientation program for locals, labor history, popular economics, coalition work, media and communications.
- Finally, major affiliates should commit funds for lost time (or release time) rank and file organizers and political activists. Members who make the commitment to work for the union on a lost time basis as organizers may develop into future leaders and/or staff.

### **Role of International Union**

In order to support and complement these more robust affiliate education programs, the International Union's education and leadership development program must change as well.

- The International Union should continue and expand its program to provide model training programs that can be adapted and utilized by affiliates. The International Union should offer leadership training and development programs that meet the needs of top elected and staff leaders of major affiliates.
- The International Union should create a program to recruit and train new organizers to work for the International Union and for major affiliates.
- The International Union should continue and expand its classroom and field training programs for VMOs and volunteer political activists. These programs

should promote the opportunity for rank and file members to work as organizers or political activists on a lost time basis.

- Finally, the International Union should develop some basic training programs that can be offered on-line through the new AFSCME website.

In addition to these programs, the International Union must create an AFSCME Leadership Institute to provide high level training and development for leaders and potential leaders at the council and local level. The AFSCME Leadership Institute should be based on a national model but offered within states or regionally across the country, and should reflect best practices for leadership development training programs. The program should include multiple sessions over a two-year period and incorporate both classroom and field training.

The International Union and affiliates should seek to partner with university-based labor studies programs to plan and deliver the programs. The International Union should provide the necessary technical resources (e.g. curriculum, materials, instructors) to make the program viable at the state or regional level.

Participants should include both current leaders and new leaders. Program participants should be reflective of the union's membership in terms of age, race, ethnicity, gender, sexual orientation and sector/industry. Selection criteria should include past activity in the union (steward, VMO, political activist, etc.). Participants should have already attended basic union training (e.g. steward, MAT) before being accepted to the Institute.



## **Branding**

AFSCME is the nation's leading public service union and a dynamic force for social and economic justice. The 21<sup>st</sup> Century Committee believes it is important for AFSCME to develop and project a "brand" identity to build member pride and loyalty, attract new members, and communicate to politicians, allies, the media and other opinion-makers a powerful message of who we are and what we stand for.

We must see ourselves as one union – of workers in and for the public service – with a consistent message and vision that is integrated in all of AFSCME's internal and external communications at every level – from locals to councils to the international union. All of our messaging – from the web to media to publications and more – should reflect our brand.

Our message should be modern and sophisticated, inspired and clear, and be forcefully communicated by traditional and cutting-edge digital media. It should position us in a way that appeals to a younger generation of workers. It should be tied to workplace issues and help members and staff make the connection between success in political action, success in legislative advocacy, success in organizing and success at the bargaining table. AFSCME should be partisan on behalf of our members, not on behalf of a political party. Developing such a message is especially important for our political work.

The International Union should engage in a systematic and comprehensive effort with affiliates to develop AFSCME's new brand identity, including message, colors, logo, and more. As part of this process, every affiliate ought to use the term "AFSCME" in their name.



## Resources To Make the Difference

None of the bold and transformative changes proposed by the 21<sup>st</sup> Century Committee will become a reality without the necessary resources to make them happen. The Committee recommends that there be an increase to the International Union per capita tax and that the International Union's share of the annual minimum dues adjustment for 2007 through 2009 remain at the council and unaffiliated local union level. This would enable affiliates to build or expand capacity to meet the goals of the 21<sup>st</sup> Century Initiative, particularly in growth and politics. Finally, the committee recommends that over the coming years the dues structure of the union be revamped.

Following is a summary of a proposed amendment on dues.

### *Proposed Amendment: Dues and Per Capita Taxes*

This proposed amendment would make the following changes (the existing dues and per capita tax system would remain in effect, except as modified);

1. Continue the current \$.50 increase in minimum dues, but not International per capita tax, for the last six months of 2006. This portion of the amendment would be made immediately effective and retroactive to July 1, 2006.
2. Continue that \$.50 increase in minimum dues in effect after January 1, 2007 and reinstate the \$.50 increase in International per capita tax that expired June 30, 2006, also effective January 1, 2007.
3. Increase minimum dues and International per capita by \$1.25, effective January 1, 2007. The International Union's share of the automatic minimum dues increase for 2007 would be retained by the councils and unaffiliated locals.
4. Increase minimum dues and International per capita by \$.75, effective January 1, 2008. The International Union's share of the automatic minimum dues increase for 2008 would be retained by the councils and unaffiliated locals.
5. Increase minimum dues and International per capita by \$.50, effective January 1, 2009. The International Union's share of the automatic minimum

dues increase for 2009 would be retained by the councils and unaffiliated locals.

6. All affiliates would be required to be on centralized dues collection by January 1, 2010.
7. All councils and unaffiliated local would be required to have a progressive dues structure and would cease to be covered by minimum dues adjustments, effective January 1, 2011.
8. International per capita tax would continue to adjust in 2011 and later years based on the minimum dues formula, but a review would be conducted in 2011, or earlier if possible, to determine whether some other progressive structure for International per capita tax would be a feasible replacement for the minimum dues adjustment to International Union per capita tax.

Progressive dues structures would include those based on a percentage of salary, a number of hours of pay or a graduated, step system based on salary or wages. Each council or unaffiliated local would decide which type of progressive dues structure is best suited for its circumstances. The amendment would require that any “progressive dues structure” adopted by an affiliate produce an average dues rate that is not less than the minimum dues amount would have been on the basis of the current minimum dues formula.

The recommendation to increase the International Per Capita Tax is intended to provide stable annual funding for organizing and to fund the projected annual needs of the political program, including the needs generated by the 2008 presidential election. The recommendation provides the International Union with approximately \$35 million in additional funds for 2007 through 2009 that would be used to fund the new leadership training program, provide support to affiliates to increase their capacity, fight for universal health care and retirement security, further supplement the organizing and political programs, and enhance other programs under the 21<sup>st</sup> Century Initiative.

The waiver by the International of its share of the minimum dues increase for 2007 through 2009 gives councils and unaffiliated local unions a total of approximately \$24 million in additional revenue over that three-year period. These resources could be used by affiliates to invest in organizing and politics and to build or expand their own capacity to achieve new 21<sup>st</sup> Century goals.