

## SEIU Organizing Department Records

6.5 linear feet (7 SB)  
1970-1994, bulk 1985-1992

Walter P. Reuther Library, Wayne State University, Detroit, MI

Finding aid written by Jaclyn Kinney on March 3, 2011.

**Accession Number:** 1888

**Creator:** Service Employees International Union (SEIU)

**Acquisition:** The Organizing Department of the Service Employees International Union deposited its records to the Walter P. Reuther Library in 1997.

**Language:** Material entirely in English.

**Access:** Records are open for research.

**Use:** Refer to the Walter P. Reuther Library *Rules for Use of Archival Materials*.

**Notes:** Citation style: "Service Employees International Union Organizing Department Records, Box [#], Folder [#], Archives of Labor and Urban Affairs, Wayne State University"

**Other Access Aids:** Many photographic images are available for viewing online in the SEIU Image Gallery on the Walter P. Reuther Library website ([www.reuther.wayne.edu](http://www.reuther.wayne.edu)).

**Related Material:** Reuther Library Collections: SEIU Executive Office: John Sweeney Records, SEIU Executive Office Microfilm Records, SEIU Executive Office: William McFetridge Records, SEIU Executive Office: David Sullivan Records, SEIU Executive Office: George Hardy Records, SEIU Historical Records, SEIU/International Jewelry Workers' Union Records, SEIU International Vice-Presidents Records, SEIU Secretary-Treasurer's Office: International Executive Records, SEIU Local 32B-32J Records, SEIU Research Department Historical Records, SEIU Secretary-Treasurer's Office: Constitutions and By-Laws Records, SEIU Secretary-Treasurer's Office: Affiliate Officers Records.

The "SEIU Charter Book," which contains the dates of charters, dissolutions, charter revocations and mergers of SEIU affiliates, is located behind the reference desk in the reading room of the Walter P. Reuther Library.

## **History**

The 1980s was a difficult time for American Labor. The American economy was in recession and national politics were not hospitable to organized labor. Accordingly, union membership fell to less than 20% of the workforce and the NLRB reported that it conducted only one-half of the elections it had once conducted in the 1970s. Within this dismal environment for organized labor, SEIU rallied and its membership grew.

In 1980, John Sweeney was elected as SEIU International President. During his tenure, SEIU grew by 500,000 members. This growth was so pronounced, that the U.S. Bureau of National Affairs announced that SEIU was the fastest growing union of the 1980s and it became the fourth largest union in the AFL-CIO. By 1992, SEIU reached the million-member mark. The membership achievements of SEIU can be largely credited to the efforts of its Organizing Department.

The primary responsibility of the SEIU Organizing Department was to organize the unorganized. The SEIU Organizing Department sought to gain new membership for the International through targeting building service, healthcare, clerical and public sector employees. Additionally, the Organizing Department gained new SEIU members through the affiliation of formerly independent organizations and unions.

Major campaigns for the SEIU Organizing Department during the 1980s and early 1990s included the Beverly, Justice for Janitors, and Blue Cross Blue Shield. Collectively, these campaigns had mixed results. Beverly Enterprises, a large nursing home chain, proved difficult to organize. Yet, SEIU found support from the NLRB and gained considerable members from Beverly employees. Justice for Janitors was an organizing campaign that targeted building service employees in large cities throughout the nation. All cities did not find success, but the campaign increased membership and helped bring SEIU back to its roots of organizing building service employees. The Blue Cross Blue Shield campaign sought to organize clerical employees at the insurance company. SEIU had a major win against Blue Cross Blue Shield when it achieved a neutrality agreement with the company; the agreement was the first of its kind in the insurance industry.

## Scope and Content

The SEIU Organizing Department records document the programs and activities of the Service Employee International Union's Organizing Department from approximately 1985 to 1992. The papers were created during the tenure of SEIU President John Sweeney. The collection contains affiliation agreements, newspaper clippings, correspondence, memorandum, handwritten notes, flyers, brochures, statistics, surveys, agendas, meeting minutes, organizing plans, subsidy requests and recommendations, budgets, buttons, posters, agreements, a cassette tape, reports, expense reports, training materials, organizational charts, speeches, photographs, questionnaire, and anti-union literature.

The vast majority of the records in this collection are from the office of Andy Stern, the assistant to the president for Organizing and Field Services. After his tenure of leadership with the Organizing Department, Stern became the International President of SEIU. He held the presidency from 1996 to 2010.

Records from this collection chronicle the expansion of SEIU through organizing campaigns and affiliations, during a period when American organized labor was contracting. Records in this collection provide insight into the planning and strategies behind SEIU's organizing campaigns, which led to SEIU growth. It also reveals Andy Stern's development as a labor leader before ascending as SEIU president.

### Important Subjects:

Affiliation agreements	Labor Unions- Organizing- Training
AFL-CIO	Local Unions
AFSCME	Los Angeles County (Calif.)
American Nurses Association	MASS Project
Apple	Municipal- Organizing
Blue Cross Blue Shield	Nursing Homes
California State Employees Association	Organizing-Plan
Civil Rights	Part time employment
Civil Service- Organizing	Religious- Organizing
Cook County (Ill.)	School- Organizing
Fresno County (Calif.)	Service Employees International Union
Healthcare Reform	Service Industries
Healthcare workers	Southern- Organizing
Hospital- Organizing	Statistics
Immigrant- Organizing	University- Organizing
Janitors	Union Busting-literature
Justice for Janitors	United Nurses of America
Labor Unions- Organizing	

**Important Names:**

Burger, Anna  
Clinton, Bill  
Howley, John  
Jackson, Jesse  
Muscat, Robert  
Stern, Andrew  
Sweeney, John  
Welsh, Bob

**Series I: Internal Organizing Files, 1975-1993**

This series contains records relating to the internal functions of the SEIU Organizing Department. Many of the materials relate to management and training of employees. Other materials relate to budgets, subsidies, membership statistics, conferences, and opposition literature. Materials include reports, memorandum, correspondence, training materials, and statistics.

**Series II: Local Union Files, 1984-1991**

This series contains records relating to affiliations and subsidies of Local SEIU Unions. Materials include agreements, correspondence, memorandum, agreement negotiations, newsletters, and constitutions.

**Series III: Organizing Campaign Files, 1978-1992**

This series contains records relating to specific organizing campaigns of the SEIU Organizing Department. Campaigns included in this series are the Justice for Janitors campaign in various locations, Blue Cross Blue Shield, Beverly Enterprises, healthcare organizing nationwide, municipal employee organizing in various locales, and university organizing. Materials in this series include correspondence, memorandum, brochures, flyers, plans, budgets, agreements, statistics and reports. Please note this series also contains some unique items such as buttons, posters, a map and a cassette tape.

**Series IV: Regional and State Council Files, 1990-1994**

This series contains internal documents relating to regional and state councils that governed local unions. The majority of records relate to subsidy requests and recommendations. Materials include memorandum, subsidy requests, proposals, financial reports, constitutions and correspondence.

## **Arrangement**

The records are arranged in four series-

Series I (Boxes 1-3) is arranged alphabetically by subject and then chronologically by year.

Series II (Box 4) is arranged numerically by local union number.

Series III (Boxes 5-7) is arranged alphabetically by subject and then chronologically by year.

Series IV (Box 7) is arranged alphabetically by council and then chronologically by year.

## **Series I**

### **Box 1**

1. Ad-Hoc Organizing Committee; draft of report, 1992
2. AFL-CIO; Constitution, statistics, newsletters, 1991-1993
3. AFL-CIO Article XX; reports, correspondence, 1990
4. AFL-CIO Article XX; reports, correspondence, 1991
5. AFL-CIO Cooperative Organizing; correspondence, 1990
6. AFL-CIO Department of Professional Employees; newsletters, statistics, undated
7. AFL-CIO Industrial Union Department; memorandum, correspondence, statistics, 1991
8. AFL-CIO Industrial Union Department; memorandum, 1992
9. AFL-CIO National Organizing Committee; agendas, reports, 1990
10. AFL-CIO National Organizing Committee; memorandum, correspondence, 1991
11. AFL-CIO National Organizing Institute; agendas, correspondence, memorandum, 1990
12. AFL-CIO National Organizing Institute; memorandum, correspondence, 1991
13. AFL-CIO Organizing Resolution; memorandum, reports, statistics, 1991
14. AFL-CIO Reproductive Issues; reports, 1990
15. AFL-CIO RUB (Report on Union Busters); reports, 1990
16. AFL-CIO RUB (Report on Union Busters); reports, RUB index, 1991
17. CACI Maketing System; Correspondence, service order agreement, 1991
18. California Schools Committee; no raid agreement, 1988
19. Career Development; memorandum, program, application, 1992
20. Central States Conference; memorandum, local union growth awards, 1990
21. Clinton Administration; Stern Paper, "The Labor Movement and a Clinton Administration," 1992
22. Collective Bargaining Laws; report, 1992
23. Committee on the Future; committee folder, remarks and fact sheets, 1992
24. Consultants; memorandum, US District Court decision, 1988
25. Consultants; consultant contracts, 1992
26. Corporate Research; training module, cost research, undated
27. Dues Waiver; dues waivers, statistics, 1990
28. Dues Waiver; dues waivers, responses to requests, 1991
29. Employer Campaign; correspondence, memorandum, clippings, 1990
30. Employer Campaign; clippings, reports, 1992
31. Employee Development; memorandum, objectives, 1987
32. Ending Bad Campaigns; program objectives, 1990
33. Executive Board; reports, agenda, 1990
34. Executive Board; memorandum, statistics, 1991

35. Field Services Collective Bargaining; meeting agenda, memorandum, 1990-1991
36. Friends of George Hardy; correspondence, 1992
37. Healthcare Jurisdictions; correspondence, 1991
38. Hotline Correspondence; report on 9-5 hotline, 1988
39. Human Resources; job interest forms, vacation requests, transfer requests, 1992
40. Image; memorandum, 1991
41. Industrial Areas Foundation; memorandum, correspondence, clippings, 1992
42. Interdepartmental Work Group; memorandum, 1991
- 43-44. Internal Organizing; programs, organizing, training guides, 1986
- 45-46. Internships; memorandum, correspondence, 1992
47. Investment Plans, 1988
48. Job Descriptions; memorandum, job descriptions, 1990-1992
49. LM-2; tax documents, correspondence, 1989-1990
50. Los Angeles Education Alliance for Restructuring Now (LEARN); correspondence, memorandum, 1992
- 51-52. Literature; letters, flyers, brochures from assorted 1986 campaigns, 1986
53. Literature; letters, flyers from assorted 1988 campaigns, 1988
54. Local Union Mergers; correspondence, brochure, 1991
55. Local Union Organizing Committee; reports, national program review, 1990
56. Local Union Organizing Development; organization diagram, meeting minutes, 1990
57. Local Union Organizing Development; correspondence 1975, 1991
58. Local Union Organizing Development; training materials, literature, sample plans, 1991-1992
59. Local Union Organizing Development; memorandum, report, 1992
60. Low Wage; reports, 1992

## **Box 2**

1. Meetings; agendas, correspondence, enrollment forms, 1990-1992
2. Member Organizing Committee; correspondence, training materials, 1992
3. Membership Reports, 1990-1993
4. Membership Statistics; reports, handwritten notes, 1980-1989
5. Memorandum to Staff, 1991- 1992
6. Multinational Corporation Conference; correspondence, 1991
7. National Committee on Pay Equity; correspondence, 1992
8. Neutrality; draft, 1986
9. Neutrality; correspondence, 1988
10. Neutrality; AT&T and Nynex contract negotiations, neutrality agreements, 1991
11. Organizer Training; training materials, regional conference evaluations, 1986
12. Organizer Training; training materials, agendas, flyers, educational materials, 1987
- 13-15. Organizer Training; training materials, schedule, surveys, budgets, handwritten notes, agendas, memorandum, plans, correspondence, timelines, 1988
- 16-17. Organizer Training; training materials, memorandum, correspondence, plans, agendas, reports, speeches, schedule for Senior Organizing Training Conference, 1989
18. Organizer Training; agenda, timelines, correspondence, memorandum, sample organizing plans, 1990

19. Organizer Training; correspondence, memorandum, 1991-1992
20. Organizing; clippings, agenda, 1987
21. Organizing; handwritten notes, report, 1989
22. Organizing Analysis; statistics, 1981-1990
23. Organizing Charts, 1990
24. Organizing Charts, 1991
25. Organizing Committee; meeting agenda, 1989
26. Organizing Conference; questionnaire, reports, correspondence, 1986
- 27-28. Organizing Conference; conference evaluations, 1991 July 21-26
- 29-30. Organizing Conference; picture, agendas, memorandum, bound national union administrators group, 1992
31. Organizing Department Restructure; meeting agendas, proposals, 1992
32. Organizing Orientation; article "What is an Organizer" by Richard Rothstein, undated
33. Organizing Plans; statistics, programs, plans, directions, 1988
34. Organizing Plans; strategic planning, calendar of events, 1989
35. Organizing Plans, 1988-1991
36. Organizing Reporting; nursing home totals form, call-ins report, undated
37. Organizing Study; correspondence, questionnaires, 1986

### **Box 3**

1. Pensions; index, correspondence, 1992
2. Per Capita Delinquency; policy, memorandum, statistics, undated
3. Performance Appraisals; evaluation forms, undated
4. Phone Bank; standards, training, undated
5. Political Training; training materials, 1992
- 6-7. Pre Convention Hearings; summary, reports, exhibits 1-51, 1992
8. Public Employee Federation; "New York State Public Employees Federation, AFL-CIO" research paper by Arlene Zilkowski, 1980
9. Public Sector Organizing; memorandum, agendas, statistics, 1986
10. Public Sector Organizing; reports, articles, 1987
11. Public Sector Organizing; memorandum, articles, lessons, 1988
12. Public Sector Organizing; work plan, 1989
13. Rainbow Coalition; correspondence, brochure, 1990-1992
14. Recommendation Form, 1991
15. Regional Organizing; budget reports, 1992
16. Reimbursement Requests, 1992
17. Round Table; memorandum, 1990
18. Staff Management; organizational chart, staff recommendations, district 1199 campaigns, undated
19. Staff Management; memorandum from Andy Stern, 1991-1992
20. Statistics; AFL study, 1986
21. Statistics; articles, election results, 1987
- 22-23. Statistics; articles, reports, elections results, 1988
24. Statistics; articles, surveys, 1989
25. Statistics; reports, correspondence, 1989-1991
26. Steward Training; training materials, 1990

27. Subsidies, 1970-1980
28. Subsidies, 1985-1987
29. Subsidies, 1981-1990
30. Subsidies; memorandum, statistics, 1990
31. Subsidies; statistics, memorandum, reports, 1991
32. Supervisor Training; meeting reports, 1991
33. Train the Trainer; memorandum, program information, 1991
34. Trusteeships; statistics, correspondence, 1990
- 35-36. Union Busting; correspondence, anti-union literature by Blue Cross Blue Shield, 1986
37. University Organizing; list of bargaining units, 1991
38. Volunteer Organizing; memorandum, 1990
39. Volunteer Organizing Committee; plans, memorandum, flyers, correspondence, training materials, 1986
40. Western Conference; statistics, awards, correspondence, memorandum, guidelines, 1991-1992
41. Workplace Safety; correspondence, 1992

## **Series II**

### **Box 4**

1. Local 46; minimizing agreement with AFSCME, 1991
2. Local 74; correspondence, 1990
- 3-4. Local 100; correspondence, memorandum, monthly reports, 1984-1991
5. Local 341; correspondence, memorandum, affiliation agreements, 1990-1991
6. Local 620; correspondence, memorandum, affiliation agreements, 1990-1991
7. Local 660; legal opinion on percapita payment for retirees, 1991
- 8-9. Local 786; affiliation agreements, negotiations, memorandum, correspondence, 1988-1990
10. Local 790; affiliation agreement, 1990
11. Local 817; clippings, correspondence, affiliation plan, 1990-1991
12. Local 880; subsidy agreement, 1990
13. Local 911; correspondence, brochure, affiliation negotiations, survey, 1990-1991
14. Local 925; statistics, affiliation agreement, 1990
15. Local 935; disaffiliation correspondence, 1990
16. Local 998; correspondence, affiliation agreement summary, 1990
17. Local 1000; coalition agreement, no raid pact, CSEA brochure, 1988-1990
18. Local 1280; affiliation agreement, correspondence, newsletters, 1991
19. Local 1926; clipping, correspondence, affiliation summary, 1991
20. Local 1939; affiliation agreement, affiliation agreement summary, correspondence, 1990
21. Local 1972; affiliation agreement, 1989
- 22-23. Local 1989; meeting notes, affiliation agreement, folder from 1991 annual meetings, report, 1989-1991
- 24-25. Local 1990; correspondence, subsidies, affiliation news conference folder, budget proposal, affiliation election, handwritten notes, arbitration agreement, 1990-1991
26. Local 1199; constitution, 1989
27. Local 1199; jurisdiction agreement, 1991

- 28-29. Local 8000; correspondence, affiliation agreement negotiations, affiliation agreement, clippings, newsletters, 1991

### **Series III**

#### **Box 5**

1. Agency Shop; bound guidelines Alameda County, 1986
2. American Nurses Association; newsletters, correspondence, reports, 1990-1992
- 3-4. Apple; clippings, memorandum, reports, plans, 1991-1992
5. Arkansas State Employees; Bill Clinton correspondence, memorandum, plan, 1990
6. Arkansas State Employees; Bill Clinton correspondence, memorandum, 1991
7. Arkansas State Employees; clippings, Bill Clinton Presidential candidacy article, 1992
8. Asian Workers; Correspondence, proposal, 1989
9. Asian Workers; proposal, 1990
10. Baltimore; plan, budget, correspondence, memorandum, 1992
11. Blitz Campaign; blitz campaign report, 1989
- 12-13. Blue Cross Blue Shield; reports, memorandum, "The Blueprint" plan, 1986
14. Blue Cross Blue Shield; campaign plan, correspondence, 1987
15. Blue Cross Blue Shield; statistics, memorandum, NLRB report, 1988
16. Blue Cross Blue Shield of Ohio; brochures, flyers, factsheets, 1987
17. Blue Cross Blue Shield Research; research questions, undated
18. Boycott; Portman-Day, Pasadena, instructions, 1992
19. Brown University Organizing; correspondence, reports, statistics, 1989
20. Building Services Organizing; Justice for Janitors publication, organizational response, 1985-1986
- 21-22. California Homecare; brochures, newsletters, correspondence, constitution, plans, notes, statistics, 1992-1993
23. California Schools; literature development, brochures, 1986
24. California State Employee Association; affiliation agreement, brochures, campaign literature, 1984
25. California State Employee Association; bound organizing plan, 1985
26. California State Employee Association; budget, statistics, memorandum, correspondence, folder with brochures and newsletters, 1986
- 27-28. California State Employee Association; expense reports, memorandum, correspondence, handwritten written notes, 1987
29. California State Employee Association; agreement, 1991
30. California State Employee Association Fight Back; brochures, flyers, campaign plans, bulletins, 1985
31. Canadian Organizing; correspondence, 1986
32. Canadian Organizing; correspondence, 1987
33. Canadian Organizing; correspondence, 1990
34. Cape Cod; research results, 1992
35. Catholic Organizing; reports, 1987
36. Catholic Organizing; transcript, booklet, correspondence, report, 1990
37. Childcare employees; guide, memorandum, 1992
38. Clerical organizing; memorandum, reports, plans, 1987

39. Clerical organizing; notes, budgets, 1988
40. Columbia First; memorandum, 1992
41. Columbia University; memorandum, directory, 1987
42. Community Organizing; correspondence, clippings, survey, 1991
43. Cook County; correspondence, 1987
44. Cook County; correspondence, 1988
45. Cook County; map, correspondence, agreement, 1989
46. Cook County; correspondence, 1990
47. Federal Employees; clippings, report, 1989
48. Florida (Southern); hospital statistics, 1991
49. Fresno County; organizing plans, statistics, budgets, 1986
50. Fresno County; memorandum, correspondence, reports, 1987
51. Fresno County; correspondence, 1988

### **Box 6**

1. Grassroots Healthcare Campaign; memorandum, monthly update, bound report, folder of healthcare plans, 1990
2. Healthcare Locals; list, 1988
3. Healthcare Organizing; project recommendations, evaluations, statistics, memorandum, summary report, 1986
4. Healthcare Organizing; memorandum, statement of principles of work plans, 1987
5. Healthcare Organizing; statistics, memorandum, correspondence, 1988
6. Healthcare Organizing; memorandum, 1989
- 8-9. Healthcare Organizing; weekly report, budget review, notes, 1990
10. Healthcare Organizing; correspondence, statistics, newsletters, 1991
- 11-12. Healthcare Organizing; organization model, reports, bound organizing plan, 1992
13. Healthcare Week; plan, 1991
14. Hillhaven; clippings, memorandum, contracts, 1990
15. Hospital Organizing; correspondence, 1985
16. Hospital Organizing; correspondence, final report, organizing plan, 1986
17. Hospital Organizing; memorandum, 1987
18. Hospital Organizing; memorandum, NLRB rules, 1988
19. Hospital Organizing; NLRB case, evaluation, 1989
20. Immigrant Organizing; correspondence, reports, copied clippings, budget, 1985-1988
21. Immigrant Organizing; program, clipping, 1989
22. Indiana State Employees; election numbers, 1990
23. Industrial and Allied; memorandum, correspondence, 1988
24. International Services Systems; memorandum, survey, 1989
25. Kentucky State Employees; memorandum, articles of incorporation, 1988
26. Kentucky State Employees; research, clippings, correspondence, 1992
- 26-27. Jackson Memorial Hospital; posters, correspondence, memorandum, organizing lists, 1991
28. Jackson Memorial Hospital; correspondence, clippings, 1992
29. Justice for Janitors; report by John Howley, 1989
30. Justice for Janitors, Atlanta; flyers, brochures, literature, 1987

31. Justice for Janitors, Atlanta; newsletters, photo, flyers, statistics, correspondence, 1988
- 32-33. Justice for Janitors, Atlanta; correspondences, legal decisions, union busting literature, 1989
- 34-35. Justice for Janitors, Atlanta; Peachtree agreement, SSI election plan, 1990
36. Justice for Janitors, Los Angeles; ISS campaign, memorandum, contracts, campaign information, 1990
37. Justice for Janitors, Los Angeles; memorandum, news release, campaign debriefing, 1990-1992
38. Justice for Janitors, Toronto; correspondence, campaign plan, 1989
39. Los Angeles County Schools; memorandum, correspondence, job descriptions, organizational charts, 1978-1987
40. Los Angeles County Schools; correspondence, statistics, meeting agendas, brochures, 1989
41. Los Angeles Home Healthcare; clippings, handwritten note, campaign outline, 1988
42. Los Angeles Home Healthcare; organizing plan, 1990
43. Lost Time Project; memorandum, agenda, 1992
44. MASS project; constitution, statistics, correspondence, 1985-1986
45. Michigan; memorandum, 1990
46. Michigan Nursing Homecare; memorandum, notes, 1992
47. National Car Rental; union busting literature, 1989
48. New Jersey Building Services; memorandum, 1990
49. New York Disabled Organizing; correspondence, clippings, directory, 1987
50. Nevada State Employees; collective bargaining agreement, 1992
51. North Carolina; memorandum, 1991
52. Northern California Building Services; correspondence, 1986
53. Northern California Building Services; memorandum, notice of hearing, 1987
54. Nursing Home Organizing; Beverly Enterprise campaign analysis, literature, 1986
55. Nursing Home Organizing; meeting minutes, plans, reports, statistics, 1990-1992
56. Orange County Organizing; bound project plan, memorandum, 1986
57. Part-time Workers; statistics, 1987
58. People's Natural Gas; survey results, literature, 1987
59. Religious Organizing; memorandum, article, 1987
60. Religious Organizing; correspondence, 1992

**Box 7.**

1. San Diego Nurses; nurse's poll, memorandum, 1992
2. San Francisco Clerical Project; draft of discussion, undated
3. Santa Ana Unified School District; memorandum, 1988
4. School Organizing; statistics, assorted flyers, poster, 1987
5. Seattle; organizing plan for "Dream Machine", 1992
6. Southern Methodist University; correspondence, flyers, 1987-1988
7. Southern Organizing; Peachtree agreement, organizing plan, 1986
8. Southern Organizing; map, organizing plan, memorandum, 1992
9. Texas; "Organizing Blitz", correspondence, 1990
10. Texas Triangle Committee; policy, plans, 1987

11. United Nurses of America; survey, conference report, 1990
12. United Way; statistics, 1986
13. University of Cincinnati; organizing plan, correspondence, newsletters, 1986
14. University of Cincinnati; correspondence, opinion research, statistics, newsletters, 1987
15. University of Cincinnati; buttons, posters, newsletters, organizing plans, flyers, 1988
16. University of Cincinnati; subsidies, 1989
17. University of Pittsburgh; correspondence, memorandum, organizing structure, 1992
18. Valparaiso University; clippings, memorandum, reports, 1989
19. Washington D.C.; fair share tax plan, correspondence, memorandum, plans, 1990
20. West Virginia; correspondence, political cartoon, 1991
21. Women; memorandum, correspondence, 1990

#### **Series IV**

##### **Box 7**

22. Atlanta Labor Council; correspondence, subsidy request, settlement, 1992
23. California State Council; subsidy request, 1990
24. California State Council; financial reports, 1992
25. Connecticut State Council; subsidy request, memorandum, correspondence, 1990-1992
26. Connecticut State Council; correspondence, 1992
27. Florida State Council; LM-3, memorandum, constitution, 1990-1992
28. Illinois State Council; memorandum, correspondence, subsidy recommendation, 1991-1994
29. Michigan State Council; subsidy requests, 1990
30. Michigan State Council; subsidy requests, 1991
31. Northern California Joint Council; report, constitutions, 1992
32. Northern New England Joint Council; proposal, subsidy request, 1990-1992
33. Nevada State Council; subsidy request, 1991
34. Orange County Service Council; correspondence, invoices, statistics, 1990-1991
35. Pennsylvania State Council; subsidy recommendation, 1990
36. Pennsylvania State Council; subsidy recommendation, 1991-1993
37. Rhode Island Joint Council; subsidy request, 1991
38. San Diego County Service Council; budget analysis, correspondence, 1992
39. Southern California Joint Council; report packets, 1992
40. Southern Service Council; memorandum, 1990
41. Southern Service Council; subsidy request, 1991
42. Southern Service Council; constitution, subsidy requests, correspondence, 1991-1992
43. State Councils; state of the state councils, 1992