



## TWU Fights Back in Philly

### Strike Threat By Local 234 Leads to a New Contract



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Double-Digit Raises – and No Givebacks – for 23,000 Members at American Airlines



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Vets Honored with a Flag Patch on Their Uniforms on Long Island

# The TWU: Setting the Standard and Improving Workers' Lives



It was a real David vs. Goliath victory.

When 2024 started, Coach Cleaners in Boston were being hired at \$19.65 an hour. They were the lowest paid in their title in the multi-state region. Some Cleaners were even eligible for food stamps.

But we went to battle against their employer, Keolis, a hugely profitable carpetbagging conglomerate headquartered in France. We pummeled these shameless profiteers with a range of grassroots, media, and political tactics. And we won – 23% across-the-board raises for all titles, first-ever paid sick days, and a whopping 66% pay increase over the life of the agreement for rookie Cleaners.

The TWU – the International working aggressively and fearlessly with Local 2054 – dramatically changed members' lives. One worker in a Boston rail yard excitedly told me after the contract was ratified that he could now afford to move his family to a bigger and better apartment.

It was a highlight of the year. It also serves as a reminder today that no matter what changes take place in Washington, D.C., our core mission doesn't change at all. We will continue to fight the bosses to advance the economic security of transport workers – like that Coach Cleaner in Boston – while organizing more workers into the trade union movement.

Other 2024 contract victories included big wins in the Air Division. The overwhelming majority of division members – more than 60,000 working men and women – ratified contracts with Southwest Air and American Airlines. In addition to raises, the American Airlines agreement retains important scope language that protects our work from further outsourcing.

Flight Attendants at Southwest Air, meanwhile, became the first employed by a major carrier to receive paid maternity and family leave. Our Flight Attendants at Allegiant Air, who also ratified a

contract this year, became the first to receive paid family leave from a low-cost carrier. It's atrocious that workers in this day and age still must demand paid time off to raise and bond with their newborns. Still, these are huge contractual achievements. We are setting the standard across the industry and impacting lives in very real and tangible ways.

Also, in 2024, Amtrak workers in our Local 1460 won a contract with the biggest pay increases in the railroad's history. And on the Transit side of the house, we scored a major win in our fight to prevent workers from being replaced by technology. TWU Local 208 ratified a contract with unprecedented language prohibiting the transit agency in Columbus, Ohio, from deploying automation without the union's consent. We secured veto power in Columbus. The language was developed by the International and is key to our strategy to contend with automation at all properties where we work.

In Philadelphia, the International helped Local 234 defeat the Southeastern Pennsylvania Transportation Authority, which tried to impose a wage freeze and concessions. Instead, transit workers are getting a 5% raise and safety improvements.

No matter what 2025 brings, the International will continue to stand side-by-side with our locals - from Miami to Boston, Philadelphia to Los Angeles, Texas to Nebraska, and all points in between – to secure solid contracts and economic security for the membership. This is where the rubber meets the road.

A handwritten signature in black ink that reads "John Samolaj". The signature is written in a cursive, flowing style.



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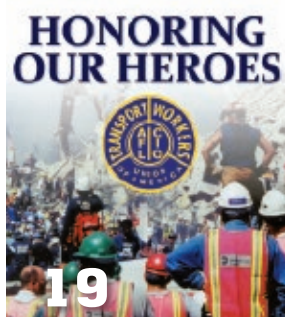
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# The Importance of Training

*By International Secretary-Treasurer  
Jerome Lafragola*



**P**ractice makes perfect.

The saying is a cliché but rings true – whether you are running a union, mastering a musical instrument, or trying to hone athletic skills.

At The TWU, we take practice, which comes in the form of training, very seriously.

So far this year we've conducted more than 30 training sessions around the country for close to 300 TWU members in the Rail, Air, and Transit, Universities, Utilities and Services Divisions. We've had dozens of local presidents, secretary-treasurers, shop stewards and other officers complete programs so they can be better prepared for the serious business of running their local.

Training at The TWU goes beyond just going through the motions of explaining how to run a union meeting, understanding the constitution, and dealing with federal and state labor laws. The TWU wants to provide all the tools necessary for the local officers to be successful. Training is one of the many important functions of the International.

For officers, TWU training touches on the duties of the offices, how to run meetings, and how to keep track of minutes. But most importantly, officer training teaches new officers how to administer their contracts and fight for their members' rights in the workplace.

For secretary-treasurers, the training is essential for locals to ensure their financial house is in order so leaders can fight for members at negotiations and grievance arbitrations. Trust me, when an employer knows a union's finances are solid, the union is in a much better position to rack up fightback wins.

I recently attended a secretary-treasurer training session in Maryland, and the experience gave me confidence that TWU locals around the country are in good hands. There were experienced TWU leaders and newly elected officers who were only days into their roles, and both were eager to learn valuable lessons on bookkeeping, record keeping, accounting software, and fiduciary responsibility.

The officers in attendance at the week-long intensive training session learned about accounting software from professional instructors to more effectively handle their local's finances. And they also learned from each other – getting tips and making connections that cross all three of The TWU's divisions across the country.

It's crucial for The TWU to make sure that new officers are provided the tools to effectively represent their members. The TWU leadership never wants an officer or shop steward to feel like they are left out on a raft in the middle of the ocean.

The TWU has a dedicated staff in the field and at the head office who are there to answer any questions you might have about effectively running your local. We're here to help – and to fight alongside you if that's what is needed.

A handwritten signature in black ink, appearing to read "Jerome Lafragola". The signature is fluid and cursive.



*A.C. Castillo on the job at Miami International Airport.*



*International Executive Vice President Alex Garcia calls Castillo an “honest, hardworking” guy.*



*Castillo getting sworn to his Community Council seat in Miami.*

# A Proud ‘Political Nerd’ is Elected to Community Council in Miami

Over the last three decades, A.C. Castillo has knocked on doors and made phone calls for countless pro-union candidates running in local, state, and federal political races. This year was different. He campaigned for himself – and won.

Castillo, a Fleet Service Agent at American Airlines and a member of Local 568 in Miami, was elected in August to a Community Council seat in Miami-Dade County. It’s a rare leap, going from union activist to candidate. Only a handful of TWU members are known to have been elected to office in recent years.

“Ever since I was a kid, I’ve been interested in politics,” Castillo, the son of Cuban immigrants, said. “I was a political nerd. I still am.”

The council is hyperlocal with limited power. Members vote on zoning and development proposals. They also try to resolve neighborhood problems by bringing them to the county commissioners and relevant departments, such as the police and sanitation departments.

“I always tell people that politics starts at the local level,” Castillo said. “You need a pothole fixed, a new firehouse, and more control over development or traffic; it starts with local politics. That’s why I ran for this seat. You can have a tangible impact.”

Castillo represents the Kendall section of Miami-Dade, an area with a population of about 250,000. His interest in politics, however, was sparked by events about 300 miles away in Cuba. He grew up listening to his parents and other relatives talk about dictators Fulgencio Batista and Fidel Castro, who took control of the country in 1959 from Batista after the Cuban Revolution.

His father, a limousine driver in Cuba, was a “troublemaker” who agitated against authoritarian rule and was jailed several times, Castillo



said. In 1970, the Castro government came to his parents’ door. Officials warned that it would be safer for them if they left – and took them to the airport. They opened a bakery in Miami named after their hometown, Artemisa.

Castillo worked at the family business through his teens but kept an eye on politics.

“I was watching Ted Koppel and ‘Nightline’ and all those shows when I was 12 years old,” he said. “Later, I became a big fan of ‘Meet the Press.’ I never missed it on Sunday morning.”

Castillo got involved with the union and the Committee on Political Education in the 1990s, encouraged by an up-and-coming co-worker at American Airlines, Alex Garcia, now the International Executive Vice President.

Castillo is currently the chair of Local 568’s political committee and co-chair of the TWU Florida State Conference. For at least the last seven years, he has participated in The TWU’s annual Legislative and COPE Conference in Washington, D.C. During the conference, members meet with congressional representatives or their staff and request their support for TWU-backed legislation advancing members’ safety and economic security.

“If you are not at the table, you are on the menu,” Castillo said. “By being engaged with these representatives, I can communicate our needs and those of our coworkers and provide tangible examples of what’s going on. If you don’t advocate for, call attention to, or shed light on your situation, you will just be passed over.”

Asked about Castillo, Garcia was very complimentary.

“He’s an honest, hardworking person who believes in his convictions, and always has,” Garcia said. “He’s a good, steady guy, and it’s nice to see him being rewarded with this election to the Community Council.”

# Paid Maternity and Family Leave Arrives for Thousands of Flight Attendants

**T**alk about perfect timing.

The new contract between Southwest Airlines and Transport Workers Union Local 556 – featuring the first-ever paid maternity and family leave for Flight Attendants at a major carrier – went into effect on May 1. At 10:28 a.m. that morning, Aleta Lilly gave birth to her son, Julian.

“Literally, perfect timing,” Lilly said. “Everything in the contract was applicable to me immediately. It was great. It absolutely relieved some stress knowing that I didn’t have to worry about income during those first weeks.”

Under the groundbreaking contract, mothers can take eight weeks of paid leave following natural childbirth and ten weeks after a cesarean birth. Fathers and other qualifying caregivers get two weeks of paid time off. Another major new gain in the contract is that Southwest’s Flight Attendants will receive continued health insurance – for an entire year – if they choose to extend their bonding time with unpaid leave or unused vacation.

“It’s huge,” Local 556 negotiating team member Liz Howayeck said. “This is when families need the most support. It is critical

**“The TWU  
is raising  
standards  
across  
the board.”**

*– TWU International  
President John  
Samuelsen*



that parents have time with their new babies without having to choose between being home and getting a paycheck.”

TWU Local 577, meanwhile, earlier this year became the first to win paid parental leave at a low-cost carrier, Allegiant Air.



*Aleta Lilly and her son, Julian.*



*Lisa Vidal and her son, Jayden. Vidal is looking forward to having another baby.*



**International Executive Vice President Alex Garcia said local leaders kept pushing Southwest and Allegiant to provide paid maternity and family leave, and ultimately prevailed.**

“From the fight to mitigate against the offshoring of aircraft maintenance to first-time paid parental leave, The TWU is raising standards across the board,” International President John Samuelson said.

Only 27% of the U.S. workforce gets paid maternity/family leave, according to the U.S. Bureau of Labor Statistics. The federal government doesn’t mandate it; only 13 states have enacted programs independently. The U.S. is one of only a handful of countries worldwide without some form of national paid leave.

It’s yet another example of why unions are so critically important, TWU International Executive Vice President Alex Garcia said.

“Local leadership didn’t sit back and wait for someone else to fix a glaring problem like this,” Garcia said. “They kept pushing Southwest to live up to its responsibilities to the workforce. It did not happen overnight, but in the end, The TWU did prevail.”

Lilly received Southwest paychecks from early May through the first week of July. The income was an integral part of her plan to stay home with Julian for an entire year. She is also taking advantage of other income sources, like California’s paid family leave program, she said. Lilly also saved her retro-pay paycheck from Southwest to help cover her expenses.

“I’m very grateful for the opportunity to be home with him and to bond with him,” Lilly said. “I want to soak it all in and enjoy it for as long as I can.”

When Southwest Flight Attendant Joe Skotnick’s first son, Parker, was born in 2022, Skotnick had to “burn through” unused sick days to stay home and maintain his income. That wasn’t necessary after his wife, Katie, gave birth to their second son, Lucas, on Sept. 5. His paychecks kept coming.

“Being able to take those two weeks off on the company dime is great,” Skotnick said in early September as his second paid week off was beginning. “I wouldn’t trade this time for the world. Being able to hold him, bond with him, and just be



**Joe Skotnick bonding with his son, Lucas, “on the company dime.”**

a family without having to think about going to work the next day is just incredible.”

Paid maternity and family leave was still just a contract goal when Southwest Flight Attendant Lisa Vidal gave birth to her son, Jayden, in April 2023. Vidal chose bonding with and caring for Jayden over working. Her family only had her partner’s income to pay the bills.

“It was really difficult for my family,” she said. “We were living paycheck to paycheck, and my partner was taking care of all three of us, but I didn’t see another way to have that time with my son.”

Now, Vidal is even more enthusiastic about giving birth again because of the pay and continued insurance coverage.

“I can’t wait to have another one,” she said.

While Southwest became the first major carrier to provide paid parental leave to Flight Attendants, TWU Local 577 also made history earlier this year. The Local 577 contract, ratified by Allegiant Flight Attendants in April, included first-ever parental leave at a low-cost carrier. Mothers, fathers, and other caregivers now receive three weeks of paid time off to care for and bond with newborns.

The local will look to secure more time for families in the next round of collective bargaining, Local 577 President Christa Gifford said.

“We can try to get more weeks, and we will,” Gifford said. “The company has to expect that we will be asking for more time in the future.”

The TWU victories should make it easier for Flight Attendants at other carriers to secure paid time off to care for newborns. The precedent has been set.

“Some of my friends at other airlines were really excited when they heard about our maternity and parental leave language,” Vidal said. “They were really happy we set the standard for Flight Attendants. It’s great to hear we can help Flight Attendants at other airlines.”

# Future Leaders Learn About Organizing New Members

The Future Leaders Organizing Committee (FLOC) convened in Islandia, Long Island, on Sept. 30 for a three-day training session focusing on union organizing.

More than 30 committee members from the Air, TUUS, and Rail divisions attended the seminar, which touched upon various aspects of organizing, including mapping, committee formation, team assignments, research, and holding one-on-one conversations with potential new members.

TWU International President John Samuelson and Administrative Vice President Mike Mayes shared their experiences and knowledge with the class. Both participated in an exercise in which committee members were divided into six groups and tasked with working on key aspects of an organizing drive. Participants gave the program very positive reviews.

“I love the fact that TWU has a FLOC program because it shows that they care,” Corey Royal, a Local 223 member from Omaha, Nebraska, said. “It’s very informative. I think every union or job should have a Future Leaders program, but they don’t.”

TWU Local 252, led by President Debra Hagan, hosted the event at the local’s headquarters.

Organizing Director Angelo Cucuzza and Special Projects Coordinator Alejandro Arroyo crafted the program with assistance from Member Organizers Jason Frantz (Local 320) and Chris Avila (Local 555). Member Organizers Jesus Guerrero (Local 291) James Mobley (Local 252), and Klarissa Principe (Local 577) served as training facilitators.



**THE VETERANS COMMITTEE** held its final meeting of the year in September in Phoenix, Arizona. Members visited the Pat Tillman statue and memorial outside State Farm Stadium in Glendale.





# Secretary-Treasurer Training Benefits Newbies and Experienced Hands

Experienced secretary-treasurers and brand-new officers from all divisions spent a week in Maryland in October learning the ins and outs of overseeing a local's finances. The training also included a session led by International Secretary-Treasurer Jerome Lafragola.

"If you have a local that is functioning well on the financial side, you can fight for the members and provide whatever is needed," Lafragola said.

About two dozen TWU officers, including some local presidents and recording secretaries, spent the week learning from Training/Education Coordinator Mitch Lieberman and professional QuickBooks instructors.

"I was voted in two weeks ago, and it's a lot of work," Local 2011's newly elected Secretary-Treasurer, Keaton Davis,

said. "I'm dealing with the dues, and everybody wants to know what the money is going toward. I knew it would be a lot of responsibility, but I'm always up for the challenge."

Rita Mata, who has served as secretary-treasurer of Local 276 in Waco, Texas, for four years, said she took her first flight ever to attend the training.

"I was nervous to fly but excited to learn more about how to better run my local," she said.

And Rene Maza, the secretary-treasurer for Local 575 since April, said he wanted to learn more about QuickBooks to better understand payroll and dues. Maza added The TWU International has knowledgeable staff who have answered all his questions since he assumed the secretary-treasurer position earlier this year.



*TWU International Secretary-Treasurer Jerome Lafragola speaks to local secretary-treasurers during the training seminar.*

# Big Wins on Transit Safety and Aircraft Repair Work

The federal government announced two big policy changes this fall that benefit our Transit Workers and Aircraft Maintenance Technicians – policies the TWU fought for and supported for years.

In September, the Federal Transit Administration announced a Final Directive on Assaults to transit agencies nationwide. Transit agencies must complete a safety risk assessment, identify safety risk mitigations, and submit required safety information to the FTA in December.

“Transit workers have been subject to a plague of violence and abuse for far too long,” TWU International President John Samuelsen said. “This Final Directive is a historic step forward in terms of making it safer for the blue-collar men and women who move America. Transit workers have the right to go to work, do their jobs, and return to their families unscathed. It’s going to require vigilance and strong oversight by the FTA and focus by unions like the TWU to ensure success, but this absolutely is progress.”

The General Directive builds and adds teeth to provisions in the Bipartisan Infrastructure Law that the TWU aggressively lobbied for. Agencies that do not comply and complete comprehensive safety risk assessments and identify mitigation strategies face potential loss of federal funding. Strategies could include protective barriers, personal safety training, de-escalation training and patrol plans.

The TWU also won a significant victory this fall when the Federal Aviation Administration issued an interpretation memo that requires the holder of a mechanic or repairman certificate to be physically present to supervise while aircraft maintenance work is conducted by uncertified persons working



*The top 5 International officers (photo above) and the International Executive Council met in September in Arlington, Texas, to discuss developments in federal government policy and directives. Left to right, Sec-Treas. Jerome Lafragola, President John Samuelsen, Administrative VP Curtis Tate, Executive Vice Pres. Alex Garcia, and Administrative VP Mike Mayes.*

under the certificate holder. The interpretation closes existing compliance loopholes and also aims to rebuild the structure of effective enforcement, oversight, and compliance verification from FAA inspectors.

There are serious limitations and security risks with remote, web-based communications, such as Zoom or a live video feed. The FAA memo will increase the safety and effectiveness of aircraft maintenance and ensure that highly trained and licensed Aircraft Maintenance Technicians will have direct oversight of repair work – banning unsupervised, outsourced workers, often in foreign countries, from overseeing the work.

“This interpretation is a crucial component for aviation safety and ensuring that airlines and their contractors maintain vigilant oversight,” said TWU Air Division Director Andre Sutton. “It will also help keep critical repair work in the United States done by hardworking and highly trained TWU members.”

# Women in Nontraditional Workplace Roles: Estefany Feliz

The TWU has a long history of representing women who work in nontraditional workplace roles, like Fleet Service Clerks, and providing space for women to grow in their careers as leaders. In this issue of the Express, we are featuring Estefany Feliz, a Fleet Service Clerk with American Airlines based in Miami, Florida.

## What is your job title and where do you work?

I'm a Fleet Service Clerk at American Airlines in Miami.

## How long have you been a TWU member?

I've been a TWU member with Local 568 for seven years as of November.

## What roles do you hold within the union?

I am part of the Future Leaders Organizing Committee, and I was a shop steward. I have been part of FLOC for three years and was a shop steward for one year.

## What does the TWU mean to you?

For me, being part of the union provides security. It's something I enjoy being a part of. I like all of the benefits and the way the TWU is. I like the fact that we get fair contracts. It helps me feel safe.

## Tell us about the job you perform and your roles and responsibilities.

We deal with baggage handling, cargo, and mail for both inbound and outbound flights. Another part of my job is to push airplanes. For some of our airplanes, we use Trepel loaders, the big machines. The airline industry goes by a strict schedule. I have only worked in Miami for seven years, and it gets extremely hot during the summer months. During the summer months, American Airlines provides us with Gatorade because it can get even hotter in those months. We keep working no matter what the circumstances are unless there is lightning around the airfield. In a typical shift, I can handle about 700 bags, though it depends on the station. If you're the person inside the belly of the aircraft, you handle about 500-600 bags. We have load planners, who plan how the flight should be loaded. They can plan 2,500 pounds in the forward compartment and 1,300 pounds in the aft compartment. The company expects the aircraft to be loaded as planned. However, it is the Crew Chief Fleet Service Clerk who makes the final decision on how the aircraft will be loaded.

## What made you decide to become a Fleet Service Clerk?

I started working at the airport at a really young age at an electronics store. I met the vice president of TWU Local 568, and



he told me about all the benefits being a union member had to offer. I always liked being physically active, and I had never been part of a union before.

## What challenges have you faced as a working woman? How many women are in your line of work?

About 25% of us are female. I don't have a problem with it at all, but the only thing is the physical work. I'm not going to lie; your body can get very tired if you don't take care of yourself or don't lift heavy items properly. I don't have a problem with the guys.

## What has changed for the better as a working woman since you've started?

I would say we're given more opportunities. For instance, pushing an airplane, a lot of women don't like doing it. But I love doing it. They encouraged us to go for it and give it a try. When I was getting trained, my first airplane was a widebody 787. The widebodies actually are easier to push because they sit so tall. You can see as opposed to smaller planes that block your view, so you need to rely on wing markers. But the more you do it, the more you get used to it.

## What advice would you give to other working women?

I would say, give it a try. Don't be afraid to learn new things. Always ask questions. I believe women can achieve whatever they want to achieve. Finally, never stop believing in yourself.



# Strike Threat – and a New Contract – in Philadelphia

**T**WU Local 234 in Philadelphia flexed its muscles in October by authorizing a strike that would have halted SEPTA buses, subways, and trolleys in one of America’s largest cities. But a walkout was averted the following month when transit officials – who initially demanded a wage freeze – offered a one-year deal with a 5% raise.

Transit officials also agreed to address safety concerns by equipping buses with bulletproof enclosures, upgrading radios, and repairing equipment to allow communications in trolley and subway tunnels.

“Although these negotiations were tedious and it was a rumble, we made it happen,” Local 234 President Brian Pollitt said as he announced a tentative deal on Nov. 20. “The zero percent wage increase initially offered by SEPTA, combined with other proposed concessions, was completely unacceptable. We now have a fair short-term agreement.”

Local 234 has approximately 5,000 members employed by SEPTA: Bus Operators, Subway Operators, Trolley Operators, Mechanics, Cashiers, Maintenance Workers, and Custodians. A ratification vote was scheduled for early December. Pollitt said support from The TWU International was critically important throughout the negotiations.

International President John Samuelson and TUUS Division Director Willie Brown spoke to members at a highly publicized strike authorization vote convened by Pollitt in Philly on Oct. 7.

“If they want to keep pushing it, TWU Local 234, with the backing of The TWU International, is going to shut down the sixth-biggest city

in America, Philadelphia,” Samuelson said. “You’re going to see TWU members from coast to coast on the picket lines with you. You’re going to see Flight Attendants from California, Jet Mechanics from Dallas, Texas, and New York City Transit Workers walking these picket lines with you, and we’re going to win.”

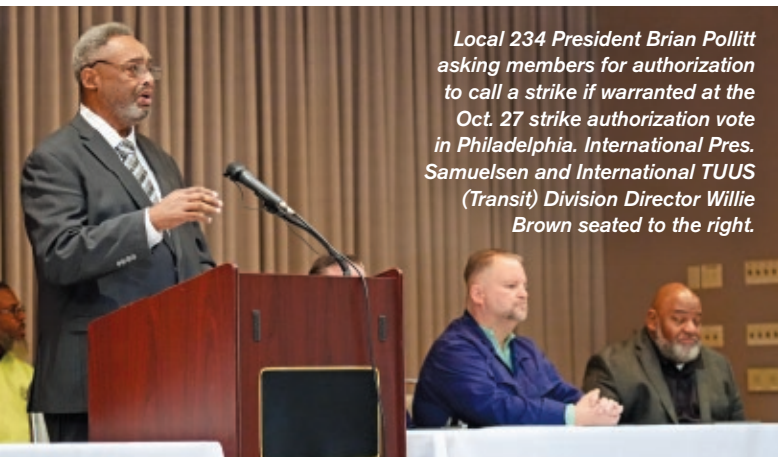
Brown blasted SEPTA management for caring more about the safety of executives than about front-line workers. He spoke about a young worker who was so fearful that he wore a backpack as protection in case someone tried to stab him in the back.

Transit workers in Philly have endured an onslaught of assaults and abuse, making safety a top priority. A crazed passenger shot and killed Bus Operator Bernard Gribbin in 2023.

SEPTA officials cited large budget gaps as a major hurdle during negotiations. Ridership has not returned to pre-pandemic levels. The federal government, meanwhile, is no longer providing emergency subsidies as it did during the global COVID-19 health crisis. Samuelson said the TWU will work with Pennsylvania Gov. Josh Shapiro to secure dedicated funding for transit operations from the state legislature.

International Administrative Vice President Curtis Tate called the SEPTA deal “a victory for working families across Philadelphia who provide critical services to the traveling public.”

Brown, president emeritus of Local 234, said the TWU sent a clear message to SEPTA: “The Transport Workers Union will fight to ensure contract gains for workers and will not accept a deal that continues the unacceptable status quo for safety.”



*Local 234 President Brian Pollitt asking members for authorization to call a strike if warranted at the Oct. 27 strike authorization vote in Philadelphia. International Pres. Samuelson and International TUUS (Transit) Division Director Willie Brown seated to the right.*



*Local 234 members voted to authorize a strike on Oct. 27 at a meeting convened by Local 234 President Pollitt.*

# TWU Local 234's Long History of Labor Activism

**T**WU Local 234 generated local and national attention with its October strike authorization vote. But the local has a long, proud history of taking aggressive action to improve the lives of members and their families.

Philly transit workers have waged strikes 10 times since 1975. That averages out to one strike every five years.

“In true TWU fashion, the leaders and members of Local 234 have demonstrated throughout the years that they will not hesitate to take action if they are not fairly compensated for keeping the city of Philadelphia moving,” TWU International Administrative Vice President Curtis Tate said. “They are Philly tough.”

### Here's a history of some TWU actions in Philadelphia:

**1977:** Local 234's longest strike, which lasted 44 days. The strike ended when workers received better wages and benefits – after they rejected a contract proposed by an arbitrator that was portrayed by the news media as generous.

**1998:** Local 234 goes on strike for 40 days. SEPTA agreed to limit the hiring of part-time workers.

**2009:** 234 goes on strike for seven days starting on Halloween. SEPTA insisted that workers pay 5% of medical

insurance premiums. Pennsylvania Gov. Ed Rendell stepped in and gave state money to SEPTA early, which enabled workers to pay just 1% of their premiums.

**2009:** TWU goes on strike just after Game 5 of the 2009 World Series between the Philadelphia Phillies and New York Yankees. The six-day strike ended after workers received wage raises, a \$1,250 bonus, and an increase in employer pension contributions.

**2016:** Local 234 goes on strike days before the 2016 presidential election. The six-day strike led to double-digit wage increases and removed a cap on how much workers could receive from their pension in retirement.



1977



1998



2009



2016

# Contract Extension with Raises for 23,000 Members at American

In 2015, TWU negotiations over an amended contract for AMTs, Fleet Service Workers, and other American Airlines personnel erupted into a prolonged battle that lasted years. There were allegations of a worker slowdown, a federal lawsuit, and boisterous airport rallies.

Negotiations were dramatically different in 2024.

TWU and American Airlines, quietly and without outward signs of rancor, agreed on a contract extension featuring big raises and zero givebacks. A tentative deal affecting approximately 23,000 TWU members was announced without fanfare in September.

Negotiations were completed in just five weeks. It took nearly five years to reach the previous labor-management agreement.

The two-year extension, which goes into effect Jan. 1, delivers immediate top-of-scale wage increases, ranging from 12% to 15%. Over the agreement's duration, wages will rise between 18% and 26%. These increases include crew chief and license premiums, along with annual across-the-board raises of 3%.

"These are outstanding wages, phenomenal wages," Air Division Director Andre Sutton, who spearheaded negotiations for The TWU, said. "It puts our people in a good spot, a better spot. We are matching or leading the industry in all five workgroups."

TWU International President John Samuelsen said the successful negotiations resulted from the teamwork exhibited by the Air Division locals and the International.

"We set goals and achieved them," Samuelsen said. "When the International and our locals work hand in hand, we win."

The extension was ratified in October with over 90% votes in favor.

Denise Andrade, an Aircraft Maintenance Crew Chief of Line Operations, cast a "YES" ballot.

"I was here for the last contract, and everyone was waiting for five years; wages were stagnant," Andrade, a member of Local 591, said. "I'd rather receive a pay raise sooner than later. The way I see it, a pay raise is a plus. It's better than staying below the rising cost of living."

Negotiations began in August. Union negotiators decided it would be best to lock in raises with a quick settlement because



*International Air Division Director Andre Sutton, center, spearheaded negotiations. Divisional staffers, Local 513 President Greg Cosey, left, and Local 567 President Rollie Reaves, right, were deeply involved.*

of the potential for even greater political and economic turmoil, both nationally and internationally, in the coming years. When negotiations began, two major wars were raging, a divisive presidential election was looming, and even though the U.S. economy was strong, consumers continued to struggle with high prices.

"Those things may seem to be unrelated, but we know how unexpected events can affect the aviation industry," Local 513 President Greg Cosey said. "We've seen impactful events happen in the past, like 9/11, which brought the airline industry to its knees."



*Union leaders explaining the contract extension at the Tulsa base.*



*TWU International Executive Vice President Alex Garcia, Administrative Vice President Mike Mayes, and International President John Samuelson praised local and International officers and staff.*



*Aircraft Maintenance Crew Chief Denise Andrade was one of the many members who voted "Yes."*

The contract extension contains clarifications to some provisions that were misinterpreted, leading to grievances and arbitration hearings, which are costly, Sutton said. Other than that, the contract language remains the same.

"We maintained our scope, which was one of the most important things, and why we were amenable to an extension," Local 567 President Rollie Reaves said. "Our scope language is definitely stronger than that of other airlines. Maintaining our scope language and reaching top-of-industry wages were top priorities."

TWU International Executive Vice President Alex Garcia said he had "absolute confidence that Air Division Director Sutton would be able to lead this effort, bring all the local presidents together to present a unified front, and get the job done. Andre, along with Rollie, Greg, and all the Air Division local presidents, deserves a ton of credit."

International Administrative Vice President Mike Mayes also praised the local presidents.

"They were instrumental in providing valuable input during the

talks and then explaining the merits of the deal to the membership," Mayes said, adding, "This is really a good deal."

The prior round of negotiations was extensive and contentious because American was trying to force language facilitating the outsourcing of more aircraft repair and maintenance work to overseas facilities in Central and South America and Asia. Those facilities pay lower wages and hold workers to lower standards than those in the United States. American Airlines executives and investors look to use overseas operations to lower costs and reap greater profits.

American Airlines, in 2019, filed a federal lawsuit alleging that the union was instructing workers to work slowly, refuse overtime, and take other actions that caused delays to negatively impact operations. A judge issued an injunction prohibiting such alleged activities, which the union denied orchestrating.

During this round of talks, American Airlines executives seemed interested in reaching a deal swiftly so they could tell investors and industry analysts that they would have stable labor relations for the next couple of years, one union official said.



*TWU members in the Amtrak apprentice program and their mentors. Apprentices, front row, left to right: Luke Bolin, RaJeana Costelow, Jaysen Cummings, Braxton Stapleton, Eric Ferguson, Steve Wells, and Kevin J. Perry. Mentors, back row, left to right: Andrew Bellew, Tyler Landis, Darrell Hall, Daniel Barden, Jeffrey Morris, Michael Noble, Christopher Kelley, Nick Fisher, and Rob Stapleton.*

# Apprentice Program at Amtrak is a Major Success

**T**he Amtrak apprenticeship program, spear-headed by the Transport Workers Union, has taken off. Enrollment has grown tenfold, and the program has earned federal recognition.

The program launched in 2022 in Beech Grove, Indiana, with a class of a dozen TWU-represented Coach Cleaners training to be Journeymen Carmen, a higher-paying position that involves repairing and maintaining Amtrak trains. There are now nearly 120 apprentices from the TWU and three other unions who are learning new skills to be Carmen, Sheet Metal Workers/Pipefitters, Machinists or Electricians at seven work sites across the country.

The U.S. Department of Labor recently registered the program, which means administrators can apply for federal funding. It also means that workers who successfully complete their apprenticeships could go to any other railroad in the country and start at the top pay rate.

“This program is an enormous success,” Transport Workers Union President John Samuelson said. “Workers across the country are advancing their careers and achieving economic



*International President John Samuelson and Rail Division Director John Feltz*

stability, thanks to the perseverance and dedication of The TWU and Rail Division Director John Feltz.”

Feltz relentlessly advocated for an apprenticeship program for many years until Amtrak Mechanical Assistant Vice President Chris Barnes finally listened and understood the merits of helping workers advance. Barnes was a former TWU member. His father-in-law, James Lewandowski, worked at Amtrak before him and was Vice President of TWU Local 2015.

“If it weren’t for The TWU, none of this would exist,” Feltz said.

The first group of apprentices, who work at Beech Grove Maintenance Facility, will complete the three-year program next year and graduate in March. They earned \$29.96 an hour as Coach Cleaners. They now hold the Carman Helper classification and earn \$35.12 an hour. The pay rate will rise to \$38.51 when they become full Journeymen Carmen next year.

Since the Beech Grove training began, the program expanded to six other locations, including three other TWU properties: Sunnyside Yard in New York City (Local 2001), Chicago, Illinois

*Continues on page 26*



# Florida Elected Officials Support Brightline Workers Organizing With the TWU

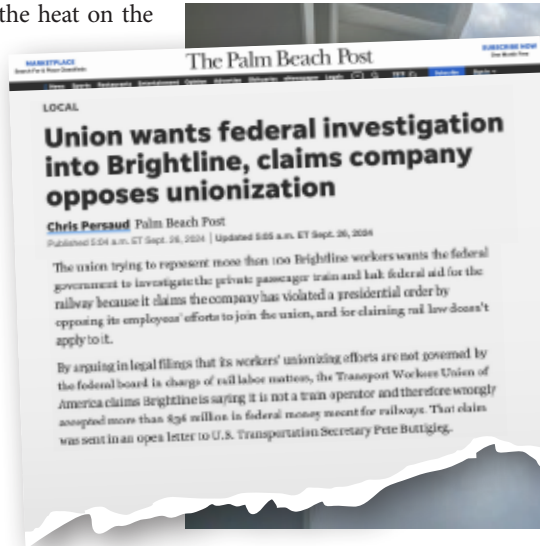
The Transport Workers Union is turning up the heat on the Brightline railroad for aggressively trying to block workers from joining The TWU.

TWU’s Government Affairs and Organizing departments, joined by International and local officers, have been rallying elected officials to the cause. In October, eight members of Congress issued a statement supporting Brightline’s on-board attendants and lead attendants, who have been organizing for months.

The lawmakers, led by Rep. Debbie Wasserman Schultz (D-Fla.), wrote they support Brightline workers’ rights to form a union and collectively bargain. They also “publicly support the right and ability to organize with the National Mediation Board as intended under the Railway Labor Act,” the letter states.

“Elected officials in Florida are sending a clear message to Brightline — stop interfering with Brightline’s on-board workers efforts to form a union,” TWU International President John Samuelson said. “Brightline must stop delaying an election so workers can join the TWU and begin collective bargaining.”

The letter from all eight Democrats representing Florida in the U.S. House of Representatives comes after The TWU called on the federal government to deny Brightline any more taxpayer funds because the company has repeatedly taken steps to stop on-board attendants and lead attendants from exercising their right to form a union. For example, the company continues to file frivolous arguments and motions with the National Mediation Board, wrongly claiming that the National Labor Relations Board should have jurisdiction over the Brightline workers. The jurisdictional arguments are a delay tactic as the company has retained Littler Mendelson, an anti-union law firm previously hired to fight high-



profile union organizing efforts at Amazon, Starbucks, and other big corporations.

In meetings and emails to workers, Brightline also grossly exaggerates how much union dues workers would pay. It disparages The TWU by falsely and ridiculously claiming the 90-year-old organization doesn’t know the applicable laws and procedures pertaining to organized labor. And Brightline managers are telling workers the company can’t give them a pay raise for the foreseeable future because of the ongoing organizing drive – even though there is no law prohibiting an increase in wages.

Although a direct correlation can’t yet be drawn, Brightline also has stepped up enforcement of an already draconian sick-time policy, leading to the firing of several workers.

To turn up the heat on the company, The TWU has also successfully obtained press attention to Brightline’s anti-union activities.



*“Elected officials in Florida are sending a clear message to Brightline — stop interfering with Brightline’s on-board workers efforts to form a union. Brightline must stop delaying an election so workers can join the TWU and begin collective bargaining.”*

–TWU International President John Samuelson

# Local 252 Honors Veterans with New Patch

**T**WU's military veterans working on Long Island can now wear their pride on their sleeves.

Transport Workers Union Local 252 announced earlier this year that Suffolk County Transit Operators who served in the military will be honored with a special patch on their uniforms.

The patch, a gold-bordered United States flag with the word "veteran" stitched in silver, was the brainchild of Suffolk County Transit Driver Luis Mercado, a U.S. Marine Corps and Navy Reserves veteran. Local 252 worked with the Suffolk Bus Corp, the EBT school bus company, and North Fork Area Transit to create the new patch. Mercado also chairs Local 252's Veterans Committee and serves on The Transport Workers Union's Veterans Committee.

"We are very thrilled that Suffolk County is the first county in the country to honor their veterans in this way," Local 252 President Debra Hagan said during the announcement at the Ronkonkoma bus depot.

Suffolk County Legislator Nick Caracappa, who serves as chair of the New York State Legislature's Veterans Committee, was on hand at the bus depot event to thank the Drivers, Mechanics, and other workers for their service to our country and their dedication to the Suffolk County Transit system.

"Suffolk County is very proud of the job that our transit workers do every day," Caracappa said. "We're especially proud to know of



*Suffolk County Legislator Nick Caracappa and Local 252 President Debra Hagan (center) with veterans Louie Mercado, Walter Lacy, and Vincent Williams (on the right).*

the men and women who serve our system and who also served our country. These are great people doing great work. The distinctive patch is a well-deserved 'thank you' for their service."

Hagan, Caracappa, SBC President John J. Corrado, SBC Assistant Vice President Joseph Corrado, SBC Director of Transit Angelo Carbone, and three veterans – Luis Mercado, Walter Lacy, and Vincent Williams – were on hand to celebrate the new patch at the bus depot. The veterans all proudly displayed the new "veteran" patch on their sleeves.

# Local 291 Welcomes Its First Female Executive Vice President

**F**rom the moment Shawntrel Jackson joined Miami-Dade Transit in 2005, she was interested in getting involved with The TWU. Nearly 20 years later, Jackson made history as the first female Executive Vice President of Local 291, which represents workers at Miami's Metrobus, Metrorail, and Metromover.

Jackson was sworn in on September 17.

"I'm still in awe of what's going on, but I'm taking it one day at a time," Jackson said.

Jackson, a Bus Operator, previously served as the local's transportation vice president. She attributes her long career at Miami-

Dade Transit and rise in the leadership ranks to "always going the extra mile" when communicating with members.

"I've always been a great listener," Jackson said. "I always like to do more investigation. If someone tells me something is not there, I'm going to go somewhere else and find it. I'm coming in with a smile no matter what time it is. Ms. Jackson is Ms. Jackson. I keep it real, and people accept you like that."

Jackson said one of her top priorities, in addition to stepping in to fill Local President Joseph D'Elia's duties if needed, is to help address the

*Continues on page 26*

# Emotional and Informative 9/11 Meeting Held with U.S. Senator Gillibrand

Tears welled up in Louise Atsaves' eyes on September 11 as she told Sen. Kirsten Gillibrand (D-NY) about her husband, George, a NYC Transit Plumber who spent weeks "on the pile" at Ground Zero. He died two decades later, just four months before the Brooklyn couple's first grandchild was born.

"We were told the air was safe to breathe when it clearly wasn't," Atsaves said to the senator, who leaned closer to hear the widow's every word.

The encounter didn't take place at the Ground Zero memorial in Lower Manhattan, where thousands of people, including Gillibrand, gathered that morning for a ceremony marking the 23rd anniversary of the horrific terrorist attack. It happened later that day in a Midtown office where Gillibrand had an intimate meeting with several Transport Workers Union responders and relatives. The senator had reached out to International President John Samuelsen a week earlier to request that The TWU arrange a gathering so she could show her support and hear of any problems that responders and surviving family members were having getting compensation or treatment.

"It was huge," Local 100 Executive Board member Mario Galvet, a 9/11 responder, said of the meeting. "She was all ears. Her eyes were wide open, and her staff was taking notes on everything we were saying. We got our story across."

Years ago, Local 100 obtained an MTA document showing that the Federal Emergency Management Agency reimbursed the MTA for the pay of approximately 2,000 workers who took part in rescue and recovery efforts, Galvet told Gillibrand. But the administrators of the 9/11 Victims Compensation Fund and a related health-monitoring program won't accept the document as stand-alone evidence that an individual was at Ground Zero or in the immediate vicinity, Galvet told the senator. MTA managers have told workers on more than one occasion that the authority doesn't have any documentation showing they responded on 9/11 and during the subsequent days and weeks, Galvet said.

Gillibrand said she'd look into the issues raised. She also promised to keep fighting for permanent funding for the World Trade Center Health Program, which provides treatment to the 9/11 responders who became ill.

Also attending the meeting were Local 1400 President Pat



*U.S. Sen. Kirsten Gillibrand (D-NY), center, after meeting with 9/11 widow Louise Atsaves, TWU responders and staff. Left to right: Atsaves, Local 100 Publications Director Alan Saly, Local 100 Executive Board Member Mario Galvet, Sen. Gillibrand, Retired Local 106 Member Thomas Yankow, Local 106 Recording Secretary Jose DeJesus, and Local 106 Political Director Todd Napoletano.*



*Museum showcase with hardhat and flashlight used by a TWU transit worker at Ground Zero. At left: The TWU took out a full-page ad honoring members from all divisions around the country who played roles in response to the terror attacks.*

Reynolds, Senior Tunnel and Bridge Agent Greg Noa, Local 106 Recording Secretary Jose DeJesus, Local 106 Political Director Todd Napoletano, retired Local 106 member Thomas Yankow, and Local 100 retiree Steve Ruisi.

Meanwhile, Local 100 held its annual September 11th medal ceremony and commemoration at the National September 11 Museum in Manhattan for the second year in a row. Officials also cut the ribbon on the first set of exhibit items depicting transit workers at Ground Zero, including a flashlight, work vest, hard hat, and an identification card. Also unveiled was a display featuring a front-page photograph of transit workers at Ground Zero that was published in the New York Times on Sept. 12, 2001.

The Local 100 event was held on Sept. 18.



# THE THOROUGHbred

TWU members rebuilt, restored, and repainted Norfolk Southern's Thoroughbred Locomotive earlier this year. TWU International Rail Division Director John Feltz and International Rep. Brian DeLucia got a look at the stunning final product while visiting the Juniata Locomotive Shop in Altoona, Pennsylvania, to attend management-labor Shop Craft Safety Meetings, which are held during all three shifts.



## TWU State Conferences Meet with Elected Leaders and Candidates to Address Critical Labor Issues Across the States

**NEW YORK** – New York State Conference Co-Chair Jose DeJesus attended the Dinner Gala at Resorts World in the Catskills on Saturday, September 28, where he engaged in meaningful dialogue for our NY locals. The event honored U.S. Congressman Marc Molinaro (R-19), NY State Assemblyman Brian Maher (R-101), and Assembly Candidate Lou Ingrassia (R-100). NY Sen. Peter Oberacker (R-51, not in photo) was also recognized. All were celebrated for their strong leadership and unwavering support of The Transport Workers Union.



**ILLINOIS** – Moisley Pawa, the Local 571 president and Illinois State Conference co-chair, and Local 571 Executive Board Member Henry Mariano (not pictured) attended a support luncheon for Maria Peterson, an Independent Democratic candidate for Illinois House District 52. Peterson’s focus on labor advocacy and community well-being has made her a candidate who can have a lasting impact.



**FLORIDA** – Florida State Rep. Anna Eskamani has been a strong and consistent champion for workers’ rights, not just in the 42nd District but across the state. She has developed and maintained a strong relationship with The TWU. Whenever we call, Anna shows up. Pictured here with Florida State Conference Representative Drew Shy (Local 556), Anna is always ready to take meaningful action.



**FLORIDA** – Florida State Conference Representative Karl Mager (Local 555) met with Whitney Fox, the TWU-endorsed candidate for the U.S. House, representing Florida’s 13th District, on behalf of state conference locals in Florida. The meeting highlighted the importance of building strong relationships with candidates who support the interests of TWU members.



**NEVADA** – In September 2024, Nevada State Conference Co-Chair Maria Teresa Hank (Local 556), State Conference Chair Klarissa Principe (Local 577, not pictured), and Local 556 member Bryan Orozco met State Assemblyman Duy Nguyen, representing Assembly District 8, at a Get Out the Vote (GoTV) event at Harry Reid International Airport. The event focused on voter mobilization and critical discussions surrounding KinCare, a vital issue impacting workers statewide.

# Back on The Road

**T**WU International Administrative Vice President Curtis Tate, TUUS Division Director Willie Brown, and divisional staff members traveled across the Midwest on the iconic TWU of America bus to visit locals in three states.

The primary purpose, Tate said, was to meet and converse with members in their bus depots, maintenance shops, yards, and other work facilities.

“We often have opportunities to see local leadership at presidents’ meetings, training sessions, and other events,” Tate said. “But this gives us a chance to see members and for them to understand that the International isn’t some fictitious entity or just a concept. It’s an organization of about 160,000 individuals. They are part of something big that they can be proud of.”

During the eight-day tour in September, the contingent visited Locals 208 and 212 in Columbus, Ohio; Local 1 in Akron, Ohio; Local 171 in Ann Arbor, Michigan; and Local 223 in Omaha, Nebraska.

Staff Rep. Jose Cruz said the locals looked “solid” with strong leaders willing to work together.

“I was impressed by that,” Cruz added.

Staff Rep. Christina Scott said, “It was great to meet the members at work and see first-hand what they are experiencing daily.”

The bus group also included Staff Rep. Cassandra Gilbert, Rep. Jeffrey Mitchell, and Administrative Professional Sydni Gibbs. The division made a similar trip through Georgia and North Carolina in June.



*International Administrative Vice President Curtis Tate greeting Local 1 Executive Board Member Chad White in Akron, Ohio*



*TWU Bus Operator in Ann Arbor, Michigan, is all smiles.*



*Tate and Brown presented Local 223 President Chris Nanke (center) with a plaque commemorating the 75th anniversary of the local's founding in Omaha, Nebraska.*



Visiting Local 208 in Columbus, Ohio



Local 1 is Number 1 in Akron



The TWU International crew on the move. Inside the TWU of America bus. Bus Operator Izzy Landau, far right.



Early morning visit with Local 212 President Patricia Jenkins and VP Charles Moody in Columbus, Ohio.



## AROUND THE UNION



On Oct. 22, TWU International Executive Vice President Alex Garcia (far right, back row) and Administrative VP Mike Mayes (second from left) presented TWU Local 502 President Andrew Sutton and the local's Executive Board with a plaque celebrating the local's 75th anniversary in El Segundo, California.

TWU Local 260 held its Family Day gathering in October in Houston, TX, when International Administrative VP Curtis Tate presented a plaque honoring the local's 75th anniversary.



Presidents and members of TWU Locals 504, 525, 526 and 527 participated in training in September on grievances, bargaining, the National Labor Relations Act and the Service Contract Act.



The TWU recognized members who had to work at Miami International Airport on Labor Day when most Americans were enjoying a day off. Members were treated to a food-truck picnic on the tarmac featuring burgers, tacos, and jerk chicken, compliments of TWU Locals 591, 568, 570, and 525.



## AROUND THE UNION

Local 513 held their Family Day gathering Oct. 19th in Dallas.



TWU International Vice President Thom McDaniel (center) spoke at the Aero Club of Washington's September luncheon on aviation issues and the union's contract victories. McDaniel appeared on a panel alongside Transportation Trades Department President Greg Regan and PASS Union President David Spero. Also in the above photo, TWU Political and Legislative Rep. Julio Ceron (left) and TWU Director of Economic Analysis and Research Rich Pantoja (right).



Local officers from the Air Division, union safety reps, and TWU International staff attended the National Safety Congress and Expo in Orlando in September.



Members of TWU Local 571 and the local's executive board gathered in Chicago in August for the annual Family Day picnic and celebration.

# RAIL UPDATES

## Apprentice Program

Continued from page 16

(Local 2014), and Wilmington, Delaware (Local 2015). Beech Grove workers are in TWU Local 2003.

“This apprentice program allows the Amtrak Coach cleaners to learn valuable new skills and gives them the opportunity to better provide their families with increased pay,” Rail Division Representative Brian DeLucia said. “I’m proud to have been part of its implementation and development.”

## Apprentice Q and A

How is the apprentice program changing your life and future?

*“I began the program with limited mechanical skills, but now I am confident in my abilities. I have gained a new way of looking at things and can even fix things at home. I also appreciate the monetary benefits along with Railroad Retirement.” – RaJeana Costelow*

*“The apprenticeship has helped me build my skill set by working in various shops. It allowed me to develop a better understanding of everything we do here. It provided me with a different view of things since I came from the cleaning crew.” – Luke Bolin*

*“I came to Amtrak for the insurance and the pension, but being an apprentice has been very beneficial. It has*

*allowed me the opportunity to experience different shops and gain a better understanding of the car overhauls from arrival to departure. It allows me to learn about the TWU responsibilities during the process and to think about the next guy or gal’s job.” – Braxton Stapleton*

*“When I began the program, I wasn’t as mechanically inclined as others. I have learned so much about the work that we do and also the tools that we use. I am now familiar with different-sized bolts and drill bits, and I have learned to be confident when using different pieces of equipment. My mentors are awesome and show me what I need to know. The healthcare benefits at Amtrak are also a big plus!!” – Jaysen Cummings*

# TUUS UPDATES

## Local 291

Continued from page 18

specific needs of Bus Operators. She said Bus Operators frequently have trouble locating and using a restroom while on their route, and often need a place where they can take a mental break for a minute or two.

“We can stop anywhere along the route but it’s not as simple as people think,” Jackson said. “One of my main issues is finding somewhere where we can do women things.”

She also said that getting more rank-and-file workers interested in the union beyond contract negotiations is a major priority. Jackson said she had attended TWU meetings for years, and that experience helped propel her into a leadership role.

“I would love the day when I can go to a union meeting with 100 or even 200 people. I would love to have our meetings become stronger and get more people involved,” Jackson said. “It’s not only about contracts.

You’re also saving jobs, getting people the information they really need, like open enrollment is coming up and reminding them the election is happening.”

And while Jackson says she will miss her work as a Bus Operator since the Executive Vice President position is a full-time job, she is



**Local 291 Executive Vice President Shawntrel Jackson and Local 291 President Joseph D’Elia (standing center) with the local’s executive board. Seated are: TWU International Staff Rep. Jeffrey Mitchell, TUUS Division Director Willie Brown, International Administrative VP Curtis Tate, International Secretary-Treasurer Jerome Lafragola, and International Rep. Cassandra Gilbert.**

ready to devote her full attention to advocating for TWU members in Miami.

“I’ve been through a lot of great presidents and seen the things they’ve done,” Jackson said, joking that she “doesn’t do much when I’m home” so the new role will take most of her time and attention.

# INDEPENDENT AUDITORS' REPORT

To the International Executive Board and International Executive Council  
Transport Workers Union of America 1220 19th Street, NW, Washington,  
D.C. 20036

I have audited the accompanying Statement of Calculation of Chargeable and Non-Chargeable Expenses (modified cash basis) of Transport Workers Union of America (a nonprofit organization) for the year ended August 31, 2024, and the related notes to the statement.

## Responsibilities of Management for the Financial Statement

Management is responsible for the preparation and fair presentation of this statement in accordance with the modified cash basis of accounting as described in Note 1b; this includes determining that the modified cash basis of accounting is an acceptable basis for the preparation of this statement in the circumstances. Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the statement that is free from material misstatement, whether due to fraud or error.

## Auditor's Responsibilities for the Audit of the Financial Statement

My objectives are to obtain reasonable assurance about whether the financial statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, I: Exercise professional judgment and maintain professional skepticism throughout the audit. Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining on a test basis, evidence regarding the amounts and disclosures in the financial statements. Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Transport Workers Union of America's internal control. Accordingly, no such opinion is expressed. Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements. Conclude whether, in my judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Transport Workers Union of America's ability to continue as a going concern for a reasonable period of time. I am required to communicate with those charged with governance regarding, among other matter, the planned timing of the audit, significant audit findings, and certain internal control related matters that I identified during the audit.

## Opinion

In my opinion, the financial statement referred to above presents fairly, in all material respects, the chargeable and non-chargeable expenses of Transport Workers Union of America for the year ended August 31, 2024 in accordance with the modified cash basis of accounting described in Note 1b, in conformity with the Transport Workers Union of America Agency Fee Policy.

## Basis of Accounting

I draw attention to Note 1b, which describes the basis of accounting. The Statement of Calculation of Chargeable and Non-Chargeable Expenses was prepared on the modified cash basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America. My opinion is not modified with respect to this matter.

## Report on Supplementary Information

Non-Chargeable Expenses as a whole (modified cash basis). The supplementary information (modified cash basis); statement of main office expenses, statement of servicing, negotiations and grievance expenses and statement of salaries and related expenses is presented for purposes of additional analysis and is not a required part of the Statement of Calculation of Chargeable and Non-Chargeable Expenses. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the Statement of Calculation of Chargeable and Non-Chargeable Expenses. The information has been subjected to the auditing procedures applied in the audit of the Statement of Calculation of Chargeable and Non-Chargeable Expenses and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the statement or to the statement itself and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In my opinion, the information is fairly stated in all material respects in relation to the Statement of Calculation of Chargeable and Non-Chargeable Expenses as a whole.

## Intended Use of Report of Independent Auditors

This report is intended solely for the information and use of the Transport Workers Union of America and its agency fee payers and is not intended to be and should not be used by anyone other than these specified parties.

## TRANSPORT WORKERS UNION OF AMERICA AGENCY FEE POLICY

STATEMENT OF CALCULATION OF CHARGEABLE AND NON-CHARGEABLE  
EXPENSES (MODIFIED CASH BASIS) YEAR ENDED August 31, 2024

	TOTAL	CHARGEABLE	NON-CHARGEABLE
<b>Main office expenses</b>	<b>\$ 2,571,151</b>	<b>\$ 2,343,333</b>	<b>\$ 227,818</b>
<b>Servicing, negotiations and grievance expenses</b>	<b>5,120,939</b>	<b>5,120,939</b>	<b>-</b>
<b>Political expenses</b>	<b>1,079,613</b>	<b>-</b>	<b>1,079,613</b>
<b>Organizing expenses</b>	<b>793,442</b>	<b>-</b>	<b>793,442</b>
<b>Affiliation fees</b>	<b>1,562,398</b>	<b>-</b>	<b>1,562,398</b>
<b>TWU Express: Non-political information</b>	<b>368,149</b>	<b>368,149</b>	<b>-</b>
<b>Political information</b>	<b>91,061</b>	<b>-</b>	<b>91,061</b>
<b>Donations, tickets and advertisement</b>	<b>1,154,838</b>	<b>-</b>	<b>1,154,838</b>
<b>Salaries and related expenses</b>	<b>13,451,404</b>	<b>11,471,278</b>	<b>1,980,126</b>
<b>Convention expenses</b>	<b>661,880</b>	<b>661,880</b>	<b>-</b>
<b>Quill scholarship</b>	<b>99,800</b>	<b>-</b>	<b>99,800</b>
<b>Insurance</b>	<b>253,750</b>	<b>253,750</b>	<b>-</b>
<b>Investment expenses</b>	<b>382,577</b>	<b>382,577</b>	<b>-</b>
<b>Totals</b>	<b>\$ 27,591,002</b>	<b>\$ 20,601,906</b>	<b>\$ 6,989,096</b>
<b>Percentage to total</b>	<b>100.00</b>	<b>74.67</b>	<b>23.33</b>

See independent auditors' report and notes to statement of calculation of chargeable and non-chargeable expenses.

## NOTES TO STATEMENT OF CALCULATION OF CHARGEABLE AND NON-CHARGEABLE EXPENSES August 31, 2024

### Note 1 - Summary of Significant Accounting Policies

**a. Basis of Presentation** – The accompanying statements were prepared for the purpose of determining the fair share cost of expenses incurred by the Transport Workers Union of America (the Union) for employees represented by, but not members of, the Union and its affiliated local unions. The accompanying statements are not intended to be a complete presentation of the Union's financial position or changes in its net assets in accordance with generally accepted accounting principles.

**b. Principles of Accounting** – The Union prepares its financial statements on the modified cash basis of accounting, which is a comprehensive basis of accounting other than accounting principles generally accepted in the United States of America. Under the modified cash basis of accounting, revenues are recognized when received rather than when earned and expenses are generally recognized when paid rather than incurred.

**c. Income Taxes** – The Union is exempt from Federal income taxes under Section 501(c)(5) of the Internal Revenue Code.

**d. Retirement Plan** – The Union contributes to a non-contributory defined benefit pension plan for the benefit of eligible employees not covered by other union plans.

**e. Depreciation** – Property and equipment is stated at cost and is depreciated under the straight-line method over the estimated useful lives of the assets.

**f. Use of Estimates** – The preparation of financial statements in conformity with generally accepted accounting principles and the modified cash basis requires management to make estimates and assumptions that affect the reported amounts of expenses during the reporting period and the allocation of chargeable and non-chargeable expenses. Actual results could differ from those estimates.

### Note 2 – Agency Fee Policy

Any Transport Workers Union of America represented nonmember employee, whether publicly or privately employed who is subject to a union security clause conditioning continued employment on the payment of dues or fees, has the right to become an objector to expenses not related to collective bargaining, contract administration, grievance adjustment or other chargeable expenses. A current Transport Workers Union of America member who chooses to become an objector, must assume nonmember status prior to filing an objection. An objector's fees shall be calculated in accordance with Agency Fee Policy.

### Note 3 – Agency Fee Policy chargeable expenses

The following categories of expenses are chargeable to objectors to the extent permitted by law.

- a. All expenses concerning the negotiation of agreements, practices and working conditions.
- b. All expenses concerning the administration of agreements, practices and working conditions, including grievance handling, all activities related to arbitration, and discussions with employees in the bargaining unit or employer representatives regarding working conditions, benefits and contract rights.
- c. Convention expenses and other normal Union internal governance and management expenses.
- d. Social activities and Union business meeting expenses.
- e. Publication expenses to the extent coverage is related to chargeable activities.

f. Expenses of litigation before the courts and administrative agencies related to contract administration, collective bargaining rights or other chargeable activities.

g. Expenses for legislative, executive branch and administrative agency activities on legislative or regulator matters related to the negotiation or administration of contracts and working conditions.

h. All expenses for the education and training of members, officers and staff intended to prepare the participants to better perform chargeable activities or otherwise related to chargeable activities.

i. Other costs of activities related to group cohesion and economic action of or by TWU represented employees, e.g., demonstrations, general strike activity, informational picketing, etc.

j. Overhead and administrative expenses related to or reflective of TWU or TWU Local Union chargeable activities.

### Note 4 - Agency Fee Policy non-chargeable expenses

Expenditures in the following categories arguably are non-chargeable to nonmember objectors to the extent permitted by the law.

- a. Community service and charitable contributions.
- b. Affiliations with non-TWU organizations.
- c. Support for political candidates.
- d. Member-only benefits
- e. Lobbying to the extent not chargeable as per Note 2g above.
- f. Publications, litigation and for overhead and administration to the extent related to arguably non-chargeable activities.
- g. External recruitment of new members.

### Note 5 - Significant Factors and Assumptions Used in the Allocation Between Chargeable and Non Chargeable Expenses

**a. Salaries and Related Expenses** – Salary expenses for officers, clerical and administrative staff have been allocated between chargeable and non-chargeable activities based on time spent by personnel on such activities. Payroll taxes and workers compensation insurance are allocated based on salary allocations. Pension and welfare expenses are allocated based on employee participation in the pension plan and salary allocations.

**b. TWU Express** – The expenses related to the publication of the TWU Express are allocated between chargeable and non-chargeable based on the specific content of articles in the publications as determined by the editorial department. Expenses allocable to articles that are political in nature are 100% non-chargeable.

**c. Legal, Accounting and Other Professional Fees** – These expenses that are directly related to specific projects are allocated to those departments based on chargeable percentages of those departments except that any expenses primarily for non-chargeable expenses are 100% non-chargeable.

**d. Organizing and Political Expenses** – Organizing expenses are 100% non-chargeable. Political expenses that are not otherwise chargeable under Note 3g above are 100% non-chargeable.

**e. Affiliation fees** – Affiliation fees paid to non-TWU organizations are 100% non-chargeable.

**f. Main Office Expenses** – These expenses are directly allocable to chargeable or non-chargeable activities or allocated to non-chargeable activities based on salary expense allocations described in Note 5a above or any other method that is reasonable in the circumstances.

**Note 6 - Union Locals — Agency Fee Policy**

Effective with an amendment to the “Agency Fee Policy” adopted by the International Executive Committee on September 19, 1996, any Union Local that is required by law to have an agency fee policy, but which has failed to adopt such a policy, shall be deemed to have adopted the Agency Fee Policy of the Transport Workers Union of America and shall be deemed to have spent the

same percentage of its expenses on chargeable activities as the International.

**Note 7 - Subsequent Events Review**

Subsequent events have been evaluated through November 22, 2024, which is the date the statement was available to be issued. There were no subsequent events requiring adjustment to or disclosure in the accompanying statements.

**TRANSPORT WORKERS UNION OF AMERICA AGENCY FEE POLICY  
SUPPLEMENTARY STATEMENT OF MAIN OFFICE EXPENSES  
(MODIFIED CASH BASIS) YEAR ENDED August 31, 2024**

EXPENSES	TOTAL	CHARGEABLE	NON-CHARGEABLE
Rent and related expenses	\$ 687,268	\$ 603,998	\$ 83,270
Stationary and printing	99,789	88,131	11,658
Outside consultants	673,300	664,897	8,403
Telephone	160,223	139,582	20,641
Postage	21,309	18,944	2,365
Data processing expense	179,201	156,714	22,487
Equipment rental and maintenance	108,543	95,980	12,563
Subscriptions	249,186	217,256	31,930
Accounting	218,471	209,221	9,250
Depreciation	146,338	124,733	21,605
Miscellaneous expenses	27,523	23,877	3,646
<b>Totals</b>	<b>\$ 2,571,151</b>	<b>\$ 2,343,333</b>	<b>\$ 227,818</b>

See independent auditors’ report and notes to statement of calculation of chargeable expenses.

**TRANSPORT WORKERS UNION OF AMERICA AGENCY FEE POLICY  
SUPPLEMENTARY STATEMENT OF SERVICING, NEGOTIATIONS AND GRIEVANCE EXPENSES  
(MODIFIED CASH BASIS) YEAR ENDED August 31, 2024**

EXPENSES	TOTAL	CHARGEABLE	NON-CHARGEABLE
Negotiation expenses	\$ 1,133,804	\$ 1,133,804	\$ -
Legal fees	885,070	885,070	-
Transportation and facility costs	2,736,884	2,736,884	-
Reimbursement of Locals negotiating expenses	365,181	365,181	-
<b>Totals</b>	<b>\$ 5,120,939</b>	<b>\$ 5,120,939</b>	<b>\$ -</b>

See independent auditors’ report and notes to statement of calculation of chargeable and non-chargeable expenses.

**TRANSPORT WORKERS UNION OF AMERICA AGENCY FEE POLICY  
SUPPLEMENTARY STATEMENT OF SALARIES AND RELATED EXPENSES  
(MODIFIED CASH BASIS) YEAR ENDED August 31, 2024**

EXPENSES	TOTAL	CHARGEABLE	NON-CHARGEABLE
Salaries	\$ 7,512,939	\$ 6,403,726	\$ 1,109,213
Pension and welfare expenses	4,535,193	3,860,316	674,877
Payroll taxes	587,268	509,026	78,242
Auto expenses	792,559	678,226	114,333
Insurance, workers compensation	23,445	19,984	3,461
<b>Totals</b>	<b>\$ 13,451,404</b>	<b>\$ 11,471,278</b>	<b>\$ 1,980,126</b>

See independent auditors’ report and notes to statement of calculation of chargeable and non-chargeable expenses.

# TRANSPORT WORKERS UNION OF AMERICA

**TWU's Policy on Agency Fee Objections, as amended, is based upon decisions of the United States Supreme Court.**

1. **Employees who are members of TWU are eligible to engage in a broad range of activities by virtue of their membership. This includes, for example, the right to run for and vote in Union elections, to vote on ratification of collective bargaining agreements, and to attend and participate in Union meetings and activities that are pertinent to their employment. Employees represented by TWU can elect to be non-members, but if they do, they lose these and other rights and benefits that go along with membership in good standing in TWU.**
2. A TWU-represented nonmember employee who is subject to a union security clause conditioning continued employment on the payment of dues or fees – referred to as “agency fees” for nonmembers – has the right to object to expenditures by TWU or the employee’s Local Union that are not related to collective bargaining, contract administration, grievance adjustment or other expenditures that are considered “chargeable” to nonmember objectors. A nonmember objector’s agency fees shall be calculated in accordance with this Policy.
3. To become an objector, a TWU-represented nonmember employee shall notify the International Secretary Treasurer in writing of her/his objection by mail postmarked during the month of January in the first year for which the employee elects to be an objector. The written notification shall be signed by the employees and include the objector’s current home address and TWU Local Union number, if known. The nonmember objector shall also mail a copy of this notice to her/his Local Union. A nonmember employee who first becomes subject to a TWU union security clause after January in a particular year and who desires to be an objector must submit written signed notification to the International Secretary Treasurer, with copy to the employee’s Local Union, including the objector’s current home address and TWU Local Union number, if known, within thirty (30) days after the employee has become subject to union security obligations and been provided notice of these procedures.
  - a. A current TWU member who chooses to become an objector, must first resign from TWU membership before she/he can file an objection through these procedures. A member who resigns from membership during the course of the year shall have 30 days following resignation in which to elect to become an objector by utilizing the procedures set forth in paragraph 3 above.
  - b. A TWU-represented nonmember employee, who provides notice in accordance with the procedures set forth in paragraph 3 above, will be considered an objector for each subsequent calendar year after the first year for which the employee elected to be an objector, unless and until the employee notifies the International Secretary Treasurer in writing that she/he no longer desires to be an objector.
4. Expenditures in the following categories are among those chargeable to nonmember objectors.
  - a. Negotiation of agreements, practices and working conditions.
  - b. Administration of agreements, practices and working conditions, including grievance handling, all activities related to arbitration, and discussion with employees in the bargaining unit or employer representatives regarding working conditions, benefits and contract rights.
  - c. Conventions, Union business meetings, and other Union internal governance and related expenses.
  - d. Social activities.
  - e. Publications, to the extent related to chargeable activities.
  - f. Litigation before courts and administrative agencies related to contract administration, collective bargaining rights or other chargeable activities.
  - g. Legislative, executive branch and administrative agency activities on legislative or regulatory matters related to the negotiation or administration of contracts and working conditions.
  - h. Education and training of members, officers and staff intended to prepare the participants to better perform chargeable activities or otherwise related to chargeable activities.
  - i. Activities related to group cohesion and economic action of or by TWU represented employees, e.g., demonstrations, general strike activity, informational picketing.
  - j. Overhead and administration related to or reflective of TWU or TWU Local Union chargeable activities.
5. Expenditures in the following categories arguably are non-chargeable to nonmember objectors:
  - a. Community service and charitable contributions.
  - b. Affiliations with non-TWU organizations.
  - c. Support for political candidates.
  - d. Member-only benefits.
  - e. Lobbying to the extent not chargeable as per paragraph 4.g. above.
  - f. Publications, litigation, administration and all other overhead to the extent related to arguably non-chargeable activities.
  - g. External recruitment of new members.
6. The TWU Policy on Agency Fee Objections shall be reprinted in each December issue of the EXPRESS. The International shall also send a copy of this Policy to each nonmember who objected during that calendar year to inform such person of the right to elect to again object in a succeeding year. Any Local Union that is required by law to have an agency fee policy, but which has failed to adopt such a policy, shall be deemed to have adopted this “Policy on Agency Fee Objections” as its own, and such Locals shall be identified in the December issue of the EXPRESS.
7. The International shall retain an independent auditor who shall submit an annual report verifying the breakdown of chargeable and arguably non-chargeable expenditures (the “Report”). Similarly, if a Local Union has determined to apply this Policy for its expenditures, the Local Union shall arrange for an independent audit of the breakdown of the Local’s chargeable and arguably non-chargeable expenditures. Any Local Union which fails in a given year to conduct an independent audit of expenditures shall be deemed to have spent the same percentage of its expenditures on chargeable activities as the International expended as reflected in the auditor’s Report.

# CA POLICY ON AGENCY FEE OBJECTIONS

8. The Report(s) of the independent auditor(s) for the International and, where applicable, the Locals shall be completed promptly after the end of the fiscal year. The most recent Report of the International's expenditures shall be reprinted in the December issue of the EXPRESS. The Local Union shall provide to the nonmembers it represents a copy of the Report of the breakdown of the Local Union's expenditures.
  - a. The fees paid by nonmember objectors shall be handled as follows:
    - b. Nonmember objectors who pay fees directly and not by checkoff shall pay an amount equal to the full amount of agency fees reduced by the percentage of agency fees ascribed by the audit Report(s) (described in paragraph 7 above) to arguably non-chargeable activities (the latter amount referred to hereafter as the "non-chargeable amount"). An amount equal to 50% of the non-chargeable amount shall be placed in an interest bearing escrow account.
    - c. With regard to nonmember objectors who pay agency fees by check-off, promptly following receipt of the checked-off fees, the non-chargeable amount, both for the International and the Local that is utilizing this Agency Fee Objection Policy, plus an additional 50% of that amount, shall be placed in an interest bearing escrow account. Promptly following each calendar quarter, the non-chargeable amount for the preceding calendar quarter, plus the interest accrued thereon, shall be paid to each such nonmember Objector.
    - d. The International shall bill each Local for the monies return to objectors from escrow in connection with the Local's arguably non-chargeable expenditures.
  - a. All such timely challenges shall be referred to an impartial arbitrator appointed by the American Arbitration Association ("AAA") under its rules for impartial determination of Union fees. TWU will request that the AAA appoint an arbitrator to promptly consider and make a determination regarding the challenges in a single consolidated hearing to take place in Washington, D.C.. TWU will provide the AAA with the names and addresses of the nonmember objectors who have filed timely challenges.
  - b. Challengers, the International and, if a participant, the Local Union(s) shall each bear its/their own costs related to the arbitration. The challengers shall have the option of paying a pro rata portion of the arbitrator's fees and expenses; if they decline that option, the Union parties to the proceeding will pay the full fees and expenses of the arbitrator and not just their pro rata portion of such fees and expenses.
  - c. Challengers may, at their expense, be represented by counsel or other representative of choice. Challengers need not appear at the hearing for their challenges to be considered. Challengers who elect not to appear at the hearing may file written statements with the arbitrator, provided they do so by no later than the beginning of the hearing before the arbitrator. Challengers who appear but elect not to present evidence or otherwise participate in the hearing may also submit written statements at or before the beginning of the hearing.
  - d. Fourteen (14) days prior to the start of the arbitration, challengers shall be provided with copies of all exhibits or a list of all such exhibits that a Union party then intends to introduce at the arbitration and a list of all witnesses the Union party then intends to call, except for exhibits and witnesses the Union party may introduce for rebuttal. If copies of exhibits have not otherwise been provided, a challenger may request that the Union forward a copy to the requesting challenger(s) during this 14-day pre-hearing period. Copies of all exhibits shall also be available for review by challengers at the hearing.
  - e. A court reporter shall make a transcript of all proceedings before the arbitrator. This transcript shall be the only official record of the proceedings and may be purchased by the challengers. The parties shall be informed when the transcript is available for purchase and/or review. If challengers do not purchase a copy of the transcript, a copy shall be available for purposes of inspection by them at the Union party's/parties' headquarters during normal business hours.
  - f. The arbitrator may determine all procedural matters affecting the arbitration consistent with the dual objectives of providing for an informed and an expeditious arbitration.
  - g. Each party to the arbitration shall have the right to file a post-hearing statement by no later than fifteen (15) days after the parties have been provided notice that the transcript has been completed and is available for purchase or review. Neither challengers nor Union parties may include or refer in the post-hearing statements to any evidence that was not previously introduced and accepted by the arbitrator during the arbitration proceeding.
  - h. The arbitrator, taking account of the record presented, shall issue a decision on the challenges to the validity of the auditor's Report of the "chargeable" percentage of Union expenditures. The arbitrator's decision shall be issued within forty-five (45) days after the final date for submission of post-hearing statements or within such other reasonable period as is consistent with the AAA rules and the requirements of law. The decision of the arbitrator shall be final and binding.
  - i. Upon receipt of the arbitrator's award, the escrowed funds, as referenced above, shall be distributed in accordance with the arbitrator's decision, with the remaining balance, if any, after any required payments to challengers, returned to the International's or Local Union's general funds.
9. A nonmember objector may challenge the last audited breakdown of chargeable and arguably non-chargeable expenditures contained in the independent accountants' Report(s) by filing a challenge with the International Secretary-Treasurer, together with notice to the employee's Local Union, postmarked no later than thirty (30) days after mailing of the December issue of the EXPRESS that includes the Report(s).
  - a. All such timely challenges shall be referred to an impartial arbitrator appointed by the American Arbitration Association ("AAA") under its rules for impartial determination of Union fees. TWU will request that the AAA appoint an arbitrator to promptly consider and make a determination regarding the challenges in a single consolidated hearing to take place in Washington, D.C.. TWU will provide the AAA with the names and addresses of the nonmember objectors who have filed timely challenges.
  - b. Challengers, the International and, if a participant, the Local Union(s) shall each bear its/their own costs related to the arbitration. The challengers shall have the option of paying a pro rata portion of the arbitrator's fees and expenses; if they decline that option, the Union parties to the proceeding will pay the full fees and expenses of the arbitrator and not just their pro rata portion of such fees and expenses.
  - c. Challengers may, at their expense, be represented by counsel or other representative of choice. Challengers need not appear at the hearing for their challenges to be considered. Challengers who elect not to appear at the hearing may file written statements with the arbitrator, provided they do so by no later than the beginning of the hearing before the arbitrator. Challengers who appear but elect not to present evidence or otherwise participate in the hearing may also submit written statements at or before the beginning of the hearing.
  - d. Fourteen (14) days prior to the start of the arbitration, challengers shall be provided with copies of all exhibits or a list of all such exhibits that a Union party then intends to introduce at the arbitration and a list of all witnesses the Union party then intends to call, except for exhibits and witnesses the Union party may introduce for rebuttal. If copies of exhibits have not otherwise been provided, a challenger may request that the Union forward a copy to the requesting challenger(s) during this 14-day pre-hearing period. Copies of all exhibits shall also be available for review by challengers at the hearing.
  - e. A court reporter shall make a transcript of all proceedings before the arbitrator. This transcript shall be the only official record of the proceedings and may be purchased by the challengers. The parties shall be informed when the transcript is available for purchase and/or review. If challengers do not purchase a copy of the transcript, a copy shall be available for purposes of inspection by them at the Union party's/parties' headquarters during normal business hours.
  - f. The arbitrator may determine all procedural matters affecting the arbitration consistent with the dual objectives of providing for an informed and an expeditious arbitration.
  - g. Each party to the arbitration shall have the right to file a post-hearing statement by no later than fifteen (15) days after the parties have been provided notice that the transcript has been completed and is available for purchase or review. Neither challengers nor Union parties may include or refer in the post-hearing statements to any evidence that was not previously introduced and accepted by the arbitrator during the arbitration proceeding.
  - h. The arbitrator, taking account of the record presented, shall issue a decision on the challenges to the validity of the auditor's Report of the "chargeable" percentage of Union expenditures. The arbitrator's decision shall be issued within forty-five (45) days after the final date for submission of post-hearing statements or within such other reasonable period as is consistent with the AAA rules and the requirements of law. The decision of the arbitrator shall be final and binding.
  - i. Upon receipt of the arbitrator's award, the escrowed funds, as referenced above, shall be distributed in accordance with the arbitrator's decision, with the remaining balance, if any, after any required payments to challengers, returned to the International's or Local Union's general funds.
10. The provisions of this Policy on Agency Fee Objections shall be considered legally separable. Should any provision or portion thereof be held contrary to law by a court or tribunal of competent jurisdiction, the remaining provisions or portions thereof shall continue to be legally effective and binding.

**THE TRANSPORT WORKERS  
UNION OF AMERICA, AFL-CIO**  
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