

**Interviewee: Bob Gorman**

**Affiliation: State Director of the AFL-CIO**

**Interviewer: Jeremy Simer**

JS | What is the name of your position? What's the title of your position?

BG | I'm the Washington State Field Director for the AFL CIO

JS | And how would you describe your activities last year as they relate to the WTO? Which parts did you participate in?

BG | Well, in early, let's see, August or July, the AFL-CIO sent staff here from headquarters to begin working on WTO.

JS | Was that Joe Uhline?

BG | Vinnie O'Brien was the point person for the D.C. staff, I mean here on the ground. We had a big meeting down here in September, in the auditorium. We had, I don't know, 60 people there from International Unions and community groups and the Central Labor Councils.

JS | Was it the one...

BG | ...from all over the state?

JS | No. Was that the one when Trumpka spoke?

BG | No, no. It was actually before that. There were a couple of meetings before Rich Trumpka spoke. We had organized other meetings. Anyway, at that meeting we devised a plan. We would split our staff in two. We had one group doing logistics, and they were housed in Washington State Labor Council, and the other group which I led was on mobilization. And they worked out of this office here in the Labor Temple. We began assigning staff to those two work groups. And Vinnie O'Brien coordinated logistics and I coordinated mobilization.

JS | Logistics, meaning for the rally, the march...

BG | The buses, the march, meetings with the police, who gets sani-cans. Where are we going to hold the rally etc. At that point we were still figuring out location. You know, the banners, the stickers, the marshal hats, all logistics was run by Vinnie's crew

JS | And then, so did you coordinate the mobilization effort?

BG | Yes.

JS Okay, and that...

BG And I should say, overall was the deputy regional director called Pat Lee. She ran the operation. And she's the deputy regional director for the West of the AFL-CIO.

JS Is she based in San Francisco?

BG Yes.

JS So, I was talking with Verlene a couple of days ago, when I came in here briefly a couple of days ago, about her work in reaching out to the different Locals and establishing the point people and everything. What kind of work, what kind of coalition work was done? What kind of work did your side of the operation do with organizations outside of Labor, if any?

BG Well, there was a lot, especially in D.C. Joe Uhline coordinated that work. The Labor Council did a lot of the local coalition work. We did some of it; we would go to the weekly meetings down at, what was it, Fourth Avenue where the headquarters were? Rich Feldman and myself went consistently to those meetings. We gave updates, and this is what we're doing. But I mean a lot of that work was done in D.C. Some of the stuff we did here on the ground. We had two organizers that worked with students. That was Cathy Lowenberg and ...

JS Tico?

BG Tico Almeida. So they came in and worked with the student's groups. We had Reverend James Orange who came in and worked with the religious community. He was very involved in the, he and Jobs with Justice Rosalinda and Verlene were very involved in the night before event, you know the, the big rally and...

JS Jubilee 2000.

BG Right, exactly. They were very involved in that. We had James who was working on religious stuff, and then we had an organizer, Nancy Harvard, who worked with retirees groups and then the National Council of Senior Citizens actually sent an organizer here.

JS Really?

BG Yes.

JS From D.C.?

BG Yes. And you know, I saw you meeting with Will. So I mean those folks were very involved in organizing retirees. We had a whole separate retirees program on that day. I don't know if you're aware of that.

JS Yeah. Will just told me about that.

BG I was in the Mercer Arena in the morning, the retirees actually had their own program and then they came over en masse to Memorial Stadium. I can show you the mobilization plan.

JS Okay.

BG You know, I may have stuff written on this, I'm not sure. This wasn't rocket science. This was pretty much legwork and talking to a lot of people. What we did was, we split the state up into areas, we figured if we were going to get people here on a Tuesday, they needed to come from this area, right here, right?

JS From Western Washington.

BG Yes, Western Washington and Oregon and actually British Columbia. We split the state up into these areas. We assigned staff. AFL-CIO National brought staff in here, and people were assigned to these areas to work with the Central Labor Councils. We have Central Labor Councils in all these areas and that's King County here, right. There's 17 Central Labor Councils around the state. And we wanted the Central Labor Councils to coordinate buses. And that was the first thing we wanted them to do was say, get buses. "We don't care if you can fill them today. But make sure you have an order for five buses or six buses or whatever it is. Because getting closer to this date, you're not going to be able to get any buses."

JS Right.

BG So, for instance, we had two people assigned here, in this area. We had two staff people assigned - one in Northwest here and then we had one in Everett, one person from the AFL-CIO in Everett. I think Verlene had a couple of our staff working for her in Seattle. And in Tacoma, we had one staff person down there working in that CLC. And then we actually hired a fella to work in the Southwest region, Elmer Laulaien, who was with the Central Labor Council in Vancouver.

So all those areas, the first thing people did was get buses from any source they could. That was the first thing. And then as Verlene probably showed you on the sheets, we actually tracked how many people were coming to this thing.

JS Right.

BG Right. "You gotta figure out, this is a Tuesday, it's gonna be tough to get people here, we have to track it." So we did that almost every week. We had a staff meeting, so we had staff conference calls and staff told us how many folks are coming, how many buses, which locals and which locals are doing outreach, right, to the rank-and-file members and how are they doing that?

JS Right.

BG So there was sort of a system set up where, we went from the central area, to the Central Labor Councils, to the local unions. The same thing that Verlene explained to you probably. But except we did it on a much bigger scale, and included Oregon, Portland, we have staff in Portland and they ended up bringing not just buses but a train with 400 people on board. We actually put a staff person in Vancouver, British Columbia.

JS Is that right?

BG Yeah, they worked out of the Central Labor Council in Vancouver. Randy Perez, which in hindsight was a brilliant move.

JS Really, why is that?

BG Well, they had 42 buses come down.

JS Yeah?

BG Yes. Vinnie O'Brien and myself went up to Vancouver in, I think it was the end of September, maybe it was October. Vinnie and I went up there to meet with the Central Labor Council and a large group, they had a group already formed around trade issues with the Council of Canadians, the CLC, the equivalent of our State Fed was there, plus about 40 other people from community groups, environmental groups, and unions. And they were interested in participating, but the border is a big problem for them. You know they don't want to be at the border for hours and hours.

JS Right.

BG So, we said, 'We will put a staff person from AFL-CIO. To get it all figured out for you all.'

JS The border issues?

BG The border issues. We met up here at the border with John Fitzpatrick from CLC in Vancouver, myself, Rich Feldman, and Randy Perez, who was our organizer up there. We met with the border folks to initiate a process to get people through quickly.

JS Wow.

BG Each bus needed a roster. And the immigration folks needed that roster in advance. So "Bus one, these are the people on bus one," and the people just walk through. Real quick, the bus is gone. The next one, "This is the roster." So we had a process for doing that and it worked very well.

JS How far in advance did immigration need?

BG It needed to be like two days. We were giving them weeks in advance. Right, starting like 14 days out, we were beginning to send them that information. And some people didn't get to come, because there were some charges or something, right, so they wouldn't allow them into the country. So actually some people couldn't get through the border.

JS Oh, I see.

BG But, the process worked and it was a good move in hindsight.

JS Do you know how many people that happened to, that weren't able to get across?

BG Uh, it was a handful.

JS Out of 42 buses.

BG Yeah, it was negligible. Two or three people. I don't know what the rap was but the immigration folks didn't want to allow them into the country. So that was the plan there. And then we, as I say, we had two people here. Bill actually worked Central Washington. I mean we did a lot of meetings, Union meetings, CLC meetings, Council meetings, we were everywhere. Anytime there was a meeting, there was an AFL-CIO staffer there, talking about WTO. So, we blanketed this whole area. We also had a staff person working in San Francisco, who coordinated nationally. He was in charge of figuring out who was coming where. Which planes were coming on and on. Because we met everybody at the airport. The AFL-CIO met people at the airport.

JS Was that Warren Marr?

BG No it wasn't Warren, it was George Curtin. George Curtin coordinated things nationally, so he knew who was coming from Cleveland, who was coming from Los Angeles, who was coming from Boise, Idaho. If they were flying in, then we knew about it. And on the morning of the event, we had staff at Sea-Tac to guide them to buses at Sea-Tac. Everybody that came in was met. The same with, the train that came in from Portland, in the morning. We had staff there to meet them. And there were buses there waiting for those people to get shuttled up to the Memorial Stadium.

JS How did that train reservation happen?

BG That was early in Oregon when they had a large meeting with the affiliates and decided to see if we could do a train, and it came off, it was 50 bucks a head to ride that train. It wasn't cheap. But it was filled like that. They wanted to do a train from Vancouver and from here but we couldn't get it set up. It just wasn't Amtrak. It was right after Thanksgiving, there was limited carriage space. And so if they could have got more carriages here in Portland, we could have filled another train. It was 400 people. And there were people on a waiting list. So that was sort of the master mobilization plan.

JS Now these designations on the map, are these just sort of arbitrary lines to divide it up or are these...

BG Well, we did it by Central Labor Councils basically. The bulk of the membership are here – Tacoma, Seattle and Everett. You know we have probably quarter of a million members in Central Puget Sound. So this where we wanted to place the bulk of our staff. But each area, specifically these areas that are split like this, on union membership. You know, density of unions. One person here, one person here, a bunch in here and we had three in this area here.

JS Three in Eastern Washington?

BG We had two in Spokane, we actually hired a person, a locked out steelworker, put him on the payroll, and we had a staffer come in to work with him. A guy from New Mexico one of our staffers to work with him on mobilizing people in Spokane. We have about 25,000 members in Spokane, Spokane County. We have about 25,000 members through this area here.

JS Eastern Washington?

BG Central Washington. We have probably, around 18,000 in upper, this area here. We have maybe twelve to thirteen thousand in this area.

JS Out in the West?

BG Right. And then we have 25,000 - actually it's probably more than that, it's probably 35,000 in the Southwest Washington area. But you've got the Central Puget Sound, that's where the figures are. And that's why Verlene was given staff, and we had people.. The CLC actually hired a staff person for Tacoma and we put another staffer in there. We did the same in Snohomish. They had a part-time staffer working in Snohomish, and we put a full time staffer in to work with him. So there were two people in each CLC and a larger staff in Seattle.

JS Right. And so what were their primary responsibilities? To go to Local meetings?

BG Right. To track, to go to Local meetings, go to the CLC meetings, the Building Trade Council meetings, Metal Trade Council meetings, anyplace there was a meeting, we had someone there to talk about WTO and the need to get names and local affiliates in so we could figure these buses out.

JS And what was the message that they brought? I mean what kind of educational materials did they bring or what was ...

BG Did Verlene go over that? Child labor - it's unacceptable for our members. When you think of losing jobs, it's unacceptable. When you think of environmental degradation, it's

unacceptable. You know those are the things that can't happen. Workers can't organize in some of these countries. These are things, that was, it wasn't so much in the global WTO sort of language. We produce stuff in our language to talk about what was important to our members. What's important to Americans.

JS Sure.

BG So, it was pretty simple and obviously our members responded because, we knew ten days out we were going to fill the stadium. Right, I know you probably read these articles about how, oh, yeah, we put it on the Net and then people came. And I can tell you that's not how it works, right. Those things there are how it works, you track what's going on. I mean we would have, Verlene probably told you we'd have those bigger meetings down there and the Locals would go up and look at the Local and there was accountability, right?

JS Uh huh.

BG All I said...

JS Looking at the charts on the wall...

BG ...and it's like, "God, I only got 17 so far, I got to do something about that," so we sort of held people accountable. And we held our staff accountable for making sure it happened.

JS Right.

BG So that was the mobilization planned effort.

JS It's pretty impressive.

BG Yeah, and at the same time, it's also quite simple, I mean this is going out and talking to folks. See this is, this is one of the most important issues to the Labor movement this year, I mean that you get people out there. And we also emphasized, I think of it, numbers. It made a difference between whether we get 3,000 or 30,000. You know what I mean, those politicians understand numbers.

JS Right.

BG So that was why it's so important to make that kind of impact.

JS Starting out in, say September or earlier, what was your original goal of, if in terms of numbers to get people here?

BG Ah, I think our original goal was like 15,000 or something. I mean we were thinking this is a Tuesday, people take a day off work. Right, you know this is a real commitment. People from Oregon are getting up at four o'clock in the morning to catch a train. So I think our

original goal was like 15,000. We actually looked, when we first started doing this, we were looking at places like the Mercer Arena, we were thinking that this has to be inside because you know, it's November. It could be pretty bad, weather-wise. So we want to do it inside. But in reality the choices were pretty limited. It was something the size of the Mercer Arena and the Kingdome. And obviously, the Kingdome, if you have 30,000 people you're still swallowed up...

JS Right.

BG And the basketball arena ...

JS Key Arena?

BG ...wasn't available because the Sonics played that night.

JS Oh, ok.

BG So that wasn't available and that would have been too small anyway in hindsight, because it only holds 15- 16,000 people. So that's when we decided that Memorial Stadium, even though it was outside, was the best option.

JS So the reason for the switch from the Kingdome to Memorial Stadium was because you didn't only want to have it half-full and have it look small.

BG Oh, yeah. Yeah, I mean if you were in the Kingdome, right, and there's this camera panning around and it shows all these empty seats, and if you look at the videos of Memorial Stadium, that's a hopping place. Right?

JS Yeah.

BG And that holds 25,000 people. It holds 12,000 people on each side. We obviously almost filled both sides and had a ton of people on the floor. So we were easily probably closer to 28- 29,000 people in that stadium.

JS And were there many people outside the Stadium on the Seattle Center grounds?

BG Yeah, yeah.

JS Because I heard that there were people...

BG There were people who didn't come in.

JS Yeah, yeah.

BG They just waited outside for the march.



JS How many would you guess were outside? Do you know?

BG There were thousands outside. You couldn't get to the front of the thing, I mean that was, we were responsible for a whole lot of the work, but you, trying to get to the front of that march was quite a feat.

JS That's what Verlene was telling me. Verlene was telling me about the media truck that got stuck.

BG It was just chaos, it was chaos. I mean but it was awesome right, I mean it was just absolutely awesome.

JS How did the planning go between the, between the rally and march on the 30th and the direct action that was being planned at the same time? What kind of coordination or discussion happened around that?

BG None.

JS None? How did you feel about the plans for the direct action?

BG They were someone else's plans, they were fine.

JS Yeah.

BG You know. I mean we knew, early on we were concerned that if there were arrests in the morning, that they would screw our march up. That was our only concern. You know we, other folks doing stuff is their gig, so.

JS So there was, I mean but there was no, was there any communication through like the cross-sectoral meetings or...?

BG Yes.

JS Yeah? Okay.

BG Yeah. I mean DAN said that they were going to do stuff in the morning, that they were going to ... Well, it wasn't real clear, right, it was just "We're going to attempt to do this." Obviously, you didn't want to lay all the plans out, right? At one meeting, I just said, "Well, that our concern is that the cops, if you all start to do civil disobedience and there's arrests, that the cops get cranky for our march, right? That's our only concern."

JS Right. So what was, what was, other than the numbers of people, what was the larger goal in having the rally and march? What did the AFL want to get out of it?

BG To send a message that any trade agreements that our government negotiates has to include the five core issues that were identified by workers in this country that should be

included in any trade agreement. I mean that's, this thing should work for workers, not just for the movement of capital, and, so there's a small group of people that get rich.

JS Right.

BG So that was it I think, and I think that message got through. I mean, I really do believe that the whole event, not just the Labor march, the rally, but the whole thing of it, DAN's actions, and the actions throughout the week, changed the debate somewhat. I think people became aware of what actually is going on. I mean I think it opened up a lot of people's eyes that, what is WTO, what does it stand for, right? Because they had never heard of it before.

And I think Seattle actually made people aware for the future, but what's going on today, whether it's the debate on China. I mean, people talk about that. You know, why did 35,000 union members come to Seattle for a march in a blustery Tuesday day in November?

JS Right.

BG So I do think that our message has somewhat gotten through. But when you, it's kind of interesting, because when you think of politicians in this state it doesn't get through to them. Every one of them is going to vote for China's inclusion – PNTR - except for Jack Metcalf, who's a Republican. So I'm not sure, what's that say, you know? Maybe we needed 100,000 members, I don't know.

JS On a stage. So, what kind of, in order to implement, in order to reach that goal, what kind of directions were coming from AFL? I mean how much of the action and everything was sort of prescribed by the AFL in D.C., and how much was left up to the local organizers?

BG Do you mean, what? Do you mean like mobilization?

JS Mobilization, and...

BG Oh, that was our plan. That was put together across in that little room over there. We sat down one Friday afternoon with the staff and said 'how are we going to do this?'

JS So what kind of interaction... Did you say that Vinnie was, Vinnie was probably more in charge of interacting with the City and the police and stuff like that?

BG And Ron. I mean Ron was - as a CLC elected leader here - he and Vinnie sort of coordinated, and Rich Feldman also - coordinated a lot of the City stuff.

JS I'm hoping to interview Rich and/or Ron as well, in order for me to go in with a clear sense of what to ask them, what exactly were their activities, other than sort of, I mean you've mentioned one just there.

BG Well, Rich was very involved with the whole cross-sectoral stuff. And he's also very involved in developing a media message here before the ALF-CIO came on the scene. He was very involved in all that stuff and very involved with the city early on to figure out, we're going to have a place here we're not going to be ignored. You know, we're going to bring a lot of people to town. So he was very involved with sort of the initial stuff. Months, and months and months before, as early as February. Meeting with the City, Cliff Traceman, you know, the guy who does all that inter-governmental stuff. To let them know that we wanted to, we're going to have a march, we're going to have a rally and this stuff is going to be happening.

Ron, the same thing where he would be talking to the Mayor, County Council folks, the City Council letting them know that this was actually going to happen here. It wasn't like we were going to be, in Georgetown or someplace. Right, or like Harbor Island, it was going to be, we were going to have a significant presence here and we want to make you guys aware of that. Instead of the political clout of the local CLC was very important I think on all that aspect. It was very important, I think in another locations it might have been tougher unless there hadn't been relationships built over the time, with the City on this stuff.

JS You mean in other place where there...

BG Well, let's say it had happened in Cincinnati or something, or Cleveland or, not that those aren't good places, but I'm just thinking that Ron and the Central Labor Council is really sort of part of the, were influential players here in the City government and in the City of Seattle. And I think that was really, really helpful during the whole week, not just for that one day.

JS In what ways do you think that was helpful?

BG I think that when Ron, as the elected leader, says this is what we're gonna do, they would trust him that that was what we're gonna do. You know, he wasn't gonna like, piss backwards or something. And when he says that this is what the Labor movement is going to do in Seattle, he is the point person that they could go to and say, what exactly is going to happen here, here and there. I think it is really important that there is a trust relationship there, and I think it paid big dividends. Other places I think it would have been tough to do what we did.

JS What kind of reaction did the King County Labor Council offer to the City or the police after, on Wednesday December 1st when the cops were sort of corralling people around here in front and Verlene was telling me that they tried to block people from entering the Labor Temple, when protesters were coming in?

BG I wasn't downstairs that time, I was up here in my office, but you need to talk to Ron about what the CLC did.

JS Okay. Who put together the Friday march?

BG The CLC.

JS Okay. So that was locally driven?

BG Right.

JS Well, okay. You know that actually covers most of the questions that I planned. Are there any other things about the organizing or the mobilization the week of, that you think you'd like to get across?

BG I think what impressed me was that the Central Labor Council really came through. Like in Tacoma, the CLC was awesome, they had like thirty-eight buses come from Tacoma. And when you looked at the Stadium, there was so many affiliates unions that in many respects, trade doesn't affect. Like AFSCME, there they were, in the Stadium, all wearing there green shirts, right. SEIU, beside them, all wearing their purple shirts. Unions came out because it was the right thing to do. It might not be in their self-interest but it was the right thing to do. On the day of the event, when those buses started rolling up, I began to feel a little better, right, being responsible for putting people in the stadium.

JS Had you been nervous before that?

BG Oh, yes. My boss was speaking. I didn't want him speaking to ten people. John Sweeney was here. There were just so many good things about it, but affiliates came through. Machinists had a thousand peacekeepers. They just volunteered a thousand people to be peacekeepers throughout the parade route. That was just an awesome thing for that Local to do. I mean Locals came through time and time again. Locals that have never really participated in much came through, because this was an important event for the Labor movement, especially in Seattle.

I don't know if there's been bigger Labor marches in Seattle, there may have been but I'm not aware of any. It's definitely probably the largest Labor event that I'm aware of since the general strike, barring strikes and Labor disputes and stuff like that. It was pretty impressive. It was a great event.

JS The way that everything turned out and the power of November 30th and the whole week, has that affected the way that the AFL and/or the KCLC will think about organizing in the future? Is it affecting them in any ways?

BG Yes and I think that when we think about, many times I think we say to ourselves that we can't get, as the AFL-CIO we are the umbrella group for all the unions. Well, not all the unions but the vast majority of the unions in this country. And sometimes I think we say to ourselves we can't get unions to do stuff. We can't get traction on a specific issue that's

not important to them and this particular time we started holding Locals accountable, it made perfect sense. And Locals came through.

And I think that when someone says to me about I don't think we can do this or do that, I always remind people of what happened during WTO. It's a good focal point to say, "Wait a minute, this is an issue that might not affect someone in SEIU but here they were right. They mobilized en masse to come out for this event. So don't give up the ghost here. Not all is lost."

JS Have you seen that kind of tracking system used in that sort of inter-union mobilization?

BG They used some of this when they did the strawberry march. I was just on the staff then, so I'm not exactly real clear how they did it. But they used somewhat of a similar system. I mean unions use this for organizing, They track every single person in the plant, as to where they're at. This is the same thing except you track it by Locals, and each Local has a contact person.

The thing about me being in the middle is that I know a lot of people in the state, and so does Bill, my partner, so it was easy for us when someone calls from Bellingham and someone says you know, who should I talk to at such and such a Local. Normally I would know someone and I would recall that person. And again it goes back to that whole thing about relationships, I think sometimes we underestimate how important that stuff is. But you know, long term relationships with people is important. But the tracking system we'll use again, I'm pretty sure we will.

JS What did you mean about the relationships about....

BG Well, if we had flown someone in to do the job I was doing, they wouldn't have had any relationships. It's far more difficult to try and mobilize folks when you don't know anybody in the local union.

So I think it goes back to your whole thing about, know, what was done locally, what was done by D.C. The mobilizing stuff was done locally. We might have had people come from Washington, D.C., come from New Mexico, come from some other place but there was a contact and that was me, and also the CLC leader so if you don't have that it's very difficult to go into your local and say 'Can you get a bus? Can you buy a bus,' You know? 'Who the hell are you?'

It's a little easier when the CLC leader says that or I know someone and I call someone and I say 'We're looking to get buses, can you get some?' So I think that's important.

It goes back to this whole thing about local unions, you know, and when you think again about this relationship with the city, the CLC, it's built on relationships, it's built on trust and, and then going into that week, we never would have gotten as far as what we did.

That march on Friday would have been far more difficult unless Ron had some relationship with the city. It just never would've happened the way it happened.

JS How do you think it would've been different?

BG I don't think there would've been a march into the city. I think this 'no march zone' they had would've been enforced. I think if Labor hadn't been involved in that it just wouldn't have come off. All of the peacekeepers were from Labor, I don't know if you noticed that.

It was touch and go at the march on Friday? So then around some of those corners, when people didn't want to go around those corners but wanted to get through the cops. It was tense now and again. And I think the cops trusted the judgment of Labor that if they would have said we can't handle this anymore, you guys need to face it, I mean I do think it would have been completely different if Labor hadn't been involved in it.

JS I've heard that a couple of times now from different union organizers, that when the police or other activists on the streets knew there was union presence there, they kind of looked to them and sort of talked to them as intermediaries and organizers.

BG Well, there's no doubt in my mind that on the day of the march...

JS The 30th?

BG Yeah. I was at the Westin as people were coming down the road, I was there as peacekeeper. As the peacekeepers came down en masse, right the march was ending, the labor march was ending, all the marshals were coming down, I don't know what street that is but they were coming down toward the Westin, you could tell by their orange hats. They were all coming down, as they got to the Westin, and were turning to go back on Fifth to the Seattle Center, that's when the concussion grenades went off.

JS Where?

BG A couple of blocks away. Because it was like the cops were saying the Labor march is done now we're going to clear the street, right? And it just seemed like it was almost like clockwork.

JS Really?

BG Yeah. You could hear the concussion grenades going off as we were beginning, the tail end of our march was going back to the Seattle Center. And they waited, probably they waited because if they tried to do it, our members might have got involved in the thing. But you know, there it was.

JS Speaking of the Westin, were you there? That was where Sweeney and the leadership sat down, right?

BG Yeah.

JS Was that a spontaneous decision or was that something that had been planned before?

BG It was planned.

JS It was planned? Because I had heard that also that they came down Stewart Street instead of Pine Street, like the original plan was for them to come down Pine, but...

BG I was at the front. I don't know who made that decision, but there was worry that there was stuff going on further up. And they didn't want to take the leadership up there.

What's funny about the sit down, when we actually had sheets, we had song sheets and we had chant sheets explaining that at such and such a point, we're all going to sit down. Then what happened was that, you probably remember this, right? Buffenberger spoke for the Machinists, you know the President. "Are you ready to march?" Yeah, right. All the Machinists left and lined up for the march.

Then McWilliams from the Longshoreman, "Are you ready to march? We're going on the street, yeah!" A thousand Longshoreman leave. They're all leaving. They're going out so fast, we don't have time to get them all to stop. And at that time we had to get this thing shut down because there are more people outside than inside. And it was a little bit chaotic then. But there were, people were supposed to be handing out sheets as they left the stadium. We'd have had staff at the doors handing out sheets so that people, you know the chant sheets and also the instructions for when we were going to sit down. So it would be like a wave, and it actually happened like a wave to begin with. But I heard further back that people didn't sit down so, you know, I don't know. My feeling is that maybe some of the people hadn't even left the Seattle Center by the time we sat down at the Westin, it was so long.

JS I've heard a couple people claim that people were still coming out of Seattle Center as the front of the march was approaching, like returning to the Seattle Center.

BG That may be right. People told me it took them an hour to get out of the Center; the people that left at the very end.

JS What else went into the organization of that day? I mean you mentioned stuff like this, the chant sheet, the handout. Were there any other details?

BG Oh yeah, there was a lot. I mean we had staff that went to the airport to meet people, staff that went to the train station, you know, we had staff at the door who were giving stuff out, staff just assigned to the retirees. We already had peacekeepers in the street. You know, I think midway through the programs, our peacekeepers were out on the street and were gathering going towards downtown. Plus we had a bunch of staff that coordinated all stage

stuff, you know, who's on next, who's going on. They had radios to communicate, batteries ran dead. That was a problem, because then we couldn't communicate.

It was just a lot of logistical stuff for two or three days before. Are there sani-cans here, is there toilet roll in the sani-cans, is there food for the dignitaries. You know, it was the usual chaos for big events like that, but it was an historic event.

JS      OK, well, thank you.

*End of Interview*