Local 3 members employed by Dillingham are constructing a 3.3 mile tunnel near Sonora to bring water to residents and farmers in the Stockton area (see story page 10 & 11).
Last month I spoke out rather strongly about the commitment and obligations that come with union membership. I pointed out that in order for a union to be strong, members need to take a personal interest in what is going on within their union, and that sometimes union membership—like anything worth having—is not always convenient. It requires attendance at union meetings, input on contract negotiations and sometimes even a stint on a picket line.

That idea was put to test this month as hundreds of Local 3 members working in the rock, sand and gravel industry were locked out of their jobs by their employers.

Many of our members working under the rock, sand and gravel master agreement in the Sacramento area had taken wage freezes over the last two years to help their employers regain market share against non-union competition. Our members’ skills and hard work helped them to accomplish that goal. However, some of these employers apparently felt no need to reciprocate, now that they are back on their feet. They believed that they lacked the unity and strength to take a stand.

It was not our intention or desire for negotiations on this agreement to culminate in a complete shut-down of the industry, but sometimes it is necessary to take a stand for what is right.

We sent them a clear signal that all the crafts involved in this agreement are united. For two weeks our people walked picket lines at aggregate plants throughout Northern California. They were joined by Laborers, Teamsters and Machinists who had not been locked out and who had no immediate financial incentive for supporting our picket line.

I’ll be the first to admit that the lockout was a costly action for everyone involved. Some may feel that it was a wasted effort, since we didn’t gain the additional 51 cents an hour we sought (to pay for increasing costs in our health and welfare plan). Don’t be misinformed. When the employers unilaterally locked us out at the same time they told the other crafts they could return to work, it was vital that all crafts take a unified stand against this action.

I think all the union hands involved realized that, sooner or later, we must all pay a price to protect what we’ve fought for over the years. This was one of those times. Our ability to stand firm this year on an agreement that was only open for the wage package gave us a clear message to the employers that we will do what is necessary to protect our interests. Perhaps they will not lose sight of that next year when the contract expires.

My hat goes off to all those who realized the need to stand united on this contract dispute and gave their support at a time when we needed it most. This was one of those times when individual sacrifice and effort definitely made a difference.

"...sometimes it is necessary to take a stand for what is right."
UAW member Pamela Richards attaches a Union Yes bumper sticker to her new Dodge Dakota pickup, which AFL-CIO President Lane Kirkland awarded her after she refused to accept a non-union Honda Accord that she had won on an Ohio television game show. Showing their approval are Union Label Secretary-Treasurer Richard Perry and federation staff members.

Union member not in Accord with non-union car

Pamela Richards is union and the cars she drives are strictly union made. Richards, a United Auto Workers member for 20 years, underlined that point when she refused to accept a non-union Honda Accord that she had won on an Ohio television game show.

"I don't want that Honda. I'm union," said Richards, who works for Chrysler Corporation's Toledo Precision Machining plant.

Instead of the $17,600 Honda, she settled for a $1,000 prize from the Cash Explosion Double Play show, sponsored by the Ohio Lottery Commission. That was until AFL-CIO President Lane Kirkland presented her with the vehicle of her choice—a Dodge Dakota pickup truck—on behalf of the federation's affiliated unions.

Television viewers never heard Richards pro-union remarks; they were censored by the show's producers. But the Ohio state lottery later apologized. "I don't think they should be bleeped," Richards said, "I didn't slam the Honda product. I want a union-made car. That is what I make."

"That strong statement deserves to be heard," Kirkland said, "because Mrs. Richards expresses the sentiments of millions of American workers about the products of anti-union employers. As a union member she knows all about Honda's conduct in trying to keep a 'union-free environment' at its Marysville, Ohio plant."

Richards, who is married and has two daughters, cited the value of being union in an interview with a Toledo Blade labor writer.

"The union has given me a lot of things," she said. "When I started out at Chrysler, they built up my benefits and the wages that we have. If they worked that hard for me, then I can buy a care that we build."

Richards also got her message across forcefully in television interviews with "CBS This Morning," "A Current Affair," and on National Public Radio.

In response to Kirkland's offer of a vehicle of her choice, she chose the Dodge Dakota pickup because of the quality of "my husband's old Dodge Ram in my driveway with 100,000 miles on it."

Our new "Union Yes" campaign comes out at night with the stars.

How do you showcase a powerful new campaign? By choosing America's favorite network TV shows. The most visible shows. The highly rated, prime time shows that people talk about. Like Thirtysomething. 20/20. Murphy Brown. And the Cosby Show.

This Fall, we're making sure that when America tunes in to its favorite shows, they get our campaign message. A message that they won't tune out.

It's about the health care crisis. We're letting everybody know how serious it is. And we're asking everybody to support our campaign message. A message that the time has come for national health care reform.

So, when the stars come out, you know where to find us.

National Health Care Reform. The time is now.

Union Yes Fall 1990 Network Commercial Schedule

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<th>Day</th>
<th>Show</th>
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<td>Murphy Brown</td>
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<td>Bette Midler Special</td>
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Back to the future
Granite hands use old concept to build new subdivision

By Steve Moler
Assistant Editor

A ny visitor to the Laguna West subdivision, which is currently under construction in Elk Grove near Sacramento, can tell this is no ordinary housing development. Why Local 3 hands working for Granite Construction are digging two large depressions in the middle of a flat subdivision arouses one's curiosity.

Granite's Project Manager Doug Fullerton pulls out Laguna West's site plan and explains that the area where Local 3 operators are excavating is the 73-acre East and West lakes, which will be surrounded by 1,800 detached single-family homes, 1,500 townhouses and apartment units, 38 acres of parks, a town hall, an elementary school, daycare facilities, offices and retail shops.

Laguna West is one of the first housing developments in the country to introduce what is known in urban planning circles as “pedestrian pocket,” an innovative concept where neighborhoods are designed to emulate classic small American towns.

Laguna West planners want to create an environment where homes, schools, jobs, civic activities and shops are all located within easy walking distance, thus decreasing automobile dependence and improving air quality. The project emphasizes linking the subdivision with mass transit, with an extension of Sacramento's light rail expected to pass nearby. If the town center can successfully attract enough retail stores, residents will find most shopping less than a half-mile away.

The lake area will feature a waterfront promenade, jogging and bicycle trails and a park accessible to all residents. The homes, at least half of which will have front porches, will be built closer to the street, and garages and alleys will be placed behind the houses reminiscent of older neighborhoods in many American cities.

The first step in getting Laguna West off the ground was connecting Laguna Blvd., the subdivision's main street, with Franklin Blvd. and Interstate 5. This $8 million project, which included constructing a bridge over the Union Pacific railroad tracks, began in late 1989 and today continues on schedule.

Once the Sacramento County Board of Supervisors gave final approval for Laguna West in May, Granite began site preparations on Phase I, which included construction of the lakes, streets, sewers, storm drains, curbs, and sidewalks on just the eastern half of the project. Beginning this fall, five home builders—Lexington Homes, Kit Contractors, Patrick Developments, Richmond American and Shenandoah Homes—will build more than 800 single-family homes. An additional 400-plus lots will be sold to several production homebuilders, and 122 custom home lots bordering the lakes will be sold to custom home builders and individuals.

Above: The Laguna West subdivision takes shape in Elk Grove near Sacramento. At the top, Granite is working on the Laguna Blvd. extension that will connect with I-5. In the center, Operating Engineers are digging the 73-acre East and West lakes. Below: the Laguna West site plan shows how the development will look when it's finished.

(Continued on page 5)
Laguna West

(Continued from page 4)

Because Laguna West is situated on a 100-year flood plain of the Sacramento River, much of the 1.2 million yards of dirt taken from the lakes is being used to build levees on the outskirts of the subdivision. Some 22 scrapers and 14 dozers have been working 10-hour shifts running loads from the lakes out to the fringes. On a good shift, says Fullerton, Local 3 hands are moving up to 45,000 yards. "We're showing them (the developers) what fast tracking is all about," he said. "We aren't fooling around. Granite is putting its best foot forward; we're having a lot of fun out there."

When the curbs, gutters and streets go in, Local 3 hands will take a step back in time. Many of the streets will feature the old-fashioned split sidewalks in which the street and sidewalk will be separated by a six-foot-wide area to be later landscaped with trees and shrubs. In addition to streets being narrower, corners will be more angular, making them easier for pedestrians to cross, as well as serving to slow turning traffic.

Another characteristic that will set Laguna West apart from the typical suburban subdivision is its home prices, which will range from $90,000 for townhouses to $400,000 for lakefront homes. One of the principal developers, River West, is committed to having an economic mix of residents living in Laguna West, from single renters to families living in expensive custom homes.

Some people remain skeptical that Laguna West can create a vibrant community life. These critics believe people move to the suburbs to ensure their property values, not to recreate small-town America. But those who support the "pedestrian pocket" concept think there's plenty of home buyers hungry for more community life.

If Laguna West proves successful, the development could set the pace for a radical departure from conventional suburban development practices, helping cities and counties solve traffic congestion and air quality problems while improving community life. Whatever happens, the folks who eventually move to Laguna West will embark on a precarious trip back to the future.
Santa Rosa Picnic attracts record crowd

Over 500 gather at Lake Sonoma's Warm Springs Dam for day of fun under the sun.

Left: The band, made up entirely of construction trade union members, performed at the picnic.

Below: Some of the more than 500 guests at the Santa Rosa Picnic wait-and hope-for a chance to win one of the raffle prizes. Valerie Shideler won the door prize, an overnight getaway at the Los Robles Hotel in Santa Rosa.

Left: Winner of the "Oldest Card Present" contest was 54-year member Dick Bebee.

Left: Katie and Ashley were the proud recipients of some of Sharon Wise's face painting.

BATTLE MOUNTAIN—All is quiet for the time being at Battle Mountain Gold and Basic.

We're waiting for a decision on the gold theft arbitration. If you'll recall, four Local 3 members were arrested by the FBI in March and accused of interstate transportation of stolen gold concentrate. Local 3 filed a grievance on behalf of the four men.

We all send our sympathies to the Fletcher family. Bill, a long-time employee at Battle Mountain Gold, lost his arm in an accident at the Placer project. Those wishing to make a contribution to his family can send their donations to the Fletcher Donation Fund at the Elko branch credit union before September 28.

This month we're beginning to put together a new contract that will be negotiated next year. This contract is our future, so please plan to attend the special meetings. Times and locations of the meetings will be posted on all bulletin boards.

As usual, it's hot in Gabbs and even hotter at Gabbys since the scheduled Charlie Pride concert had to be cancelled due to lack of interest.

The Dave Dinius arbitration has been cancelled because we reached a settlement with the company before the arbitration hearing was scheduled to take place.

A two-thirds majority ratified an addendum to our contract's seniority section that pertains to layoff procedures. I think this language will serve all employees well should there be major cutbacks.

Organizing in northern Nevada is intensifying this month. It seems like everyone wants to organize their work place, which is great. We hope the calls keep coming in. Employers beware! Local 3 has a great organizing department. All you have to do is keep treating your employees unfairly and we'll get the chance to help mend your ways.

Delmar Nickeson
Business Rep.
SAFETY

Eight out of 10 persons reading this will experience back pain at some point in their lives. Next to colds, it's the major cause of lost workdays, resulting in millions of dollars in compensation costs.

Once you've hurt your back, you become three to five times more likely to hurt it again. Writing as someone who has experienced back muscles going into prolonged spasm, this is not a prospect to look forward to: the pain is probably the closest a man can come to the "joys" of natural childbirth. Given that back injuries are common, expensive and painful, you might think that prevention would be well recognized and implemented. Unfortunately not! Last year backs continued to be the part of the body most frequently injured, accounting for one in five injuries—a figure that has not changed for many years.

Why so little progress? For many years, the method most frequently adopted to prevent back injuries was to train workers in proper lifting techniques— the point where it might now be difficult to find a worker who could not recite the correct techniques. This has not solved the problem for several reasons.

First, statistics show that nearly 40 percent of back injuries are caused by falling objects, slips and falls. Good housekeeping would be appropriate in preventing such accidents.

Secondly, of the remaining 60 percent, less than half result from lifting. Backs prone to injury are a product of years of neglect and can be injured by something as simple as sitting or turning the wrong way.

Thirdly, teaching someone the safe way to lift and actually getting them to do it are often two different things.

If training in safe lifting techniques is not enough, what else works? At least three other approaches have shown positive results:

1. Applying ergonomic principles to job design can eliminate up to one-third of compensable back injuries.

2. Muscle strengthening programs such as MAPAO's "Back Care Exercise Program" can effectively attack the cause of 60 percent of back injuries.

3. High profile awareness campaigns in New Zealand and elsewhere have proven to be useful in getting people to apply the knowledge they already have when lifting or bending.

While this safety reminder cannot compete with the million dollar media campaign they undertook in New Zealand, its purpose is the same: to make you more aware of your back. Become your own ergonomist—think of ways to do your job that put less strain on your back. And finally, apply the knowledge you already have every time you lift or bend.

TEACHING TECHS

Again we must say good-bye and hello. Our longtime San Jose instructor Randy Jones of Delta Bay Land Surveys is reaching out to different endeavors. Thank you Randy for your years of dedication to the Northern California Surveyors Joint Apprenticeship Council program.

We welcome aboard Terry Warren of Meridian Technical Services. He comes to us after completing the NCSJAC program. He was an outstanding student and moved through the curricula very rapidly. We always appreciate those who complete the program and come back to share their knowledge. Good-bye and good luck Randy and welcome aboard Terry!

Your union has held many meetings in the past several months and some of the items changed were wages, health and welfare and Local 3 by-law revisions. Your union needs your support and does a great deal of research before making recommendations to the members. Be sure you support your union and attend all union meetings. The old saying, "If you didn't vote, you can't complain," holds true to your union as it does to your politicians.

We hear from employers, "What are we going to do when so n' so retires; we don't have anyone to take his or her place." That is why the NCSJAC is here! We need employer encouragement and the dedicated apprentices.

The NCSJAC is bringing along some very outstanding future party chiefs, and we will maintain a high level of graduates, but there are two important ingredients:

• The apprentices have to "pay their dues." That is, they must hang in there during the lean years, which even the older ones had to do, and keep up their studies.

• The employers must hire as much as possible our apprentices and work them as often as possible so there is an equal to learning and doing.

A current Red Cross card is a must in order for an apprentice to be advanced to the next period of training. However, a Red Cross card is good to have even if you are not in the journey upgrade program. Not only does the Red Cross issue these cards, it also sets up classes in community colleges, adult schools and hospitals. Be sure to check in other areas if you find the classes provided by the Red Cross are full.
FRINGE BENEFIT FORUM

By Don Jones, Fringe Benefit Director

October is your time to decide

You may join the Kaiser Permanente Medical Plan this month with coverage effective November 1. With recent changes to the regular plan, necessitated by today’s rapidly escalating health care costs, Kaiser Permanente may be a stronger alternative than ever before.

While Kaiser Permanente’s critics sometimes complain about Kaiser’s service, many health care analysts are quick to point out that Kaiser Permanente offers medical services second to none, beginning with each Kaiser Permanent member’s choice of a personal physician, who works with the member to coordinate all health care needs, including referrals to specialists.

Some commonly asked questions about Kaiser have been:

- What happens if I am on vacation and get sick?
  If you travel outside of a Kaiser area and need emergency services, Kaiser will cover you for emergency treatment at a medical facility until you can be transferred or travel to the nearest Kaiser facility.
- Is there a charge for doctor visits?
  Under the active plan, there is no charge for doctor visits or hospital stays. For retirees, Kaiser charges $3 for each doctor’s office visit. This is a Kaiser requirement for all retiree plans.
- Are routine checkups covered?
  Complete physical examinations are covered at Kaiser including all lab tests ordered by your doctor.
- Does Kaiser have chiropractors or podiatrists?
  Kaiser doesn’t have chiropractors, but it does have orthopedic specialists and complete physical, occupational and speech therapy treatment. Podiatry services are covered with proper authorization from your doctor.

Open enrollment choice by Oct. 15

October is the open enrollment month for Kaiser Permanente. Both active and retired members in Northern California have until October 15 to change their hospital-surgical-medical care election or to or from Kaiser Permanente.

Active and retired members in Hawaii have an open enrollment in April each year and will receive a special mailing near that time next year.

Operating Engineers can make this change from one plan to the other only once each year, in October for coverage beginning November 1. Therefore, members are urged to carefully consider the merits of both plans before making any choice. Once a choice has been made, it must remain in effect for the year. The only exception is if you move out of the 30-mile Kaiser service area.

All other benefits to which you are entitled will continue to be provided directly by the trust fund regardless of which medical coverage you elect. These include prescription drugs, vision care, dental care for active participants and families, as well as life insurance and accidental death benefits for active members and burial benefits for all eligible Local 3 members.

If you wish to change your current coverage or you want additional information, please complete the attached form, cut out and mail to the trust fund.

Kaiser enrollment applications will be mailed to you directly. Your election must be made no later than October 15 for coverage beginning November 1.

Retiree Dental Plans open enrollment

October is the open enrollment period for the voluntary Retiree Dental Plans. During this month, retirees and their spouses throughout the country (except Hawaii) have the opportunity to join the Retiree Dental Plans for the first time, change their coverage or terminate their coverage.

The effective date of the new coverage or termination of coverage is December 1. Retirees in Utah have their dental plan through Valudent. Utah’s open

(Continued on page 9)

YOUR CREDIT UNION

By Bill Markus, Treasurer

Time to buy a car

Are you in the market to buy a new car? With the 1991 models arriving at the dealer showrooms, now’s the perfect time to buy. Your credit union is ready to help you with your next car purchase.

Whether you want to buy a 1991 model or take advantage of the discounts offered on the 1990 models, let your credit union “price” the vehicle you are interested in. We will tell you both the dealer’s invoice price and manufacturer’s suggested retail price. In negotiating, you work from the dealer’s invoice price, and you determine the profit the dealer will make from the sale. Keep in mind that the dealers are offering added incentives from the factory to sell the 1990 models. In some cases, you may be able to purchase the vehicle below the invoice price. Our loan representatives can inform you of many incentives now taking place.

If you’d like, we can provide you with a printout on a particular model. The printout shows both the dealer’s invoice price and suggested retail price and lists the cost of all options. Along with this printout you will receive information on maintenance, insurance ratings and vehicle safety. Take the printout with you as a quick reference on prices when negotiating your deal. The fee for the printout is $10, refundable at the time you get your car loan with the credit union.

For members living in California, the credit union has a person that will locate new vehicles and negotiate the price. Once you have your loan preapproved, you ask about our mechanical breakdown insurance. The dealers often refer to this insurance as an “extended warranty.” The price can be marked up greatly by the dealer, so make sure you compare our policy and price to the dealerships.

When you are looking for good loan rates, fast loan service and a savings on your next car purchase, think of your credit union first. We will help make your next car purchase the pleasant experience it should be.

Attention armed forces reservists!

All of us at the credit union are proud of our members in the armed forces reserves. Should you be called into active duty, please give us a call. We’ll be more than happy to work with you to make arrangements on your monthly obligations. We appreciate your answering the call in defense of democracy. We will certainly do our part should you need assistance with any of your financial needs.

New credit union branch

The grand opening of our new Sonoma County Branch is set for September 17. The new credit union office is located at 6010 Commerce Blvd., Suite 148, just off of U.S. 101 in Rohnert Park. The phone there is (707)585-1552. The Sonoma County Branch can serve all your savings, checking and loan needs. You have access to your account no matter which branch you visit.

Sonoma County Branch

Rhonert Park
Western Drive Park Expressway

Professional

(Continued on page 9)
enrollment is also October for coverage effective December 1. To be eligible for enrollment you must be a retired member in good standing with Local 3.

Please read this information thoroughly. Once you have enrolled, you are obligated to stay enrolled for one full year. However, you may switch from one plan to another during the open enrollment period.

After this one-year enrollment period, you may cancel from the plan if you wish. To cancel, please notify in writing the Operating Engineers trust fund office, 642 Harrison St., San Francisco, CA 94107, attention: Retiree Dental. Include your name, address and social security number. The plan will be cancelled on the first day of the following month. Please note: once you have cancelled, you will never be eligible to join the Retiree Dental Plans again.

Self-Funded Dental
$25.38 per month for retirees only
$47.87 per month for retiree and spouse

The Self-Funded Dental Plan is available throughout the continental United States. This plan allows you to see the dentist of your choice. You may change dentists at any time without having to notify the trust fund office. The plan pays 50 percent of usual, reasonable and customary charges for basic dental and prosthodontic work. A pamphlet with a breakdown of benefits and further information about the Self-Funded Dental Plan will be sent to you when you enroll or upon request.

The Safeguard plan
$13.91 per month for retiree only
and spouse

The Safeguard Plan is available only in the following states: California, Washington, Oregon, Colorado, Utah, Arizona, Nevada, Missouri, Oklahoma, Illinois, Kansas, Maryland, Ohio and Pennsylvania. If you choose this plan, you must see a Safeguard dentist. Anytime you want to change dentists, or if the dentist you have been seeing drops from the program, you must call Safeguard and have them transfer you to a new dentist. Safeguard will not notify you if your dentist drops from the program. The Safeguard plan pays benefits according to a schedule with the patient paying a predetermined percentage of the cost.

A list of Safeguard providers and benefits will be sent to you when you enroll or upon request. If you do not live in the West Coast area, an additional list can be sent to you at your request. To change your dentist, please call the San Francisco Safeguard office at (800)352-4341. Call collect if this number cannot be dialed from the area where you live.

Contributions
If you are receiving a pension check from the Pension Trust Fund for Operating Engineers, monthly contribution for the Retiree Dental Plan will automatically be deducted.

If you’re not receiving a pension check, you may make self payments. The trust fund office will set up the Self-Payment Plan. You will be billed quarterly.

How to enroll
To be eligible for enrollment in these two dental plans, you must be retired and a member in good standing with Local 3. If you’re already enrolled in either Self-Funded Dental or Safeguard and wish to continue, do nothing. Unless we hear from you, you’ll be re-enrolled for the 12-month period beginning December 1. If you wish to enroll for the first time, change your enrollment, or change your dentist, please indicate your choice on the form.

Further information about the plans can be obtained from the Fringe Benefit Service Center or the Trust Fund Service Center office.

Vacation pay transfer
In accordance with various collective bargaining agreements, vacation pay for hours worked from March through August and reported to the trust fund office by October will be transferred to the credit union by the trust fund office on November 15 and will be available for withdrawal at the credit union on November 30. If you prefer to have your vacation pay issued directly to you rather than to the credit union, you may do so by filing a Semi-Annual Payment Request with the trust fund office. You may obtain a request card at any district office or the fringe benefits office.

The trust fund office must hear from you, you’ll be re-enrolled for the 12-month period beginning December 1. If you wish to enroll for the first time, change your enrollment, or change your dentist, please indicate your choice on the form.

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Until recently farmers in California's San Joaquin Valley haven't had to worry much about water. Even when streams and reservoirs dropped to critically low levels during the 1976-77 drought, there was plenty of ground water to tap from beneath the valley floor. But after four consecutive drought years, even the ground water is drying up, and water officials throughout the valley are vigorously searching for new water sources.

The Stockton East Water District, which serves Stockton and several square miles of farmland east of the city, has found new water at an unsuspecting place. The Goodwin Dam, located about eight miles south of New Melones Dam on the Stanislaus River, was built by the Oakdale and South San Joaquin irrigation districts 80 years ago to supply water to the few hundred farmers cultivating crops and orchards in the valley below.

But when the ground water in the eastern San Joaquin Valley began drying up last year because of the four-year drought, Stockton East intensified its search for new water. Because of its elevation, Goodwin became the most feasible source.

Stockton East signed a $5 million deal with the Oakdale and South San Joaquin irrigation districts to obtain one-third of Goodwin's water. But obtaining the water rights was just the beginning. Stockton East had to figure out how to get the water from Goodwin down to its district.

Woodward-Clyde Consultants, the design engineers, decided to carve a three-and-a-quarter mile tunnel through Table Mountain on the north bank of the Stanislaus, then construct two separate canals to carry the water the rest of the way down to Stockton. The water will first flow into an inlet located next to the dam, then down a 180-foot vertical inlet shaft and up a 1 percent grade to the tunnel. The inlet shaft allows Dilling dam, a million cubic foot tunnel. Local contractors did the work as well as Woodward-Clyde Engineers and had the entire tunnel completed in 140 feet total feet.

On the north side of the tunnel, an inlet shaft was built to the next dam. The total length should be complete by January.

On the west side of the tunnel, the inlet shaft leads to Stockton.

Operator Don James scoops the material out of the tunnel. Loaders bring out material from Inside the tunnel. The water will first flow into an inlet located next to the dam, then down a 180-foot vertical inlet shaft and up a 1 percent grade to the tunnel. The inlet shaft allows Dilling dam, a million cubic foot tunnel. Local contractors did the work as well as Woodward-Clyde Engineers and the tunnel was completed in 140 feet total feet.

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through the tunnel before flowing down the canal, which is 40 feet higher than the outlet portal, which allows water to flow uphill.

Team Construction, a union shop, won the $20 million contract to build the intake, inlet shaft and tunnel. Three hundred and fifty hands working three shifts began the tunnel excavation of the intake in June. Operating at the helm of the tunnel boring machine locomotives, which carry loads of rock out of the tunnel, are two workers. With a rollover. Workers are boring an average of 17 feet per day. On August 20, the crew dug a 5-foot vertical, then broke the project's record by 46 feet per day. At trial time, about 6,000 of the 17,000 feet have been bored. At this pace, the tunnel will be finished sometime in late December or early January.

On the other side of the mountain next to the dam, several hundred loader operators are digging the 20-foot diameter and concrete reinforced water intake. From this intake, a valve will release water down the 180-foot incline and through the tunnel as water is needed in engineering.

Engineers soon will begin working on the Farmington Canal, the eight-mile canal section extend from the tunnel to Shirley Creek. Ironem, Granite, Fords and Claude S. Wood, all contractors, are bidding on these two projects, 50 million each. The Lower Farmington Canal, an eight-mile canal that will connect the project to Shirley Creek, will be completed sometime this winter.

Completed next summer, the Goodwin project will take 155,000 acre feet of water annually to the area. About two-thirds will be used for farming and for domestic use. This quantity won't totally relieve Stockton's thirst, but it will sure wet its tongue a little.
NEWS FROM Rancho Murieta training center

Safety Guards

Who's responsible here?

Crane safety is a very broad and visible subject as was evident by the publicity surrounding last November's tower crane accident in San Francisco. The operating engineer in this case became the focus of much investigation and speculation. Safety investigators converged on the accident site in search of answers to the question, "Who's responsible here?"

The conclusion of this investigation lies here on my desk: a report with over 200 pages of interviews, photos, graphs and educated guesses. Cal-Osha concluded that a series of risky maneuvers attempted by a poorly trained and loosely supervised crew led to the accident. Where's the common thread that weaves through all of these reports?

Let's examine the essential duties and responsibilities of the crane operator as taught by veteran Rancho Murieta crane instructor John New.

The crane operator must:

- Be well trained and proficient in crane operations.
- Be free of the effects of alcohol or drugs on the job.
- Be totally familiar with the manufacturer's operating manual.
- Perform prescribed machine inspections and maintain an inspection log.
- Inform supervisors immediately both verbally and in writing of any needed repairs.
- Understand the crane, its functions, limitations and operating characteristics.
- Establish an operation plan with crew and supervisors.
- Be familiar with site conditions and hazards.
- Ensure that the site is adequately prepared.
- Ensure proper crane set up and assembly for site and lift conditions.
- Be proficient in calculating load weight and lifting radius using manufacturer's load charts.

CRANES CAN BE OVER LOADED IN MANY WAYS:

WHICH OF THE 17 DUTIES OF A CRANE OPERATOR APPLY?

- Ensure that proper rigging procedures are followed.
- Establish and maintain communication with designated signal person.
- Ensure that all ground workers are in safe location during all crane operations.
- Operate crane in safe and responsible manner.
- Follow proper shut down and securing procedures.
- Oversee proper and safe training of apprentice crane operators.
- At first glance, each of these duties appears to be common sense that every operator would follow. However, that common thread we were looking for appears in this list. In virtually every incident involving cranes, at least one or more of the above was overlooked or ignored. No Local 3 operating engineer would intentionally ignore or overlook any of those duties. Still, though, it happens. Why?

Our operators' greatest virtue is that they provide the contractor with the best return for his dollar. We are the most productive operators in the world and that virtue can become a curse. When the pressure for production becomes the priority over safety, many of the duties that John New teaches and all responsible operating engineers practice may be ignored or overlooked. A safe operator is a productive operator, but a productive operator is not necessarily a safe operator. Whether that pressure for productivity comes from supervision or from ourselves, it can be a killer. The ultimate responsibility for the actions of any machine lies with the person at the controls.

An additional thread is the failure of those involved to heed warnings of impending disaster. The crane operator must remain constantly alert to the conditions and activities surrounding him. In most cases there was some sort of warning in the form of a change in the crane's performance, behavior of personnel on the ground, or conditions at the site. In some cases an instinctive warning was given to the operator. Most of us can remember times when intuition told us to duck or get out of the way. When that alarm goes off, listen! That uneasy feeling in the pit of your stomach is trying to tell you something. Don't ignore it. Listen for and heed the warnings.

As John New often tells his trainees, "Get all the training you can get, wherever you can get it, and then use it every minute you are on the job." Safe operation is a result of training, experience and accepting the safety responsibilities that come with the job. Practicing John's list of duties of the crane operator, listening to the warnings and, in John's words, "treating every lift as the most important one you will every make, no matter how big or small," will ensure that Local 3 crane operators remain the safest and the best. After all, we know "who's responsible here."

This is the first in what we hope will be a series of articles on the nuts and bolts of safe equipment operation. "Safety Guards", the title of this new column, will feature the experience of the instructors at Rancho Murieta, as well as input from the hands out there. Any "Safety Guard" that you would like to contribute may be sent to: Safety Guards, C/O Gene Hernndon, 7388 Murieta Dr., Rancho Murieta, CA 95683.

Gene Hernndon and John New
The Stockton Picnic

Left: About 250 people attended the picnic.

Far left and left: Hungry picnickers line up to be served plates of barbecue steak, corn on the cob, beans, salad and Italian pasta.

Left: From left to right: Windy Dumiao, Kathleen MacNamary, Marian Edwards and Darlene Steele prepare food.

Far left clockwise: Kimo Pagonis, Julie Pagonis, Cassandra Pagonis-Willis and Kimo Pagonis.

Left: Barbara Aja helps her son, one-year-old Wyatt, model his new Local 3 T-shirt.

Right: Business Agent Jerry Steele tends bar at the picnic.
SANTA ROSA - Thanks to Prop. 111, the Willits freeway bypass, a proposed $45 million Mendocino County project, is back in the planning stages. Caltrans has begun the “resource identification period,” which will continue through 1991. So far, six study corridors or proposed bypass routes have been selected. After detailed study, the preliminary design process will be completed and the final alignment will be defined and construction costs estimated. If the project receives continued support and is included in the future state transportation improvement program, construction could begin in 1998.

One potential environmental problem may arise, however. It's called “Bakers Meadowfoam”. Limnanthes Bakeri, commonly known as Bakers Meadowfoam, is a plant found in the northern section of Little Lake Valley.

A new report issued by the Center for Study of the California Economy states that Lake County is among the fastest growing county in California.

The Meadowfoam is classified as a rare plant in California and is a candidate for protection under the Federal Endangered Species Act. You all know what this could mean!

A new report issued by the Center for Study of the California Economy states that Lake County is among the fastest growing county in California. This is part of an explosion of people seeking cheaper housing and willing to make long commutes from the fringes of large metropolitan areas. In each major region of California—Los Angeles, San Francisco, San Diego, Sacramento and the Central Valley, growth is spreading out and new communities are sprouting.

Lake County is ranked as the 10th fastest growing county, with a 49 percent population increase, and a 45 percent increase in the number of jobs. The growth in Lake County's population and employment were nearly twice the state averages, and property values grew significantly faster than the state median of 144 percent.

Lake County is experiencing a housing sales boom, attracting first-time home buyers priced out of markets in Sonoma and Napa counties. The average price of a home is just under $100,000 and rising. In Sonoma County the median home price is $192,000. Everybody around the lake is busy with people looking for homes and many have concentrated their buying in Hidden Valley, Cobb and Middletown.

Let's hope that this trend continues, as the housing and development market is definitely very slow in the Lake Sonoma area.

Our district meeting and special called meeting at the Veterans Memorial in Santa Rosa was well attended, with over 100 members attending. T. J. Stapleton, Don Doser, Jack Baugh and Bill Markus presented the dues resolution, and the resulting vote was a resounding “YES”, a clear majority. Our union will all benefit from the additional monies available. Thanks for caring enough to attend!
Contracts benefit
Local 3 members
Several new agreements reached

SALT LAKE CITY - Local 3 members working for Kiabab Industries have ratified a three-year agreement by a margin of nearly 4 to 1. Wage increases amount to 7 percent over three years, and the company also agreed to put an additional 5 cents into the pension plan.

Other positive changes include: 1) A contractual agreement that the employer will reimburse members for tools they purchase, 2) classification changes for graders, 3) new vacation language, and 4) new bid procedure language.

Local 3 agreed to change the probation period from 90 to 180 days, and the insurance section of the contract can be opened with 30 days notice. The union agreed to open the Departmental Seniority Provisions of the contract in case the U.S. Forest Service causes more reduction in sawmill output.

In spite of having the timber harvest reduced by the Forest Service in both the Dixie National Forest and the Kiabab National Forest, the company has been able to maintain its Panguitch, Utah sawmill as a viable operation while the sawmill in Fredonia, Ariz. has taken some cutbacks. Local 3 has been corresponding with the Forest Service about unwarranted environmental concerns in an effort to protect jobs for our members at the Panguitch sawmill.

Local 3’s Negotiating Committee consisted of stewards Millard Schow, planer; Lynn Allen, shop; Marion Littlefield, sawmill; and Lamar Barlow, Business Agent.

Organized labor has won two major victories in the battle to defend prevailing wage rights in San Mateo and Contra Costa counties, paving the way for passage of new prevailing wage laws in other counties throughout California.

On August 14, the Contra Costa County Supervisors voted 4 to 1 to enact an ordinance that requires contractors performing private industrial work in the unincorporated areas of the county to pay union scale wages to all workers. The new ordinance applies to all projects in affected areas worth over $500,000.

The ordinance will take affect in mid-September and nearly double the wages of many non-union workers, who now make about $7 an hour. Prevailing wages for many union construction workers in Contra Costa County run more than $20 an hour.

From labor’s standpoint, safety was the primary consideration in pursuing the ordinance. The Contra Costa Board of Supervisors found that the use of low-paid untrained workers can lead to fires and explosions in industrial facilities and the release of hazardous chemicals. These types of accidents have occurred primarily on non-union projects and at facilities constructed by open shop builders.

“The issue is public safety versus corporate greed,” said Greg Feere, secretary-treasurer of the Contra Costa County Building Trades Council in Martinez. “No one can expect to hire skilled, trained workers for fast food wages. We want a safe environment to live in and we want workers to be able to support their families with dignity, not be a drain on our communities.”

The new law will apply to some of the county’s largest industries, including the USS-POSCO steel plant near Pittsburg and the UNOCAL refinery in Rodeo. The ordinance will not affect plants in cities, such as the Chevron refinery in Richmond and the Shell refinery in Martinez.

Tom Adams, an attorney representing the Contra Costa Building Trades Council, said passage of the ordinance is a “major domino” in labor’s plan to promote county prevailing wage ordinances for private construction throughout the state.

In May, the San Mateo County Board of Supervisors passed a precedent-setting prevailing wage ordinance that covers private construction projects and public works projects valued at more than $250,000. Like the Contra Costa County ordinance, San Mateo’s law applies to unincorporated areas in the county but not to the county’s 21 unincorporated cities.

In reaching its decision, the San Mateo Board of Supervisors took into consideration a study commissioned by the Contra Costa Board of Supervisors. The study found that $50 million steel mill renovation project for USS-POSCO had a detrimental effect on the county. The project was awarded to BE & K Construction based in Birmingham, Ala. Employment practices on the project resulted in a loss of construction payroll to local workers of $36.8 million and a loss of spending in the local area of about $18.6 million.

The San Mateo and Contra Costa ordinances have been legally challenged, however. The Golden Gate chapter of the anti-union Associated Builders and Contractors has filed a lawsuit in Superior Court claiming that the prevailing wage ordinances do not have the power to supersede the state minimum wage laws. But State Attorney General John Van de Kamp has said that such prevailing wage legislation is legally sound and constitutional.

Money, water problems tighten construction

SACRAMENTO - Lenders have tightened up on construction loans due to market conditions and pressure from federal regulators, who are urging these bankers to reduce their reliance on real estate lending. In May 1989, the Sacramento metropolitan area was 63 percent higher in non-residential construction than in May of this year. A $54 million deal to sell a 600-acre tract in Folsom fell apart last month because of financial problems stemming from doubts about whether the area would grow.

The slide in residential development can be blamed on new subdivision development limits in Sacramento, El Dorado and Placer counties based on general plan updates, flooding threats, water shortages and other factors, including overcrowding of schools.

In some areas, work continues at a breakneck pace on large projects in the Vineyard and Laguna areas of Elk Grove.

Teichert Construction is the general contractor on the Winncrest project. This $200 million project is Rancho Murieta’s first non-custom home subdivision, dubbed “Rancho Murieta South.” It will take three to four years to develop. Winncrest will spend $1 million on the project’s main gate and another $750,000 on improvements on Hwy. 16 outside the project.

Lorang Brothers is also presently working on highway improvements for this project.

We here in District 80 (Continued on page 18)
**NEWS FROM PUBLIC EMPLOYEES**

### Probation officer wins retirement benefits

**STANISLAUS COUNTY** - Last January Stanislaus County probation officers won the right to participate in a far superior safety retirement plan—except one person that is.

Probation officer Ronald Squier had worked for Stanislaus County since 1967. In 1986, the county offered a lower-benefit, non-contributory pension plan, called the Tier III plan, that Squier agreed to transfer to. At the time, the probation officers were not eligible for what is known as safety retirement, a plan that allows certain public safety employees, such as police officers and fire fighters, to retire at an earlier age. Although the county told Squier what he was losing by going to the other plan, the county never told him that he might lose safety retirement if that was ever given to other probation officers.

When the county finally agreed to grant safety retirement to the other probation officers, it did not check to see if any of the employees had opted for this lesser plan. It wasn't until months later that the county learned that Squier had opted for the Tier III plan.

Then the county refused to transfer Squier to safety retirement since the extra cost to the county was significant. The county claimed that Squier had forever waived the right to transfer to a different retirement plan, even one that no one knew might be available in the future.

Local 3 filed a lawsuit on Squier's behalf, requesting that the court force the retirement board to grant Squier his safety status and permit him to reinvest the contributions he had earlier withdrawn. The county fought this case vigorously, claiming it was outrageous for Squier to obtain the safety retirement after he had opted for this lesser benefit and signed an agreement to "irrevocably" waive his right to transfer to a different plan. Superior Court Judge Cantwell agreed with Local 3 that Squier had not waived his right to a benefit he never had at the time he signed the waiver. The retirement board was ordered to recognize Squier's status as a safety member of the retirement system, giving him a great boost in retirement benefits.

Once in a while, justice triumphs. Congratulations to Squier and the Stanislaus County probation officers!

Lynn Rossman Faris, Attorney, Public Employees Division

![Stanislaus County Probation Officer Ron Squier.](image)

### Canal workers fight for overtime pay

**STANISLAUS COUNTY** - Slave labor is alive and well at the Turlock Irrigation District in Stanislaus County.

About a year ago, 40 canal workers employed at TID became members of Local 3's Public Employees Division. They could hardly blame them for organizing. These employees worked at least 12-hour days, seven days a week, eight months a year. To top that, they were on call the other 12 hours a day, seven days a week, eight months a year.

Amazingly, they never received a penny in overtime pay. TID claimed that these particular workers were exempt from overtime pay required under the Fair Labor Standards Act. Local 3 said "hell no" and filed a lawsuit on behalf of the canal tenders.

The exemption under the fair labor law for irrigation workers applied only to people who work on waterways, ditches or canals used "exclusively" for supply and storage of water for agricultural purposes. But 96 percent of TID's revenue comes from hydroelectric power generated from plants and dams that are part of the canal system. The district also uses its water-ways for recreational and commercial purposes, and is also considering selling some of the canal water to residential customers.

So how can TID claim that its waterways are used "exclusively" for agricultural purposes? Only by stretching the truth beyond recognition and wishful thinking.

On July 17, the 9th Circuit Court of Appeals supported the employees view in a similar case involving irrigation workers in Oregon. The court held that the employees were not exempt from the overtime requirement of the Fair Labor Act because the TID was using 3 percent of its water for commercial purposes. In that case, the employer tried to convince the court that 3 percent was so insignificant that it really didn't matter. The court said that "exclusively" meant 100 percent, not just 97 percent. This case will be a great boost to the lawsuit filed by the TID employees.

The wives of the canal workers recently received some good newspaper coverage about how their spouses are rarely—if ever—permitted to take any time off from their jobs. When one of the canal tenders and his son got the opportunity to meet San Francisco Giant baseball player Will Clark at a pre-game event at Candlestick Park, he asked the district if he could find someone to cover his shift for a few hours. The district wouldn't agree. Another worker wanted to get time off to attend his daughter's graduation. The district again refused. And the slave-driving TID has the audacity to claim that these workers have it too good.

The TID employees wanted to file this lawsuit long before they affiliated with Local 3, but their original attorney wanted $50,000 to take the case. Needless to say, on what these canal tenders earn, they couldn't pursue the case. Now that they are part of Local 3, which does have the resources to fight for them, they will finally get their day in court. If justice is served, they will start getting overtime like other workers in this country who have since the fair labor act was passed.

Lynn Rossman Faris, Attorney, Public Employees Division

![Canal Tender Antone Perry, one of the 40 canal workers fighting the Turlock Irrigation District for overtime pay.](image)
Use or abuse?

Diagnosing Dependency

Dependence on alcohol or other drugs is a widespread problem. Many times people don't recognize it. Chemical dependency is simply the inability to control the use of some physical substance—not being able to quit and not being able to limit how much is used. If you have a dependency problem, recognizing it can help you move towards a happier and healthier life.

Myths

You might think of a chemically dependent person as someone who can't live without their drink or drugs, who is often drunk or stoned, who uses every day, or is irresponsible, immoral, weak-willed or even evil. The fact is, a person can be chemically dependent without showing such obvious signs, and dependency can cause serious problems in a person's life. We are gradually beginning to realize that a person's genetic makeup may affect his or her chances of becoming dependent, and that dependency is often a physical condition that cannot be cured by willpower alone.

Symptoms of dependency

Here are some signs that might indicate a chemical dependency problem in you or someone you love:

- Trying to cut down or quit using some substance and failing at it.
- Blackouts or lapses of memory after use.
- Using the substance while alone or hiding the evidence of use.
- Using the substance to forget about problems or worries.
- Doing things while under the influence that cause regret afterwards.
- Not being able to enjoy an event without the substance.

What to do

Recognizing that there is a problem is the first step towards recovering from chemical dependency. If you think you might have a problem of this type, call the Addiction Recovery Program (ARP). In Northern California the number is (800)562-3277. Outside California call (800)562-2773. Everything discussed is confidential!

Register to vote!

The voter registration deadline for the Nov. 6 general election is Oct. 8. The Calif. Election Division will send you a registration form. Just dial 1-800-345-VOTE. You must re-register whenever you move, change political parties or change your name.
**Sacramento district**

(Continued from page 15)

wish to thank the membership for their help in holding the line for us in our strike in the rock, sand and gravel industry. The construction operators stood shoulder to shoulder with their brothers on strike in a display of solidarity not seen in District 30 for many years.

The ready mix drivers at Teichert and RMC Lonestar also stood strong with the striking operators and should be commended for their display of solidarity also.

We feel there is a revitalized movement among the construction unions to stand strong for the fair wage and benefits they deserve.

We want to caution you to work safely and be aware of your location whenever you are on the ground near moving equipment. Too often we take it for granted that we know that is expected of equipment and equipment operators because we know they are the best. But often when on the ground, we become obscured by piles of dirt or shadows, and often we have our minds on other things or problems and allow ourselves to be caught in areas not within the equipment operator’s vision. You can’t rely on the equipment operators being able to see us at all times. You must use due caution at all times or pay for such discretion by bodily injury or death.

Our annual picnic will be held Saturday, September 29 at Elk Grove park—good food and drink, western music and barbecued beef cooked by the office staff. You can purchase your tickets at the office or from the agents on the job site.

Dave Young,
Business Agent

Dear Brothers,

The Sacramento Rock, Sand and Gravel members would like to express our thanks and gratitude to all those who gave us their support during the recent strike.

With your support and that of the Teamsters, Machinists and Laborers’ unions we demonstrated to our employers that the union work force can be united and strong on the job and on the picket line.

In the future, let’s continue to remain united and help each other in order to keep all the union strong and working.

Thanks again to all of you.

Local 3 Sacramento Brothers

**Departed Members**

Business Manager Tom Stapleton and the officers of Local 3 extend their condolences to the families and friends of the following deceased:

JUNE
Francis Barcal of Kahului, Hawaii, 6/26/90

JULY
Lee Roy Downard of Sacramento, Calif., 7/17/90; Charles Foote of Citrus Heights, Calif., 7/22/90; Ray Jaksela of Roseburg, Oregon, 7/7/90; Larry Kawamoto of Kailua, Hawaii, 7/25/90; Earl Oda of Oklahoma City, Oklahoma, 7/28/90; Myrl Perry of Salt Lake City, Utah, 7/30/90; James Robinette of Crawfordsville, Oregon, 7/22/90; John Sides of Salinas, Calif., 7/16/90; W. H. Thibey of Manataca, Calif., 7/4/90; Don J. Wilson of Salt Lake City, Utah, 7/28/90

AUGUST

DECEASED DEPENDENTS

Perry Benson, Wife of Ben Benson 8/12/90; Joy Daniels, Wife of Robert L. Daniels 8/16/90

**District Meetings**

District meetings convene at 8 p.m. with the exception of District 17 meetings, which convene at 7 p.m.

**October**

9th District 4: Eureka
Engineers Building 2006 Broadway

9th District 17: Kauai
Wilcox Elementary School 4319 Hardy Street

10th District 12: Ogden
Kona Elementary School Kealakekua

10th District 7: Redding
Konawaena School Kealakekua

11th District 6: Marysville
Engines Bldg. 1010 T Street

17th District 1: Ignacio
Avalaco Inn 6045 Redwood Hwy

23rd District 7: Maui
Walikoo Community Ctr. Lower Main Street Wallikoo

24th District 17: Hilo
Kapiolani School 990 Kuauea Avenue

25th District 17: Honolulu
Kalili Weana School 1240 Gulick Avenue

**November**

6th District 3: Stockton
Engineers Bldg. 1916 North Broadway

13th District 6: Auburn
Lou La-Bonte’s Restaurant 13460 Lincoln Way

15th District 2: Concord
Elks Lodge No. 1994 3994 Willow Pass Road

20th District 5: Fresno
Labor’s Hall 4311 East Hedges

29th District 11: Reno
Musicians Hall 124 West Taylor

28th District 12: Ogden
Ogden Park Hotel 247 24th Street

**December**

13th District 4: Fairfield
Holiday Inn 1390 Holiday Lane

18th District 10: Clearlake
Senior Citizens Center 14773 Lakeshore Drive

20th District 9: Freedom
Veterans of Foreign Wars Hall 1960 Freedom Blvd.
The best - by far

M-K Tunnel workers give world record performance.

Photos and Article by James Earp
Managing Editor

In America we celebrate the quest for "being Number One." "Going for the Gold." It epitomizes the spirit that has brought us to where we are today.

This intense competitiveness seems to manifest itself most in our love of sports, but nowhere is it better played out than in the American workplace.

High up in the Wasatch Mountains of Utah is a gold medal team that has never been featured on ABC Sports. Their accomplishments have never been broadcast over the evening news, but they stand without peer in their field.

They are tunnel workers employed by Morrison-Knudsen, putting the finishing touches on the 5.7-mile tunnel Syar Tunnel in Spanish Fork Canyon.

When completed, this project will bring much needed irrigation water from the Central Utah Project through the Wasatch front into the Salt Lake Basin.

Workers commenced boring in September of 1988 an 11-foot, 10-inch tunnel that would eventually have a finished diameter of 8-1/2 feet after it is lined with 20 inches of concrete.

The big celebration came on April 17 of this year when the crew holed through. They had reason to celebrate. During the year and a half boring operation, the crew worked around the clock, five days a week, and in the process managed to blow away every major tunnel boring record on the books.

They set a new record for the most feet bored in one day for a tunnel this size – 417 feet. They also set a record for the most feet in one shift (187 feet), the most feet in one week (1,717 feet) and the most distance in a month (5,391 feet).

That's a lot of "gold medal" performance for one team, and our hats go off to the Local 3 members and the union hands from the other crafts who are working together to get the job done.

Because of their skill and hard work, the company will complete this job nearly two years ahead of its scheduled date.

Pictured above are Local 3 members Monty Mangum (left) and Jim Smith, two of the crew members working Geneva Rock's onsite batch plant. Pictured left at shift change are Local 3 members: (front row) Leslie Larson, John Reyburn, Ike Harward (Job Steward), Bruce Baum and Noleen Herrera. In back row are Gale Bagley, Jim Giles, Joe Sawyer, Ken Tanner and Business Agent Kay Leishman.