

# R E E L E C T

## H Ray HAIR

### AFM INTERNATIONAL EXECUTIVE BOARD



#### ON FEDERATION FINANCES

## Spending reductions necessary for survival

**A**t the coming convention, Federation finances will be a hot issue. Red Hot. Anytime you have a convention and have the AFM's leadership asking for more money, you have controversy. The people

who have the pockets... the locals and their members... will be asking tough questions. And they should. The difference this time is that some of the money the Administration is asking for is to cover what has already been spent. The checks have been written and we're being asked to cash them. Vegas is hot in the summertime. This June it'll be hotter than a two dollar pistol.

There will be a lot of thinking, writing, and talking about money at the Convention. Hopefully, when the smoke clears, there will be some productive doing. When you write about money, you have to be careful because people come out of the woodwork with different sets of numbers. People get confused and interest groups begin to scream for fear of their oxen being gored, financially speaking.

Those who do the paying want more say in how the money is spent. Those who do the spending defend themselves and ask for more money. What a cycle. We struggle over money, power and influence. We wrangle over resources and how those resources are allocated. And we feud over who does the allocating. That's the AFM way, and that's the way it's been since I've been around.

Trouble is, though, that as we have struggled, the Union has gotten smaller, and more expensive. In 1989 we had 190,000 members. In 1997 we'll be down to 110,000. In 1989 the AFM had an annual budget of \$4.5 Million. Now it's \$9 Million. Half as many members paying twice as much money. And still, things get worse instead of better. Last year, the AFM spent \$400,000 more than it took in. There is danger that the AFM will experience another deficit this year. What is wrong here, and what can we do to correct the situation? Here are my views on the matter.

#### **We Can Only Have An AFM We Can Afford To Have**

Do you spend more money each period than you have coming in? If you do, then you draw from a reserve fund to pay for it. If you don't have a reserve then you'd sure as heck better not spend the money to begin with.

Each year the IEB looks at the AFM's projected income and expenses and develops an annual spending plan, or budget. We debate over how resources are to be allocated based on priorities and goals, and eventually a budget is approved. AFM spending, then, should happen more or less according to plan, right? I wish it were that

simple.

In more a conventional setting like, say, a household, a business, or even an AFM local, where you have a budget, things happen that

See FINANCES on Page Two

Denton, Texas

June 1, 1997

Dear Convention Delegate,

In a departure from my customary brief letter announcing my candidacy for re-election to the AFM's International Executive Board, I have chosen to provide a digest of opinion articles and commentary on many of the issues which are presently of concern to all of us.

I know that an eight page letter of this sort is quite unusual. Most of the campaign mail you will receive from other candidates may contain only a brief statement or two about the person's qualifications or a few points of position on popular issues.

Many candidates feel that to reveal too much of their opinions and views to the electorate is risky, that to do so could cost them a vote. And they may be, shall we say, politically correct in staying quiet long enough to get elected.

It is a vulnerable thing to express yourself on an issue when the view expressed may not be accepted by everyone. You become exposed. The chances of criticism increase, and criticism is what politicians seek to avoid at all costs.

Because I'm asking for your support for my candidacy, I feel you deserve to know my views on the important questions which are now pending before this great Union. The commentary which follows represents my honest observations and comes straight from the heart.

Those of you who know my background know that I stand for fairness and justice for all musicians. I believe good faith and fair dealing are more readily achieved through honest and open discussion of the issues. We should accept no less for our Union.

I am pleased to represent you as a member of the AFM's International Executive Board. If I can ever be of service to you, please let me know

**FINANCES — CONTINUED FROM PAGE ONE**

you never forecast would happen. Maybe you didn't get as many playing gigs. Maybe you didn't sell as many widgets, or you had to file a lawsuit to protect an interest. Things happen. You overrun your budget lines. You overspend.

When you overspend or you are underfunded in the real world, you either underspend or you tap your reserves to compensate. In Federationland, however, two important factors combine to destabilize AFM finances. Numero Uno -- the AFM has no cash reserves. Numero Two-oh -- the AFM has interest groups that demand, come hell or high water, attention (spelled S-T-A-F-F) and resources (spelled M-O-N-E-Y). And in case you didn't notice (and I think you did) the AFM is smack dab in the middle of hell and high water right now.

So what happens is that costly crises occur in the course of AFM business. Money is spent, but we go over budget because the Administration is hesitant to decrease spending on staff, for example, because of the ser-

vice demands and the political pressure from interest groups. Then you get a deficit, and then you get asked to pay more money. If we are to survive, we've got to break this cycle. We can only have the AFM we can afford to have.

### ***The AFM Must Cut Its Costs Even Further***

Even though the IEB adopted a 1997 budget containing cost reductions of \$900,000, I still voted against the budget. In order to pay off last year's deficit and have a small reserve to forestall future deficits, I believe fiscal responsibility demands that we cut even more. Like another half a million.

Remember, the AFM's membership will decline to 110,000 in 1997 but the budget is \$9 Million. The AFM is asking your support for a costlier bureaucracy to serve fewer members. That must change.

And we have lawyers. Boy, do we have lawyers. We have lawyers in Japan. We have lawyers in France. We have lawyers in Canada. We have a whole bunch of lawyers

in Washington, D.C., and God knows where else. Now, if the lawyers were getting us money, I'd be cool about it. But they're not. They cost too much. That must stop.

Meanwhile, AFM spending continues in lieu of further cost reductions and the IEB has proposed per-capita increases in order to pay for previous deficits, to pay for its current budget, and to obtain resources for organizing and relocation.

I want to stop right here and say I support the IEB's efforts to generate \$4 for organizing and \$1.25 for relocation from additional per-capita. (See related articles in this issue.) Those dollars have the potential to cut costs and create additional revenue. We would be investing in ourselves by adopting those additional earmarked revenue streams. I just wish we could have cut enough costs from the budget to preclude the need for a \$12 increase. An earmarked \$5 to \$6 increase for your consideration would have been my preference.

But, what the hey, sometimes you can't always get what you want. But you can try sometimes.

**ON ORGANIZING AND RECRUITMENT**

# ***Organizing is key to AFM's future***

**O**rganizing is what being a Union is all about. Statistics show that unions that organize successfully stay strong and grow. Unions that are not committed to organizing grow weak, get smaller and more expensive.

There are only two reasons for a Union to exist: **TO ORGANIZE** and **TO BARGAIN**, and both organizing and bargaining are dependant upon each other. A Union's ability to bargain effectively depends upon the percentage of the workers it has organized.

Show me a Union that is organizing successfully and I'll show you a Union that is

***“The AFM needs to invest  
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AFM. Every member of  
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strong financially, is bargaining effectively and is attracting work-oriented members.

Show me a Union that does not organize and I'll show you a Union that bargains fewer contract improvements, has financial problems and has trouble attracting new members.

By organizing, by motivating workers to identify, articulate, and prioritize their workplace needs and develop plans of action to address those needs, we rejuvenate our Union. We generate support in the workplace for the Union. We can then demand and obtain contracts which improve and enrich the lives of professional musicians. We then get more members, which helps financially and helps us bargain the next contract.

### ***It looks so simple, yet it is so difficult to bring to fruition.***

Organizing is not cheap. It costs money. And where organizing goals have been achieved, the financial returns in the form of new members, membership dues and work dues do not materialize instantly. It takes time to replenish the resources originally committed toward the organizing process.

That's why when you become committed to organizing, you have to stay with it. You have to keep organizing. You have to constantly organize. It's like farming. You can't just plant one crop, one season, and expect to have a great farm. You have to keep planting and keep growing and keep harvesting. Then you have a chance to compete in the market.

As I was saying, though, organizing costs money. It's not cheap. And money is one thing the Federation doesn't seem to have much of. The Federation has a \$9 Million annual budget and committed only \$300,000 toward organizing in 1996. And with a shrinking membership the AFM is again struggling to make ends meet.

Consequently, the delegates to the 1997 Convention are being asked to adopt dues increases amounting to \$2 Million in new money each year. One portion of an IEB financial recommendation would raise \$400,000 annually for organizing purposes. I support that part of the recommendation, but the AFM should not be limited by financial politics to a per-capita amount for organizing. The AFM needs to reallocate existing resources in order to maintain an effective organizing program.

Now, for those of you who may be skeptical or pessimistic concerning developing a

culture of organizing, or for those of you who may be worried that devoting money to organizing may mean less money for existing interests, symphonic and recording departments, for example, I say look at the entertainment industry. Look outward. Look at the industry activity. A growing, prosperous entertainment industry whose world wide sales level is approaching the trillion dollar mark should have a growing, prosperous Union alongside, protecting the artists and ensuring that a fair share of soaring profits are obtained by those who create the art.

Or, do we face a future where we will deal with a more powerful and robust industry with a smaller percentage of the workers as members of the Union.

We need to stop fighting among ourselves, among special interests of this Union over who is paying what, over how much is paid, and how it damn well better be spent on the people doing the paying. We've got to stop this divisive, institutional cannibalism. The AFM needs to invest in its future. Organizing is the chance we have for a stronger, more effective AFM. Every member of this Union deserves that.

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**FROM THE 'COURAGE UNDER FIRE' DEPT.**

# *I'm Not A Rubber Stamp*

**I** am told that I was elected to the IEB because of my abilities, experience, and commitment toward protecting the interests of all musicians. I am also told that I was not elected to hop in bed with the present AFM Administration. There is enough of that already, people say.

Of course, it's a political reality that any Administration would want to promote its supporters into positions of influence, to protect its political flank and to extend its power. Administrations naturally want to grow coat-tails long enough to get their insiders elected and to silence independent voices. This process is known as entrenchment. A kind of insulation, politically speaking.

It's no secret that I have never been afraid to disagree with the AFM's leadership and I have done so many times over the years.

When my vote has differed from that sought by the powers that be, it has been because I believed the policies advocated were, in my

*“Despite the pressures to go along in order to get along, I've voted according to my conscience and with the interests of the entire Union in mind, rather than according to the instructions of any particular interest group.”*

judgement, divisive, unconstructive, fiscally irresponsible, or otherwise not in the best interests of the Union as a whole.

Democracy is best served when all views are represented, and the views of all members, their locals, their Officers and their International Officers deserve to be heard. It is the moral responsibility of our leaders to ensure that our elected representatives, including the members of the IEB, are not only allowed but encouraged to promote their views through honest debate in an atmosphere devoid of fear and intimidation. Without fear of reprisal.

Despite the pressures to go along in order to get along, I've voted according to my conscience and with the interests of the entire Union in mind, rather than according to the instructions of any particular interest group. I'll debate the issues hard and fast. After hearing all sides, I'll vote for what I think is right, for what appears to be best for all of us.

You won't see me surrender my vote for an alternative political agenda. That I will not do. I'm not a Rubber Stamp.

## **ON RELOCATION**

# **2001: an office space odyssey**

**R**elocation is about moving AFM Headquarters from its present site on the sixth floor of the Paramount Building in New York City's Times Square to some-

where else. Relocation is a tantalizing idea that gained momentum in 1988 with President Emerson's Administration.

In 1989, the IEB voted to move the AFM

to Washington, D.C., but AFM finances were so tenuous that the cost of relocation, the expense of physically moving the offices and relocating the staff, could not be afforded.

Subsequent studies of prospective relocation by the Massagli Administration resulted in the same conclusion, that the AFM could not spare the resources to pay for a move. Instead of relocating, the AFM in 1992 negotiated a rent reduction in its Times Square headquarters in exchange for a ten year office lease extension through the year 2001. That's a capsule of the AFM's relocation odyssey.

The drive toward AFM relocation is propelled by the fiscal reality that in 1997 the AFM will spend \$640,000 in rent, nearly \$500,000 for its New York offices alone. It's a staggering cost. It's too much. It must stop.

Now, it doesn't take a rocket scientist or a Japanese record company executive, either, for that matter, to realize that at \$500,000 a year, in four years you've spent \$2 Million on rent, which is money down the drain when you figure the same amount might get you a deed and title to a building in New Jersey, within shouting distance of Times Square.

I get real frustrated when I see time and money being depleted on revenue negative items with no plan of action being developed to remedy the situation. I know that a number of my colleagues on the IEB have similar feelings.

I support the Board's recommendation to earmark \$1.25 of its proposed per-capita increase toward a building fund to be used to purchase a home for our Union. It will save millions of dollars in the long run.

A building fund should have been established years, if not decades ago, and I don't know of one good reason to wait any longer. Here's to a building fund. It's about time.



**DURING MY FIRST TERM** on the IEB, from 1989 to 1991, I served with the populist representative from the State of Washington, *Richard Q. Totusek*, shown at right. Richard was chair of the AFM's Relocation Committee and is now serving as Treasurer for Local 47, Los Angeles.

**ON RESTRUCTURE**

# Removing marketplace barriers will benefit locals

**T**hanks to Executive Officer Bill Moriarty of Local 802 New York, the AFM has begun to examine its structure in an attempt to understand why, despite the best efforts of the 1991 and 1993 Conventions, the AFM continues to shrink, continues to have financial problems, and continues to struggle at the bargaining table.

Central to this popular new issue of Restructure is the undeniable fact that the AFM's structure, its system of rules based on territorial administration by Locals, has not been overhauled to remove the inherent barriers which restrict organizing.

Now, at this point in this discussion, I want to be perfectly clear. I've heard many Local Officers express concern that a restructuring effort would eliminate their Local or merge them with another larger neighboring Local. Those sorts of restructuring ideas are not acceptable. The fact that the AFM has a system of locals, or too many locals, for

example, is not the problem. The fact that we have major metropolitan areas covered by several locals with significantly different standards and rules is a problem.

When you have a market where musicians work, and where you have several locals, each with significantly different standards, rules and approaches to Union membership, then you get confusion among the working musicians, and a confused mind says "No."

I'm describing the inherent barriers which exist and which prevent this Union from doing one of its most sacred jobs, organizing professional musicians. Unless we adjust our structure to eliminate the institutionalized obstacles to organizing and recruiting local communities of musicians, the AFM will never reach its potential and provide protection and benefits for those who need it.

Restructuring, in my view, is much less complicated and costly than is being portrayed by some. Restructuring should not

mean eliminating locals. Restructuring should not mean paying more money or real-locating influence from one interest group to another.

Restructuring should be about dovetailing interests at the local level to stimulate organizing and recruitment. The fruits of such restructuring, such dovetailing, can be shared by all, including the AFM.

One of the IEB's Convention recommendations would encourage locals whose jurisdictions comprise a single marketplace to consult with each other on initiation fees, dues and wage scales in an effort to reduce conflict. Conflicts among locals covering a market has discouraged organizing and prevented the AFM from growing.

I'm confident we can find ways to restructure and facilitate greater strength within the AFM and among our locals without harming or eliminating our locals. I'll be working for those goals over the next two years.

**ON THE AFM'S COMPUTER SYSTEM**

# The Info Highway: was it worth the toll?

**T**hose of you who attended the 1995 Convention will remember the spring conference meetings of that year which included the lecture/demonstration presentations on the AFM's new computer system. The presentations were also made at the AFM's Conference Conclaves. The benefits of the new program were well-published in the AFM's Official Journal.

Since the IEB's 1993 decision to develop and implement this program, over \$1 Million has been spent in hardware, software, and consultant fees, and the AFM spends well over a quarter of a million dollars each year in order to staff an information systems department to administer its computer system.

At one point it was reported that the cost of telephone access to the AFM's computer system was running \$7,500 a month (\$90,000 a year) and as of December 1996, there were 1500 AFM members accessing the system.

The genesis of the AFM's computer system was the IEB's Computer Study Committee Report released in late 1994 via the AFM's 1993 Annual Report, which announced the AFM's short and long term computerization goals. Those goals dealt with overhauling the AFM's internal financial and accounting systems, upgrading the Electronic Media Division's data capabilities, and implementing the AFM Bulletin Board System (BBS), also known as the "AFM Info Highway."

Conspicuously absent from the committee's report were references to IEB policy decisions dating from 1990, when the Board committed itself to the development of a standardized computer software program for AFM Locals to use in Local office

operations as well as for communicating with the Federation.

In 1990, the AFM voted to develop such a program and make it available to its Locals. That proposal, which sought to provide all AFM Locals with uniform, low cost software and support, was presented by former AFM Secretary-Treasurer Kelly Castleberry in January 1990 and was adopted by the Board.

*"Perhaps the ultimate beneficiaries of the AFM's Computer System were the consultants and suppliers of hardware and software who were handsomely paid to design and assemble it."*

Unfortunately, Secretary-Treasurer Castleberry's untimely death in late 1990, subsequent AFM financial woes, programming difficulties, and a change in priorities by the IEB have prevented the accomplishment of the original goal.

Although the AFM's million dollar computer project is a departure from earlier plans to address the organizational and administrative needs of AFM locals, Local Officers stand to benefit from the project's informational tools such as member and signatory data, data files on travelling groups, contract downloading, and E-Mail. I

strongly urge every AFM Local Officer to get plugged in to this program. You ought to. You paid for it.

It is a sad commentary on this significant allocation of resources, though, that only 1500 of the AFM's 110,000 members are using the system. That number of users may drop now that the Board has chosen to eliminate toll-free access to the system. That move will require members to obtain access through an internet provider for a fee.

Even with the project's cost thus far, the Electronic Media Division's data capability components have yet to be completed. This suggests that more of our resources will be required to realize and implement that portion of the AFM's computerization project.

You would think that for all the money, time, and energy devoted toward developing and operating the AFM's Computer System, including the expenses of demonstrating the systems' virtues at conferences and conclaves throughout the AFM, that more members would have signed on and benefitted. Perhaps the ultimate beneficiaries of the AFM's Computer System were the consultants and suppliers of hardware and software who were handsomely paid to design and assemble it.

Or, on the other hand, would we all have benefitted by allocating those resources toward a cash reserve? If so, would it have been necessary for the IEB to ask for more per capita dollars from this Convention?

We may never know the answers to these questions but we deserve to ponder them. After all, the resources have been allocated. The money has been spent. The Info Highway is a toll road. We need to make it pay.

## ON "TEAMWORK AND COOPERATION"

# You're an in-law or else you're an outlaw

As Convention time draws near, you'll be hearing from those aspiring to fill positions on the International Executive Board. All of the slots are up for grabs this year, as they are every two years.

You'll get all the campaign mail, including this piece, in the few days prior to your journey to you know where. 2901 Las Vegas Boulevard. The "Riv." The AFM's biennial spawning ground and quarterly brain trust retreat.

As usual, the political mail will announce the intentions of the various candidates (some mail may be as bold as this, but I doubt quite as entertaining). Most, if not all will contain one or more gratuitous slogans and/or buzzwords which are often used to promote the hopeful candidate.

I remember one such slogan from a convention many years ago. MIKE ISABELLA ISA-NICE-A-FELLA, or something like that. I guess the delegates saw through that one because I don't recall that Mike won that year.

One of the slogans I've seen over the last couple of conventions has been **TEAMWORK**, also seen and read as **TEAMWORK AND COOPERATION**.

Without trying to confuse, steal or otherwise cash in on the other candidates' use of those particular slogans, I want you to know that I, too, believe in and espouse the virtues of Teamwork and Cooperation.

Based on my experience as an IEB member during the Massagli Administration, I can safely say that Board was a shining example of Teamwork and Cooperation. We all worked hard together. We all had our jobs, our assignments. When times were tough we stayed with it. We helped each other. For the most part, we stuck together. Mark's congenial attitude and willingness to involve the Board in all matters fostered that.



**VICE-PRESIDENT FROM CANADA**, Ray Petch, left, has announced his retirement effective August 1. I have thoroughly enjoyed working with him and I am looking forward to working with his successor.

when you don't go along with what the leadership wants. They're said when you happen to have a view other than that of the company line, or if you happen to disagree. If you don't automatically follow along, then you are uncooperative. You're not part of the "team."

The challenge of great leadership is being able to create an atmosphere where diverse viewpoints can be incorporated into workable compromise for the benefit of the entire Union. I always appreciated Mark Massagli's knack for doing that.

There's always another opportunity to recapture that vibe, though. We get to hold a convention every two years where we can elect a new team or give the old team another chance, or you can mix and match.

Nonetheless, you can rest assured that candidates will find you. The tables will be strewn with political print stuff. And you'll hear about Teamwork and Cooperation. And they'll mean every word of it.

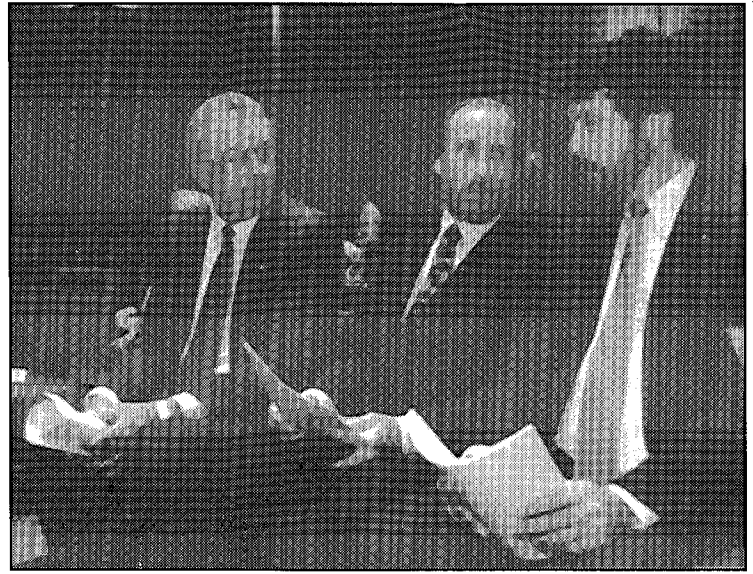
Today, though, the buzzwords Teamwork and Cooperation seem to strike a different chord. Those words come to play nowadays

And don't forget, I'm for Teamwork and Cooperation, too. Yes, Sir!

*“The challenge of great leadership is being able to create an atmosphere where diverse viewpoints can be incorporated into workable compromise for the benefit of the entire Union.”*



**PRESIDENT MASSAGLI LOOKS ON** as AFM archenemy *Charlie Peterson* loses his temper at me following our 1992 Senate Labor Committee hearings on LIVE-PALRA.



**COUNTRY MUSIC STAR Lee Greenwood**, center, testified with President Massagli and I during the 1992 Senate Subcommittee hearings on LIVE-PALRA.

## ON THE AFM'S LEGISLATIVE INITIATIVES

# Whatever happened to LIVE-PALRA?

**O**ne of the first actions taken by the current AFM Administration was to establish a Legislative Office in Washington, D.C. and hire a full-time National Legislative Director to promote the interests of musicians to the U.S. Congress. I am supportive of those actions.

We need to push for legislation favorable to our profession and we need to do so while we have a more action-oriented AFL-CIO and the support of a Democrat in the White House.

While the AFM has been involved, as it should be, in forwarding broad based initiatives such as saving the National Endowment for the Arts, Arts Advocacy Day, and measures such as Performance Rights in Digital Sound Recordings, I would like to see the AFM sponsor its own legislation as it did when Ned Guthrie was alive.

Have we given up on LIVE-PALRA, the legislation we sought from 1983 to 1992, which would have extended to free-lance professional musicians the same benefits under labor law enjoyed by other American workers? I hope not. We fought through Congress after Congress for a full decade for that bill and we eventually won committee and subcommittee approval.

Let's move forward and support legislative issues which favor our interests, but we shouldn't stop working in areas where we have an accomplished legislative history.

With the higher profile that the current AFM Administration has established in Washington, D.C., I would think that the prospects of enacting the Live-Performing Arts Labor Relations Amendments (LIVE-PALRA) would be better than ever before. Lets reexamine our options and see if we can get LIVE-PALRA back on track.



**I WAS PLEASED TO BE INVITED** by *President Fuentealba*, center, and National Legislative Director Ned Guthrie, right, to participate in the AFM's fist congressional testimony on behalf of the Live Performing Arts Labor Relations Amendments (LIVE-PALRA). The hearing before the U.S. House Labor Subcommittee occurred in September, 1984.

## ON PUBLIC RELATIONS

# Task force goals should become reality

The 1995 Convention saw widespread support for the development of an AFM Public Relations and Marketing Department which would serve to enhance and promote the AFM's image, assist in the organizing and recruitment efforts of the Federation and its Locals, and forward the AFM's message in the news media.

A resolution to establish an AFM Public Relations Department and to engage a PR Director was presented to the 1995 Convention where the popular support it enjoyed from the delegates was resisted somewhat by

over the cost of a new Department and was sensitive to the apprehension of the AFM in having sufficient resources to devote to such a Department, as well as what the Department would be required to do.

Ultimately, the Finance Committee recommended a substitute resolution which was adopted by the Convention which established a Public Relations Task Force comprised of Local Officers and members of the IEB. The Public Relations Task Force met in St. Louis in the fall of 1995 and issued its recommendations which were adopted by the IEB in December, 1995.

The Task Force called on the AFM to hire a PR Director and for the AFM to reallocate the necessary resources for the Director to carry out the objectives of the Department, all of which were contained in the Task Force's report.

I supported the original 1995 Convention resolution and I helped fashion the compromise substitute resolution in an effort to soften conservative opposition and to broaden support through rank and file and AFM participation in a Task Force.

Despite the best efforts of a number of dedicated, well-meaning people, Local Officers and AFM Officers and Staff included, the Federation's PR Department has yet to get off the ground.

The AFM's PR person, after working for less than a year, has vacated the position. Al-

though I am a member of the International Executive Board and was a member of the PR Task Force, I have not received any word from the Administration concerning the reasons for the loss of that employee. I do not know when the position will be advertised and filled.

It has been postulated by some that the AFM's PR person left the Federation because there was no budget to fund Department activities. If that is so, then we had the wrong person to begin with. You don't need a budget to create and file press releases, to track down reporters to give them leads on breaking news of strikes, lockouts or settlements, or to find ways to sensationalize the attributes of the AFM and its members. You can do a heck of a lot with no budget at all.

What we need is a Federation that is committed to carrying out the mandates of the Convention, the ultimate authority on all issues. The Convention gave us the PR Task Force, the Task Force gave us a report, and the IEB adopted the report. The Administration must bring the Task Force's goals to reality, instead of allowing those noble and just intentions to languish through what could be viewed as passive resistance.

I'm sure this issue will be a hot topic again at our forthcoming Convention. We will all be reminded that the Convention spoke and the Convention is the Boss. Or is it?

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the Federation for financial reasons. The Finance Committee, where the measure was sent for review and report, was concerned

## ON OFFICER TRAINING

# Education, training would benefit locals

The statement of purpose found on page 8 of AFM Bylaws states, in part, that the object of the American Federation of Musicians of the United States and Canada shall be to unite all professional musicians through Local Unions into one grand organization for the purpose of *encouraging and training Local Officers in representing their members.*

Of course, there are several other points contained in the Bylaws' statement of objective, but I feel the part focussing on Local Officer training has been ignored far too long.

Despite the rhetoric I have heard recently coming from various quarters of the Federation, I believe that the Officers of AFM Locals take seriously their responsibility to faithfully represent their members. It is extremely rare that I have come across a Local Officer who didn't care about the welfare and interests of his or her Local.

One underlying problem in helping Local Officers achieve their potential is that many Locals do not have the skills nor the financial resources to represent professional mu-

sicians to the degree that is required in today's modern entertainment industry. Locals' financial burdens have increased dramatically since 1991 and 1993, with more

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money than ever before going to the Federation, and with more money being requested at the forthcoming Convention.

We need to reallocate a portion of our resources, perhaps at both the Federation and the Local level, toward educating and train-

ing Local Officers. The training of our Local Officers is a declared objective of AFM Bylaws but few seem to want to address an issue which could have such positive implications for so many Locals and their members.

The price tag for officer training need not be prohibitive. From 1983 to 1985, the AFM held regional seminars for Local Officers and provided encouragement and an initial approach toward recruitment, job referral, public relations, and other areas of interest.

Training Local Officers through networking and apprenticeship may be another low cost approach toward developing skills at the local level. Officers of Locals interested in acquiring more expertise in booking and job referral, for example, could network or apprentice for several days with Locals which have successful programs.

I think we need to take a serious look at what we can do to promote the skills of our Local Officers. I think such activity would be widely accepted and appreciated by the Locals and their members.

## ON PAMPHLET B

### Local, traveling interests need reconciliation

**P**amphlet B is the AFM's collective bargaining agreement covering touring theatrical musicians. Producers of touring Broadway musical productions such as *Phantom of the Opera* or *Cats* engage musicians under Pamphlet B for performances in Boston, Detroit, Philadelphia, St. Louis, Dallas-Fort Worth and other metropolitan areas where Broadway theatrical musicals are profitable.

Concern over the provisions of Pamphlet B has increased since 1992, when the AFM and the producer/employers agreed to modify the contract rule requiring tour operators to abide by the guaranteed minimum number of personnel requirements which are set by various AFM Locals. Local minimums had been an important factor in preventing the touring employers from displacing the jobs of local musicians in favor of touring musicians.

When the 1992 version of Pamphlet B took effect, the tour operators were freed from any obligation to respect local minimums and hire local musicians, unless the engagement was of three weeks or more, and then only if the local minimums were collectively bargained by the Local with the local theater or presenter where the touring show would be presented.

There has been some confusion over the interpretation of the post-1992 Pamphlet B Local minimum provision and by operation of those provisions, local musicians in some cities, including Dallas-Fort Worth, have suffered a loss of jobs.

In San Francisco, a group of local theater musicians banded together to exchange information and ideas on the Pamphlet B issues as well as other problems indigenous to theater musicians. As a result, the Theater Musicians Association (TMA) was born and the group now has chapters in several North American cities.

The 1992 change in Pamphlet B local minimum provisions set the stage for conflict between the AFM and its locals, and between the touring producer/employers and the locals. In the process, locals and their members have been

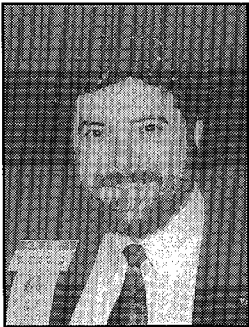
unfairly abused by arrogant, aggressive tour operators who seem to be constantly looking for ways to undermine the interests of local musicians.

The AFM's Pamphlet B has the effect of giving tour operators control of local venues and local musicians without providing a pathway for locals and local musicians to file grievances or exert influence directly upon those tour operators.

We need to find ways to resolve these kinds of conflicts and we can do that by working to dovetail the interests of locals, local musicians, the touring musicians and the AFM. I support the efforts of the Theater Musicians Association toward finding solutions to these problems. We need to be fighting the employers, not each other.

### ACTIVITIES AS A FEDERATION OFFICER DURING THE PRESENT TERM

- Wisconsin Conference, Sheboygan, Wisconsin, October 13-15, 1996
- Public Relations and Marketing Task Force, St. Louis, Missouri, November 3-5, 1995
- IEB Retreat, Montclair, New Jersey, March 9-11, 1996
- Charter Ceremony, Local 777, Biloxi, Mississippi, March 21, 1996
- Illinois Conference, Champaign, Illinois, April 19-21, 1996
- Kansas-Missouri Conference, Kansas City, Missouri, October 6, 1996
- Tri-State Conference, Eastlake, Ohio, May 2-4, 1997
- Various meetings of the International Executive Board



R E E L E C T  
**H Ray  
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