

# Coalition Chronicle

Report to the National Industrial Base Workforce Coalition

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Workers at the Huntington Ingalls Industries Newport News Shipyard with President Trump on the Gerald R Ford (CVN 78) carrier. *Newport News Photo*

## President Trump Comes to the Waterfront

At the September 14, 2016 conference on reviving manufacturing in the United States, covered later in this issue of the Chronicle, **Mike Peters**, president and CEO of Huntington Ingalls Industries, invited all elected officials interested in seeing a manufacturing miracle to, “come to the waterfront.”

On March 2, 2017, **President Trump’s** helicopter landed on the deck of the Gerald R. Ford (CVN 78) carrier to a cheering crowd of thousands of Newport News Shipbuilding workers, officers and crew of the Ford as well as dignitaries.

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President Trump speaks to the crowd of shipyard workers and members of the US Navy. *Newport News Photo*

Petters noted that President Trump told the audience that he wanted to provide our armed forces with the tools they need to win again.

Trump called the Ford carrier, “a monument to American might that will provide strength necessary to ensure peace.” He added that, “this carrier and the new ships of the Ford-class will expand our ability to carry out vital

missions on the oceans to project American power in distant lands.”

Newport News employs 20,000 shipyard workers and Huntington Ingalls Industries, its parent company, uses a supplier base of 5000 subcontractors and suppliers throughout the 50 states.



Gerald R Ford (CVN 78) carrier. *Newport News Photo*

## New Genesis: Restoring the Industrial Base

Following the Carter presidency, the Reagan administration launched a long overdue defense modernization program that included a massive build-up of ships, tanks, bombers, fighters, and tactical missiles along with R&D funding for the next generation of defense systems. Additionally, the decision to build an international space station and the announcement of a space exploration initiative represented an attempt to revive the Kennedy space program. It produced unprecedented prosperity for aerospace and defense workers in the major aerospace states and created tens of thousands of jobs in the subcontractor and supplier base throughout the country.

With the collapse of the Soviet Union, the Congress began to reorder its spending priorities. A series of anti-defense amendments streamed from the Congress along with calls for canceling the manned space program. The attacks bore different titles. Some fell under the heading of obtaining a “peace dividend”. Other attacks fell under the heading of the need to establish “defense economic conversion,” that is, shifting from war to peacetime production. In reality, there was

no alternative behind the empty rhetoric of economic conversion.

### **Birth of the National Industrial Base Workforce Coalition**

In the late 1980s, a group of unions in the aerospace industry formed a *Coalition* to help educate the Congress on the industrial implications of the Reagan buildup both on the nation’s economy and its national security. The group was headed by **Leonard Ricks**, the Executive Director of the Southern California Professional Engineering Association and Chairman of the Council of Engineers and Scientists Organizations. Ricks had the vision to broaden the engineering *Coalition* to include union locals in the touch labor workforce.

Ricks recruited **Cassell Williams**, President of the International Association of Machinists and Aerospace Workers Local 837, the largest aerospace local in the mid-west and **Gladys Greene**, the President of the IBEW Local 1805 in Maryland. Both these union presidents represented large numbers of minorities of touch labor workers in the aerospace and electronics industries. By 1990 the *Workforce*

*Coalition* contained engineering and manufacturing unions in 30 states.

Members of Congress were reminded that it was the productive capacity of America’s aerospace and defense industries that had defended the Free World through two World Wars and a Cold War lasting more than half a century. It was American workers who were successful in saving programs like the B-2, the C-17 and the International Space Station. For more than 25 years the *Workforce Coalition* has been a prime mover in national debates.

### **Strengths of the Coalition**

There are several features about the *Workforce Coalition* that make it unusual. First, it is the comprehensive nature of its membership. It includes scientists, engineers, professional and technical workers who largely are represented by professional associations. It also includes production workers represented by large international unions affiliated with the AFL-CIO, such as the IAM, UAW, IBEW & IUE.

Following the election of **President George H. W. Bush** and **Vice President Dan Quayle**, the focal point for the *Workforce Coalition* became Dan Quayle who met with unions to gain their input into policy development for continuing support for the space station, assuring its survival.

During the Republican convention of 1996 when the *Coalition* testified before the platform committee in San Diego, the unions were joined by several Republican Congressman, and Senators, and the Chairman of the House Armed Services Committee.

During Republican administrations, the *Coalition* also had unprecedented access to officials from the Department of Defense. Secretaries of Defense **Richard Cheney** and **Donald Rumsfeld** met with the *Coalition* and encouraged the Secretaries of each of the services to arrange meetings with uniformed policy makers to brief our *Coalition* on acquisition issues.

Over the last eight years our non-partisan *Workforce Coalition* has not had a single meeting with any official at the DOD or anyone in the White House.

### Hope for the Future

During the campaign of 2016, **Donald Trump** promised to rebuild America's defense industry which has declined over the last 8 years.

On January 23, 2017, President Trump met with more than a dozen union officials at the White House. These unions represent members in the building trades and construction industries. They included carpenters, sheet workers, steamfitters, heat and frost insulators, ironworkers and laborers. President Trump escorted these union officials into the Oval Office and took pictures with them.

Following the Oval Office visit, the group met with reporters in front of the West Wing entrance and spoke of their visit. Their comments were aired on the evening news that day.

**Shawn McGarvey**, President of the North American Building Trades Union spoke for the union leaders saying: "The President laid out his plans on how he is going to handle trade, how he's going to invest in our infrastructure and that he's going to level the playing field for construction workers and all Americans across this country."

Industrial base unions support the stated goals of

President Trump to rebuild our national defenses. This goal is compatible with rebuilding our manufacturing sector as well.

The new administration now has the opportunity to re-establish the relationship with industrial workers, once enjoyed by **Richard Nixon, Ronald Reagan, George H. W. Bush and George W. Bush.** ♦

#### *Coalition Chronicle*

*National Industrial Base  
Workforce Coalition*

Representing American scientists, engineers, technical, professional, service & production workers in maritime, aerospace, defense, electronics, energy, tele-comm., transportation, pharmaceutical and base industries in both the public and private sectors.

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## Platform Testimony Turns to Resolution

During the last eight years, the *Workforce Coalition* supported the cause of workers who suffered unemployment in the defense and aerospace sectors. Massive layoffs also occurred in our commercial manufacturing sector and involved workers who were victims of plant closures, outsourcing jobs to overseas locations, unfair trade practices and sequestration.

Many in Washington appeared unconcerned over these job losses that seemed to have been accompanied by often expressed views that the future of the American workforce would be dominated by those with college degrees. The belief was that the American workforce would be comprised of massive numbers of degree-holding college graduates.

Apparently, no one noticed that students were amassing enormous debts obtaining degrees for which there were no jobs at the same time the manufacturing sector, which always provided Americans with a path to the middle class, was collapsing. American educators seemed unconcerned about the relative disappearance of trade schools, apprenticeship programs and vocational arts programs that provided the majority of jobs for the working class.

Many of the members in the *Workforce Coalition* who attended high school in the 1950s recall the different skills that were taught to students of their generation in what were called shop classes. These were classes taught by teachers who were themselves skilled tradesmen. There were shops dealing with wood working, metal and plastic, as well as automotive and printing. These were not considered apprenticeship programs offering journeymen status. But they were an introduction to the crafts practiced by those whose formal education ended with high school.

In the 1970s and the 1980s, these shops all but disappeared. Again, this time period coincided with the rise in the belief that an entire generation had to obtain a college degree. Although few educators as well as the general public would admit, there was and still is a prejudice in favor of the college educated as opposed to those engaged in manual labor.

Through the 1980s and 1990s, unions in the *Workforce Coalition* came to believe that education was falling short of the promise that there was a place for everyone in the American workforce. What was needed was a return to the practice of offering students the opportunity to explore skills

needed in working-class occupations. In June of 2016, the *Workforce Coalition* attempted to appeal to both presidential candidates with a [Resolution](#) on the need for America's educational system to refocus on the vocational arts, trade schools, and apprenticeship programs. Following the election, the Resolution was directed to President Trump and the new Congress.

From statements made by President Trump during the campaign and continuing today, we are hopeful that the refocus of America's education system under his watch will favor vocational education and apprenticeship programs. Given his outreach to working class Americans during the presidential campaign, the *Workforce Coalition* believes he will be open to the views of the American worker. Our *Coalition* members stand ready to meet with **President Trump**, **Vice President Mike Pence**, and key members of his team to refocus American education so that it includes the vocational arts.

We urge the **Secretary of Education** to restore the vocational arts and skill trades into middle schools and high schools for those students who choose not to seek a college education. ♦

## WORKFORCE RESOLUTION

An Industrial Workforce Resolution  
Offered to the President and Congress

**Whereas**, America's national security rests on millions of American skilled craftsmen, who preserved our freedom through all the wars of the 20th century;

**Whereas**, America's industrial base is now in decline as evidenced by the loss of millions of jobs in the coal, steel, shipbuilding, aerospace, electronics industries as well as our civil space program and the US merchant fleet;

**Whereas**, rebuilding our country's industrial base will require a new generation of engineers, scientists and technicians as well as master craftsmen to be trained in high school vocational programs, trade schools, community colleges, and through apprenticeship programs at industrial worksites, all proven pathways for generations of Americans who earned a living wage capable of supporting their families;

**Therefore**, the members of the *National Industrial Base Workforce Coalition* call upon the President, the Congress and the Secretary of Education to pledge their commitment to restructure our nation's education system to include vocational studies, trade schools and apprenticeship programs, to rebuild our country's industrial base to restore America's world position as the industrial giant that ensures our economic prosperity and our national security.

## The US Maritime Industry and National Defense

In 1980, candidate **Ronald Reagan** announced a goal of building a 600-ship Navy consisting of destroyers, cruisers, submarines, and aircraft carriers. President Reagan kept his promise. But Reagan set another goal—that of rebuilding the U.S. maritime industry. He announced this goal to a group of maritime union leaders and ship operators on September 15, 1980 in a paper entitled, “A Program for the Development of an Effective Maritime Strategy.” This paper is a must-read for anyone seeking to understand the role played by our Merchant Marine in preserving our national security.

Reagan compared the U.S. and Soviet maritime fleets from 1955 to 1980, noting that the size of the US merchant fleet had fallen from its high point in 1950 to only 500 merchant ships in 1980.

He noted that in 1950 America carried 42 percent of US foreign trade, while in 1980, 95 percent of all US trade was carried on ships of other countries, ships that would not be available to the US in a national crisis. The percentage of US cargo carried on American bottoms fell from 42 percent to 0.5 percent. Ironically, we are worse off today than when Reagan spoke, because today our merchant fleet has gone from 500 to 200 ships.

Reagan stated that, while the U.S. merchant fleet had declined, the Russian merchant fleet had grown from 400 in 1950 to 2,500 in 1980. The Russian fleet consisted of oceanographic vessels and cargo ships that could easily be used for military purposes.

Reagan asked, how did we lose our maritime industry? He responded to his own question by saying that a major factor was that we allowed our trading partners to insist on cargo reservation that allowed them to deliver their trade goods to America on their ships, but would not allow America the same privilege, calling it “cargo preference,” deemed by economists to be a violation of free trade. Reagan charged that our lawmakers ignored the tactics of our trading partners and reduced our ability to transport even our own cargo.

His paper listed the activities that he would pursue to rebuild both the Navy and our maritime industry. Point 4 reads as follows: “recognize the challenges created by cargo policies of other nations. The United States has traditionally espoused free trade. However, the international shipping trade is laced with a network of foreign governmental preferences and priorities designed to strengthen foreign fleets, often at the expense of the U.S. maritime interests. We must be prepared to respond

constructively for our own interests to the restrictive shipping policies of other nations. A major goal of the United States must be to ensure that American-flag ships carry an equitable portion of our trade consistent with the legitimate aspirations and policies of our trading partners.”

Reagan's intent to reverse the downward trend of our merchant fleet went further. He would require the Navy to use the merchant fleet to carry military cargo. The program was called “CIV-MAN,” i.e. the civilian manning of Navy cargo vessels.

The CIV-MAN program was never instituted, neither was there an effort to allow American merchant vessels to be given “preference” to move our own cargo over the ships of other nations. Cargo preference was never mentioned after Reagan's election. One reason is that it flew in the face of the control over public policy that is heavily influenced by free trade economists. In this article, we examine that influence.

Free trade economists in both parties seek the lowest possible cost for purchasing goods and services. They support trade deals that have an impact on the American consumer, both good and bad. The garment district in New York City employed tens of thousands of workers who produced beautiful clothes at a reasonable price. Then came the

free traders. We began manufacturing clothes in countries around the world. In America, we went from manufacturing 95 percent of the nation's apparel to 5 percent. Economists could say the lowest price won, but, in the end we lost an industry.

Following World War II, America rebuilt war-torn Europe, Japan, and China. These nations quickly began rebuilding their industrial base which included steel mills more modern than our one-hundred-year-old facilities. These steel mills produced the materials to build ships. These ships carried merchandised trade goods to the United States, but this cargo was not the result of free trade; it was the result of foreign nation states declaring that whatever merchandise we purchase from them would be delivered on their ships. At the same time, the United States Congress would not allow American exporters to require that our trade goods or raw materials be delivered on American ships. So, both political parties for the last 60 years rejected American cargo preference for our own merchant fleet, but accepted foreign cargo reservation for our trading partners. American harbors are filled with foreign ships delivering merchandise being bought by Americans.

In his September 1980 speech, Reagan went right for the jugular of trade policies that hurt America. He stated "the world trades by sea and the United States is the world's greatest trad-

ing nation. We are heavily dependent upon ships to bring in foreign goods as well as petroleum and the raw materials for our industries. America needs ships to carry our agricultural products and manufactured goods, as well as raw materials to the world's markets."

Like **Richard Nixon**, Ronald Reagan served in World War II and knew the role that our Merchant Marine played in that war. Our massive civilian fleet supplied our allies before we entered the war and transported and resupplied our troops in Europe, the Philippines and the Far East. We could not have won without our Merchant Marine. Those naval officers who served in wartime understood that.

On November 2, 1945, **Fleet Admiral Ernst J. King**, Commander in Chief of the United States Navy and Chief of Naval Operations commented on a report to the President entitled "The U.S. Merchant Marine at War" the CNO wrote, "During the past 3 ½ years, the Navy has been dependent upon the Merchant Marine to supply our far-flung fleet and bases. Without this support, the Navy could not have accomplished its mission.

The *National Industrial Base Workforce Coalition* hopes that President Trump will recognize the cargo reservation issue as an unfair trade practice leveled against the United States. Rebuilding our Merchant Marine could begin an unprecedented stimulus program for the Ameri-

can economy. It would be an immediate stimulus package to build new ships made with American steel, and produce thousands of component parts from an industrial supply chain in more than 30 states well in advance of ship construction. It will require an infusion of workers and trigger apprenticeship programs to ensure that we preserve manufacturing jobs. The entire process will have an immediate impact on our economy.

We should be building a new fleet of cargo ships. We should be building our own roll-on, roll-off vessels to ship American cars, trucks, and, if needed, military vehicles and tanks. In addition, we have massive natural gas reserves. We should sell that natural gas to our allies and deliver it on a new fleet of American-built liquefied natural gas carriers. Taking all these steps to preserve our free trade, we will be better able to defend both ourselves and our allies.

The U.S. maritime industry is facing the worst period in its history, far worse than when Reagan pledged to rebuild in 1980. In the new Congress, we will surely hear calls for the elimination of the Jones Act, the Export Import Bank, and any other government program that requires the transportation of American products or components on American bottoms. The *National Industrial Base Workforce Coalition* is hopeful that **President Trump** will act to save our Merchant Marine while we still have one. ♦



## Future of US Manufacturing & Apprentices Programs

On September 14, almost two months before the 2016 Presidential election, Indiana University convened a conference in Washington D.C. where business and labor leaders offered a road map for the new US President to strengthen America's manufacturing base. The title of the conference posed a question, given its importance to the US economy, "What should the next President do about U.S. manufacturing; An agenda for the first 100 days".

A major figure in organizing the conference was **Tom Duesterberg**, former Executive Director of the Manufacturers Alliance, and who has been a strong supporter of apprenticeship programs. Duesterberg echoed the central argument presented by unions in the 2016 Workforce Resolution presented in this issue of the *Chronicle*. Advocating skill training by America's educational institutions, Duesterberg proposed what is one of the most important planks in a workforce platform, "support the revival of career education and training at high schools; inform teachers and guidance counselors on economic benefits of specialized skills training".

Two of the conference participants are well known to the unions in the *Workforce Coalition*. **Norm Augustine**, former Chairman of Lockheed Martin, the nation's largest producer of fighter aircraft and **Mike Petters**, CEO of Huntington Ingalls Industries, Inc., the nation's largest military ship builder. Both men have an excellent relationship with their respective workforces and are true stewards of society.

Norman Augustine, who participated in the "US Manufacturing and National Security" Panel, emphasized that manufacturing in America is in trouble and pointed to the decline in manufacturing jobs: "The fraction of jobs in manufacturing has dropped from a third of the workforce (post WWII) to about 9 percent today." Augustine also warned of the impending driverless automobiles that will impact millions of professional truck drivers.

Mike Petters is sincerely devoted to his workforce. In addition to setting up family health care facilities in the Huntington's three shipyards, last year Petters set his compensation at one dollar a year and donated his salary to

an education fund for the children of shipyard workers. Union workers have seen Petters standing line at McDonalds comfortably fitting into the community as any other shipyard worker.

Petters gave a keynote address that focused on the importance of investing in the workforce, noting that Huntington Ingalls invests \$110 million a year in workforce development and will spend \$1.5 billion over the next five years to improve future performance. He noted that the strength of Huntington Ingalls is rooted in the institutional learning that shipyard workers amass over decades. The title of master shipbuilder is reserved for those who have had unbroken service in a yard for 40 years. There are 1,000 master shipbuilders between the three shipyards at Huntington Ingalls.

Petters then challenged the stereotype usually given to manufacturing workers as "metal benders" saying that over five generations, the intellectual requirements for shipyard workers have increased and now require more brains than brawn. He cited the requirements for a position in the yard: "Must be profi-

cient in math, algebra, physics. Candidate must understand summation of moments. This is a four-step process to determine center of gravity. ... Candidate should also be able to use trigonometry. ... Candidate should be able to use geometry to calculate load weight.” He added “you might think these are the requirements for a designer, planner or even an engineer, but they are actually for a rigger.” Riggers are skilled trades workers who hook up loads and signal cranes to pick up and move components to locations aboard ships. “So, the stakes in shipbuilding are high, and the requirements to land even an entry-level job are pretty steep.”

Petters noted that the biggest selling point for entrance into the apprentice program is the ability to earn while you learn. “At our two apprentice schools, we offer tuition-free training in a wide variety of shipbuilding disciplines, from welding and pipefitting to dimensional control and nuclear testing. .... The Apprentice School at Newport News Shipbuilding was established in 1919 and celebrated its 10,000th graduate in 2015.” First-year apprentices at both schools earn close to \$35,000 with automatic raises are built in over the life of the apprenticeship. Of the 4,000

applicants, only 220 are admitted each year, a rate that rivals Harvard and Yale.

Noting that Huntington Ingalls Industries has built military warships for every commander-in-chief since Grover Cleveland, Petters urged the next president to, “come to the waterfront” and see a quintessential manufacturing center.

Also participating in the conference were **Ron Ault**, former President of the AFL-CIO Metal Trades Department, that represents members in the Huntington Ingalls Pascagoula shipyard and **Leo Gerard**, International President United Steelworkers of America, representing the shipyard workers at the Huntington Ingalls Newport News shipyard. Both these union leaders have worked closely with management of the companies that employ their members.

Leo Gerard spoke on the International Trade Panel. He was adamantly opposed to the Trans-Pacific Partnership trade bill because it did not provide protection for American workers. He argued that Congress should focus on the enforcement of trade rules that should be modernized to protect American jobs. Steelworkers have been exceptionally hard hit by the imports

that were the result of former trade deals.

In the summary report on the September 2016 conference, Dr. Duesterberg emphasized the need for fresh thinking to address the challenges facing this sector of the US economy.

The group offered and debated specific proposals for the next US administration:

- International Trade: Pause trade talks for one year;
- National Security: Remove incentives for offshoring; promote “Made in America” purchases by the Department of Defense;
- Education: Boost vocational education;
- Regulatory Reform: Strengthen the interagency regulatory review process;
- Tax Policy: Cut business taxes to an internationally competitive level;
- Innovation and Energy: Increase funding for innovation.

Conference recommendations were presented to both presidential campaigns with the hope of offering a blueprint for revitalizing US manufacturing. ♦

## Reviving Our Subcontractor & Supply Chain

On October 7, 1996, **Governor Pete Wilson** addressed the Small Manufacturers Association of California and noted that cuts in defense spending had seriously eroded the subcontractor and supplier base.

After years of declining budgets, program cancellations and the defense sequester, that erosion has only worsened. First to be hit by these changes was the supplier chain.

The new administration's plan to increase defense spending and to increase the US Navy to 350+ ships offers an opportunity to immediately reinvigorate our supply chain.

These projects offer the opportunity to put America back to work TOMORROW, for while fabrication will not begin for years, the supplier chain will begin work IMMEDIATELY.

New defense spending can put Americans back to work today. An army of suppliers in 48 states are ready to build the pipes,

switches, wires and all the other components that go into warships, submarines, amphibious landing craft, fighter aircraft, transports and combat vehicles. These components will be needed well in advance of the systems that will utilize them. The supplier chain is truly a "shovel-ready" industry. Advanced procurement of materials also offers cost-saving measures allowing the purchase of materials years in advance. Most of all this will be an AMERICAN supply chain.

**We, the *National Industrial Base Workforce Coalition***, hearing the concerns of the suppliers for help and representing the supplier chain companies and industries of our *Coalition*, **call upon the Congress and the Administration to begin the revitalization of American manufacturing jobs starting with the defense supply chain.** The advanced procurement necessary to build future warships and aircraft will provide an instant boost to our supplier base which will in turn provide the quality components necessary for the fabrication of ships and planes for years to come. ♦

## Member Spotlight: Mark Glyptis

The *National Industrial Base Workforce Coalition* is proud to honor **Mark Glyptis**, President of United Steelworkers Local union 2911 located in Weirton, West Virginia.



Mark Glyptis is one of the longest serving members of the *National Industrial Base Workforce Coalition* and has been critical to the success of a variety of issues facing our members. Time and again he has been there not just supporting his own union's issues but championing those issues important to other members of the *Coalition*. It has been the work of individuals such as Mark that has created the enduring legacy of support for the US industrial base and manufacturing industries the *Coalition* was created to preserve.

Mark was President of an Independent Steelworker Union in West Virginia that merged with the United Steelworkers of America. In his capacity as President, Mr. Glyptis is responsible for representation of approximately 900 union members.

Mark attained the status of journeyman craftsman and has been employed by the former Weirton Steel Corporation and ArcelorMittal Steel USA - Weirton since 1973. He was initially elected to office in 1988 as a union steward, and was elected in 1991 to his first term as president of the union. Mr. Glyptis was recently elected to his eighth consecutive term as president.

In addition, Mr. Glyptis is active in community service, as demonstrated by his past service on the board of the Weirton chapter of the United Way and has been involved in annual campaigns to raise funds for muscular dystrophy research and the Brooke/Hancock Cancer Society. He has also volunteered work on behalf of the Jefferson County (Ohio) chapter of the American Cancer Society. He is a member of AHEPA, an organization associated with the Greek Orthodox Church.

He lives in a suburb of Pittsburgh with his wife Jane and his daughter Elizabeth. ♦

## A Milestone Anniversary

This year we celebrate the 30<sup>th</sup> anniversary of the *National Industrial Base Workforce Coalition*, dedicated to preserving, promoting and expanding the industrial manufacturing jobs in America. Industrial workers preserve our national security and promote our economic growth.

To all of those who participated, who wrote, who traveled, who testified, who fought:

**Thank you!**  
**Your efforts have saved jobs;**  
**saved companies;**  
**saved entire industries.**

We also celebrate the 20<sup>th</sup> anniversary of the *Coalition Chronicle*, a publication that has brought the issues of our *Coalition* from the shop floor to our lawmakers in Washington.

We at the *National Industrial Base Workforce Coalition* will continue to fight for American workers, our members, our jobs, our industries and our nation. We encourage all who wish to join us to forward this issue of the *Coalition Chronicle* and spread the word.

Sincerely,

Michael P Balzano  
Executive Director